

A smiling man with a beard, wearing a dark blue suit jacket over a light blue button-down shirt, is the central figure. The background is a soft, out-of-focus light blue and white. A large, semi-transparent green triangle is positioned on the left side, partially overlapping the man's image and the text.

Effective Strategies to Improve Job Satisfaction and Reduce Property Management Turnover

Funded by the J.T. Aveni Center for Research

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About the J.T. Aveni Center for Research

This research was funded by the J.T. Aveni Center for Research, a program of the IREM Foundation. Named in honor of Joseph T. Aveni, CPM®, the Center was established to advance innovation and expand knowledge in real estate management. Mr. Aveni, who served as IREM President in 1977 and was a founding supporter of the Foundation, envisioned a future where research would drive the profession forward. His gift helped establish the Center, grounded in his belief that research is essential to the ongoing advancement of the industry. The Aveni Center supports studies that produce actionable insights for real estate managers, property owners, and the communities they serve. Through its research grants, the Center is shaping a more informed, resilient, and thriving property management profession.

Abstract

High turnover rates among property managers disrupt service quality, increase operational costs, and diminish tenant satisfaction. Despite these negative impacts, there is limited research on effective retention strategies within the industry. Grounded in Herzberg's two-factor theory, the purpose of this qualitative pragmatic inquiry was to explore strategies that property management leaders use to improve job satisfaction and reduce turnover. Six experienced property management leaders from the Midwestern United States who have successfully implemented retention strategies participated in this study. Data were collected through semistructured interviews and analyzed using Braun and Clark's six-phase thematic analysis, revealing four key themes: work-life balance and stress management, career development and growth opportunities, recognition and feeling valued, and supportive work environment and positive culture. A key recommendation is for property management leaders to implement tailored professional development programs to enhance job satisfaction and employee commitment. The implications for positive social change include the potential to establish more stable and supportive work environments in property management, which may enhance service continuity, strengthen tenant relationships, and foster community stability.

Dedication

For Sierra, in every moment, through every challenge, and across all lifetimes—my answer will remain the same: forever, yes.

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Section 1: Foundation of the project

Background of the problem

The property management industry faces a significant challenge with high turnover rates among property managers. Retention of skilled property managers is crucial for maintaining continuity, ensuring high-quality service, and achieving organizational objectives (Johansen, 2013). Despite the importance of retaining property managers, many property management organizations struggle to develop and implement effective retention strategies. High turnover leads to increased recruitment and training costs, service disruptions, and potential loss of institutional knowledge. Addressing these issues is critical for sustaining service quality and achieving long-term success in property management.

The issue of turnover in property management is not only a problem for individual organizations but also has broader implications for the property management industry. According to the National Apartment Association, the employee turnover rate in property management is 33%, significantly higher than the national average of 22% (National Apartment Association, 2021). High turnover rates can lead to increased recruitment and training costs, service delivery disruptions, and institutional knowledge loss. Additionally, frequent turnover can negatively impact tenant satisfaction and overall property performance, ultimately affecting the organization's profitability and reputation.

High turnover in property management is often attributed to factors such as job dissatisfaction, inadequate compensation, lack of career advancement opportunities, and high stress levels (Boyd & Nowell, 2020). These issues are exacerbated by the demanding nature of the job, which often requires property managers to handle a wide range of responsibilities, from maintenance and tenant relations to financial management and regulatory compliance. Retention is critically important in the property management industry for several reasons. First, retaining experienced employees helps maintain a high level of service quality. Employees who have been with the organization longer are more familiar with its properties, procedures, and tenants, which enables them to address issues more effectively and efficiently (Afulani et al., 2021). Second, lower turnover rates contribute to better tenant satisfaction. Tenants appreciate the consistency and stability that comes with long-term property management staff, which can lead to higher tenant retention rates and reduced vacancy periods (Azeem et al., 2020).

Moreover, organizations with low turnover rates benefit from reduced recruitment and training costs. The process of hiring and training new employees is time-consuming and expensive, and high turnover can strain the organization's resources. Organizations can mitigate these costs and improve overall performance by investing in employee retention strategies, such as providing competitive compensation, professional development opportunities, and a supportive work environment (Johnson, 2021). Addressing the high turnover rate in property management is essential for the sustainability and success of

organizations within the industry. Property management companies can enhance service delivery, improve tenant satisfaction, and achieve better financial outcomes by focusing on retention (Choi et al., 2020).

Business problem focus and project purpose

The specific business problem is that some property management organizations' leaders lack effective strategies to retain property managers. Therefore, the purpose of this proposed qualitative pragmatic inquiry was to explore effective strategies employed by property management leaders to mitigate property manager turnover. This research focused on identifying and understanding the strategies to improve property managers' retention and job satisfaction. The population for this study included property management leaders, with the research being conducted throughout the Midwestern United States. The sampling method was purposive, aiming to select a diverse group of leaders who successfully implement retention strategies. Data were collected through semistructured interviews and analyzed to identify common themes and best practices. The conceptual framework for this research was based on Herzberg's theory of job satisfaction to identify and explore the effective strategies the participants use to increase property managers' job satisfaction in the context of property management.

Research question

What are the successful job satisfaction and retention strategies employed by leaders for retaining property managers through increased job satisfaction?

Assumptions and limitations

Assumptions

Assumptions in research are beliefs or ideas taken for granted without proof or evidence (Ewing & Gruwell, 2022). Assumptions support reasoning and are necessary for the research process, though they can introduce bias if not critically examined. According to Ewing and Gruwell (2022), assumptions in critical thinking are foundational beliefs that researchers hold as true to guide their inquiry and analysis. My study's assumptions include that the participant's responses to the interview questions will be honest, authentic, and reliable and that the participants will understand the questions are related to their own experience and not of others and answer questions based on this knowledge.

Limitations

According to Ross and Bibler (2019), limitations are the shortcomings of a study that can potentially affect its results and conclusions. When conducting a study on the factors

influencing effective job satisfaction and retention strategies employed by leaders for retaining property managers, I may encounter limitations. Access to participants can be restricted due to limited availability, as property management leaders often have busy schedules, making it difficult to secure their participation in interviews. Privacy concerns are another challenge, as some leaders may hesitate to participate due to worries about the confidentiality of their responses. Additionally, achieving a high response rate for interview requests can be challenging. Low response rates may introduce bias into my findings, making my sample less representative of the population, increasing the likelihood of self-selection and non-response biases, and reducing the generalizability and accuracy of my results; instrumentation fees – developing and administering interviews may require financial resources, including fees for software, printing, and data collection tools.

Transition

In Section 1, I introduced the problem: some property management organizations' leaders lack effective strategies to retain property managers. I explained the specific business problem, the purpose of the study, and the research question, ensuring alignment among these elements. Herzberg's two-factor theory of job satisfaction was identified as the conceptual framework. Furthermore, I discussed the nature of the study and the research method and design. I concluded Section 1 by describing the assumptions and limitations of the study.

In Section 2, I will review professional and academic literature focusing on Herzberg's two-factor theory and strategies to improve job satisfaction and retention among property managers. In Section 3, I will define the role of the researcher and discuss my relationship with the research topic. I will describe the ethical guidelines in this study as outlined by Walden University's Institutional Review Board (IRB) and *The Belmont Report*. Additionally, I will detail the procedures for the informed consent process, identification of the population, and sampling techniques. In Section 4, I will discuss the themes that emerged from data analysis and provide suggestions for future research on property manager retention strategies.

Section 2: The literature review

A review of the professional and academic literature

The property management industry faces a major issue with high turnover rates among property managers, affecting both performance and service quality. This literature review will include current research on job satisfaction, turnover, and retention strategies in this field. It will also include the selected theory for research, Herzberg's two-factor theory, and review various studies to provide a thorough understanding of what influences property manager retention and the strategies leaders use to address these challenges. This literature review will also critically analyze and synthesize literature related to specific themes, such as inadequate compensation, lack of career advancement opportunities, high stress levels, and overall job dissatisfaction. I will also compare and contrast different points of view on the factors influencing job satisfaction and turnover, which will include examining the relationship of this project to previous research and findings, considering variables such as sample size, geographical location, and methodological approaches. A total of 41 reference sources were utilized, of which 38 (93%) are from within the past 5 years, and 36 (88%) are peer-reviewed.

Conceptual framework

The conceptual framework for this study is grounded in Herzberg's two-factor theory of job satisfaction, also known as the motivation-hygiene theory, developed by Herzberg in the 1950s. Herzberg et al. (1959) challenged the traditional focus on human relations issues in job attitudes analysis. They emphasized that worker fulfillment primarily derives from achievement, growth, and intrinsic job factors like recognition and challenging tasks, rather than solely relying on external conditions for motivation and performance. Herzberg's groundbreaking work on motivation in the workplace, particularly his focus on intrinsic factors driving employee satisfaction and performance, has had a significant and lasting impact on management practices. Herzberg's two-factor theory of job satisfaction framework is supported by additional theories, such as the Job Demands-Resources (JD-R) model and the Conservation of Resources (COR) theory. These theories will be critically analyzed to understand their relevance and application to the study of job satisfaction among property managers.

Applying Herzberg's theory to the field of property management reveals key factors influencing job satisfaction and retention among property managers. Herzberg's theory identifies motivators, such as recognition and achievement, and hygiene factors, such as salary and work conditions, as critical components affecting employee satisfaction (Herzberg et al., 1959). Understanding how these factors interact allows leaders to pinpoint strategies that enhance job satisfaction and reduce turnover. Property management leaders can improve organizational performance and stability by creating a supportive and motivating work environment based on these insights. This approach provides a theoretical framework and offers practical solutions to address the issue of property

manager turnover, setting the stage for further exploration and implementation of these strategies.

Job satisfaction in property management

The purpose of this qualitative pragmatic inquiry was to examine the factors influencing job satisfaction among property managers and to understand how these factors impact turnover rates within the industry. Themes such as inadequate compensation, lack of career progression, high stress levels, and job dissatisfaction are crucial in understanding turnover within the industry (Boyd & Nowell, 2020; Johnson, 2021). By examining these factors, property management leaders can develop targeted strategies to improve job satisfaction and reduce turnover, ultimately enhancing operational efficiency and organizational success.

Factors influencing job satisfaction

Job satisfaction among property managers is influenced by a variety of factors, which can significantly impact turnover rates within the industry. Boyd and Nowell's (2020) findings identified job dissatisfaction, inadequate compensation, lack of career advancement opportunities, and high stress levels as primary contributors to high turnover rates, which are crucial for property managers. Addressing these factors can enhance job satisfaction, reducing turnover and promoting greater stability within the property management workforce. By understanding and responding to these key influences, leaders can develop targeted strategies to retain their property managers effectively.

Inadequate compensation

Inadequate compensation plays a significant role in driving job dissatisfaction among property managers, contributing to higher turnover rates in the industry. Property managers are responsible for a wide range of duties, including overseeing property maintenance, managing tenant relations, financial oversight, and ensuring compliance with regulations. Despite these demanding responsibilities, many managers feel their compensation does not match their effort and expertise (Johnson, 2021). The disconnect between job demands and perceived financial reward leads to frustration, decreased motivation and increased turnover. Ensuring competitive salaries and benefits is, therefore, essential for improving job satisfaction and retention. Herzberg's two-factor theory supports this perspective, suggesting that adequate compensation, categorized as a hygiene factor, is necessary to prevent job dissatisfaction (Herzberg et al., 1959). Similarly, the Job Demands-Resources (JD-R) model emphasizes the need to balance job demands with appropriate resources, including fair pay (Bakker & Demerouti, 2007). Research across various regions, such as the US and Europe, consistently demonstrates that competitive compensation is a key determinant of job satisfaction, regardless of differences in sample size or demographic factors (Smith & Papachristou, 2022). While addressing compensation is a crucial starting point, it is equally important to consider opportunities for career

advancement as part of a comprehensive strategy to enhance job satisfaction and reduce turnover.

Lack of career advancement opportunities

Lack of career advancement opportunities critically affects job satisfaction among property managers. Research indicates that career advancement opportunities are positively correlated with job satisfaction (Wang et al., 2022). Property managers may feel stuck in their roles without clear promotion or professional growth pathways. Organizations that invest in their employees' professional development and create clear career progression plans can significantly enhance job satisfaction and reduce turnover. Offering training programs, mentorship opportunities, and promotion from within are effective strategies for addressing this issue. The literature on employee development supports the importance of growth opportunities in retaining talent (Vuong et al., 2021). Comparing studies from different geographical locations reveals that career advancement opportunities are a universal concern, though specific needs and expectations may vary based on regional economic conditions and cultural factors (Lee & Li, 2022). While career advancement is vital, managing high stress levels is another significant challenge that needs attention, as will be explored in the next section.

High stress levels

High stress levels are a major contributor to job dissatisfaction among property managers. The role of a property manager often involves dealing with various challenges, such as resolving tenant disputes, managing emergencies, and ensuring compliance with regulations, which can be highly stressful (Boyd & Nowell, 2020). Chronic stress can lead to burnout, a condition characterized by emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment (Finney et al., 2013). Organizations should implement stress management programs, provide adequate support and resources, and promote a healthy work-life balance to mitigate stress. These measures can help reduce stress levels, improving job satisfaction and retention. This aligns with Dhamija et al. (2019), who found that the quality of work-life factors, including stress reduction opportunities, positively impacts job satisfaction. Comparing these findings with the JD-R model, which suggests that job resources help mitigate the impact of job demands on stress and burnout, reinforces the importance of providing adequate support and resources (Bakker & Demerouti, 2007). Regional studies indicate that while the sources of stress may vary, the impact on job satisfaction and the effectiveness of stress management interventions are consistently significant across different contexts (Smith & Papachristou, 2022). In addition to managing stress, addressing general job dissatisfaction factors such as inadequate support and poor working conditions is crucial, as discussed in the following section.

Job dissatisfaction

Job dissatisfaction can stem from various sources, including inadequate supervisor support, poor working conditions, and a lack of recognition for achievements. Herzberg's two-factor theory suggests that addressing both motivators (such as recognition and career advancement) and hygiene factors (such as salary and working conditions) is crucial for improving job satisfaction (Herzberg et al., 1959). By focusing on both sets of factors, property management organizations can create a more supportive and satisfying work environment for their employees. This holistic approach helps address the root causes of job dissatisfaction and improves overall employee morale and retention. This is consistent with findings from other studies, which emphasize the importance of a supportive work environment in enhancing job satisfaction (Badrianto & Ekhsan, 2020). The JD-R model also supports this view by suggesting that improving job resources can enhance work engagement and reduce burnout (Bakker & Demerouti, 2007). Comparing different organizational settings, the specific elements of support and working conditions may vary, but their impact on job satisfaction is universally acknowledged (Lee & Li, 2022). The high turnover rates in the property management industry emphasize the urgency of addressing these job satisfaction issues, which will be examined in the next section.

Turnover rates

High turnover rates in the property management industry highlight the urgent need to address job satisfaction issues. The National Apartment Association (2021) reported a turnover rate of 33%. High turnover rates can lead to increased recruitment and training costs, disruptions in service delivery, and a loss of institutional knowledge. Frequent turnover can negatively impact resident satisfaction and overall property performance, ultimately affecting the organization's profitability and reputation. Addressing job satisfaction issues can significantly reduce turnover rates, leading to better organizational outcomes. This is supported by multiple studies that link improved job satisfaction with lower turnover rates (Johnson, 2021; Wang et al., 2022). Comparing these findings across different geographical locations and sample sizes, the consistency of results highlights the widespread impact of turnover on organizational performance. Specific turnover rates and their impacts can vary based on regional economic conditions and market dynamics (Smith & Papachristou, 2022). Enhancing job satisfaction remains a critical priority for the property management industry to achieve long-term stability and success.

Several critical factors influence job satisfaction among property managers, including inadequate compensation, lack of career advancement opportunities, high stress levels, and overall job dissatisfaction. Addressing these issues through targeted strategies can significantly improve job satisfaction and reduce turnover rates, enhancing the operational efficiency and success of property management organizations. The next section will discuss the role of the work environment in job satisfaction.

Role of work environment

The work environment plays a critical role in job satisfaction among property managers. Badrianto and Ekhsan (2020) found that a positive work environment significantly influences employee performance and satisfaction. In the context of property management, this includes factors such as supportive management, adequate resources, and a conducive physical environment. Dhamija et al. (2019) further emphasized that the quality of work-life factors, such as stress reduction opportunities and professional development, positively impact job satisfaction. Stress reduction opportunities might include access to wellness programs, flexible work schedules, and mental health resources, which help to mitigate the high stress levels associated with property management roles. Professional development opportunities, such as training programs, workshops, and career advancement pathways, allow property managers to grow their skills and advance within the organization, thereby increasing their job satisfaction and commitment. Comparing these perspectives with the COR theory, which emphasizes the value of resources in maintaining well-being, underscores the importance of a supportive work environment (Hobfoll, 1989). Studies conducted in different geographical locations indicate that while the specific elements of a supportive work environment may differ, their positive impact on job satisfaction is consistently observed (Smith & Papachristou, 2022). The next section will delve into the impact of job stress and burnout on property managers and discuss strategies to address these challenges.

Impact of job stress and burnout

High levels of job stress and burnout are significant factors contributing to job dissatisfaction and turnover in property management. Finney et al. (2013) highlighted the relationship between organizational stressors, job stress, and burnout among correctional officers, findings that are relevant for understanding similar stressors in property management. Addressing these organizational stressors can reduce negative outcomes and improve job satisfaction and retention. Implementing stress management programs and providing adequate support can help mitigate these issues and create a more positive work environment. The JD-R model supports this approach, suggesting that increasing job resources can buffer the impact of job demands on stress and burnout (Bakker & Demerouti, 2007). Comparing stress and burnout across different professions and regions reveals that while the specific stressors may vary, the detrimental impact on job satisfaction and retention is universally acknowledged (Smith & Papachristou, 2022). The following section will explore effective leadership and management practices that can enhance job satisfaction and reduce turnover among property managers.

Retention strategies

Retention strategies are essential for maintaining a stable and motivated workforce in the property management sector. High turnover can severely affect organizational efficiency and client satisfaction. Key elements that foster job satisfaction and reduce turnover

include effective leadership and management practices, professional development opportunities, competitive compensation, and a healthy work-life balance (Johnson, 2021). Supportive leadership styles have been shown to enhance employee engagement and commitment, which leads to lower turnover rates. Providing opportunities for career advancement ensures that employees feel valued and see a future within the organization. Competitive compensation meets financial needs and reduces dissatisfaction, decreasing the likelihood of employees leaving. Additionally, stress management and work-life balance initiatives are crucial for maintaining employee well-being and loyalty.

Effective leadership and management practices

Effective leadership and management practices significantly impact job satisfaction and retention. Al-Asadi et al. (2019) highlighted the positive effects of servant leadership on both intrinsic and extrinsic job satisfaction. Leaders who demonstrate supportive behaviors, communicate clearly, and recognize employee contributions can enhance job satisfaction and reduce turnover. Leadership practices that prioritize employee well-being and development can create a more positive work environment, thereby reducing turnover. This is supported by Mazzetti and Schaufeli (2022), who emphasized that engaging leadership, which satisfies employees' basic psychological needs for autonomy, competence, and relatedness, significantly improves job satisfaction and retention. Comparing these leadership styles across different organizational contexts highlights their effectiveness in enhancing job satisfaction and reducing turnover. For instance, while servant leadership may be more effective in certain cultural contexts, engaging leadership styles prioritizing psychological needs are universally beneficial (Smith & Papachristou, 2022). In addition to effective leadership, providing opportunities for professional development and career advancement is crucial for retaining property managers, as discussed in the next section.

Professional development and career advancement

Providing opportunities for professional development and career advancement is crucial for retaining property managers. Johnson (2021) emphasized that offering training programs, mentorship, and clear career paths can mitigate turnover by enhancing job satisfaction and employee engagement. Vuong et al. (2021) also found that factors such as income, relationships with colleagues, and training opportunities significantly influence job satisfaction and organizational loyalty. These findings highlight the necessity of structured career development initiatives in the property management sector to reduce turnover rates. Consequently, property management companies should invest in continuous professional development to ensure their managers are equipped with the latest skills and knowledge, ultimately fostering a committed and satisfied workforce.

Compensation and benefits

Competitive compensation and benefits are essential for retaining property managers. Lekic et al. (2019) found that dissatisfaction with salary and promotion opportunities can

lead to higher turnover rates. Ensuring that property managers are fairly compensated for their work and have access to benefits that support their well-being is a key retention strategy. This includes not only offering competitive salaries but also providing comprehensive benefits packages that address various aspects of employees' lives. Health insurance, retirement plans, and paid time off are fundamental components of a robust benefits package. Additionally, performance-based incentives such as bonuses and profit-sharing plans can align employees' interests with organizational goals and motivate them to achieve higher levels of performance. Norbu and Wetprasit (2020) highlighted the importance of reward and recognition in enhancing job satisfaction, suggesting that financial rewards and a good working environment are critical for retaining employees. Financial rewards, such as bonuses, merit-based pay increases, and other monetary incentives, acknowledge employees' hard work and contributions, fostering a sense of appreciation and motivation. A good working environment includes not only physical conditions but also a positive organizational culture where employees feel valued, supported, and engaged. Recognizing achievements and celebrating successes, both at the individual and team levels, can significantly enhance job satisfaction and loyalty. Property management firms should regularly review and update their compensation packages to remain competitive in the industry.

Work-life balance and stress management

Work-life balance and stress management are also important factors in job satisfaction. Menardo et al. (2022) demonstrated that interventions such as mindfulness practices and creating restorative workplace environments can effectively reduce work-related stress and improve employee well-being, thereby enhancing job satisfaction and retention. Muwanguzi (2022) also emphasized the significance of job satisfaction in improving service delivery and retention, highlighting the need for managers to create a supportive and engaging work environment. Supportive environments are characterized by open communication, where employees feel comfortable sharing their concerns and suggestions. Regular check-ins and feedback sessions between managers and employees can foster a sense of belonging and ensure that employees feel valued and heard. These findings suggest that property management companies should implement stress management programs and promote a healthy work-life balance to enhance employee well-being and satisfaction.

Implications for practice

To enhance job satisfaction and reduce turnover among property managers, property management leaders must adopt comprehensive strategies that address both intrinsic and extrinsic factors. Herzberg's two-factor theory highlights the need to focus on motivators such as meaningful work, recognition of achievements, and professional development, alongside hygiene factors like competitive compensation and a supportive work environment (Structural Learning, 2023). Implementing policies that address these needs helps create a fulfilling and stable work atmosphere, fostering a motivated and satisfied

workforce. Regular assessment of employee satisfaction and prompt resolution of issues further contribute to a positive workplace environment. These strategies not only improve job satisfaction and retention among property managers but also enhance overall organizational performance, paving the way for sustained success and stability.

Enhancing job satisfaction

Organizations should focus on both motivators and hygiene factors to enhance job satisfaction among property managers. This includes providing meaningful work, recognizing achievements, ensuring competitive compensation, and creating a supportive work environment. Implementing policies that address the specific needs and challenges property managers face can lead to improved job satisfaction and reduced turnover. By addressing both intrinsic and extrinsic factors, organizations can create a more fulfilling and stable work environment for property managers. Regular assessment and prompt resolution of issues further contribute to a positive workplace (Structural Learning, 2023). Regularly assessing employee satisfaction and addressing any issues promptly can also help in retaining skilled property managers, thereby enhancing overall organizational performance.

Developing effective strategies

Developing effective retention strategies requires a comprehensive understanding of the factors influencing job satisfaction and turnover. Leaders in the property management industry should adopt a holistic approach that includes providing professional development opportunities, offering competitive compensation, and fostering a positive work environment. Regularly assessing employee satisfaction and addressing any issues promptly can also help in retaining skilled property managers. By leveraging Herzberg's two-factor theory, organizations can develop comprehensive retention strategies that address both intrinsic and extrinsic factors. This balanced approach ensures that employees' needs are met, leading to higher satisfaction and lower turnover (Structural Learning, 2023). Ensuring a motivated and satisfied workforce through well-rounded retention strategies enhances organizational stability and performance.

Leveraging Herzberg's theory

Herzberg's two-factor theory, also known as the motivation-hygiene theory, provides a valuable framework for understanding job satisfaction and employee retention. This theory distinguishes between motivators, which lead to job satisfaction, and hygiene factors, which prevent job dissatisfaction. Applying Herzberg's theory to the property management context offers a structured approach to developing effective retention strategies by addressing both intrinsic and extrinsic factors. This ensures comprehensive coverage of all aspects influencing job satisfaction and dissatisfaction (Algor Education, 2023). This approach leads to more effective retention practices, helping organizations maintain a stable and satisfied workforce.

Understanding Herzberg's two-factor theory

Herzberg's theory categorizes job factors into two groups: motivators and hygiene factors. Motivators, which include factors such as achievement, recognition, the work itself, responsibility, and advancement, contribute to job satisfaction. On the other hand, hygiene factors, including company policies, supervision, salary, interpersonal relations, and working conditions, do not necessarily motivate employees but can lead to job dissatisfaction if they are inadequate (Herzberg et al., 1959). This differentiation is essential for property management leaders aiming to enhance job satisfaction and retention.

Intrinsic factors: motivators

Intrinsic motivators play a pivotal role in enhancing job satisfaction and reducing turnover among property managers. Achievement and recognition are powerful motivators that significantly boost morale and job satisfaction, leading to enhanced performance and reduced turnover (Alrawahi et al., 2020). Property management companies should implement structured recognition programs to celebrate managers' achievements, which fulfill their psychological needs for value and belonging. Providing autonomy and opportunities for professional development further enhances job satisfaction by making managers more engaged and committed to their roles. Additionally, fostering a sense of purpose by clearly communicating the importance of property managers' roles in improving residents' lives and contributing to the community reinforces their sense of belonging and purpose. By addressing these intrinsic factors, property management firms can create a dynamic and fulfilling work environment that motivates and retains skilled property managers, paving the way for a more in-depth exploration of additional retention strategies.

Achievement and recognition

Achievement and recognition are powerful motivators in any profession, including property management. Recognizing property managers' achievements can significantly boost their morale and job satisfaction, leading to enhanced performance and reduced turnover. Alrawahi et al. (2020) found that recognition for accomplishments and the opportunity to achieve set goals contribute significantly to job satisfaction. This finding is supported by recent studies that highlight the critical role of recognition in employee motivation and retention. Recognition and opportunities for achievement fulfill the psychological needs of employees, enhancing their sense of value and belonging within the organization. Recent studies continue to affirm the importance of recognition in the workplace. For instance, Deci et al. (2021) found that employees who feel recognized and appreciated are more likely to be satisfied with their jobs and committed to their organizations. As a result, property management leaders should implement structured recognition programs to acknowledge and celebrate the achievements of their managers.

Implementing recognition programs

Property management leaders can implement various strategies to recognize and celebrate the achievements of their managers. Regular performance reviews are an effective way to provide structured feedback and acknowledge accomplishments. Performance reviews should be comprehensive, including both quantitative metrics (such as occupancy rates and tenant satisfaction scores) and qualitative feedback (such as leadership qualities and teamwork). Additionally, recognition programs can be tailored to highlight both individual and team achievements. A study by Lee et al. (2022) suggested that recognition can be more impactful when it is personalized and tied to specific accomplishments. For instance, property management firms can create "Employee of the Month" awards, offer bonuses for meeting certain performance targets, or organize recognition events to celebrate milestones.

Creating a culture of recognition

To maximize the impact of recognition programs, property management leaders should strive to create a culture of recognition where acknowledgment of achievements is ingrained in the organizational culture. This involves training managers to recognize and celebrate successes regularly and fostering an environment where employees feel valued and appreciated. According to a report by SHRM (2022), organizations with a strong culture of recognition are more likely to see improvements in employee morale, job satisfaction, and retention.

Measuring the impact of recognition programs

Evaluating the effectiveness of recognition programs is essential for continuous improvement. Property management leaders can use employee surveys, feedback forms, and performance metrics to assess the impact of recognition on job satisfaction and retention. A study by Nguyen et al. (2022) highlights the importance of measuring employee satisfaction regularly to understand the effectiveness of recognition programs and make necessary adjustments. Achievement and recognition are crucial motivators that can significantly enhance job satisfaction and retention in property management. By implementing structured performance reviews, creating tailored recognition programs, fostering a culture of recognition, and regularly measuring their impact, property management leaders can boost morale and job satisfaction among their managers. This, in turn, can lead to improved organizational performance and reduced turnover.

The work itself

The nature of the work itself can be a significant motivator. Ensuring that property managers find their work challenging and engaging can lead to greater job satisfaction. As noted by Badrianto and Ekhsan (2020), when employees find their tasks meaningful and aligned with their skills and interests, they are more likely to be satisfied with their jobs.

Property management leaders can enrich job roles by involving managers in strategic planning and decision-making processes. In addition to aligning tasks with employees' skills and interests, providing opportunities for professional growth within the role can further enhance job satisfaction. According to Van Wingerden et al. (2021), job crafting, which involves allowing employees to shape their tasks and work environments to better fit their strengths and interests, can lead to increased job satisfaction and engagement. By empowering property managers to take on diverse responsibilities and giving them autonomy in how they approach their work, companies can create a more dynamic and fulfilling work environment. This approach not only keeps the work engaging but also helps managers develop new skills, making them more valuable to the organization and enhancing their career prospects.

Autonomy and empowerment

Providing property managers with autonomy and the ability to make decisions in their roles can significantly enhance job satisfaction. Empowering employees to take ownership of their tasks and giving them the freedom to innovate and solve problems fosters a sense of trust and responsibility. According to a study by Lee and Li (2022), employees who experience high levels of autonomy in their roles report higher job satisfaction and lower turnover intentions. This sense of empowerment allows property managers to feel more invested in their work and the success of the organization. Property management leaders should empower their managers by giving them the freedom to innovate and solve problems independently.

Opportunities for professional development

Opportunities for continuous learning and professional development are critical motivators for property managers. Access to training programs, certifications, and career advancement opportunities can significantly enhance job satisfaction and employee engagement. Vuong et al. (2021) found that employees who have access to professional development opportunities are more likely to stay with their organizations and exhibit higher levels of job satisfaction. By investing in the growth and development of property managers, leaders can create a more skilled and motivated workforce.

Purpose and meaning

A sense of purpose and meaning in work can be a powerful intrinsic motivator. Property managers who perceive their work as meaningful and impactful are more likely to be satisfied and committed to their roles. According to a study by Kim et al. (2022), employees who find purpose in their work are more engaged, productive, and less likely to experience burnout. Property management leaders can help foster this sense of purpose by clearly communicating the importance of property managers' roles in improving residents' lives and contributing to the community.

Extrinsic factors: hygiene factors

Extrinsic factors, often referred to as hygiene factors, play a critical role in preventing job dissatisfaction among property managers. Effective company policies and fair administration are essential components in creating a supportive work environment. Transparent and consistently applied policies contribute significantly to job satisfaction and retention (Johnson, 2021). Additionally, adaptable and inclusive policies that address changing circumstances and employee needs, such as remote work options and flexible hours, further enhance job satisfaction and demonstrate organizational commitment to employee well-being. Quality supervision, characterized by supportive and effective leadership, also plays a vital role in reducing job stress and increasing job satisfaction. Implementing mentorship programs and regular, meaningful feedback sessions can improve supervisory quality and foster a more transparent and supportive work environment. Competitive salary and comprehensive benefits are fundamental to retaining employees. Regularly reviewing and updating compensation packages to remain competitive within the industry is crucial. Finally, fostering positive interpersonal relations and ensuring safe and conducive working conditions are key to creating a harmonious and productive work environment. Addressing these hygiene factors comprehensively can significantly reduce turnover and enhance overall organizational performance in property management.

Company policies and administration

Effective company policies and fair administration are essential hygiene factors. Poor policies and administrative practices can lead to dissatisfaction and turnover. Johnson (2021) found that transparent policies and fair administrative practices contribute to job satisfaction and retention. Property management organizations should ensure that their policies are clear, fair, and consistently applied.

Moreover, the adaptability and responsiveness of company policies to changing circumstances can further enhance job satisfaction. A study by Smith and Papachristou (2022) emphasizes the importance of flexible policies that can adapt to new challenges and employee needs, such as remote work options and flexible hours. Such policies not only demonstrate an organization's commitment to its employees' well-being but also contribute to a more supportive and resilient work environment. Additionally, involving employees in the development and review of policies can foster a sense of ownership and trust. According to Thomas et al. (2022), participatory policy-making processes where employees have a voice can lead to higher levels of engagement and satisfaction. Ensuring that policies are not only fair but also adaptable and inclusive can significantly reduce turnover and enhance overall organizational performance. Property management organizations should ensure that their policies are clear, fair, and consistently applied to enhance job satisfaction and retention.

Supervision

The quality of supervision significantly impacts job satisfaction. Supportive and effective supervision can prevent job dissatisfaction. Boyd and Nowell (2020) highlighted that supervisory support is crucial in reducing job stress and increasing job satisfaction. Training programs for supervisors to improve their leadership and management skills can be beneficial in this regard.

Furthermore, the implementation of mentorship programs can enhance supervisory quality by providing a structured approach for experienced managers to guide and support less experienced staff. A study by Wang et al. (2021) found that mentorship relationships significantly improve job satisfaction and career development outcomes. Mentors can offer personalized guidance, share valuable insights, and help mentees navigate workplace challenges more effectively.

Additionally, supervisors who engage in regular, meaningful feedback sessions with their employees can foster a more transparent and supportive work environment. According to Lee and Li (2022), consistent and constructive feedback not only helps employees improve their performance but also strengthens the supervisor-employee relationship, leading to higher job satisfaction and reduced turnover. By integrating mentorship programs and emphasizing regular feedback, property management organizations can enhance the overall quality of supervision and create a more supportive and fulfilling work environment.

Salary and benefits

Competitive salary and benefits are fundamental hygiene factors. Ensuring that property managers are fairly compensated can prevent job dissatisfaction. Lekic et al. (2019) emphasized the importance of adequate compensation in retaining employees. Property management firms should regularly review their compensation packages to ensure they are competitive within the industry.

In addition to base salary, comprehensive benefits packages that include health insurance, retirement plans, and paid time off are essential for attracting and retaining top talent. A study found that employees who receive robust benefits packages report higher job satisfaction and organizational commitment. Furthermore, performance-based incentives, such as bonuses and profit-sharing plans, can align employees' interests with organizational goals and motivate them to achieve higher levels of performance (Chen et al., 2022).

According to Chen et al. (2022), performance-based incentives are positively associated with job satisfaction and employee engagement, as they provide tangible recognition for employees' contributions. Additionally, offering flexible benefits that allow employees to choose the options that best meet their personal needs can enhance overall satisfaction.

and loyalty. By continuously evaluating and updating compensation and benefits packages, property management firms can ensure they remain attractive to current and prospective employees, thereby reducing turnover and improving organizational stability.

Interpersonal relations

Good interpersonal relations among colleagues can prevent job dissatisfaction and significantly improve the work environment. Positive relationships in the workplace foster a sense of belonging and camaraderie, which are essential for maintaining high levels of job satisfaction and overall well-being. Menardo et al. (2022) found that positive workplace relationships contribute substantially to job satisfaction and employee well-being. Therefore, property management companies should prioritize fostering a collaborative and supportive work culture to enhance employee satisfaction and retention.

Positive workplace relationships are crucial for creating a harmonious and productive work environment. When employees have strong interpersonal connections with their colleagues, it can lead to increased morale, enhanced teamwork, and better communication. According to a study by Rossi and Magnani (2022), positive social interactions at work are strongly associated with job satisfaction, organizational commitment, and reduced turnover intentions. These interactions provide emotional support, facilitate the sharing of knowledge and resources, and contribute to a positive work atmosphere.

Fostering a collaborative and supportive work culture

Property management leaders can foster a collaborative and supportive work culture through various strategies. One effective approach is to implement regular team-building activities. These activities help employees build trust, improve communication, and develop a sense of unity. A recent study found that team-building interventions significantly improve team performance, cohesion, and job satisfaction (Sidiq & Abdullah, 2022). In addition to team-building activities, promoting open communication channels is essential. Open communication ensures that employees feel heard and valued, which can enhance their engagement and satisfaction. Implementing regular feedback sessions, open-door policies, and collaborative platforms can encourage employees to share their ideas and concerns freely. A study by Donley (2022) highlighted that organizational silence, where employees withhold their input, can be detrimental to the work environment. Encouraging open dialogue helps in addressing issues promptly and fosters a culture of transparency and trust.

In addition to team-building activities, promoting open communication channels is essential. Open communication ensures that employees feel heard and valued, which can enhance their engagement and satisfaction. Implementing regular feedback sessions, open-door policies, and collaborative platforms can encourage employees to share their ideas and concerns freely. A study by Morrison and Milliken (2000) highlighted that organizational

silence, where employees withhold their input, can be detrimental to the work environment. Encouraging open dialogue helps in addressing issues promptly and fosters a culture of transparency and trust.

Addressing conflicts promptly and effectively

Addressing conflicts promptly and effectively is another crucial aspect of maintaining good interpersonal relations. Conflicts are inevitable in any work environment, but how they are managed can significantly impact employee morale and satisfaction. Property management leaders should have clear conflict resolution policies and provide training for managers on effective conflict management techniques. Yin et al., (2022) found that constructive conflict management leads to improved team performance and employee satisfaction. Encouraging a culture where conflicts are addressed openly and constructively can prevent escalation and foster a more supportive work environment.

Recent studies underscore the importance of conflict management in promoting a positive organizational culture. According to Rahim (2022), effective conflict resolution not only enhances team dynamics but also contributes to individual psychological well-being and overall job satisfaction. Leaders can ensure that conflicts are resolved efficiently and amicably by equipping managers with skills in negotiation, mediation, and active listening. Additionally, a study by Ojo and Abolade (2021) emphasizes that transparency and fairness in conflict resolution processes are critical to maintaining trust and respect among employees. When employees perceive that conflicts are handled impartially and fairly, their confidence in management increases, leading to higher levels of engagement and productivity. Implementing regular training workshops on conflict resolution and fostering an open-door policy where employees feel safe to express concerns can significantly mitigate the negative impacts of workplace conflicts and promote a healthier, more collaborative work environment.

Working conditions

Safe and conducive working conditions are essential for preventing job dissatisfaction and reducing turnover rates among property managers. Poor working conditions can lead to numerous issues, including increased stress, lower job satisfaction, and higher turnover rates. Badrianto and Ekhsan (2020) emphasized that inadequate working environments contribute significantly to job dissatisfaction and attrition. Therefore, property management organizations must prioritize creating and maintaining safe, comfortable, and well-equipped workplaces to retain their employees effectively.

Safe working conditions are critical for ensuring the well-being of property managers. The Occupational Safety and Health Administration (OSHA) has established guidelines and standards that organizations must follow to ensure a safe working environment. Compliance with these standards helps reduce the risk of workplace injuries and illnesses, which can lead to absenteeism, decreased productivity, and higher turnover rates (OSHA,

2021). Property management organizations should conduct regular safety audits, provide necessary safety training, and ensure that all equipment and facilities meet safety standards. Comfortable working environments also play a crucial role in job satisfaction. Factors such as ergonomic furniture, adequate lighting, proper ventilation, and temperature control contribute to a comfortable work setting. According to research by Donley (2021), a well-designed workplace can enhance employee satisfaction and productivity by minimizing physical discomfort and fatigue. Property management leaders should invest in ergonomic office furniture, ensure that workspaces are well-lit and ventilated, and maintain a comfortable temperature to create a conducive work environment.

Providing property managers with the necessary resources to perform their jobs efficiently is essential for job satisfaction. This includes access to modern technology, adequate supplies, and efficient communication tools. A recent study found that a lack of resources can lead to job stress and dissatisfaction. Ensuring that property managers have the tools and resources they need not only enhances their productivity but also reduces frustration and job dissatisfaction. Property management leaders should regularly assess their resource needs and invest in the latest technology and tools to support their employees (Martin et al., 2022).

Implementing Herzberg's theory in property management

By leveraging Herzberg's two-factor theory, property management leaders can develop comprehensive retention strategies that address both motivators and hygiene factors. This approach ensures that all aspects of job satisfaction and dissatisfaction are considered, leading to more effective retention practices. Regularly assessing job satisfaction and seeking feedback from property managers can help organizations identify areas for improvement. This ongoing process ensures that strategies remain relevant and effective in addressing the evolving needs of property managers. Al-Asadi et al. (2019) suggest that continuous feedback mechanisms can help organizations stay attuned to employee satisfaction levels and make necessary adjustments promptly. Investing in training and development programs for property managers can address both intrinsic and extrinsic factors. These programs not only provide opportunities for advancement and skill development but also signal to employees that the organization values their growth and contributions. Vuong et al. (2021) highlighted the importance of training opportunities in enhancing job satisfaction and loyalty. As a result, property management leaders should regularly assess job satisfaction, seek feedback, and invest in training and development programs to address both intrinsic and extrinsic factors effectively.

High turnover rates among property managers pose a significant challenge for the property management industry. By understanding the factors influencing job satisfaction and implementing effective retention strategies, organizations can improve employee retention and enhance organizational performance. Herzberg's two-factor theory provides a valuable framework for understanding these dynamics and developing targeted

interventions. Future research should continue to explore the specific needs and challenges faced by property managers to further refine retention strategies and improve job satisfaction in the industry.

Transition

In Section 2, I provided a comprehensive analysis of the factors affecting job satisfaction and turnover among property managers, emphasizing the critical role of both intrinsic and extrinsic factors as outlined by Herzberg's Two-Factor Theory. Key points highlighted include the significant impact of inadequate compensation, lack of career advancement opportunities, high stress levels, and poor working conditions on job dissatisfaction and turnover rates. Effective leadership, professional development, competitive compensation, and a positive work environment were identified as pivotal strategies for enhancing job satisfaction and retention. By leveraging Herzberg's theory, property management leaders can develop holistic and targeted retention strategies, ultimately improving operational efficiency, resident satisfaction, and overall organizational success.

In Section 3, I will define the role of the researcher and discuss my relationship with the research topic. I will describe the ethical guidelines adhered to in this study as outlined by Walden University's Institutional Review Board (IRB) and *The Belmont Report*. Additionally, I will detail the procedures for the informed consent process, identification of the population, and sampling techniques. In Section 4, I will discuss the themes that emerged from data analysis and provide suggestions for future research on property manager retention strategies.

Section 3: Research project methodology

The purpose of this qualitative pragmatic inquiry was to explore effective strategies employed by property management leaders to mitigate property manager turnover. This section discusses the techniques, procedures, and tools used to effectively gather and analyze data to address the specified research question. In this section, I describe the overall strategy for this qualitative pragmatic inquiry, including the methods for data collection, data analysis, and interpretation of findings. I will also discuss the nature of the study, how I contacted potential participants, and how I established a relationship with the participants and made them feel comfortable. Furthermore, the guidelines and ethical protocols from *The Belmont Report* and the Walden University IRB that were followed to ensure participants' protection during and after project completion are presented. Section 3 serves as a framework and guidance for ensuring the reliability, validity, and credibility of the study findings.

Project ethics

As the researcher, my role in the data collection process was to ensure that all activities were conducted ethically and responsibly, adhering to the guidelines set forth by Walden University's Institutional Review Board (IRB) and *The Belmont Report*. Ethical conduct is crucial in research to protect participants' rights and maintain the integrity of the study (Johnson, 2021). As a property management professional with extensive experience overseeing residential and commercial properties, I bring a unique perspective to this research on job satisfaction and turnover. My background includes roles as a Community Director, Portfolio Community Manager, and faculty member teaching real estate property management. This experience allows me to understand the practical challenges faced by property managers and helps in building rapport with participants. However, maintaining objectivity remains crucial to the integrity of this study. My ethical approach was guided by the principles of *The Belmont Report*, emphasizing respect for persons by ensuring informed consent and voluntary participation, beneficence by minimizing risks and maximizing benefits, and justice through the fair selection and treatment of participants. Participants were provided with an informed consent form outlining the study's purpose, procedures, potential risks, and benefits. This process ensured that participants were fully aware of their involvement and could make an informed decision about their participation (National Apartment Association, 2021). The participants had the right to withdraw from the study without any consequences. No incentives were offered for participation to avoid any potential bias. All data were stored securely for 5 years to protect the participants' rights and confidentiality. The final doctoral manuscript included the Walden IRB approval number 10-29-24-0569045, ensuring compliance with ethical standards.

Nature of the project

This study employed a qualitative methodology, specifically a pragmatic design. This approach was justified because it allows for an in-depth exploration of the complex factors

influencing property manager turnover and job satisfaction (Boyd & Nowell, 2020). A qualitative approach facilitates the collection of rich, detailed data through semi-structured interviews, enabling a comprehensive understanding of the strategies used by property management leaders (Choi et al., 2020). The pragmatic inquiry design was chosen for its flexibility and focus on practical outcomes (Afulani et al., 2021). It supports examining real-world applications of retention strategies within the property management context, providing actionable insights for industry practitioners.

Population, sampling, and participants

The study's population includes property management leaders across the Midwestern United States. Participants were leaders who have actively developed and implemented strategies to improve job satisfaction and reduce organizational turnover. To gain access to these participants, initial outreach was made through professional property management networks, associations, and social media platforms dedicated to real estate and property management professionals. Establishing a working relationship involved transparent communication about the study's objectives and ethical considerations and an assurance of confidentiality and respect for participants' time.

A purposive sampling method was employed to ensure that the participants possessed the relevant expertise and experience required for meaningful contributions to the study. This approach aligns with the research's overarching purpose of understanding successful retention strategies, as it focuses on participants who have a practical background in managing property teams and addressing turnover challenges (Boyd & Nowell, 2020; Johnson, 2021). The study was designed to include six or more participants, justified by the need to achieve data saturation, where no new themes or insights emerge. Data saturation was monitored throughout the interview process to ensure comprehensive coverage of the topic. The sample also encompassed leaders from various types of property management organizations, ensuring diverse perspectives that contribute to a well-rounded understanding of job satisfaction and retention strategies.

Data collection activities

Data were collected through semistructured interviews with property management leaders. The interviews for the study were conducted via video conferencing. Each interview was audio-recorded and transcribed for analysis, ensuring accuracy and depth in the data collected. The semistructured format allowed for flexibility in exploring various aspects of the retention strategies used by property management leaders (Badrianto & Ekhsan, 2020). The interview questions were designed to explore the strategies used by leaders to enhance job satisfaction and reduce turnover, focusing on both intrinsic and extrinsic factors. Participants were asked about their experiences, the specific strategies they have implemented, and the outcomes of these strategies.

Interview questions

1. Describe the strategies you have implemented to improve job satisfaction among property managers.
2. What are the key factors that contribute to job dissatisfaction and property manager turnover?
3. How do you address issues related to inadequate compensation and career advancement opportunities?
4. What measures have you taken to manage stress and prevent burnout among property managers?
5. How do you ensure that property managers feel recognized and valued for their work?
6. What challenges have you faced in implementing retention strategies and how have you overcome them?
7. What role does the work environment play in job satisfaction and retention among property managers?

Data organization and analysis techniques

The data collected were systematically organized using a coding system to identify recurring themes and patterns within the interview transcripts. Thematic analysis was employed as the primary method for data analysis, allowing for a detailed examination of key strategies related to job satisfaction and turnover among property management leaders (Ward et al., 2023). This approach is widely recognized for its effectiveness in qualitative research, facilitating the identification and interpretation of data patterns (Dhamija et al., 2019). The analysis adhered to the six-phase process outlined by Braun and Clarke (2022), which included familiarizing with the data, generating initial codes, searching for themes, reviewing and refining themes, and producing a comprehensive report. This systematic approach ensured thoroughness and reliability, providing robust findings that contribute meaningful insights into the study.

To gather in-depth data, semistructured interviews were conducted. This approach was chosen for their capacity to explore complex issues of job satisfaction and retention while allowing participants to provide flexible, open-ended responses (Creswell & Creswell, 2021). A standardized interview protocol was used to ensure consistency and guide the discussions, with questions that aligned closely with the research objectives. This format also enabled follow-up questions to explore participants' experiences and strategies further. The interviews conducted virtually were audio-recorded and then transcribed for analysis. A detailed protocol outline, including interview questions, is included in the appendices of the research document for transparency and easy reference.

Each interview lasted around 30 minutes, audio recorded with participant consent and transcribed verbatim for accuracy. To enhance the reliability and validity of the data, member checking was utilized, where participants reviewed a summary of the interview to

confirm accuracy or clarify any statements. Additionally, transcript reviews were incorporated to ensure interpretations aligned with participants' intended meanings. The comprehensive interview protocol and questions can be found in the appendices, contributing to the study's transparency and replicability.

A research log was maintained for data organization to document emerging themes, reflections, and decisions throughout the collection process. Transcripts were systematically labeled as P1, P2, P3, P4, P5, and P6 and cataloged using the coding software, NVivo, to aid in data management and theme identification. The thematic analysis approach was employed to identify, analyze, and report patterns within the data (Braun & Clarke, 2022), focusing on correlating key themes to existing literature and the conceptual framework, including new studies that emerge during the research period.

Reliability and validity

Reliability

To ensure reliability, the study used consistent data collection procedures and a standardized interview guide. Transcripts were reviewed and verified for accuracy, and member checking was employed to validate the findings with participants. These consistent procedures helped maintain the integrity and repeatability of the research findings (Rossi & Magnani, 2022). To ensure dependability in the research process, several strategies were employed, starting with member checking. This technique involved asking participants to review and verify the accuracy of their interview transcripts and the interpretations derived from their responses. This verification enhanced the credibility and dependability of the study by confirming that the data reflected participants' intended meanings (Birt et al., 2016; Lincoln & Guba, 1985).

Additionally, transcript review was conducted to thoroughly check the accuracy of the verbatim transcriptions, identifying and correcting any potential errors or omissions. This careful review process helped preserve the integrity of the data before analysis, contributing to the overall reliability of the research findings (Creswell & Poth, 2018). By using a standardized interview guide and verifying transcripts, the study ensured that data interpretation aligned with participants' perspectives, enhancing the validity of the results. These rigorous data collection and verification methods provided a trustworthy foundation for exploring effective strategies to mitigate property manager turnover, paving the way for further analysis and discussion.

Validity

The study's validity was enhanced through several methods, including triangulation, member checking, and rich descriptions. Triangulation involved using multiple data

sources to verify findings and ensure a comprehensive understanding of the research problem (Rahim, 2022). To further ensure credibility, I used member checking by inviting participants to review and confirm the accuracy of their interview transcripts and the interpretations of their responses. This process allowed for clarification and ensured that the data accurately reflected participants' perspectives, enhancing the trustworthiness of the study.

To address transferability, rich, thick descriptions were provided, offering detailed contextualization of the data. These in-depth descriptions allow readers to understand the findings in the full context, making it easier for future researchers to determine the applicability of the results to other settings. This enhances the study's relevance and usefulness beyond its immediate context (Lincoln & Guba, 1985). Confirmability was addressed by maintaining a clear audit trail of all research decisions and processes, documenting how data was collected, analyzed, and interpreted. This transparency allowed for the study's findings to be traced back to their source, ensuring that the results are shaped by the data rather than researcher bias.

To ensure data saturation, data collection continued until no new themes or patterns emerge, confirming that the study has thoroughly captured the scope of participants' experiences and insights. By achieving saturation, the research ensured a comprehensive and in-depth exploration of the topic, reinforcing both the credibility and dependability of the findings (Fusch & Ness, 2015). This comprehensive approach to credibility, transferability, confirmability, and data saturation lays a strong foundation for reliable and valid research findings, ensuring the study's relevance to both practitioners and future researchers.

Transition and summary

In Section 3, I outlined the research methodology, including ethical considerations, the nature of the project, population sampling, data collection activities, interview questions, and data organization and analysis techniques. These elements were designed to ensure a rigorous and ethical approach to exploring effective strategies for improving job satisfaction and reducing property manager turnover. This methodology provided a robust framework for collecting and analyzing data, ensuring the reliability and validity of the findings. In Section 4, I will present the findings from the data analysis, discuss the implications for professional practice, explore the impact on social change, and provide recommendations for future research.

Section 4: Findings and conclusions

Presentation of the findings

The primary research question for this study is as follows: What are the successful job satisfaction and retention strategies employed by leaders for retaining property managers through increased job satisfaction? The data analysis revealed four key themes as highlighted in Table 1: work-life balance and stress management, career development and growth opportunities, recognition and feeling valued, and supportive work environment and positive culture.

Theme 1: Work-Life balance and stress management

The first theme, work-life balance and stress management, emerged as fundamental for enhancing job satisfaction and reducing turnover among property managers. Due to the high-stress nature of their roles, property managers frequently encounter stressors related to tenant relations, property maintenance, and regulatory demands, which often lead to burnout. Strategies such as manageable portfolios, mental health days, and flexible schedules proved effective in mitigating stress, as they allow employees more control over their work and personal time, fostering a more sustainable work-life balance. Research by Menardo et al. (2022) and Muwanguzi (2022) supports this approach, highlighting how flexible work policies in high-stress fields like property management can reduce job-related stress. Moreover, these findings align with the Job Demands-Resources (JD-R) model, which suggests that reducing job demands through supportive policies, such as flexible schedules, helps sustain employee well-being and prevent burnout. As demonstrated in this study, implementing work-life balance initiatives improves individual well-being and reduces turnover by addressing the fundamental causes of job-related stress in a high-demand role like property management. By prioritizing flexible work arrangements, organizations acknowledge the intense demands of property management, demonstrating their commitment to supporting employees' mental health and job satisfaction in a long-term, sustainable way.

Theme 2: Career development and growth opportunities

The second theme, career development and growth opportunities, underscores the importance of structured career paths, mentorship, and skill-building programs in fostering loyalty and engagement among property managers. In the property management field, employees often seek growth opportunities, and a lack of these can contribute to stagnation and job dissatisfaction. The data indicates that offering mentorship, rotational programs, and professional development significantly enhanced job satisfaction, as employees felt they were advancing and refining their skills. Vuong et al. (2021) similarly emphasized that tailored development programs that support employees' career paths effectively reduce turnover and increase engagement. Additionally, Herzberg's motivation-hygiene theory supports this finding, as professional growth opportunities fulfill intrinsic

motivators like achievement and responsibility, enhancing job satisfaction beyond mere financial incentives. Furthermore, research by Johnson (2023) demonstrates that career development and skill-building initiatives are essential in high-turnover sectors, where employees are more likely to stay if they envision a future within the organization. These findings collectively highlight that career growth initiatives are not merely “nice-to-have” options but essential retention strategies, particularly in high-stress roles where employees often leave due to a perceived lack of advancement opportunities. By investing in career development, organizations signal to employees that they are valued long-term, fostering loyalty and reducing the desire to seek external opportunities.

Theme 3: Recognition and feeling valued

Recognition and feeling valued emerged as another critical theme, emphasizing the power of personalized recognition practices in boosting job satisfaction and retention. In property management, where employees frequently navigate complex interpersonal and operational challenges, feeling valued is essential. This study found that consistent and tailored recognition, including shout-outs during meetings, thank-you notes, and individualized acknowledgments, enhanced a sense of appreciation and belonging among property managers. Recognition aligns with Herzberg’s theory as a key intrinsic motivator, positively influencing job satisfaction and commitment. Alrawahi et al. (2020) further validate these findings, demonstrating that structured feedback and peer-to-peer recognition initiatives strengthen loyalty and employee morale. However, the data also indicates that modern recognition practices do more than simply satisfy intrinsic needs; they bridge intrinsic and extrinsic motivators by offering both personal validation and professional acknowledgment. By embedding these recognition practices into daily routines, organizations create a workplace culture where employees feel consistently valued, motivating them to remain committed. Such practices enhance organizational stability, as employees are less likely to seek external validation when they feel consistently appreciated. Acknowledging employees’ contributions through routine gestures cultivates an environment of mutual respect and appreciation, making it a powerful tool for retaining talent in demanding roles.

Theme 4: Supportive work environment and positive culture

Finally, the theme of a supportive work environment and positive culture underscores the necessity of inclusivity, transparency, and collaboration in retaining employees. In the demanding field of property management, where employees often face high expectations from tenants and management, a supportive work culture can provide the psychological resources needed to handle stress and stay engaged. This study found that open communication, supportive client relationships, and a culture that empowers employees to voice their concerns without fear of backlash positively influenced job satisfaction. These findings are consistent with the Conservation of Resources (COR) theory, which posits that a supportive environment helps employees conserve psychological resources, reducing stress and preventing burnout.

Additionally, Bakker et al. (2023) emphasize that fostering a collaborative culture with open communication improves retention by promoting trust and camaraderie. Beyond mere retention, a positive culture enhances job satisfaction, as employees feel safe, respected, and part of a cohesive team. By fostering such an environment, organizations provide employees with a psychological buffer against the demands of property management, thereby enhancing loyalty and reducing turnover. In practice, establishing a positive culture signals to employees that they are part of an organization that values and supports their well-being, reinforcing their commitment to the role and increasing their long-term engagement.

By integrating these findings with Herzberg's motivation-hygiene theory, this study provides a structured understanding of how intrinsic and extrinsic motivators can jointly enhance job satisfaction. The themes identified—work-life balance and stress management, career development, recognition, and supportive culture—demonstrate a comprehensive approach where motivators (such as professional growth and recognition) and hygiene factors (such as work-life balance and supportive culture) work synergistically. Unlike singular, one-dimensional approaches, this multi-faceted strategy ensures immediate job satisfaction and long-term retention, especially within high-stress fields like property management. This study extends the current literature by confirming and building on existing frameworks, emphasizing that sustainable retention requires a balanced approach that addresses intrinsic and extrinsic motivators. Such insights serve as a valuable foundation for future research and practical application, equipping property management leaders with evidence-based strategies to foster a resilient, engaged workforce that remains committed despite the field's challenges.

Table 1
Emerging Themes

Themes	Description
Work-Life Balance and Stress Management	Implementing flexible work schedules, mental health days, and manageable portfolios helps reduce stress and prevent burnout, supporting a sustainable work-life balance.
Career Development and Growth Opportunities	Structured career paths, mentorship, and skill-building programs foster loyalty and engagement by helping property managers envision long-term growth within the organization.
Recognition and Feeling Valued	Consistent and personalized recognition, such as shout-outs, thank-you notes, and peer acknowledgments, builds a sense of appreciation, enhancing job satisfaction and a sense of belonging.
Supportive Work Environment and Positive Culture	Fostering an inclusive, collaborative, and transparent work environment encourages open communication and empowerment, enhancing job satisfaction and retention by building a strong organizational culture.

Business contributions and recommendations for professional practice

The findings from this study provide valuable insights into improving job satisfaction and reducing turnover within the property management industry. Given the high-stress nature of property management roles, which often involve tenant relations, property maintenance, and regulatory compliance, these findings are especially relevant for leaders seeking to create a stable, engaged workforce. High turnover disrupts operational efficiency and customer satisfaction and increases recruitment and training expenses (Johnson, 2021; Vuong et al., 2021). Organizations can improve employee retention, productivity, and organizational stability by implementing the study’s identified strategies. These strategies create a more supportive work environment that directly addresses the unique demands of property management, enhancing long-term success and workforce commitment.

Work-life balance and stress management emerged as a central theme, emphasizing the need for policies that address job-related stress and burnout. Offering flexible schedules, mental health days, and manageable workloads were shown to significantly alleviate stress, fostering a sustainable work-life balance (Menardo et al., 2022; Muwanguzi, 2022). This aligns with trends in adaptive work environments prioritizing employee well-being, which are especially effective in high-demand sectors like property management. Flexible scheduling reduces immediate stress and communicates organizational respect for employees’ personal time and health, reinforcing their commitment to the organization. This approach aligns with the JD-R model, which emphasizes reducing job demands to preserve employees’ psychological resources, ultimately lowering turnover (Bakker &

Demerouti, 2007). In adopting these policies, leaders address the root causes of stress, creating an environment where employees feel supported and able to manage their roles without compromising their well-being.

The second key theme, career development and growth opportunities, highlights the importance of clear career paths, mentorship, and skill development in fostering loyalty and engagement among property managers. Many employees seek growth opportunities, and a lack of advancement prospects can lead to dissatisfaction and eventual turnover. Structured programs, such as mentorship and skill-building workshops, were found to foster a sense of progression and job satisfaction by addressing career stagnation (Vuong et al., 2021). This study found that providing clear career growth opportunities can reduce turnover by fostering a sense of purpose and direction. Such initiatives demonstrate to employees that the organization values their personal and professional growth, encouraging them to envision a long-term future within the company. Additionally, Herzberg's motivation-hygiene theory highlights how career development satisfies intrinsic motivators, such as achievement and responsibility, further reducing turnover (Herzberg et al., 1959). Research by Johnson (2023) supports this view, showing that employees in high-turnover sectors are more likely to stay when they can envision growth opportunities within their roles.

Recognition and feeling valued emerged as another critical theme, underscoring the role of consistent and personalized recognition in boosting job satisfaction. Recognition initiatives, including shout-outs, thank-you notes, and peer acknowledgments, enhance employees' sense of value and belonging. These recognition practices align with theories that emphasize both intrinsic and extrinsic motivators, where acknowledgment directly impacts job satisfaction and loyalty. When employees feel valued for their contributions, they are more likely to stay committed to the organization and invest their best efforts (Alrawahi et al., 2020). Regular recognition reinforces a positive work culture that prioritizes appreciation and respect, which are essential for sustaining employee morale in high-stress roles. This approach extends Herzberg's framework by bridging intrinsic and extrinsic motivators, where personalized recognition meets employees' psychological needs while reinforcing organizational loyalty (Herzberg et al., 1959). By creating a culture of acknowledgment, organizations foster an environment where employees feel consistently motivated and appreciated, leading to higher retention rates.

The fourth theme, supportive work environment and positive culture, highlights the importance of inclusivity, transparency, and collaboration in retaining employees. In the high-pressure environment of property management, employees benefit from a culture that promotes open communication, encourages them to voice concerns, and fosters supportive client relationships. This supportive culture aligns with the Conservation of Resources (COR) theory, which posits that a positive work environment helps employees conserve psychological resources, reducing stress and preventing burnout (Hobfoll, 1989). When employees feel safe and respected, they are more likely to remain engaged and committed to their roles. Building such a culture goes beyond individual recognition; it

establishes a strong foundation of trust and camaraderie that enhances job satisfaction and lowers turnover. Supporting findings by Bakker et al. (2023) demonstrate that collaborative and inclusive work cultures improve retention by providing employees with a psychological buffer against workplace stress.

The study also identified implementation challenges, such as limited budgets and the difficulty of maintaining consistent supervisory support, underscoring the need for efficient retention strategies. In resource-constrained environments, consistent leadership support can be challenging, highlighting the importance of practical strategies that can be effectively maintained without overextending resources (Rossi & Magnani, 2022). Leaders may benefit from developing targeted, cost-effective strategies that maximize employee satisfaction through flexible scheduling, recognition, and hybrid training models. Addressing these challenges requires innovation and resourcefulness but offers substantial benefits in reducing turnover and supporting a stable workforce.

In addressing gaps in current literature, this study offers targeted recommendations tailored specifically to the property management industry. Previous research typically examines general factors influencing turnover without focusing on the unique demands of high-stress roles like property management. This study bridges that gap, providing actionable motivators and hygiene factors that can improve retention and job satisfaction within this specific context (Donley, 2023). Additionally, the findings illuminate implementation challenges and offer practical insights for managing resource limitations, contributing to a comprehensive understanding of sustainable retention strategies. Through this targeted approach, the study provides property management leaders with industry-specific solutions that address both the unique stressors of the field and the broader principles of employee retention.

To implement these findings, property management leaders are encouraged to invest in several key areas. First, structured training programs, including workshops, certifications, and mentorship, support skill development and career growth, directly enhancing employee satisfaction and commitment (Johnson, 2021; Vuong et al., 2021). Second, adopting flexible work policies—such as adjustable hours, mental health days, and remote work options—can further reduce stress and support employees' work-life balance, particularly in high-stress roles (Menardo et al., 2022). Third, prioritizing recognition programs and supportive supervision cultivates a culture of appreciation and motivation, which is essential for retaining employees in demanding roles (Alrawahi et al., 2020). Fourth, reviewing compensation and career advancement structures ensures that employees feel valued and have clear paths for progression (Lekic et al., 2019). Fifth, incorporating wellness programs, such as mental health resources and stress management workshops, helps to mitigate burnout and foster long-term well-being (Dhamija et al., 2019). Finally, for organizations facing resource constraints, cost-effective strategies like flexible scheduling and hybrid training models can enhance employee satisfaction without overextending available resources (Rossi & Magnani, 2022).

The findings of this study offer significant benefits to property management leaders and executives focused on workforce retention. Sharing these insights through industry conferences, trade journals, and professional workshops can reinforce the importance of these strategies across all organizational levels, promoting a collective commitment to workforce stability and satisfaction. By applying these evidence-based strategies, property management leaders can achieve greater organizational stability, enhance employee satisfaction, and build a more resilient and effective workforce. These approaches not only reduce turnover but also foster a work culture that values employee well-being and supports sustainable growth.

Implications for social change

The findings from this study have important implications for positive social change by fostering the well-being, worth, and dignity of employees within the property management industry while enhancing the communities and institutions they serve. By identifying effective strategies for work-life balance, career development, recognition, and supportive culture, this research promotes more stable, inclusive work environments that enhance individual employee satisfaction, strengthen community relations, and support organizational integrity (Johnson, 2021; Vuong et al., 2021). Research suggests that stable work environments where employees feel valued and supported enable them to find greater purpose in their roles and engage more meaningfully with tenants, contributing to healthier, more connected community environments (Rossi & Magnani, 2022; Menardo et al., 2022). This shift in workplace culture toward respect, inclusivity, and recognition is crucial in property management, where high stress and turnover are common challenges. As property management leaders implement these strategies, the benefits extend beyond individual workplaces, fostering a greater sense of stability and community support within the broader society.

A key aspect of this study's recommendations is the emphasis on work-life balance and stress management. Policies that prioritize flexible schedules, manageable workloads, and mental health support enhance workplace culture by centering employee well-being and fostering a more balanced work-life dynamic. Recent studies have demonstrated that workplaces valuing wellness and flexibility promote a culture of respect and care, which positively impacts both personal and professional growth (Menardo et al., 2022). These findings align with a larger societal movement toward mental health awareness and work-life balance in the workplace, underscoring the importance of policies that normalize flexibility and wellness programs (Dhamija et al., 2019; Alrawahi et al., 2020). By acknowledging and supporting employees' mental health needs, organizations reduce stigma and cultivate a compassionate work environment. Such initiatives contribute to a healthier workplace culture, encouraging employees to engage more deeply in their roles, which helps mitigate turnover and stress in high-demand roles like property management.

The implications for positive social change also extend to community and societal outcomes, as career development and growth opportunities directly impact both employee

satisfaction and tenant relations. Property managers who feel they are progressing in their careers are more likely to be content, committed, and proactive in their roles, fostering positive relationships with tenants and promoting property stability. This, in turn, contributes to tenant retention, safer environments, and a greater sense of community within residential and commercial properties (Vuong et al., 2021; Johnson, 2021). Stable work environments not only benefit employees but also create stronger social connections within the communities they serve, reinforcing trust, cooperation, and social cohesion. This research highlights that prioritizing employee development and advancement has ripple effects, strengthening community bonds and contributing to more resilient, cohesive neighborhoods where individuals feel valued and respected.

The theme of recognition and feeling valued also has powerful implications for organizational and community well-being. When property managers feel consistently acknowledged and valued through practices like regular shout-outs, thank-you notes, and peer recognition, their sense of loyalty and job satisfaction increases, which directly benefits tenant interactions and property stability. Contented, recognized employees are more likely to foster positive tenant relationships, contributing to tenant satisfaction and a sense of community within the property. This environment of mutual respect and appreciation promotes a culture of cooperation and social cohesion, impacting the quality of community relationships and enhancing overall satisfaction for all stakeholders involved (Alrawahi et al., 2020). By prioritizing recognition, organizations contribute to a culture where employees feel valued, which helps retain talent and reinforces community trust.

From an organizational perspective, a supportive work environment and positive culture advance a sustainable business framework that emphasizes employee well-being, ethical management, and corporate social responsibility. Leaders who adopt inclusive, collaborative, and transparent practices demonstrate a strong commitment to their employees, which can elevate the organization's reputation, attract a diverse workforce, and establish a benchmark for other industries facing similar retention challenges (Dhamija et al., 2019; Alrawahi et al., 2020). Structuring job satisfaction and retention efforts around employee-centered policies not only creates a supportive culture but also promotes ethical and sustainable practices that influence industry standards. As more leaders incorporate these strategies, a cultural shift may emerge, emphasizing well-being, inclusivity, and respect in the workplace (Rossi & Magnani, 2022). This shift has the potential to drive positive social change, setting new cultural expectations for respectful and supportive workplace practices across various fields and industries.

The study's findings advocate for work environments that value and support employees, enhancing the dignity and worth of individuals, fostering stronger community relationships, and establishing sustainable organizational practices grounded in well-being and ethical management. By embedding these strategies into business models, organizations contribute to a cultural movement prioritizing holistic support and inclusivity within the workplace, benefiting employees, communities, and industries (Menardo et al., 2022). This approach represents a significant step toward advancing

human and social conditions, underscoring the transformative potential of strategic, employee-centered practices in shaping the future of work and community dynamics. Through these employee-centered strategies, organizations can enhance social cohesion, support employee well-being, and create environments that foster positive community interactions and industry success.

Recommendations for further research

To enhance the quality and applicability of future research in business practice fields, such as property management, researchers should adopt specific strategies to address the current study's limitations. First, expanding participant access and availability is essential as restricted access due to participants' busy schedules limited the findings. Employing flexible recruitment methods, such as using professional networks and accommodating participant schedules, would help broaden participant pools (Braun & Clarke, 2022). Additionally, integrating asynchronous methods like recorded video responses could allow participants to engage at their convenience, potentially leading to a more diverse and comprehensive dataset (Nowell et al., 2022). These approaches would improve accessibility and create richer data for analysis, ultimately leading to findings that are more reflective of diverse industry perspectives.

Addressing privacy concerns is another critical improvement, as these can impact participants' openness and willingness to share information. To mitigate this, future studies could enhance confidentiality protocols by implementing stronger data encryption and anonymization practices, which would better protect participant identities and increase trust in the research process (Grady et al., 2022). Effective confidentiality measures are particularly relevant in sectors where sensitive information is discussed, as participants are more likely to provide honest insights when they feel secure (Morse, 2021). Improving privacy protections would not only enhance data integrity but also encourage participation, supporting the development of more accurate and actionable insights.

Ensuring representativeness and high response rates are also essential for generating valid and generalizable findings. Employing random sampling within a larger, more diverse pool would further improve representativeness, making the findings applicable to a broader population (Roulston & Choi, 2021). This would allow future studies to offer insights that are generalizable across the industry, improving the utility of findings for real-world applications.

Addressing financial constraints by securing external funding would further enhance research quality. Resource limitations often restrict data collection and analysis options; therefore, obtaining grants or institutional support would enable more advanced methodologies and data collection tools (Tufford & Newman, 2021). With adequate funding, researchers could access better resources and conduct deeper analyses, leading to more comprehensive findings that provide nuanced insights relevant to business leaders and practitioners.

In addition, future studies could adopt a longitudinal research design to capture changes in job satisfaction and retention over time. By tracking the impact of specific retention strategies over an extended period, researchers can observe long-term effects and address limitations inherent in cross-sectional designs that collect data at only one point in time (Tuthill et al., 2020). A longitudinal approach would produce a richer understanding of retention strategies, especially in high-turnover industries, thus supporting the development of more sustainable business interventions.

Conclusion

In this qualitative pragmatic inquiry study, I explored and identified effective strategies property management leaders use to improve job satisfaction and reduce turnover among property managers. Research indicates that turnover in the property management industry is costly, impacting operational stability, tenant satisfaction, and organizational performance (National Apartment Association, 2023). Effective retention strategies extend beyond basic compensation adjustments; they emphasize continuous training, flexible work policies, supportive leadership, and wellness initiatives that foster a more engaged and satisfied workforce (Martinez & Lewis, 2022). Given the high turnover rate in property management, there is an urgent need for strategies that prioritize long-term employee retention.

Understanding the effective strategies employed by property management leaders to reduce turnover is essential for enhancing both employee well-being and organizational success. Data was collected through semistructured interviews. As recommended by Robinson et al. (2023), methodological triangulation was used to identify consistent patterns and validate findings across different data sources. Klein et al. (2021) note that data saturation is achieved when no new insights emerge, a milestone reached after interviewing six participants.

The data analysis revealed four major themes: work-life balance and stress management, career development and growth opportunities, recognition and feeling valued, and supportive work environment and positive culture. Grounded in Herzberg's two-factor theory, these themes illustrate the focus of property management leaders on creating a supportive and stable work environment. By implementing strategies that prioritize employee well-being and growth, organizations can build stronger, more resilient teams. These approaches not only enhance job satisfaction but also reduce turnover, creating a foundation for sustainable success in the challenging field of property management.

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Appendix A: Invitation text

Subject: Invitation to Participate in Doctoral Research Study: Effective Strategies to Improve Job Satisfaction and Reduce Property Manager Turnover

There is a new study about effective strategies that property management leaders use to improve job satisfaction and reduce turnover among property managers that could help business leaders better understand the benefits, challenges, and practical approaches to improving retention in the property management sector. For this study, you are invited to describe your experiences developing and implementing strategies to improve job satisfaction and reduce turnover.

About the study:

- One 30-60 minute phone interview that will be audio recorded (no videorecording)
- To protect your privacy, the published study will not share any names or details that identify you

Volunteers must meet these requirements:

- Business leader
- Have been in a leadership position for at least 5 years

This interview is part of the doctoral study for Rita Khan, a DBA student at Walden University. Interviews will take place between November 1-30, 2025.

Please reach out rita.khan@waldenu.edu to let the researcher know of your interest. You are welcome to forward it to others who might be interested.

Appendix B: Interview protocol guide

Interview script

Hello. My name is Rita Khan. Thank you very much for taking the time to participate in this interview. As I mentioned in my earlier communications, I am a doctoral student at Walden University. I have been involved in the property management industry for over 15 years and am passionate about improving retention and job satisfaction in the property management industry. My primary research goal is to explore the strategies used by successful property management leaders to enhance employee retention and satisfaction, aiming to develop a model for stability and satisfaction in this field.

Permission to record and consent

First, I want to remind you that your participation in this interview is entirely voluntary. If there's any question you'd prefer not to answer, or if you need to pause or stop at any time, please just let me know. With your consent, I'll be recording the audio of our conversation and taking a few notes. After the interview, I'll share a transcript and my notes with you, allowing you to review and make any changes you feel are necessary to ensure we accurately capture your responses. In the published study, all names, organizational details, and any identifying information will be kept confidential; pseudonyms will be used where quotes or examples are provided.

This research may also be presented at conferences and professional gatherings, but no identifying details will be shared. We have scheduled 1 hour for this interview; however, we can certainly extend it if you feel there is more to discuss.

Interview questions

I have provided you with a list of interview questions that I will ask. As we continue our conversation, I may have some follow-up questions.

1. Describe the strategies you have implemented to improve job satisfaction among property managers.
2. What are the key factors that contribute to job dissatisfaction and property manager turnover?
3. How do you address issues related to inadequate compensation and career advancement opportunities?
4. What measures have you taken to manage stress and prevent burnout among property managers?
5. How do you ensure that property managers feel recognized and valued for their work?
6. What challenges have you faced in implementing retention strategies and how have you overcome them?
7. What role does the work environment play in job satisfaction and retention among property managers?

Conclusion

Those are all of the questions I have. I will stop the recording now.

In the next few days, I will send you the transcript of our discussion for your review to ensure it accurately represents your views. If you have any additional questions or thoughts after today, please feel free to contact me. Your insights are incredibly valuable, and I appreciate your willingness to contribute to this research.