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Assisted Living Facility Employee Turnover Reduction Strategies

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Walden University

College of Management and Technology

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Karen Searle

has been found to be complete and satisfactory in all respects,
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the review committee have been made.

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Walden University
2020

Abstract

Assisted Living Facility Employee Turnover Reduction Strategies

by

Karen Searle

MBA, Keller Graduate School 2010

BS, Thomas Edison State College, 2008

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

October 2020

Abstract

Employee turnover is a critical problem in the healthcare industry. Employee turnover negatively impacts an organization's profits and replacement costs, such as training, onboarding, and developing new healthcare employees. Guided in the concept of transformational leadership theory, the purpose of this qualitative multiple case study was to explore strategies assisted living facility managers use to reduce employee turnover. Using semistructured interviews to collect data, the targeted population encompassed 6 organizational managers from 3 southeastern Pennsylvania assisted living facilities who successfully reduced employee turnover. Data were analyzed using thematic analysis. Four central themes emerged: effective communication and feedback, onboarding and employee training, culture and work environment, and monetary and nonmonetary benefits. Recommendations for action include educating assisted living facility managers of the essential role of employee retention in providing quality patient care and providing training in proper onboarding and communication practice that may improve employee retention. The implications for positive social change include the potential to provide assisted living managers with information on successful strategies for retaining employees. In turn, organizational managers may realize an improved quality of care for the residents, reduced employee turnover costs, and enhance employees' work-life balance.

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Dedication

I dedicate this study to my family, who sacrificed so much to help me get through. I want to thank God, who always gave me the strength to continue on and never give up. My husband, Stephen, who sacrificed the most because I spent most of my spare time completing my study. I love you for that! I dedicate this study to my son, Michael, and grandson, Michael Scotty, who will one day realize the sacrifices I made to make their lives better; I love you both more than words could ever express. To my parents, who always encouraged me since high school that I could do whatever I dreamed. To my late grandmother Elizabeth (nanny), who always supported me as a teenager and who always had high aspirations for me growing up, I miss you, Nanny! I wish you were here to see me accomplish this goal. This is for you, Nanny! I hope I made you proud!

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Section 1: Foundation of the Study

In the long-term care industry, turnover has been a chronic concern that negatively impacts organizational effectiveness and resident care outcomes (Black, 2015). Residential care/assisted living is a long-term care option that provides housing and healthcare services for nearly 1 million adults in the United States (Cohen et al., 2014). Healthcare leaders need to examine how they promote the collaborative practice, examine their leadership behavior, and reduce workplace stress to help retain quality healthcare staff in their organization (Hayward, Bungay, Wolff, & MacDonald, 2016). The managerial style has a considerable effect on the turnover intention of employees in many organizations (Alatawi, 2017). The negative costs of turnover in the healthcare industry are severe and can affect an organization's reputation, productivity, and effectiveness (Collini, Guideroz, & Perez, 2013).

Background of the Problem

Employee turnover is a complex problem that organizations face that have adverse outcomes (Alatawi, 2017). Turnover negatively affects organizations due to the high cost of retaining, training, and developing new healthcare professionals (Prati & Pietrantoni, 2014). The absence of robust strategies to reduce turnover in organizations is challenging (James & Matthew, 2012). Leaders need to investigate the factors that affect the turnover rate in their respective organizations to understand why employee resigns.

Organizations need to minimize expenses, maximize profits, expand productivity, and plan to retain workers to stay competitive in an unstable economy (Alatawi, 2017). Many researchers have studied the links between leadership strategies and turnover

(Homeburg, Heijden, & Valkenburg, 2013). Leadership in organizations needs to be on board with the critical task of understanding that employees are the essential capital in successful organizations.

The most widely accepted leadership style for helping leaders retain employees is transformational leadership. According to Sun and Wang (2017), transformational leaders value empowerment and encourage employees to play a critical role in the decision-making process of the organizations. The focus of this qualitative multicase study was to explore the strategies that assisted living managers use to reduce employee turnover.

Problem Statement

High turnover rates among long term care employees create many challenges for supervisors and administrators. They can negatively impact the quality of care as baby boomers age, and approximately half of those individuals will experience some form of functional or cognitive limitations (Matthews, Carsten, Ayers, & Menachemi, 2018). In 2014, the turnover of more than 1.5 million skilled healthcare professionals in facilities across the United States cost nearly \$250 million in training and recruiting costs (Prati & Pietrantoni, 2014). The general business problem is that employee departures from assisted living facilities can reduce patient care quality, reduce profitability, and increase operating expenses for the organization. The specific business problem is that managers at assisted living facilities lack strategies to reduce employee turnover.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies some assisted living facility managers use to reduce employee turnover. The target population is comprised of organizational managers from three Pennsylvania assisted living facilities who have implemented successful strategies to reduce employee turnover. The results of the study may contribute to social change by identifying strategies managers can use for the retention of quality healthcare employees in assisted living facilities. Reduced employee turnover in these facilities may enable workers to provide a better quality of life for assisted living facility residents and peace of mind for the residents and their family members.

Nature of the Study

In addressing a research problem, researchers use any one or a combination of the following research methods: (a) quantitative, (b) qualitative, or (c) mixed method (Dasgupta, 2015). In qualitative research, a researcher desires a more in-depth understanding of participants' behaviors, attitudes, and motivations for the phenomenon (Barnham, 2015). Dasgupta 2015 added the most appropriate method for conducting this study was the qualitative research methodology because I focused on the strategies and processes rather than predicting results or outcomes

In a quantitative method approach, the researcher uses causes of behavior through measurement and evaluation of variables, focusing on predictability and control over time, a more numeric approach (Park & Park, 2016). A quantitative research method was not appropriate for this study because I did not seek to quantify data, present findings

numerically or mathematically, or generalize results from a target population (see Brockington, 2014).

The mixed method approach enables researchers to combine the use of quantitative and qualitative data collection techniques and analytical procedures (Saunders, Lewis, & Thornhill, 2015). However, the mixed method was not suitable for this study because multiple data collection methods and analytical procedures were not necessary to address my purpose. A mixed-methods approach was not appropriate for this study, as I did not look to quantify any data to generate reliable results.

In qualitative research, researchers use designs such as case study, ethnography, and narratives (Saunders et al., 2015). The most appropriate design for this study was a case study. The case study design is the preferred method when (a) research questions are what, how, and why; (b) the researcher has no control or little control of behavior events, and (c) the focus of the study is a contemporary phenomenon (Yin, 2014). My objective was to explore successful retention strategies that healthcare managers use at assisted living facilities in southeastern Pennsylvania.

Baskerville and Myers (2015) emphasized that ethnographers' observation and participation do not intend to change the situation. Knoblauch (2014) defined narrative designs for research for exploring phenomena via participants' life stories. In this study, I did not focus on life stories, as explained by people. Researchers use phenomenological models to examine the meanings of life experiences and perceptions of the phenomenon of the participants (Bernard, 2010). Therefore, the phenomenological design was not appropriate because I explored experiences and perceptions in my study.

Research Question

The overarching research question to guide this study was as follows: What strategies do assisted living facility managers use to reduce employee turnover?

Interview Questions

I used the following interview questions as warm-up questions for the participants:

1. What are the critical leadership strategies you use to retain your resident care nursing staff?
2. Based on your experiences and observations, how did voluntary employee turnover impact the performance of the organization and staff?

The following questions were the principal interview questions for my study:

3. What strategies do you use to reduce employee turnover?
4. How did your employees respond to those strategies?
5. What improvements have you witnessed in voluntary employee turnover because of your efforts?
6. How did you address the key barriers to implementing your successful strategies for reducing employee turnover?
7. Based upon your experiences, what, if anything, might you change in your approach to reducing employee turnover to encourage better retention in your organization?
8. What else can you share with me to understand the successful strategies you developed and deployed to reduce employee turnover?

Conceptual Framework

The conceptual framework for this study was the transformational leadership theory. Burns developed the transformational leadership framework in 1978 (Bass, 1985). Bass (1985) revealed four dimensions of transformational leadership: (a) idealized influence, (b) individualized consideration, (c) intellectual stimulation; and, (d) intellectual stimulation.

Researchers have determined that transformational leadership fosters positive organizational employee behavior not only beyond expectations but beyond self-interest (Effelsberg, Solga, & Gurt 2014). The success of organizations in today's market is not achievable without employing an effective leadership style that will help organizations accomplish their goals (Ghasabeh, Soosay, & Reaiche, 2015).

Leaders can use the framework of transformational leadership to motivate their employees and thereby reduce turnover rates. Burns (1978) emphasized that transformational leaders influence their followers in three ways: (a) first by outlining the importance of organization success, (b) second by stating the importance of teamwork to achieve goals, and (c) third by empowering their staff to seek more responsibility and achieve personal growth, thereby reducing the intention of employees to leave the organization. Identifying and exploring employee turnover reduction strategies through the lens of transformational leadership theory can help the researcher identify strategies to motivate employees to achieve goals, seek responsibility, and achieve personal growth, thereby potentially motivating employees who could mitigate employee turnover.

Operational Definitions

Employee retention: Employee retention is the process managers use to create an atmosphere where employees feel supported and motivated to stay with the organization (Pittino, Visintin, Lenger, & Sternad, 2016).

Employee turnover: Employee turnover describes the metric at which an employer gains and loses employees in their organization (Anvari, JianFu, & Chermahini, 2014).

Transactional leader: A transaction leader is a leader who does not individualize the needs of followers or focus on their personal development. Transactional leaders exchange things of value with followers for the advancement of their own and their followers' agendas (Northouse, 2015).

Transformational leader: A transformational leader is a leader who can boost and heighten the interests of staff and can promote the mission and values of the organization and lead staff to go above and beyond their interests (Lavoie-Tremblay, Fernet, Lavigne, & Austin, 2015).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are parts of the research that the researcher believes to be accurate or takes for granted (Stroman, 2018). Assumptions are something that a researcher may accept as fact without some concrete proof. In conducting this study, I made three general assumptions. The first assumption was that my interviewees would be truthful in their responses to my questions. The second assumption was that my chosen healthcare

facilities in southeastern Pennsylvania would yield relevant results. The third assumption was that I would complete each interview within 1 hour from start to finish.

Limitations

The limitations of a study are restrictions that cannot be controlled and can threaten a study's validity and outcomes (Paz, 2019). It is ubiquitous to have limitations when conducting your research. I recognized four limitations in this doctoral study. The first limitation was attaining approval from the assisted living organizations to conduct the research. The second limitation was that there were not consistent work schedules of the participants who volunteered for this study. The third limitation was the need to ensure all safety measures were taken regarding patients' personal information while conducting these interviews. The fourth limitation was the possibility that my study volunteers could withdraw at any time.

Delimitations

Delimitations are the boundaries of research (Yin, 2014). I noted three delimitations for this study. First, I limited the study to participants who were managers within the healthcare organizations. Second, the employees had to have been in their department for 1 year or more. Third, I limited participants to the state of Pennsylvania, in the southeastern region of the state.

Significance of the Study

Turnover in the healthcare industry poses a significant threat to the mission of creating a healing environment for patients (Collini et al., 2013). The findings of this study could potentially offer strategizes for business leaders to reduce employee turnover

in healthcare organizations. Kessler (2014) noted that leaders could achieve profits if they can find ways of reducing staff replacement costs from voluntary employee turnover.

Reduction in employee turnover rates can enable healthcare organizations to provide a better quality of service for patients in assisted living facilities. The findings, conclusions, and recommendations of this study could allow organizations to review current strategies that are not working and potentially apply and modify the strategies from this study to reduce the turnover rates in their organizations. For catalyzing social change, leaders of health care facilities need to find ways to reduce turnover costs, thus enabling the organization to focus on improving the quality of patient care to its residents and families.

Cho, Rutherford, Friend, Hamwi, and Park (2016) noted that beyond the financial costs, employee turnover has created gaps in customer service and can create a high level of stress, which creates personal health risks for their employees. Employees are an asset to any organization. When turnover happens, it creates added stress for those who are left. Collini et al. (2013) stated that turnover in health care presents a significant effect on creating a mission of a healing environment for patients.

A Review of the Professional and Academic Literature

To explore the strategies that managers lack in retaining employees within their organizations, I researched relevant books and peer-reviewed articles to complete the review of the professional and academic literature. The purpose of this qualitative multiple case study was to explore the strategies that managers use to reduce employee

turnover in assisted living facilities. I retrieved articles and peer-reviewed journals from Emerald Management Journals, Sage, Business Course Complete/Primer, ProQuest Central, and Science Direct.

I used the following keywords when conducting searches: *employee turnover*, *employee retention*, *job satisfaction*, *transformational leadership theory*, *transactional leadership theory*, and *costs of employee turnover*. The focus of the literature review was to determine the reasons why employers could not retain employees and how those reasons support my problem statement, using the transformational leadership theory as the conceptual framework.

I organized the literature review into four fundamental categories: (a) conceptual framework, (b) assisted living communities, (c) employee turnover challenges and strategies, and (d) retention strategies. I compared two alternative leadership theories to the conceptual framework. Transactional leadership theory and servant leadership theory encompassed those two alternative theories. In this literature review, I discuss the essential terms and appropriate approaches to employee turnover and retention. Table 1 shows the literature review reference content for this study.

Table 1

Literature Review Reference Content

	Literature > 5 yrs.	Literature < 5 yrs.	Total
Nonpeer reviewed	5	13	18
Peer reviewed	41	104	145
Dissertations	1	2	3
Total	47	119	166
Percentage of total	28%	72%	100%

Conceptual Framework

Burns established a transformational leadership theory in 1978. Antonakis and House (2014) discussed the issue of leadership as an essential factor in motivating followers towards the fulfillment of an organization's mission as well as organizational innovation, adaptation, and performance. Ghasabeh et al. (2015) added that leadership is vital in both political and business areas and stated that when there is no effective leadership, implementing changes will not work effectively.

Anderson (2015) noted that transformational leaders and followers raise each other to a higher level of motivation and morality. A transformational leader exhibits four behavioral dimensions that are prevalent in their working style. Zacher, Pearce, Rooney, and McKenna (2013) explained that transformational leadership is one of the most widely studied leadership theories that encompasses leaders who can influence their followers through four behavioral dimensions. These dimensions include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

The five subdimensions encompass the whole idea that these are some of the primary qualities that transformational leaders should portray to obtain a healthy work environment. Sanchez-Cardona, Salanova, and Llorens-Gumbau (2018) noted that a study done by Rafferty and Griffin (2004) suggested that the five subdimensions of transformational leadership theory include vision, inspirational communication, supportive motivation and confidence, intellectual stimulation, and personal recognition. Alatawi (2017) stated that transformational managers provide employees with a vision,

act as coaches, provide a supportive climate, listen for employee needs, recognize employee achievements, and delegate work to employees.

The concept of transformational leadership is different from other styles of leadership. Transformational leaders have an appealing vision for their team and want to intellectually stimulate their followers to meet the needs of their team members (Saravo, Netzel, & Kiesewetter, 2017). Sun and Wang (2016) reiterated that transformational leaders empower and encourage their employees to play a crucial role in the decision-making of the organization. In contrast, Deichmann and Starm (2015) stated that although transformational leaders are essential for encouraging subdominants in forming ideas that will help the organization, the effects are not direct and mitigated by a leader organizational identification.

Transformational leaders also encourage their followers to ask questions, figure out better ways to execute tasks and promote creativity by developing innovative thoughts that could benefit the organization. Zhu, Newman, Mia, and Hooke (2013) noted that transformational leaders provide influence on their followers by acting as role models and exhibiting the kind of behavior admired by society. Zhu et al. (2013) also noted the importance of active trust in explaining why transformational leaders can get their followers to exhibit more significant commitment, work harder for their employers, and engage in more fruitful organizational citizenship behaviors.

Transformational leadership is supporting, challenging, and demanding in aspects that motivate and satisfy needs that can have the potential to cause strain. Niessan, Mader., Stride, and Jimmieson (2017) examined the role of individuals' energy resources

(i.e., emotional exhaustion) in the relationships between perceived transformational leadership and thriving, as well as two aspects of work performance. Transformational leaders exhibit positive energy to their followers. Still, Niessan et al. revealed that sometimes it could hurt the role of the followers because of the emotional exhaustion it creates.

Transformational leadership is a multifaceted leadership style. Li and Yuan (2017) explained that transformational leadership is not always as good as it seems. The risk, as noted by Li and Yuan, holds that charisma, as a core of transformational leadership, can produce boastful and self-centered behavior and a superiority complex in leaders, which can be a downfall to their followers. Based on this finding, Li and Yuan noted that sometimes transformational leaders put their self-interest above the collective goals of their followers and the organizational goals. Zacher et al. (2013) also claimed that the transformational leadership style prioritizes a more corporate cohesive approach and conforms more to what is in the best interest of corporations.

Transformational leaders who allow their followers to be creative make for better motivated and hardworking employees. Teymounejad and Elghaei (2016) noted that transformational leaders influence their followers as well as present new ideas to promote creativity and innovation. Sun and Wang (2017) added that transformational leadership has many advantages in deterring subordinates from leaving their job. Sun and Wang (2017) noted that some of these advantages consist of creating high levels of organizational commitment, empowering employees by allowing them to contribute to

the decision-making process, and creating a supportive environment for subordinates to grow and develop their skills.

Transformational Leadership and Employee Job Satisfaction

Transformational leaders empower and provide support to their followers, thus increasing the satisfaction of followers and improving the quality of patient care.

Boamah, Laschinger, Wong, and Clarke (2018) stated that transformational leaders develop healthy relationships, anticipate the needs of their staff, and influence their followers, thus increasing employee job satisfaction. Dierendonck, Stam, Boersma, de Windt, and Alkema (2014) added that transformational leadership positively predicts work motivation, employee satisfaction, and innovative performance.

Working in the healthcare industry can prove to be very challenging, thereby creating the importance of a robust leadership approach that could enhance job satisfaction. Choi, Goh, Adam, and Tan (2016) found that individual attention, motivation, and intellectual stimulation are critical factors that transformational leaders attribute to their follower's job satisfaction. Arnold and Loughlin (2013) added that followers who work with transformational leaders are more engaged and more satisfied in their positions.

Turnover intentions happen when employees are unhappy with the leadership style of their managers. Ariyabuddhiphongs and Kahn (2017) stated that immediate managers' transformational leadership style might reduce turnover intention through the employees' trust in their manager and perceived job performance. The results indicated that transformational leadership negatively predicts turnover intention and that trust and

job performance mediate the relationship between transformational leadership and turnover intention (Ariyabuddhiphongs & Kahn, 2017).

Individualized Consideration

Individualized consideration is one of the four characteristics of transformational leadership behavior. Zacher et al. (2013) explained individualized consideration as it relates to transformation leadership behavior as the leader's role in being caring, nurturing, and supportive of their follower's personal development. Snell, Yi, and Chak (2013) noted that the attributes associated with individualized considerations consist of active listening, mentoring of subordinates, and employee coaching.

Leaders need to convey a commitment to their employees to help reduce the turnover ratio in their organizations. Abouraia and Othman (2017) explained that individualized consideration refers to a leader who will attach to followers by considering their individual needs, give them care and attention, and empower them to reach their potential. Abouraia and Othman also found that there is a positive correlation between individualized consideration and organizational commitment.

Leaders displaying individualized consideration believe in their followers and accept their differences. Agyemang, Boateng, and Dzandu (2017) added that a leader who demonstrates individualized consideration focuses on not only the greater good of the organization but also on the individual needs of their followers. Leaders personalize their interactions to get to know their employees and develop their strengths through coaching and consulting (Agyemang et al., 2017). Haleem, Jehangir, and Khalil-Ur-Rahmaner (2018) added that a leader with individualized consideration provides

customized socioemotional support to their subordinates to help them reach self-actualization.

Intellectual Stimulation

Intellectual stimulation is one of the four primary attributes that encompass leaders to motivate their followers. Teymournejad and Elghaei (2016) stated that intellectual stimulation refers to stimulating followers to discover new ways of thinking for solving problems as a means of improving organizational goals. Agyemang et al. (2017) noted that intellectual stimulation is the frequency of how leaders encourage their employees to think outside of the box by teaching problem-solving skills and solutions.

Leaders do not make an issue of employee mistakes but allow them to find answers on their own and do not criticize them for having a difference of opinion from their leaders. Akoth, Olel, and Agak (2016) explained that intellectual stimulation is a characteristic of a transformational leader who can stimulate creative thinking to generate innovative ideas and to encourage thoughtful problem solving through careful contemplation. Allowing employees to strategize and work through daunting situations may prove to be a factor in creating job satisfaction and reducing turnover in organizations.

Empowerment is one such key to intellectual stimulation and, thus, to job satisfaction. Wagude and Ndiritu (2015) noted that intellectual stimulation denotes how a leader can encourage a team's ingenuity, creativity, and innovative thinking, allowing them to question the status quo to make discoveries to fulfill their highest potential.

Leaders can empower their staff to create a better work environment by allowing them to discover better ideas or ways of thinking.

Inspirational Motivation

Inspirational motivation is another characteristic of transformational leadership. Jiang, Gao, and Yang (2018) defined inspirational motivation refers to the behaviors of leaders to inspire and motivate their followers to reach goals that may have seemed impossible by encouraging them to follow their dreams. Luring and Jonasson (2018) noted that inspirational motivation relates to a leader who can proactively articulate a shared goal thereby providing meaning through a mental image

Motivating and empowering employees provides more incentive to stay. Luring and Jonasson (2018) also emphasized that inspirational motivation can produce effort and participation in employees when the leader is absent. Agyemang et al. (2017) explained that transformational leaders who exhibit inspirational motivation behave in ways that motivate those around them. Haleem et al. (2018) noted that inspirational, motivational leaders effectively communicate the organizational goal, vision, and mission and inspire them to be optimistic about the future of the organization.

Idealized Influence

Leaders who represent idealized influence are leaders with a high sense of moral, who are ethical, highly admired, and trusted. Bass and Steidlmeier (1999) explained that idealized influential leaders are envisioning, confident, and set high standards. These leaders are also more charismatic and emulate high ethical standards and shared moral codes. Agyemang, Boateng, and Dzandu, (2017) noted that transformational leaders who

exhibit idealized influence are goal-oriented and portray a collective sense of beliefs, values, and a strong sense of purpose.

Leaders who are optimistic and have established a good repour with their staff can contribute to lower employee turnover. Haleem et al. (2018) defined idealized influence as compelling actions of the leader based on values and beliefs. Haleem et al. described the idealized leader as having a socialized personality that portrays confidence and commitment to order within the organization. Haleem et al. (2018) also noted that a leader who displays idealized influence is a robust role model and is the type of leader who is not afraid to take risks while still maintaining high moral and ethical standards.

Strengths and Weaknesses of Transformational Leadership Theory

There are strengths and weaknesses with transformational leadership theory. Strengths include that transformational research has been extensively examined (Lowe & Gardner, 2000), has intuitive appeal, and considers leadership as a process consisting of both leaders and followers (Bryman, 1992). Weaknesses include transformational leadership, which has not been proven to transform individuals or organizations (Antonakis, 2012), and leadership is treated as a personality trait, which is more difficult to learn than a skill or behavior (Bryman, 1992).

Alternative Theories

Transactional Leadership Theory

Transactional leaders use positive and negative reinforcements to achieve desired results because they are more concerned with the completion of the task and performance of their employees (Asrar-ul-Haq & Kuchinke, 2016). Hamstra, Yperen, Wisse, and

Sassenberg (2011) noted that transactional leaders stress rules to avoid mistakes.

Hamstra et al. (2011) emphasized that transactional leaders focus on the prevention of issues to protect the status quo. Saravo, Netzel, and Kiesewetter (2017) added that transactional leaders influence followers by exchanging benefits for outstanding performance based on self-interests in achieving defined goals.

Tyssen, Wald, and Spieth (2014) explained that transactional leaders focus on bargains and exchanges to motivate the follower to pursue a path. Tyssen et al. (2014) added that the transactional leader would provide contingent rewards when followers conform to what they ask and will punish them when the follower does not conform. Saravo et al. (2017) stated that transactional leaders reinforce their leadership role by exercising active control when problems arise.

Transactional leadership style, also known as management-by-exception, portrays leaders who thrive on the mistakes of followers. Sanchez-Cardona, Salanova, and Llorens-Gumbau (2018) argued that transactional leaders focus more on followers meeting expectations. Bass and Steidlmeier (1999) explained that transactional leaders concentrate more on contingent reinforcement. When followers do not follow their lead, negative feedback and disciplinary actions tend to be the corrective action that leaders will impose.

Bass and Steidlmeier (1999) also emphasized the moral legitimacy of transactional leadership depends on granting the same liberty and opportunity to others as one claims themselves. Transaction leaders recognize the fusion of values and diversity

of motivations. In contrast, transformational leadership is grounded in a broader conception of individuals' cultural diversity within the community.

Servant Leadership Theory

Servant leadership theory was first introduced in 1977 by Greenleaf (1977). Washington, Sutton, and Sauser (2014) noted that this type of leadership emphasized the good of followers over the self-interest of the leader. Hunter et al. (2013) explained that servant leadership might improve the ethnic culture of modern companies because servant leadership promotes more morality-centered self-reflection by leaders than any other leadership style. The traits of the servant leadership style consisted of valuing and developing people, practicing authenticity of leadership, building community, providing practical guidance, sharing the status and power for the good of followers (Washington et al., 2014).

Servant leaders are motivated by the urge to serve rather than the desire to lead. Hunter et al. (2013) stated servant leaders empower followers and help followers grow and succeed by providing opportunities to enhance follower skills. Dierendonck et al. (2014) determined servant leaders invest time and energy into their followers by focusing on them individually and ensuring other people's priorities instead of their own needs. Choudhary, Akhtar, and Zaheer (2012) also commented that some of the unique leadership traits of servant leadership consist of altruism, simplicity, and their ethical leadership constructs.

An essential aspect of servant leadership is the connection leaders need to form with their followers. Sokoll (2014) conducted a quantitative study on the relationship

between servant leadership behaviors do positively correlate to a subordinate's commitment to a supervisor. Servant leaders strive to form an individual connection with each of their followers (Hunter et al., 2013). Sokoll (2014) also noted that servant leadership is a relational-based leadership approach that has a positive effect on employee performance, thus reducing employee turnover intentions.

Assisted Living

Many factors determine the reasons families choose long term care for their loved ones. The Assisted Living Federation of America (ALFA) identifies assisted living facilities as options for long-term care and health care support services for those individuals who do not qualify for skilled care (Kisling-Rudgren, Paul, & Coustasse, 2016). Assisted living provides an option for residents to maintain their independence yet can receive assistance with their activities of daily living (ADLs) if needed, with dignity and respect (Bowman & Rogers, 2016).

The ages of residents who reside in assisted living vary based on diagnosis and needs. In 2010, the average age of residents living in assisted living communities was aged 85, with 38% requiring assistance with at least three activities of daily living (ADL's), 26% having four to ten chronic conditions, and 42% having a diagnosis of dementia (Vandenberg et al., 2018). Bowman and Rogers (2018) noted the ten most common chronic conditions of assisted living residents include, high blood pressure, Alzheimer's and other dementias, heart disease, depression, arthritis, osteoporosis, diabetes, chronic obstructive pulmonary disease, cancer, and strokes.

Most patients moving to assisted living facilities pay expenses out of pocket, and many long-term-care policies cover the costs based on the term and amount paid into the plan. Medicare does not cover assisted living costs, but in some states, Medicaid may cover some services and support costs (Somes & Donatelli, 2014). In 2012, the average mean price of assisted living facilities was \$3,550 (Kisling-Rudgren et al., 2016). Some factors associated with the cost of assisted living in the United States include types of services provided to the resident as well as the geographic location of the facility (Kisling-Rudgren et al., 2016).

Assisted living helps bridge the gap between independent living and skilled nursing facilities. In 2012, approximately 41.5 million individuals were 65 years or older, which constituted 13.4% of the population in the United States (Bowman & Rogers, 2016). In 2014, assisted living communities were among the fastest growing of the long-term industry, with approximately 30,200 communities serving about one million residents (Vandenberg et al., 2018). Estimations are that in 2030, the senior population will increase to over 20% of the total population, and the need for assisted living communities will continue to grow (Bowman & Rogers, 2016). Assisted living facilities play a vital role in residents' healthcare and health promotion as a means of managing a decline in residents' health and well-being (Bowman & Rogers, 2016).

Quality of life and greater independence are essential factors when families consider the move to assisted living for their loved ones. According to Strom and Strom (2017), improvement in the quality of life of residents is providing more considerable attention to their cognitive, social, and emotional needs, and living in assisted living

facilities can provide all those services for the geriatric community. Assisted living offers an attractive alternative to nursing homes because assisted living is designed to be more home-like and emphasizes autonomy, independence, privacy, and consistent engagement with staff and other residents in the home (Sheryl et al., 2013). Martin, Martin, and French (2018) described the assisted living industry as healthy and growing primarily due to the idea of respect for autonomy, choice, and competence of the individual in the aging process.

Turnover Challenges and Strategies

Many industries faced with the problem of employee turnover. In the healthcare industry, this problem can be detrimental to providing quality care for patients who receive care. Rahnfeld, Wendsche, Ihle, Muller, and Kliegel (2016) noted that nursing turnover negatively affects the organizational effectiveness and quality of care, particularly in the geriatric industry. Effectively addressing staff shortages and staff turnover issues can reduce the rising number of older residents requiring higher levels of care (Gao, Tilse, Wilson, Tuckett, & Newcombe, 2015).

Researchers have addressed many strategies that could serve as a remedy for solving the problem of turnover in the workplace. Singh and Sharma (2015) proposed several different possible approaches in their research. Some of the strategies that Singh and Sharma (2015) proposed included: offering salaries above market rate, performance-driven rewards, providing positive feedback and fair appraisals, improving work conditions, providing extensive training and valuing employees; and, providing clear path and opportunities to progress in the organization.

Employee Turnover

All workforce industries share the problem associated with employee turnover.

Alatawi (2017) defined turnover as a complicated issue that affects the stability, climate, performance, productivity, and retention of employees in the concerned organization.

Therefore, controlling employee turnover is a high priority in the workplace.

Dechawatanapaisal (2018) defined turnover as an undesirable event that is detrimental to organizations. Turnover not only affects direct costs, such as recruitment and replacement of employees but, more importantly, indirect costs, such as morale, cohesion, pressure on remaining staff, training, and social capital.

Employee Turnover in Long-Term Care

Many factors contribute to the turnover problem in long-term care homes.

According to Black (2015), the drivers that contribute to the turnover problem consist of staffing and hiring practices, the difficulty of the work, insufficient compensation, and job dissatisfaction. Cadmus, Hassler, and Bohnczyk (2016) stated that workforce instability is a prime contributor to poor patient outcomes, increased costs, and dissatisfied healthcare staff. Conversely, the median turnover and retention rate of nursing staff in long-term health care facilities are at 50% in 2012. Aloisio (2018) noted in 2014, 2.6 % of seniors, 65 and over, and 9.5% of seniors 85 years and over resided in a long-term care facility in the United States. Chamberlain, Hoben, Squires, and Estabrooks (2016) stated that job satisfaction is a huge factor in the care aide's intent to leave their jobs.

Turnover within the long-term care sector is a chronic concern that negatively impacts organizational effectiveness and resident care outcomes (Black, 2015). Cote (2016) noted that high turnover is affecting the continuity and quality of health care services, and creating numerous problems within the nursing teams themselves: staff shortages, work overload among permanent employees, disruptions in day-to-day operations, absenteeism, repeated training of new hires, and the loss of expertise.

Costs of Employee Turnover

The cost of employee turnover in the healthcare industry can profoundly impact the quality of patient care. Goldberg (2014) noted that the estimated replacement cost due to employee turnover totals 50 to 60 percent of their employees' salaries. Goldberg (2014) also found that companies need to employ strategies to reduce employee turnover rates by offering competitive wages and engaging employees in the organization as a motivating factor in reducing turnover. Schlechter, Syce, and Bussin (2016) identified several factors, such as the costs associated with recruitment, retention of employees, a reduction in customer/client satisfaction, and a massive decrease in the profits for the organization. Schlechter et al. (2016). stated that organizations often make a significant investment in training and developing their employees, and when employees leave, the investment is lost.

Organizations are trying to find more productive measures to control turnover to reduce costs and keep quality, high-achieving employees in place to stabilize the ever-growing workforce. Alatawi (2017) estimated the cost of employee turnover as an average of \$13,996 per worker. Vanderpool and Way (2013) found that annual turnover

in a medical care facility equals approximately 3.4 to 5.8 percent of the annual budget. Along with the monetary cost of employee turnover, Reina, Rogers, Peterson, Byron, and Hom (2017) noted that costs such as lost tacit knowledge, fewer seasoned mentors, work disruptions, damaged client relationships due to discontinuity, and an overall reduction in organizational effectiveness.

Turnover is genuinely costly for any organization, but in the healthcare industry, specifically in long-term care, it can be debilitating. Kirby (2018) noted that some of the high costs of employee turnover in the healthcare industry include a reduction in expertise, intellectual capital, loss of productivity, and weakening of the organization's culture. These indirect costs account for over 60% of the organization's overall turnover costs. The organizations need to find ways to reduce this cost to ensure a higher quality of patient-centered care.

Turnover and Quality of Patient Care

Employee turnover in the healthcare industry is a growing problem, especially in nursing. Nowak, Holmes, and Murrow (2010) stated that the demand is increasing for healthcare organizations to control costs to improve patient safety and quality outcome. Quality healthcare cannot be achieved without physicians and nurses. Chamberlain et al. (2016) noted that the high increase in turnover adversely impacts the quality of patient care in long-term care facilities.

In a study conducted by Chamberlain et al. (2016), the researchers found that a supportive work environment with an emphasis on leaders empowering their care aides had a positive impact on job satisfaction, thus increasing the quality of care for the

patients. According to a study done by Piers, Versluys, Vyt, Devoghel, and Van Den Northgate (2019) noted that a higher quality of care is obtained when there is better interprofessional teamwork. Piers et al. (2019) also added that nurses' interprofessional relationship with other peer members resulted in a lower turnover intention.

Retention

Retention Through Job Satisfaction

Job satisfaction is one critical aspect that affects retention in organizations. Snell, Yi, and Chak (2013) defined job satisfaction as an employee's overall feelings about their job. Gibson (2014) found that trust in a leader impacted both job satisfaction and intent to leave. Gibson (2014) also concluded that organizations should focus on their human resource and leadership development strategies to focus on trust development and maintenance. Trust is one critical measure of ensuring job satisfaction, resulting in organizational success.

In all organizations, job satisfaction is a precursor to whether an employee stays or leaves. Chamberlain et al. (2016) noted that while organizational and individual factors play a role in job satisfaction, regulatory elements such as superior leadership and employee empowerment are more critical to keeping employees stable in their position. Lee, Yang, and Li (2017) stated that the six dimensions of job satisfaction in high-order factors are salary and welfare, the job itself, leadership, personal growth, interpersonal relationships, and job competency. Their finding is quite interesting because leadership in the organization falls in the middle, and not one of the top reasons for job satisfaction.

Although leadership is an essential factor, it is not the most critical factor of employee satisfaction.

It is vital for managers of any organization to measure employee job satisfaction by taking the initiative to develop employee positive retention strategies within their organization. Halcombe, Smyth, and McInnes (2018) defined job satisfaction as for how one feels about their job and the individuals' expectations of what their role should provide them. Lee, Hom, Eberly, and Li (2018) noted that job satisfaction is central to how employees feel about turnover, and might be the cardinal job attitude, and the prime reason for employee turnover.

Job satisfaction has several components, which consist of job conditions, communications, organizational policies, promotion and advancement opportunities, recognition, appreciation, security, and supervision, and the establishment of relationships. Haleem et al. (2018) stated that leadership plays a vital role in job satisfaction. The positive and negative attitudes an employee feels for his job plays a crucial role in employee satisfaction and is a critical factor in increased productivity and organizational success (Haleem et al., 2018).

Retention Through Employment Engagement Strategies

Committed employees enhance organizational competitiveness because engaged employees are much happier and provide better service than their competitors. Megha (2016) noted employee engagement is a desirable condition, has an organizational purpose, and focuses on involvement, enthusiasm, passion, and energy in the performance of one's job. According to Megha (2016), research has shown that

committed employees perform better. Megha (2016) also added that management style, job design, and employee voice affect an employee's level of engagement, despite any demographic variables.

Managers in organizations need to focus on engagement strategies to handle the problem of employee turnover and retention rates. Smith and Macko (2014) stated that increased organizational commitment to staff results in a reduced turnover rate. Many factors influence an employee's decision to leave, but job satisfaction and employee engagement are two significant factors (Collini et al., 2013). Smith and Macko (2014) also noted that turnover is an asset in the competitive field, so keeping employees engaged is the key to managing employee turnover. Employee retention is the greatest strength of any organization.

Engaged employees tend to stay and take pride in their organizations, thereby reducing turnover. Smith and Macko (2014) recommended that organizational leaders increase employee involvement to reduce their turnover rate. Kundu and Lata (2017) explained that organizational engagement is one of the most significant indicators of employee turnover and job engagement. They also indicated that engagement consists of employees physically, cognitively, and emotionally during their role performance.

Enhancing engagement and employee communication with leadership are two of the most successful strategies for organizations looking to reduce employee turnover. Tullen et al. (2016) reiterated that employers should concentrate on improving engagement strategies as one way of increasing employee retention. Holland, Cooper, and Sheehan (2016) noted that a critical attribute of employee engagement is a positive

work attitude by an employee to invest effort in their work, which is linked to attaining organizational goals, and thereby organizational success.

Transition

The first section of this doctoral study is a summary of the problem statement, purpose statement, nature of the study, research questions, conceptual framework, significance of the study, and the literature review. The literature review identified how transformational leadership could affect or not affect employee turnover in the workplace. The concept of assisted living, employee turnover, retention, and leadership theories consisting of transformational leadership, transactional leadership, and servant leadership theory was presented.

The second section of this doctoral study will consist of the role of the researcher in this study, the participants in the study, research method and design, population and sampling, ethical research, data collection, data analysis technique, and reliability and validity of the study. In the final section, I will present my findings, the analysis of the research study, as well as the impact on social change and business practice.

Section 2: The Project

In Section 2, I discuss my role as the researcher and the acceptability of the participants. The research method, research design, population, and sampling are considered. The section also includes strategies and instruments for collecting, organizing, and analyzing the data. Finally, in Section 2, the reliability and validity of my study are discussed.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies some assisted living facility managers use to reduce employee turnover. The target population comprised of organizational managers from three Pennsylvania assisted living facilities that have implemented successful strategies to reduce employee turnover. The results of the study may contribute to social change by identifying strategies managers can use for the retention of quality healthcare employees in assisted living facilities. Reduced employee turnover in these facilities may enable workers to provide a better quality of life for assisted living facility residents and peace of mind for the residents and their family members.

Role of the Researcher

Eridiana, Olehnovica, and Kravale-Pauliņa (2015) explained that doctoral students serve a significant role in the development of society through their research. The role I took in this research process consisted of using semistructured interviews and analyzing and synthesizing the data to answer the research question. I was the instrument used in this study. I had no relationship with any participants outside of this study, and I

identified each participant by using 1A, 1B, 1C, 1D, 1E, and 1F to protect the anonymity of each participant. The research took place in the local metropolitan area in southeastern Pennsylvania. The purpose of the study was to explore strategies assisted living facility managers use to reduce employee turnover, which is high in the healthcare field. The turnover in this industry has a significant impact on the quality of care in long-term care facilities (Kirby, 2018).

Ethical challenges that a researcher may encounter during their study include the methodology used, confidentiality, and anonymity (Ngozwana, 2018). The researcher must attempt to prevent bias in researching with the participants to perform a valid study (Tuval-Mashiach, 2017). Miracle (2016) emphasized that the Belmont Report serves as a guide for all research plans and serves as a basis for further research and practice. I performed this study in a trustworthy manner and without bias.

Wadams and Park (2018) explained that in qualitative research, some of the methods used to mitigate bias are using unstructured interviews, bracketing, peer review, investigator responsiveness, and inductive thinking on the role of the researcher. Overgaard (2015) noted that bracketing enlists two protocols: setting aside assumptions and gaining an understanding of the subject matter as the research unfolds. Wiel (2017) suggested that the key to a productive interview is asking the right questions. I conducted the interviews, interpreted the data collected, and shared the interpretation of the data to avoid bias. I did not allow prior knowledge in this field to cloud the interpretations of the results received. Yin (2014) noted that using the same interview process with all study participants helps keep the researcher open-minded and prevents bias.

Participants

A participant is a living individual from whom the researcher obtains the data through interactions or identifiable private information (Roets, 2017). The participants taking part in this doctoral study were senior level hiring managers from three separate assisted living facilities in southeastern Pennsylvania. Guillemin et al. (2018) explained that relationships of trust between researchers and participants are considered critical to a successful research study. All participants met the following criteria: (a) worked as a higher-level manager, (b) worked in the assisted living facility for at least 1 year, and (c) had the necessary leadership strategies to reduce employee turnover. Maintaining a trusting relationship is essential for a quality study. Researchers need to develop and adopt strategies that allow them to respect confidentiality while disseminating sometimes sensitive information (Turcotte-Tremblay & Mc Sween-Cadieuz, 2018)

I contacted three assisted living facilities via phone and emailed to request permission to interview their senior-level managers as participants in my study. Turcotte-Tremblay, and Mc Sween-Cadieuz, (2018) noted that to ensure study reliability, participants should have unique characteristics that make them ideal candidates. Maramwidze-Merrison (2016) explained that there are three stages for gaining access to research participants: identifying potential participants, contacting participants, and obtaining the commitment of the research participants. Turcotte-Tremblay, and Mc Sween-Cadieuz (2018) also reiterated that researchers need to protect the confidentiality of the participants because any breach of privacy could hinder the trust between researcher and participant.

Research Method and Design

Research Method

In addressing a research problem, researchers use any one or a combination of the following research methods: (a) quantitative, (b) qualitative, or (c) mixed method (Dasgupta, 2015). A quantitative research method was not appropriate for this study because I did not seek to quantify data, present findings numerically or mathematically, or generalize results from a target population (see Brockington, 2014). In a quantitative method approach, the researcher uses the facts and causes of behavior through measurement and evaluation of variables, focusing on predictability and control over time (Park & Park, 2016).

Gog (2015) explained that methodology is the process of inferring the truth from the research conducted. Yates and Leggett (2016) stated that qualitative research attempts to answer the why and how of the story, whereas quantitative analysis cannot. In qualitative research, a researcher desires a more in-depth understanding of participants' behaviors, attitudes, and motivations for the phenomenon (Barnham, 2015). Yin (2014) inferred that the mixed methods approach encompasses both an exploratory (qualitative) and confirmatory research (quantitative) approach. This qualitative case study would not have benefited from using both quantitative and qualitative research because I did not examine the confirmatory research aspect but the exploratory research aspect of employee turnover in long-term care facilities. The most appropriate method for conducting this study was the qualitative research methodology because I focused on the strategies and processes rather than predicting results or outcomes (see Dasgupta, 2015).

Using the mixed method approach enables researchers to combine the use of quantitative and qualitative data collection techniques and analytical procedures (Saunders et al., 2015). Taguchi (2018) noted that mixed methods research is about using qualitative and quantitative research systematically in a way that would reinforce the other's results and interpretations. The mixed method was equally not suitable because multiple data collection methods and analytical procedures were not necessary to address the purpose of my study.

Baskerville and Myers (2015) emphasized that ethnographers' observations and participation do not intend to change the situation. Knoblauch (2014) defined narrative designs for research for exploring phenomena via participants' life stories. In this study, I did not focus on life stories, as explained by people. Researchers use phenomenological models to examine the meanings of life experiences and perceptions of the phenomenon of the participants (Bernard, 2013). Therefore, the phenomenological design was not appropriate because I explored experiences and perceptions in my study.

In qualitative research, researchers use designs such as case study, ethnography, and narratives (Saunders et al., 2015). The most appropriate design for this doctoral research study was a case study. The case study design is the preferred method when (a) research questions are what, how and why; (b) the researcher has no control or little control of behavior events; and (c) the focus of the study is a contemporary phenomenon (Yin, 2014). My objective was to explore successful retention strategies that healthcare managers use at assisted living facilities in southeastern Pennsylvania.

Research Design

Alavi, Archibald, McMaster, Lopez, and Cleary (2018) defined research design as a set of methods and procedures used to collect, analyze, and measure variables in an investigated research problem. Performing a case study requires investigation to capture the complexities and details of real-life cases (Yin, 2014). Ridder (2017) noted that case study research scientifically investigates a real-life phenomenon in-depth and within its environmental context (p. 282). I conducted a qualitative case study using interviews as my method of research. Rowley (2012) stated that interviews are used when the researcher is interested in collecting facts or gaining insights into the understanding of opinions, attitudes, experiences, processes, behaviors, or predictions of what is being studied.

The phenomenological design is another research design used by researchers to study a problem. Yates and Leggett (2016) noted that phenomenological research is the study of a lived experience and focuses on shared human experiences. The process used in phenomenological studies consists of in-depth interviews, open-ended survey questions, diaries, journals, and other media that the participant depicts in his or her experience (Yates & Leggett, 2016). Cypress (2018) added that phenomenological interviewing is less concerned with factual accuracy than the plausibility of an account, whether it is true to the living sense of it.

Ethnographic research is the study of an entire cultural group (Yates & Leggett, 2016). Data are collected via direct observation and in-depth interviews. Baskerville and Myers (2015) added that ethnographic research is one of the most comprehensive

research methods possible because it enables a researcher to see what people are doing as well as what they say they are doing.

Data saturation is reached when there is enough information to replicate the study when the ability to obtain additional information has been attained (Fusch & Ness, 2015). Guest, Bunce, and Johnson (2006) stated that there are no published guidelines or tests for adequacy for estimating the sample size required to reach saturation. I conducted six interviews for this study, which coincided with Yin's (2014) observation that researchers must determine the appropriate sample size to reach data saturation. Fusch and Ness (2015) added that some of the general principles for reaching data saturation include no new data, no new themes, and no further coding. I employed the following techniques to ensure data saturation: (a) use of the same set of interview questions for all participants (see Appendix A), (b) use of an interview protocol (see Appendix B), and (c) recruitment of additional participants if saturation was not achieved after the initial six interviews.

Population and Sampling

The target population for this study comprised six organizational leaders from three assisted living facilities in southeastern Pennsylvania. I used purposeful sampling to select the appropriate candidates for this multiple case study. Ishak and Bakar (2014) explained that purposeful sampling is useful for case studies with these three characteristics: (a) when the researcher wants to study unique cases that are exceptionally informative; (b) when the researcher was to explore the hard-to-reach specialized population, and (c) when the researcher wants to gain a deeper understanding of a particular type of case (p.32). Purposeful sampling will be appropriate for this study

because of the identification of leaders who lived and shared the unique experience of employee turnover is important for this study.

Sim, Saunders, Waterfield, and Kingstone (2018) noted that sampling in qualitative research needs to be addressed precisely and is central to our understanding of the validity of qualitative research. Ishak and Baker (2014) added that the purpose of sampling in qualitative research is to collect specific cases, events, or actions that can clarify the researcher's understanding of the phenomenon. Blaikie (2018) explained that there are four distinct approaches to determining sample size. These four different approaches consist of a rule of thumb, conceptual models, numerical studies derived from empirical studies, and statistical formulae. The sample size for this multiple case study design was six high-level organizational leaders in charge of the hiring process in their respective departments in the assisted living setting.

Ethical Research

George (2016) explained that research must take place with appropriate ethical oversight, and it protects others involved in the research process, including the researcher. Sterling and Gass (2017) stated research ethics reduced ethical research to three values: truth in reporting and representing data, fairness in citing and using the work of others, and wisdom to only conduct meaningful and useful research (p. 51). Research ethics are vital to the validity and reliability of one's study. The researcher adopted an ethical approach to their research.

Data collection begins after IRB approval. In conjunction with IRB approval, researchers need to request permission from the prospective organizations and provide

the participants with a consent form (U.S. Department of Health and Human Services, 2014). Before involving a participant in research, the researcher must obtain the legally valid informed consent of the subject or subject's legally authorized representative (U.S. Department of Health and Human Services, 2014). The data collection process did not begin until I received the signed consent paperwork from all the participants. All participants received copies of the signed consent form, along with information regarding the right to withdraw from the study. The consent form contains a statement that the participation is voluntary, refusal to participate will have no penalty or loss of benefits to which the participant is entitled, and that the participant may discontinue at any time (U.S. Department of Health and Human Services, 2014).

Researchers may offer incentives such as cash, gift cards, or anything of monetary value if it does not affect the quality of the study (Bouter, 2015). Approximately 90% of research participants expected compensation of reasonable value regardless of the economic status of the community (Mduluzza, Midzi, Duruza, & Ndebele, 2013). Although offering participants incentives can be valuable, this researcher did not offer any incentives since the interviews will be voluntary. All records related to this study will be maintained in a safe place for five years to protect the rights of participants. The final doctoral manuscript will include the Walden IRB approval number (02-12-20-0030656) and will not include names or any other identifiable information of the participants or participating organizations.

Data Collection Instruments

I was the primary data collection instrument for this study. Clark and Veale (2018) stated that the qualitative researcher gains access to the participants' natural environment and is the primary research instrument used to collect and analyze data. Wheeldon and Faubert (2009) explained that qualitative data collection focuses on interviews, observations, and document or artifact review. Clark and Veale (2018) added that the researcher must be aware that biases can influence the outcomes of the study.

In quantitative research, the researcher's involvement is detached, and the researcher is more objective, and qualitative research does not require adherence to objectivity (Clark & Veale, 2018). Yin (2015) noted that qualitative researchers using a case study design should collect data from at least two different sources. Fritz and Vandermause (2018) explained that the interview is a critical component of data collection in qualitative studies. Rosenthal (2016) stated that in-depth interviews involve the posing of open-ended questions and follow-up to obtain an understanding of participants' experiences, opinions, feelings, and knowledge. Face-to-face in-depth interviews on employee turnover are the two sources being used for my study.

Cypress (2017) stated that reliability and validity are two critical aspects of all research and are necessary components of the quality of the study. Ensuring the reliability and validity of one's study is essential to ensure the trustworthiness of your study. Noble and Smith (2015) added that qualitative researchers must incorporate strategies to validate the credibility of the study during research design and implementation. Data validity will ensure that the participants did review the transcripts

and confirm that the themes and concepts created are representative of what is investigated. Noble and Smith (2015) explained that respondent validation involves inviting participants to review and comment on the transcripts of the interview. I used the interview protocol (Appendix B), which was as a guide during the interview process.

Data Collection Technique

The data collection technique for this study was a semistructured interview technique to conduct face-to-face interviews. The company's interview rooms will be utilized to conduct these interviews with permission from the facility's management team. The interview was conducted on each participant individually, and a record of each interview with the consent of the participant will be verified. An interview protocol (Appendix B) was consistently followed during the data collection process.

Interviews provide researchers with detailed qualitative data for understanding the participant's experience, how they describe those experiences, and the meaning of those experiences (Castillo-Montoya, 2016). Rosenthal (2016) added that the quality of data received by an in-depth interview is dependent upon the level of thought put into the questions posed to the interviewees. The interview protocol is an instrument of inquiry, asking specific questions related to your study, as well as an instrument for a conversation about a topic (Castillo-Montoya, 2016). Some activities involved with member checking included returning the transcript to the participants to ensure that the data transcribed is true and accurate (Birt, Scott, Cavers, Campbell, & Walter, 2016). Koelash (2013) added that the use of the member check component is used to assess the accuracy with which the researcher has represented a participant's subjectivity. Birt et al.

(2016) also noted that there are ethical dilemmas that can arise from member checking; it is the voice that of the participant through direct quotes from the data or that of the researcher through their interpretations of data. This researcher utilized member checking, which added validity to the study because the transcript of the interview was confirmed by the participants before the analysis of the data.

Data Organization Technique

The interview process involves gaining information from participants, while the documentation process consists of obtaining written information from the company's records (Dasgupta, 2015). Audiotaping and videotaping provided an unimpeachable data source, assuring completeness, and an opportunity to review the taped data as much as necessary (Cypress, 2018). The primary data storage was the memory on my laptop and an external thumb drive.

I also utilized Microsoft One Drive as another online password protected back-up storage and retrieval system. According to Cypress (2018), coding is the heart of qualitative research, as it involves making sense of the information from interviews, observations, and documents. A 5-year period is the ideal storage time recommended for any hard copy documents, interview transcriptions, and audiotapes, and copies of all consent forms received from the participants (Osisioqu, 2017). After the span of the five years, I will delete and destroy all data in a satisfactory manner to sustain the participant's confidentiality. There are many valuable advantages to face-to-face interviews. Glegg (2019) noted that developing a rapport and engaging participants is essential in gathering quality data.

Data Analysis

Data analysis is a process of systematically applying logical and statistical techniques to condense, recap, and evaluate data (The Office of Research Integrity, 2013). Analysis of data is essential when the researcher conducts the research (Yin, 2014). The analysis should be evaluated as the research is continuing, not after the study. Korstjens and Moser (2018) stated that analysis should be an ongoing process because one must move between sampling, data collection, and analysis to accumulate rich data and interesting findings.

Fusch and Ness (2015) explained that one way to mitigate bias is through triangulation, and triangulation adds depth to qualitative research. There are four types of triangulation, which consist of data triangulation, investigator triangulation, theory triangulation, and methods triangulation. Methodological triangulation is triangulating the data from multiple data collection methods (Fusch & Ness, 2015). In qualitative research, methodical triangulation is the most frequently used as it enhances the validity of the findings due to the data collected from various sources and methods (Saunders et al., 2015). I used methodological triangulation as the primary method of data investigation.

I collected data from face-to-face interviews, organizational documents of policy and procedures, and records of employee retention from the assisted living facilities enlisted. Methodological triangulation enabled me to analyze data from multiple sources, which ensured a higher level of credibility and validity of the study. According to Fusch and Ness (2015), the importance of triangulation cannot be underestimated to ensure the

validity and credibility of the data and results. I analyzed the data for specific themes that may be present during the collection process. I utilized computer software designed to assist me in analyzing the data, as well as storing and managing the vast amount of data collected.

Oliveira, Bitencourt, Zandardo dos Santos, and Teixeira (2016) explained that the use of using data analysis software could aid in the thematic analysis by speeding up the process, enhancing the rigor, provides different perspectives from the data collected, and facilitates the exchange and reproduction of data. NVivo software was the software of choice for this case study. NVivo is a software package that gives the user a tool for coding texts and images; it also synchronizes the evidence and codes the data to allow the user to come up with specific themes for analyzation (Oliveira et al., 2016).

The conceptual framework for this study was the transformational leadership theory. Other key elements used in this study was employee turnover, and the strategies assisted living leaders to use to reduce employee turnover in their organizations. As a result, the conceptual framework, research questions, and the literature review will all serve as the primary consideration for identifying themes for the data analysis.

Reliability and Validity

Cypress (2017) noted that reliability and validity are two critical aspects of all research. There are four criteria to assess reliability, validity, and trustworthiness in qualitative research: (a) credibility; (b) transferability; (c) dependability; and (d) confirmability (Cypress, 2017).

Reliability

Reliability is an essential aspect of qualitative research. The essence of reliability relies on lies with consistency in qualitative research (Leung, 2015). Noble and Smith (2015) defined reliability as trustworthiness by which the researcher's decisions are clear and transparent. Member checking was utilized in qualitative research for soliciting participants on research findings and is the standard for establishing trustworthiness (Kornblaugh, 2015). I used semi-structured interviews and member checking to ensure that the data collected is reliable and trustworthy.

Credibility

Credibility refers to the confidence placed in the truth of research findings (Korstjens & Moser, 2017). Credibility is a correct interpretation of a participant's views. Credibility is essential in developing a good quality study. Cypress (2017) added that credibility is the accurate and truthful depiction of a participant's lived experience. Credibility measures the actual value of the participant's lived experiences. (Noble & Smith, 2016).

Member checking is one method used to ensure the credibility of the study. Naidu and Prose (2018) added that member checking to verify the accuracy of data once the researcher has completed the data collection and analysis of the data. Member checking is a crucial technique for establishing credibility in a study. Participant involvement is considered as representing a continuity that extends between traditional power hierarchies and high levels of partnership between researchers and participants (Varpio, Ajjawi,

Monrouxe, O'Brien, & Rees, 2017). The use of member checking ensured the credibility of this multi-case study.

Transferability

Korstjens and Moser (2017) defined transferability as the behavior and experiences of the interviewee, and the context, for the behavior and experience to become meaningful to the outsider. Cypress (2017) added that transferability is enhanced by using purposeful sampling methods and providing a full description and robust data with a wide possible range of information through the story of the participant's lived experiences. Munthe-Kaas, Nøkleby, and Nguyen (2019) noted that transferability is the level of effectiveness of the intervention that is observed in the systematic review. I provided adequate, detailed information to ensure that other researchers transfer the findings of this study to other studies.

Dependability

Dependability is the need to check whether the analysis process is in line with the acceptable standards for design (Korstjens & Moser 2017). Dependability refers to the consistency and reliability of the research findings and the degree to which research procedures are documented, allowing someone outside the research to follow, audit, and critique the research process (Moon, Brewer, Januchowski-Hartley, Adams, & Blackman, 2016). Reflexivity can reduce bias and increase dependability by increasing the transparency of the research process (Moon et al., 2016). I ensured dependability by using research logs to record and justify contents from the study.

Confirmability

Korstjens and Moser (2017) defined confirmability as the degree to which other researchers could confirm the findings of the research. Confirmability is concerned with neutrality. Researchers must demonstrate that the results are linked to the conclusions that are followed and, as a process, replicated (Moon et al., 2016). Confirmability and dependability are the strategies associated with a clear audit trail. Member checking and data saturation are two factors involved in the confirmability of a study. Member checking was utilized in this study as well as data saturation to ensure that no new data would reveal any relevant data applicable to this study.

Transition and Summary

In section 2, I identified the key aspects of the role of the researcher, the data collection process, and techniques, along with the reliability and validity of this qualitative multiple-case study. As the researcher, I developed the open-ended interview questions, enlisted the participants for the study, and gained a deeper understanding of the phenomenon studied.

In section 3, I present the findings of my research study. This researcher will discuss recommendations and ideas for further research on employee turnover strategies. I will share my reflections on the research process and will provide a conclusion based on the findings.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore the strategies some assisted living facility managers use to reduce employee turnover. I conducted semistructured email interviews with six organizational managers in three assisted living communities in the southeastern region of Pennsylvania. Because of Covid-19 social distancing restrictions, the Walden University IRB approved the replacement of face-to-face contact with email, phone, video conference, postal, or online formats. The proposed face-to-face interviews were completed with an email version of the study questions sent to each of the volunteered organizational managers to complete at their earliest convenience.

The participants answered eight open-ended questions (see Appendix A) to identify strategies assisted living organizational managers use to reduce employee turnover. Four principal themes emerged from this study that can be related to Bass's(1985) transformational leadership theory. The primary themes prevalent were (a) effective communication and feedback, (b) onboarding and employee training, (c) culture and work environment, and (d) monetary and nonmonetary benefits.

Presentation of the Findings

The purpose of the qualitative multiple case study was to answer the central question: What strategies do assisted living facility managers use to reduce employee turnover? To answer this central question, I used semistructured interview questions reflecting the significance of the transformational leadership theory. The interview

questions were open-ended to allow the participants to discover what strategies they used to reduce employee turnover. Six participants agreed to participate in the study. The use of NVivo enabled me to understand the research data efficiently and effectively. The main reason for using NVivo was to conduct word frequency searches, and the identification of recurring themes participants shared during the interviews. During the data analysis, I focused on themes that were important to the research question and the conceptual framework.

Theme 1: Effective Communication and Feedback

The first theme that was prevalent among all six participants was communicating with their staff. Communication in the form of feedback was an essential element of reducing turnover in the community. Tian et al. (2020) noted that employees feel motivated, valued, and rewarded for their efforts based on effective communication from their leaders. Participant 1B commented,

Allowing my staff to communicate with an open-door policy gets me to oversee concerns with attendance or moral for work, having the team share their personal life issues that are affecting them and not feeling as if they are being judged or helping them with resources also has helped a lot with retaining them, most places they do say just make them feel like they are a number.

1D added, “Employees are motivated by accolades, so I ensure that I seek out and tell them what a great job they are doing and how much I appreciate their dedication to our mission.” Prabhu and Drost (2017) noted that communication is a reflection of the

culture of the organization, and leaders who promote openness are rewarded with more satisfied employees.

Four out of six of the participants mentioned communication in the form of feedback. Joo, Hahn, and Peterson (2015) noted that supportive leadership with effective coaching and feedback is related to employee intention to stay. 1A added,

The biggest most powerful impact one can make on employee turnover is to embrace the concept of immediate feedback. Including giving positive feedback and always saying thank you. We are all motivated to perform when we feel good about doing a task, knowing that our efforts will not go unnoticed. 1E mentioned that acknowledgment for a job well done makes employees feel important and valued.

Ohunakin, Adeniji, Oludayo, Osibanjo, and Oduyoye (2019) stated that transformational leaders who give constructive feedback to their subordinates could influence their followers to give their interests for the betterment of the organization. Constructive feedback helps motivate employees to perform better because they are being acknowledged and understand that their efforts matter in the organization. Intellectual stimulation, a trait of the transformational leader, offers effective communication and constructive feedback to their employees. Tian et al. (2020) stated that leaders who display intellectual stimulation provide their employee's support and encouragement, which helps generate innovative ideas from their employees, and in turn, reduces employee turnover. Sometimes the best ideas come from those who are on the frontline and understand what can be done more efficiently and effectively. Managers who listen

and take into consideration those ideas will promote more employee engagement and have less employee turnover.

Theme 2: Onboarding and Employee Training

Klein, Polin, and Sutton (2015) defined onboarding as formal and informal practices, programs, and policies enacted or engaged in by organizational leaders and their agents to facilitate newcomer adjustment. Along with onboarding, managers need to develop job-specific training for new or existing employees to ensure that they are familiar with the specifications of the positions. Four out of six participants strongly noted that proper onboarding and employee training had a positive effect on reducing employee turnover in their organizations.

Shufutinsky and Cox (2019) stated that some of the key contributors to employee job satisfaction and retention include the way employees are onboarded, introduced, trained, and acculturated into an organization. Transformational leaders use individualized consideration by identifying and addressing each follower's strengths and needs while coaching and developing their unique potential (Eberly, Bluhm, Guarana, Avolio, & Hannah, 2017). Training is essential to the success of an employee. Leaders need first to ensure that the employee is trained according to company policies, then to ensure the success of the employee; proper training needs to be a priority. 1C noted,

Better training procedures help reduce turnover, along with getting all of our management team more involved. Employees feel more secure and happier when they know they have a strong supportive team of managers on their side to help guide them in any way they need.

1B added, “To reduce turnover, I try to hire the right person for the position. These hires will need to go through an extensive interview process, background screening, and thorough onboarding of the new hire.” Tian et al. (2020) noted that leaders need to foster the skills of transformational leadership. Such skills include developing a compelling vision for employees, focusing on goal achievement, having problem-solving techniques, having a sense of purpose, and spending time on training and development of the team to ensure employee retention. Shufitinsky et al. (2019) also added that leaders play a critical role in the onboarding of employees within the organization. Onboarding and training are two key factors that participants in this study have identified as being critical components of employee retention.

Theme 3: Culture and Work Environment

Fragkos, Makrykosta, and Frangos (2020) identified culture as to how organizational members work towards common goals by developing common beliefs and values that distinguish them from other groups. In every organization, culture is such an important workplace distinction that how employees see the organization and how the managers in the organization treat its employees determines the culture of the organization. An established culture, whether bad or good, it is sometimes hard to change. A good leader needs to establish a good culture within the organization for it to flourish and prosper. Transformational leadership of the immediate superior had positive effects on organizational culture. Lee and Cho (2018) added that the charismatic leadership of immediate superiors contributed most to form the hierarchical culture.

Mandhanya (2015) noted that the environment is characterized by effective culture, the satisfaction of employees, integrity, trust, autonomy, authority, communication, coordination, job security, fair performance appraisal, recognition, and participation, and employee engagement. Mandhanya also noted that management should provide an attractive work environment for employees to boost their decision to stay with the organization. Culture and work environment are two important factors that participants in this study noted as factors affecting the retention of employees in their organization. 1F stated,

As a director, some of the strategies that I use to retain staff are to make it a happy environment. I want my staff to feel that I am open and honest with them. I ensure that our community culture is a team.

1A added, “Efforts such as theme days, providing staff with lunches, dinner, etc. go a long way to create a more productive and positive work environment.” 1C reiterated, “We have invested so much in our staff; hence most staff have chosen to stay because of the positive environment here versus more money somewhere else.” Putri, Mirzania, and Hartanto (2020) stated that leaders need to build organizational culture and commitment from each member of the organization. Leaders are the ultimate change agents who ensure that the culture of the environment meets the vision, mission, and attributes of the organization. The importance of a positive culture is another aspect of ensuring employee retention.

Theme 4: Monetary and Nonmonetary Benefits

According to Shabane, Schultz, and van Hoek (2017), compensation is a powerful tool for furthering the organization's strategic goals and has a significant impact on employee attitude and behavior. In any organization, employees are a company's biggest asset. Sarkar (2018) noted that compensation is a connecting factor that brings the employee and organizational goals together and addresses the most critical issue that every organization is facing today, talent retention. Shabane et al. (2017) also added that compensation influences the quality of employees who are attracted to the organization and remain because it helps in aligning their interests with those of the company.

1E noted, "We introduced a compensation strategy that introduced a 5-year increase in salaries at .50 per hour every six months for all staff with caps for different levels, and this lowered our turnover in nursing and personal care." 1A added,

We implemented a bonus for the shift that has been the greatest challenge to fill. This implementation has genuinely helped with recruitment and retention efforts on the shift in question. We have completed comprehensive wage surveys to attract candidates because our wages are not competitive, which puts us at a considerable disadvantage in the industry.

Rajendran, Mosisa, and Nedelea (2017) noted that a non-monetary benefit is any benefit an employee receives from an employer or job over and above the compensation package (salary, insurance, etc.) for the specific purpose of attracting, retaining, and motivating employees. All of the participants in this study have noted multiple categories

of non-monetary benefits. One non-monetary benefit that was mentioned by four out of six of my participants was the flexibility of scheduling.

1B noted,

The flexibility of the schedule to accommodate daycare needs, school, and family time, especially holiday flexibility, does reduce the turnover in our facility and helping them by accommodating their efforts, including making special schedules such as someone coming in at 5 pm versus 3 pm because of school schedules.

1B added I like to recognize and reward employees for doing outstanding work and prioritize their happiness. Additionally, I offer flexibility in scheduling to maximize the “work/life” balance.

Flexibility in scheduling is a substantial benefit for the employees because it contributes to a positive work/life balance. This benefit is appropriate for many employees who have school-age children that need to work around their children’s schedule but still earn a living. Work/life balance is essential for employees in any organization. Perrigino, Dunford, Troup, Boss, and Boss (2019) added that a high level of managerial support for work-family balance is a crucial factor in creating an influential culture within organizations as a whole. Employees feel that working to earn a living is equally as crucial as ensuring work does not interfere with family life. Perrigino et al. (2019) added that helping employees balance work and family needs is increasingly pivotal for attracting, engaging, and retaining key talent in health care.

Syrek and Antoni (2017) stated that transformational leadership theory suggests leaders who provide challenge and support, communicate an inspiring vision, act as a role

model, and activate employees' higher-order values produce employees who feel better about themselves and perform beyond expectations. Non-monetary benefits such as communicating by thanking your employees, letting them know that they are doing a great job and offering flexibility in their schedules has shown to make a positive effort on retention in the workplace. 1B added:

As retention and turnover are key factors in maintaining the health of my organization, I have altered my approach in several ways. First, not everyone is going to be motivated by money. Employees are often motivated by the accolades, so I ensure that I seek them out and tell them what a great job they are doing and how much I appreciate their dedication to our vision. Overall, I try my best to get to know each employee, to learn what motivates them, and then encourage them in the way that they feel supported.

As a transformational leader, Manurung (2020) noted that transformational leaders could encourage and motivate all workers to be more active in the workplace and feel appreciated so that it will work optimally and help to retain employees in their organization.

Applications to Professional Practice

The purpose of this qualitative multiple case study was to explore the strategies some assisted living facility managers use to reduce employee turnover. The most important asset to an organization is its employees. Losing employees is detrimental to an assisted living community because employees are essential for providing care for the patients who live there. The findings of the study emphasize the practice of assisted

living managers and what strategies they have used to reduce employee turnover. Understanding these strategies may help improve turnover and also contribute to enhancing protocols and reinforce quality patient care in the industry.

These studies' findings demonstrated that monetary benefits were not the most significant factor in reducing employee turnover. The biggest factor that the six assisted living managers found to help reduce employee turnover was effective communication and feedback. Kang and Sun (2017) noted that engagement is a key concept that companies should nurture by emphasizing quality communication practices with their employees to produce positive communication support, thereby reducing employee turnover.

From the feedback in this study, the participant's identified several other strategies that could be utilized by leaders in the healthcare industry. Such strategies included proper onboarding and training, positive work culture and environment, monetary and non-monetary benefits, which include a flexible work schedule to maximize a work/life balance, which is essential to the 21st-century worker. Managers who implement some of these strategies in their organization may help improve the quality of care of their patients and also help improve employee turnover. Lavoie-Tremblay, Fernet, Lavigne, and Austin, (2015) added that an organization where healthcare leaders display more of a transformational leadership style might see high levels of nursing retention and improved overall patient care compared with an organization without transformational leaders.

Implications for Social Change

Managers who have established and achieved successful strategies to reduce employee turnover improved the quality of care for their residents and created a positive work environment for their employees. Healthcare managers who apply the strategies presented in this study could help reduce turnover in their organizations. Turnover in any organization is devastating, but turnover in long term care significantly affects the quality of patient care. Managers who empower employees, encourage them to take on additional responsibilities and help with the training of new employees that tend to provide quality patient-centered care.

Additionally, healthcare managers who implement these successful strategies will help improve turnover, thus making happier staff. Butler (2015) noted that happy employees lead to a decrease in labor and recruitment expenses, as well as a decrease in stress, employee burnout, and employee or resident complaints and lawsuits. Another positive impact on social change would not only help healthcare organizations improve patient care, but it would reduce the unemployment rate and help improve the standard of living in the community.

Recommendations for Further Research

The purpose of this qualitative multiple case study was to explore the strategies some assisted living facility managers use to reduce employee turnover. I selected six senior-level managers from the southeastern Pennsylvania area. All participants met the following criteria: (a) work as a higher-level manager; (b) worked in the assisted living facility for at least one year; and, (c) have the necessary leadership strategies to reduce

employee turnover. The findings of this study identified four central themes that these six managers found to reduce employee turnover in their facilities. Future studies in different geographical areas can further identify the themes established in this study for leaders who want to execute these leadership strategies to reduce employee turnover.

The senior living industry has been identified as one of the leading growth industries because an increasing number of baby-boomers require more quality care. Assisted living communities need to ensure that their employees can provide quality care. Lerner et al. (2017) noted that the acuity of ALF residents is increasing through a combination of “aging in place” and higher acuity on admission. Accordingly, recruiting and retaining aides, who provide 80% of the paid care in ALFs will be critical to the delivery of high-quality care in the future (Lerner et al., 2017). The study involved six assisted living facility managers in southeastern Pennsylvania. Further research could be expanded to a bigger geographical area to understand further and gain additional strategies that would help retain employees in this industry.

Transformational leadership theory was utilized as the conceptual framework for this study. Further researchers could explore this topic using alternative frameworks to examine leadership and turnover in assisted living communities. While transformational leadership theory has been frequently used in studies, future studies could add to the literature about employee turnover and the health care industry by using other theories as a research lens.

Reflections

This doctoral journey has been a very enlightening experience. I've certainly learned a lot about leadership strategies and the long-term care industry. As a leader in the long-term care industry, it was very eye-opening to see that employee turnover was such a critical problem. Throughout this study, I was able to identify different strategies that could be crucial in solving the problem of employee turnover. I had the opportunity to enlist six senior living managers who provided great input on the questions that were presented to them. This study did not come without obstacles. While beginning the interview process, the world had been under a universal pandemic. Covid-19 put a stoppage to face-to-face interviews, and many of the communities would not allow visitors to their particular communities. The interviews were done via the email process, which worked for my particular study, but I did not get the chance to delve into the interviewee's responses more thoroughly. All in all, the responses were very informative, and I was able to get some outstanding strategies from these six managers to complete a thorough study and present my findings without bias.

Conclusion

Assisted living communities heavily rely on the quality of care employees in this industry provide for their residents. With this in mind, leaders need to understand that to provide quality care; strategies need to be implemented to ensure employee retention for their community. The participants in this study identified four central themes that they have utilized to reduce employee turnover in their community: effective communication and feedback, onboarding and training, positive work environment and culture, and

monetary and non-monetary benefits to employees. Utilization of these strategies may help in the reduction of turnover in some communities but may not work for all communities. Assisted living community leaders must identify and incorporate one or more strategies with which they can be more successful. Ultimately, the findings of this study proved that healthcare managers who utilized these strategies were successful in reducing turnover in their community.

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Appendix A: Interview Questions

The following will be the warm-up questions for my study:

1. What are the critical leadership strategies you use to retain your resident care nursing staff?
2. Based on your experiences and observations, how did voluntary employee turnover impact the performance of the organization and staff?

The following will be the principal interview questions for my study:

3. What strategies do you use to reduce employee turnover?
4. How did your employees respond to those strategies?
5. What improvements have you witnessed in voluntary employee turnover because of your efforts?
6. How did you address the key barriers to implementing your successful strategies for reducing employee turnover?
7. Based upon your experiences, what, if anything, might you change in your approach to reducing employee turnover to encourage better retention in your organization?
8. What else can you share with me to understand the successful strategies you developed and deployed to reduce employee turnover?

Appendix B: Interview Protocol

1. Introduce self to the participant(s).
2. Present consent form goes over contents and answers questions and concerns of the participant as presented.
3. Give the participant(s) a copy of the consent form.
4. Turn on the recording device.
5. Follow the procedure to introduce participant(s) with pseudonym/coded identification; note the date, time, and location.
6. Begin the interview with question #1; follow through to interview question #8.
7. If needed, follow up with additional questions.
8. End interview sequence; discuss member-checking with the participant(s).
9. Thank the participant(s) for their part in the study.
10. Reiterate contact numbers for follow up questions and concerns from participants.