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Nurse Retention Strategies in the Healthcare Industry

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Walden University

College of Management and Technology

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Luke A. Nicholson

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Walden University
2021

Abstract

Nursing Retention Strategies in the Healthcare Industry

by

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MBA, McKendree University, 2014

BS, Greenville College, 2012

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

April 2021

Abstract

Nurse turnover in the healthcare industry is detrimental to the quality-of-care patients receive, organizational financial health, and nurse job satisfaction. Nurse managers who lack effective nurse retention strategies might struggle to reduce voluntary turnover, which can adversely impact nurse job satisfaction and patient care quality. Guided by the unfolding model of voluntary employee turnover and job embeddedness theory, the purpose of this qualitative multiple case study was to explore retention strategies nurse managers use to reduce the voluntary turnover of nurses. The participants were three nurse managers at three hospitals in central and southern Illinois with proven strategies to reduce nurse turnover. Data collection included semistructured video conferencing interviews with participants and analysis of publicly available company documents and analyzed using Yin's five qualitative data analysis stages. Three key themes emerged: employee-organization relationships and communications; benefits, rewards, and recognition; and employee engagement and participation. The key recommendation is for nurse managers to foster employee-organization relationships by implementing strategies to drive timely and effective communication. Implications for positive social change include the potential to improve quality-of-care for patients, increase organizational stability, promote nurse job satisfaction, and potentially reduce healthcare, which could benefit community members.

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Dedication

I dedicate this study to my wife, Betsy. She continued to motivate and encourage me throughout my entire DBA journey. She understood the demands that came with achieving a doctoral degree and provided me with the time I needed to work on my study and achieve my goals, despite working full time and having two young children. She is simply incredible, and I am blessed to have her. I would also like to dedicate my study to my son Benjamin and my daughter Gabriella who are such blessings in my life and inspire me daily. My wish for the two of you is that your life is filled with joy and compassion. I hope you both achieve all your dreams and remember that hard work, dedication, and perseverance are key to your success.

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Thank you to Dr. Kenneth Gossett, Dr. Tim Truitt, and Dr. Warren Lesser, who served as my committee members for my study. A big thank you to Dr. Kenneth Gossett, who served as my chair. He provided me with continuous guidance and assistance during my study. He was always available to talk on the phone to discuss various elements of my study, and his insight was invaluable. Thank you so much, Dr. Gossett.

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Section 1: Foundation of the Study

Employee turnover is one of the most problematic challenges organizations face which interferes with providing effective services (Shepherd et al., 2020). In the healthcare industry, turnover is a continuous and vital threat (Nasurdin et al., 2018). Developing strategies to increase job satisfaction among nurses could reduce nurse turnover and improve conditions at work (Al Sabei, 2020). The purpose of this qualitative multiple case study was to explore what strategies nurse managers use to reduce nurse turnover.

Background of the Problem

Increased levels of turnover among nurses coupled with burnout negatively influence the work environment, increase the cost of healthcare, and hinder quality of care patients receive (Adams et al., 2019). Nurse managers can help provide a more positive work environment by offering nurses greater support, involving nurses in decision-making processes, recognizing nurses, and offering incentives (Adams et al., 2019). Prior research studies have explored the costs, both monetarily and non-monetarily, that healthcare organizations incur resulting from turnover (Nasurdin et al., 2018). Further, many healthcare organizations across the world face shortages among nurses, which leads to turnover rate increases (Kaddourah et al., 2018). In the United States, the Bureau of Labor Statistics (2020) estimated that the number of registered nurses is expected to increase by 7%, or 221,900 between 2019 and 2029. Therefore,

nurse managers should implement strategies to retain valued and qualified nurses (Nasurdin et al., 2018).

Problem Statement

High rates of nursing turnover and burnout are costly for hospitals, which affect the financial wellbeing of hospitals and quality of care patients receive (Wei et al., 2019, p. 681). The turnover rate among registered nurses who work in hospitals is estimated at 16.5%, which is an increase from 2012, where the rate was 14.7% (Yarbrough et al., 2017, p. 676). The general business problem is the high costs associated with voluntary employee turnover negatively affect the financial health of hospitals resulting from ineffective employee retention strategies implemented by managers. The specific business problem is that some nurse managers lack employee retention strategies to reduce voluntary turnover of nurses.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the retention strategies nurse managers use to reduce voluntary turnover of nurses and promote job satisfaction. The target population for this study was three participants with nurse manager experience at various hospitals with proven strategies to reduce staff turnover in Illinois. The results of this study could positively influence social change. Healthcare customers and communities could benefit from information in this case study because reduced costs connected to turnover coupled with an increased retention rate of employees may result in better quality and more affordable healthcare services.

Nature of the Study

There are three types of research methods researchers can use when conducting research: (a) qualitative, (b) quantitative, and (c) mixed methods (Strijker et al., 2020). Qualitative researchers use open-ended questions to collect data and draw conclusions (Boeren, 2018). Quantitative researchers use predetermined validated instruments to collect data for the purpose of statistical analysis (Boeren, 2018). The quantitative research method was not appropriate for this study because examining variables' characteristics or relationships was not part of the study's purpose. Mixed methods researchers who use both the qualitative and quantitative methods can compile richer data since they use two methods instead of one (Yin, 2018). During the mixed methods process, the researcher uses research questions and inferences to address personal, interpersonal, and social contexts (Ivankova & Plano Clark, 2018). Since I did not need to address both qualitative and quantitative questions in my study, the mixed methods approach was not appropriate. Therefore, to effectively explore the research question, the qualitative method was most appropriate.

Four common research designs researchers use in qualitative research are: (a) case study, (b) phenomenology, (c) ethnography, and (d) narrative (Brigitte, 2018). The focus of this study was to analyze strategies concerning the improvement of nursing retention used by nurse managers. Researchers can use the case study design to examine or explain participant experiences through various data collection sources, including observations, interviews, documentation, artifacts, and archival records (Alpi & Evans, 2019). Multiple

case study designs can provide significant analytical benefits (Yin, 2018). Since numerous interviews and publicly available company documents were included in this study, I determined a multiple case study design was best for this study.

Researchers use the phenomenological design to comprehend the meaning of participants' lived experiences by using information directly from participants (Park et al., 2018). Using the ethnography design, researchers explore the personal experiences of participants related to social phenomena to obtain deeper insight into the context of group cultures (Bass & Milosevic, 2018). Researchers who use the narrative research design explore stories provided by participants regarding personal events (Mohajan, 2018). Understanding the meaning of participants' lived experiences, cultural characteristics, and personal narratives were not the purpose of this study. Therefore, the phenomenological research design, ethnography research design, and narrative research design were not appropriate for this study.

Research Question

What retention strategies do nurse managers use to reduce voluntary nursing turnover?

Interview Questions

1. What strategies do you use to reduce voluntary turnover of nurses?
2. What strategies do you use to drive nurses' organizational commitment?
3. How would you assess the effectiveness of your organization's strategies to mitigate voluntary nursing turnover?

4. What strategies do you use to promote nurses' job satisfaction?
5. How are nurses recognized for outstanding performance?
6. What is the most valuable lesson you have learned to decrease voluntary nurses' turnover?
7. What additional information would you like to provide regarding strategies to reduce voluntary turnover of nurses?

Conceptual Framework

The composite conceptual frameworks used for this study was the model of voluntary employee turnover and job embeddedness. Mitchell and Lee (2001) used the evolving model to illustrate how a shock to the system could result in an employee quitting their job. Mitchell and Lee (2001) also referred to the evolving model as the unfolding model of voluntary employee turnover. The shock takes place when an employee faces an expected or unexpected event that interrupts their work or personal life (Mitchell & Lee, 2001). Following the shock, an employee faces a decision frame, where they must carefully weigh the effect of the shock and respond in a way that best accompanies their current needs (Mitchell & Lee, 2001).

Another concept connected to the unfolding model is job embeddedness theory. Job embeddedness consists of three key attributes: (a) the level of connection an employee has with fellow employees, groups, and the community, (b) how well the employee fits in or personally believes they are suitable for their job and with their community, and (c) how much an employee is willing to lose if they decided to quit their

job (Mitchell & Lee, 2001). Mitchell and Lee (2001) said these attributes were link, fit, and sacrifice factors. The unfolding model of voluntary employee turnover along with the job embeddedness theory were used to facilitate my understanding of the strategies nurse managers use to address the voluntary nursing turnover problem. Therefore, I expected the unfolding model of voluntary employee turnover and job embeddedness framework to help explain retention strategies nurse managers use to reduce voluntary nursing turnover.

Operational Definitions

Employee retention: Employee retention is the use of policies and practices by a company to ensure that valued employees do not quit their job (Baharin & Hanafi, 2018).

Job embeddedness: Job embeddedness is the degree to which an employee feels a fit between their job and company (Mitchell & Lee, 2001).

Job satisfaction: Job satisfaction is when an employee experiences positive feelings regarding their job, which causes the employee to react to their job in a constructive manner (Farfán et al., 2020).

Organizational commitment: Organizational commitment is the degree of emotional attachment an employee has toward their organization and how much they enjoy their job (Mitchell & Lee, 2001).

Voluntary employee turnover: Voluntary employee turnover involves decisions made by employees to cease employment with their organization (Shaw et al., 1998).

Assumptions, Limitations, and Delimitations

The purpose of this section is to define assumptions, limitations, and delimitations. Researchers use assumptions to justify decisions they make concerning the research design and promote research synthesis (Wolgemuth et al., 2017). Limitations in research include internal validity, where the primary purpose is to focus on the complex components within the study, and external validity, where the focus is more on the generalizability of the study (Connelly, 2013). Delimitations are purposeful biases formed by the researcher regarding the design of the study (Price & Murnan, 2004). Limitations are biases not controlled by the researcher, and delimitations are biases the researcher does control (Price & Murnan, 2004).

Assumptions

There are three assumptions that could have impacted this study. First, I assumed participants provided me with meaningful results about employee retention strategies. A second assumption I had was that those whom I interviewed would answer the questions in a truthful fashion and maintain integrity when answering the interview questions. The last assumption I had was that I assumed necessary information and data through interviews and reviewing publicly available company documents would fully answer my research question.

Limitations

The first limitation was the small sample size that was selected for the number of participants that I included in my targeted sample. To overcome this limitation, I only

included participants that were purposefully selected based on the eligibility criteria. The second limitation is that the results may not be transferable to another setting or population group because the three participants selected came from a small geographical area in Illinois. Last, although I took the necessary steps to control bias, I could not guarantee bias did not occur.

Delimitations

There are three delimitations that could have affected this study. The first delimitation was my choice of a problem statement, purpose statement, and research question for my study. A second delimitation was the conceptual frameworks I choose for my study. A final delimitation was the choice of literature I selected, the methodology used, and my choice of participants selected for my study.

Significance of the Study

The purpose of this qualitative multiple case study was to explore the retention strategies nurse managers use to reduce voluntary turnover of nurses and promote job satisfaction. The results of this study could contribute to effective and successful business practices and positive implications for social change. When nurse managers can reduce the amount of nurse turnover, they can positively impact organizations' finances by reducing costs associated with nurse turnover. Therefore, hospitals could pass the cost savings onto patients, reducing out-of-pocket healthcare expenses.

Contribution to Business Practice

Nurses who feel engaged with their job and organization may experience lower levels of turnover, empathy fatigue, and burnout which can positively influence the experience patients receive, teamwork, and outcomes throughout the organization (Dempsey & Assi, 2018). This study could inspire business managers to reassess their current employee retention strategies and implement innovative strategies to reduce turnover costs and increase profitability. Business leaders who implement more robust and effective employee retention strategies could positively influence employee job tenure and organizational commitment, which can increase profitability by reducing turnover costs. Additionally, business managers might benefit from information in this study by helping managers reengineer their employee retention strategies to stimulate employee job embeddedness and job satisfaction simultaneously.

Implications for Social Change

With a decrease in nurse turnover costs, the results of this study could contribute to positive social change by providing patients with more affordable and efficacious medical services. Ramifications associated with improved nursing retention involve improved quality of care, stability to employees and their families, and reduced healthcare costs provided to patients and other community members who have sought care in these particular healthcare facilities. Additionally, increased nurse retention could create a better work-life balance for employees, resulting in a better quality of care provided to patients, which would positively impact society.

A Review of the Professional and Academic Literature

The purpose of this literature review was to explore previous relevant literature related to employee retention strategies. The primary focus of this qualitative multiple case study was to explore effective strategies nurse managers use to reduce voluntary nurse turnover in hospitals. The aggregate conceptual framework for this study is Mitchell and Lee's unfolding model of voluntary employee turnover and the job embeddedness theory. This literature review includes in-depth research regarding these two theories.

This review of academic literature begins by encapsulating previous theories and concepts related to employee turnover. Subsequent sections explore the conceptual frameworks used in this study, which include the unfolding model of voluntary turnover and job embeddedness theory, followed by criticism of the two frameworks. Last, this review explores the unfolding model of voluntary turnover and job embeddedness theories as they relate to nursing retention strategies in the healthcare industry.

I used several academic research databases to collect information pertinent to the research question in this study. The primary databases were Walden University Library, ProQuest, Google Scholar, Business Source Complete, SAGE Premier, Emerald Management Journals, and ScienceDirect. Key main terms and definitions were *employee retention*, *job embeddedness*, *voluntary employee turnover*, *job satisfaction*, and *organizational commitment*. Additionally, to ensure each reference was peer-reviewed, I

used Ulrich's Global Series Directory. Table 1 is a summary of the reference types and sources I used in the literature review and the entire study.

Table 1

Sources of Professional and Academic Literature

Source Content (Literature Review)				
Reference type	Total	Less than 5 years (2017-2021)	Greater than 5 years (older than 2017)	Percent (between 2017-2021)
Peer-reviewed articles	85	76	9	89%
Books	4	0	4	0%
Total references	89	76	13	85%
Source Content (Entire Study)				
Peer-reviewed articles	156	136	20	87%
Books	7	3	4	43%
Government sources	2	1	1	50%
Total references	165	140	25	85%

Organization

One of the most cumbersome challenges managers face today is finding ways to ensure the retention of esteemed employees (Reina et al., 2018). People develop a sense of embeddedness and are more willing to stay at their job when they feel attached to the organization (Mitchell & Lee, 2001). Job satisfaction relates directly with how well people believe they fit into their job, organization, and community (Mitchell & Lee, 2001). Also, if an employee is committed to their job because of patterns, obligations, and niches they formed at work, their desire to leave minimizes (Mitchell & Lee, 2001).

The two conceptual frameworks in this study were Mitchell and Lee's unfolding model of voluntary turnover and the job embeddedness theory. The unfolding model of voluntary turnover involves how a shock experienced by an employee could result in voluntary turnover (Mitchell & Lee, 2001). Following the shock, the employee makes a decision based on four possible decision paths, which are: (a) script-driven decisions, (b) push decisions, (c) pull decisions, and (d) no shock experienced (Mitchell & Lee, 2001). The second framework in this study is the job embeddedness theory, which involves three key elements: (a) link, (b) fit, and (c) sacrifice to understand why people quit their jobs and what managers can do to increase employee retention (Mitchell & Lee, 2001). Using these two frameworks as a catalyst to expand on existing literature on this topic will broaden conceptual understanding of the issue of employee turnover for nurse managers.

Previous Research

March and Simon (1958) analyzed why employees decided to voluntarily leave their job based on job satisfaction and the ease to which employees could leave and quickly find another job. Porter and Steers (1973) theorized how employee job satisfaction correlates directly with how much fulfillment employees feel from their work based on their initial expectations. Porter and Steers used four categories to explore employee turnover, which include (a) job-related factors, (b) personal factors, (c) immediate work environment factors, and (d) organization-wide factors. Personal factors include tenure, age, family, personality characteristics, and congruence between job and career interests (Porter & Steers, 1973). Job-related factors include job responsibility and

autonomy, job repetitiveness, job clarity, and response to job content (Porter & Steers, 1973). Organization-wide factors involve variables that impact individuals, determined by events or people outside the organization, and include factors such as promotion, pay, and organizational size (Porter & Steers, 1973). Immediate work environment factors include size of the work unit, managerial style, and peer group interaction (Porter & Steers, 1973).

Mobley (1977) created the intermediate linkages model to explore the relationship between employee turnover and job satisfaction. The model includes the following intermediate linkages: (a) evaluation of the current job, (b) job satisfaction/dissatisfaction, (c) thoughts of quitting, (d) evaluation of costs of quitting and utility of search, (e) intent to look for alternatives, (f) alternatives, (g) evaluation of alternatives, (h) comparison of alternatives to the current job, (i) quit/stay intention, and (j) quit/stay.

Unfolding Model of Voluntary Turnover

The unfolding model involves identifying methods and concepts to promote understanding regarding how and why employees voluntarily leave their jobs (Hom et al., 2017). Mitchell and Lee (2001) said a shock to the system could be enough for an employee to leave their job voluntarily. An employee experiences a shock when an event occurs that interrupts their work, which prompts the employee to interpret the meaning of the shock and use their personal belief systems to make a decision about quitting their job or staying with the organization (Yang et al., 2020). Employees might experience shock

events that are external to their job, such as the loss of a relative or a spouse changing jobs or job-related shocks such as pay raises or losing a job promotion to a fellow employee (Yang et al., 2020). The severity of the event could determine if the employee is forced to voluntarily quit their job or take a few months off work (Mitchell & Lee, 2001).

The shock triggers a decision frame where the employee must thoroughly reevaluate their compatibility with their current job, and if the employee decides their current work situation is no longer suitable to meet their needs, turnover is imminent (Ahmad & Kaleem, 2019). One tactic employees use is that when they face a shock situation, they rely on their memory, learned responses, and past experiences to help them make the best decision (Mitchell & Lee, 2001). Managers who continually monitor shocks on a regular basis to predict the timing of various types of shocks can soften the severity and minimize the frequency of employee turnover (Holtom et al., 2017). There are no ways to predict certain shocks, but implementing strategies regarding how to handle shocks when they occur is a wise managerial technique (Holtom et al., 2017).

Shock

A shock occurs when an employee experiences an unexpected event that causes them to reevaluate their aspirations and values in relation to their job, which may result in the employee deciding to voluntarily leave their job (Hussain & Deery, 2018). Employees may experience any of the three following shocks related to the unfolding model of voluntary turnover: job-related, organizational events, and personal shocks (Yang et al.,

2020). Job-related shocks may involve company managers asking an employee to falsify financial information or discovering an employee engages in price-fixing (Mitchell & Lee, 2001). Organizational event shocks might include a company downsizing or changing locations (Yang et al., 2020). According to Mitchell and Lee (2001), examples of personal shocks include pregnancy, marriage, or a child leaving the house. Job offer shocks arise when an employee receives a job offer from another company, making them question their commitment to their current job (Lee et al., 2017). Employees could face multiple shocks simultaneously that when put together might accelerate the voluntary turnover process (Lee et al., 2017). Employees can experience positive or negative outcomes resulting from the three shock categories (Yang et al., 2020).

Decision Frame

A decision frame involves interpretation by the employee regarding an event by using the shock as a reference point to understand the rationale and social situation associated with the shock (Mitchell & Lee, 2001). Mitchell and Lee (2001) discussed four potential decision paths: script-driven decision, push decision, pull decision, and no shock experienced. The first decision path is the script-driven decision where an employee's initial reaction to the shock is based on experiences and personal attributes (Mitchell & Lee, 2001). Here, an employee creates a plan of action based on personal social beliefs and circumstances (Ahmad & Kaleem, 2019). The degree of influence associated with these experiences and personal differences depends on interpretation of the shock (Mitchell & Lee, 2001). The initial shock experienced by the employee

prompts a preexisting response where the employee leaves without considering organizational attachment or other choices (Holtom et al., 2017). The employee compares the shock to previously-experienced shocks and factors through learned responses to make script-driven decisions (Mitchell & Lee, 2001). In the first decision path, job satisfaction is not a factor (Holtom et al., 2017).

During a push decision, an employee experiences a shock; however, the employee does not have a comparable shock in their memory to draw from (Mitchell & Lee, 2001). Also, the employee does not have a specific job replacement (Mitchell & Lee, 2001). Since the employee cannot rely on prior shocks to make decisions, the employee must use current circumstances and mentally debate how the shock will dictate their decision to leave or stay at their current job (Mitchell & Lee, 2001). Following the shock, the employee conducts short personal debates but ultimately quits their job without considering alternatives (Holtom et al., 2017). More specifically, employees use personal principles and value images to initiate judgment about successful integrations regarding individual shock values (Mitchell & Lee, 2001). If an employee makes the judgment that the images do not fit, they may decide to leave their job, but if they decide the images fit, they will likely stay at their job (Mitchell & Lee, 2001).

Pull decisions involve shocks to the system which prompt an employee to search for comparable shock memories to help make appropriate decisions, but the memories do not exist (Mitchell & Lee, 2001). The shock an employee experiences generates comparative job images with distinguishable alternatives (Holtom et al., 2017). The

shock causes the employee to use current conditions to make a choice between keeping their current job or leaving their job to pursue specific job alternatives (Mitchell & Lee, 2001).

Decision path four involves the employee not experiencing a shock to the system (Mitchell and Lee, 2001). The employee does not feel shaken by the shock because of stability in their work setting, job, and organization (Mitchell and Lee, 2001). However, over time and periodically, employees will reevaluate the degree of commitment they have with their present organization (Mitchell & Lee, 2001). Inadequate fit between both images can prompt sufficiency assessments of the employee's job satisfaction expectancy (Mitchell & Lee, 2001).

Criticism of the Unfolding Model of Voluntary Turnover

Morrell et al. (2008) conducted a study using the unfolding model of voluntary turnover to categorize 352 nurses in the United Kingdom who left their jobs. Drawing on the work of Lee et al. (1999), Morrell et al. (2008) commented that the survey originally used failed to ask employees who quit their jobs why they decided to leave. Morrell et al. (2008) found that the unfolding model of voluntary turnover unsuccessfully classified many nurses who left their jobs. Despite potential shortfalls in the unfolding model of voluntary turnover, I decided to use the theory, in combination with the job embeddedness theory, as the conceptual framework for my study because the unfolding model of voluntary turnover is most pertinent in addressing the study's research question. Nursing managers could use the unfolding model of voluntary turnover to help

understand what strategies some nursing managers use to reduce voluntary turnover among nurses. To further understand employee turnover, Mitchell & Lee (2001) introduced the job embeddedness framework.

Job Embeddedness

Job embeddedness involves integrating community and environmental ideas while exploring job satisfaction (Michelle et al., 2018). Job embeddedness involves three key factors: (a) the strength of connections an employee has with fellow employees, workgroups, and the community, (b) how well employees fit in or personally believe they are a suitable match for their job and with their community, and (c) how much an employee must sacrifice if they decided to quit their job (Mitchell & Lee, 2001). Mitchell and Lee (2001) called these the link, fit, and sacrifice factors. These factors help employees stay connected with their environment, which promotes employee retention (Ma et al., 2018). Increasing levels of employee fit within organizations and workplace connectivity promote improved job embeddedness and can generate positive behavioral outcomes regarding the nursing supervisor's self-leadership (Kim & Kim, 2019).

The structure of job embeddedness offers a valuable point of view, which provides access to elements that affect nursing turnover negatively and impact positive influences associated with nursing retention (Michelle et al., 2018). The relevance of job embeddedness is crucial in promoting understanding related to turnover because of its specific concentration regarding influential elements on job flexibility (Rubenstein et al., 2020). Job embeddedness is a model managers can use to explore the community and

organizational factors to explain why employees decide to remain at their jobs (Michelle et al., 2018).

Organizational identification is how an employee identifies, behaves, and develops perceptions within companies (Dechawatanapaisal, 2018). Greater sense of organizational identification an employee feels, which heightens their feeling of job embeddedness, lowers their willingness to quit their job (Dechawatanapaisal, 2018). Additionally, employees are less inclined to quit their job when they experience increased levels of community embeddedness (Rubenstein et al., 2019). Thus, nurse managers should foster relationships with their employees by building trust, provide a caring environment in the workplace, and improve interpersonal skills to stimulate team cohesion and a deeper feeling of embeddedness (Dechawatanapaisal, 2018). According to Mitchell and Lee (2001), one way employees can experience job embeddedness is through links.

Links

Links are the relationships an individual has in their community and organization (Ma et al., 2018). Links include formal or informal relationships between an individual and an organization or different individuals (Mitchell et al., 2001). Link embeddedness is a resource influential in empowering the employee with the ability to access organizational improvement support services (Treuren, 2019). Employees who use ameliorating support resources offered by the company typically have higher degrees of link embeddedness because of the decrease of stress coming from family and work issues

compared to the employees who do not use the support service resources (Treuren, 2019). On-the-job embeddedness links involve the degree to which a person feels well-established with their company and consists of elements such as having coworkers rely on the person to successfully perform their job or the years an employee commits with their organization in an effort to receive a job promotion (Rubenstein et al., 2020). Off-the-job embeddedness links include both informal or formal relationships with individuals not involved in the work environment, such as significant others, friends, or family (Chan et al., 2019). Off-the-job relationships can affect an employee's chances of quitting or keeping their job (Mitchell & Lee, 2001). Regardless if an employee enjoys the organization they work for, they are more likely to remain at their job if they have additional on-the-job links and off-the-job links (Ma et al., 2018). Another way, according to the job embeddedness framework by Mitchell and Lee (2001), employees can become embedded with their job is through fit embeddedness.

Fit

Mitchell and Lee (2001) define fit as the level of compatibility a person has inside and outside their organizational setting. Employees are less impacted by family and work issues when they have greater levels of fit embeddedness, resulting in decreased leave intentions, because of their less impactful family and work conflict relationship compared to employees who experience lower fit levels (Treuren, 2019). On-the-job fit embeddedness is how comfortable a person feels inside their organization (Chan et al., 2019). Some individuals might decide to keep their current job because they formed or

became part of organizational niches that appeal to their individual aptitudes and needs (Mitchell et al., 2001). Off-the-job fit embeddedness is the degree of contentment or compatibility a person feels outside the work environment (Chan et al., 2019). Employees who feel more fit embeddedness on their job have decreased leave intention thoughts (Treuren, 2019). Additionally, fit perceptions are associated with socialization and a person's first choice of a job, which impacts turnover (Mitchell et al., 2001). A better fit decreases the chances an employee will quit (Ma et al., 2018). The final element of Mitchell and Lee's (2001) job embeddedness framework is sacrifice.

Sacrifice

The sacrifice element encompasses job features a person must forfeit when they make the decision to leave their job (Mitchell & Lee, 2001). Intentions to leave their job is higher among employees with greater degrees of sacrifice embeddedness who feel like they must protect their resources versus employees who do not have as much to lose (Treuren, 2019). Examples of loss include social, such as an employee losing their social network at work, financial, which may include an employee losing seniority, and quality of life, such as changes to the company healthcare plan used by an employee (Treuren, 2019). On-the-job embeddedness sacrifice is how much a person is willing to lose concerning benefits associated with the company, such as their office, health insurance, and retirement plans by leaving the company (Chan et al., 2019). An employee who leaves to find a new job must forfeit the advantages they accumulated during their time at their current job (Mitchell et al. 2001). Off-the-job embeddedness sacrifice involves how

much a person is willing to give up regarding benefits outside the work environment, such as participation in outdoor events the employee enjoys if they decide to leave the organization (Chan et al., 2019). Employees will remain at their organization if they view benefits associated with their job highly in fear of losing them (Ma et al., 2018).

Criticisms of the Job Embeddedness Theory

Despite the benefits provided in the job embeddedness theory, some researchers critique the value of the theory. For example, a study conducted by Greene et al. (2018) revealed that job embeddedness negatively impacts contextual and task performance in specific conditions. Regardless of critiques of Mitchell and Lee's (2001) job embeddedness theory, I decided to use the theory, in addition to the unfolding model of voluntary turnover, as the conceptual frameworks for my study because both theories are most applicable in addressing the research question in the study. Job embeddedness theory, along with its components, can reveal what strategies some nursing managers use to reduce voluntary turnover among nurses. I also considered alternative theories for my study, which I discuss below.

Alternative Theories

The two alternative theories I discuss in the following section are less appropriate to address the purpose of this study, and therefore I did not use the two theories for the conceptual framework for my study. Vroom's expectancy theory centers around the idea that behavioral-oriented action drives motivation (Chopra, 2019). Herzberg's motivation to work and hygiene theory posits that numerous factors, known as motivation factors,

dictate the behavior of employees as it relates to job satisfaction and hygiene factors resulting from employee job dissatisfaction (Holliman & Daniels, 2018). The job embeddedness conceptual framework of my study by Mitchell and Lee's (2001) and alternative theory, Herzberg et al. (1959) motivation to work and hygiene theory, both consider employee job satisfaction as an influential factor to mitigate employee turnover. The unfolding model of voluntary turnover conceptual framework of my study by Mitchell and Lee's (2001) and Vroom's (1964) expectancy theory both consider factors, such as personal events or compensation, which may influence employee job satisfaction and turnover intentions. Following each theory section, I discuss why I did not use the theory as the conceptual framework for my study.

Vroom's Expectancy Theory

Vroom (1964) introduced the expectancy theory to understand further if the motivation is dictated by performance and outcomes. The theory has three foundational elements: (a) expectancy, (b) instrumentality, and (c) valence (Vroom, 1964). The basic idea in applying Vroom's (1964) elements is that with expectancy, effort results in achieving performance goals, instrumentality is the notion that if performance measures are met, the employee will receive an award, and valence is how much someone values the reward given to them for the outcome of their performance. The degree to which a person views each element is vital to understanding behavior (Lloyd & Mertens, 2018). Criticism of the theory centers around the model's simplicity (Lloyd & Mertens, 2018).

Porter and Lawler (1968) use the expectancy theory to expand on employee motivation research by using an instrumentality model to represent the relationship between motivation a performance. The model Porter and Lawler (1968) use focuses on three key elements: (a) effort, (b) performance, and (c) satisfaction to address motivation. In Porter and Lawler's (1968) model, they distinguish between extrinsic rewards, which can come in the form of a pay raise or recognition, and intrinsic rewards, which are self-esteem boosters that come from the feeling of doing a good job. Companies offer employees a wide range of rewards, and in exchange, the employee produces desirable work outcomes (Park et al., 2019). Some employers reward an employee's hard work by offering them a profit-sharing plan as a form of a conventional incentive (Hambly et al., 2019). A study conducted by Park et al. (2019) found that basic rewards were the most prevalent factor concerning nurse's turnover intention who work in hospitals ranging from small to medium-sized. Vroom's expectancy theory contributes primarily to quantitative research (Chopra, 2019). Therefore, since my study is qualitative, I decided Vroom's expectancy theory was not appropriate for this study.

Herzberg's Motivation to Work Theory and Hygiene Theory

Employee job satisfaction comes from employees using work quality to measure the degree of growth and achievement as a motivation to work (Herzberg et al., 1959). For example, motivational factors, such as recognition and advancement, are associated with job satisfaction, while hygiene factors, such as compensation and job security, relate to job dissatisfaction (Holliman & Daniels, 2018). Additionally, job satisfaction centers

around on-the-job concerns and does not focus on off-the-job matters (Mitchell et al., 2001). Realizing a need to understand further what stimulates job satisfaction and motivates employees to work, Herzberg et al. (1959) developed two theories. The motivation to work theory elements involves (a) quality performance/achievement, (b) achievement recognition, (c) work, (d) responsibility, (e) growth and advancement (Herzberg et al., 1959). Motivation-hygiene theory elements include (a) pay, (b) work conditions, (c) organizational policy, (d) interpersonal relationships, (e) job security, (f) supervision, and (g) job status (Herzberg et al., 1959). Since the word hygiene sounds uninviting, an interchangeable term used is maintenance (Herzberg et al., 1959).

Ann and Blum (2020) used Herzberg's two-factor theory to understand what motivational factors most influence job satisfaction, job dissatisfaction, and turnover intentions. Ann and Blum (2020) found that work and recognition are the two motivational factors that positively impact job satisfaction, while the four hygiene elements of job security, supervision, job status, and personal life negatively impacted job dissatisfaction. The findings of Ann and Blum (2020) support Herzberg's theory by revealing how turnover intention is negatively impacted by job satisfaction, while turnover intention is positively influenced by job dissatisfaction (Ann & Blum, 2020). Herzberg's two-factor theory model does not directly mention leadership under motivation factors or hygiene factors but is assumed to fall within the policies and administration hygiene factor (Holliman & Daniels, 2018). Since my study focuses on nurse managers and strategies they use as leaders to reduce nurse turnover, I decided

Herzberg's two-factor theory was not appropriate for this study because the theory does not take the importance of leadership into account.

Job Satisfaction

Job satisfaction occurs when an employee's job inflicts a sense of achievement and joy (Sheraz et al., 2019). When an employee displays a positive attitude with their job and reacts to their job in an effective way, they experience job satisfaction (Zhang & Li, 2020). Factors that influence job satisfaction include personal happiness and productivity (Sheraz et al., 2019). Employees may achieve job satisfaction by interacting with coworkers to achieve social support or asking managers for feedback about their job performance to make their job more satisfying and meaningful (Zhang & Li, 2020). Further, job satisfaction happens when an employee is paid for performing a job they find joy in (Sheraz et al., 2019). Nurse managers who understand the importance of job satisfaction could positively influence nurse turnover.

Nursing Job Satisfaction

To increase job satisfaction and decrease turnover intention among nurses, organizations need to implement strategies that encourage nurses to participate in more engaging tasks regarding hospital activities (Al Sabei et al., 2020). The result of such strategies can simultaneously improve patient care quality (Al Sabei et al., 2020). A study by Kaddourah et al. (2018) found that 54.7% of nurses who participated in their study experience work-life dissatisfaction, with an astonishing 94% of nurses stating turnover intentions with their current job. Job satisfaction strongly impacts the relationship

between turnover intention and the work environment (Al Sabei et al., 2020). Therefore, increases in nursing job satisfaction reduce turnover intention because of the impact of a favorable work environment (Al Sabei et al., 2020). Additionally, Kim and Kim (2019) indicate how the implementation of a self-efficacy program may improve self-leadership amongst nursing supervisors and promote increased job satisfaction. Therefore, managers should understand how employee job satisfaction or dissatisfaction influences employee turnover.

Employee Turnover

Employees may voluntarily leave their job and organization for numerous reasons, including high-stress levels, an unmanageable workload, inadequate compensation, minimal room for advancement, low levels of trust, and insufficient organizational support (Lyons & Bandura, 2019). In addition to the correlations between voluntary turnover and job embeddedness, involuntary turnover could also carry implications to job embeddedness in that management may have more reservations about terminating employees who display higher levels of embeddedness when they are hired (Rubenstein et al., 2019). Shaw et al. (1998) discuss two types of employee turnover. Voluntary turnover occurs when an employee decides to quit their job and leave their company, where involuntary turnover occurs when the employer decides to fire an employee (Shaw et al., 1998). Employees may voluntarily leave if they believe their job provides minimal space for growth (Corbin, 2020). An employer might terminate an employee because of poor attendance or performance (Corbin, 2020). Employees with

higher levels of embeddedness might be more challenging to terminate because of their already deep integration with the organization's network and procedures (Rubenstein et al., 2019). One way managers might reduce employee turnover is by understanding the employee-organization relationship.

Employee-Organization Relationship (EOR)

The EOR involves the employee and the organization assessing numerous factors including satisfaction, commitment, trust, and shared control to determine how each party values the relationship (Kang & Sung, 2017). When the relationship between the employee and the organization is positive, the results can lead to increases in productivity, dependability and decrease tension at work (Su & Swanson, 2019). Mutual investment related to EOR occurs when companies offer sufficient incentives to employees, but in turn, they expect employees to reciprocate with high-level and impactful organizational contributions (Hom et al., 2017).

Organizational distrust is one reason employees may leave their job (Lyons & Bandura, 2019). Trust from managers is crucial to employees because when employees feel like they are constantly being watched, the results can negatively impact job satisfaction (Edward & Kaban, 2020). Organizational trust occurs when employees can identify with the company and are open to building long-term relationships with their employers (Yu et al., 2018). When employees have a sense of organizational trust, their willingness to share thoughts and ideas regarding risks and dangers brought on by the organization increases (Yu et al., 2018). Managers can help reduce the costs associated

with voluntary employee turnover by understanding various facets of the employee-organization relationship.

Cost of Voluntary Employee Turnover

As a result of employee turnover, the employer incurs direct costs, which involve recruitment and training expenses associated with hiring a new employee (Lyons & Bandura, 2019). Expenses associated with training and recruiting employees can diminish organizational funds, forcing the company to forgo spending the money on other important projects and organizational activities (Ntenga & Awuor, 2018). The replacement costs incurred when nurses turnover remains a major issue for healthcare managers in the United States (Smith, 2018). Job embeddedness not only diminishes turnover intention and voluntary employee turnover within organizations but also prevents companies from experiencing high turnover costs associated with finding a new employee (Tan et al., 2019). Essentially all organizational managers must address issues related to employee retention because when turnover costs are high, organizations may fail to accomplish their goals (Khalid & Nawab, 2018). Decreasing burnout among nurses can reduce financial costs related to nurse turnover and enhance patient care quality and results (Adams et al., 2019). In the healthcare industry, turnover negatively affects more than just the financial aspects of organizations due to the high costs associated with employee turnover; it also adversely impacts the satisfaction of patients and the work environment as a whole (Ulep, 2018). Therefore, mitigating employee turnover intention

could positively influence organizational profitability by reducing turnover costs and reducing employee turnover.

Turnover Intention

Employees display turnover intention when they have thoughts of resigning (Santhanam & Srinivas, 2019). Turnover intention is a precursor for turnover and arises from factors associated with job insecurity, dissatisfaction with pay, job dissatisfaction, increased job burnout, and job disengagement (Santhanam & Srinivas, 2019). Li et al. (2019) found a positive relationship between work practice environment and turnover intention, noting that decreased turnover intention is associated with increased levels of work engagement. Also, employee morale is impacted by turnover intention (Santhanam & Srinivas, 2019). Turnover intention is considered a measurement of scale where external components, such as replacement job availability, have less impact and thus, more precisely indicates the attitude an employee has toward their company (Santhanam & Srinivas, 2019). Li et al. (2019) stated community nurse managers should focus on the impact of the work practice environment to increase the engagement of nurses and lower turnover intention. An employee's age could also dictate turnover intention.

Age

The two generations that make up the majority of the workforce is Generation X, which includes individuals born between the middle of the 1960s to the early 1980s, and Millennials, which includes individuals born between the early 1980s to the middle of the 1990s (Glazer et al., 2019). Another important generation still in the workforce today is

the Baby Boomers. Baby Boomers were born between 1944 and 1964 (Enam & Konduri, 2018). Baby Boomers in the workforce are advocates of a team decision-making process (Smith & Garriety, 2020). They remain in the workforce longer because their job identity is linked directly to their personal identity (Bottomley & Burgess, 2018). Generation X individuals are self-reliant and can successfully adapt to different work styles (Smith & Garriety, 2020). These individuals remain at their company, patiently waiting for their turn to take over management positions from the Baby Boomers (Bottomley & Burgess, 2018). Millennials are team-oriented individuals who want to experience how the work they produce within their organization affects not only the organization but society as well (Smith & Garriety, 2020). Teamwork is essential to Millennials because teamwork gives them the chance to assess failures and successes in an objective manner without placing the blame on one person (Bottomley & Burgess, 2018).

Employees born in the Baby Boomer generation view work as a key focus in their lives and want to stay loyal to their company, and they experience negative thoughts of burnout less often compared to the younger generations (Lu & Gursoy, 2016). As a result, Baby Boomers might experience lower levels of turnover intention and job dissatisfaction because of a decreased feeling of burnout compared to their younger counterparts (Lu & Gursoy, 2016). Millennials often focus more on job development instead of job satisfaction (Ulep, 2018). When Generation X and Millennial workers experience burnout, employees might consider their turnover intention, and employee job satisfaction can decrease (Lu & Gursoy, 2016). Understanding norms and expectations

among various employee generations when creating an effective work environment is crucial to improve employee engagement (Smith & Garriety, 2020).

Nurse managers can use a style of leadership that is flexible to effectively support job attitudes across all generations (Stevanin et al., 2018). For example, to promote commitment and engagement among millennial nurses, nurse managers should provide chances for team members to participate more inside their workgroup and outside the organization among their community (Ulep, 2018). Nurses in the Baby Boomer generation display different levels of work engagement and factors impacting job satisfaction and personal wellbeing in the workplace, lower and higher voluntary turnover intentions, and various factors of retention compared to Generation X and Millennials (Stevanin et al., 2018). Nurse managers are instrumental to the Millennial generation by effectively coaching, encouraging, and helping advance employee skills and must establish harmony among the various generations to promote teamwork (Ulep, 2018). In addition to age, education is another factor that can influence employee turnover.

Education

If an employee believes there is a mismatch between their education and job, where an employee believes their skills and knowledge are underutilized at their job, the mismatch can trigger significant issues (Choi & Hur, 2020). When an employee's skills and education do not align with their job, the misalignment might increase turnover intention (Ju & Li, 2019). Further, when an employee's job does not allow them to fully utilize their skills and abilities, the employees may feel underutilized, which can lead to

the employees feeling bored, which impacts job satisfaction (Edward & Kaban, 2020).

New employees who can apply skills and knowledge obtained from their education directly to their jobs experience person-organization (P-O) value fit (Suh, 2018). A study by Froese et al. (2019) found that higher levels of employee education, specifically among men, positively influence employee job satisfaction. Education, along with training, might dictate employee turnover.

Training

Employees may leave their job if their employer does not provide training opportunities (Ju & Li, 2019). Job-focused training is one type of high-performance work practice (HPWP) that entices employees to remain at their organization (Lyons & Bandura, 2019). Training and development mitigate employee turnover by reducing negative thoughts of wellbeing (Fletcher et al., 2018). Bibi et al. (2018) found there is a strong positive correlation between employee retention, training, and development. Nurse managers who ensure the adequate training of nurses could positively influence nursing turnover.

Nursing Turnover

Turnover of nurses negatively affects the quality of patient care and the ability to meet the needs of patients, which also increases the workload of other nursing staff members and adds unwanted stress to fellow employees (Kaddourah et al., 2018). High turnover of employees in the healthcare industry, more specifically nurses, can negatively impact organizational performance and patient service quality (Nasurdin et al., 2018).

The simultaneous impact of nursing turnover can negatively affect nurses' behavior and how they feel about their jobs, which can lead to decreased productivity, lower job satisfaction, and ultimately deciding to quit their job (Kaddourah et al., 2018). Therefore, the importance for healthcare managers to implement strategies and create programs that increase nurse retention is crucial (Nasurdin et al., 2018).

Employee Retention

At the core of organizational success is employee retention (Khalid & Nawab, 2018). Retention means employees use free will to make the decision to remain and continue working for their organization (Baharin & Hanafi, 2018). Retention strategies involve actions a company takes to ensure employees remain at the organization (Dhanpat et al., 2018). One of the major tasks managers face today is finding ways to retain valuable employees (Rubenstein et al., 2019). Employee retention includes the organization implementing techniques to encourage employees to ensure they remain with the company for a long time (Baharin & Hanafi, 2018). Managers cannot prevent employees from searching for a different job they find more enticing, but rather managers can use employee retention strategies to help improve the loyalty of employees during their duration with the company (Khalid & Nawab, 2018). If organizational managers wish to obtain a competitive advantage, managers must implement strategies to retain talented employees (Dhanpat et al., 2018). One way to enhance retention is through employee engagement.

Employee Engagement

Organizational managers should strive to foster and encourage engagement, which includes the employee and employer mutual relationship (Teimouri et al., 2018). An engaged employee is completely aware of the current situation of the business and strives to increase job performance to further benefit the organization (Teimouri et al., 2018). Highly engaged employees exhibit a stronger connection with their job and organization and are more likely to remain at the job compared to employees with low engagement levels (Fletcher et al., 2018). Additionally, employees who are engaged often exceed job expectations, which increases organizational value, and are more likely to stay at their current job (Lyons & Bandura, 2019). Teimouri et al. (2018) found that job embeddedness is positively impacted by employee engagement. Also, encouraging employee creativity promotes employee retention (Teimouri et al., 2018). Employee participation is one-way managers can promote employee engagement.

Participation

Employee participation consists of direct and indirect activities (Khalid & Nawab, 2018). Direct participation involves an employee having an influence regarding organizational system change or design, which usually happens during the consultation (Khalid & Nawab, 2018). Indirect employee participation occurs with employee representation using management committees, consulting committees, and a board of directors (Khalid & Nawab, 2018). By understanding how employee participation impacts job satisfaction, especially among Millennial employees, companies can create

strategies and offer opportunities to encourage Millennial employees to participate in the workplace in an effort to make jobs more enjoyable (García et al., 2019). When employees can participate in their organization by voicing opinions, concerns, and ideas, along with having authoritative power related to job decisions, employee participation can increase employee retention (Khalid & Nawab, 2018). Additionally, results from a study by García et al. (2019) suggest that job satisfaction among Millennial employees increases when they can participate with the top organization's leaders by sharing opinions to make a greater influence. Employee compensation could influence the level of employee participation.

Compensation

If an employee believes their compensation is inadequate to acquire basic needs, their chances of leaving their job to find a better paying one are higher (Edward & Kaban, 2020). Employees with lower salaries, such as first-line employees, typically do not engage in organizational activities such as conferences, delegation, and recommendations, which leads to decreases in employee retention (Khalid & Nawab, 2018). A study by Park et al. (2019) revealed that pay level satisfaction rewards were the most significant factor associated with turnover intention among nurses working in small and medium hospitals. Further, competitive and reasonable compensation, along with salary raises, increase employee retention (Lyons & Bandura, 2019). Compensation is one of the key factors that attract employees and increases the level of commitment an

employee has with their organization to promote employee retention (Dhanpat et al., 2018).

Organizational Commitment

Commitment is the strength to which an employee can identify with their organization and their level of organizational involvement (Ntenga & Awuor 2018). In a study by Xu and Payne (2018), the authors explored the impact of commitment on employee turnover by analyzing different types of commitment, which include affective commitment, normative commitment, and continuance commitment, along with value-based and exchange-based commitment profiles. Affective commitment is an employee's identification and emotional attachment with their company (Moin, 2018). Affective commitment is a crucial variable in understanding employee turnover (Yang et al., 2019). An individual with high affective commitment will remain longer in the relationship because they find their job emotionally fulfilling (Hessling et al., 2018). Normative commitment is an employee's feelings of organizational moral obligation based on company benefits they receive (Moin, 2018). Continuance commitment is an employee's perceived cost associated with leaving their organization (Afshari et al., 2019). Employees with affective commitment stay with their organization because they want to, normative commitment employees remain at their organization to reciprocate the benefits they receive, and employees with continuance commitment remain with their company because they have to (Moin, 2018).

An employee's value-based commitment profile involves normative commitment concerning a moral responsibility to produce desired results and affective commitment (Meyer et al., 2006). When the parties involved effectively cooperate, it increases value-based commitment because both parties receive more value when they work together (Hessling et al., 2018). Employees with exchange-based commitment profiles use normative commitment through a responsibility to achieve expectations of other people and continuance commitment (Meyer et al., 2006). Both job embeddedness theory and commitment profiles assert that retention-related factors and attachment contribute to employee retention (Xu & Payne, 2018). Employee turnover is lower with exchange-based commitment versus value-based commitment (Xu & Payne, 2018). Organizations must implement methods to ensure nurses remain highly dedicated and committed to promote optimal retention (Labrague et al., 2018). Therefore, nursing managers must understand the different types of organizational commitment, in addition to the organizational culture, to effectively motivate nurses to ensure job satisfaction and reduce voluntary turnover.

Organizational Culture

Employees might decide to stay with their organization if they feel like the work environment is supportive (Lyons & Bandura, 2019). Work cultures that are negative, combined with increased turnover levels, weak morale, and burnout among nurses, strongly influence the quality of patient care (Adams et al., 2019). A cost-efficient strategy to increase patient outcomes and decrease turnover among nurses is to improve

the environment where nurses work (Smith, 2018). Supporting nurses in their work environment is crucial to help promote the knowledge and skills of inexperienced nurses to take on the responsibilities of highly experienced nurses (Smith, 2018). One situation where an employee may leave their job is if they believe their values do not mesh with the organizational culture (Ma et al., 2018). Implementation activities to promote employee fit embeddedness includes supervisors explaining the organizational culture to employees and how their aspirations and goals align with the organizational culture and objectives (Ma et al., 2018). Nurse managers who understand their organizational culture can create effective strategies to manage and lead their teams.

Management and Leadership

Leadership is a crucial variable in understanding the work behavior of employees and organizational outcomes (Samanta & Lamprakis, 2018). In the field of nursing and midwifery, styles of leadership play an instrumental role in employee retention and job satisfaction (Ngabonzima et al., 2020). Common leadership styles include transformational, transactional, and laissez-faire (Kanwal et al., 2019). A study by Sahu et al. (2018) revealed that transformational leadership directly impacts employee turnover intention. Transformational leadership involves four key dimensions, which include individual consideration, inspirational motivation, intellectual stimulation, and idealized influence (Miranda, 2019). Under individual consideration, the leader celebrates, recognizes, and appreciates each follower's contributions, which gives a sense of value to each follower (Giddens, 2018). Transformational leaders implement inspirational

motivation by challenging and instilling a sense of work purpose in followers (Groves, 2020). Intellectual stimulation occurs when employees are encouraged by transformational leaders to engage in the process of decision-making, which cultivates skill development, critical thinking, and knowledge (Boamah et al., 2018).

Transformational leaders use idealized influence to create a follower's trust, respect, confidence, enthusiasm, and pride (Giddens, 2018). Transformational leaders exude an effective influence on followers by acting as role models who display ethical behavior and care more about the organization than self-gain (Moon & Park, 2019). Job embeddedness aligns with transformational leadership because the fit and link components of the model focuses on employee retention (Caillier, 2018).

Transformational leadership and job embeddedness both rely on inspirational motivation to enhance organization and employee fit (Caillier, 2018).

Transactional leadership involves managers using corporate values along with organizational control system monitoring and a strict chain of command to manage followers (Kanwal et al., 2019). The three factors included in transactional leadership include contingent rewards, active management by exception, and passive management by exception (Samanta & Lamprakis, 2018). Leaders specify expectations to employees and offer contingent rewards once expectations are met or exceeded (Caillier, 2018). Monetary rewards given to employees can promote job satisfaction, increased motivation, and improve employee retention (Chinyio et al., 2018). Active management by exception involves leaders closely monitoring followers and engaging in corrective actions if

expectation deviations or errors arise, where passive management by exception includes leaders only responding when major problems occur (Kark et al., 2018). The laissez-faire style of leadership consists of leaders giving followers the power to make decisions (Kanwal et al., 2019). Laissez-faire leaders do not get involved in the decision-making process or direct followers when a problem occurs (Samanta & Lamprakis, 2018). Laissez-faire leadership is an ineffective and passive style of leadership that negatively impacts followers (Breevaart & Zacher, 2019).

Continuous leadership among nursing and midwife managers is required to improve employee skills and maintain increased levels of performance while simultaneously ensuring optimal clinical outcomes and patient care quality (Ngabonzima et al., 2020). Leaders in the nursing profession must have the ability to recognize early phases of burnout among team members and seek to fix the problem immediately (Ulep, 2018). To decrease job stress among nurses and reduce turnover, managers can use different styles of leadership (Pishgooie et al., 2019). For example, nursing managers can incorporate both transformational and transactional styles of leadership to decrease turnover intention and job stress of nurses, which in turn can improve nursing service quality and job satisfaction (Pishgooie et al., 2019). Job satisfaction among nurses is influenced indirectly by transformational leadership (Boamah et al., 2018). Inadequate leadership could result in employee turnover, which costs organizations both money and time (Ntenga & Awuor, 2018). Therefore, nursing managers should seek to implement effective leadership techniques to reduce turnover among nurses.

Transition and Summary

The purpose of this qualitative multiple case study was to explore strategies some nursing managers use to reduce the voluntary turnover of nurses. Throughout section 1, I used the unfolding model of voluntary employee turnover and job embeddedness theory by Mitchell and Lee (2001) as my conceptual frameworks to promote understanding of the factors that influence employee turnover and what nursing managers can do to reduce turnover among nurses. I also explained the general and specific business problem related to the study, along with the research question and interview questions I used when interviewing participants. I provided operational definitions used in the study in addition to assumptions, limitations, and delimitations. Section 1 concluded with an in-depth analysis and review of professional and academic literature, which mostly included articles published within the past 5 years.

Section 2 includes a reiteration of the purpose statement, a review of the role of the researcher, participants, research method and design, population and sampling, ethical research, data collection, and analysis. Section 2 concludes with a discussion of the importance of achieving research reliability and validity.

Section 2: The Project

Purpose Statement

The purpose of this qualitative multiple case study was to explore the retention strategies nurse managers use to reduce voluntary turnover of nurses. The target population for this study was three participants with nurse manager experience at various hospitals with proven strategies to reduce nurse turnover in Illinois. The results of this study could positively influence social change. Healthcare customers and communities could benefit from information in this case study because reduced costs connected to turnover coupled with increased retention rates of employees may result in better quality and more affordable healthcare services.

Role of the Researcher

A qualitative researcher operates as a type of research instrument using interviews, participation, and studying the world to collect, sort, and understand information (Tracy, 2019). Qualitative researchers differ from quantitative researchers by identifying factors in advance and measuring each factor by strength and frequency at the conclusion of the study (Merriam & Grenier, 2019). Understanding how people experience and perceive the world at a certain time and context is what concerns qualitative researchers (Merriam & Grenier, 2019). I was the main instrument responsible for collecting data, finding participants for the study, developing interview questions, organizing and conducting interviews, and synthesizing data. In my role as the

researcher, I upheld confidentiality and conducted ethical interviews in accordance with Walden University Institutional Review Board (IRB) guidelines.

The Belmont Report (1979) provides a framework to help resolve ethical issues involving human subjects in the research process. The Belmont Report provides guidelines about informed consent where respect is given to participants (Belmont Report, 1979). I applied many steps to ensure the protection of participants' rights outlined in the Belmont Report. For example, I demonstrated respect for participants by reviewing informed consent forms along with information they needed to decide if they wanted to take part in the study.

Also, I explained to participants the participant selection process to ensure fairness. To eliminate bias in this study, I used a bracketing technique. Bracketing occurs when researchers take their acquired knowledge and set it aside and start at the beginning of the study and help establish consistency throughout the study (Wadams & Park, 2018). Researchers using the bracketing strategy can minimize bias by revealing inherent beliefs at the beginning of the study to make them clear throughout the paper (Wadams & Park, 2018). To minimize bias, I did not select participants who were personal acquaintances. Additionally, as a former employee in the healthcare industry, where I worked as an accountant, I did not choose participants who work for the organization where I was previously employed.

Participants

The selection of participants is based on their knowledge and experience regarding the topic of the study (Cleary et al., 2014). Qualitative researchers do not randomly select participants but instead purposely choose their participants (Moser & Korstjens, 2018). To qualify for this study, participants had nursing management experience in the healthcare industry and implemented strategies to reduce nurse turnover. Also, participants worked in hospitals located in Illinois.

I used various methods to initiate contact with potential participants. I used publicly available information to initially contact potential participants through the Internet, company websites, and LinkedIn profiles. Once I found names and contact information for participants in this study, I conducted phone calls with individuals and sent each participant a formal email invitation (see Appendix B), which included a consent form. I asked participants to review consent forms, and if they agreed to participate in my study, to respond to my email with the words “I consent.” Once I received emails back with their consent, I asked them to provide me with a time and date to conduct semistructured phone interviews using Zoom video conferencing. Once each participant and I agreed on a time and date, I sent each participant a Zoom video conferencing meeting invitation.

To ensure I established a functional working relationship with participants, I had to build rapport, trust, and mutual respect with participants. Establishing trust with research participants is crucial in ensuring the collection of accurate data (Nunan, 2020).

I initiated a phone call with each participant, where I formally introduced myself to create rapport. During phone calls, I asked participants if I could answer any questions or address any concerns they had. Another way I created a working relationship built on trust was by emailing a consent form in the participant invite. Also, eye contact between employees and customers is one way to establish rapport (Kim & Baker, 2019). I believe eye contact is also an effective way to establish rapport between myself and participants. Even though interviews I conducted took place through Zoom, I maintained eye contact by continuously looking at the camera throughout the interviews.

Research Method and Design

Displaying different research methods in a ranked list is a frequent misconception (Yin, 2018). After careful consideration, I decided the qualitative research method using a case study research design was most appropriate to explore retention strategies to reduce voluntary turnover of nurses effectively. Subsequent sections include a detailed rationale regarding the selection process of the research method and design.

Research Method

Qualitative researchers strive to understand human behavior and interactions as well as social order intricacies that affect daily experiences, and how people experience certain situations (Rasmussen & McLiesh, 2019). Qualitative researchers conduct interviews to comprehend subjective participant perspectives regarding a phenomenon instead of collecting generalizable data from large groups (McGrath et al., 2019). To meaningfully analyze the specific business problem in this study, I determined the

qualitative research method was most fitting. I used the qualitative research method in this study to present data received from interviewing participants with nurse manager experience who have successfully implemented strategies to reduce voluntary nurse turnover.

In quantitative research, the researcher concentrates on broad consistencies where the objective of the research is described by referring to specific conditions (House, 2018). My research goal was not to refer to specific conditions. Thus, the quantitative method was inappropriate for this study. The mixed methods approach requires the collection and implementation of data using both qualitative and quantitative methods (Molina & López, 2016). Researchers using the mixed methods approach must analyze if mixing qualitative and quantitative methods together for their study is the most suitable choice (Hendren et al., 2018). Mixed methods research typically incur greater research costs and require more time because of the use of multiple methods that the researcher must understand (Molina & López, 2016). Additionally, mixed methods research does not have inherent benefits compared to monomethod research (Molina & López, 2016). My objective was not to collect both qualitative and quantitative data. Therefore, the mixed methods approach was not appropriate for this study.

Research Design

One type of qualitative research is phenomenology, where researchers observe participants' experiences of the world (Neubauer et al., 2019). The phenomenological design is inappropriate for my study because I will not observe the experiences of the

participants in this study. Ethnographic researchers focus on understanding and describing cultures (Rozental, 2019). The ethnographic researcher is concerned with understanding the meaning of cultural activities and actions (Rozental, 2019). The ethnographic design was inappropriate for this study because I did not explore the cultures of the organizations in the study. A researcher using the narrative design is not concerned with the themes that arise from participant accounts but instead focus on how participant stories develop (Mohajan, 2018). The narrative design was not appropriate for this study because I was concerned with themes that emerged from the participant data.

Qualitative researchers using the case study design utilize various sources of data to investigate a phenomenon within its environment (Baxter & Jack, 2008). This allows the researcher to explore the research problem to promote understanding of multiple phenomenological facets using multiple lenses, not just one (Baxter & Jack, 2008). Researchers who use more than one case to conduct their study use multiple case study designs (Yin, 2018). Researchers using a multiple case study can analyze data from each individual setting and across different settings (Baxter & Jack, 2008). The case design, or more specifically, the multiple case study design, was the most appropriate design choice to address the research question in this study. Using a multiple case design will generate greater research effects (Yin, 2018).

Population and Sampling

Defining the sample size for qualitative interviews mainly depends on customization and locating the moment in the interview process where minimal new

information is revealed (Weller et al., 2018). The target population included three participants with nurse manager experience who implemented successful nursing retention strategies. The participants selected from the target population involved individuals with nurse manager experience located in Illinois who work at various size hospitals. I achieved data saturation after the third interview because no new themes or information emerged from the data after conducting the third interview.

Common qualitative sampling techniques include purposeful, convenience, and theoretical sampling (Koerber & McMichael, 2008). Researchers using convenience sampling select participants based on the ease to which they can access and recruit individuals for the study (Sarstedt et al., 2017). Convenience sampling is not appropriate for this study because I did not select participants based on easy accessibility. In theoretical sampling, the researcher uses abductive, inductive, and retroductive reasoning to explain the logic behind the method (Conlon et al., 2020). I did not use abductive, inductive, and retroductive reasoning as the sampling selection process of my study. Therefore, theoretical sampling was not appropriate. Qualitative researchers select purposive samples based on the subject's ability to offer prudent, relevant, and useful information in addressing the purpose of the study (Vasileiou et al., 2018). Therefore, I concluded purposeful sampling was most appropriate for exploring the research question of this study by selecting participants with nurse manager experience who implemented effective nursing retention strategies to mitigate voluntary turnover.

Researchers achieve data saturation when the researcher collects adequate information for other researchers to easily repeat the study and when it is not necessary to obtain additional coding (Fusch & Ness, 2015). Saturation is the most popular standard used for selecting a sample size and assessing the adequacy of the sample size (Vasileiou et al., 2018). Inadequate data saturation negatively affects research quality and hinders the validity of the content (Fusch & Ness, 2015). I interviewed participants in this study until I achieved sufficient data saturation.

Ethical Research

To ensure participant ethical protection, I followed numerous steps throughout this study based on IRB regulations. I obtained approval from the Institutional Review Board at Walden University prior to interviewing participants. The Walden University IRB approval number for this study is 12-16-20-0757823 and expires on December 15, 2021. I followed the standards for ethical academic research while conducting this study. In accordance with Walden University's Institutional Review Board, whose purpose is to protect the welfare of participants in research studies, I adhered to compliance regulations throughout the duration of this study. To ensure compliance with these regulations, I e-mailed an informed consent form to participants, which I attached to the participant invitation e-mail (see Appendix B) if they elected to participate in the study. Furthermore, I explained to participants that they could withdraw from the study at their will without forgoing negative consequences and promise the destruction of all related information they provide. Before starting each interview, I fully explained the consent

form provisions. I explained to participants their participation in the study is voluntary, which means I did not offer monetary compensation or financial incentives to participate in this study.

I protected participant identities by replacing their names with alphanumeric codes, such as P1 through P5. One way to protect the participant during an audio-recorded interview is by welcoming the participant by stating their name and telling the participant to refrain from sharing any information that could potentially reveal their identity before the recorder is turned on (McGrath & Nilsonne, 2018). The information I collected for this study will remain in my home in a secure and confidential location for 5 years. Following the 5-year period, I will destroy the data in accordance with the guidelines set by Walden University.

Data Collection Instruments

I acted as the primary instrument to collect data in this study. I gathered data from conducting semistructured interviews by using the interview protocol (see Appendix A) and reviewing publicly available company documents, which I retrieved from company websites, with three participants with nurse manager experience who agree to participate in the study and meet the required criteria to participate in the study. The primary objective of conducting semistructured interviews for the purpose of data collection is to compile information regarding attitudes, perceptions, experiences, and beliefs related to the research topic from key participants (DeJonckheere & Vaughn, 2019). If the researcher wants to collect qualitative data using open-ended questions to understand the

participant's beliefs, thoughts, and perceptions about a certain topic and unravel potentially sensitive and personal issues, then semistructured interviews are a wise choice for data collection (DeJonckheere & Vaughn, 2019).

I used member checking and transcript review to enhance the reliability and validity of the data collection instruments. A commonly used technique by qualitative researchers is member checking (Iivari, 2018). More than just a data validation tool used by researchers, participants can use member checking as a reflective tool where they can consider ways to positively improve their organization (Candela, 2019). To implement member checking in this study, to ensure I accurately captured participant responses, I would reiterate what they said and ask if my interpretation was correct as needed. I also used transcript review, where I asked participants to review and approve the interview transcripts. If the participants were dissatisfied with their answers or my interpretation of their answers, member checking gave them the chance to modify or elaborate more on their initial answers.

Data Collection Technique

The interview (see Appendix A) is one of the most used techniques when collecting data for a case study (Yin, 2018). The data collection technique used in this study consisted of conducting Zoom teleconferencing semistructured interviews and reviewing publicly available company documents, which I retrieved from company websites. I used two recording devices to conduct each interview. To acquire high-quality qualitative data, researchers must develop an interview protocol (see Appendix A) in a

reliable format (Yeong et al., 2018). Researchers improve the effectiveness of the interview protocol by making sure data is collected in the time allotted (Yeong et al., 2018). A key strength and advantage in using interviews as a data collection technique are that they focus directly on the research topics of the case study (Yin, 2018). A disadvantage of conducting interviews using video conferencing software, such as Zoom, is the potential for technical difficulties (Gray et al., 2020). Despite the potential for technical difficulties, I decided to conduct interviews through video conferencing was best, especially to accommodate for certain COVID-19 restrictions. Towards the end of the interview protocol, the interviewer should ask an open-ended question that gives the participant a final chance to freely share any closing remarks or thoughts (Yeong et al., 2018).

Member checking allows participants to take part in the research process by researchers giving participants the ability to fact check and authorize the researcher's interpretations of the data provided by the participants, which helps increase research credibility and validity (Iivari, 2018). During the interviews, if I needed to clarify a participant's response, I would interpret their response and ask them if my interpretation was accurate. Also, I used transcript review, where I provided all participants with the interview transcripts for their review and approval. All participants reviewed and approved the interview transcripts I provided them.

Data Organization Technique

I implemented effective data organization techniques by appropriately labeling interview documents and ensuring document protection by placing all data in a highly secured location. Audio recordings of an interview provide a more accurate interpretation compared to a researcher writing notes by hand (Yin, 2018). To ensure I did not miss important cues or disrupt the flow of the conversation, which may occur from writing hand-written notes during the interviews, I conducted all interviews using two audio recording devices. Qualitative researchers must use precautionary care measures when they prepare qualitative data for sharing purposes, which includes safeguarding data access by implementing user identification systems and strict agreements on data use (Ross et al., 2018). Following each interview, I saved the audio recording to a specifically designated folder, which is protected by an encrypted password. Inside the main folder, I created a subfolder for each of the three interviews using a pseudonym, such as P1 and P2, for each folder. Additionally, I saved the interviews to a flash drive as, again, using password protection, and stored the flash drive in a locked safe in my home. Walden University requires the maintenance of all data collected during the study for a 5-year period following the completion of the study. In accordance with Walden University guidelines, after the 5 years ends, I will destroy and erase all hard copy data, and electronic files compiled during my study.

Data Analysis

Yin (2011) suggested five stages of qualitative data analysis, which include (a) compiling, where the researcher organizes the data in a meaningful way (b) disassembling, which can include the researcher creating processes for data coding (c) reassembling, which helps the researcher to use the data to locate themes or patterns (d) interpreting, includes the researcher providing meaning to the reassembled data, and (e) concluding, where the researcher uses their interpretation to posit the research implications. I used Yin's (2011) five stages of qualitative data analysis to analyze data in my study. Researchers can use computer-assisted tools, such as ATLAS.ti, to organize and code data collected in high volumes (Yin, 2018). In this study, I used ATLAS.ti to organize and compile data into themes and strategies. I used the ATLAS.ti software to disassemble and reassemble data to help me code key themes and strategies collected from the interview data. Next, I interpreted the themes and strategies and correlated the themes and strategies to the conceptual framework and literature review. Finally, I presented a conclusion based on my interpretations of the themes and correlated them back to the research question for analysis.

Qualitative researchers use triangulation to improve validity and reliability (Moon, 2019). The triangulation method helps create a more in-depth understanding of the variables in the study, which helps researchers more fully comprehend realities about phenomena related to their study (Moon, 2019). Researchers should fully understand what data they intend to triangulate before they begin the triangulation process (Farquhar

et al., 2020). Benefits associated with using the triangulation method involve helping increase the accuracy of the study through the use and compilation of multiple data sources (Moon, 2019). Forms of triangulation involve theoretical triangulation, where a hypothesis is examined using multiple theories and investigator triangulation, which includes one or more data analysts (Renz et al., 2018). Another form of triangulation is data triangulation, where the researcher uses multiple sources to collect information (Yin, 2018). The final form of triangulation is methodological triangulation, where the purpose when proposing a single conclusion, the use of multiple methods, provides more support compared to the use of a single method (Heesen et al., 2019).

In this study, I collected data by reviewing my conceptual framework and review of the literature for possible themes and strategies related to my research question. I used these themes and strategies to help analyze the data collected from conducting semistructured interviews with multiple participants and reviewing publicly accessible company documents, which I retrieved from company websites. Additionally, I used methodological triangulation by using Microsoft Word and Excel, along with the ATLAS.ti software to manage, sort, and organize data. Since I organized recurrent themes and strategies gathered from the interviews, pull the information I collected in the literature review, and utilize multiple data collection methods, including compiling publicly accessible company documents, I concluded methodological triangulation was the most appropriate form of triangulation for this study.

Reliability and Validity

Research reliability and validity, along with the produced outcomes, play a crucial role in reflecting research quality (Hayashi Jr. et al., 2019). In qualitative research, the foundation of reliability relies on the adequacy of data (Spiers et al., 2018). Validity in qualitative research depends on the adequacy of the research in representing the phenomenon of the study (Morse, 2015).

Reliability

Reducing biases and errors in a study is the objective of reliability (Yin, 2018). Researchers using the case study design achieve reliability when they conduct research in a way where others can replicate the techniques used in the study and draw similar results (Yin, 2018). To enhance reliability in this study, I gathered data from conducting semistructured interviews with participants and implemented member checking to promote the accuracy and dependability of the data collected. I used an interview protocol (see Appendix A) to ensure each interview was conducted in a similar manner.

Validity

To achieve validity, qualitative researchers must incorporate data appropriateness to accurately depict participant experiences inside and outside the direct framework of the study (Spiers et al., 2018). Qualitative researchers use the TACT (trustworthiness, auditability, credibility, and transferability) framework to measure the rigor of their research study (Daniel, 2018). Below, I describe and explain the use of these four TACT elements, along with data saturation.

Trustworthiness

A crucial element of the relationship between the researcher and participant is trustworthiness (Johnson et al., 2020). Trustworthiness relies on research findings believability (El Hussein et al., 2015). To achieve trustworthiness, the qualitative researcher must instill in others a degree of confidence regarding the quality of the study to stimulate understanding of the research findings interpreted by the researcher (Daniel, 2018). To ensure I gain trustworthiness, I provided participants with a level of confidence by asking them to bring to my attention any reservations they have about the study or content within the study. I also told participants, once the study is complete, that they may have a copy of the finished study if they wanted.

Auditability/Confirmability

Researchers attain auditability, or commonly described as confirmability when they systematically maintain records to track decisions made during the research process, such as keeping records of sampling, data sources, and analytical procedures (El Hussein et al., 2015). An audit trail is a strategy used to ensure confirmability and dependability (Korstjens & Moser, 2018). Researchers can achieve auditability by carefully reflecting on the research process to make sure adequate documentation takes place by keeping recordings of the decisions made during the study (Daniel, 2018). To ensure I established an adequate audit trail in this study, I kept a reflective journal to ensure the authenticity of the research process and adequacy of the answers provided by the participants during the interview process to eliminate personal bias.

Credibility

Achieving credibility requires source verification regarding the data collected and a thorough data analysis description (Daniel, 2018). One method of achieving credibility is through triangulation (Daniel, 2018). The use of triangulation by researchers gives the researcher the ability to ask complimentary but various questions within their study so that the researchers understanding of one dataset might promote understanding of a different dataset, therefore bringing the researcher closer to the topic under investigation and providing a more in-depth understanding of the research problem (Jentoft & Olsen, 2019). I used methodological triangulation by using various software to collect and organize data from interviews and from analyzing organizational documents available to the public on company websites, such as employee benefits, including health insurance, life insurance, and 401(k) plans. Additionally, I used member checking by following up with the participants to review the audio recorded interviews and my interpretation of the data provided to ensure optimal accuracy and proper interpretation. The effectiveness of member checking relies on the time, ability, and willingness of the participant to provide feedback during the follow-up process between the researcher and participant (Caretta & Pérez, 2019).

Transferability

The notion of transferability relies on the researcher's ability to accurately convey the study's findings in congruence with data obtained by the participants in the study (Daniel, 2018). To achieve transferability, the researcher is responsible for providing a

“thick description” of the research process and the participants so the reader can determine if the findings provided by the researcher can transfer to their personal situation (Korstjens & Moser, 2018). I meticulously documented and provided high detail using thick descriptions of the findings to improve the ease of this study’s transferability.

Data Saturation

Qualitative researchers achieve data saturation, or informational redundancy, when they do not see or hear new information, meaning the data collected is sufficient (El Hussein et al., 2015). I also relied on member checking to ensure data saturation. In qualitative research, researchers use member checking by sharing the audio and interpretations from the interview with the interviewee for approval (McGrath & Nilsonne, 2018). To reach data saturation, conducted Zoom teleconferencing semistructured interviews until no new information or themes appeared. I continued to perform semistructured interviews with participants and use member checking until I achieved data saturation.

Transition and Summary

The purpose of this qualitative multiple case study was to explore retention strategies nursing managers use to reduce voluntary nursing turnover and improve organizational profitability. In section 2, I restated the purpose statement to ensure clarification of the objective of this study. Next, I provided descriptions and information regarding the role of the researcher, participant selection, and rationale for the research method and design. I also discussed the importance of ethical research along with the

data collection and analysis process. Lastly, I discussed the steps used for achieving research reliability and validity. In section 3, I will include the findings of the study, an application to professional practice, implications regarding social change, recommendations for future research and actions, followed by a conclusion.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore the retention strategies nurse managers use to reduce voluntary turnover of nurses and promote job satisfaction. I used the unfolding model of voluntary turnover and the job embeddedness theory as the conceptual frameworks for my study to explore retention strategies nurse managers in Illinois use to reduce voluntary turnover of nurses. I conducted video conferencing interviews through Zoom with three individuals with nurse manager experience at three hospitals who have implemented strategies to reduce voluntary nurse turnover. The three main themes resulting from the interviews and analyzing publicly available company documents that contribute to reducing voluntary nurse turnover were (a) employee-organization relationship (communication), (b) benefits, rewards, and recognition, and (c) employee engagement and participation.

Section 3 includes the presentation of the findings, applications for professional practice, and implications for social change. Additionally, in Section 3, I discuss recommendations for action and future research. I finish Section 3 by sharing my reflections and a conclusion.

Presentation of the Findings

The process I used to collect data for my study involved semistructured interviews with participants using the video conferencing software Zoom and analyzing publicly available company documents to identify strategies nurse managers use to reduce

voluntary nurse turnover. Prior to each interview, I emailed each participant an invitation to participate in my study with a consent form attached to the email and asked if participants agreed to participate in my study. I asked them to respond to my email with the words “I consent.” Once I received consent, I scheduled Zoom video conferencing interviews with the participants. Before each interview began, I asked all participants for their consent to record the interviews using two recording devices. All interviews lasted no more than 30 minutes. I followed the interview protocol (see Appendix A) when conducting each interview. In addition to the seven predetermined questions, I asked participants follow-up questions when necessary. Following the interviews, I reiterated to the participants that I would transcribe the interviews and email each participant the interview transcripts and my interpretations of the interview transcripts for their review and approval. All participants reviewed and approved the interview transcripts and my interpretations of the interview transcripts I provided them. I concluded the interviews by thanking participants for their time and willingness to participate in my study. The research question in this study was: What retention strategies do nurse managers use to reduce voluntary nursing turnover?

For member checking, I provided all participants with a copy of interview transcripts and my interpretations of the interview transcripts for their review and approval. I asked participants to review interview transcripts and my interpretations of the interview transcripts and either respond to my email stating they approve or let me know if they disagreed with any of the information provided or wanted to modify their

answers. I used pseudonyms, such as P1 for participant 1, to name participant folders where I stored interview-related documents to protect identities of participants. Once I received approval from each participant regarding interview transcripts, I entered all three interview transcripts into ATLAS.ti so I could code and analyze data to identify themes that emerged from interviews. All three participants reviewed the three themes I sent them in my transcript interpretation email and approved my interpretations of their responses to the interview questions.

Following the third interview, I achieved data saturation and did not need to conduct additional interviews. I was able to connect the three key themes to my research question. Data analysis resulting from interviews and analyzing publicly available company documents resulted in three key themes: (a) employee-organization relationship (communication), (b) benefits, rewards, and recognition, and (c) employee engagement and participation. Table 2 reflect the summary, denoted by a percentage, of the three key themes that emerged from the interviews with all three participants.

Table 2

Summary of Strategies to Reduce Voluntary Nurse Turnover

Themes	P1	P2	P3
Employee-Organization Relationship (Communication)	100%	100%	100%
Benefits, Rewards, and Recognition	100%	100%	100%
Employee Engagement and Participation	100%	100%	100%

Theme 1: Employee-Organization Relationship (Communication)

The first theme that emerged during the interviews was the importance of the employee-organization relationship and communication. Organizations and employers rely on employees to cooperate with others within the organization, and communication is the key to achieving effective cooperation (Holzwarth et al., 2020). Managers who understand the intricacies of the employee-organization relationship, specifically the importance of effective communication, can positively influence employee job satisfaction and thus reduce employee turnover. The employee-organization relationship theme aligns with the link and fit elements associated with Mitchell and Lee's (2001) job embeddedness theory, which is one of the conceptual frameworks for this study. Also, the employee-organization relationship theme aligns with the literature review section of my study, where I discussed employee turnover and how employee turnover is connected to the employee-organization relationship. Additionally, the findings from the interviews align with the management and leadership section of my review of professional and academic literature, where I discussed transformational leadership. All three participants mentioned the importance of open-ended communication or establishing a relationship with their team of nurses, which is a crucial component of the employee-organization relationship and transformational leadership, to help mitigate voluntary nurse turnover.

P1 said:

I truly have an open-door policy, and they know that anytime they need help or another set of hands, I am there to help them, or if I cannot be there to help them,

I will find them another resource in the moment. I also ask them what keeps them there like, what keeps you on our unit, why do you want to be part of our unit? I ask them that every year during our yearly evaluation and then compile those answers as well. I think it is really amazing to see all of their correlated answers, and I post it all so that they can see it too, like this is what your coworkers or your colleagues say about why they want to stay here.

To promote nurse job satisfaction, managers must develop a relationship with their team, which helps foster trust and a willingness to communicate with one another openly. Managers should continuously try to strengthen their social skills to effectively communicate with their team (Hicks, 2020). Leaders at the senior level help influence internal communication, which dictates how the organization is perceived (Men & Yue, 2019). P2 stated:

For me personally, it is just developing a relationship with each of them. I would ask questions such as, how are your kids? How is your husband? You are going back to school, how is that? Your car broke down, did you get it fixed? Here are the bus routes. So just getting to know them on a personal level. I care a lot about people, so that is not hard for me. Some of my fellow colleagues are huge introverts, so that's difficult for them, but for me, it is just about developing a relationship with them.

For nurse managers to communicate with their team of nurses in an effective manner and make nurses feel appreciated, they can include nurses in the decision-making

process (Tang, 2019). Managers may help reduce voluntary nurse turnover by creating an environment where open communication is encouraged and allow their staff to have a voice in the decision-making process. P3 said:

Open communication is big. So, we have huddles every morning and every evening where we let the staff know things that are going on and changes and keeping them up to date on patient satisfaction scores and things we are working on to increase patient satisfaction, and so that helps too. It also brings them into the decision making because we bring them into the table to discuss things we are going to be doing with patient satisfaction or collect ideas on things we need to try.

Findings Related to the Conceptual Framework

The findings from the interviews align with the fit and link elements of the job embeddedness conceptual framework. When organizational managers provide an encouraging and constructive environment for employees to work in, managers can help employees feel a sense of pride and identity between themselves and the organization (Men & Yue, 2019). Additionally, when employees feel more linked to their community or organization, their desire to perform at optimal levels and surpass management and their fellow employees' expectations increases (Susomrith & Amankwaa, 2019). Therefore, nurse managers can positively influence nurse fit and link embeddedness by creating an environment where open communication between managers and nurses is encouraged.

Findings Related to the Literature Review

The findings from the interviews also align with the employee-organization relationship section found in my review of the professional and academic literature. Communication is crucial in establishing a positive employee-organization relationship. When organizational leaders communicate information to employees, whether the information is positive or negative is known as accountable transparency (Lee & Queenie Li, 2020). P3 mentioned how when leaders can build a relationship based on trust with their staff, leaders can help reduce voluntary turnover of nurses. When team members struggle to communicate in an effective manner, team members might find it more challenging to effectively exchange ideas and information, which can negatively influence the performance of the team (Eisenberg et al., 2019).

The findings from the interviews also align with the management and leadership section of my review of professional and academic literature, specifically where I discussed transformational leadership. Leaders who implement transformational leadership can considerably influence employee job satisfaction and commitment to the organization (Xie et al., 2020). The success of a transformational leader relies on the leader's ability to offer inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration (Eisenberg et al., 2019). Based on the findings from the interviews, all participants appeared to display characteristics of transformational leadership based on their techniques to communicate with their team to strengthen the employee-organization relationship effectively.

Theme 2: Benefits, Rewards, and Recognition

The second theme comes from both interviews with participants and publicly available company documents. When organizations and managers offer rewards to employees to keep employees motivated and establish a positive atmosphere for employees to work in, the rewards managers provide can positively influence employee retention (Koo et al., 2020). I analyzed publicly available company documents, and among the participants, all three participants work at hospitals that have wellness programs. P1 and P3 work at hospitals where employees can participate in the wellness program by completing health and wellness challenges for a chance to receive additional money added to their paychecks each pay period. P2 works at a hospital where employees can participate in a wellness program, and if they earn enough points, they receive a health insurance premium discount. This theme involves employee benefits, rewards, and recognition. All three participants mentioned the Daisy award, which is an award given once a month to an RN who exceeds expectations and goes above and beyond to do their job and positively influence patient satisfaction. P1 said:

Then the Daisy winner of the month we followed the national Daisy protocol that they get a \$500 tuition credit to Chamberlain for continuing education. They get a bouquet of daisies, and then because the Daisy foundation was made out of an adverse event that happened to a patient and that patient's favorite food was cinnamon rolls, the whole unit gets cinnamon rolls as well. Then if a person really makes an impression or if I overhear a really good interaction in the moment

when I am up on the units, I will keep a little list on a piece of paper that I carry in my pocket, and then I will go back to my desk, and I'm big on handwritten thank-you notes so I will write like “‘insert name,’ I think you did a great job. I overheard you talking to your patient about the reasons why they needed to stop smoking and going to cardiac rehab. I really think that you're trying to carry out the mission of the hospital”. I send the thank you notes to their homes.

Managers can recognize employees for a job well done by providing them with either monetary or nonmonetary rewards as a sign of appreciation. When employees are rewarded and recognized for their hard work, employees might feel appreciated and can make them feel more connected with their job and organization, which can positively influence employee turnover. P2 said:

We have a couple of avenues for that one. We do what is called attitude of gratitude cards, and they are just little postcards that are stationed throughout the unit that patients can grab. So, anytime I received an attitude of gratitude card for a staff member, I would present it at that huddle and read what the patient said about them, and it gets posted on a bulletin board on the unit. Then as an organization over in the human resources department, they have these little reward cards. They are basically little credit cards, and if you get one of them, you can cash it in for a meal ticket or movie box. If you get two of them, you could get a stainless-steel Tumblr or a tote bag. If you earn three of them, you could get an umbrella. They are always changing what they offer. We have a clinical ladder

where there are four tiers, and every tier gets you a 5% increase in your pay. We also have Daisy awards, so patients could submit that to hospital staff. So, a lot of my attitude of gratitude would go into the Daisy bucket as well, and the Daisy team would review those and choose one nurse usually every quarter, and they get a little write-up, and their picture gets hung in the cafeteria, which apparently is a big deal, and I think they even get an extra PTO day for that Daisy award.

Nurse managers can recognize a nurse for their hard work in various ways.

Formal recognition can come in the form of a hand-written note or informal recognition, which can include a brief discussion during the workday (Tang, 2019). P3 said:

I also send out personalized cards, which I write, to two to three people a week that I know or have seen what they have done or something specific that I have seen. So, I might see somebody helping some older gentleman that is not on their unit into his car. I will recognize that person and write that in the card, so they get it in their mailbox at their house, and it is a lot more special that way, and they, also a lot of times, have no idea that I saw them. So, it also reinforces that they always need to be acting in a professional manner and being helpful because you never know who is watching. Those are just a couple of things, but then we also have our nursing recognition programs like the Daisy award that we started here. We have a clinical ladder that we started here in which nurses get paid a bonus for meeting certain things within the clinical ladder.

Transactional leaders build a relationship with followers based on the exchange of needs among the followers and leaders (Poels et al., 2020). A nurse manager who uses transactional leadership can provide nurses with rewards, in the form of cash bonuses, in exchange for their hard work, loyalty to the organization, and the ability to continuously meet expectations. P3 said:

I think some things that I would like to see done are retention bonuses for nurses. So, we do a lot of sign-on bonuses for nurses across the country for critical spots, and we pay people \$15,000 to \$20,000 extra to come work there, but then we do not really do much to keep them there. Turnover costs tons of money. I mean, the last estimate I heard is roughly around \$90,000 to turn over each nurse, and that is not in salary. That is in total everything, training, benefits. It is all kinds of stuff. So, every time you lose someone, just count on, say, \$100,000 in costs. So why not reinvest that into the people that are staying.

Findings Related to the Conceptual Framework

The findings from the interviews and review of publicly available company documents align with the sacrifice element of the job embeddedness conceptual framework. Emotional rewards managers can implement include recognition, opportunity, and compliment or material rewards such as incentives and promotions (Koo et al., 2020). For nurse managers to retain valued employees, they must understand what motivates people. Some employees might prefer a simple thank you card from their manager thanking them for their hard work, while others might prefer financial rewards

or bonuses. Therefore, alignment between the conceptual framework concerning sacrifice job embeddedness by Mitchell and Lee (2001), the interviews, and analysis of the publicly available company documents, suggest employees may remain at an organization because they do not want to sacrifice or lose their benefits, rewards, and recognition employees receive from their job.

Findings Related to the Literature Review

The findings from the interviews and review of publicly available company documents align with the management and leadership section of my review of the professional and academic literature, where I discussed how managers could use transactional leadership to reward and retain employees and transformational leadership to recognize employees for a job well done. The two elements of transactional leadership include contingent rewards, where leaders provide followers with tangible or nontangible rewards when the followers complete required tasks, and active management by exception, where the leaders observe the follower's work and correct any mistakes that may have occurred (Poels et al., 2020). All participants interviewed reflected that they use transactional leadership by offering rewards, such as the Daisy award, or transformational leadership by writing thank you cards to nurses in recognition of a job well done. Further, my analysis of publicly available company documents reflected various benefits and opportunities for rewards to recognize employees for their hard work and dedication.

Theme 3: Employee Engagement and Participation

The third theme that emerged from the interviews is employee engagement and participation. All participants discussed the importance of employee engagement and participation during the interviews. Koo et al. (2020) mentioned empowerment as a form of emotional reward. Nurse managers who implement strategies to drive nurse engagement and encourage participation can positively influence nurse retention. P1 said:

In order to drive organizational commitment, I try to make sure that they feel involved in decisions and empowerment is the most important thing to me and that they feel like they have voices, and they are heard. Even if maybe the answer that I give them back or receive from either my leader may not be the answer that they want, I make sure that I circle back and have closed-loop communications so that they know what the outcome was of their question.

Employee participation can benefit the strategic planning and decision-making process by employees sharing specific organizational information they have acquired (Kokkinis & Sergakis, 2020). When an employee has a desire to share their expertise with fellow employees or managers, the employee might experience an increase job satisfaction (Hicks, 2020). P2 said:

I think that just being involved in their units and being involved in committees outside of their unit to serve the greater organizational purpose. Also, there are some conferences that they could go to and be a part of, and they could network through those organizations. So that those are the three main things, get involved

in your unit, be involved in the organization, and then get outside of your local area and become a member of a chapter of the American Nurses Association.

They have local chapters for that.

Nurse managers can engage their nurses by asking them to help make decisions regarding policies, procedures, or nursing practices and making sure the suggested changes are put into effect (Tang, 2019). Further, when organizational managers provide employees with the ability to participate in corporate governance, managers can provide employees with the opportunity to ask management for approval regarding financial resources, material, or support needed to produce their innovative suggestions (Zhou et al., 2019). P3 said:

You engage your stakeholders, which are our colleagues, by bringing them into the process. This helps them have ownership. So that also helps with turnover by creating an environment where people feel it is inclusive and like they have a say in their job. We also use shared governance, which is a platform for staff nurses in particular to discuss processes and changes they want to make, and then we bring that to the leadership level and discuss how to implement that and circle back around with the team on the implementation piece.

Findings Related to the Conceptual Framework

The findings from the interviews align with the fit and link elements of the job embeddedness conceptual framework. Organizational leaders who understand job embeddedness can improve employee retention by offering opportunities for growth,

rewards, and displaying fairness among employees (Susomrith & Amankwaa, 2019). For instance, nurse managers can promote nurse fit and link embeddedness by encouraging them to engage and participate in opportunities for growth, such as motivating them to join committees, attending continuing education nurse conferences, or obtaining additional certifications. Nurse managers who can effectively engage their nurses and inspire participation may help nurses feel a greater sense of fit and link with their job and organization, which can ultimately reduce voluntary turnover.

Findings Related to the Literature Review

The findings from the interviews align with the employee engagement and participation section found in my review of the professional and academic literature. Employees who participate and engage in corporate governance in their organization can influence outcomes by having a voice in organizational processes (Zhou et al., 2019). Therefore, nurse managers who effectively engage their team of nurses and encourage them to participate inside and outside the organization can positively influence job satisfaction and thus reduce voluntary nurse turnover.

Additional Findings Related to the Conceptual Framework and Literature Review

The findings from the interviews align with the unfolding model of voluntary turnover conceptual framework and the age section found in the review of professional and academic literature. P1 said:

A lot of nurses you see in the hospital are young. So, they go to the hospital right out of nursing school to gain experience, and then they move on to other career

paths, and it is like a stepping stone in a normal career progression, which I think is positive turnover. They become CRNA's or nurse practitioners, nursing educators, or maybe they start out on the general unit and then moved to a critical care area as their career progression or specialization. I think that is a positive turnover. Another reason why I see nurses turn over is because as they start to have families, bedside nursing is not always conducive to being able to go to all of the school parties or all of the soccer games. So, there is a lot of scheduling conflicts at times, and then in my own department, I have a fair amount of people that after they worked here for a year or two some of them will relocate or they will want to travel because they got their two years' experience under their belt and then at that point, they can make more money, and they want to see the world.

The comment made by P1 aligns with the shock elements of the unfolding model of voluntary turnover by an employee experiencing personal shocks, such as deciding to start a family, as mentioned by P1, or job offer shocks where employees may pursue a higher paying job, which P1 also mentioned. The comment also aligns with the age section of my review of professional and academic literature because P1's comment mentions how the age of an employee may contribute to voluntary turnover.

Applications to Professional Practice

When nurses turn over, the results impact time, money, morale amongst the remaining nurses, and patient care quality (Kiel, 2020). The results of this study could help business leaders understand why some employees voluntarily quit their jobs and

what strategies they can use to mitigate voluntary employee turnover. The three themes I identified that emerged from data collection were (a) communication within the employee-organization relationship, (b) benefits, rewards, and recognition, and (c) employee engagement and participation. Professional practice leaders might use these three themes to implement strategies to influence voluntary employee turnover positively.

In this study, the participants discussed how establishing effective communication related to the employee-organization relationship is a crucial factor in reducing voluntary nurse turnover. A manager's communication style and how managers display their chosen communication style to employees impacts employee job satisfaction (Hicks, 2020). Managers can create an effective employee-organization relationship with their team members by using open-communication as a way for employees to feel valued and heard, which can drive job satisfaction and reduce turnover.

Additionally, based on interviews with participants and analyzing publicly available company documents, employees may decide to remain at their job and organization if they are provided with sufficient benefits, rewards, and recognition. Managers who recognize employees by providing them with rewards for achieving required tasks use the transactional style of leadership (Hannah et al., 2020). Organizations and managers who recognize the hard work of employees by providing them with rewards and benefits, such as offering employees cash rewards for participating in the organizational wellness programs, can increase job satisfaction and reduce voluntary turnover.

Lastly, during the interviews, the participants suggested that managers who implement strategies to promote employee engagement and participation can help reduce voluntary turnover. When managers engage, inspire, motivate, and encourage employees to participate in the decision-making process, they utilize the transformational form of leadership (Hannah et al., 2020). Managers should understand what leadership styles work best for their team. Further, managers might find they must incorporate both transformational and transactional leadership to promote employee job satisfaction. Understanding what drives and motivates different people is crucial for managers. Managers who develop creative and innovative strategies for employees to engage and participate inside and outside the organization can help employees develop a deeper sense of value within their job and organization, which can mitigate voluntary turnover.

Implications for Social Change

The results of this study can positively impact social change by helping nurse managers understand the key strategies needed to retain valued nurses. Improving nurse retention can help improve the quality-of-care patients receive by strengthening nurse job satisfaction, promote a degree of job stability among nurses and their families, and potentially reduce healthcare costs resulting from decreased turnover costs, which could benefit community members by providing members of the community with more affordable, higher quality, and reliable healthcare services which can augment an individual's self-worth and dignity. Managers at healthcare organizations could pass the

nurse turnover cost savings to community members by providing patients with more affordable medical services.

Nurse managers play an important role in improving nurse retention and positively influencing nurse job satisfaction (Tang, 2019). When nurses unexpectedly quit their jobs, the remaining nurse staff stress levels can increase because the remaining nurse staff must pick up the workload from the nurse who quit, which can impede the quality-of-care patients receive. Additionally, when nurses are required to fill the gaps resulting from another nurse quitting, they are expected to pick up extra hours, which takes away valuable time they could spend with their families. Therefore, in alignment with the interviews, I conducted in this study, nurse managers should continuously communicate with their nurses and provide them with incentives and offer opportunities for nurses to engage and participate within their organization, which can positively influence job satisfaction and nurse retention. When hospital managers and healthcare organizational leaders can effectively retain nurses, managers can positively impact social change by providing patients, who are community members, with a degree of confidence that when they are patients at a hospital or healthcare facility, they will receive high-quality patient care provided by a full staff of nurses.

Recommendations for Action

The results of this study can provide nurse managers at hospitals and other healthcare facilities with strategies to help reduce voluntary nurse turnover. Based on my findings for this study, I have three recommendations for action. The first

recommendation I propose is for nurse managers to foster the employee-organization relationship by incorporating effective open communication techniques. Nurse managers could increase nurse job satisfaction and reduce nurse turnover by building a relationship where nurses are encouraged by the nurse manager to openly communicate any questions, issues, or recommendations they have related to their job. If nurses feel like their comments are not only heard by management, but that management makes an effort to address their comments, it could make promote trust and respect within the employee-organization relationship.

A second recommendation I suggest is for nurse managers to create strategies based on benefits, rewards, and recognition to increase nurse job satisfaction to improve retention. Nurse managers must understand what drives and motivates everyone on their team. For some nurses, a simple thank you card recognizing their hard work goes a long way, while other nurses may feel appreciated by receiving a cash bonus or other forms of tangible rewards, such as the Daisy award mentioned during the interviews, for exceeding expectations. Further, organizations can include a variety of benefits and incentives for employees who display loyalty to the organization by remaining at their job for a certain number of years. As mentioned by P3 during the interview, hospitals can pay employees retention bonuses for their proven commitment and number of years with the company.

Finally, nurse managers should encourage nurses to engage and participate inside and outside the organization. Nurse managers can engage their team of nurses by continuously asking them for their opinions and bringing them in on the decision-making

process. Also, nurse managers can encourage a nurse to participate in events inside and outside the organization. For example, a nurse manager could suggest to a group of nurses that they all attend a charity event hosted by their organization or collectively attend a nursing conference in the area to network with other nurses.

Once the findings of this study are published, I can disseminate results to nurse managers in Illinois who are seeking to improve their nurse retention strategies. The results can be discussed during continuing education conferences for nurses and during organizational meetings held by hospital management. Also, the results could be dispersed in academic nursing journals.

Recommendations for Future Research

The purpose of this qualitative multiple case study was to explore the retention strategies nurse managers use to reduce voluntary turnover of nurses and promote job satisfaction. In this study, I interviewed three individuals with nurse manager experience who implemented strategies to reduce voluntary nurse turnover. Since my sample size included three participants who work at three hospitals in Illinois, a recommendation for future research is to incorporate a larger sample size. For example, future research related to this topic could use nurse managers in various regions of the United States or interview nurse managers in various regions in different countries.

Additionally, future research can utilize quantitative research to compile data regarding nurse retention strategies, where this study focused on qualitative research. Perhaps quantitative research will allow researchers to reach a large population. Further,

this study focused on nurse retention strategies among nurses who work at hospitals. Future research can include nurses who work in nursing homes and surgery centers. A researcher who includes a large array of nurses could provide meaningful results regarding optimal strategies nurse managers can use to retain nurses effectively.

Reflections

The DBA journey was challenging but enjoyable. I knew that achieving a doctoral degree would not come easy, and I would have to overcome several obstacles if I wanted to fulfill my dreams of becoming a doctor in business administration. Ever since I was in high school, I told myself I would push my intellectual ability until I could no longer succeed. I hold myself to high standards and expectations, and achieving a DBA pushed me to my full academic abilities. Throughout the program, I was required to spend countless hours conducting research if I wanted to be successful in this program. All my hard work and the sacrifices my family and I have made paid off. For that, I am grateful.

Nurse turnover has intrigued me ever since I worked as an accountant at a hospital. Also, my wife is a Certified Registered Nurse Anesthetist, which made my interest in the topic even greater. Despite my past work experience and my wife having experience in the industry, I abided by Walden University's standards to ensure I did not incorporate personal bias in my research process. Conducting this study proved to me that not only nurse managers but business leaders should concentrate on developing an effective employee-organization relationship built on communication, utilize rewards,

benefits, recognition, coupled with promoting employee engagement and participation to influence employee retention positively.

Conclusion

The purpose of this qualitative multiple case study was to explore the retention strategies nurse managers use to reduce voluntary turnover of nurses and promote job satisfaction. I used Mitchell and Lee's unfolding model of voluntary turnover and job embeddedness as my conceptual framework to understand what strategies nurse managers in Illinois used to reduce voluntary nurse turnover.

I identified three main themes in this study. The themes were (a) employee-organization relationship (communication), (b) benefits, rewards, and recognition, and (c) employee engagement and participation. The themes align with the conceptual framework and review of professional and academic literature. The findings of this study can positively influence social change by providing not only nurse managers but business managers with strategies to reduce voluntary employee turnover effectively. Reducing nurse turnover could save hospitals money and allow them to pass the cost savings on to their community by providing patients with more affordable health care. Further, the findings could positively influence managers in general by providing them with key strategies they can implement into their leadership techniques to provide their team with a positive and open communication environment while utilizing rewards and recognition to promote engagement and participation. Employers who utilize the strategies discussed in this study can reduce voluntary employee turnover.

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Appendix A: Interview Protocol

Interview Format

- Meet participants at the agreed-upon location and time.
- The interview will require approximately 30 minutes.
- Before the interview begins, I will ask participants to refer to the invitation email and consent form where they stated “I consent” to the interview and ask them if they had any further questions before starting the interview.
- All interviews will follow the same interview protocol.
- Greet participants and provide a short introduction about myself.
- Briefly discuss the purpose of the study with participants.
- Ask participants for their consent to record the interview.
- With verbal consent, I will use two recording devices to record the interview.
- Thank all participants for voluntarily participating in the study and inform them I will e-mail them the interview transcripts for their review and approval (member checking).

Opening Statement

My name is Luke Nicholson. The purpose of this study is to explore the strategies Nurse managers use to reduce nurse turnover in the healthcare industry. Before the interview begins, I will discuss with you the purpose of the research I am conducting and obtain your consent to continue with the rest of the interview. If needed, please ask me to repeat any of the questions. Following the seven predetermined interview questions, I will ask

follow-up questions if needed. Please review this consent form I have provided you with prior to the interview. I will store the original documents in a locked safe for 5 years. After 5 years, I will destroy the original documents. As a reminder, your participation in this interview is voluntary, and if you decide you want to stop the interview and withdraw from the study, please let me right away. Once again, at your discretion, you may withdraw from participating in this study at any time without repercussions. Following the interview, I will e-mail you the interview transcripts for you to review and approve to achieve sufficient member checking. Can I answer any questions for you prior to starting the interview? With your permission, please say yes or no if this is okay with you. (Once the participant says yes, I will begin recording the interview). I will start recording the interview now using two devices.

Interview Questions

1. What strategies do you use to reduce voluntary turnover of nurses?
2. What strategies do you use to drive nurses' organizational commitment?
3. How would you assess the effectiveness of your organization's strategies to mitigate voluntary nursing turnover?
4. What strategies do you use to promote nurses' job satisfaction?
5. How are nurses recognized for outstanding performance?
6. What is the most valuable lesson you have learned to decrease voluntary nurses' turnover?

7. What additional information would you like to provide regarding strategies to reduce voluntary turnover of nurses?

(If needed, I will ask follow-up questions)

Closing Statement

Thank you (Name). With the help of your participation, this study can provide the healthcare industry with successful nurse retention strategies relevant to healthcare research. I will provide you with the interview transcripts and my interpretations of the interview transcripts for your review and approval. I will send you an e-mail with this information for you to review to ensure I accurately captured your responses.

Appendix B: Participant Invitation Email

[Date]

Subject: Invitation to Participate in a Doctoral Research Study

Dear [Recipient],

My name is Luke Nicholson, and I am a doctoral student at Walden University. I am conducting my doctoral study on strategies to reduce nurse turnover in the healthcare industry. My mission is to interview nurse managers who have implemented strategies to successfully reduce voluntary nurse turnover. I would like to interview nurse managers who meet the following criteria:

- Serves as a nurse manager in the healthcare industry
- Has implemented strategies to reduce nurse turnover

To collect the data and to further understand the subject of my study, I will conduct semistructured face-to-face or video conferencing (via Zoom, to accommodate certain COVID-19 regulations) interviews. Once I finish compiling the data needed for my research and complete my study, I will provide you with the research findings. If you elect to participate in the study, please note your participation in this study is voluntary, and at your discretion, you may withdraw at any time. Attached, please find the consent form for your review. The consent form includes information regarding the research and the rights you have as a participant in the study. If you are interested in participating in this study, please reply to this email with the words “I consent.”

Kindest regards,

Luke Nicholson, MBA

Walden University Doctorate (DBA) Student