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## Leadership Strategies to Reduce Employee Turnover in the Health Care Industry

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# Walden University

College of Management and Technology

This is to certify that the doctoral study by

Sheila A. Redmond

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Walden University  
2021

Abstract

Leadership Strategies to Reduce Employee Turnover in the Health Care Industry

by

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MSAC, Strayer University, 2003

BS, Virginia State University, 1991

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

October 2021

## Abstract

In 2018, over 3.1 million United States health care employees vacated their jobs. Leaders who lack strategies to reduce employee turnover impose a significant financial burden on health care organizations. Grounded in transformational leadership theory, the purpose of this qualitative single case study was to explore strategies health care leaders use to reduce employee turnover. Participants were five health care leaders from a hospital in Virginia who implemented successful strategies to reduce employee turnover. Data were collected from semistructured interviews and document reviews. The themes extracted using the thematic data analysis were work-life balance, employee engagement, training, and job dissatisfaction. A key recommendation for health care leaders is to provide employees with daycares on-site, flexible schedules, remote work, and commuter subsidies to balance work-life activities. The implications for positive social change include the potential to reduce employee stress, increase employee morale, improve employee interactions with family, and increase spending in the community.

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## Dedication

The work of the many health care professionals who put their lives on the line every day to save civilian lives is heroic, and for that I dedicate this study to all those who serve on the health care front lines. My niece who is in the health care field survived H1N1 and COVID-19. You are the wind beneath many patients' wings. My late father, Oswald Redmond, Sr., and Barbara Redmond made it a priority for their seven children to go to school every day because learning was so important to them for us to succeed in life. My grandparents instilled faith, trust, and love in me at an early age and gave me the foundation to realize that no matter what you are faced with in life, trust God and he will see you through any obstacles. My aunts and uncles set the example to achieve the highest potential with your being and not let anything or anyone get in the way of goals in life. My late grandfather Herbert Ellie Page said to me when I was a little girl, "No matter what man tries to take away from you, one thing they cannot take is what is inside of your head." He encouraged me to go to school to learn all I can and keep going because knowledge is the key to success. My sisters and brothers understood when I had to miss events because I had schoolwork. You all have been the constant support throughout my life. My nieces and nephews, who kept a smile on my face even when I did not feel like smiling, you are my sunshine on cloudy days. God granted me the serenity to understand the things I cannot change and the wisdom to know the difference.

## Acknowledgments

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## Section 1: Foundation of the Study

Health care leaders play a significant role in employee turnover. Leaders in the health care industry must remain proactive in implementing strategies to retain employees in their organization. Health care leaders have a significant impact on employee performance and may lead to job dissatisfaction and patient dissatisfaction (Ennis et al., 2018). The strategies that leaders use to reduce employee turnover are critical in improving employee satisfaction and patient care (Mas-Machuca et al., 2016). This qualitative single case study was conducted to explore strategies that health care leaders use to reduce employee turnover.

### **Background of the Problem**

The retirement of the baby boomer generation in the 21st century has made room for a new generational workforce. To retain employees, organization leaders place importance on offering workplace flexibility to attract and retain employees (Steward et al., 2017). As new generations enter the workforce, business organization leaders have implemented new strategic planning to fit the characteristics of newer generations (Tsai, 2017). Organization leaders recognize the importance of retaining skill sets and abilities to develop short- and long-term growth (Stuetzer et al., 2018). In particular, the need for precise and fast results in the health care field has attracted a new generation of workers (Towner & Muñoz, 2016).

Leaders have evaluated the new generation's expectations for employment in the health care industry to minimize high turnover rates (Baker, 2017). According to the United States Department of Labor, Bureau of Labor Statistics (2018), 5 million people

entered the workforce in 2015, about 2.98 million employees voluntarily left their positions, and 2.02 million were fired. Minimizing turnover is a highly researched phenomenon within business management (Stuetzer et al., 2018). Tsai (2017) considered employee turnover unpredictable and difficult to prevent; nevertheless, maintaining an organization with skilled employees created stability and saved organizations millions in staffing. Tsai also noted that health care leaders noticed an increased cost associated with turnover in the early 1960s.

### **Problem Statement**

Employee turnover costs organizations over \$250 million annually (Okpala, 2018). As of 2018, health care industry leaders reported 3.1 million job separations from health care employers (United States Department of Labor, Bureau of Labor Statistics, 2018). The general business problem was that employee turnover is a significant financial burden on health care organizations. The specific problem was that some health care leaders lack strategies to reduce employee turnover.

### **Purpose Statement**

The purpose of this qualitative single case study was to explore strategies that health care leaders use to reduce employee turnover. The target population consisted of five health care leaders from a hospital in Virginia who implemented successful strategies to reduce employee turnover. Reducing employee turnover may promote a more sustainable health care system that provide long-lasting benefits for patient care and the community through a more stable workforce.

### **Nature of the Study**

Klenke (2016) defined qualitative methodology as a research process for understanding individuals' motives and opinions while thematically exploring their previous experiences through open-ended questions. I asked open-ended questions to explore strategies that health care leaders used to reduce turnover, which made the qualitative method the best suited for my study. Young (2016) stated that researchers use quantitative methodologies to assess numerical values assigned to events to test the validity of hypotheses. Quantitative methods were not appropriate for the current study because I did not test a theory or hypotheses. Gokaldas (2016) indicated that the mixed-methods approach is the combination of qualitative and quantitative methods involving philosophical assumptions. The mixed-methods approach was not a suitable choice for my study because I did not test a theory or hypotheses.

For this qualitative study, I considered three designs: ethnography, phenomenological, and case studies. Gokaldas (2016) defined ethnography as a systematic study of subjects and cultural phenomena. The ethnographic design was not appropriate because I did not collect data involving cultural phenomena. The phenomenological design is the process of exploring the beliefs and lived experiences of individuals by exploring themes in textual data from interviews (Young, 2016). The phenomenological design was not appropriate for my study because I did not explore the beliefs of participants but rather explored strategies that health care leaders used to reduce turnover. Bloomberg and Volpe (2018) defined a case study as an in-depth analysis of a particular group or individual units to understand the environment that

contributed to behaviors. I used a single case study to explore a single phenomenon. Researchers use a single case study by analyzing multiple data sources, such as interviews, record examinations, and personal experiences to understand one phenomenon (Renz et al., 2018). Researchers use the multiple case study design to answer the interview questions of *what*, *how*, and *why* when comparing two or more phenomena. For this study, I used multiple sources including interviews and company documents to understand strategies to reduce employee turnover. I conducted an in-depth analysis of strategies health care leaders used to reduce employee turnover; therefore, the case study design was the most appropriate design for this study.

### **Research Question**

What strategies do health care leaders use to reduce employee turnover?

### **Interview Questions**

1. What strategies do you use to reduce employee turnover?
2. How do you evaluate employee strategies?
3. What are the reasons departing employees provide for leaving the organization?
4. What are the challenges you have faced in improving employee turnover?
5. How did you overcome these challenges?
6. What additional information would you like to share regarding strategies used to reduce employee turnover?

## **Conceptual Framework**

In 1978, J. M. Burns developed the transformational leadership theory. J. M. Burns created the transformational leadership theory to identify a framework in which leaders considered employee expectations, perceptions, and motivations to improve employee satisfaction. The key components of the transformational leadership include (a) individualized consideration, (b) intellectual stimulation, (c) inspirational motivation, and (d) idealized influence (J. M. Burns, 1978). Leaders can use the transformational leadership theory as a structured approach to minimize employee turnover (Alonso-Almeida et al., 2017). Bass (1985) expanded the transformational leadership theory by asserting that leaders influenced employees through motivation to achieve higher aspirations. Leaders can use the transformational leadership theory as a structured approach for exploring what influences employees' intent to leave an organization or how to motivate them to stay (Hom et al., 2019). Turnover is a cause-and-effect situation driven by personal factors of the employee to vacate a position (Dolan, 2016). Transformational leadership theory provided a framework to understand what motivates health care employees to leave or stay at an organization and what aids in reducing employee turnover (Dolan).

## **Operational Definitions**

*Attrition:* Attrition is a reduction in the workforce due to voluntary or involuntary circumstances. Employees or employers acquire a change in personal or professional developments that lead to finding other opportunities elsewhere (S. Y. Kim & Fernandez, 2017).

*Employee retention:* Employee retention is an employer's ability to offer incentives to talented employees to sustain the organization's success. Employers hire the right people for the right job that fits their talents and the organization's needs (S. Y. Kim & Fernandez, 2017).

*Employee turnover:* Employee turnover is the percentage or quantity of workers who leave their jobs in search of other employment opportunities (Miller, 1996).

*Job satisfaction:* Job satisfaction is an employee's interest in the job they perform that brings a sense of achievement. The employee's motivation is to enjoy the work they perform and work toward achieving and excelling in their careers (Khan & Lakshmi, 2018).

*New generation workforce:* New generation workforce is an employee workforce born at the crust of technological advances; the new generation workforce is a free-willed and artsy generation with differences in social, cultural, political, environmental, and humanitarian views than generations before them (Meola, 2016).

*Organizational commitment:* Organizational commitment is an employee's responsiveness or attitude toward an organization. The effect that an organization has on employees can determine how dedicated and loyal employees choose to perform on the job (Leen, 2019).

*Succession planning:* Succession planning is an employer's strategy of identifying and preparing new leadership with proven capabilities to continue developing and leading people and programs (Iqbal, 2016).



*Transformational leadership:* Transformational leadership is an organizational leadership style based on a democratic or autonomous approach (Bass, 1985).

*Workplace flexibility:* Workplace flexibility is a formal or informal work arrangement between employees and employers that allows the employee to choose work hours, location, and continuation of needs for family and or self in conjunction with fulfilling work obligations (Ladge & Greenberg, 2019).

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

#### **Assumptions**

Bloomberg and Volpe (2018) defined assumptions as situations or circumstances that the researcher takes for granted when conducting research. The first assumption in the current study was that interviews from five to 20 leaders in one hospital would be enough to identify trends and satisfy the need for saturation in this single case study. The second assumption was that participants would openly and honestly answer the interview questions. The first assumption was proven true based on the saturation and trends that were inevitable outcomes from the responses of the five leaders in one hospital. Participants openly shared responses to the interview questions. Participants' honesty in sharing experiences was paramount in understanding strategies they used to reduce employee turnover.

#### **Limitations**

Marshall and Rossman (2016) defined limitations as weaknesses beyond the control of the researcher. One limitation in the current study was the degree of information that leaders felt capable of divulging in interviews. Another limitation was

that the participants were limited to a single health care organization. Limitations that restricted access to an interview with multiple participants across hospital networks minimized exposure to more information. Another limitation was that health care industries were not involved.

### **Delimitations**

Bloomberg and Volpe (2018) defined delimitations as boundaries or restrictions determined by the researcher, limiting the scope of work. One delineation for this study was the geographical location, which was the Virginia area only. Another delimitation was that participants were health care leaders from one organization and the results were not inclusive of other hospitals or other industry leaders.

### **Significance of the Study**

This study may be of significance to health care leaders to learn strategies to reduce employee turnover because employee turnover is costly to organizations. The findings of this study may be used to guide other health care organizations in understanding what contributes to employee turnover. The results of the study may assist health care leaders in reducing costs associated with employee turnover. Sustainability in maintaining long-term health care providers in the health care system and maintaining skilled workers is an important factor to sustain organizations.

### **Contribution to Business Practice**

Leaders face challenges with voluntary employee turnover that disproportionately impact other workers and minimize morale (Hom et al., 2019). The current study may provide additional information on how leaders strategize and manage demands on health

care professionals and their work-life balance. The findings of this study may provide leaders with ideas on how to reduce employee turnover to improve employee work-life balance. This study may contribute to business practices by helping leaders understand what contributes to employee turnover and ways to improve employee job satisfaction to decrease their intent to leave. When turnover rates decrease, employee morale with remaining employees increases, and costs associated with turnover also decrease (Cookson et al., 2017).

### **Implications for Social Change**

This study may impact social change by reducing employee turnover, which may create a more stable workforce that affects patient care and health care services. Reducing employee turnover in health care organizations may increase employee morale and job satisfaction, resulting in better care for patients (Yusuf & Yee, 2020). When employee morale improves, employees are less stressed at home and in their community. Happier employees at work are happier individuals at home (Norris & Norris, 2019).

### **A Review of the Professional and Academic Literature**

The purpose of this qualitative single case study was to explore strategies that health care leaders use to reduce employee turnover. For this literature review, I reviewed journals, reports, scholarly seminal books, websites, research databases, and academic libraries. I used the following databases to find relevant research: Web of Science, Science Direct, EBSCO Host and Online Research Database, and PubMed. The keywords I searched included *attrition, employee, employee retention, employee turnover, job satisfaction, health care, leaders, nurses, organizational commitment, retention,*

*succession planning, transformational leadership, succession planning, and workplace flexibility.* I also used the Google Scholar search engine for relevant topics related to attrition, employee, employee retention, employee turnover, job satisfaction, health care, leaders, nurse, organizational commitment, retention, succession planning, transformational leadership, succession planning, and workplace flexibility. The total number of sources in this literature review was 108 with 98 (90.7%) published within 5 years of my anticipated graduation of 2021.

In my review of the literature, I examined the work of different authors to explore my business problem. I reviewed the literature on the conceptual framework and organized the review using the following themes: conceptual framework, leadership styles, employee turnover, and job satisfaction. All articles were peer reviewed except for one dissertation. I explored several leadership theories as a precursor to determine the framework for this case study. I chose the transformational leadership theory because it is a widely used business practice to influence organizational behavioral change. Leaders who use inspiration are more successful in effectuating and implementing positive change (Ennis et al., 2018). I reviewed literature on organizational leaders' leadership styles and the impact on employee turnover.

### **Transformational Leadership Theory**

I chose the transformational leadership theory as a conceptual framework to explore leadership retention strategies. I explored several leadership theories to determine the appropriate framework for this case study. Transformational leadership theory is recognized as the most widely used business practice to influence organizational

behavioral change. Leaders who use inspiration are more successful in effectuating and implementing positive change (Ennis et al., 2018). Leaders commonly use transformational leadership to change an organization's overall practices (Farahnak et al., 2019). The term *transformational leadership* was first introduced by Downton (1973), but J. M. Burns (1978) developed it into a theory. According to J. M. Burns, transformational leadership is defined as a conversion of a small group of people into moral agents who stimulate employees for a higher cause. Transformational leadership is the theory I used to explore health care employee turnover. J. M. Burns also theorized that organizations with transformational leaders have reduced turnover and increased employee retention. The transformational leadership style can decrease employee turnover and increase job satisfaction (Boon & Biron, 2016; Tseng, 2017). Leaders use this style in individual or group settings to implement an effective means of engaging employees and influencing organizational change (Ennis et al., 2018).

Bass (1985) expanded the work of J. M. Burns (1978), claiming that leaders' behavior influenced the way that employees were motivated by leadership styles. Leaders who use the transformational leadership style energize and empower employees by engaging them (Taylor et al., 2016).

Researchers who use transformational leadership have asserted that employees can be engaged to perform their duties based on the attitude of leadership (Aloysius, 2018). Employees' dispositions toward management play a role in ways that leaders effectively engage employees (Basile & Beauregard, 2016). Particularly, transactional leaders usually initiate an exchange of communication to engage employees (Lexa,

2017). Transformational leaders must engage employees in the execution of activities to increase participation and set standards to prevent disengagement (Norris & Norris, 2019). Through employee engagement, transformational leaders attain higher levels of employment fulfillment that benefit organizational strategy to engage employees (Nichols, 2018). Researchers have shown transformational leadership works well in environments where skilled leadership is critical (Allen et al., 2016).

Transformational leaders use inspiration to motivate employees in bringing about change. Transformational leaders are visionary leaders who transform employee behavior, which is the most effective means of transforming organizations (Sale & Thomas, 2020). Transformational leaders have a significant impact on influencing others to achieve mission-critical goals. In the health care profession, transformational leaders encourage employees through inspiration and set a clear vision of purpose and goals (Ennis et al., 2018). Transformational leaders use individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence to engage employees (Riggio, 2020). Transformational leaders encourage employees to recognize individual talents and unique traits that positively impact the work environment. The transformational leader helps employees understand good qualities in their work ethics and encourages the development in areas that increase personal growth. Transformational leaders recognize employee intellect and create a work environment to promote individualized intelligence through creativity, critical thinking, and problem-solving (Tsai, 2017). Employees with the flexibility to exercise their talents through creativity, critical thinking, and problem-solving contribute significantly to the work environment

and organization goals. Leaders' influence that motivates employees to engage in work activities increases morale and reduces turnover (Norris & Norris, 2019). Employees are influenced by leadership vision and inspired to participate in common goals in the workplace.

Dabke (2016) defined a transformational leadership style as influenced by social and cultural variances and behaviors that influenced a person's effectiveness to lead. Transformational leadership is among the most intriguing motivational leadership styles (Jones et al., 2019). Transformational leaders have five core traits, including a persuasive disposition to motivate employees (Aloysius, 2018). Krisnanda and Surya (2019) argued that irrespective of the transformational leader's audience, a transformational leader persuades the way an employee thinks and behaves, which is an exceptional achievement of the transformational leader. Transformational leaders follow their instincts when presenting themselves to audiences (Khalili, 2016).

An effective trait of the transformational leader is inspiring audiences through persuasive speech (H. Li et al., 2019). Khalili (2016) defined the following three practices of transformational leadership that are key to developing transformational leaders: following one's intuition, asking questions, and storytelling. Transformational leaders identify with the audience by telling a significant story (Jones et al., 2019).

Transformational leaders ask probing or self-awareness questions or questions that allow for self-reflection (H. Li et al., 2019). The distinguishing traits of the transformational leader are the ability to make an impression and cause significant change (Farahnak et al., 2019). Uymaz (2016) suggested that the transformational

leader's ability to captivate the audience affirmed the leader's influence. H. Li et al. (2019) argued that transformational leaders' greatest ability involves voicing a convincing picture to motivate group members to follow a defined vision. Leaders who use the transformational leadership style inspire others (Aloysius, 2018).

Transformational leaders lead with a tenacious, enthusiastic perspective to motivate and uplift morale (Norman, 2015). Transformational leaders can motivate people strategically and comprehend what makes people thrive, thereby moving organizations forward (Krisnanda & Surya, 2019).

Transformational leaders who lead with a transformational initiative ordinarily move employees through successful career development through motivation (Yaghi, 2017). Transformational leaders encourage collaboration to motivate employees to develop healthy competition, share ideas, and set obtainable goals (Norman, 2015). Leaders who consciously motivate employees are dedicated to individual engagement and common goals (Schwarz, 2017). Mufeed (2018) argued that employees in dysfunctional work environments who were not required to consider value-based practices were unlikely to achieve their full potential. Mancinelli and Acker-Hocevar (2018) claimed as a comparison that transformational leaders have similar attributes with several types of leadership, including bureaucratic leadership. Like bureaucratic leaders, transformational leaders require employee compliance with company principles. In other words, transformational leaders persuade employees to follow a regimented process in which individuals follow guidelines and policies when completing tasks (Chun et al., 2016). However, transformational leaders display traits aligned with well-being, security,



advancement, and innovativeness in quick-paced organizations, the opposite of the tenants of the bureaucratic leadership style (Tseng, 2017). Xenikou (2017) defined transformational leadership as a productive means to create activities to engage employees. Transformational leaders build trust in employees as they advance to the next level when these employees proceed onward. Employees often acknowledge their prior leaders' positive influence that attributed to their success (Jones et al., 2019).

Transformational leaders have similar attributes to situational leaders, as exemplified by leading an organization toward defined goals. For example, situational and transactional leaders rely on the mission of the organization to protect their leadership (Hersey et al., 2017). Some factors that determine how leaders decide to use transactional leadership depend on employee status, the business practices implemented, and the organization's operations (Mufeed, 2018). For instance, transformational leaders who embrace a rule-based authority are more apt to be successful at introducing new ideas and principles while engaging employees (Bacha & Ejigu, 2017).

Transformational leadership and passive leadership reinforce employee engagement using control methods to organize the activities of employees (Nichols, 2018). Transformational leaders redirect the effects of passive leadership to invest in employee development, thereby leading to better employee engagement (Uymaz, 2016). For transformational leaders to retain relationships with employees, they must collaborate and hold leaders accountable to promote employee engagement (Jaiswal & Dhar, 2017). Transformational leaders facilitate and teach followers based on their visions for the mission of their organizations (Xenikou, 2017). Transformational leaders influence

employee behavior by setting clear expectations for achieving organizational goals to be leaders of positive change.

Transformational leaders use their ability to change situations that present a negative influence toward employees (Mufeed, 2018). Leaders in health care organizations use their charismatic influence to change the negative aspects of work conditions (Aloysius, 2018). Transformational leaders' behavior and work ethics influence employee perceptions and organizational change (Aloysius, 2018).

Transformational leaders can promote and implement organizational change (Gunzel-Jensen et al., 2016). Transformational leaders create cultural norms that employees follow (Jones et al., 2019). In contrast with transactional leaders, transformational leaders inspire and encourage employees through stimulation and creativity to help them advance (K. H. Kim, 2018). Leaders with a transactional leadership style focus on incentives, structure, and short-term goals that improve organizational goals (Osievskyy, 2016). Transactional leaders reinforce the need to acknowledge the leader as an authority figure to gain rewards (K. H. Kim, 2018). Transformational leaders use inspiration to influence behavioral change, while some leaders prefer incentives to influence behavioral change (Osievskyy, 2016). Leaders who use transactional leadership theory use this theory as a method to incentivize or reward employees' behavior to influence organizational change, in contrast to transformational leadership theory in which leaders focus on (a) individualized consideration, (b) intellectual stimulation, (c) inspirational motivation, and (d) idealized influence (J. M. Burns, 1978).

## **Transactional Leadership**

Weber (1947) founded the concept of transactional leadership by identifying the following three leadership categories: traditional, charismatic, and legal-rational or bureaucratic. The theory of transactional leadership emerged from these three categories (Shapira, 2019). G. Moss (2019) defined transactional leadership as an authoritative approach used for maintaining open exchange with employees to inspire better performance. Transactional leaders can persuade the actions and behaviors of others for positive change (Osiyevskyy, 2016).

Transactional leaders focus on rewarding employees to encourage engagement, that also decreases morale (Herminingsih & Supardi, 2017). Charismatic leaders are known as eloquent at motivating people through emotional and devotional communication (Christerson & Flory, 2017). Legal, rational, or bureaucratic leaders use their authority and power to influence others based on their hierarchy in a bureaucratic or organizational structure (Mik-Meyer, 2017). Compared to the other styles of leadership, transactional leaders do not use emotional and social values but rather emphasize setting strict and defined guidelines to follow (Xenikou, 2017).

Although some basis for transactional leadership has been derived from foundational psychology, Pavlov, and Skinner (1941, 1956) (as cited in Lexa, 2017) had opposing views toward cause-and-effect behavior. Skinner (1956) (as cited in Lexa, 2017) theorized that employees influenced by negative behavior, low morale, inadequate work conditions, and poor leadership resulted in employee turnover, while Pavlov (1932 as cited as Steaban, 2016) asserted that the same behavior influenced by rewards resulted

in employee turnover. Bojke et al. (2017) proclaimed that current tenets of transactional leadership are founded on motivation through a reward or incentive. Buch et al. (2016) argued that rewards-based motivation can be interpreted as nongenuine leadership. Larsson (2017) stated that an example of motivational rewards in transactional leadership involves an employee and employer interactional exchange. Despite the different leadership styles and interactions between employee and employer, each style includes a different approach.

Transformational leaders focus on engaging employees to achieve higher levels of motivation and morality, whereas transactional leaders promote a tangible exchange of rewards (Uymaz, 2016). These rewards can include monetary gifts, promotions, or pay increases, and transactional leaders also reprimand their employees (Buch et al., 2016). Wang et al. (2018) argued that transactional leaders did not encourage creativity, but employees performed their duties because they expected to receive more exchanges for respect given. Transactional leaders encourage positive behavior through building relationships with employees through a substance (Babalola, 2016). Transactional leaders use conditional stipulations to stimulate positive relationships with employees who depend on these continued actions to achieve desired outcomes (H. Li et al., 2019).

If employees fail to follow transactional leaders' orders, then leaders force them to comply with the desired behaviors (K. H. Kim, 2018). Punitive actions are enforced toward employees who fail to behave positively toward leadership and deviate from the norm (Musinguzi et al., 2018). Leaders who use the transactional leadership style impose a structured environment and set defined goals and expectations (Xenikou, 2017). One

disadvantage of the transactional leadership style is that change is difficult to implement (K. H. Kim, 2018). The interaction between employee and employer is better achieved in the workplace when boundaries are established and there is no resistance (Lexa, 2017). Larsson (2017) concluded that transactional leadership typically embraces a team effort and avoids the intensity of a single leader, which characterizes the transactional behavior. The difference between transformational and transactional leadership is that transactional leaders focus on the role of the leader and day-to-day operations, the immediate, and short-term situations (Larsson). Transformational leaders are visionary and focus on the big picture with long-term situations (Herminingsih & Supardi, 2017).

Transactional leaders are opposed to change as with the transformational leaders' goals align with the organization's mission and organizational hierarchy to enhance the growth of the organization and decrease employee turnover (Grossman & Sharf, 2018). Xenikou (2017) defined transactional leadership as a value-based leadership skill based on rejecting employees who performed less than satisfactorily. Value-based practices work best in functional work environments, but employees in dysfunctional work environments may not benefit from value-based practices (Xenikou). Communication between leaders and employees is essential to developing a strong team with the leader as the center of employee engagement (Nichols, 2018). Transactional leaders utilize a unique leadership approach that incorporates efficiency of managerial core interest to use incentives for motivation (K. H. Kim, 2018). Transactional leaders inspire employees to engage in work to increase motivation and job satisfaction (Kriger & Zhovtobryukh, 2016).

Leaders and employees who engage with each other in ways that increase morale are more focused on work (Saengchai et al., 2019). However, transactional leadership relies on the leaders' capacity to give recognition and monetary awards (Schwarz, 2017). K. H. Kim (2018) asserted that transactional leaders do not produce innovativeness; rather, they guarantee that employees comprehend their duties while avoiding nonproductive activities. Transactional leaders employ methods of providing support, giving positive rewards for positive actions, and discouraging negative behavior amongst their subordinates (Lee & Kim, 2017).

Transactional leaders monitor a group of employees simultaneously and address employee behaviors by emphasizing their authoritative presence through substantive exchange or reprimands (Šešić & Stefanović, 2017). Kriger and Zhovtobryukh (2016) contended that in a constant presence, employees embrace this leadership style unless significant communication breakdowns occur. Employees required clear objectives established by leaders (Kriger & Zhovtobryukh). The primary shortcoming of this approach involves leaders having problems executing changes, promoting positive work environments, and discouraging negative behaviors, which require collaboration with an authority figure (Kriger & Zhovtobryukh). Leaders in organizations are the authority figure that impacts subordinate perspectives (Kriger & Zhovtobryukh).

### **Organizational Leadership**

Leaders are role models for employees who aspire to rise to a level of leadership in their perspective professions (Conway & Monks, 2016). Gatling et al. (2016) argued leaders arbitrarily influenced employee turnover. Leaders' behaviors have positive and

negative outlooks on employee job satisfaction (Braun & Peus, 2016). Positive leadership styles have a positive influence on employee performance (Gatling et al., 2016).

Leaders who have a negative disposition have a negative impact on employee behavior, which increase employee turnover (Fabio, 2017). Leaders' goals must be objective for reducing employee turnover, and they should concentrate efforts to retain top performers (Ennis et al., 2018). Techniques used to attract employees interest reduce the likelihood of abandoned positions (Gardarsdottir et al., 2018).

Kim et al. (2016) explored techniques to engage employees that sustained and influenced positive reactions to leadership. Kim et al. (2016) and Amirullah et al. (2018) concluded that employees encountered dissatisfaction when leaders subjected them to high occupation requests for expanded periods with limited engagement. Yusuf and Yee (2020) stated that leaders balance the supervision of work and employee needs. Employees stay with an organization longer when leaders set clear goals and hold them accountable to work standards (Amirullah et al., 2018).

According to Lee et al. (2017), leaders who invest in organizational sustainability can retain employees who are engaged to achieve upward mobility. The leaders who experience the adverse effects of unstable organizations face more significant challenges in workforce stabilization (Lin & Liu, 2017). Positive leaders influence employees to support the organization's mission, regardless of circumstances (Shuck, 2019). Leaders who decide to depersonalize or lessen their authoritarian role may develop negative sentiments toward the organization and employees. Shuck (2019) defined leadership communication as the leader's purposeful articulation of business-related thoughts, data,

and conclusions that impacted employee engagement. Mas-Machuca et al. (2016) stated that leaders are more successful if they cultivate a happy environment while employees contend with work demands. Leaders who reward, uplift, and encourage employees create a happier environment (Lee et al., 2017).

Eid (2016) stated that leaders in organizations who use enthusiastic work conditions who handle employee concerns and goals and are more apt to establish a stable and trustworthy work environment (Widyawati, 2020). Employees who are enthusiastic about work have the support of leaders who encourage employees' passion, work ethics, and developmental goals, which implies employers' investments in developing employees influenced performance significantly (Widyawati). Some leaders who express interest in meeting organization goals are open to meet the needs of their employees to foster employee engagement (Widyawati). Leaders who failed to demonstrate compassion for employees' insufficient work conditions created poor working environments (Nica, 2016). Leaders are empowered to establish employee work commitments, set goals, and identify gaps within the organization (Krause, 2020). Leaders can promote, demote, and establish developmental goals that institute resilience in the workplace (Keeter, 2017).

Some health care organization leaders adapt to their environments to provide workplace conditions that nurture employee loyalty (Givan, 2016). Health care professionals adapt to new health care environments to provide services to communities that depend on their professional knowledge (Givan). Despite attempts to improve



working conditions, health care professionals face downsizing, budget cuts, longer working hours, longer commutes, and increased employee turnover (Zheng et al., 2017).

### ***Leadership Styles***

Ao (2016) declared that leaders can influence and change the practices of an organization to reduce employee turnover based on various leadership styles. Leaders influence the activities of others through demonstration, behavior, and motivation (Ao). A leader has the authority to influence the attitudes and capabilities of people striving toward similar goals (Lexa, 2017). An effective leader should incorporate different styles of leadership to achieve organizational change (Gunzel-Jensen et al., 2016).

Lexa (2017) argued that leaders who utilize negative authority techniques are less likely to change and fail to achieve objectives for the organization. Researchers emphasized the need for leaders to remain attentive, invest in the growth of the organization, manage employees by being mindful of differences, share goals, and promote the growth of the organization (Gavriloff, 2017). Leaders who inspire the talent and creativity of others have less difficulty in motivating employees (Bai et al., 2016). Leaders minimize the impact of employee turnover; transactional leaders build teams based on their unique styles to change their work environments (Shamir & Eilam-Shamir, 2017). Leaders influence employee turnover by developing employees and encouraging employee activities (Casson, 2017). Epitropaki et al. (2017) argued that authoritative traits impact interactions with associates who perceive distrust.

Persuasive leaders inspire, build trust, and expect their employees to be diligent to sustain organizational growth (Johnston, 2016). Eriksson et al. (2017) characterized

transactional leaders as having the ability to increase the quality and proficiency of employee performance to meet organization goals by controlling the condition of the work environment. Ivanoska (2019) described leadership as the person who urge employees toward a shared objective. Leaders with different leadership styles encourage employees to gain work experiences and advance their career to inspire and motivate employees (Bai et al., 2016).

Leaders who build trust with employees at every level of the organization and share the vision of mission-critical objectives are most effective in meeting organizational objectives and reducing turnover (Babalola, 2016; Chinomona, 2016). Leaders who lead by example, communicate effectively, show compassion, inspire, and motivate employees to be creative are more likely to remain effective in the workplace (Babalola, 2016). Leaders can accomplish objectives by leading through example and recognizing the accomplishments of employees' contributions toward organization goals (Jimenez et al., 2017).

### ***Charismatic Leadership***

Charismatic leaders rely on the ability of a singular leader to motivate employees to perform their jobs efficiently and correctly (Li et al., 2016). Feng et al. (2017) defined charismatic leaders as experts in persuasion and easily attract people to their ways and ambitions. Charismatic leaders focus on their personas to motivate employees. Although having charism is an important trait for organizational change, charismatic leaders focus on their persona versus certain leadership styles to cause a change in business practices

Christerson and Flory (2017) believed charismatic leaders genuinely want employees to succeed in the organization. Charismatic leaders consider qualities of innovativeness and creativity in employees and provide opportunities for them to incorporate these qualities into their daily jobs (Christerson & Flory). The charismatic leaders are characterized by their inspiration, motivation, and insight to engage employees (Li et al., 2016). Dartey-Baah and Addo (2018) identified charismatic leaders by their work ethics, sincerity, compassion, and reliability. Leaders with a charismatic style also see the potential in everyone and every situation. Alwi et al. (2016) defined charismatic leaders as inspirational, enthusiastic, and optimistic about negative situations. Charismatic leaders want employees to remain engaged and excel in the organization (Pappas, 2016).

Employees' dedication to their jobs is based on leadership styles, although employee dedication may not be a factor in reducing employee retention (Shanafelt & Swensen, 2017). Mancinelli and Acker-Hocevar (2018) claimed that charismatic and bureaucratic leaders display constructivism and have the most significant influence over employees who possess similar personas. However, transformational leaders build trust in employees as they advance to the next level and impact the effectiveness of employees toward positive outcomes (Mancinelli & Acker-Hocevar). A bureaucratic leader is less successful in engaging employees (Boamah et al., 2018).

I chose the transformational leadership theory as the conceptual framework to identify a framework where leaders considered employee expectations, perceptions, and motivations to improve employee satisfaction. The key components of the transformational leadership include: (a) individualized consideration, (b) intellectual

stimulation, (c) inspirational motivation, and (d) idealized influence (J.M. Burns, 1978). Leaders can use the transformational leadership theory for a structured approach for exploring leadership strategies that health can use to minimize employee turnover (Alonso-Almeida et al., 2017). Bass (1985) expanded the transformational leadership theory by asserting that leaders influenced employees through motivation to achieve higher aspirations. Leaders can use the transformational leadership theory for a structured approach for exploring what influences employee's intent to leave an organization or how to motivate them to stay (Bass). Turnover is a cause-and-effect situation driven by personal factors of the employee to vacate a position (Ezam, 2018). Transformational leadership theory provided an understanding of the leadership theory that motivates employees to leave or stay at an organization and aid in reduced employee turnover (Wahyuningtyas, 2018). I did not select the transactional theory focus on rewarding employees to encourage engagement which also decreases morale. I did not select charismatic theory leaders use eloquent approach to motivate people through emotional and devotional communication goals. I did not select legal, rational, or bureaucratic leaders use their authority and power to influence others based on their hierarchy in a bureaucratic or organizational structure. I did not select laissez-faire use a hands-off leadership approach.

### ***Laissez-Faire Leadership***

Wellman and Lepine (2017) defined the laissez-faire as a hands-off leadership style to engage participation from others. Laissez-Faire leaders are known for encouraging employees to be engaged independently and manage their own activities. Alloubani et al.

(2019) contended that laissez-faire leaders approach employees individually to explore their will to be involved in work activities. Laissez-faire leadership is identified as a free will leadership style, which involves leaders allowing employees to complete tasks unsupervised (Khaira, 2018). Laissez-faire leaders give employees room to make their own mistakes and learn from those mistakes (Boamah et al., 2018). Leaders who use this style have little to no influence on employees and delegate tasks instead (Colander & Kupers, 2018).

Breevaart and Zacher (2019) stated that laissez-faire leadership is much like a facilitator leadership style create dependence. Leaders who facilitate activities have faith that employees will act responsibly and can function independently without constant oversight (Xenikou, 2017). Other characteristics of laissez-faire leadership include a leader passively observing and intermittently ensuring results align with desired goals (Khaira, 2018). The leader remains uninvolved in the completion of the tasks at hand with this leadership style to encourage independence (Kohlmann, 2016). Employees working under this leadership style require self-confidence in their experiences to complete a task efficiently and correctly (Zheng et al., 2017). However, the informal nature of the laissez-faire leadership style can lead to uncertainty and confusion among employees (Guhr et al., 2018).

The laissez-faire leader has positive benefits and negative consequences. Some employees require leaders who set the path for growth and encourage them along the way which is not a characteristic of laissez-faire leaders (Khaira, 2018). Employees operating under a laissez-faire leader may become accustomed to only performing minimal duties

and only doing what they are hired to perform (Wellman & Lepine, 2017). Employees do not see value in higher performance to achieve goals, thereby perform at minimal achievement levels (Skipworth, 2018).

Laissez-faire leadership is beneficial in groups capable of operating independently and requiring little to no supervision (Alloubani et al., 2019). The self-managed group knows what is expected of them and can attain goals without oversight (Yeo, 2018). Laissez-faire leaders create a situation where employees have total freedom and can perform operations of an organization with proficiency and without the presence of a leader (Sosik & Jung, 2018).

A laissez-faire leader possesses a laid back, hands-off leadership approach with employees (Alloubani et al., 2019). Laissez-faire leaders reinforce their confidence in employees; that they have sufficient experience to complete their job duties without direct supervision (Breevaart & Zacher, 2019). Laissez-faire leadership style is vital to directing employees to perform their jobs but is not designed for significant scale impact (Wellman & Lepine, 2017). Leaders who take the initiative to engage employees in goal setting, decision making, and responsibility contribute to the growth of the organization (Widyawati, 2020). The laissez-faire leadership style is unlike the transformational leadership style; it can be compelling in inventive occupations or work environments where employees have many years of experience (Clifton, 2018). Transactional and situational leadership are more relaxed leadership styles, much like laissez-faire leadership (Thompson & Glasø, 2018). Laissez-faire leadership approach is inconsistent

with the transformational leadership approach and deemed inefficient to support the phenomenon of this study.

### ***Situational Leadership***

Situational leaders use multiple leadership styles depending on the employee and the workplace situation (Huang, 2017). Researchers have defined situational leadership as useful for leaders who need to adapt their leadership style to the personas of employees and statuses of employees' positions (Wahyuningtyas, 2018). Researchers have shown the situational leadership style as effective in organizations where employees have multiple levels of expertise and statuses in their organizations (Hesselbein, 2017; Sethibe & Steyn, 2017).

Hersey et al. (2017) concluded that situational leadership uses various styles that depend on the principles of the organizations' mission. A situational leader uses the following strategies: (a) instructs leaders to make the decision and communicate to the employees, (b) direct leaders to create the roles and objectives for employees, (c) leave the decision making to employees, (d) maintain their obligation to make the final decisions, and (e) delegate responsibilities to specific employees. Leaders use these strategies to communicate their strategies to motivate employees to understand goals (Skipworth, 2018). Huang (2017) characterized situational leaders based on their abilities for insight into situations, their flexibilities to allow others to lead and make decisions, their abilities to develop trust, and their problem solving and coaching abilities. Jaiswal and Dhar (2017) argued that leaders who approached employees with authoritative approaches were likely discouraging engagement from employees, thereby prompting

high turnover and absenteeism. There is also an absence of employee innovation due to leadership style originating from the head of an organization (Schwarz, 2017).

Thompson and Glasø (2018) indicated that situational leaders consider employee status, desired business practices, and the multifaceted nature of the organization's operations. Situational leaders may embrace a rule-based authority style while engaging business leaders with senior officials' goals; however, they may change to a bureaucratic system when introducing new innovative principles by engaging employees (Zaccaro et al., 2018). Situational leaders' flexibility allows valuable exchange between individuals preference to incorporate ideas with group challenges (Hesselbein, 2017).

Sethibe and Steyn (2017) stated that situational leaders alter their leadership styles to accommodate aptitude levels of employees. Situational leaders incorporate, the authority style to improve employee performance (Dust et al., 2018). The status levels of employees rely on situational leaders' aptitudes and inspirations (Huang, 2017). For instance, employees may have a low level of ability and inspiration, which requires a leader to coordinate activities, while a few employees have high aptitudes and can perform in a hands-off environment (Lin & Liu, 2017). Leaders may likewise mentor and encourage employees as they develop skills (Sohail & Malik, 2016).

Situational leaders influence employees uniquely depending on the situation where leaders must adjust their leadership styles (Zaccaro et al., 2018). For example, some employees work together in a group performing differing functions in various locations, while others work remotely and are separate from their leaders and team members (Shriver & Williams, 2018). Work situations rapidly change depending on



where employees perform their job duties (Thompson & Glasø, 2018). Rapid changes may also cause leaders to adapt so they can respond to various situations (Shambaugh, 2017). Employees' learning styles may vary and be interpreted by the situational leader using a four-step approach. Here is the four-step approach, telling, selling, participating, and delegating to motivate employees toward a common goal (Hersey et al., 2017). Situational leaders maintain involvement and motivation among team members and across functions (Wahyuningtyas, 2018). Situational leaders change leadership styles with each employee to maintain a high level of response and performance that will work effectively (Kragurude, 2017).

Leaders adapting the situational leadership style provide employees with a vision of their goals to help direct and redirect employee efforts to one common goal (Sijbom et al., 2018). In fast-changing organizational environments, leaders are sensitive to the style that works best to motivate individual employees, although the leader sometimes uses a combination of styles to address such issues (Wahyuningtyas, 2018).

Employees tend to respond better to activities when they understand expectations (Honig, 2018). Some employees react to the importance of the activity to motivate them toward the common goal (Allen et al., 2016). While some employees need to know the inner workings of how and what the activity involves (Yeo, 2018). Other employees like to be actively involved in the activity by performing tasks. The situational leader is the coach in each situation who motivates employees based on their interactions with each member (Petushek et al., 2019). Situation leaders stimulate groups through motivation

just as charismatic and transactional leaders to encourage positive interaction among groups to achieve greater results (Li et al., 2016).

### **Employee Turnover**

Employee turnover is often associated with pay, work, environment, promotion, potential training, development, and lack of compassion for the profession (Turner 2017). High employee turnover is problematic for health care leaders as it influences the organization's performance and ability to maintain health care standards (Miller, 2017). Some employees believe that they should provide an incentive or reward for their engagement in the company (Turner, 2017). According to Gatling et al. (2016), employee turnover is determined by a professional's willingness to build a sustainable organization. Norris and Norris (2019) cited that the significance of leaders ensuring access to tools increased engagement and decreased turnover.

Employees who leave their jobs for pay or promotions equate to less than 10% of the workforce (Dube et al., 2019). In April of 2018, 310,000 employees separated from their job, United States Department of Labor, Bureau of Labor Statistics (2018). Most employees vacate a position due to the leader (Ezam, 2018). Gaining an understanding of why health care service professionals choose to stay at their jobs is of significance to leaders who want to maintain employees (Paiva et al., 2017).

Givan (2016) asserted that health care experts claim that entry-level health care professionals are equally as important to the workforce as veteran staff. Nurse professionals, aged 20 and older, accounted for 64% growth of RNs entering the workforce. Entry-level positions were filled with new graduate medical professionals

every year; from 2004 to 2009, roughly 89,900 certified graduates looked for employment (Moussa et al., 2016). Arifkhanova (2018) stated that some registered nurses (RN) in health care positions left their job within a year of being hired. Schober (2017) stated turnover increases the deficiency in some trained professionals who are RNs; nonetheless, this number is projected to continue to grow beyond 2025.

Each time a health care professional leaves an organization, health care leaders must hire and orient another worker (Satrya, 2018). A related decline in efficiency occurs with each departing health care professional (Downes et al., 2016). Replacement costs extend from 1.5 to 1.8 times the yearly compensation of an RN, and these costs reflect 8% of hospital leaders' yearly budget (Cookson et al., 2017).

Nisar et al. (2017) coined that employee responsibility, has a connection that exist between work fulfillment and employee turnover. Osemeke (2016) confirmed that employees' duties were vital factors for causing employee turnover, along with the capacity of an organization to hold more employees, accomplishments, efficiency, and adequacy. Khan and Lakshmi (2018) identified occupational responsibility as influencing employee relationships with trust, values, culture, compelling administration, HR approaches and methodology, preparation, and improvement pay fulfillment, self-rule, and fulfillment with supervision. Organizations with increased employee responsibility demonstrated quantifiable profitability increments and lower rates of employee turnover (Rubel & Kee, 2015). Employee turnover makes measuring occupation and staffing difficult leaving gaps in determining performance (Tuna et al., 2016). Tseng (2017) argued that leaders' ability to accurately measure the effect on employee turnover

persuaded by performance-based compensation, incentives for performance, and productivity. Pradhan et al. (2017) concluded that employee turnover and administration practices critically influenced a medical caretaker's choice to leave the organization.

Employee turnover refers to the deliberate or automatic activity of abandoning one's job (Dolan, 2016). Employee turnover influences organizations due to accumulated costs from training, administrative expenses, and preparatory costs (Pohler & Schmidt, 2015). Voluntary employee turnover is more problematic for an organization (Ezam, 2018). Voluntary employee turnover is unexpected; therefore, leaders have no advance notice to employ a new hire (Rossier et al., 2017). Leaders do not have enough recourse to make alternative decisions that are ideal for organizations facing resource crises (Schober, 2017). Employee voluntary turnover is due to retirement, promotion, and relocation (United States Department of Labor, Bureau of Labor Statistics, 2018). Employee turnover influences delivery and service, quality of service, security vulnerability, work ethics, work environment proficiency, and profitability (Fabio, 2017). Hence, employee turnover is one of the essential drivers of decreased sustainability for most organizations (Satrya, 2018).

Krisnanda and Surya (2019) conceded that employee work fulfillment in relation to leaders' authoritative positions directly impacted effective leadership found a connection with the leader's criticism and employee's work fulfillment. Employees who received positive feedback from leaders trusted their guidance and remained in their jobs longer (Krisnanda & Surya). Work fulfillment derived from leadership success positively influenced employee sustainability. Aryati et al. (2018) observed structured and

unstructured work environments indicated slightly impacted employees' job fulfillment. Employees who experience job satisfaction and work-life balance perform better and stay on their jobs longer (W.A. Burns, 2017).

Employee turnover is impacted by work-life balance. Employee turnover negatively influences the remaining workforce (Satrya, 2018). W.A. Burns (2017) suggested that prioritizing employee concerns for work-life balance to reduce employee turnover. Work-life balance is a concern for leaders assessing various engagement techniques (Widyawati, 2020). Ennis et al. (2018), indicated that a positive connection between how leaders' organization styles influenced their views of their teams' performance. Critical distinction observed between employee turnover and the central health care's execution-based reward framework, such as performance consequences. Krisnanda and Surya (2019) coined that employee who left their jobs within a year as an opportunity to understand gaps in leadership. Voluntary turnover is subjective, while involuntary turnover is quantifiable (Nica, 2016).

Employee involvement refers to individuals being team players when they feel engaged with the team as contributors (Aryati et al., 2018). Individuals who are engaged in the mission of the organization, do not require leadership recognition or incentive to motivate employees (Smith & Bititci, 2017). Employees who take an initiative to remain responsible, perform their duties without persistent leadership affirmation (Deery et al., 2017).

Ahola et al. (2017) stated that employee turnover is a reflection that employees are withdrawn from workplace activities, lack interactions, and face distraction or

disengagement. The three mental conditions related to employee turnover and engagement, or separation at work: significance, security, and accessibility. Bailey et al. (2015) identified three key inquiries for each circumstance: (a) mental involvement insignificance of interaction with others on the job, (b) doubtful well-being, and (c) security of the interaction and level of comfort to engage in activities. Employees who were involved in activities at work were more mentally stimulated and less apt to look for another job (Amirullah et al., 2018). Employee turnover reached the lowest point when employees lacked contributions toward work goals, obtained little resources for development, and difficulty identifying personally or professionally with peers and leadership (Liang et al. (2017). Occupation advancement is an important indicator of decreased employee turnover (Ennis et al. (2018). Employee and leaders' relationships are affected by rigid structures and negative behaviors triggered by insecurity and engagement in job activities leading to interest to leave (Flickinger et al., 2016).

Liang et al. (2017) concluded that employee turnover is an adverse phenomenon that originates from the dissatisfaction model. The dissatisfaction model depicts work engagement as the opposite of satisfaction (Liang). Dissatisfaction indicates the disintegration of engagement with an activity; various employees encounter burnout (Liang). Burnout can cause employee turnover and engagement due to increased workloads, increased control, and lack of appraisal and acknowledgment (Liang). Burnout is more prevalent in social groups and engagements where acceptance and mental well-being requires an individual perception of self-worth (Liang). Employee turnover is related to workloads, leadership styles, reward systems, relationships, and pay

(Liang). Dissatisfaction related to employee turnover interrupts work-life factors and causes negative work results (Bailey et al., 2015). Ahola et al. (2017) indicated that significant and esteemed work loosely related to employee turnover and essential to a person finding significance in his or her work.

Mone and London (2017) indicated employees' views of the working environment connected to their decisions to leave the company. Employees get satisfaction from their work when leaders seemed more engaged (Aryati et al., 2018). Employees develop a sense of achievement when they experience a positive correlation with their work and life environments. Bailey et al. (2015) conceded those various conceivable explanations behind employees' desires to feel significant. For instance, individuals spend extended hours at work than in other different areas of their lives when they felt included. Mone and London (2017) and Bailey et al. (2015) assessed employee turnover as lower in working environments where a mutual feeling of predetermination existed, and employees had the enthusiasm to keep considering ways to improve their work environments.

Epitropaki et al. (2017) stated that employees who did not understand the organization mission, and were not engaged in work activities led to increased employee turnover. Ahola et al. (2017) stated that the psychological, enthusiastic, and physical variables that motivate employees are due to diminishing work environments which can determine the level of employee involvement. Employees' performances increase in a stable work environment with lower turnover and with tangible rewards and acknowledgment. Turnover decreased when employees were acknowledged by

leadership and felt obligated to contribute to the organization. When leaders neglect to give accolades, employees pull back and separate themselves from activities (Liang et al., 2017).

Epitropaki et al. (2017) measured the subjective, enthusiastic, and physical variables and argued that an individual committed to executing work depending on accolades and socio-passionate acknowledgment from leaders. Leaders who did not engage employees and encourage professionalism encountered employee turnover (Epitropaki). Employee turnover and employee engagement are based on individual motivation (Epitropak). Leaders who demand employee professionalism, encourage employee engagement, and see positive results in employee performance (Ahola et al., 2017). Liang et al. (2017) identified a connection between employment turnover, engagement, and involvement with organizational goals. Leaders recognized employee turnover decreased when they were more interested in work activities and the organizational leadership style (Hooker et al., 2016). Employee turnover occurs when leaders do not understand the different needs of employees (Hooker). When a basic understanding of employee-employer relationships is understood, the organization's business profitability is recognized (Mone & London, 2017). Leaders motivate employees through engagement activities, such as identifying their needs, expectations, and practices (Hass, 2016).

Widyawati (2020) stated that employees are more likely to stay on the job when they are engaged, have job satisfaction, and support the organization's mission. Employees thrive in a work environment structured to provide guidance, policy, and



procedures relative to the operation of the business (Widyawati). The work environment concerned leadership's authoritative responsibility (Widyawati). Leaders' responsibility is fundamentally significant to employee turnover that influences profitability when positions are vacant (Karabay, 2016). When employees' responsibility is minimal, employees' responsibility to social and capital responsibility is also minimal (Lin & Liu, 2017). A positive relationship exists between leaders and employees when morale is high along with the responsibility to organization standards and practices (Lin & Liu). Employee and leadership interactions are driven by the diverse work environment and the nature of the work (Khan & Lakshmi, 2018).

Leaders' positions to provide a structural environment for employees impact the social aspects cultivating employee and employer professional relationships (Khan & Lakshmi, 2018). Employees focus on organizational goals to set personal achievement. Krisnanda and Surya (2019) showed that early socialization of new employees might develop a strong sense of dedication to meet organizational goals. Employee dedication indicates the supportiveness that leaders provide for employee engagement and development (Widyawati, 2020). Although leaders establish work plans and identify with employees' day-to-day work, leaders' engagement with practical activities is essential to developing trust in the workplace (Aryati et al., 2018). Employees' impressions of leaders' behaviors and trust their straightforwardness with employees, gave employees a greater fulfillment which increased their levels of engagement (Aryati). Karabay (2016) stated that employees who became involved with organizational activities were less likely to leave the organization.

Reducing employee turnover is critical to retain top-performing employees in the health care industry; therefore, retaining employees remains the industry's highest concern (Mooring, 2016). Traeger and Alfes (2019) indicated that high employee turnover had a detrimental effect on performance and sustainability. Baumgartner and Rauter (2017) reported that when employee turnover increased, the organizations' profitability and sustainability is harmed. The success of an organization depends on the leaders' competence to execute a sustainable business strategy, profitable choices, and employee retention (Ibidunni et al., 2016). A decrease in health care employees has an adverse effect on performance, resource management, and clients with health care needs (Bianchi, 2016). Vacant positions in health care raise many concerns, creating voids to provide clients with sufficient services, unsatisfactory care, and overwhelmed employees who work double shifts (Smith et al., 2017).

Employee turnover presents challenges due to heavy workloads for new employees and the need to train employees quickly (Bianchi, 2016). New employees must adapt to a fast-paced environment, creating more stressors on the new employee and influencing overall work performance (Gebel & Giesecke, 2016). New employees entering the workforce must have the skills to adjust and perform well while managing a moderate workload (Kossek et al., 2016). Health care employees have the highest rate of burnout compared to most professions (Braun & Peus, 2016). Losing skilled employees has a negative effect on performance due to burnout rate of 70% (Shanafelt & Swensen, 2017). Employee turnover has an adverse effect on overall organizational performance (Miller, 2017).

Health care leaders who implement effective strategies to reduce employee turnover are more effective than leaders who do not have an effective program (Shanafelt & Swensen, 2017). Moss et al. (2016) indicated that implementing effective strategies to reduce employee turnover deemed vital to the success of an organization. Business leaders who recognize the origin and effects of employee turnover have a better chance of implementing effective employee turnover strategies to reduce effects related to performance (Mahesh, 2017). Managers who are familiar with the effects of employee turnover should develop policies and procedures to minimize the effects of reduced performance due to employee turnover (Roodt, 2018). Schwarz (2017) stated that employee turnover had an adverse effect on performance because business leaders lessened the impact of decreased performance by offering training and development for employees.

Employee rose over 17.2% from 2016 to 2017, causing disruption in the health care industry (Baumgartner & Rauter, 2017). Employee turnover has a significant effect on health care managers' abilities to implement sustainable strategies (Moss et al., 2016). The need to retain employees has influenced the total cost of hiring a new employee from 90% to 200% of the employee's annual salary. Effective strategies to reduce employee turnover is necessary to provide health care services (Moss et al., 2016).

Managers who implement effective strategies to reduce employee turnover to improve the performance and sustainability of the industry (Traeger & Alfes, 2019). Employee turnover increases other employees' job performances, negatively impacts clients' satisfaction, and influences sustainable business performances (Norris & Norris,

2019). When employees leave their jobs, other employees acquire additional duties as they fill vacancies until managers hire a new employee; these increased responsibilities place pressure on some employees (Smith et al., 2017). Employees' increasing workloads and additional duties adversely affect employees by increasing job dissatisfaction, which leads to increased turnover anxiety with existing employees (Gebel & Giesecke, 2016). Leaders dismiss the growing numbers of employees who leave their jobs and do not implement effective strategies to reduce employee turnover (Gebel & Giesecke). Moreover, employee turnover negatively influences business performance (Moss et al., 2016).

Leaders who focus on fulfillment in the work environment encourage employees to accept an increased work commitment that increases stability and eases the concern for increased turnover (Lin & Liu, 2017). Employees who place trust in leadership engage in work activities, work to build trust amongst peers, and create a more stable work (Aryati et al., 2018). Sethibe and Steyn (2017) analyzed the impact that various leaders had on work fulfillment. Apparent procedural equity and leaders' occupation fulfillment positively influenced the organization (Sethibe & Steyn).

Sethibe and Steyn (2017) stated that a positive view of supervisors prompted more employees to feel accomplished. Shanafelt and Swensen (2017) considered a two-level examination to test organizational practices and motivational components influencing hierarchical trust. Lin and Liu (2017) concluded that leadership trust reinforces a stable workforce and organizational growth. The level of trust that employees have in leaders influence the quality of the connection between hierarchal

work relationships and job satisfaction (Karabay, 2016). Hierarchical equity observations influence firm execution and social capital, which is an interceding variable of the relationship (Krisnanda & Surya, 2019). The level of employee turnover is indicative of the operations of the organization and how well an organization performs (Krisnanda & Surya).

Ennis et al. (2018) introduced confirmation to create the foundational theory of transformational leadership, which recommended employee turnover decreased as leaders empowered employee contribution in the workplace. When employees see leaders as ineffective, employees are probably going to leave regardless of job satisfaction is a factor (Lin & Liu, 2017). Karabay (2016) argued that employees might effectively take an interest in hierarchical changes; however, they might leave due to inadequate leadership disengagement toward the organization. Zafar and Ali (2016) focused on using datasets that solidified the correlation between work fulfillment and employee turnover.

### **Job Satisfaction**

Employees who indicate dissatisfaction with job expectations did not indicate job dissatisfaction as the main reason for separation (Kholiq & Miftahuddin, 2018). Leaders who explored employee dissatisfaction discovered that job expectations on average did not determine their decision to vacate their job (Ezam, 2018). Ribeiro (2017) indicated that setting a trusting, firm, and efficient work environment increased employee job satisfaction. Leaders at various levels of organizations engage employees' learning and development (Amirullah et al., 2018). Employee job satisfaction stems from fair leadership practices and stable work conditions (Khan & Lakshmi, 2018). Treating

employees decently may impact standards for dependability in an organization (Karabay, 2016).

Kholiq and Miftahuddin (2018) stated that leaders of a hierarchical work environment concentrated more on the mission of the organization. Job satisfaction may emerge as a means of exchange for job advancement (Liu et al., 2020). Leaders that effectuate challenging situations offer a balanced work environment by keeping morale high, rather than concentrating on turnover and leadership execution (Eid, 2016).

Amirullah, et al. (2018) investigated the reasons why employees stayed while challenges evolved. Employee turnover is associated with leadership style, organization support, healthy work conditions, community influence, employment advancement, salary, job satisfaction, and work-life balance (Eid). Liu et al. (2020) stated that employee should express their individual feelings about work conditions, leadership, and burdened workload. Liu et al. (2020) argued that decreasing dissatisfaction might increase balance and minimize employee turnover.

Employees' job satisfaction is important to encourage positive organizational change and decrease employee turnover (Kim et al., 2016). Employees who report influential supervision accept leaders who oversee the professional activities which influence employee job satisfaction (Mas-Machuca et al., 2016). Leaders who employ unprofessional leadership behaviors struggle to improve the probability of maintaining employee job satisfaction (Sibly, 2016).

Kang and Lee (2016) argued that positive employee behaviors encouraged job satisfaction. Employees saw leaders as a positive role model that afforded the employee

greater goals of achievement at work (Krause, 2020). Leaders identified employee-driven strengths through observation, which leaders used to empower employee creativity and work engagement (Eid, 2016). The leader's stability to influence employee morale decreased turnover which resulted in a healthy work environment (Yusuf & Yee, 2020). Regardless of influence or engagement in an activity, employees' perceptions of leadership depended on their choices to stay with the organization (Shuck, 2019). Sibly (2016) recognized the positive connections between leaders' dissatisfaction and employees' turnover goals. Researchers emphasized that employees were more receptive when they were satisfied with their work environments (Flickinger et al., 2016). Krause (2020) stated that satisfied employees chose to stay in their careers despite work conditions, and they decided to focus on achieving goals for the organization instead of themselves.

Leaders have encountered many challenges dealing with resource strain and employees' lack of desire to work (Kang & Lee, 2016). Some leaders expect low to moderate degree of turnover rates in health care organizations based on employee job satisfaction (Kholiq & Miftahuddin, 2018). Employees experience three levels of endurance when they encounter job dissatisfaction: lack of engagement, isolation, and a decrease in job performance (Amirullah et al., 2018). Leaders who allow flexibility for employees to telecommute to balance home and work needs have been credited for improving job satisfaction (Liu et al., 2020). Employees focus on their jobs when they know that their home and work lives can be balanced (Krause, 2020). Leaders establish work practices for employees by providing training, development opportunities,

established relationships, exposure to opportunities for advancement, management of relationships, which are used to achieve job satisfaction (Flickinger et al., 2016; Mas-Machuca et al., 2016).

Kang and Lee (2016) stated that job satisfaction involves leaders' empowerment to sustain organization resources. Amirullah et al. (2018) concluded that leaders encounter dissatisfaction when their physical, passionate, and mental being became drained and no longer offer relief from high-stress work situations. Leaders who do not engage employees in job activities experience employee trust issues that lead to turnover (Flickinger et al., 2016). Kang and Lee (2016) discovered that work engagement and job satisfaction demonstrated by leaders inspired employees to experience the same for themselves; therefore, they encouraged employees to contribute positively toward the growth of an organization.

Little et al. (2016) confirmed that anxiety decreased when employees communicated and interacted with leaders. Leaders fortify their enthusiastic bonds by devoting time and responsibility to developing employees and gain their trust (Little et al., 2016). Lin (2016) implied that employees who were under pressure showed disconnect toward their colleagues, which made the working environment unproductive. Buch et al. (2016) explored employee behavior to understand the impact on job satisfaction with their leaders and found that trust correlates with employee turnover. Leaders do not always accept the criticism that the employee's behavior occurred because of their interactions with the employee (Little et al., 2016). However, researchers have



shown that employees will seek other opportunities when facing difficult situations (Peltokorpi et al., 2017).

Little et al. (2016) found that employees entered a job left within the first six months; findings indicated that leadership style led to employee turnover. Buch et al. (2016) summarized the characteristics of leaders as having a direct cause and effect on organizations and their success. Employees convey dedication to organizational direction when they are included in the team (Haddock-Millar & Tom, 2019). Leaders in organizations determine execution and effectiveness (Haddock-Millar & Tom).

Researchers found that employees who engaged in their work were highly satisfied with leadership and avoided negative feelings when teams showed less than positive energy (Kahya & Şahin, 2018). Leaders feel pressured to meet high demands of organizational commitment to maintaining sufficient staffing even when work conditions and pay were not aligned with the demands of being short-staffed, working long hours, and facing insufficient work conditions (Kahya & Sahin). Negative outcomes included issues with building character, absence of compassion, truancy, and low assurance (Lawless, 2018). Job satisfaction is an important factor in employees' discretion to remain with an organization (Babalola, 2016). Employees that experience work exhaustion and job dissatisfaction vacated their job (Lawless, 2018). Employees experience burnout when they are overworked due to staffing issues and long hours worked (Lawless).

## **Transition**

Health care leaders have experienced challenges in employee turnover of skilled employees, which has cost over \$250 million to replace employees (Bojke et al., 2017). The purpose of this qualitative single case study was to explore strategies that health care leaders used to reduce employee turnover. Section 1 of this qualitative single case study entailed an overview of the basis for this study, included the background of the problem, problem statement, purpose statement, research question, and literature review. Section 2 included project procedures that related to leadership styles and employee turnover. Section 2 contained a discussion of the problem statement, collection process and showed the importance of using participant interviews for data collection. Section 2 included the research method and design chosen to support the relevancy of the study, the population chosen for this study, and the total sample size. In addition, section 2 contained an overview of the research questions used for data collection. Section 3 contained the research findings, recommendations, conclusions, and considerations for this research case study.

## Section 2: The Project

### **Purpose Statement**

The purpose of this qualitative single case study was to explore strategies that health care leaders use to reduce employee turnover. The target population consisted of five health care leaders from a hospital in Virginia who had implemented successful strategies to reduce employee turnover. Reducing employee turnover may promote a more sustainable health care system that provides long-lasting benefits for patient care and the community through a more stable workforce.

### **Role of the Researcher**

My role as the researcher was the primary data collection instrument. Zhang and Liu (2018) stated that an interviewer's role is to explore the lived experience of participants with respect to interpreting the meaning of the lived experiences without predisposition. My role as the researcher was to mitigate any biases during data collection and the writing of this study. I identified my personal biases and made the biases explicitly known during data collection. My experience in health care was related to my position as a certified nurse. I provided patient care while working during staffing shortages. My previous experience in health care also provided a foundation and firsthand knowledge of employee turnover. My experience in health care had no bearing on the output of this study. My role as a certified nurse did not involve any supervisory duties with participants. I remained conscious of my obligation to avoid making any input to influence the results of the study to reflect my personal views. I did not have a relationship with the organization or any participants in this study. The researcher's

responsibility is to understand the participants' thoughts and motives as they relate to this study (Linek et al., 2017). To remain ethical as the researcher for this study, I respected all participants and their rights based on the information in the Belmont Report. Ethical obligations of the researcher are to protect and respect research participants and promote their well-being (United States Department of Health and Human Services, Office for Human Research Protections, 1979). I followed Walden University's outlined procedures by listening intently, writing notes, identifying nonverbal communication, transcribing data verbatim, and proofreading the transcripts. I maintained the same level of research discipline in my actions and words toward all participants in my role as the researcher when conducting interviews.

The use of an interview protocol mitigated researcher bias during participants' interviews. The researcher must mitigate any personal bias and opinion toward the study and refrain from biased conclusions (Croskerry et al., 2017). The researcher must be conscious of self-bias to ensure the ethical obligations of the study are met (Marshall & Rossman, 2016). Research bias is a concern because data can reflect the researcher's preconceptions and interests (Bruce, 2018). The researcher reserves judgment by practicing epoché to mitigate bias and to be open to gaining knowledge (Downey, 2015). As the researcher, I established a working relationship by building trust with the prospective participants. To provide trustworthiness to the research, I used bracketing to avoid my interpretation of information. Researchers use bracketing to confirm that participants' knowledge is featured in the study findings (Phillippi & Lauderdale, 2018).

The case study interview protocol helped with the consistency of interviews. I also reflected on responses from participants and revisited the notes for validity and reliability of data. I followed the case study protocol to perform uniform interviews (see Appendix A). The case study interview protocol is an instrument of uniformity for data collection in conjunction with the interview technique (Buchanan & Widodo, 2016). I followed up with each participant to confirm a thorough and accurate interpretation of the interview to ensure validity and reliability. I allowed each participant to review the transcribed interview to provide feedback about any discrepancies or corrections needed. Member checking is a qualitative research technique used to allow participants the opportunity to review the researchers' interpretation of their feedback for the accuracy of the interpretation (Brear, 2018). To prevent my personal bias from influencing the research, I employed reflexivity and viewed all data as presented without judgment. The researcher's role is to use reflexivity to allow them to deflect their personal opinion away from the research information (Perera, 2019). As the researcher, I followed ethical obligations by being responsible and respectful toward all participants.

### **Participants**

The eligibility criteria for this study were participants who used successful strategies to reduce employee turnover in the health care industry with a minimum of 5 years of supervision experience. The target population consisted of five leaders from a hospital in Virginia. I contacted the organization's human resources department to gain access to participants. Accessing participants for research participation is achieved by contacting the organization's authority for approval (Bates & Birch, 2015). Only

participants who responded to the email invitation were considered for this study.

Participants who agreed to participate in the study received an email with my contact information, the purpose and scope of the study, and a copy of the informed consent form. I provided information regarding the research interview process and explained what would take place during the interview.

I wrote a brief letter to the organization's human resources department to introduce myself, provide information about the study, and describe the reason for participant recruitment (see Appendix B). Information provided to participants in advance is consistent with the interview protocol. I scheduled each interview for a date and time convenient to each participant. I gave the participants the interview questions in advance of the meeting. The researcher should follow the same ethical practices with interviewees according to the Belmont Report and other ethical responsibilities, including being aware of self-bias (United States Department of Health and Human Services, Office for Human Research, 1979). I remained open, honest, respectful, and professional during the interview process. Researchers who maintain integrity throughout the interview process achieve positive results (Marshall & Rossman, 2016). I established trust with participants.

### **Research Method and Design**

The method and design for this research was a qualitative single case study. Doctoral researchers apply research methodologies and designs that are critical for the reliability of the study (Robson & McCartan, 2016). Qualitative methods refer to the exploration and examination of a phenomenon or event (Klenke, 2016). Qualitative

researchers collect and analyze data collected during face-to-face interviews to understand how people describe their feelings and behaviors of certain experiences (Duncan, 2017). Qualitative methods require that the participants' information be about their experiences and opinions centered on a phenomenon or event (Phillippi & Lauderdale, 2018). The qualitative single case study was used to explore strategies leaders use to reduce employee turnover.

### **Research Method**

Klenke (2016) defined qualitative methodologies as a method for understanding individuals' motives and opinions while thematically exploring their past experiences through open-ended questions. I asked open-ended questions to explore strategies that health care leaders used to reduce turnover, which made the qualitative method the best suited for my study. Young (2016) defined quantitative methodologies as a researcher's assessment of numerical values assigned to events to test the validity of hypotheses. Quantitative methods were not appropriate for the current study because I did not intend to test a theory or hypotheses. Gokaldas (2016) defined the mixed-methods approach as researchers combining qualitative and quantitative methods involving philosophical assumptions. The mixed-methods approach was not the best choice for my study because I did not intend to test a theory or hypotheses.

### **Research Design**

Three designs were considered for the current study: ethnography, phenomenological, and case studies. Gokaldas (2016) defined ethnography as a systematic study of subjects and cultural phenomena. The ethnographic design was not

appropriate because I did not collect data involving cultural phenomena.

Phenomenological research is the process of exploring the beliefs and lived experiences of individuals by exploring themes in textual data from interviews (Young, 2016). The phenomenological design was not appropriate for the current study because I did not explore the beliefs of participants but rather the strategies that health care leaders used to reduce turnover. Bloomberg and Volpe (2018) defined a case study as an in-depth analysis of a particular group or individual units to understand the environment that contributed to behaviors. I used a single case study to explore a single phenomenon. Researchers use a single case study by analyzing multiple data sources, such as interviews, record examinations, and personal experiences to understand one phenomenon (Renz et al., 2018). Researchers use the multiple case study design to answer the research questions of *what*, *how*, and *why* when comparing two or more phenomena. For the current study, I used multiple sources, including interviews and company documents, to understand strategies to reduce employee turnover. The single case study design was the best choice for my study because I sought to understand what, how, and why for strategies used by health care leaders to reduce employee turnover. I gathered company documents from the health care organizations related to employee turnover. health care continued with interviews until no new information or themes emerged and data saturation was achieved.

### **Population and Sampling**

Purposeful sampling is used to identify and select participants who have experience and knowledge of the subject matter of the study (Naderifar et al., 2017).



According to Naderifar et al. (2017), researchers select participants based on relevant criteria significant to the study. I chose five health care leaders from a health care organization who had 5 years of supervisory experience.

The sample population for this study included five leaders from a health care organization located in Virginia who met the selection criteria. A researcher's goal is to select qualified individuals who are suitable to provide relevant data (Burstiner, 2018). I chose experienced leaders who had implemented strategies to reduce employee turnover. Moser and Korstjens (2018) stated that the target population should be logical, accessible, and aligned with the research topic. Qualitative researchers include adequate information to guide the research study, use established theory, and define the sample and analysis strategy (Benoot et al., 2016). The participants for this exploratory qualitative single case study had experience and knowledge to provide feedback about strategies to reduce employee turnover. Participants possessed the specific expertise or characteristics vital to answer the research question: What strategies do health care leaders use to reduce employee turnover? Participants in a qualitative single case study possess the qualifications and understanding of the phenomenon (Humbecck et al., 2019). Five health care leaders with a minimum of 5 years of supervisory experience constituted the sample population. I contacted the human resources department from the organization to gain access to participants. Accessing participants for research participation is achieved by contacting the organization's authority for approval (Bates & Birch, 2015). Researchers should use sampling methods to recruit participants who are representative of the population of the research (Smulowitz, 2017).

## **Sampling**

Sampling is used to recruit participants who are representative of the target population (Smulowitz, 2017). Purposive sampling is the appropriate means to collect data to answer the research questions (Vasileiou et al., 2018). Leaders are responsible for hiring decisions and authority to make changes to reduce turnover (Pedulla, 2020). I selected participants for this study based on their experiences implementing strategies to reduce employee turnover successfully.

The sample size for a qualitative exploratory case studies ranges from five to 25 participants (Malterud et al., 2016). Leaders for this study were selected based on their experience using successful strategies to reduce employee turnover. The target population consisted of five health care leaders from a hospital in Virginia who had implemented successful strategies to reduce employee turnover. Hollander and Turowetz (2017) argued that case study researchers must use participants who have sufficient knowledge and experience relative to the research topic. A qualitative study sample must be adequate to extract rich data and reach data saturation (Nelson, 2016).

## **Data Saturation**

Data saturation is reached when there is no new information or trends (Fusch & Ness, 2015). According to Olsen (2017), the sample size for a study is sufficient when data saturation is reached. I continued with interviews until no new information or themes emerged. I also gathered information from health care leaders related to this study. Data collection of participants' strategies in the health care industry was the catalyst to achieve data saturation for this qualitative single case study. I used member checking to ensure

that my interpretations of the interviews were accurate. Researchers use member checking to establish the credibility of information obtained from sources (Iivari, 2018).

I scheduled the interview date and time that were convenient for each participant. The interview accommodation is important to reduce participant anxiety during interviews (Dempsey et al., 2016). I used Zoom to communicate with participants. Teleconferencing tools provide a safe mode of conducting interviews (Archibald et al., 2019). Data quality in qualitative research relies on the credibility of the participants (Farooq & de Villiers, 2017).

### **Ethical Research**

Ethical integrity is an obligation of conducting research (Olaewaju, 2018). I obtained prior approval from the Walden University Institutional Review Board (IRB) to use human subjects. Researchers must obtain prior authorization to conduct research using human participants as required by the IRB (East, 2018). All participants must receive full disclosure of the risks and benefits of participating in the study (K. H. Kim, 2018). To ensure that I complied with the IRB process, I provided participants with a copy of the informed consent form that outlined the purpose of the study, data collection procedures, their role as a participant, and the benefits of the study. I described the purpose and nature of the study, confidentiality, safety measures, and procedures for the interview process; I also included the IRB approval number. I interviewed each participant using the same set of questions in the same sequence. I advised participants that the interview sessions would be audio recorded.

According to Doody and Noonan (2016), when researchers encourage open and honest dialogue with participants, they gain trust. I clarified to all participants that they may voluntarily withdraw from the process without penalty by calling or emailing me. Linek et al. (2017) stated that incentivized participation may lead to a misconstrued perception that can influence participants' responses. I did not offer incentives or rewards to participants who participated in the study. I abided by the guidance of ethics when using human subjects in study.

The Belmont Report guidelines protect humans selected for subjects to participate in doctoral research. The National Research Act of 1974 created a commission responsible for prerequisites of the three underlying principles of human inquiry (Kawar et al., 2016). I ensured the ethical protection of the participants were met by reviewing the informed consent form before the start of the interview and I explained their part in the study. Incentives were not given to participate in this study. Incentives can be considered motives for participants or considered as coercion to participate (Grady, 2019). The length of interviews lasted approximately 30-45 minutes or until the participant finished speaking. I remained unbiased and practiced ethical integrity while conducting research.

Beneficence encompasses two basic rules: do not harm or induce any harm toward participants, and harm may occur, such as from discussing sensitive topics (K. H. Kim, 2018). The ethical laws that protect human subjects and guarantee that research accomplishes ethical practices includes respect for persons, beneficence, and justice

(Campbell, 2017). I protected participants' information and safeguarded the information collected by storing the data in a locked file in my home office.

Data will be stored securely for 5 years from graduation date to safeguard the information. I protected information by assigning alphanumeric codes to mask the identity of each participant. Researchers are required to protect participants' identities and any identifiable information (Lowrance, 2018). I obtained approval from Walden University to collect data, IRB approval number 11-13-20-0248292 was assigned to conduct research involving human participants with the understanding that individual privacy and protection was accomplished.

### **Data Collection Instruments**

I was the primary data collection instrument for this study. The researcher is the primary data collection instrument in research studies (Fusch et al., 2017). I conducted interviews virtually while sitting in my home office behind closed doors and wearing headphones to protect the identity of the participants and information collected. I conducted interviews with participants using semi structured interviews with open-ended questions. I asked all participants the same interview questions which lasted between 30-45 minutes. Interviews for case study research increase the validity of the data collection process (Nelson, 2016). I audio recorded each interview and took notes to record nonverbal gestures. I used a Samsung Galaxy mobile device to audio record each interview.

I requested copies of any organization documents related to employee turnover from each participant. I also searched the company website for related topics,

contingency plans for employee turnover, policies, and procedures. A review of additional documents may provide information that is pertinent in reaching data saturation (Samela, 2016). I used the prescribed case study interview protocol (Appendix A) and followed up on interviews through email.

In addition to analyzing data, I used member checking to validate respondent feedback. I ensured each participants' response to the interview questions was accurately captured. Member checking is used to ensure the accuracy, credibility, validity, and transferability of information (Brear, 2018). Member checking is also used to identify incorrect interpretations of data and provide authenticity of information (Madill & Sullivan, 2018). I summarized information that reflected the experiences of participants who acknowledged the accuracy and completeness of the interpretation of data captured. I drew conclusions based on repetitiveness, patterns, and themes that emerged from the interviews.

### **Data Collection Technique**

Data collection included interview techniques based on the research question: what strategies do some leaders use to reduce employee turnover? Qualitative researchers use interviews to gather data (Jentoft & Olsen, 2017). Researchers can use interviews to gather insights into participants' lived experiences (Phillippi & Lauderdale, 2018). I conducted audio recorded virtual interviews using the same protocol for each participant and took notes. Researchers use notes to capture and document body language and nonverbal expressions during the data collection process (Villa, 2017).

I informed each participant that I would maintain confidentiality by using pseudonyms such as P1, P2, P3, P4, and P5 to mask their names and company name. I also informed each participant that they could withdraw from this study at any time without penalty by contacting me by phone or email. The method of obtaining information for research is solely used for that purpose (United States Department of Health and Human Services, Office for Human Research Protection (1979). Hyers (2018) found that the advantages of data analysis techniques involving participants provide a more vivid and detailed account of behaviors, feelings, and experiences. Participants are encouraged to be open in their responses. I asked probing questions to clarify participant responses to what strategies do health care leaders use to reduce employee turnover.

Villa (2017) stated that some disadvantages associated with using interviews resulted in small participant groups with constraints to time and budget. Participants were asked to clarify generalized responses to interview questions. Views of participants are often widely different, thereby making comparisons difficult; participants rely on the skills of the researcher to provide feedback rather than their interpretations (Brear, 2018). Participants' responses, body language, and expressions was documented and transcribed. Nonverbal communication is important to capture unspoken feedback from participants during the interview process (Troisi, 2017). I thanked each participant for their participation and advise them that I would follow-up to schedule the member checking review.

Qualitative researchers incorporate methods for respondent feedback to aid researchers to improve the accuracy, credibility, validity, and applicability of the study

(Phillippi & Lauderdale, 2018). Respondent feedback enables the researcher to have follow-up dialogue with respondents about interview data collected (Dolphin, 2016). I took notes and used a mobile Samsung galaxy recording device to assist in recalling information from each interview. I transcribed the interview data and used member checking to confirm that my interpretation of participant data was accurate. I asked each participant to review my interview summary for accuracy. Member checking is used to ensure the researcher has accurately interpreted information (Brear, 2018). All paper documents and USB drive with electronic data will be stored in a locked file cabinet in my home office for 5 years after the approval of my study. I will shred all paper notes, company documents, and informed consent forms, and destroy the USB drive with electronic files. Researchers use strict guidelines outlined in the IRB to safeguard, store, and the destruction of information materials after a five-year expiration (East, 2018). I took measures to the full extent to annihilate identifiable data collection and to guard any exposure of subjects used in this study.

### **Data Organization Technique**

I protected the interview data by encrypting data and used pseudonyms such as P1, P2, P3, P4, and P5 to protect the identity and confidentiality of participants. I audio recorded each interview and transcribed the information using Dragon software on a Microsoft Word (MS) document. I documented and described participant's non-verbal communication such as mannerisms and change in tone. I collected company documents such as policies and procedures and information gathered through the company website related to employee turnover.



I will store electronic data on a USB drive and hard copies of any company documents, my interview notes, and copies of the signed consent forms in a locked file at my home for 5 years from the graduation date. After 5 years, I will properly dispose of paper documents by shredding all papers documents and destroying the USB drive. Deshpande et al. (2019) suggested that information obtained for research is safeguarded protected and destroyed after 5 years of usage. East (2018) specified that the IRB provides guidance on research and directs that data be stored for 5 years after degree concurrence. I ensured data collected during research stages were practical and measures were taken to guard information.

### **Data Analysis**

My data collection included information from semistructured interviews, company documentation, public information from company website, and an extensive review of the literature to increase the confidence in the study. Downey (2015) suggested the use of multiple sources to increase the confidence to capture a construct. Researchers use multiple data sources to ensure data triangulation (Jentoft & Olsen, 2017). Triangulation is the use of multiple measures to capture construct (Renz et al., 2018). I accurately transcribed data vetted by participants and coded the data for analysis. Linneberg and Korsgaard (2019) suggested that researchers transcribe and code information to validate the information. I used the triangulation of data by analyzing consistency across multiple data sources. I used methodological triangulation to measure data collection to validate and increase study findings, thus establishing credibility.

Triangulation is reached at the conclusion of interviews to determine trends and patterns in feedback (Phillippi & Lauderdale, 2018).

I analyzed data analogous phrases, words, and patterns to distinguish categories for coding and I identified themes based on the frequency of words in responses. Wilson (2016) offered an effective approach to assigning non-numerical and unstructured data to differentiate participants. The secondary data source was the review of company policies and procedure materials, journal articles, books, and websites. I used NVivo 12 to enhance data collection and accuracy of the data analysis. The NVivo 12 software is designed to classify, sort, arrange information, examine relationships in the data, and combine analysis with linking, shaping, searching, and modeling data (Adu, 2019). I coded data derived from the software results, analyzed information, and identified the themes that align with the literature and the conceptual framework.

### **Reliability and Validity**

#### **Reliability**

The interview protocol for this case study included note taking, member checking, documenting events, computer data analysis, and saturation of data to provide reliable information. I took notes to help achieve replication and reflexivity of the research progression and mitigate personal bias. Researchers use multiple measures to ensure information is captured precisely (Lepkowski, 1993). I followed procedures to conduct a synthesized member checking process to improve accuracy, credibility, validity, and the transferability of information. An explanation of the member checking process was communicated to each participant as a validity checkpoint to ensure that the interpreted

feedback provided during the interview is correct. I provided participants with time to review and acknowledge that they reviewed and read the informed consent. Researchers observe and document all variations of procedures and protocols for future reference (Merriam & Grenier, 2019). Birt et al. (2016) stated that member checking is meaningful in validating research dependability. Participants' interpretation and verifications of data accuracy during member checking remain consistent with reinforcing research validity (Brear, 2018). I used member checking to ensure that the interpretation of the information was accurate. Researchers use member checking as a reliable and credible means to validate information (Iivari, 2018). Dependability refers to the consistency and reliability of research findings (Bloomberg & Volpe, 2018). I reviewed transcripts to document any significant elements and ensure that research findings remain dependable. I asked participants to review my interpretation of the data gathered in their interview for accuracy. Researchers use member checking as a reliable and credible means to validate information. Data that depict consistent patterns are relevant for saturation and are the researcher's objective to measure validity and reliability (Rose & Johnson, 2020). To document work for future reference use, attention to detail is important when conducting qualitative research (Wirtz et al., 2016). I identified merging themes from the interview data.

### **Validity**

I used the interview protocol method to extract data. The data collection tools, and method used to collect data was consistent and applicable for this study. The research process entailed the credibility of the phenomenon presented by participants. Accurate

interpretation of participant interviews focus on member checking to improve validity (Rose & Johnson, 2020). Researchers use validity to confirm the accuracy of the interpretation of participant feedback (Bloomberg & Volpe, 2018).

I used the methodological triangulation of multiple data collection sources to improve the validity of my study. I used semistructured interviews and review of organizational documents to validate the triangulation process. Triangulation ensures the validity of information obtained for research (Olsen, 2017). A review of recorded data by charting each theme based on key phrases and words; I grouped data based on similarity and recorded any anomalies.

I kept information consistent by using themes for multiple data collection for transferability. I ensured the research is inclusive of information that supports the framework of the study. The framework is a detailed explanation of circumstances to validate the findings (Birt et al., 2016). A thorough explanation of the circumstances to validate the findings for future researchers to develop the study further. Transferability provides future researchers with an avenue to apply data in different studies (Seyedghorban et al., 2016). I used an audit trail to establish research findings based on participant feedback, company documents, and an extensive review of the literature. Researchers provide a clear explanation of the backgrounds, occurrences, interviews, circumstances, and personalities of participants to validate the research (Schwarz, 2017).

To mitigate any bias, I interviewed each participant using the same set of questions, recorded each interview, and transcribed feedback verbatim. I had participants conduct member checking to ensure my interpretations captured were correct. Cypress

(2017) argued that to remain free of research bias, the researcher must remain objective, truthful, and authentic when interpreting information obtained through interviews and other material sources used to gain validity. The data obtained from the interviews with the health care leaders indicated repetitive feedback to achieve data saturation. A continuous interview process was used validated participant feedback until the same information kept surfacing or no new themes continued. I reached saturation by the fifth interview. Data saturation occurs when no new information obtained from the data collection process is evident (Tran et al., 2016).

Confirmability shows the extent that the researcher can accurately explain the findings of all participants' experiences (Renz et al., 2018). I provided participants with a 1–2-page summary of the interview data. The qualitative researcher validates the reliability of data saturation from repetitive patterns and overlapping information (Boddy, 2016; Saunders et al., 2018). I interpreted all participants experiences and perceptions that accurately depicted their individual views.

### **Transition and Summary**

Section 2 consisted of a detailed explanation of the qualitative study process and the logic for a qualitative case study. I recruited and interviewed participants based on their experiences related to strategies used to reduce employee turnover. I presented and explained the applications for the standards of ethical research. I included a summary of the analysis process, organization, and data collection. I provided a detailed and concise description of the interview process and the participants chosen for the study. I used

member checking to critique the accuracy and interpretation of the documented and recorded interviews.

Section 3 consists of the framework analysis, applicable business practices, and presented findings within the study's scope. Section 3 also includes the analysis based on the express implication for social change, and recommendations for future research. The section conclusion statement is explicit based on the data collection and analysis of this research study.

### Section 3: Application to Professional Practice and Implications for Change

#### **Introduction**

The purpose of this qualitative single case study was to explore strategies that health care leaders use to reduce employee turnover. I analyzed data from multiple data sources, such as interviews, record examinations, and personal experiences. The research findings indicated that health care leaders should remain flexible, support employees, and uphold the organization's mission to care for patients. The participants expressed their dedication to supporting employees' mental and physical health and overall well-being. Participants reported that support of work-life balance provides employees the ability to take time off to balance personal and professional needs. The findings confirmed that transformational leaders are successful in setting employees' expectations, expressing empathy, providing support, promoting development, and motivating and inspiring employees to reduce turnover.

#### **Presentation of the Findings**

A qualitative single case study was used to address the research question: What strategies do health care leaders use to reduce employee turnover? Data collection included semistructured interviews with five leaders from one health care organization who used strategies to reduce employee turnover. Virtual interviews were conducted at a time convenient to each participant and lasted no more than 60 minutes. Member checking was completed to ensure my interpretation of each interview summary was correct. Methodological triangulation was achieved through the review of company documents such as policies and memos, information collected in the interviews, and

review of literature related to the study problem. The data were compiled to identify core themes and check patterns against interview data and company documents. Each theme resulted from patterns derived from the data collection: (a) work-life balance, (b) employee engagement, (c) training, and (d) job dissatisfaction.

### **Theme 1: Work-Life Balance**

The work-life balance theme was prevalent based on the interviews with leaders. All participants referred to work-life balance throughout their responses as a significant factor in employees balancing work and personal needs. All participants provided responses that included words such as “time with family,” “child activities and events,” “time off,” and “organizational flexibility.” NVivo analysis produced a node of workplace culture when participants shared how a positive work environment, flexible schedules, and allowing personal time helped in improving job satisfaction and reducing employee turnover. Leadership communication was mentioned by four participants as an element used to create a positive work environment. All leaders support work-life balance through organizational policies, procedures, and communication. W. A. Burns (2017) suggested that prioritizing employee concerns for work-life balance assists in reducing employee turnover. Leaders are faced with challenges to balance work priorities around employees’ responsibilities (P2, P3, P4, and P5).

P1 noted that implementing work-life balance did not initially have all the information needed to support employees’ needs. However, P1 stated that leaders discovered that one-on-one meetings and team huddles encouraged communication to understand and keep the balance that employees needed. Employees wanted more time



with family to provide care for their children, and more weekends and holidays off (P1, P2, P3, P4, and P5). P1 indicated that work-life balance is a challenge for employees who need childcare, call out, or come in later than scheduled, presenting challenges to float staff to cover shifts. P2 stated that employees have flexible schedules to balance the challenges of virtual home school. All participants acknowledged the importance of work-life balance and being flexible by prioritizing the employees' needs, adjusting coverage, and offering longer shifts. P2 stated that employees are allowed to switch shifts with another colleague if it is within a 48-hour time frame to help employees balance work and life issues. P4 commented that employees are encouraged to have work-life balance to avoid burnout. Employees are encouraged to connect with colleagues through employee support councils aside from a supervisor to discuss personal or work issues (P2, P3, and P5). All leaders support work-life balance and stated that work-life balance gives employees the peace of mind to focus on home issues and stay focused on caring for patients while at work. P1 commented that work-life balance requires leaders to engage all employees to offer innovative ways to cover shifts. Leaders were able to work with the information technology team to implement a shared Outlook calendar that employees use to record time-off requests so that leaders can manage and coordinate with employees (P1). P1, P2, P3, P4, and P5 stated that work-life balance and being supportive has impacted employee turnover. "Leaders who adopt a structured, yet flexible work environment allows employees to deal with home and life situations" (P3). Work-life balance is a concern for leaders assessing various engagement techniques (Widyawati, 2020). P2 recalled a work-life balance situation that inspired her to change the protocol to

allow employees to use FaceTime or other social media apps to check in on homeschool children and other family members. P2 and P5 recounted the challenges of work-life balance to make work less daunting for employees and took on uplifters' roles to inspire and engage employees in unit-based activities. Health care leaders realize the importance of employee work-life balance, especially in a global pandemic (P2 and P5). Participants acknowledged that leaders are the frontrunners to stabilize a strained workforce; therefore, work-life balance is key to managing the workforce. P2 stated "the mental, physical and emotional consequences of health care professionals' demands are detrimental; work-life balance is important. Leaders are aware of these situations to intercede to provide work-life balance." P1 and P2 explained that leaders experience a great demand on resources to provide 24/7 patient health care, especially during the COVID-19 pandemic. Work-life balance is important because turnover is consistent with military families relocating, employees looking for better pay and benefits, burnout, and some employees wanting to get out of the health care field altogether (P2). P1 stated that leaders who individually support employees' personal and professional lives are likely to be more successful in reducing employee turnover.

This study's findings indicated that support councils are valuable retention strategies that align with the literature for individualized considerations. The ability to offer support for individual situations is important for employees' physical and mental well-being to provide work-life balance. In addition, examination of interview data and company documents indicated that participants provide employees with enough information to offer guidance and support that has reduced employee turnover.

### ***Alignment to the Conceptual Framework***

Work-life balance aligned with transformational leaders' sensitivity to work-life balance and being flexible to manage employee needs. Transformational leaders possess the ability to rationalize employee pressures to balance work and home life and to support employees' efforts to handle work-life situations (Ennis et al., 2018). Health care leaders use strategies that consider individual employee needs for work-life balance. Strategies health care leaders use to manage work-life balance impact employees' decisions to leave the job. Leaders' demeanor and approach in support of employees' decisions to put family and self-care as a priority resulted in less employee turnover. Leaders who manage challenging situations offer a balanced work environment by keeping morale high rather than concentrating on turnover and leadership execution (Eid, 2016). Current participants indicated that meeting with employees one-on-one and in team huddles was helpful to understand employee needs. Leaders who inspire and motivate employees help to keep their morale high and their turnover low (P1, P2, P3, P4, and P5). P2 stated that their concerns for providing quality care and keeping employees engaged in delivering patient care have strengthened their ability to reduce turnover.

### ***Alignment to Company Documents***

Employees have access to company documents for information to assist them with guidance, resources, and assistance with personal issues through employee assistance programs that can be found in the employee handbook. Information about one-on-one counseling for controlled substance, family services, and work-related services are some of the programs available to employees through employee assistance programs.

Special services offered to employees, including sessions with a therapist, counseling, and health wellness coaching, are posted on billboards where employees find information about notices and events. Employee turnover is negatively influenced when information is not available to guide employee work-life balance (Satrya, 2018). Quarterly notices are publicized promoting webinars for employees learning how to provide elderly dependent care, self-care, time management, and other topics of interest to employees.

## **Theme 2: Employee Engagement**

Employee engagement was the next theme that surfaced during interviews with leaders. All five leaders believed that their interactions with employees determine the effectiveness of their ability to lead successfully. All participants referenced their interactions with employees to discover strengths and weaknesses and focus on the needs of employees. P1 stated that new employees were paired with a mentor to acclimate them to the job and to help them better understand their role as health care professionals. P1 explained “some people are introverts, so you just have to meet them where they are to keep them engaged.” Krisnanda and Surya (2019) stated that new employees’ early socialization might develop a strong sense of dedication to meet organizational goals. A subtheme that surfaced was the leaders’ relationship with the council to engage employees. Four participants praised the unit-based council for bringing together employees professionally and personally (P2, P3, P4, and P5). Three of the participants mentioned their relationships with the council to support and develop employees. The council comprises in-house volunteer employees who work side-by-side to form a team of dedicated professionals acting as a confidential third party to anyone who needs

professional or personal support. The council also provides group activities and provides employees with resources available through employee assistance programs (P2 and P4). When employees engage with someone other than their supervisor to voice their concerns, this provides a surety sense. Council members perform the same or similar job duties. P1 indicated that holding meaningful meetings with employees helps to understand them better, build trust, and learn ways to keep them engaged. P2 commented that lunch dates with employees is a time to engage with employees, have candid conversations about their career goals, and encourage employees to take advantage of opportunities available to them. P4 commented that the unit-based council peer support groups held cookie socials and planned safe social distancing activities to boost morale. P2 stated that retention strategies are something leaders must continually look to redefine and reshape; as new generations come on board with different values, it is important to use an approach that will effectively engage every employee. Leaders evaluate the new generation's expectations for employment in the health care industry to minimize high turnover rates (Baker, 2017). Peer-to-peer interactions get tense when working long hours, weekends, and nights, and employees who burn out choose to change careers (P2 and P3). P4 professed that employee turnover is attributed to burnout, working weekends and holidays, and spending less time at home with family due to increased workload; long hours decrease employees' morale.

Employees voiced that some of the stressors are fear of COVID-19, staffing issues, heavy workloads, caring for many patients, pay, and long weekend hours. P5 indicated that they hired a few technicians to try and balance out some of the workloads.

Leaders are empathetic, flexible, and supportive; nursing is a demanding field (P5). P2 explained that with extra precautions around COVID-19, employees are reluctant to engage in activities. Huddles provided up-to-date information but required precautions (P2). The psychological, enthusiastic, and physical variables that motivate employees due to diminishing work environments can determine employees' level of involvement (Ahola et al., 2017). Participants hold regular meetings with council members to discuss outstanding issues and concerns to improve communication and strategize ways to engage employees at different levels (P1, P3, and P4). Leaders and employees have a codependent relationship (P4). P3 stated that "leaders rely on employees to engage them to manage up so that perceptions and experiences achieve expectations and goals." Participants use employee rounding and impromptu gatherings as mechanisms to engage employees (P2, P3, and P5). During the unit roundup, employees share work-related concerns or use the platform to share experiences with colleagues (P3). P2 described "individualized attention to motivate employees that expressed concerns of fitting in at work."

Employee turnover and employee engagement are impacted by individual motivation (Epitropaki et al., 2017). Employees are sometimes paired with a mentor based on opposite personalities and sometimes skill levels to get them out of their comfort zone and strengthen their interpersonal and professional skills (P2). P3 expressed that employee turnover is impacted by leaders' engagement with staff and showing that everyone is a part of the team. P1 commented that leaders' communication style is vital to how employees view the workplace. Leaders' engagement sets the precedent for

employees to foster a healthy workplace environment (P4). P3 said that leaders are a part of the group, establish goals, set expectations to meet goals, and provide employees with a sense of purpose to stay on the job.

### ***Alignment to the Conceptual Framework***

Employee engagement is aligned with transformational leaders' ability to engage employees in organization activities. Transactional leaders inspire employees to engage in work by increasing motivation and job satisfaction (Kriger & Zhovtobryukh, 2016). According to current participants, employees have access to company documents and receive reminders of the company mission statement and core values to encourage collaboration. The organization conducts quarterly surveys to gain employee feedback on work and organization views. Bailey et al. (2015) identified three key inquiries for each circumstance: (a) mental involvement insignificance of interaction with others on the job, (b) doubtful well-being, and (c) security of the interaction and level of comfort to engage in activities. Through employee engagement, transformational leaders attain higher employment fulfillment levels that benefit organizational strategy to engage employees (Nichols, 2018). Employees engaged in work activities identified with leadership providing trustworthy work relationships and supported ideas and pastoralism of inclusion. Employees involved with organizational activities support colleagues on both personal and professional levels. Leaders and employees have one common goal to enact an atmosphere of support; there is no I in teams, they all work together for the same purpose, and employees are less likely to leave the organization (P1).

### ***Alignment to Company Documents***

Company notices, posts, and documents are used to provide employees with updates on policy, procedures, guidance, and information to cultivate employee engagement. Employees have access to review annual organizational progression reports. Leaders motivate employees through engagement activities, such as identifying with needs, expectations, and practices (Hass, 2016). Employees are provided access to and copies of new policy, guidance, or regulation changes that they must sign off on, and a copy is placed in the employees' HR profile. Leaders play an essential role in cultivating employee engagement and adaptability at work by ensuring employees have necessary materials available to succeed.

### **Theme 3: Training**

The theme training was prevalent based on interviews with leaders. All the participants stated that training was used to improve employee satisfaction and reduce employees' intent to leave. All participants shared that their employees take refresher courses annually and regular professional development training. Training is related to the organization's mission, to include medical and procedural support training, and development, to minimize employee turnover (P1, P2, P3, P4, and P5). Self-evaluation surveys derived as a node to understand strength and weaknesses of employees used to determine professional development needs.

Employee evaluations are used to determine training opportunities for employee development to improve institutional effectiveness and strengthen the organizational structure. P1 stated that their organization uses industry-leading measures to enhance



performance using medical robotics to operate more efficiently and to provide cost-effective health care. According to Lee et al. (2017), leaders who invest in organizational sustainability retain and engage employees to achieve upward mobility. P1 asserted employee evaluation help leaders understand employee strengths and weaknesses and stated that all employees are evaluated on performance annually to determine training and development needs. Evaluations and surveys surfaced as a subtheme with 66% of the leaders indicated that they use self-evaluation surveys to assess employee strengths and weaknesses to determine employee development needs (P1, P2, and P3). Employees are offered to a test to determine professional skills levels (P1, P2, and P3). Leaders encourage employees to complete surveys to rate overall experiences regarding organizational operations, training and development, and overall views about the organization (P1 and P4). P4 concluded administrators use survey data to plan for future development and training.

Employees are encouraged to take a development or refresher course annually (P1, P2, P3, P4, and P5). The new graduates' organization star program is a six-week program required for new employees before they are released on the floor (P5). New hires learn to code, complete an evidence-based project, then are paired with a mentor for 12 months (P5). P3 explained that employees are encouraged to take training courses and earn certificates to advance their knowledge of the latest medical practices and procedures.

Employees are offered virtual training courses using computer-based modules and the COVID-19 pandemic required additional training, frequent informational meetings,

and safety precautions that employees are required to stay abreast of current developments (P3). P5 indicated that employees have the option to take advantage of extra curricula training to advance careers with approval from immediate supervisor or human resources for approved reimbursable courses. P1 expressed, “I encourage all employees to take advantage of training opportunities, whether it is for personal or professional growth.” P1 stated that COVID-19 is an event that no health care professional had advanced educational preparation. COVID-19 has had an unexpected impact on health care employees; lack of information and training availability was limited due interruption in face-to-face training (P2 and P5).

Team huddles and unit council meetings provide the opportunity for employees to have open discussions regarding training, development, and obtain information to help them deal with the pandemic crisis, and how to keep themselves, families, and patients safe (P1, P2, P3, P4, and P5). Schwarz (2017) indicated that employee turnover has an adverse effect on performance because business leaders reduce performance by offering training and development.

This study’s findings indicated that self-evaluation surveys led to training opportunities that supported employee retention strategies and that aligns also with the literature for self-evaluation surveys is important to understand employee needs. Self-evaluation surveys provide provisional knowledge for skills on the job and at home. In addition, the interviews and the review of company documents indicate that employees are encouraged to take advantage of training opportunities to advance their careers and provide professional and personal resources.

### ***Alignment to the Conceptual Framework***

Training is aligned with transformational leaders' patronage to provide employees access to training opportunities. Leaders who invest in organizational sustainability encourage employee training opportunities (Lee et al., 2017). Employees are encouraged to take on-the-job training to develop and gain knowledge to advance their careers (P1, P2, P3, P4, and P5). Bass (1985) asserted that leaders influenced employees through motivation to achieve higher aspirations and use inspiration to motivate employees in bringing about change. Employees are encouraged to achieve mission-critical goals which created higher employee satisfaction (P1). Health care leaders inspire employees to set a clear vision of purpose and goals (P2). Leaders also promote innovation which helps the advancement of employees and encourage them to stay with the organization (P5). Transformational leaders who lead with a transformational approach, motivate employees through successful career development (Yaghi, 2017). Leaders established criteria for employee sustainability afforded staff training, development, and opportunities for advancement invoked interests to achieve a stable workforce (P2). Training is used to develop, engage, support, and prepare employees for work and personal situations which has a positive influence on job satisfaction and employee turnover.

### ***Alignment to Company Documents***

Employees have access to company documents such as their position description, performance commitments, and individual development plans to map out training opportunities. Employees also have access to information and forms to sign up for self-assessment test, voluntary, and involuntary training opportunities. Employees are

provided a copy of their evaluation forms during the rating period to determine and plan for future development goals. Employee turnover impacts organizations due to accumulated costs from training, administrative expenses, and preparatory costs (Pohler & Schmidt, 2015).

#### **Theme 4: Job Satisfaction**

The last theme that surfaced was employee job satisfaction. All leaders stated that job satisfaction is a significant factor for employees which impacts their intent to stay or leave the organization. Trust, flexibility, engagement, opportunity, and salary was stated by all participants as factors used to impact employee job satisfaction. Employees who report influential supervision accept leaders who oversee the professional activities which influence employee job satisfaction (Mas-Machuca et al., 2016). Three participants stated that they make flexibility and employee engagement priorities to create the desired work environment to improve job satisfaction. P2 said that employees need a reprieve from high demands placed on health care providers due to the pandemic. One hundred percent of the leaders stated that long hours, working weekends, and working holidays were some of the top reasons for employee job dissatisfaction so changes in schedules were a priority (P1, P2, P3, P4, and P5). P1 indicated that with the increase in workloads and a scarce workforce, employees expressed burnout. Employees displayed personality and behavioral changes towards the job, so leaders were responsible for bringing the focus back to the health care professional's commitment (P2). P5 stated that in the nursing profession, people come and go, and how individuals respond to it, is paramount.

Employees need to be receptive to resources available to help them be successful in their careers (P3 and P4).

Kahya and Şahin (2018) argued that leaders feel pressured to meet high demands of organizational commitment to maintain sufficient staffing even when work conditions and pay were not aligned with being short-staffed, working long hours, and poor work conditions. P3 and P4 acknowledged that personalities, salary, and job responsibilities contribute to job satisfaction. P3 stated that employees in their last year of school are student practitioners with no prior on-the-job training and are paired with a mentor and provided tools to succeed. P2 emphasized that before leaders release employees on the floor, they make sure employees are well prepared to perform their jobs.

P4 said that:

Leaders are held to the core values and mission of the organization. To recognize and affirm the unique and intrinsic worth of everyone. Treat all people with compassion, kindness, and trust each colleague as a valuable health care team member and pledge to treat one another with loyalty, respect, and dignity, act with absolute honesty, integrity, and fairness in the way business is conducted and the way we live our lives.

Leaders at various levels of organizations should engage employees' learning and development (Amirullah et al., 2018). Health care leaders elevate inept employees to help them become prepared for their positions if necessary (Ezam, 2018). Employee training, personal development, and advancement are opportunities that everyone is afforded at their discretion (P1, P2, P3, P4, and P5). Salary is used to keep employees, but it is not

the top reason for leaving (P1, P3, and P4). “People have a fear of COVID-19, military families relocate, and family responsibilities are just a few reasons for turnover” (P3). P5 proclaimed that people get burned out from long hours, not being able to spend time with family, and the challenges of daycare and home school for people with small children. P3 shared the culmination of wearing a mask; the additional precautions of existing with COVID-19 every day are significant changes at home and work. P2 explained that employees face difficulty acclimating to the job, mostly since the pandemic has caused anxieties that may not have been apparent pre-pandemic. Leaders have an open-door policy, therefore when employees come in and speak to them about issues, it helps to build trust (P1 and P2). Empowering employees and being supportive increases job satisfaction and lessens employee turnover (P1, P2, P3, P4, and P5). Some leaders expect moderate turnover rates in health care organizations based on employee job satisfaction (Kholiq & Miftahuddin, 2018). P3 stated that leaders who adopt a structured, yet flexible work environment, will increase employee job satisfaction.

This study’s findings indicated that trust, flexibility, engagement, opportunity, and salary contributed to employee turnover strategies that aligns with the literature. Employees are motivated when leaders are supportive. Leaders who support employees improve the chance of maintaining employee job satisfaction. Leaders who inspire and engage employees have a positive influence that inspire employees and reduce turnover. Salary can be a motivation for employees to vacate their jobs. The examination of company documents suggested that employees remain on the job to take advantage of company benefits and resources that reduce employee turnover.

### ***Alignment to the Conceptual Framework***

Employee job satisfaction is aligned with transformational leaders' ability to cultivate a positive work experience for the employee through work, training, and the work environment. Transformational leaders use individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence to engage employees (Riggio, 2020). Participants indicated they demonstrated good work ethics and enthusiasm for their jobs and engaged and inspired employees to achieve job satisfaction. Kang and Lee (2016) discovered that leaders' work engagement and job satisfaction inspired employees to experience the same for themselves. Leaders encouraged employees to contribute positively toward an organization's growth. Leaders instituted work activities, established relationships with employees, enabled growth and development opportunities which sustained a stable and fulfilled workforce. Traditionally, leaders who provide training, development opportunities, establish relationships, opportunities for advancement, manage relationships, and protect interests of employees are destined to achieve job satisfaction (Flickinger et al., 2016; Mas-Machuca et al., 2016). P4 stated that employees' perceptions, experiences with leaders, and the work environment affect job satisfaction and is an essential factor in deciding to remain with their organization.

### ***Alignment to Company Documents***

Employees job satisfaction is impacted by their work, pay, benefits, training, and ability to engage in company activities, events, and priorities. Employees have access to review company documents such as policies, procedures, strategic plans, and

organizational priorities. Employee job satisfaction stems from fair leadership practices and stable work conditions (Khan & Lakshmi, 2018). Also, employees have access to benefit resources and information to that impact future financial growth such as company matched 401k savings investment, organization stock options, and onsite 24-hour fitness centers. Posters are visible with contact information for employees to access unit-based councils for one-on-one sessions.

### **Application to Professional Practice**

Employee turnover costs include supplemental staffing, training, and benefits, exceed health care professionals' average salary (Baumgartner & Rauter, 2017). This study findings can be applied to the professional practice to reduce employee turnover by instituting: (a) work-life balance, (b) employee engagement, (c) training, and (d) job dissatisfaction. Leaders can increase employees' quality of life by understanding their needs personally and professionally. Leaders can engage employees by acknowledging their achievements and offering rewards. Leaders can enhance employee lives by encouraging them to take training and development for professional or personal growth. Leader can improve job satisfaction by providing employees with the necessary tools and resources and provide opportunities to contribute to organizational priorities. The study findings may benefit leaders by showing them trust, empathy, and inspiration which demonstrates employee support. Leaders reducing turnover can advance employees outlook on life by establishing structure to increase moral and improve overall job satisfaction.



Leaders can benefit from this study findings through the ability to motivate and support employees, provide opportunities to engage employees in organizational priorities, communication of changes and initiatives, and by offering flexible work environments that support a work life balance. Transformational leaders facilitate and teach followers their visions for their organizational mission (Xenikou, 2017). Leaders may benefit from understanding how their leadership style impacts followers and how transformational leaders create positive demeanor can impact how employees feel about their work, the leader, and their intent to stay with the organization. Leaders' perspectives reflect their interactions and strategies they use to reduce employee turnover.

### **Implications for Social Change**

This study impacts social change through the leaders' behavior that influences employees' intent to stay or leave the organization. The personal and professional relationships that leaders develop with employees can impact their professional and personal lives. Leaders who have effective turnover strategies impact employees' performance, interactions with colleagues, and how they interact in their community. Health care leaders who use strategies to reduce employee turnover create a stable work environment, increase work amity that might be reflected in organizations, at home and in their communities.

Leaders who implemented work-life balance found that employees had longer tenure and focused more on patient quality care (Arifkhanova, 2018). Leaders who engage employees in work activities noticed longer-term employment were able to serve the community better (Lexa, 2017). Leaders who empower employees to develop

themselves professionally can also transfer to personal lives interacting in their communities. Employees that are happy are less likely to vacate their job, and more likely to better serve the community (Yusuf & Yee, 2020). Employees who trust leadership positively affect patient care (Little et al., 2016). Employees are more inclined to stay on the job when they know what to expect, are provided structure, policy, guidelines, and procedures to follow (Karabay, 2016). Reduced turnover impacts patient care, therefore the community encounters the quality of performance inpatient care (Amirullah et al., 2018). Leaders' attitude influences a positive or negative employee atmosphere that reflects the work environment. Leaders who are influential and institute positive behavior, create a safe environment for employees which translate to their personal life (Kang & Lee, 2016).

### **Recommendations for Action**

Employee turnover is a worldwide issue that impacts productivity, remaining employees, and workplace culture. Based on this study's findings, I recommend that leaders support work-life balance, engage employees, enhance training, and conduct exit interviews to reduce employee turnover. By engaging employees with more challenging projects, development opportunities, and offer stretch assignments, employees feel more included and job satisfaction improves. Transactional leader focus on incentives, structure, and short-term goals that improve organizational goals (Osiyevskyy, 2016). Leaders who use incentives recognize the impact on employee involvement in work activities, motivation, and dedication to advance organizational goals. Leaders should

provide employees with the opportunity to provide feedback, share their experiences and express their challenges at work.

### **Work-Life Balance**

Leaders should provide for a work-life balance for employees that is flexible to support employees in managing the demands of work and family. Some employees balance home, school, work, which can be overwhelming (Satrya, 2018). W.A. Burns (2017) suggested that prioritizing employee concerns for work-life balance to reduce employee turnover. Some ways to improve work-life balance include daycares on-site, flexible schedules, remote work, and commuter subsidies. Leaders should ensure staffing levels are enough to cover shifts so that employees can request time off to take care of family and personal issues. Work-life balance allows employees time away from the job to avoid burnout (Braun & Peus, 2016). Leaders can improve work-life balance by managing employees' overall time management, flexibility with start times of shifts, providing job share opportunities, temporary reduction in schedules and alternative ways to accomplish work priorities and personal needs.

### **Engage Employees**

Leaders should engage employees to build trust, character, and fellowship which will bolster inclusiveness and improve job satisfaction. Leaders who interact with employees encourage and motivate their creative and innovative contributions to achieve workplace excellence. Employee dedication indicates the supportiveness that leaders provide for employee engagement and development (Widyawati, 2020). Leaders should engage employees to help them feel like a part of the team.

Employee engagement is employees' commitment to the success of their jobs and the organization in which they work (Bailey et al., 2015). Leaders who engage employees and empower them to showcase their skills and talents improve the workforce. Creating opportunities for new employees to partner with current employees (mentors), provide an opportunity to learn from one another. Leaders who have regular interactions with employees gain insight to employee strengths, weaknesses, and the opportunity to understand their short- and long-term goals. Leaders should identify work activities to engage employees by encouraging committee involvement, job shadowing, opportunities to present information or brief executive management teams, and attend conferences for professional growth, and networking.

### **Training**

Employee training and development are important to support organizational growth. Employee training can improve interpersonal skills, communication, problem-solving skills, stress management, critical thinking, and support team building. Leaders should urge employees to continue personal and professional development to increase their knowledge and skills through company training and formal training programs. Employees who embrace training and development opportunities perform their jobs better and have higher job satisfaction which influences their intent to stay with the organization.

Leaders should incorporate training programs that evaluate employees' skills to determine training and development needs and use feedback from assessments to explore additional training opportunities for employees. Leaders should encourage employee

development and training to sustain the workforce and organization efficiency and retain employees. Employees who receive training and development are committed to job efficiency have higher job satisfaction are less likely to vacate their jobs (Mas-Machuca et al., 2016). Leaders who provide new hires with proper onboarding and training help the employee acclimate to their job and work culture faster and helps to make employees feel valued.

### **Exit Interviews**

Leaders who conduct exit interviews will understand the reasons why employees leave the organization. Through exit interviews, leaders can learn about the employees' satisfaction and dissatisfaction during their employment tenure and what prompted them to seek employment elsewhere. Employee exit interviews provide leaders with ways to improve work duties, reveal workplace issues, issues with pay, burnout, and other contributors that lead to the reason to leave the job. Leaders can conduct exit interviews to gather employee suggestions to improve work issues evaluate day-to-day processes, work culture, and incorporate programs that can improve employee turnover.

Understanding why health care service professionals choose to stay at their jobs is of significance to leaders who want to maintain employees (Paiva et al., 2017). The results of exit interviews can help leaders learn what contributed to employees' intent to leave so that changes can be implemented to impact remaining employees.

### **Recommendations for Further Research**

Employee turnover is a growing issue for leaders which has a negative impact on remaining employees and achieving organizational goals. Leaders are challenged with

implementing effective strategies to reduce employee turnover. Employee turnover negatively influences business performance (Moss et al., 2016). Based on this study's findings, further research can explore the impact employee turnover has on employee performance. A recommendation for further research could include expanding to organizations in different industries and geographical locations.

Future researchers can expand the strategies to reduce employee turnover specific to millennial employees. Researchers may explore employee turnover through employee responsiveness to various leadership styles. Future researchers may study the correlation of organizational policies and procedures to employee turnover. Researchers may conduct a quantitative correlation of employee engagement and employee development and the impact on employee turnover.

Participants indicated that employee engagement and training were core values that increase the growth and sustainability of the organization and impacted job satisfaction and therefore employee turnover. The participants were limited to one organization whereas future research may include leader insights from multiple organizations. A multicase study could reveal a more in-depth explanation of why employees vacate their jobs. Another limitation is that the participants occupied lead nurse positions and other health care leaders were not offered to participate in this study.

### **Reflections**

This doctoral journey came with many trials and tribulations, but I remained focused. I endured a lot of personal and professional tragedies and triumphs throughout this process. This journey gave me a sense of purpose because I love to help people. I

developed discipline in areas that I did not know I needed discipline; the ability to sit for hours in front of a computer. Adjusting to the APA guidelines and retraining myself to write on an academic level was eye-opening. My writing and research skills have improved immensely during my DBA journey.

The IRB review was intense, but I learned much during that process, especially to pay attention to detail and not to deviate from procedures. Scheduling the participants for an interview became a bit of a challenge due to work schedules and COVID-19. The participants were able to provide critical feedback and were very cooperative. I did not realize that hospitals were deeply invested in the development, mentorship, and extensive training to prepare employees to perform their jobs. I was impressed by the leaders' dedication to providing employees with the tools and necessary resources to reach their individual career goals. This study gave me a deeper appreciation for the health care professionals that risk their lives daily to save civilians' lives. The participants displayed unselfish dedication to support their teams and, most importantly, to serve the community. The participants in this study were knowledgeable, dedicated, and insightful feedback that will be timeless for the health care community. The participants were professional and willing to donate their time to reflect on their roles as leaders. My sincere gratitude to the hospital network that identified an organization and participants.

### **Conclusion**

Health care organizations spend millions each year related to employee turnover costs. Employee turnover costs organizations over \$250 million annually (Okpala, 2018). Leaders' assessment of why employees vacate their jobs helps organizations to minimize

employee turnover. Leaders' management style and interactions with employees are essential to establish a working relationship to understand employees' goals and interests which also can help to reduce turnover. Also, it is equally necessary to provide employees with the required information, training, and tools to perform their jobs which can impact their turnover intentions. Four primary themes were derived from this study, work-life balance, employee engagement, training, and job dissatisfaction. This study revealed that leaders should engage employees and provide training opportunities to reduce employee turnover. The study findings are linked with the conceptual framework and the transformational leadership theory. Health care leaders encourage employees to take training for personal and professional growth. Transformational leaders use intellectual stimulation, inspire motivation, and influence to engage employees (Riggio, 2020). Health care leaders who conduct exit interviews with employees have a better understanding of why employees chose to leave their job. The transformational leader is flexible and adaptive to the evolving demands that impede the health care industry. These quality characteristics of transformational leaders enable them to advance health care organizations through reducing employee turnover.



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## Appendix A: Interview Protocol

I am Sheila Redmond, a Walden University research student working on my Doctorate in Business Administration. My topic is challenging leaders face in health care employee turnover. This health care organization was chosen based on proximity, location accessibility, and due to the health care issues and employee turnover that is plaguing all of Virginia and the health care industry as a whole.

### **Protocol:**

- Interviews will be a maximum of 60 minutes.
- Interviewee responses will be transcribed, digitally recorded, and observations journaled.
- All identifying information will be coded to ensure privacy and confidentiality.
- At the end of the interview, I will schedule a follow-up meeting by phone, email, or in-person with the interviewee to verify the accuracy of data interpretations.
- Data obtained will only be used for the purpose of this study.
- Per the Walden University guidelines, the interviewee may exit the study at any time.
- The interviewee must acknowledge their understanding of the interview protocol by signing the consent form before conducting the interview.

### **Interview Questions:**

1. What strategies do you use to reduce employee turnover?
2. How do you evaluate employee turnover strategies?
3. What are the reasons departing employees provide for leaving the organization?
4. What are the challenges you have faced in improving employee turnover?
5. How did you overcome these challenges?
6. What additional information would you like to share regarding strategies used to reduce employee?

Thank you for taking the time out of your very important and busy schedules to participate in this research effort. If you should have any additional information or questions, please contact me at sheila.redmond@waldenu.edu or 703-853-6523.

**Date:** \_\_\_\_\_ **Location:** \_\_\_\_\_  
**Interviewer:** \_\_\_\_\_ **Interviewee:** \_\_\_\_\_  
**Participant Consent:** Yes \_\_\_\_\_ No \_\_\_\_\_

## Appendix B: Introductory Letter to the Organization

Date:

To the Organizational Human Resource Department:

I am a doctoral student at Walden University, and I am conducting my doctoral research case study titled, Leadership Challenges to Strategize Turnover in the Health care Industry. I selected your health care organization based on proximity, location accessibility, and due to the health care issues and employee turnover that is plaguing all of Virginia, and the health care industry. The capability of providing patient health care and managing the needs of employee work and life balance, as this organization is an important service to society. The interviews will emphatically explore leadership strategic role in managing employee turnover. I will respect your organization and managers by maintaining privacy in all measures of my research. Additionally, you are obliged to deny my access for interviews if you choose at this time or a later date.

I kindly request that your organization allow me access to interview your leaders and if applicable access materials or records such as; policy, procedures, and guidelines that address employee turnover contingency plans. For data collection, I am requesting to interview a minimum of five leaders who have supervised employees within a minimum of 5 years. Please read the attached letter for participation that provides more information about this research project and how to respond to this request. Also attached is a letter of introduction to your leaders for you to forward, if your office or other authority, within your organization, choose to participate. I will respond to potential participants with additional information pertaining to the study and the leaders need to respond directly to me. This research is not seeking company production or any business competitive information except to interview managers of teleworkers. I also kindly request a response within three to five business days, otherwise, I appreciate the consideration from this organization.

My contact information, Sheila Redmond, Walden University Doctoral Student  
Cell-703-853-6523, Sheila.Redmond@waldenu.edu, or sredmond263@gmail.com

Sincerely,

Sheila Redmond  
Walden University Doctoral Student

## Appendix C: Participant Email Invitation

Dear Potential Participant

My name is Sheila Redmond, a Doctor of Business Administration (DBA) candidate at Walden University. This is a formal invitation to participate in a research study entitled, Leadership challenges to strategize turnover in the health care industry. I anticipate that the initial interview will take 30-45 minutes. Each interview will be audio recorded and each participant will have the opportunity to review the transcribed summary for accuracy. If you are interested in participating in this study, email me at [sheila.redmond@waldenu.edu](mailto:sheila.redmond@waldenu.edu) with the statement "*I consent to participate.*"

Thank you,

Sheila Redmond  
Doctoral Candidate  
School of Management & Technology  
Walden University