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Strategies to Improve Employee Motivation in Addiction Treatment

Dawn Marie Belamarich
Walden University

Walden University

College of Management and Human Potential

This is to certify that the doctoral dissertation by

Dawn Belamarich

has been found to be complete and satisfactory in all respects, and that any and all
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Review Committee

Dr. James Glenn, Committee Chairperson, Doctor of Business Administration Faculty

Dr. James Savard, Committee Member, Doctor of Business Administration Faculty

Dr. Gwendolyn Dooley, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

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Abstract

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by

Dawn Belamarich

MS, Capella University, 2013

BS, The Richard Stockton College of New Jersey, 2005

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

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Abstract

Addiction treatment leaders are experiencing challenges in motivating qualified and committed professionals within their businesses. Without strategies to motivate and retain employees, addiction treatment businesses will fail, and patient outcomes can suffer. Grounded in Herzberg's two-factor theory of motivation, the purpose of this qualitative multiple-case study was to explore strategies addiction treatment leaders used to improve employee motivation. The participants were 10 addiction treatment leaders with demonstrated experience in utilizing leadership strategies to improve employee motivation. Data were collected through semistructured interviews, a review of the literature on employee motivation in addiction treatment organizations, and a review of organizational archival information. Through Yin's five-step thematic analysis, four themes emerged: (a) employee and peer relationships; (b) recognition, praise, and promotions; (c) adequate compensation; and (d) working environment. A key recommendation for addiction treatment leaders is to increase efforts around employee appreciation events, recognition, and promotional opportunities. The implications for positive social change include the potential to improve the lives of individuals affected by addiction; bridge the gap between these individuals, their families, and the community; and create sustainable addiction treatment businesses across the United States that impact the greater good.

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Dedication

I would like to dedicate this study to my husband, Dave; my brothers; my mother; my coworkers; my family; and my friends who have been supportive of me on this journey. I am grateful to each of them for giving me the motivation, work ethic, patience, resources, and ability to achieve this lifelong goal. I know that my grandparents are looking down and smiling at this accomplishment.

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Table of Contents

iii

List of Tables

Chapter 1: Foundation of the Study

Employee turnover negatively affects businesses by increasing operational and hiring costs and limiting organizational growth and profits. As Olubiyi et al. (2019) stated, these costs can be as high as $10,000 per hourly employee and twice as high as a replaced employee's annual salary. Retention strategies, and the associated costs, are at the forefront of most business leaders' agendas, with business leaders prioritizing the value of employees in growing their business and supporting competitive advantage (Yildiz et al., 2020). In social service organizations, the inability to motivate and retain key personnel may not only influence the business bottom line, but also have a negative influence on the client experience, thereby affecting added value that would otherwise accrue through a supportive therapeutic alliance and rapport with staff members (Astvik et al., 2020). The Substance Abuse and Mental Health Services Administration has reported that staff turnover in addiction treatment ranges from 15% to 50%, leaving addiction treatment leaders working to identify solutions to retain employees (Sherman et al., 2017). This qualitative study explored the strategies that addiction treatment leaders can use to increase employee motivation in the addiction treatment industry.

Background of the Problem

Retaining employees is vital to any business but is even more important in businesses working to make a positive social change. Addiction treatment is one such business where successful employee retention influences organizational success and plays a significant role in client success. According to Tauscher et al. (2021), 2.5 million American adults access treatment services yearly, and their unique needs require the

services of qualified and committed staff members to help achieve goals. Recent research has explored the role of employee motivation on the turnover rates of addiction treatment professionals, with motivation described as both an intrinsic and external factor that keeps employees within the organization. Working in the addiction treatment business can be challenging, and researchers have focused on overcoming barriers associated with employee retention (Hatch-Maillette et al., 2019; Kelly & Hearld, 2020; Kulesza et al., 2016).

Historical research has focused on factors such as training, workplace climate, resource management, and compensation in the industry's retention of addiction treatment professionals (Hatch-Maillette et al., 2019). Given the prevalence of these factors in the literature, the recommendations for retaining addiction treatment professionals include increased training, support, and compensation. Reference to the role of leaders such as CEOs, directors, leads, and supervisors is prevalent in the research, but successful employee motivation strategies require additional research (Ashford et al., 2018). According to the Bureau of Labor Statistics (2021), employment in the addiction treatment industry will grow by 23% through 2030. Addiction treatment leaders will benefit from effective strategies to motivate and retain employees as the workforce increases. The problem is that addiction treatment leaders struggle to identify strategies that positively influence employee motivation. In completing this study, I used the research to solve this problem and identify strategies that addiction treatment leaders can use to improve employee motivation for professionals in the addiction treatment business.

Problem Statement

Retaining qualified employees in the addiction treatment industry is essential as organizations work to positively influence their overall performance and profitability (Garner & Hunter, 2014). According to Sherman et al. (2017), the Substance Abuse and Mental Health Services Administration reported that staff turnover in addiction treatment ranges from 15% to 50%, with addiction treatment workers feeling the strain of changing workplace demands, burnout, and long hours. The general business problem is that addiction treatment employees are negatively influenced by a lack of motivation, which directly influences addiction leaders' and businesses' success and sustainability. The specific business problem is that some addiction treatment leaders lack strategies to improve employee motivation.

Purpose Statement

The purpose of the qualitative multiple case study was to identify the strategies that addiction treatment leaders use to improve employee motivation. The target population was addiction treatment leaders, including CEOs, directors, supervisors, and leads across multiple addiction treatment facilities in the tri-state area surrounding New Jersey (New Jersey, New York, and Pennsylvania) who demonstrated the ability to retain employees. Employee retention improves business profitability, and the implications for social change in retaining qualified and committed employees in the addiction treatment industry may improve outcomes for individuals struggling with addiction. In addition to the benefits to addiction treatment businesses, clients receiving treatment may benefit

from retaining employees who can consistently support them in achieving goals throughout their treatment journey.

Population and Sampling

The target population was addiction treatment leaders, including CEOs, directors, supervisors, and leads across multiple addiction treatment facilities in the tri-state area surrounding New Jersey (New Jersey, New York, and Pennsylvania) who had demonstrated the ability to retain employees. The sample size for this qualitative study included 10 addiction treatment leaders with proven success in retaining employees across unique addiction treatment facilities. The 10 CEOs and middle managers were from three unique organizations with a proven history of successful retention efforts. I used a semistructured interview protocol across participants. The eligibility criteria for participation were (a) CEO or middle manager leadership title within a facility with responsibility over multiple team members within the organization; (b) successful retention of addiction treatment employees within the last year, indicated by a turnover percentage lower than the national healthcare average; and (c) employed in the field of addiction treatment.

Purposive sampling is a method used in qualitative research to gather appropriate participants who are likely to provide useful information on a given topic. Purposive sampling helps the researcher identify and select cases without wasting time and resources (Campbell et al., 2020). Purposive sampling is not random but deploys a purposeful method of selecting participants for a study. Desselle et al. (2022) emphasized the use of purposive sampling when the chosen topic and population of study are specific

and random sampling would yield minimal or inappropriate results. I explored addiction treatment leaders' strategies to increase employee motivation. Given the specific parameters for study participation, purposive sampling was the best approach to identifying CEOs and middle managers who fit the study criteria.

Nature of the Study

I used a qualitative methodology for this study. Qualitative research involves exploring reality through the descriptive and interpretative analysis of people's experiences, views, and frameworks (Whiffin et al., 2022). The qualitative method provides an individualized lens to understand social situations and industries (Cho et al., 2022). For this study, a qualitative method made sense, given the need to identify specific strategies that leaders used to motivate employees and create more sustainable workplaces. Through the use of the qualitative method, I examined the specific strategies that leaders in the addiction industry used to make sound conclusions on innovative approaches and strategies that could create lasting retention (Grodal et al., 2021). A quantitative method did not align with the needs of this research, given the focus on causes and outcomes rather than producing explanations that could limit ongoing retention issues in the industry (Jamali, 2018). The quantitative method also involves the use of concrete questions with minimal ability to gather details on social situations and interviewee perspectives (Jamali, 2018). Given the focus on strategies that addiction treatment leaders can use to increase employee motivation, a qualitative method was the most appropriate for this study.

A qualitative case study was the research design chosen to discuss strategies that addiction treatment leaders can utilize in improving employee motivation. Researchers use case study design to gather observations, interviews, and information from participants engaged in a studied phenomenon (Jamali, 2018). For this study, interviews with addiction treatment leaders helped in gathering data on factors of motivation. In using this design, I aimed to study a particular group, addiction treatment leaders, to identify strategies that influence employee motivation. The study explored multiple leaders across three unique organizations. Given the involved group of participants, I conducted a multiple case study. A multiple case study was the most effective design, given that two or more unique participants were engaged in this study on strategies that increase employee motivation. Given the multiple unique participants for this study, a single-case study would not have benefited this research (Rashid et al., 2019). Both phenomenological and narrative research designs were not appropriate for this study. Phenomenological designs focus on the universal underpinnings of a topic, rather than the unique approach taken by the interviewee (Rietmeijer & Veen, 2022). Narrative research compiles feedback on a topic for the researcher to interpret (Rashid et al., 2019). In this study, I explored the unique strategies that addiction treatment leaders use to increase employee motivation, which required direct feedback from participants on the strategies that improved employee motivation in addiction treatment.

Research Question

The research question for this study was the following: What strategies do addiction treatment leaders use to improve employee motivation?

Interview Questions

1. What strategies do you use to increase employee motivation?

2. How do you know that these strategies improved employee motivation?

3. What are any barriers or limitations, if any, to implementing these strategies?

4. Tell me about the impact of recognition, praise, and promotional opportunities on employees in your facility or business.

5. Tell me about the impact of organizational policies, salaries, incentives, working conditions, and peer relationships on employees in your business.

6. What are your current retention rates and reasons for turnover in your facility and/or business?

7. To the best of your knowledge, how do these rates and reasons compare to other regional treatment centers?

Conceptual Framework

Many researchers have analyzed frameworks specific to employee motivation factors across businesses. Frederick Herzberg's (1959) two-factor theory is a conceptual framework developed to measure how specific factors influence the overall retention and motivation of employees within an organization (Akdemir, 2020). Herzberg's theory is an extension of Maslow's (1943) hierarchy of needs and looks at the satisfying or motivating factors that motivate employees in the workplace, as well as the dissatisfiers, or hygiene factors, that limit employee motivation and retention (Alrawahi et al., 2020). In this framework, motivating factors include recognition, support, appreciation, and worth, while hygiene factors include work components such as working conditions, pay,

the connection amongst colleagues, policies, and supervision (Alrawahi et al., 2020). Herzberg theorized that the combination of positive experiences in these two areas, as well as the reduction of employee needs, increases motivation and retention. The application of Herzberg's theory to this study helped support the conclusion that an increase in employee motivation increases organizational retention and success.

Operational Definitions

Addiction treatment: Rehabilitation services that vary in intensity based on individual assessment and patient needs. Addiction treatment helps patients keep off addictive substances and reacclimate back into society (Sarkar et al., 2022).

Employee motivation: The means that empower employees to take structured action in the workplace (Sobaih & Hasanein, 2020).

Hygiene factors: The second construct of Herzberg's two-factor theory. Hygiene factors include any factors that prevent job dissatisfaction, including company policy and administration, job security, salary, supervision, interpersonal relationships, supervisory relationships, physical working condition, and benefits (Thant & Chang, 2021).

Motivator factors: One component of Herzberg's two-factor theory. Motivating factors include recognition, support, appreciation, and worth, while hygiene factors include work components such as working conditions, pay, the connection amongst colleagues, policies, and supervision (Alrawahi et al., 2020).

Assumptions, Limitations, and Delimitations

Research, specifically qualitative research, occurs via a dual creation of meaning by the participant and researcher, with a certain expectation of assumptions and

limitations present in the research (Schlegel et al., 2021). Assumptions, limitations, and delimitations are present within all research. As Theofanidis and Fountouki (2018) noted, researchers should note these factors at the onset of a study to balance recognition of facts with outcomes within a given study. Below are definitions of assumptions, limitations, and delimitations as they correspond to this study.

Assumptions

Assumptions are prevalent in any research process, and certain assumptions are relevant to this study. According to Levitt (2021), assumptions in research are beliefs or elements within a study that the researcher assumes to be true before testing. In this study, the assumption was that interviewed participants, both CEO and other addiction treatment leaders, would provide open and honest feedback for the interview questions. Another assumption was that the leaders in question had the needed information to respond to questions about the motivation of their employees and that they would be forthright and honest with feedback provided. Finally, I assumed that a qualitative approach was the best research design to study the strategies that addiction treatment leaders use to increase the motivation of employees.

Limitations

According to Theofanidis and Fountouki (2018), limitations within a study are typically outside of a researcher's control and align with the research design, statistical model constraints, funding constraints, or other factors. Though limitations are out of a researcher's control, acknowledging limitations at the onset of a study is essential. One limitation of this study was the sample size of the CEOs and leaders chosen to participate.

The sample size may not represent the entire population of addiction treatment leaders in the region but encompasses a sample size assumed to produce reliable and valid results. Another limitation of this study was in the chosen methodology. I chose to utilize a qualitative, multiple case study design, which can include a smaller sample size in quantitative analysis. The sensitive nature of the job within the industry may elicit limited involvement, and the sample size represents that fact.

Delimitations

Delimitations are the limitations set forth by the researcher (Theofanidis & Fountouki, 2018). Unlike limitations, delimitations are within the researcher's control. According to Theofanidis and Fountouki (2018), delimitations define the boundaries and limits set by the researcher and include factors such as theoretical background, objectives, research questions, and variables in the study. The scope of this study was addiction treatment organizations on the northeast coast of the United States, including New Jersey, New York, and Pennsylvania.

Significance of the Study

Successful leaders work to maximize employee retention; this need is apparent within the addiction treatment industry. According to Ashford et al. (2018), treatment within the behavioral health field cost the United States 420 billion dollars in 2016, with two thirds of those treated for a substance use disorder experiencing a relapse within months of receiving treatment. Motivating and retaining key personnel to work with patients is more important than ever in this business. By establishing the relationship between leadership strategies and employee motivation within the addiction treatment

industry, employers can expect to improve the bottom line and benefit patients receiving treatment. This research will help guide best practices and strategies for addiction treatment leaders within the industry (Tsounis et al., 2017). By identifying the strategies that motivate and retain employees in addiction treatment, behavioral health leaders can solve a significant problem within the industry.

Responding to the research question will have a positive influence on society. Addiction treatment employees work with challenging clients daily, and when employees are content and motivated to sustain employment, clients, their families, and the community benefit from those outcomes (Enos, 2014). As retention increases, the business bottom line benefits, and communities can limit the burden of being torn apart and paralyzed by addiction. The implications for positive social change include the potential to improve the lives of individuals affected by addiction; bridge the gap between these individuals, their families, and the community; and create sustainable addiction treatment businesses across the United States that impact the greater good. Employee motivation improves business profitability, and the implications for social change in retaining qualified and committed employees in the addiction treatment industry may improve outcomes for individuals struggling with addiction (Tsounis et al., 2017). In addition to the benefits to addiction treatment businesses, clients receiving treatment may benefit from retaining employees who can consistently support them in achieving goals throughout their treatment journey.

Literature Review

The purpose of this qualitative multiple case study was to identify the strategies that leaders in the addiction treatment industry use to improved employee motivation. I divided the literature into subtopics to clearly define the factors contributing to the leadership strategies and clarify the chosen conceptual framework. These subtopics included Herzberg's two-factor theory of motivation, history of Herzberg's theory, current utilization of Herzberg's theory, competing theories of motivation, alternate theories of motivation, themes of Herzberg's theory, and subthemes of Herzberg's conceptual framework.

The databases I used to review the literature included Academic Search Premier, Business Source Complete, ProQuest, Thoreau Multidatabase, and SAGE Journals. I reviewed the literature on retention in addiction treatment, addiction treatment and employee motivation, leadership strategies in addiction treatment, and Herzberg's two-factor theory of motivation. The keywords used to review the literature included *addiction treatment*, *behavioral health leaders*, *behavioral health employees*, *addiction treatment staff*, *addiction treatment employees*, *substance abuse treatment*, *addiction leaders*, *employee motivation in healthcare*, *employee motivation in behavioral health*, *Herzberg*, *motivation-conservation theory*, *motivator factors*, *hygiene factors*, and *Herzberg's two-factor theory*. Table 1 lists the 131 sources used in the literature review.

Table 1

Literature Review Sources

	Older than 5 years	2018	2019	2020	2021	2022	2023	Total
Books	3	1						4
Government documents	2				1			3
Other sources	1							1
Peer-reviewed articles	21	7	16	31	38	23	1	137
Total	27	8	16	31	39	23	1	145

Herzberg's Two-Factor Theory

Frederick Herzberg developed the two-factor theory of motivation. Herzberg et al. (1959) proposed the two-factor, or motivation-hygiene theory, in the book *The Motivation to Work*, to analyze the specific factors that influenced employee satisfaction and dissatisfaction. Herzberg was a humanist behavioral psychologist who worked at multiple universities researching and consulting on the motivations of employees across industries (Behling et al., 1968). Herzberg's theory was controversial at the time of its development due to how the concepts of the two-factor theory competed with traditional unidimensional theories of motivation (Davis & Allen, 1970). The theory also received criticism due to its identification of employee-specific factors that influenced satisfaction or lack thereof, with researchers concerned about the sample size and previously unfounded differences between job satisfiers and dissatisfiers, as Herzberg stated (Davis & Allen, 1970). Herzberg identified these constructs through a study of 200 engineers that he detailed in his book *The Motivation to Work* (Zhang et al., 2020). The theory helped set the stage for additional research on employee motivation and retention.

Until Herzberg's theory, few theorists had researched the role of employee motivation within the workplace. In *The Motivation to Work*, Herzberg and his team examined job motivation from a new and unique approach to employee motivation and retention issues across industries (Herzberg et al., 1959). In Herzberg's time just as today, employee motivation and its role in retention were valuable areas for study, especially given its role in the success and growth of businesses. In 1959, Herzberg et al. conducted a study on job attitudes to identify creative approaches to mitigate turnover and absenteeism while increasing productivity and working relations between employees, leaders, and organizations. Herzberg et al. knew that work was one of the most absorbing things in an individual's life. They conducted a study on people's attitudes towards their job and included it in their progressive book, *The Motivation to Work*. Though some foundational concepts were specific to prior theories, Herzberg and his team identified new ways to look at employee motivation.

Based on the initial hierarchy of needs established by Maslow, Herzberg was intrigued by the factors that motivate employees. Herzberg et al. (1959) interviewed employees and collated findings from these interviews to form the basis for the two-factor theory (Alam et al., 2020). According to Sobaih and Hasanein (2020), Herzberg interviewed 200 engineers in accounting and engineering firms in the Pittsburgh area and identified specific factors that contribute to worker motivation or lack thereof. Workers rated their job experiences and job perceptions on a Likert scale, from *extremely bad* to *exceptionally good* (Sobaih & Hasanein, 2020). The combination of the intrinsic and extrinsic factors from this interview provided the basis for Herzberg's two-factor theory

(Soumar et al., 2021). The constructs developed through this research helped in studying employee motivation and retention across workplaces. The evolution of this theory and its ability to stand up to decades of testing and rigor made it an ideal theory to use in responding to the research question for this study.

The main constructs of Herzberg's theory are motivator and hygiene factors. Herzberg identified motivators as the factors that increase workplace satisfaction and hygiene factors as those that decrease workplace satisfaction (Koziol & Koziol, 2020). Motivator factors influence positive employee morale and loyalty to an organization, while hygiene factors include all negative influences that increase worker dissatisfaction (Artaya et al., 2021). According to Bhatt et al. (2022), good motivators result in high employee satisfaction. Motivators include promotion opportunities, recognition, praise, and quality of work. The presence of hygiene factors influences employee dissatisfaction in the workplace. Hygiene factors include company policies, salary, working conditions, and interoffice peer relationships, and the absence of these factors increases employee dissatisfaction (Bhatt et al., 2022). He theorized that job satisfaction and dissatisfaction align along a continuum, which includes a neutral midway point where employees are neither satisfied nor dissatisfied (Behling et al., 1968). The combination of these factors is the basis of Herzberg's two-factor theory of motivation.

Motivator Factors

In Herzberg's two-factor theory, motivator and hygiene factors are the main theoretical constructs. These dual constructs provided a new way of looking at employee motivation and job satisfaction at the time of the theory's development (Herzberg et al.,

1959). Motivator factors are the intrinsic qualities that motivate employees and encourage job satisfaction (Shrestha & Dangol, 2020). According to Herzberg et al. (1959), these factors include achievement, recognition, responsibility, growth, and purpose in work. Martinez and Martinez (2019) stated that motivator factors are sometimes known as growth factors because they refer to the higher growth needs and desires that employees need to grow in their work and improve job satisfaction. Motivator factors are core to Herzberg's theory and relevant within behavioral health and addiction treatment research.

Motivator factors are present in the literature when discussing behavioral health and addiction treatment. In a study by Filteau et al. (2022), the researchers conducted qualitative interviews with addiction treatment providers at a medicated-assisted treatment organization in rural Montana to identify barriers to staff motivation, retention, and organizational success. The researchers concluded that staff turnover, lack of support, and burnout contributed to reduced employee motivation (Filteau et al., 2022). The research highlighted the significant levels of motivation and mission-driven values that addiction treatment employees bring into the industry but clearly highlighted some barriers to maintaining this motivation. Addiction treatment leaders can increase factors associated with Herzberg's motivators and decrease factors contributing to reduced motivation in addiction treatment.

A deeper understanding of motivator factors helps in understanding their utilization within addiction treatment. In a business where the work can be challenging, motivator factors are valuable in improving employee motivation and retention (Martinez & Martinez, 2019). In a behavioral health study conducted by Meza et al. (2021), the

researchers found that first-level managers, specifically leads, directors, and supervisors, have a beneficial influence on supervised staff when they can remain tied to the purpose and supportive of individual team needs. These leaders are responsible for the dissemination and buy-in of executive policies, the team's overall direction, and the first line of defense for employee problems. Their resulting leadership can influence employee motivation, satisfaction, and retention (Meza et al., 2021). It is clear from the literature that when leaders utilize strategies that increase motivators in the addiction treatment industry, employee motivation and retention will improve.

Hygiene Factors

Hygiene factors are another primary construct of the two-factor theory. Contrary to motivator factors, hygiene factors reduce job dissatisfaction instead of improving overall satisfaction (Martinez & Martinez, 2019). According to Pedraza and Chen (2020), hygiene factors are externally driven factors that directly correlate to reducing employee dissatisfaction within employees. These factors include interpersonal relationships, policies, working conditions, personal life, salary and compensation, status, and job security. Herzberg et al. (1959) used the word *hygiene* to represent the series of factors above, given their maintenance-like quality within the workplace. He was clear that these factors do not improve or influence overall employee motivation but instead serve to reduce feelings of dissatisfaction (Herzberg et al., 1959). Herzberg theorized that as the level of dissatisfaction in hygiene factors increased, so did the lack of employee motivation.

Hygiene factors have a significant role in mission-oriented jobs. Leaders can also considerably influence reducing these constructs within a behavioral health setting. As noted by Kelly and Hearld (2020), burnout is chronic and persistent in behavioral healthcare settings, as employees have the primary task of supporting challenging clients and issues. Leaders can positively influence the work setting and help employees overcome burnout, which leads to dissatisfaction and turnover. In a qualitative review of the literature by Cleary et al. (2020), the researchers found that direct, emphatic, and solutions-focused leadership improved the retention of behavioral health employees. The researchers also identified multiple interventions that leaders could use to decrease hygiene factors in behavioral healthcare amongst teams: clear communication, appreciation for the needs of employees, time management, supervision skills, and change management behaviors (Cleary et al., 2020). Hygiene factors can provide a lens through which addiction treatment leaders can identify strategies to improve employee motivation and retention. There is historical utilization of motivator and hygiene factors across industries noted in the research.

History of Herzberg's Theory

Herzberg's two-factor theory has evolved but has consistent relevance in the literature when discussing employee motivation. As stated by Alrawahi et al. (2020), researchers have used Herzberg's theory to discuss the tenets of employee motivation that influence diverse employment groups. Recent research highlights the role of Herzberg's theory as a lens to analyze motivation in healthcare (Alrawahi et al., 2020). The core tenets of Herzberg's theory identify factors that influence motivation and job satisfaction,

with recent research highlighting the role of leadership in positively influencing

employee experience (Garza & Taliaferro, 2021). The two main constructs of Herzberg's

theory further define the role of employee motivation in impacting organizational

success.

In the 1970s, Herzberg's theory received a critical review in its ability to measure

employee motivation. In a study conducted by Davis and Allen (1970), the researchers

surveyed 1,014 bank employees in a Midwestern region of the United States to gauge the

length of time that feelings of satisfaction or dissatisfaction lasted. The researchers

highlighted certain criticisms of Herzberg's theory of the time, including the small

sample size of his original study and the inability to gauge the length of time that feelings

of satisfaction or dissatisfaction remain with employee groups. In their study, Davis and

Allen concluded that feelings of positive job satisfaction last longer than periods of

dissatisfaction, with motivator factors yielding stronger and positive long-term stability

than hygiene factors. Additional studies have noted the challenges posed to the two-factor

theory throughout the 1970s.

Sample size and ambiguity were other factors called into question regarding

Herzberg's theory. In a study by Wall and Stephenson (1970), the researchers noted

similarities around theoretical ambiguities and sample size in relation to Herzberg's

theory. The researchers conducted a thorough examination of Herzberg's experiment,

concluding that individuals are likely to give "socially desirable" answers to Herzberg's

survey questions, yielding results that are not amenable as a standard for measuring

employee job satisfaction and dissatisfaction (Wall & Stephenson, 1970, p. 41). The

controversy around Herzberg's theory continued to loom in a study completed by

Bockman (1971), in which the author stated that Herzberg's theory is challenging to

support given its emphasis on attitudes rather than facts. Bockman (1971) stated that

Herzberg's constructs can be hard to measure, given that when measuring attitude, it is

hard to get an accurate description, rather than a rationalization. Vroom (1964), who also

developed a theory of motivation, emphasized similar conflict with Herzberg's theory,

stating that the theory was method-bound and not replicable, given its focus on feelings

over facts. Though many researchers have struggled to embrace a multifaceted workplace

motivation theory, the two-factor theory continued to evolve and stand up to rigorous

testing over time, yielding support from other researchers.

Multiple researchers challenged Herzberg's theory from 1959–1970, but some

researchers supported the theoretical framework. In a review of the literature conducted

by Behling et al. (1968), a thorough review of 10 studies explored the efficacy of

Herzberg's conceptual framework. The authors noted that despite claims by various

researchers on the failings of Herzberg's duality constructs, multiple studies have

supported these findings. Additional studies from 1959–1970 analyzed Herzberg's two-

factor theory across populations such as Air Force officers, life insurance agents, and

utility workers, all yielding support for Herzberg's motivator and hygiene constructs

(Behling et al., 1968; Ewen, 1964; Hullin & Smith, 1967; Schwartz, 1959). These studies

provided support and credibility to the constructs specific to Herzberg's theory.

The constructs of Herzberg's two-factor theory remained relatively unchanged

from 1980–1990 in studying diverse industries and employee groups. In a study by

Medved (1982), the researcher surveyed 70 teachers from a small Midwestern school district through Herzberg's theoretical constructs. The study lent support for Herzberg's theory, identifying specific motivator factors that increase teacher job satisfaction and hygiene factors to influence job dissatisfiers (Medved, 1982). The researcher's conclusions also supported Herzberg's assumption that employees at varying tenures will have unique motivations, which was clear with longstanding teachers who had more specific retirement needs than younger teachers (Medved, 1982). The positive momentum around Herzberg's theory continued into the 20th century.

As the twentieth century unfolded, psychological theories of motivation gained traction, and Herzberg's theory received more positive attention in studying employee motivation. In a study of 350 Florida engineers and accountants, Maidani (1991) developed four hypotheses to assess for significant differences between Herzberg's motivator and hygiene factors across public and private personnel. Maidani concluded that satisfied employees value motivators more than dissatisfied employees. Maidani also concluded that public sector employees emphasized hygiene factors more than private employees. Herzberg's theory, inclusive of motivator and hygiene factors, continued to make appearances in the literature across industries through the 1990s.

Herzberg's theory was also gaining popularity in the 1990s as the composition and gender of the workforce evolved. In a study conducted by Powell (1990), the researcher explored the differences between male and female leadership styles through the lens of Herzberg's theory to understand if there are inherent differences in participant responses, approaches, and employee motivation. Through a qualitative literature review,

Powell discovered that there are no differences in motivation between employees with

male and female leaders, with the researchers recommending that organizations remain

gender-blind in hiring and retention efforts. With increased support across industries,

Herzberg's theory continued to grow in popularity in the study of worker behaviors and

motivations.

As we entered the 2000s, the utilization of Herzberg's theory in research

continued to evolve. With the addition of online websites and retailers, the two-factor

theory gained recognition as a theory to explore new business variables. In a study by

Zhang et al. (2000), the researchers looked to determine if hygiene and motivator factors

can transcend the web environment. Through an analysis of website user satisfaction and

dissatisfaction measures, the researchers concluded that hygiene and motivator factors

could help identify the satisfiers and dissatisfiers of individuals accessing websites

(Zhang et al., 2000). In another study by Han et al. (2006), the two-factor theory

compared intrinsic employees' satisfaction to external customers' satisfaction within the

service guarantee of an online store. Through a quantitative case study analysis of 32

online clothing stores in China, the researchers found that satisfaction with the store

guarantees was low, resulting in the need for improvements to increase satisfaction

around products and user experience. Herzberg's theory has an extensive history in the

literature, with a broad utilization and value added through the 20th century.

Current Utilization of Herzberg's Theory

Numerous studies have referenced Herzberg's theory to study employee

motivation since the theory's inception. There is limited research on addiction treatment

through Herzberg's theory, but there is considerable research on the theories' constructs in measuring employee motivation and retention across addiction treatment employee groups. These employees include doctors, nurses, counselors, technicians, and other healthcare employees. A synthesis of diverse studies on Herzberg's theory is below. Herzberg's theory facilitates the study of motivation across cultures (Matei & Abrudan, 2016), the sporting industry (Lamb & Ogle, 2019), school personnel (Abraham & Prasetyo, 2021; Emiroglu et al., 2017), the airline industry (Park et al., 2020), doctors and physicians (Shah et al., 2021), and many other industries. In analyzing Herzberg's theory within addiction treatment, it is valuable to explore the prior research on its utilization in the healthcare industry, including behavioral health. Behavioral health is the overarching industry that encompasses addiction and mental health treatment.

Through this literature analysis, we can understand how Herzberg's theory's constructs transcend the addiction treatment industry. The topics for the literature review are the following: Herzberg's theory across nonhealthcare industries, Herzberg's theory within healthcare, competing and alternate theories, and Herzberg's theoretical constructs through the lens of behavioral health. This literature can help build a foundation to respond to the research question.

The Two-Factor Theory in Nonhealthcare Industries

Multiple studies of healthcare employees and patients have utilized Herzberg's theory to provide a lens to explore research questions and hypotheses. The same is true across non-healthcare-related industries. The reference to Herzberg's theory occurs in studies of airline personnel, volunteers, government employees, educators, bankers, and

technologists. In one study of airline personnel, Park et al. (2020) examined the quality of

airline service attributes and overall consumer satisfaction. The researchers conducted a

literature review of 157,035 consumer reviews to explore the hypothesis that a linear

relationship exists between positive airline service attributes and consumer satisfaction.

By analyzing the hypotheses through Herzberg's theory, the researchers concluded that

the following attributes increased motivation to utilize the airline: in-flight entertainment

options, cleanliness, and food and beverage service. Individual characteristics of each

airline demonstrated the promotion of satisfiers (Park et al., 2020). The value of

Herzberg's theory in measuring motivation continued to guide best practices across non-

healthcare industries.

Another study explored the motivating factors of sporting event volunteers

through Herzberg's theory. Lamb and Ogle (2019) surveyed 97 volunteers at the ISPS

Handa Perth International Golf tournament in Perth, Australia, to explore the events that

transpired before the event and why volunteers involved themselves in event

volunteerism. They concluded that personal and community benefits motivated

volunteers. They also found that motivating and hygiene factors specific to Herzberg's

theory motivated volunteers and improved their desire, with the 'love of the game' being

the main motivator across participants (Lamb & Ogle, 2019). This study helps validate

the use of Herzberg's theory to define the motivation behaviors of paid employees and

unpaid and volunteer workers.

Government Employee Motivation and Herzberg's Theory. Herzberg's theory

is also present in the literature to explore governmental employee motivation. In a study

conducted by Thant and Chang (2021), the researchers surveyed 226 public employees in the Myanmar Ministry of Border Affairs to gauge job satisfiers and dissatisfiers for employees. By applying Herzberg's theory, the researchers concluded that both motivator and hygiene factors influenced employees, with interpersonal relationships, factors in personal lives, and recognition having the most positive effect. Working conditions, supervision techniques, and personal factors elicited the greatest negative influence on worker satisfaction (Thant & Chang, 2021). This study helps guide governmental leaders on strategies that increase worker motivation.

    Teacher Motivation and Herzberg's Theory. Herzberg's two-factor theory of motivation is prominent in the literature on teacher motivation. In a study of 341 teachers in North Cyprus, motivator and hygiene factors were primary factors in job satisfaction within their role (Emiroglu et al., 2017). In this study, teacher satisfaction was both intrinsic and extrinsic amongst participants, helping aid the development of training tools that educational leaders can use to motivate future North Cyprus educators (Emiroglu et al., 2017). In another study of teaching professionals, Toytok and Acar (2021) analyze the relationship between the perception of teachers working in primary, secondary, and high schools around the organizational policy. For the study, the researchers sampled 522 teachers from school districts in Sirrt, Turkey, during the 2017-2018 academic year (Toytok & Acar, 2021). In this study, worker motivation and hygiene factors were high, while worker perception of organizational policies across school districts ranked moderate. Herzberg's theory was beneficial in measuring motivation across traditional

educational settings, and its utilization is also prominent across unique educational settings.

Recent studies using Herzberg's theory focus on teacher motivation across educational settings with unique workforces and adjunct faculty. In a study by Abraham and Prasetyo (2021), the researchers used a mixed-method approach to study 20 teachers at a small high school in the Philippines. The researchers concluded that the work environment, lack of recognition, salary, and workload are significant job dissatisfiers for surveyed teachers. The relationship with co-workers and leadership were satisfiers (Abraham & Prasetyo, 2021). In another study by Shrestha and Dangol (2020), the researchers explore the influences of conscientiousness and motivator factors among Technical and Vocational Education Teachers (TVET) in Nepal. A cross-sectional survey of 302 TVET teachers in Nepal showed that high conscientiousness and moderate motivator factors impacted teacher motivation (Shrestha & Dangol, 2020). Motivator factors are important constructs in Herzberg's theory, and these factors provide strategies that educational leaders can deploy to increase motivation and retention.

The research also notes the use of Herzberg's theory in nontraditional educational settings. Martinez and Martinez (2019) explored the role of hygiene and motivator factors across faculty in a large, non-traditional university. Using Herzberg's theory as the lens, the researchers analyzed the role of four factors in influencing teachers' attitudes around respect, commitment, and willingness to recommend the university to another: communication, institutional practices, tools to do the job, and utilization of expertise (Martinez & Martinez, 2019). The researchers concluded that hygiene factors play a

significant role in reducing job dissatisfaction in teachers. They also found that the intrinsic motivator of expertise utilization significantly influences teacher satisfaction (Martinez & Martinez, 2019). Other studies on the same industry replicate these findings.

In a similar study, researchers analyzed the motivation behaviors of university educators in Northeast India. Through a quantitative analysis of 478 academicians in Northeast India, or approximately 30% of the total academicians working in that region, Singh and Bhattacharjee (2020) found that Herzberg's two-factor theory accurately measured academicians' levels of motivation. The researchers found that both motivator and hygiene factors are applicable in measuring employee motivation and satisfaction for this population. However, the levels of satisfaction varied when measured outside the Northeast India region (Singh & Bhattacharjee, 2020). Herzberg's theory has demonstrated utilization across teachers in educational settings, but it is also prevalent when identifying strategies to motivate and retain students.

Herzberg's theory is relevant in exploring student motivation. In a study by Pedraza and Chen (2020), the researchers studied student undergraduate persistence to complete STEM programs through the lens of hygiene and motivator factors. Through a qualitative, longitudinal approach, the researchers analyzed data from the National Center for Education Statistics from 2002-2012 (Pedraza & Chen, 2020). The researchers found that motivators improved student persistence when combined with hygiene factors. They also concluded that hygiene factors improved outcomes associated with students remaining in college, while motivator factors increased outcomes associated with remaining in the STEM major (Pedraza & Chen, 2020). As relevant as Herzberg's theory

is in identifying strategies that leaders can use in educational settings, its utilization also transcends into the banking industry.

The Banking Industry and Herzberg's Theory. Herzberg's theory is present in the literature to explore motivation amongst bankers. In a study by Artaya et al. (2021), the researchers studied employees at a small bank in Indonesia to identify the role that Herzberg and Maslow's theoretical constructs play in employee loyalty and job motivation. In a quantitative analysis of 225 bank employees and leaders across ten banks, the researchers found that both Herzberg's and Maslow's constructs influenced employee loyalty (Artaya et al., 2021). Artaya et al. (2021) also found that the relationship between the company and employee as it pertains to motivator and hygiene factors significantly influences the employee's motivation to remain employed with the banking organization. The technology industry also references Herzberg's two-factor theory to discuss worker motivation and retention.

The Technology Industry and Herzberg's Theory. More recently, technologists have started looking at Herzberg's theory, specifically the use of hygiene and motivator factors, to study employee motivation. In a study by Sharma et al. (2022), the researchers explored how developers' perceptions of value fit with the project and how they interact to determine the level of code contribution and rate of change. Through the lens of Herzberg's two-factor theory, the researchers surveyed 564 developers across 431 projects on GitHub, a database of code developers and projects. They concluded that each employee's value fit with the project positively influences the code contribution level and growth. However, there are notable differences between paid and unpaid developers in

the influence of value fit on their level and growth in code contributions over time (Sharma et al., 2022). Herzberg's theory has historical context in the literature in studies of employee motivation, especially within non-healthcare settings.

The use of Herzberg's two-factor theory of motivation over time serves as a lens through which non-healthcare industries explore worker motivation. The two-factor theory also has significant relevance within healthcare, especially across employee groups specific to behavioral health and addiction treatment. The research includes studies on doctors, nurses, and emergency personnel. These employee groups work in addiction treatment, and their analysis helps leaders develop strategies that improved motivation, workplace satisfaction, and retention. The research on Herzberg's theory in healthcare will help provide a framework to respond to the research question.

The Two-Factor Theory in Healthcare

Multiple researchers explore Herzberg's two-factor theory in relation to workplace motivation across emergency room doctors and healthcare organizations. In a study conducted by Alrawahi et al. (2020), Herzberg's theory serves as the theoretical framework for exploring the motivation behaviors of emergency personnel in Omani hospitals. The researchers concluded that hygiene factors were dissatisfiers: health and safety, workload, salary, promotion, recognition, and company policies. Relationships with leaders and co-workers and professional development opportunities were motivators in the Omani workplaces (Alrawahi et al., 2020). In another study of medical doctors in Warsaw, Poland, the researchers utilized a World Health Organization (WHO) questionnaire to analyze the motivating factors that drove key performance indicators

across 249 physicians in 22 unique hospitals (Chmielewska et al., 2020). The researchers analyzed the results through Herzberg's theory. They concluded that quality and type of supervision were motivating factors for physicians, while performance feedback had the lowest effect on organizational performance (Chmielewska et al., 2020). Herzberg's constructs are also prevalent within the research on nursing motivation.

The Nursing Industry and Herzberg's Theory. Nurses make up one of the largest workforces in behavioral health, and the need for strategies to increase motivation for this discipline is clear. The shortage of healthcare workers in the United States, as indicated by the World Health Organization, has encouraged multiple studies on nursing motivation and retention (Yasin et al., 2019). In one study by Garza and Taliaferro (2021), the researchers explored the factors that reduce turnover and influence motivation among home healthcare nurses. Through their qualitative study of 12 South Texas home healthcare nurses, four significant themes emerged from the data: clients positively influence the experience of home healthcare workers, autonomy promotes job satisfaction, occupational stressors negatively influence employee motivation, and leadership influences employee motivation (Garza & Taliaferro, 2021). Herzberg's theory served as the theoretical lens to examined variables in the study. In another nursing study conducted by Yasin et al. (2019), the researchers evaluated 38 studies from six databases to explore factors associated with nurse job satisfaction in urban and rural areas. The study sampled studies across the United States from 1998 to 2018 (Yasin et al., 2019). In analyzing the factors along the tenets of Herzberg's conceptual framework, the researchers concluded that both intrinsic and extrinsic factors motivate nurses, with

the physical work environment, autonomy, and freedom prominent in both regions. Urban studies focused more on the value of work-life balance.

Similarly, in a literature review completed by Staempfli and Lamarche (2020), 161 articles identified the factors that help motivate nursing teams in hospitals. The researchers provided constructive strategies for hospital leaders to utilize in retaining nurses, with the following factors serving as motivators for the discipline: nursing autonomy, organizational culture, burnout reduction, and provision of resources (Staempfli & Lamarche, 2020). All the studies noted the value of ongoing research pertaining to nursing motivation in urban and diverse settings.

The research also discusses nursing motivation in other countries. In a study by Lee and Lee (2022), the researchers surveyed 348 nurses from six small and large nursing organizations in Korea to identify the factors contributing to motivation. Lee and Lee (2022) concluded that factors motivating nurses include a sense of purpose or calling, resilience, and a positive working environment. Lee and Lee (2022) also found that resilience was the strongest factor influencing nursing work, while the work environment directly affected the nurses' intention to stay. The study provided meaningful data points and strategies that leaders can use to retain nurses in healthcare settings (Lee & Lee, 2022). Nurse retention is evident in the literature and a key factor in addiction treatment. Examining employee motivation and retention in this discipline through Herzberg's two-factor theory can provide strategies for best practices. The literature also highlights the use of Herzberg's theory in the context of diverse nursing employee groups.

Nurse practitioners and managers are another nursing employee group found within behavioral health. In another study of nursing employee motivation, Sharpe (2008) used Herzberg's two-factor theory to analyze the motivations of 161 registered psychiatric nurses in Connecticut, Maine, and Massachusetts. Using the Minnesota Satisfaction Questionnaire, Sharpe (2008) measured the relationship between ability utilization, compensation, co-workers, achievement, and job satisfaction. Sharpe (2008) concluded that a moderate relationship existed between the variables, with 14% of the nurses least satisfied with the compensation. Though the motivations of nursing leaders are similar to direct care nursing employees, there are also clear differences in strategies that motivate them.

Strategies to increase nursing motivation in large healthcare regions such as New York are also prevalent in the literature. In a qualitative phenomenological study conducted by Cox (2019), the researcher studied the motivation behaviors and retention of 20 nursing managers across large healthcare organizations in New York. Cox (2019) examined job satisfaction and retention through Herzberg's theory. The researcher found that relationships with peers and team members, leadership support, the ability to focus on patient care, and the ability to prioritize nursing manager responsibilities yielded positive outcomes (Cox, 2019). The purpose-driven motivators of nurses also transcend into the work of emergency personnel. Their role in addiction treatment is prominent, and the need for strategies to motivate and retain these employees is important for continued service delivery.

Emergency Personnel and Herzberg's Theory. Herzberg's two-factor theory has utilization in exploring the factors that motivate emergency personnel. In a review of the literature conducted by Shah et al. (2021), the researchers collected 53,724 physician reviews of 3,372 doctors from the NIH website to identify the patient satisfiers and dissatisfiers pertaining to treatment. Through their analysis, the researchers concluded that patient satisfaction was greatest when physicians were inaccessible and had positive hospital environments, received previous positive reviews, and exhibited positive attitudes with patients (Shah et al., 2021). Physicians who experienced high motivation levels within their workplace also elicited higher patient satisfaction. When leaders have strategies to motivate and retain healthcare employees, employees are satisfied, which yields positive results for the business and patients.

The research on healthcare workers' motivation through the lens of Herzberg's theory helps create a foundation for the study. Many of the worker types indicated in the research are inclusive of behavioral health and addiction treatment. A summary of competing and alternate theories will provide more context for utilizing Herzberg's theory in responding to the research question.

Competing Theories of Motivation

Herzberg's two-factor theory is one theory of motivation found within the literature. There are competing theories of motivation that also provide a lens to evaluate employee motivation. These theories also highlight strategies that leaders can use to increase motivation for employees in the workplace. A description of human motivation

theory, ERG theory, Locke's goal-setting theory, Maslow's hierarchy of needs, theory of

planned behavior, and Vroom's expectancy theory are below.

Human Motivation Theory

Human motivation theory is an early theory that explored worker motivation.

David McClelland developed human motivation theory or acquired needs theory, in 1961

to identify the factors that motivate individuals at work (Schuler et al., 2019). This

theory, an extension of Maslow's hierarchy of needs, is built upon the premise that

individuals are uniquely motivated by specific factors, which directly translate to their

motivation at work. McClelland identified three specific factors to classify needs:

achievement, affiliation, and power (Bhattacharya & Mittal, 2020). According to

McClelland's theory, individuals all have these three competing motivators, with only

one being able to be primary, regardless of age, gender, or culture (Bhattacharya &

Mittal, 2020). Unlike Herzberg's theory, McClelland felt that only one factor enhanced or

reduced employee motivation, whereas Herzberg theorized that dual factors could help

explain employee motivation.

McClelland defined achievement, affiliation, and power in the context of his

theory. According to Bhattacharya and Mittal (2020), conflict can arise when an

individual has unmet needs, which prompts the introduction of competing motivators.

The achievement motivator encompasses those with a high degree of concern for aligning

their work and productivity with a standard of excellence (Schuler et al., 2019).

Affiliation involves an individual's desire to connect to others, such as employees, peers,

and coworkers. Affiliated individuals aim to remain harmonious and agreeable with those

in their environment (Schuler et al., 2019). Finally, power involves control, influence, and an overarching desire to acquire recognition and titles (Schuler et al., 2019). Power motivator falls into two categories, personal and institutional, with those seeking personal power desiring control and those seeking institutional power bringing teams together to organize efforts around a common goal (Schuler et al., 2019). The human motivation theory is a competing theory of motivation to Herzberg's theory. ERG theory is another theory that discusses human motivation.

ERG Theory

The ERG theory is another theory that helps explain individual motivation. Clayton P. Alderfer developed ERG theory in 1969 as an extension of Maslow's hierarchy of needs (Wang et al., 2021). As stated by Yang et al. (2021), Alderfer developed the theory based on the idea that human beings must have purpose and value in their work to ensure meaning and productivity. ERG is about three constructs that Alderfer felt increased levels of purpose and value: existence, relatedness, and growth (Yang et al., 2021). Like Maslow's theory, ERG theory includes a hierarchy that prioritizes the three constructs (Yang et al., 2021). Alderfer utilized many of the principles of Maslow's hierarchy of needs to define these three constructs and it extended the theory of human motivation in the workplace (Wang et al., 2021). These three constructs provide an understanding of worker motivation behaviors.

Alderfer clearly defined the constructs of existence, relatedness, and growth. According to Yang et al. (2021), existence needs are lower-level needs, including physiological and safety. Existence mirrors Maslow's first stage in the hierarchy of

needs, given its focus on basic needs translated to the workplace (Alam et al., 2020). In ERG theory, existence includes employees' economic and emotional needs, with economic needs providing physiological security and emotional needs supporting employee safety (Yang et al., 2021). Relatedness is ties to the interpersonal needs and acquisition of trust and respect in the workplace (Wang et al., 2021). Relatedness aligns with employees' status within their role and organization (Yang et al., 2021). Finally, growth is most aligned with Maslow's level of self-actualization, which relates to an individual's ability to bring creativity, productivity and good to the world (Wang et al., 2021). To achieve maximum workplace motivation, individuals must meet their existence needs first, followed by relatedness and growth needs (Yang et al., 2021). In ERG theory, the combination of these three constructs embodies the ultimate motivation that employees can achieve in the workplace. Locke's goal-setting theory serves as another competing theory of motivation for this study.

Locke's Goal-Setting Theory

In 1968, Edwin Locke developed the value theory to help define job satisfaction and employee motivation. Locke, an American psychologist, developed his theory to describe the factors that motivate employees to achieve goals (Locke, 1970). Unlike Herzberg's theory, which identified unique constructs in theories of employee motivation, Locke's theory used historical theories and constructs of motivation. According to Locke (1970), job satisfaction and dissatisfaction are outcomes of action, with performance and motivation linked to the job outcome individuals hope to achieve. Though Locke (1970) noted the value of employee emotions as drivers in goal

achievement, he did not identify them as determining factors in motivation or goal attainment. Locke's theory directly conflicts with Herzberg's theory that notes job attitude as a key contributor to motivation (Herzberg et al., 1959). The steps specific to Locke's theory also elicited deviation from Herzberg's theory.

Locke's theory, which emphasized the role of outcomes in worker satisfaction and motivation, included five specific steps. According to Locke (1970), these steps emphasize the role of employee values and needs in achieving goals: environmental stimuli, cognition, evaluation, goal setting, and performance. Locke's theory emphasizes the role of individual needs and values in an employee's motivation. He argues that environmental conditions such as pay, promotion, and agents, or supervisors, are determinants of job satisfaction. Locke also notes that role ambiguity and conflict within the workplace can negatively influence job satisfaction (Kemery et al., 1987). There are similarities and differences between Herzberg and Locke's theories, with significant differences in the role of attitude and emotion in motivation and workplace satisfaction. Despite its popularity in the 1970s and 1980s, Locke's theory had minimal utilization over the last few decades. Despite this, it is still an important theory to analyze when discussing competing theories of motivation for this study.

Maslow's Hierarchy of Needs

Multiple theories of motivation are ubiquitous in research in the 65 years since the development of Herzberg's theory of motivation. These theories explore employee motivation across industries. Maslow's hierarchy of needs theory is one for comparison, especially given the foundation it provided in developing Herzberg's conceptual

framework. Abraham Maslow developed his renowned theory in 1943 to identify the factors underpinning human personality and motivation (Alam et al., 2020). In Maslow's hierarchy of needs, he assigned priorities to specific human needs in the form of a triangular hierarchy. These needs, ranked from highest to lowest in the pyramid, are the following: physiological needs, safety needs, belongingness needs, esteem needs, and self-actualization (Staempfli & Lamarche, 2020). Maslow inferred that as individuals satisfy one need, they can progressively move to the next, with the highest-level being self-actualization. Though Maslow deduced that individuals would never reach this final level, it remains at the top of the hierarchy (Alam et al., 2020). Self-actualization remains the highest need that human beings aspire to.

Each level in Maslow's hierarchy has specific characteristics and objectives. As stated by Alam et al. (2020), basic or physiological needs represent the basic needs that humans require such as food, water, shelter, and sleep. These basic needs are items needed for survival (Hayre-Kwan et al., 2021). Once individuals achieve these basic needs, they can move to the next level in the hierarchy. Safety needs include protection of body and self, morality, and employment, while the need for belonging refers to friendships, family, and sexual intimacy (Tchitchinadze, 2020). Esteem needs include self-esteem, confidence, achievement, and respect from others (Tchitchinadze, 2020). Finally, self-actualization is the peak level of achievement in Maslow's theory of needs. Motivation is a primary requirement across Maslow's continuum, with self-actualization manifesting the goals of morality, creativity, problem-solving, lack of prejudice, and

embracing facts (Tchitchinadze, 2020). This motivation increases by using effective strategies, especially across leaders.

Maslow's theory is prominent in the research on employee motivation across disciplines, including healthcare and related fields. As the healthcare industry faces more demands than ever, especially amidst the pandemic, leaders and researchers are exploring the factors that motivate employees (Stefan et al., 2020). In a study conducted by Hayre-Kwan et al. (2021), researchers analyzed nurses' motivations through the lens of Maslow's theory during the pandemic. They found that healthcare nurses were more motivated by basic needs during stressful times than by achieving levels of self-actualization. In a subsequent study of 824 Romanian healthcare workers by Stefan et al. (2021), the researchers concluded that workers valued the steps to achieve self-actualization. Still, workplace motivation increased for workers along the lower levels of the hierarchy. There is a lack of literature that explored motivation and workplace satisfaction in the addiction treatment business through Maslow's theoretical lens. However, it is still a significant theory to discuss for this study.

Theory of Planned Behavior

The theory of planned behavior is another theory that discusses employee motivation. Icek Ajzen developed the theory of planned behavior (TPB) in 1991 as an attempt to predict the behaviors of human beings, and its utilization through the decades has helped understand the motivation intentions of employees (Hassan et al., 2021). According to Hassan et al. (2021), TPB analyzes the intention-behavior relationships of human beings, theorizing that individuals use rational and systematic thinking to make

decisions with available information. This theory has been prominent in the literature to understand the motivation intentions of employees in the private sector (Li et al., 2021). The three variables that make up the TPB intentions are attitude, subjective norms, and perceived behavioral control (PBC), which mirror many of the principles of a cognitive-behavioral approach in psychology (Lee & Shin, 2020). This theory is like Herzberg's theory in its analysis of employee attitude and intention. Still, it is unique in its singular approach to understanding motivation and its regular pairing with other theoretical frameworks (Li et al., 2021). TPB's constructs have built out the foundation for studies on employee motivation in the workplace.

Attitude, subjective norms, and perceived behavioral control are the intentions specific to TPB. According to Lee and Shin (2020), TPB defines attitude as the level to which a behavior is favorable or unfavorable. In a workplace, attitude is a significant predictor of motivation and intention, with employees with positive attitudes more motivated to achieve goals and increase productivity. Subjective norms are the perceived pressures an individual feels when performing a task or behavior (Lee & Shin, 2020). This attribute is often associated with the organization's leader but can also come from peers and coworkers (Hassan et al., 2021). The final intention attribute in TPB is perceived behavioral control. According to Hassan et al. (2021), PBC is an individual's perception of the ease or difficulty associated with achieving a behavior. In a workplace, this would include challenges or support from the leader, resources available, and financial stability in the role and within the organization (Hassan et al., 2021). The combination of these three attributes specific to Azjen's TPB increases or decrease

employee intention and workplace motivation. TPB explored employee motivation within some of the theory's core tenets, making it an ideal theory to discuss when analyzing competing theories for this study.

Vroom's Expectancy Theory

Vroom's expectancy theory is another important motivation theory to discuss in the context of employee motivation. In 1964, Victor Vroom developed the expectancy theory to understand the motivation of employees in the workplace (Chopra, 2019). In his popular book, *Work and Motivation*, Vroom attempted to create a theory that helped managers understand and motivate their employees by understanding the cognitive antecedents that promote employee motivation (Lloyd & Mertens, 2018). According to Davidescu et al. (2019), the four hypotheses that made up Vroom's theory include: people join an organization with assumed expectations and needs, conscious choice influences the individual's workplace behavior, people have expectations from their workplace, and people choose between multiple alternative jobs to maximize personal benefit. In developing this theory, Vroom identified specific elements that makeup workplace motivation in employees. From his perspective, the primary motivations of employees are hope, instrumentality, and valence (Davidescu et al., 2019). These motivators increase through effective leadership strategies.

Expectancy theory helps understand employee motivation across various industries and topics, including the beauty industry, security services, activity-based costing, entrepreneurial ventures, and retail. There is lacking literature on its use in healthcare and addiction treatment (Chopra, 2019). As stated by Tchitchinadze (2020),

the essence of Vroom's theory is that employees act in response to perceived reward, with expectancy representing how much effort an employee must put in to receive the reward and achieve maximum performance. In a helping industry such as addiction treatment, the reward is often purpose-driven, which can be challenging to measure through Vroom's theory of motivation. In Vroom's theory, employees will direct their motivation to the outcome that brings on the greatest reward, which can be challenging in an industry where the reward is often client outcome and success (Tchitchinadze, 2020). There is also ongoing debate as to whether Vroom's theory accurately predicts workplace behavior and motivation, resulting in limited use over the last few decades (Lloyd & Mertens, 2018). Regardless, expectancy theory is a competing theory of motivation to Herzberg's two-factor theory, and its discussion is important in understanding the use of Herzberg's theory in responding to the research question.

Alternate Theories of Motivation

There are theories of motivation that compete with Herzberg's theory of motivation but also that represent alternate theories of motivation. These theories provide additional context in understanding the variables and the chosen conceptual framework for this study. These theories also highlight the benefits of leadership strategies to increase worker motivators. A discussion on self-determination theory, transactional leadership theory, and transformational leadership theory follows.

Self-Determination Theory

One alternate theory of employee motivation is the self-determination theory. Edward Deci created the self-determination theory in 1985, theorizing that the

psychological need for autonomy, competence, and relatedness must be present for employee motivation (Philippe et al., 2019). Deci theorized that workers identify opportunities to maximize these factors and avoid scenarios that limit their ability to engage in the three intertwined concepts (Haynes et al., 2021). This theory helps leaders identify interventions that may bring people the needed autonomy, competence, and relatedness needed for success, while also increasing employee motivation (Haynes et al., 2021). These motivators increase through the use of effective strategies and environments.

Deci's theory has a few unique attributes. Self-determination theory is unique in that it values the intrinsic motivation that inspires employees to complete tasks and obtain optimum job satisfaction (Goodboy et al., 2021). Deci postulated that human beings require only three intrinsic motivators to enhance workplace satisfaction: autonomy, competence, and relatedness (Goodboy et al., 2021). This theory has evolved over the last 37 years and has similarities and differences to Herzberg's theory. Though this theory looks at individual attributes as determinants for workplace motivation, it does emphasize hygiene factors that may increase or decrease worker motivation (Haynes et al., 2021). Self-determination theory has relevance today, particularly given its focus on the individual needs of workers that steer decision-making for leaders and organizations (Goodboy et al., 2021). Its relevance makes it a valuable theory to discuss in analyzing Herzberg's two-factor theory of motivation.

Transactional Leadership Theory

One theory of motivation for discussion is transactional leadership theory. This theory is often at the opposite end of the spectrum from transformational leadership theory regarding constructs and rewards. Max Weber developed this theory in the 1980s to highlight the value of contingent rewards in the leader-employee relationship (Khan et al., 2021). Unlike transformational leadership theory, Weber theorized that relationship and meaning at work do not influence success, but that clear expectations and transaction completion increase productivity and workplace satisfaction (Khan et al., 2021). In a transactional approach, the worker has the responsibility of changing the leader's expectations and direction (Miranda, 2019). The tenets of transaction leadership include the achievement of short-term goals, structure, accountability, organization, and resource work within businesses (Hannah et al., 2020). The structure of a transactional approach is very defined, leaving concrete expectations around leadership strategies in the workplace.

There are specific roles assigned to leaders and employees in a transactional approach. In a transactional leadership style, the leader is a manager who delegates responsibility with detailed instructions and accountability for noncompliance (Jelaca et al., 2020). There are clear delineations of role in a transactional leadership style. Jelaca et al. (2020) state that employees in a transactional environment know the boss's role is to give instruction and provide contingent rewards or punishment for behaviors. Unlike Herzberg's theory, transactional leadership theory does not identify parameters for inspiring employees or providing vision for the future. Though still a valuable motivational theory, transactional leadership theory is less prevalent in the literature over

the last few decades, given the heightened priority of leaders to motivate and retain

employees (Miranda, 2019). This alternate theory demonstrates the value of Herzberg's

theory, especially in an addiction workforce that benefits from strategies that motivate

employees.

Transformational Leadership Theory

Transformational leadership theory is another alternate theory with prominence in

the literature. James MacGregor Burns developed transformational leadership theory in

1978 to explore motivation through followers' internal values and motivations (Seitz &

Owens, 2021). According to Siangchokyoo et al. (2020), Burns theorized that leaders

could transform the motivations of their workers through the provision of four principles,

individualized consideration, intellectual stimulation, inspirational motivation, and

idealized influence. Individualized consideration entails a leader treating followers as

equal in the workplace, intellectual stimulation involves collaborative decision-making

and motivation amongst leader and employee, inspirational motivation is a compelling

leadership approach for communicating goals and vision, and idealized influence

involves serving as a role model and mentor for employees to increase motivation and

performance (Hannah et al., 2020). Through this approach, followers would be

committed to individual performance goals and alignment with the expectations of

organizational excellence.

Excellence in transformational leadership involves using strategies to increase

motivation and purpose. According to Hannah et al. (2020), a transformational approach's

main leadership task is to increase employees' intrinsic motivation by influencing morale

and performance. This leadership theory encourages the leader to be the most active in the context of the workplace and employees (Jelaca et al., 2020). By applying transformational leadership strategies in the workplace, Burns theorized that motivation and satisfaction would improve. The role of the leader-follower relationship is a priority in this theory, with the leader emphasizing integrity, compassion, and ethical work from both themselves and the team members (Kelly & Hearld, 2020). The transformational leadership theory has gained tremendous notoriety over the last few decades as the focus on employee morale, and worker motivation have become priorities for leaders in retaining employees (Miranda, 2019). Multiple studies have explored the role of transformational leadership in increasing employee motivation, but Herzberg's theory remains the most appropriate for responding to the research question.

Many competing and alternate theories discuss the strategies leaders use to increase employee motivation. These theories provide an overview of the factors influencing these variables across industries, employee groups, and organizations over time. Along with Herzberg's two-factor theory, these frameworks create a broad understanding of the evolution of theories of motivation and their utilization across diverse workplaces.

Themes of Herzberg's Theory in Behavioral Healthcare

Herzberg's two-factor theory includes themes and subthemes specific to the study of employee motivation. These themes and subthemes help carve out strategies that leaders can use to influence workers in the behavioral health and addiction treatment industry. The main themes of Herzberg's theory, employee motivation encompassed in

motivator and hygiene factors, have clear utilization in the research. The subthemes of Herzberg's theory include job attitudes, job satisfaction, and retention. A discussion of behavioral healthcare, the overarching industry encompassing addiction treatment, will provide the context to explore the themes and subthemes specific to Herzberg's theory.

Employee Motivation

As noted previously, Herzberg's theory remains a prominent framework within the literature to explore the motivation behaviors of employees in business. Motivator and hygiene factors are core to Herzberg's theory, with the underlying theme of employee motivation framing the construct. The concept of employee motivation remains relevant in the literature, significantly as workplaces and employee needs evolve (Kulikowski & Sedlak, 2017). The need to evolve with these changes is important in addiction treatment, especially with the reduction in healthcare personnel and the emphasis on identifying leadership traits that can motivate a purpose-driven employee industry (Yasin et al., 2019). The definition of employee motivation includes all efforts to increase the enthusiasm, commitment, and creativity that employees bring to work (Philippe et al., 2019). These motivations can be intrinsic or extrinsic. Motivation is the factor that steers how employees act in the workplace, and Herzberg noted the value of this construct in his motivator factors (Sobaih & Hasanein, 2020). The literature identifies the role of motivation in behavioral health employees, with leaders playing a key role in influencing this motivation.

Effective leadership strategies are beneficial in influencing employee motivation within addiction treatment. In a study conducted by Ford and Gilson (2021), the

researchers explored the role of leadership in promoting motivation behaviors and attitudes in addiction treatment employees around organizational sustainability efforts. Through this quantitative analysis, the researchers concluded that employees were more motivated to embrace sustainability efforts when leaders communicated the plan and offered opportunities for training to help support the sustainability initiative (Ford & Gilson, 2021). Having leaders create a solutions-oriented culture was also a factor in the organization's sustainability success (Ford & Gilson, 2021). Both motivator and hygiene factors include the benefits of supervisor-employee relationships and the benefits of training to elicit positive outcomes. The value of these factors is prevalent within the literature.

The research also highlights the role of addiction treatment leadership strategies in influencing employee motivation in times of crisis. In a quantitative analysis of 176 substance abuse treatment workers in Greece, Rachiotis et al. (2021) explored the factors contributing to employee burnout and decreased motivation during the 2016 economic crisis. According to the researchers, burnout was prevalent due to staff shortages, organizational changes, and supply shortages (Rachiotis et al., 2021). As noted by the researchers, leaders at the Greek organizations were ill-prepared to handle crises, and organizational leaders did not foster positive working conditions and relational factors needed to sustain motivation (Rachiotis et al., 2021). The absence of positive motivator factors and the inability to reduce hygiene factors can be detrimental in the addiction treatment industry. Employee motivation is important in the addiction treatment industry to achieve success, with leadership strategies serving a valuable role in motivation levels.

Behavioral Healthcare

Behavioral healthcare is the umbrella term for several patient-facing services. As stated by Cagne et al. (2018), behavioral health encompasses addiction treatment, mental health treatment, and trauma work for individuals and groups. The field has evolved over the last 80 years, including more levels of care to meet client needs within addiction treatment areas. All behavioral health industries include working with challenging client populations and employing similar employees across the workforce. According to Sherman et al. (2017), 19.7 million people aged 12 and older received a substance use disorder diagnosis in the United States. The industry cannot meet this growing need without qualified, motivated, and retained employees. This study will explore behavioral healthcare professionals, including addiction treatment professionals, using Herzberg's two-factor theory as the conceptual framework.

There is a need for evidence-based leadership strategies to improved employee motivation within behavioral health. In a study conducted by *Behavioral Healthcare Executive*, researchers surveyed more than 600 behavioral health treatment professionals in the United States, and they stated that employee retention continues to be their biggest struggle, with 66% reporting understaffing in their clinical programs and 29.3% reporting inadequacy in administrative departments (Miller, 2018). Stewart et al. (2021) identified employee motivation and retention as the most significant indicators of organizational and patient success in addiction treatment. In an industry that prioritizes promotion from within, strategies that support motivation are high priority (Choy-Brown et al., 2020). Cleary et al. (2020) state that effective and empowering leadership is one of the

hallmarks of quality healthcare institutions, and it is an essential driver of outcomes in addiction treatment. Using Herzberg's theory and constructs as a lens to view the industry, addiction treatment leaders can deploy effective strategies to increase worker motivation.

Herzberg's two-factor theory of motivation includes constructs that can directly benefit leaders by deploying strategies to increase motivation amongst addiction treatment employees. As noted previously, the workforce within addiction treatment is diverse, ranging from clinical and nursing supports to peer support workers (Cagne et al., 2018). The work of behavioral healthcare professionals is mission-oriented, requiring leaders to deploy strategies that align with worker values and motivations (Miller, 2018). Though addiction treatment has grown tremendously in the last twenty years, employee motivation in this industry is a newer study area. The role of the leader is to identify the strategies that can motivate and retain this workforce, especially as the treatment needs within the world increase (Miller, 2018). Employees' unique needs in behavioral healthcare settings encourage an understanding of motivator and hygiene factors to implement effective leadership strategies.

Subthemes of Herzberg's Theory in Behavioral Healthcare

The subthemes of Herzberg's theory are important to reference for this study. These subthemes provide a framework for understanding the strategies that leaders can deploy to improved worker behaviors and organizational outcomes. The subthemes include job attitudes, job satisfaction, and retention.

Job Attitudes

Employee motivation, specifically hygiene and motivator factors, are the primary themes of Herzberg's two-factor theory, but Herzberg also prioritized the role of job attitudes in developing his theory. According to Herzberg et al. (1959), job attitude refers to how someone feels about their work. During the time of his study, Herzberg et al. (1959) highlighted the following three categories of job attitude: exploring the direct experience of job satisfaction through a like or dislike scale, scaled inventories of morale across industries, and observations of behavior, rather than direct employee questioning surrounding job satisfaction. Job attitude reflects an employee's satisfaction or dissatisfaction towards their job. In Herzberg's revolutionary theory, he conceptualized that hygiene and motivator factors directly influence these levels. Herzberg theorized that leaders play a significant role in implementing strategies influencing job attitudes (Martinez & Martinez, 2019). Given the purpose-driven nature of the work, job attitude is a well-documented component to the motivation and retention of addiction treatment employees.

There is a divergence of Herzberg's main themes and subthemes when exploring worker motivation. The level to which leader's prioritize Herzberg's motivator and hygiene factors can influence an employee's job attitude (Shrestha & Dangol, 2020). As indicated, the purpose is a primary motivation for behavioral healthcare workers, and leaders must be equally motivated by the work's mission. Leaders should be able to communicate and model that message for their teams. Linette (2019) conducted a qualitative analysis of the literature on the characteristics of successful nursing leaders in

behavioral health. The researcher noted that nursing leaders should exemplify traits and

experience in advocacy, recovery, community, education, safety, and leadership to

influence the attitude and buy-in of team members. When leaders exemplify these

qualities, Linette (2019) states that behavioral health employees will model the behaviors

of their leader. Modeling a purpose-driven attitude is an effective strategy for addiction

treatment leaders.

Job attitude is also a positive motivator in community mental health and addiction

treatment settings. Lindvig et al. (2020) conducted a qualitative study of nine community

health workers treating mental health and addiction treatment clients to identify the

factors that increased positive attitudes towards the job. The researchers found that an

engaging and supportive relationship between clients and workers facilitated a positive

job attitude from workers (Lindvig et al., 2020). Prior research noted the value of

intrinsic purpose in improving the job attitude of addiction treatment employees, and this

study highlights the clear benefit of a positive client-staff relationship. Addiction

treatment leaders can foster a work environment that facilitates positive job attitudes

among employees, especially through utilization of Herzberg's themes. Workers' and

leaders' positive job attitudes can influence addiction treatment motivation.

Job Satisfaction

Job satisfaction is another subtheme of Herzberg's theory relevant to the

behavioral health field. Job satisfaction includes employees' feelings and beliefs about all

aspects of their workplace (Sobaih & Hasanein, 2020). Herschell et al. (2020) state that

job satisfaction is low across behavioral health settings, including addiction treatment

organizations. In Herzberg's theory, job satisfaction, or components of satisfiers and dissatisfiers, are the guideposts for outcomes, with motivator and hygiene factors providing the framework for employees' job satisfaction level (Herzberg et al., 1959). Alrawahi et al. (2020) state that job satisfaction is essential in every industry but vitally important in healthcare as we navigate changing economies, a global pandemic, and stressors influencing all behavioral health aspects. Leaders have the responsibility of using strategies that improved employee job satisfaction.

When an employee is not satisfied in behavioral health, this can negatively influence the organization and the clients it serves. Eby et al. (2010) conducted a longitudinal study to explore the turnover reasons for counselors and clinical supervisors across 27 diverse treatment organizations for two years. The researchers concluded that of the 33.2% of counselors and 23.4% of clinical supervisors that left the organizations, the main motivator was lack of job satisfaction and desire to work elsewhere (Eby et al., 2010). Kulesza et al. (2016) also explored the role of job satisfaction in retaining addiction treatment employees. The researchers found that job satisfaction was a primary motivator of employee retention, with factors such as organizational climate, leadership qualities, and commitment to mission as primary factors associated with job satisfaction (Kulesza et al., 2016). A study of millennial employees in India also validates the above, demonstrating that job satisfaction, specifically through Herzberg's hygiene factors, improved workplace satisfaction for millennial employees in healthcare (Bhatt et al., 2022). These studies validate the use of Herzberg's theory to drive strategies to improved job motivation and satisfaction within addiction treatment.

Behavioral health is also unique when analyzing job satisfaction through the lens of Herzberg's theory, given the uniqueness of the workforce. According to Harris et al. (2022), many behavioral health workers have lived experience of mental health and addiction-related disorders, making them one of the most valuable yet targeted assets within the workplace. In a study conducted by Harris et al. (2022), the researchers studied 40 mental health workers to gauge the level of workplace bullying experienced, as well as the influence on their job satisfaction. The researchers concluded that more than three-quarters of the participants experienced workplace bullying, half within the last year (Harris et al., 2022). This unique characteristic of the behavioral health workforce can influence job satisfaction, specifically hygiene factors associated with occupational stress, relationships with co-workers, and relationship with leadership (Stefan et al., 2020). In an industry with rich lived experience, leaders have a primary role in reducing workplace issues and deploying strategies that increase worker motivation.

Retention

Retention is another subtheme specific to Herzberg's conceptual framework and an area of ongoing study within addiction treatment. In a study by Garner and Hunter (2014), the researchers concluded that one in three counselors and one in four supervisors leave addiction treatment jobs annually. Since the initiation of the Affordable Care Act, there has been an increase in healthcare access for 13.4 million Americans, many of whom may need addiction treatment services. Retaining key employees in this industry is important to meet the growing demand (Gomel, 2015). Retaining key personnel has been a focal point of leaders in the industry for decades, and this subtheme was one that

Herzberg focused on in creating his two-factor theory. In a study conducted by Gomel (2015), the researcher concluded that leadership is a factor that has a positive influence on employee retention across behavioral health settings, especially when the leadership strategies are consistent, mission-focused, and transformational.

The direct supervision style is another leadership practice that influences retention in behavioral healthcare. As highlighted in Herzberg's motivator and hygiene factors, leaders who provide direct clinical supervision and empower team members with a purpose, yield positive retention across organizations. Similarly, leaders who can reduce burnout and issues around salary, workplace issues, and executive issues also experience higher rates of employee retention (Gomel, 2015). In a study conducted by Hatch-Maillette et al. (2019), the researchers conducted a longitudinal examination of the retention of counselors across two distinct addiction treatment facilities in a two-year prior. The researchers concluded that of the 335 counselors studied, 74% of counselors turned over in the two-year study period. The main reasons for turnover were dissatisfaction with leadership and the organization (Hatch-Maillette et al., 2019). By creating a positive culture within an addiction treatment setting, leaders can anticipate higher employee retention rates over time.

Leadership style can also contribute to retention within addiction treatment. In a study of 25 treatment organizations in Philadelphia, PA, Stewart et al. (2021) examined the factors that facilitated organizational buy-in for medication-assisted treatment and organizational change behaviors. The researchers found that strong leadership skills and focused ideology increased the sustainability of organizational change efforts and

employee retention (Stewart et al., 2021). These skills included strategies such as clear communication, effective explanation for change initiatives, and collaboration (Stewart et al., 2021). Pedraza and Chen (2020) stated that positive working conditions and a satisfactory organizational climate contributed to a reduction in hygiene factors. These studies support Herzberg's theory in identifying leadership strategies to benefit employees and organizations.

Herzberg's theory has a rich history in the literature, and its utilization transcends time, industries, and employee groups. Given its historical utilization of employee motivation, the two-factor theory is ideal for exploring this study's research question. Cleary et al. (2020) stated that the successful development of leadership strategies in healthcare professionals' results in improved outcomes for clients, teams, and organizations and enables organizations to lead through an ever-changing business environment. Using Herzberg's theoretical themes and subthemes, this researcher may identify the strategies that addiction treatment leaders can use to improved employee motivation in addiction treatment. High turnover rates in the industry result in poor organizational and patient outcomes and an ongoing burden for an industry committed to saving lives (Herschell et al., 2020). This study aims to solve this business problem.

Transition and Summary

In Section 1, I discussed the problem statement and purpose of the study. I reviewed academic literature highlighting leaders' strategies to increase motivation in healthcare and non-healthcare industries through the lens of Herzberg's theory. In the literature review, I looked at the history of Herzberg's theory since its inception,

Herzberg's theory in non-healthcare industries such as airlines, sporting events, and

education, and Herzberg's theory in the healthcare industry to study doctors, nurses, and

other emergency personnel. I also defined the behavioral health industry and highlighted

the role of addiction treatment within the behavioral health space. I summarized Section 1

by discussing the themes and subthemes of Herzberg's two-factor theory of motivation.

Section 2 will discuss the data collection, analysis, and verification processes conducted

for this study.

Section 2: The Project

Purpose Statement

The purpose of this qualitative multiple case study was to identify addiction treatment leaders' strategies to improve employee motivation. The target population was addiction treatment leaders, including CEOs, directors, supervisors, and leads across multiple addiction treatment facilities in the tri-state area surrounding New Jersey (New Jersey, New York, and Pennsylvania) that had demonstrated the ability to retain employees. Employee retention improves business profitability, and the implications for social change in retaining qualified and committed employees in the addiction treatment industry may have improved outcomes for individuals struggling with addiction. In addition to the benefits to addiction treatment businesses, clients receiving treatment may benefit from retaining employees who can consistently support them in achieving goals throughout their treatment journey.

Role of the Researcher

As a qualitative researcher, I was the primary instrument for the study. According to Yoon and Uliassi (2022), in qualitative research, the researcher has a significant role in data collection, interpretation, and presentation of findings. This topic is relevant and important to me as a licensed clinician and leader in the addiction treatment business. One of the main roles of a leader is to retain employees, and in the addiction treatment industry, this continues to be a challenge. My role as an addiction treatment leader increased my motivation to complete this study and discover findings that may positively influence leaders and the business.

My role as the researcher included identifying the research design and interview protocol and contacting participants for the study. My role also included collecting and analyzing data, maintaining participant understanding and confidentiality, and developing conclusions and findings based on data analysis. As the researcher, one of my main tasks was to clearly define the meaning of data at all points during the research process (Yoon & Uliassi, 2022). As a leader in the addiction treatment industry, I needed to limit bias on the topic and identify participants who responded to the research question.

I have been a leader in addiction treatment from 2012-2022. In that time, I have seen the value in employee retention, with employee motivation playing a crucial role in retention efforts. As an inspired leader with a personal investment in this field, my goal was to identify strategies for improving employee motivation in addiction treatment. I hope that business and societal changes can help reduce the overall burdens of lack of employee motivation. I remained aware of my lens on the topic and question biases throughout the research process.

Researcher bias occurs when researchers influence the outcomes of a study, whether consciously or subconsciously. Avoiding this bias is a primary responsibility of an ethical researcher (Romano et al., 2021). Understanding that personal bias is intrinsic to all human beings and overcoming obstacles that contribute to bias are essential. To reduce bias during my study, I adhered to the interview questions script (Appendix) during all interviews and avoided asking additional leading questions that did not help respond to the research question. After completing all interviews, I completed member checking. I conducted member checking by providing a summary of the responses back

to the participants to ensure accuracy. After completing each interview, I summarized the findings in a separate document and gave that to each participant to ensure that the summary matched their responses. Each participant provided verbalized confirmation of accuracy.

In maintaining appropriate ethics, I adhered to the standards set forth in the Walden University Institutional Review Board (IRB) protocols and *The Belmont Report*, published by the U.S. Department of Health and Human Services. *The Belmont Report* of 1978 ensures that ethical principles guide research with human beings, including standards regarding reducing risk to human participants, guidelines for selection, and consent to participate (U.S. Department of Health and Human Services, 1979). The Belmont Report includes three overarching principles: respect, beneficence, and justice, and I held myself to the highest standards during my research process (Jefferson et al., 2021). I worked to mitigate bias during my interviews by ensuring data saturation. I used methodological triangulation after the interviews.

A researcher uses a case study design to explore a phenomenon in depth through the analysis of a select unit of participants (Farquhar et al., 2020). For my study, I triangulated the interviews with retention data across the organizations, publicly accessible organizational information, and internal data that highlighted employee motivation strategies and behaviors found within the organization. The internal data included employee satisfaction surveys, turnover data, retention data, and other available data sources. I also used data saturation to secure an appropriate sample size to ensure that the study is replicable in the future.

Participants

The participants met study requirements and had specific knowledge and experiences to answer the research question. Participants were eligible based on their leadership role in an addiction treatment organization, with titles that included CEO, director, supervisor, and lead. Chosen leaders possessed more than a year of leadership experience. To be eligible to participate, addiction treatment leaders had demonstrated experience and success in utilizing leadership strategies that increased employee motivation. Proof of demonstrated leadership strategies was identifiable through publicly accessible organization and leadership data, organizational turnover data, and any other data points available through the organization. I may complete a follow-up study and use a leadership questionnaire, such as the MLQ, as an additional data point to respond to the research question.

Organization documents, verbalized personal accounts, survey information, retention rates, and other data noted each leader's influence on employee motivation. The chosen leaders worked in multiple addiction treatment facilities in the tri-state area surrounding New Jersey (New Jersey, New York, and Pennsylvania). The region includes multiple addiction treatment providers, making it ideal for this study. I chose this region based on the ability to gain access to leaders of addiction treatment organizations, my knowledge of the number of individuals accessing addiction treatment in this region, and the ability to secure participants via purposive sampling.

Researchers must also utilize appropriate means for gaining access to participants. Gaining appropriate participants for a study is one of the fundamental components of the

research process (Yin, 2018). Participant selection occurred through network and relational affiliations in the industry and direct identification and outreach to addiction treatment leaders in the identified region. This established network existed due to my experience in the industry. I also completed a LinkedIn post encouraging addiction treatment leaders in the tri-state area to participate if they had demonstrated success in increasing employee motivation in addiction treatment. Ease of access for participation was a priority. As stated by Hopkins and Schwanen (2022), research participants are donating their time to provide information on a topic, and researchers must use means and approaches that respect the time and commitment of all study participants. Emails, calls, and in-person visits were available for interested and appropriate participants. I also used archival information, website details, publicly accessible documents, and qualitative information from the organization to ensure that participants had demonstrated success in utilizing strategies that improved the study variables.

Building rapport and gaining consent from participants are also vital for any scholar. As stated by Davies (2022), informed consent is one of the most important components of a research study, which helps ensure the maintenance of ethical principles and participant understanding of roles and expectations. I provided the study's purpose and detailed information on the role of participant involvement to involved leaders. I gathered basic demographic information on participants, including name, gender, title, and years of relevant addiction treatment leadership experience. I refrained from using any identifiers for participants or the organizations they worked for, instead identifying each participant through identifiers based on their role. I then provided interview

questions to participants and took the time to respond to any questions that participants posed during this process. Gill et al. (2022) noted the importance of early and ongoing clarification and rapport-building during the research process, which I prioritized early in the study. I obtained documentation of informed consent for participants in the study.

Participants were also directly aligned with the research question. The participants were all addiction treatment leaders with demonstrated ability to respond to the following question: What strategies can addiction treatment leaders use to improve employee motivation? The research question was the primary tool to measure participant appropriateness, and vetting participants early and often in this process ensured an appropriate participant pool (Gill et al., 2022). By the end of the participant selection process, all involved parties were clear on expectations, provided informed consent to participate, and could respond to interview questions that answered the overall research question.

<h2 style="text-align:center">Research Design and Method</h2>

Research Design

I used a qualitative method to explore addiction treatment leaders' strategies to increase employee motivation. Qualitative research aims to understand specific phenomena through the lens of individuals and groups (Kekeya, 2021). A powerful desire to help people is the primary motivation of addiction treatment professionals. This perspective is unique, especially in the business world, and a qualitative approach was used to gather the needed themes to respond to the research question. A qualitative approach, including conducting interviews, exploring publicly available information, and

reviewing archival documents, was the most effective approach to use with this mission-driven population (Kekeya, 2021). A qualitative case study approach with these participants provided the detail needed to identify strategies that addiction treatment leaders note as beneficial in improving employee motivation.

For this multiple case study, I used an in-depth interview process across participants. I used an expert panel of three addiction treatment professionals to validate the interview questions prior to IRB submission. I ensured that chosen experts were unique to study participants, encompassing different leaders in the addiction treatment industry. I conducted in-depth interviews with 10 CEOs, directors, supervisors, and leads. In-depth interviews provide details on an individual phenomenon, and this approach was ideal for this study (Dijkhuizen, 2021). In-depth interviews allowed me to gain necessary detail on the strategies that leaders use to increase employee motivation while also allowing for additional details outside specific questions from each participant. I used the same protocol for all interviews, starting with basic demographic questions, including name, gender, and years of leadership experience (Appendix).

To ensure data saturation, I conducted semistructured interviews with the 10 CEOs, directors, supervisors, and leads of addiction treatment organizations at three unique treatment facilities. If additional interviews were necessary to ensure saturation at the conclusion of the interviews, I would reinitiate the purposive sampling process. I conducted member checking after the interviews by sharing my interpretations of the interviews and asking if there were questions or concerns with the interpretations. As Yin (2018) stated, in-depth interviews help in gathering information from individuals with

insights into important themes, affairs, or phenomena. Given the important leadership role of CEOs, directors, supervisors, and leads in addiction treatment organizations and their perceived influence on worker motivation, in-depth interviews were most appropriate for these groups.

Population and Sampling

The population for this multiple case study consisted of CEOs, directors, supervisors, and leads from addiction treatment facilities across New Jersey, New York, and Pennsylvania with demonstrated success in implementing strategies that improved employee motivation. The leadership titles of CEO, director, supervisor, and lead encompass most of the leadership roles within addiction treatment organizations, providing an efficient sample of leaders to answer the research question. According to Granikov et al. (2020), case studies help in exploring real-life phenomena in depth, with multiple case studies exploring the phenomena across multiple groups, organizations, or agencies. For this study, a multiple-case study approach provided information on the leadership strategies that are most effective in improving employee motivation based on information provided across the three unique addiction treatment facility teams. The use of purposeful sampling was appropriate given the limited number of addiction treatment leaders within the industry and the chosen region of study.

I deployed purposive sampling for this study. Researchers use purposeful sampling to study a heterogenous group and gauge interconnectedness and variability between variables (Granikov et al., 2020). In a purposeful sample, defining inclusion criteria for participants is important. The inclusion criteria for this study were (a)

addiction treatment leaders, inclusive of CEOs, directors, supervisors, and leads; (b)

overseeing facilities in the tri-state area surrounding New Jersey (New Jersey, New York,

and Pennsylvania); (c) demonstrated success in utilization of leadership strategies that

improved employee motivation; and (d) tenure of more than 1 year in a leadership role. In

addition, I also used the information available on publicly accessible organization

websites, organizational turnover data, and any other available organizational data to

respond to the research question. Participant exclusion from the study occurred if

participants did not meet the above criteria, were unable to provide information or

respond to research questions, did not meet the demonstrated ability to utilize effective

leadership strategies to influence study variables, or did not have availability to support

the research process within a few months.

In qualitative research, the sample size required is not explicitly specified.

According to Hennink and Kaiser (2022), data saturation is the guiding principle when it

comes to appropriate sample size in qualitative research. The researcher achieves data

saturation when there is an absence of new information obtained from participants in a

study (Fofana et al., 2020). The sample size will vary as a qualitative researcher works to

achieve data saturation. In a qualitative study, researchers have reached data saturation

when the participants provide information to adequately respond to the research question,

with additional interviews gleaning no new information to add to the response (Fofana et

al., 2020). Hennink and Kaiser (2022) analyzed 31 qualitative articles to gauge sample

size in data saturation, finding that samples ranged from five to 24 interviews. Granikov

et al. (2020) noted that studies can have as few as three participants to reach data

saturation. For this study, the sample size factored in time and resource constraints. To ensure data saturation and the ability to gather data from all leadership subsets within the addiction treatment industry, I conducted in-depth interviews with CEOs and seven midlevel managers from three unique treatment centers. I achieved data saturation when I was unable to identify additional themes or categories through coding and when I had enough information to feel confident that the study was replicable. The interview environment was quiet, comfortable, and confidential, allowing for detailed information and openness.

I chose research participants based on their experience, knowledge, and ability to provide meaningful information to respond to the research question. Researchers must create the setting and environment to receive adequate data from participants in response to the research question (Hennink & Kaiser, 2022). I conducted interviews with participants during days and times they identified as appropriate for them, and given my ability to meet with participants face to face, I offered this approach to all participants. I also offered Zoom as another option for participants. Participants had the opportunity to select a 45-minute time that worked best for their schedule. I prepared the interview protocol before interviews and assembled a structure for questioning that allowed me to be prepared and free to have a dynamic conversation with participants around the structure of the identified questions.

I utilized semistructured interviews as the format for my qualitative interviews. As stated by Walker et al. (2021), in semistructured interviews, researchers pose open-ended questions to explore phenomena in qualitative research. This format has shown

significant benefit within social sciences and healthcare research. Given the identified benefit, I utilized semistructured interviews for this study. I conducted these interviews in person and via Zoom, which has become a popular format for interviews and meetings since COVID-19. I provided both options to participants to accommodate their needs and schedule.

Ethical Research

Adhering to ethical standards is essential for any researcher. As stated by Newman et al. (2021), qualitative research enables the in-depth exploration of individuals' lived experiences, providing insight and shared knowledge between researcher and participant. Given the immersive experience and detail obtained through the qualitative process, the researcher must be cognizant of ethical practices during the research process. Prioritization of ethical guidelines in research ensures the maintenance of human freedom and dignity during the study process. As a researcher, I maintained a deep respect for ethical principles throughout the research process (Taquette & de Matta Souza, 2022). Informed consent is the process where research participants willingly engage in the research process, gain awareness of the purpose of the study, and become informed of the requirements and limitations of confidentiality (Mwaka & Horn, 2019). Ensuring informed consent was a foundational component of ethical research, and I prioritized this step at the onset of the research process.

Participation in a study is voluntary, whereby participants can withdraw at any time. Many qualitative studies, especially in healthcare, ask interviewees in-depth questions on sensitive topics and may result in some level of discomfort for the

participant (Taquette & de Matta Souza, 2022). It is the responsibility of the researcher to make participants aware of their right to withdraw from the study process at any time. It is also the researcher's responsibility to protect research participants while gathering data that can help build a quality study (Taquette & de Matta Souza, 2022). Transparency is essential from the onset of the study and researchers should remain vigilant in maintaining principles of ethical research throughout the study process.

At the onset of the study, I provided each participant with an informed consent form that indicates the study's purpose, expectations of participants, and standards of confidentiality. I responded directly to any participants who had questions about the informed consent form or process via email and phone call. I required all participants to respond via email before the interviews with a statement of "I consent," before initiating. I made interviewees aware that they can stop the interview at any time to have no participants withdraw from the interview process. I did not offer incentives to participate in this study.

Maintaining the confidentiality of participants and information provided is another guiding principle of ethical research. Confidentiality in research includes the protection of all participants identifying information and reports (Taquette & de Matta Souza, 2022). I will retain confidential documents and patient information for my study for five years. I coded demographic identifiers such as name and title with initials, and the leadership coding system highlighted below. I refrained from using any identifiers for participants or the organizations they work for, instead identifying each participant through identifiers based on their role. I coded CEOs as L1 through L3. I coded middle-

level managers, including directors, supervisors, and leads, as M1 through M7. I avoided

any direct reference to the specific treatment facility, region, or other identifiers that

could violate the confidentiality of participants.

As a licensed clinician in the addiction treatment industry, I am familiar with

ethical codes and standards that guide best practices in my field. I aligned many of these

ethical codes to my research study. By aligning with ethical standards as a component of

this research, I ensured rigor in the research process and trust among participants

(Newman et al., 2021). I reviewed *The Belmont Report* for guidelines and best practices

in ethical research. *The Belmont Report* includes three overarching principles, respect,

beneficence, and justice, and I held myself to the highest standards during my research

process (Jefferson et al., 2021). I reviewed the Walden University Internal Review Board

(IRB) information and approval process to ensure that my study aligns with all applicable

standards and processes. I awaited IRB approval before initiating the research process.

I stored interviews and data collection on a hard drive and saved in a locked

cabinet at my home office. The hard drive is password protected, and I will save the data

for five years. After the five years, I will destroy the data through software that

permanently deletes files. I stored any additional paper documents in the same locked

cabinet and will shred after five years. By using these storage strategies, I will maintain

confidentiality from the start of the study through the destruction process. The IRB

approval number for this study is 11-29-22-1077112.

Data Collection Instruments

As the researcher, I was the primary instrument for this qualitative study. Wray and Barrett (2022) state that qualitative research includes a rich data collection process through in-person interviews, surveys, and other qualitative collection processes. The three types of data collection used for this study were (a) semistructured interviews with ten addiction treatment leaders, including CEOs, directors, supervisors, and leads in three unique addiction treatment facilities, (b) a review of the literature on employee motivation in addiction treatment organizations, and (c) any available references, data points, archival information, or survey information on the organization's employee motivation strategies and retention efforts. Wray and Barrett (2022) note the value of in-person data collection but realize that the influence of geographically diverse participants and COVID-19 have increased virtual data collection in qualitative research. I used a combination of in-person and Zoom interviews for the semistructured interviews.

Semistructured interviews are valuable in qualitative studies. Semistructured interviews provide real-world detail on phenomena through the lens of the interviewee's unique social, cultural, and experiences (Price & Smith, 2021). Semistructured interviews provide specific questions that every interviewee will respond to, with the ability to build rapport and engage the participant in additional context and detail. As Mahat-Shamir et al. (2021) noted, qualitative semistructured interviews provide an individual's unique perspective through face-to-face, virtual, telephonic, written, and other data collection techniques. My research question explored the strategies leaders use to increase employee motivation within addiction treatment, and semistructured interviews provide the best

framework to gather the detail and narrative that helped build the findings for my study (Mahat-Shamir et al., 2021). I used the same interview protocol for all semistructured interviews. A sample of the interview protocol is in the Appendix.

I conducted thorough interviews with the three CEOs, directors, supervisors, and leads through the semistructured interview process. I started with four demographic questions and coded them appropriately to maintain confidentiality. I asked seven open-ended questions. I also engaged participants in probing questions around the seven initial open-ended questions, resulting in more rich and more diverse responses across participants. I recorded the interviews on my phone app or Zoom, with permission from all participants. I took additional notes on a separate piece of paper to ensure a thorough collection of information from all participants.

I ensured the reliability and validity of the data collection instruments by ensuring voluntary participation, triangulation of multiple data methods, and member checking after the interviews. Methodological triangulation helps ensure that multiple data methods and sources help gain a comprehensive understanding of a phenomenon, which will be essential in my study (Farquhar et al., 2020). I completed methodological triangulation through a review of the literature and available documentation from the organization on employee motivation strategies and outcomes. In reviewing the literature, I used available annual reports on employee motivation and employee retention in addiction treatment and documented research on statistics involving employee motivation in addiction treatment. I also analyzed the organization's website, annual reports, survey information, and other publicly available information to triangulate my data.

I conducted member checking by providing a summary of the responses back to the participants to ensure accuracy. After completing each interview, I summarized the findings in a separate document and gave that to each participant to ensure that the summary matched their responses. Each participant provided verbalized confirmation of accuracy. I ensured voluntary participation throughout the process, with participants aware of their ability to withdraw from the study at any time. No participants withdrew from the study.

Data Collection Technique

I used face-to-face and zoom semistructured interviews to collect data in this qualitative case study. Individual interviews allow researchers to gather detailed information on participants' unique thoughts, perspectives, opinions, and experiences on a given topic (Wray & Barrett, 2022). For my study, semistructured interviews helped gather detailed information on my research question. I utilized semistructured interviews across all ten participants for this study.

The benefit of providing participants the option between face-to-face and Zoom meetings is two-fold. Participants could identify the format that was most ideal for their schedule and comfortable for them in responding to questions. The formats also allowed me to gain necessary information while being able to ask follow-up questions in an appropriate setting. The virtual zoom offering was ideal for most participants, given the distance from the interviewer, travel limitations, associated costs, and ease of access (Wray & Barrett, 2022). The face-to-face data collection technique was ideal for a few participants who benefit from a relational interview approach, are within a short driving

distance from the interviewer, and have time available to coordinate the meeting. Some facilities are continuing to take precautions post-pandemic, and by using a hybrid model of data collection techniques, I was able to gather the necessary data while aligning with the safety precautions of the facility. Wray and Barrett (2022) note that COVID-19 brought about diverse ways of collecting data in research, and though the benefits outweigh the disadvantages, there are still challenges associated with virtual data collection. Offering options ensures the safety of participants and flexibility within the research process.

One limitation of virtual data collection techniques involves technology issues. Remote connection options such as Zoom can pose connectivity issues, bandwidth concerns, and slow internet. Issues may also arise in the user's ability to navigate the virtual platform (Wray & Barrett, 2022). Fortunately, I did not have these issues while conducting virtual interviews. All participants who choose the virtual platform to conduct interviews completed the interviews, engaged directly with me, and avoided issues specific to remote engagement. I used member checking to ensure accuracy across virtual interviews. I conducted member checking by providing a summary of the responses back to the participants to ensure accuracy. After completing each interview, I summarized the findings in a separate document and gave that to each participant to ensure that the summary matched their responses.

Data Organization Technique

Qualitative case studies help researchers gather in-depth data on a contemporary phenomenon. Subjective information gained from lived experiences can help provide

meaningful context within a study (Granikov et al., 2020). The data compiled through

this process served as the backbone of the study, and I took pride in ensuring its accuracy

and protection. I initiated my study by ensuring that the space in which I conducted the

interview, either in-person or virtually, was free of outside noise and conducive to a quiet

and confidential interview process. I then ensured that all participants understood the

informed consent process, verbalized understanding, and sent an email with a written "I

consent" acknowledgment. I ensured a full charge for my phone and laptop at the start of

Zoom meetings and interview recording sessions.

I secured recordings on my phone and then transferred them to a password-

protected flash drive. I secured this flash drive in a locked cabinet in my home office. I

also secured written notes that I took during each of the interviews in the same locked

cabinet. I used coding to identify the leaders, L1 through L3 for the CEO group and M1

through M7 for the middle manager group of directors, supervisors, and leads. I used this

coding on both recorded interviews and written documentation. I created and transferred

each recorded interview in an electronic file labeled L1, M1, etc. I will save the data for

five years, at which time I will delete the contents of the flash drive through an erasure

software program. I will shred all confidential documents.

Data Analysis

According to Yin (2018), there are five phases to qualitative data analysis:

compiling, disassembling, reassembling, interpreting, and concluding. I adhered to Yin's

(2018) five-phase model for my study and organized data accordingly to ensure thorough

data analysis. For step one, I compiled semistructured interviews for the ten leaders, as

well as archival and organizational information provided or publicly accessible. Step two included disassembling and in this stage, I began identifying themes from the interviews that aligned with my research question. In step three, I reassembled themes to identify interview patterns and compare findings specific to my research question. As I interpreted my findings, I started to give credibility to continued themes and patterns within the coding. Finally, I drew conclusions based on this process and responded to my research question.

I deployed methodological triangulation and data review to maintain the credibility for my study. Methodological triangulation uses multiple methods to study a phenomenon (Dzwigol & Dzwigol-Barosz, 2020). I used information and data from the literature, as well as available survey and archival information applicable to my study variables to conduct triangulation for my study. I also used publicly available information from each organization's website. I used Microsoft Excel and NVivo software to sort and analyze data. I also utilized Microsoft Word to transcribe and summarize participant interviews.

For this study, I used thematic analysis to analyze data. According to Sezgin et al. (2019), thematic analysis is a method for analyzing data in qualitative research, with coding used to represent recurring statements and acknowledgments within data points. Researchers consider this approach foundational to all qualitative analysis, making it an ideal choice for my study (Saunders et al., 2015). For my study, I used hand coding and NVivo software to identify themes from participant interviews. Participant identifiers remained confidential, with CEOs coded as L1 through L3 and middle managers coded as

M1 through M7. After summarizing each interview, I conducted member checking via email with each participant, receiving written agreement on the information provided. I conducted a handwritten analysis of each interview, identifying and assigning unique themes. These themes aligned with my study variables and research question. I then entered the information into NVivo software to identify subthemes from the major themes. As detailed above, I conducted a thorough process with close maintenance to Yin's (2018) five-step process.

I utilized codes and themes to compile data into meaningful clusters. According to Saunders et al. (2015), coding entails labeling each data unit within a data set. I became familiar with my data after thoroughly reviewing and coding the initial set of data that directly aligned with my research question. The next step in my analysis was to identify themes within the codes. I assembled and disassembled the data multiple times and ruled out negative cases. Negative cases do not support the remainder of the themes and the theory on which you are basing your study (Saunders et al., 2015). I reassembled the data when I was confident with the final themes and made logical conclusions from the information. The key themes aligned with my research question and aligned with the themes of Herzberg's two-factor theory, which is the conceptual framework I used as the lens to examine variables for my study.

Through this process, I was mindful of thematic saturation, paying attention to any new themes or codes identified in my analysis. According to Hennink and Kaiser (2022), thematic saturation is a component of data saturation in qualitative research whereby the researcher notes redundant codes and themes without introducing new

themes. Focusing on this saturation point helped me identify if the sample size was appropriate for the study. Codes and themes were similar and redundant as I coded interviews, providing confidence that the sample size was appropriate, and alerting me when I had reached data saturation.

Trustworthiness in Research

Trustworthiness is an essential component of qualitative research. According to Yin (2018), trustworthiness ensures rigor and acceptability in qualitative studies. According to Adler (2022), trustworthiness ensures transparency in qualitative research. By ensuring trustworthiness in qualitative research, a researcher can verify the credibility, confirmability, dependability, and transferability of the findings. I obtained trustworthiness for this study through the following steps.

Credibility

Credibility is the process of ensuring study validity from the perspective of participants (Yin, 2018). I ensured credibility in my study through member checking, the use of a standard interview protocol, triangulating the data, and participant verification. Member checking helps verify that participants validate the information that the researcher interpreted during interviews for credibility (Coleman, 2021). Using a standard interview protocol also helped ensure the credibility of data and findings. Methodological triangulation of data is another way to ensure credibility. Member checking, use of a standard interview protocol (Appendix), methodological triangulation, and participant verification were all used for this study.

Confirmability

In qualitative research, confirmability occurs through verified findings by other external sources (Coleman, 2021). Confirmability is another process to maintain validity throughout a study. I utilized member checking, participant verification, and methodological triangulation in this study to ensure confirmability. I also used archival information and organization data points to ensure confirmability within the study.

Dependability

Dependability in qualitative research is similar to reliability in quantitative research. In qualitative research, a study is dependable when the findings are consistent and replicable across researchers and time (Saunders et al., 2015). By clearly articulating the step-by-step process taken in the qualitative research process, researchers can create a followable "audit trail" for future researchers to ensure dependability (Coleman, 2021, p. 2042). In qualitative research, verifiable dependability occurs through member checking, multiple coding, and expert review (Coleman, 2021). The use of member checking ensures dependability for this study, and I used the same interview protocol (Appendix) across all participants. I verified all recording devices and test to ensure the gathering of reliable data.

Transferability

According to Coleman (2021), studies possess transferability when they are applicable across other contexts. This process ensures that data and findings are not specific to only one study but generalizable across the study population. By adhering to a specific research process, I ensured transferability during the research process. I followed

a strict process for conducting and recording interviews, use the standard interview protocol for all in-depth and interviews (Appendix), reached data saturation, verified completion of steps through Yin's (2018) five-phase data analysis process, and used member checking and methodological triangulation throughout the data collection and analysis processes.

Transition and Summary

The purpose of the qualitative multiple case study was to identify addiction treatment leaders' strategies to improved employee motivation. Section 2 consisted of a description of the study's purpose, the researcher's role, and the participants' description. There was also a description of the research method and design, the population used in the study, and a discussion of the ethical standards adhered to during the research process. The details provided on the data collection, organization, analysis, and deployed strategies helped ensure reliability and validity during the qualitative case study. In Section 3, I will discuss the findings of the study. The themes highlighted may be opportunities for ongoing study and research. There is also information about the implications for social change, reflections, and conclusion.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to identify addiction treatment leaders' strategies to improve employee motivation. Ten addiction treatment leaders from three unique organizations in the area surrounding New Jersey, New York, and Pennsylvania provided me with data to answer my research question. Based on the participants' responses to the interview questions, I identified four themes: (a) employee and peer relationships; (b) recognition, praise, and promotions; (c) adequate compensation; and (d) working environment. The outcome of the study indicated that addiction treatment leaders utilize employee and peer relationships; recognition, praise, and promotions; adequate compensation; and working environment as strategies to increase motivation in their business. A presentation of the findings, applications to professional practice, implications for social change, proposals for action and more research, reflections, and a conclusion are included in this section.

Table 2

Emergent Themes

Nodes/Themes	Number of respondents	Number of times the theme was addressed
Employee & peer relationships	10	35
Recognition/praise/promotions	10	31
Adequate compensation	10	27
Working environment	10	26

Presentation of the Findings

The overarching research question for this study was the following: What strategies do addiction treatment leaders use to increase employee motivation?

Researchers have demonstrated that when leaders have the needed strategies to engage their employees in the behavioral health industry, motivation will increase (Stelson et al., 2022). There has been less research exploring these strategies in the addiction treatment business, and this study identified four themes that increase employee motivation.

I assigned the numbers M1, M2, M3, M4, M5, M6, M7, L1, L2, and L3 to identify each of the 10 respondents to ensure confidentiality in data collection. I used the NVivo software program to identify and code initial similarities and themes in the data I collected. I checked the data manually for redundancy in themes. From the content analysis, there were four themes that emerged. It was from those themes that I derived strategies that addiction treatment leaders use to increase employee motivation. These strategies included employee and peer relationships; recognition, praise, and promotions; adequate compensation; and working environment. The four themes that emerged from my thematic analysis of the participants' responses to the interview questions are presented in the following subsections.

Theme 1: Employee and Peer Relationships

Addiction treatment is a challenging industry to be employed in, with many employees coming to the industry based on lived experience or purposeful motivation. The business stressors indicative of addiction treatment cause strain on individual employees and the workforce as a whole, increasing the need for relational strategies amongst leaders (Stelson et al., 2022). The findings from my study highlight the uniqueness of this business, as well as the influx of mission-driven employees who

support the business. As a result, fostering relationships amongst employees and peers was a successful strategy used by the leadership group surveyed.

Many employees enter into addiction treatment based on lived experience or a personal purpose that brought them to the industry. Respondents discussed inclusion of mission-driven employees in their business in responses to Interview Questions 1, 2, and 5 and noted the value of relationship building in invigorating this purpose, motivating, and retaining employees. As stated by Fong et al. (2021), when leaders are able to foster positive working relationships with their employees, they will experience high levels of motivation and job satisfaction. Two of the participants stated that employee motivation in addiction treatment is "all about relationships," noting the value of learning about employees on a personal basis and encouraging a balance between their work and personal lives. Another participant, L1, highlighted the value of relationships in addiction treatment recovery and how this transcends across employees. He stated,

> Recovery is all about relationships. The provision of addiction treatment is also all about relationships. Leadership is all about relationships. It includes being available, having a collaborative approach, soliciting ideas, keeping your ego in check, convincing people that their ideas are your ideas. My job is to make sure that everyone is rowing the boat in the same direction. People will work hard for someone they perceive as a good leader; someone who is doing the right things.

This participant noted that building relationships with members of a team increases the likelihood that they will invest in the organizational mission and remain with the facility over time.

Similar notations to the value of relationship building in motivating addiction treatment employees were stated across participants. Participant M3 noted the value of building these relationships from the start of an employee's tenure. He stated,

It's all about relationships. From the start of an employee's tenure, we are calling them, texting them, and ensuring that they are aligned with our mission. From the moment they come through our door, we are trying to get to know them on a more personal level.

Participants echoed this sentiment, discussing the challenges associated with addiction treatment work and the value of creating relationships with team members that foster a strong organizational mission and cohesion. Participant M2 stated that he gets to know his team "as people," rather than just employees. According to him, this personal connection fosters a facility-cohesion that is needed to motivate employees in the addiction treatment industry. Leader L1 also stated that he has seen employees stay with the organization when relationships are solid, even when offered a higher paying job elsewhere. He stated, "I have had multiple scenarios where employees would stay here and make less money and less of a comp package because they have a really good working relationship with their leader and team."

Multiple participants also discussed the unique relationships that leaders build with employees based on the unique workforce that enters into the industry. Many employees who work in addiction treatment are in personal recovery, and this can create a purpose-driven workforce. The value of the leader-employee relationship, specifically in impacting motivation, is vital (Skinner & Roche, 2021). Participant M4 discussed the

number of employees in his business who enter the field because they are in personal

recovery or know someone who has been impacted by addiction. He stated,

> The path to recovery was a life altering moment for many employees, and if you
>
> can put your employees in a position where they feel they are sharing that passion
>
> and impact with others, you're going to get a real return.

Multiple participants highlighted the value of building personal relationships with their

employees to identify what motivates and inspires them to work in the industry. Leaders

M1, M3, M4, M5, M6, L1, L2, and L3 specifically noted the building of these

relationships as valuable strategies in improving employee motivation.

The benefits of relationship building were noted as valuable from leaders across

all employee groups, but a focus on entry-level employee relationships was noted by 60%

of the participants. Participant L3 noted that turnover is often highest in the departments

that are "entry-level, patient-facing," and as a leader, she overcomes these challenges by

fostering positive relationships with her leaders and across teams. Forty percent of the

participants in the study highlighted the focus on building relationships with direct care

employees. Many participants stated that these employees face challenges unlike other

employee groups: entry-level, challenging work with patients, and low salary and

incentives. Participant M4 discussed his role as a mentor to this group and identified

"continued growth and retention as outcomes that highlight the positive impact of

relationships on motivation." He stated that he "gets to know his team personally, and is

committed to their growth and development," which elicits high levels of motivation

from the employee.

Addiction treatment leaders can also increase employee motivation by helping foster peer relationships in the workplace. Peers with lived experience working in the behavioral health industry have been increasing over the last few decades (Gaiser et al., 2021). Participant M3 stated that "upwards of 60–70% of his team are in personal recovery," highlighting the need for strategies to increase these peer engagements. Eighty percent of the respondents noted the value of these peer relationships in increasing motivation. He noted employees in his facility who had better opportunities externally who stayed employed due to the "people they worked with."

Participant M7 stated that peer relationships are a "really, really big deal," highlighting that having positive working relationships with peers can reduce turnover intentions and increase buy-in to the business and mission. Participant M2 stated that "the emotional investment of employees is amplified or deflated by peer relationships and the desire of a team to be bigger than themselves." The value of fostering peer relationships to increase employee motivation was prevalent throughout the interviews.

In relation to fostering peer relationships as a strategy, multiple leaders noted the value of hiring the right employees. Leader L2 stated that "peer relationships are very valuable motivators," and by hiring the right team members and emphasizing cultural and team fit, motivation across the entire team and organization increases. Participant M5 noted the positive role that peer relationships had in her motivation and growth as a leader, emphasizing the role of peer relationships to "grow and excel" in addiction treatment. She stated that peers in addiction treatment have a shared work experience,

unlike many other professions, fostering a shared experience, understanding, and motivation for the work done in the industry.

Participant L3 discussed the unique combination of employees with lived behavioral health experiences and those without those experiences. She noted that addiction treatment is a unique industry that brings together individuals in personal recovery and those who have never used a substance to help patients get well. She stated that this dichotomy helps employees "come together on a personal level to humanize the concept of addiction." She highlighted her role in fostering those peer relationships and noted the increase in employee motivation through the shared employee experience, as well as the positive impact on patient treatment and outcomes.

Correlation to the Conceptual Framework

Relationships with supervisors are noted as a hygiene factor in Herzberg's two-factor theory of motivation. Sobaih and Hasanein (2020) noted the value of positive working relationships between employees and leaders in improving motivation and job satisfaction. Relationships between peers are also considered a hygiene factor that increases motivation and reduces overall job dissatisfaction for employees (Sobaih & Hasanein, 2020). In this study, relationships between leaders and employees and amongst peers were the most prominent themes impacting motivation as verbalized by the participant group. Alrawahi et al. (2020) validated the impact of relationships in a study of medical laboratory professionals in Oman. According to Alrawahi et al., when supervisors prioritized supervisory and peer relationships in the hospital environment,

motivation and job satisfaction improved. The findings of this study support the literature and Herzberg's conceptual framework.

Correlation to the Literature

The importance of relationships in improving employee motivation in addiction treatment was a key finding in this study. Filteau et al. (2022) noted that employees who enter the addiction treatment industry are typically looking for more than just a job and ultimately join the industry for a higher calling. When leaders are able to build relationships that strengthen this purpose, employees are retained. In a study conducted by Skinner and Roche (2021), the interpersonal relationship between supervisor and employee contributed to improved employee health and well-being, motivation, and retention. Meza et al. (2021) also discussed the positive impact of relationship building between first-level managers and direct care staff in behavioral health. The author noted that when leaders invest in relationships with direct care staff, turnover is reduced and motivation is increased (Meza et al., 2021). The value of this leadership relationship with direct care, entry-level staff was identified as valuable by participants in this study.

The role of peer relationships was also noted as a valuable strategy for increasing motivation in this study. Gagne et al. (2018) stated that behavioral health facilities are adding peers to the workforce at greater rates than before due to improved motivation of the workforce and improved patient outcomes. Research has indicated that this workforce is relatable to the patients served but also creates a sense of purpose amongst fellow employees (Gaiser et al., 2021). The research indicates that peers bring "shared understanding, respect, and mutual empowerment" to patient care, but this study

demonstrates that they bring the same to peers in the workforce (Gaiser et al., 2021, p. 204). Counselors in addiction treatment are noted to benefit from positive peer relationships in the workplace, as are nurses, who identify peer relationships as positive contributors to workplace motivation and happiness (Garza & Taliaferro, 2021; Hatch-Mailette et al., 2019). Leaders who prioritize peer relationships in the addiction treatment industry can expect improved motivation and retention.

Theme 2: Recognition, Praise, and Promotions

The second theme noted in this study was the impact of recognition, praise, and promotions on improving employee motivation. When employees feel valued in their role within addiction treatment, their level of motivation and work output increases (Tsounis et al., 2017). The respondents noted the role of recognition, praise, and promotions in responses to Interview Questions 1 and 4 for the study. Of the 10 participants surveyed, eight identified these factors as imperative for motivation, while two noted both benefits and potential downfalls of their utilization. Recognition and praise were highlighted as regular strategies used by all 10 participants. Seven out of the 10 participants noted the use of promotional opportunities as a valuable strategy to motivate employees in their business.

Most of the leaders surveyed emphasized the value of recognition, praise, and promotions as strategies for increasing employee motivation. Participants M3, M5, and L1 stated that they recognize their employees daily for their hard work, through emails, rounding, and as stated by M5, "just being present for them." Participant L2 stated that he "manages by walking around," sharing praise and recognition with employees as he

rounds the building. Participants M2, M4, M6, L1, and L3 highlighted the use of client survey comments, employee recognition comments, and organizational shout outs as strategies to recognize and praise their employees. Participants M7, L1, L2, and L3 also specifically discussed other ways that they celebrate employees, including birthday celebrations, ice cream socials, staff award ceremonies, spirit weeks, employee of the month events, baby showers, and other events. Participants L2, M1, and M2 also highlighted the recognition and praise provided to employees through committees and annual facility events. They all indicated that these events highlight the individual and collaborative achievements of the organization, while increasing motivation for those involved.

Four of the 10 respondents noted the value of public displays of recognition and praise, as opposed to individual ones, in improving employee motivation. Participants L1 and L3 discussed their role in recognizing team members in public forums such as appreciation luncheons, committees, and facility-wide meetings. Participant L2 emphasized the role of recognition and praise, particularly in a group setting:

> Everyone likes to hear great things. Internal recognition programs, parking spots, and other means of recognition are great, but most impactful is the public recognition that someone's work made a difference. The public recognition to teams and peers is very important. Roles and titles matter less in this approach; all team members love to hear about their great work and overall impact. It helps drive motivation.

Participants M1 and L1 noted that these group forums can create feedback loops whereby leaders can get real-time feedback on whether the strategy is working.

For the two participants who identified positive and negative aspects of recognition and praise, they both emphasized the use of balance with this strategy. Participant M2 stated that recognition and praise can be a "mixed-bag" when it comes to improving employee motivation. He noted that recognizing and celebrating his employees is beneficial, but stated that "over acknowledging successes can set employees up for a false sense of security." A similar sentiment was shared by leader M4. He noted the value of recognition and praise, not just for the employee but to increase healthy competition and motivation within the department. Conversely, he discussed the detriment that can come from using these strategies. He stated that recognition, praise, and promotions, can limit motivation when employees are consistently seeing these strategies used on their peers, rather than in their roles. He noted that when an employee consistently watches recognition, praise, and promotions go to others, this can be demotivating.

The use of promotional opportunities within addiction treatment noted as a positive strategy in 80% of the participants. With many employees in entry-level roles with lived experiences, being promoted from within is a strong motivator (Gagne et al., 2018). Promotional opportunities were clearly indicated as motivating strategies by seven of the ten respondents. Participant M6 stated that he "regularly promotes strong members of his team," which increases the intrinsic motivation of that employee, as well as

employees around them. He has created a department built on promotions, providing ongoing motivation for all members of the team.

Respondent M4 discussed his role as a supervisor with entry-level employees and the significant ongoing impact of promotions on motivation. Participant estimated that approximately "50% of his turnover in the last two years was due to internal promotions." He noted the use of internal growth as a motivation and retention metric within his business. He stated, "all open positions are posted internally first, and are typically filled by internal team members." Both participant M4 and L3 noted this promotion strategy as a valuable component of increasing employee motivation. Participants, M1 and L1 also highlighted the value of promoting from within on employee motivation, especially in retaining the employee and the mission-driven culture of the organization.

Correlation to the Conceptual Framework

Herzberg noted the role of recognition, praise, and promotional opportunities on employees in the workplace. He identified these strategies as motivating factors, and when increased by leadership, employee motivation and retention should also increase (Sharma et al., 2022). Recent literature highlights the value of recognition and growth on employees in healthcare, especially in challenging work environments such as addiction treatment. According to Karaferis et al. (2022) recognizing employees for their hard work and fostering their growth in the organization has a motivating impact on the entire workforce. This study supports the research findings. Leaders in addiction treatment

noted the value of using recognition, praise, and promotions as tools to motivate their

employees.

Correlation to the Literature

In an industry that is people-focused, recognizing employees for their efforts and

promoting from within are strategies that create buy-in and retention. Kelly and Hearld

(2020) state that burnout can be reduced in behavioral health employees when leaders are

using a style that is supportive, empathetic, and helps employees make the connection

between their internal purpose and the work they do. By recognizing, praising, and

promoting employees in addiction treatment, leaders are creating a healthy environment

in which employees feel a part of the greater purpose. When employees do not feel

valued or appreciated in this type of workplace, turnover will increase (Herschell et al.,

2020). In the unique business of addiction treatment, these strategies are crucial for

engaging employees and increasing motivation.

Theme 3: Adequate Compensation

The need for adequate compensation in addiction treatment was the third theme

identified in this study. The respondents noted the role of adequate compensation in

Interview Questions 1, 3 and 5 for the study, highlighting the ways that fair and equitable

salaries and incentives improved employee motivation. Eight out of ten participants

highlighted the need for competitive salaries and incentives in motivating employees.

Five participants stated that though fair and competitive compensation can serve as an

initial motivator, the presence of other strategies are needed to sustain motivation. Many

participants discussed the challenges of leading addiction treatment organizations when

discussing finances. Addiction treatment is often a low reimbursed business, which provides little financial incentive for employees in the facility.

Participant M1 discussed the role of fair and competitive salaries and incentives in his workforce, especially for employees with credentials and professional licenses. He stated, "finances are one of the elephants in the room when talking about employees. We have to create a culture where you are appreciated, but often not rewarded in that way, and it is a tricky thing." Participant M3 discussed a similar strategy. He noted that "salaries need to be competitive for the job that's being performed," and it can be demotivating to qualified employees when they are not receiving fair and equitable pay.

Three of the respondents also discussed the increased role of competitive salary and incentives in addiction treatment employees over time. L1 stated that he has been in the addiction treatment industry for 15 years, and historically the "passion for the work" was the primary motivator for employees. He stated that over the last few years, "money has become more important to people" in addiction treatment, with employees focused on being paid fairly for the work they do and the benefits they will receive. Participant M1 emphasized the same changes in the industry over time. This same change in the industry was discussed by participant M4. When discussing addiction treatment, he stated,

> It's a very, very fast growing field, and it has been growing for a while. You would think it would slow down at some point, but it only seems to go faster. Because of that, you do have new organizations, new facilities, who are opening up who want the best talent and are willing to pay for it. So, if you're an

established facility, a big barrier is staying competitive so that you can retain your

top talent.

The importance of using salary and incentives as a motivating strategy was clearly noted

as the industry continues to grow and evolve.

Many participants discussed the role of COVID on the need to prioritize salary

and incentives for employees. Participant L3 stated that during COVID, disciplines such

as nurses and therapists could receive higher rates for the same work, creating challenges

in addiction treatment to retain the workforce. The pandemic increased the need for use

of this strategy to motivate employees. M1 discussed similar challenges, noting the

challenges of sustaining employees during COVID, especially when employees "could

work in private practices or remotely for higher salaries." This hygiene factor was also

highlighted by participant L3, who noted that the pandemic created challenges that

"emphasized the need for fair and equitable compensation for addiction treatment

employees." As she stated, when employees can make more money at competitors or in

less-challenging work environments, leaders must be cognizant of the role of

compensation in driving motivation.

Finally, four of the participants discussed the need for incentives within their

direct line staff as a strategy to motivate. Participant L3 discussed incentives that are

typically provided to employees who steer admissions for the facility, but the direct care

employees who are working with patients are often neglected in this process. As a leader,

she noted the value of providing fair and equitable salaries and incentives for those

employees to sustain motivation where it matters most; with the patients. Both participant

M5 and L2 discussed similar needs within their business, highlighting the role that inequitable incentives across employee groups can have on their business. L2 stated that employees "all talk about their salaries in this business," and when an employee who is doing a challenging role does not receive the same incentives as another employee, this can negatively impact motivation. These leaders emphasized the need for fair and equitable salaries and incentives across employee groups to sustain motivation in their facilities.

Correlation to the Conceptual Framework

The findings of the study are aligned with the conceptual framework and supported in the literature. In Herzberg's theory of motivation, hygiene factors are components of a workplace that prevent demotivation and job dissatisfaction (Park et al., 2020). Salary and incentives are hygiene factors that when used appropriately, should limit the job dissatisfaction of employees in the workforce (Nagpaul et al., 2022). In this study, all participants noted the value of fair and competitive compensation. Mahmud et al. (2023) studied the motivation behaviors of community-based direct care employees, finding that many took on these challenging jobs to enter the workforce, or fulfill a larger purpose, with many leaving upon finding competitive salaries elsewhere. This factor is supported in this study, with a similar mission-driven workforce, and when compensation is not prioritized, motivation will decrease.

Correlation to the Literature

Multiple participants discussing the role of COVID and the growth of the industry as reasons to utilize these strategies. These factors are prominent in recent literature,

especially in discussing nursing turnover. Both Lee and Lee (2022) and Richards and Kieffer (2022) note the value of competitive salaries for nurses, especially in retaining qualified and committed employees. As stated by Nagpaul et al. (2022), the pandemic created competitive salaries and incentives for workers, and if not used as a strategy in workplaces, this can be a hygiene factor that negatively impacts employee motivation. The study reinforces the model specific to Herzberg's conceptual framework.

Recent studies mirror the findings of this study. In a study of 294 addiction treatment employees, McEntee et al. (2021) found that higher turnover was found in employees who were underpaid or on fixed-term contracts, with little room for financial growth. This study validates the findings of this research project, especially given its specific focus on addiction treatment employees. The value of rewards in motivating employees was also noted by Scanlan and Still (2019) in a study of 277 mental health professionals. Similar findings were noted by Roche et al. (2013) in a quantitative study of Indigenous Australian addiction treatment employees. In the study, ensuring adequate and equitable salaries and benefits were found to increase employee motivation and reduce burnout (Roche et al., 2013). The literature clearly highlights the role of this hygiene factor, but emphasizes that its usage with other motivating factors will yield better outcomes. This strategy was noted in 50% of the interviews for this study.

Theme 4: Working Environment

The final theme found in the study centered on the nature and conditions of the addiction treatment working environment. Herzberg discussed working conditions, job workload, and work environment as hygiene factors that when increased, would limit

demotivation and job satisfaction (Bhatt et al., 2022). The respondents noted the value of the working environment in improving employee motivation in Interview Questions 1, 3, and 5 for the study. In this study, all ten participants discussed the value of having an aesthetically-pleasing work environment, with manageable work expectations and resources as a valuable motivator in their business. The main subthemes noted in all ten of the interviews included well-maintained physical space, available resources, and manageable job expectations.

All ten participants discussed the value of a clean and well-maintained environment as a motivator for employees in their business. Participant M2 stated, "people deserve good working conditions. I prioritize making sure that new hires have a tour, understand the layout of their office space, and have working phones and laptops." Participant L3 emphasized the same value in the physical environment when motivating team members. She stated, "when you work for a place that is beautiful, you can feel proud coming to work." She discussed prior work experiences with less than well-maintained physical plants, and how that first impression each day facilitated a decrease in employee motivation. She noted, "It's motivating to be proud of the physical place you work in these field because not everyone can say that." Participant M3 noted that "when employees walk into a beautiful workspace, they feel good and they feel empowered to do their work. It sets a positive tone." When the physical working environment was well-kept and conducive to completing the work of employees, motivation was positively indicated.

Six out of ten leaders discussed the value of managing expectations in the work environment as a strategy in improving employee motivation. The management of expectations helped create work-life balance for employees, while increasing motivation while in the building. Responded M2 reported that he has designed systems to ensure that clinicians and other employees can leave work on time, despite the fact that the facility has patients in house at all times. He stated, "we have prioritized creating a work environment where multiple employees are cross-trained to ensure that burnout is reduced." A similar sentiment was echoed by participant M1. He discussed the tendency for employees in addiction treatment to be overworked and working overtime, which creates a work environment "riddled with negative attitudes and poor motivation."

The value of working resources was highlighted as a key driver in employee motivation within the working environment. Participant M4 stated that he has worked in environments where he was required to complete tasks with minimal or nonworking equipment and it's very challenging. In his current workplace, he stated that his employees have access to the resources they need to complete the job, which increases motivation. Responded M4 stated that buildings do not have to be "aesthetically-pleasing, but employees need working resources to complete their job." Participant M3 also discussed the value of adequate resources for employees in improving motivation. He stated, "when employees are not given the resources they need to do the job, this can lead to failure." By creating a working environment with rich resources and training for the role, motivation increases.

Finally, six out of ten leaders discussed the detrimental impact of organizational policies in the working environment on employee motivation. Participants M1, M2, M4, L1, L2, and L3 discussed the tendency of larger organizations to create policies at the corporate level that can create a challenging working environment at the site level. M4 stated, "policies are needed to operate, but when they are created with little impact from the site teams, they can cause dissatisfaction." He noted that when policies are rolled out blindly, with little feedback from site leaders, it causes frustration in employees. Leader L3 also discussed the challenges to employee motivation when "black-and-white policies" are implemented from the top down. She noted that policies that lack site-level insight can decrease motivation and negatively impact employees and their ability to deliver patient care. M5 discussed the value of policies in ensuring regulatory compliance within addiction treatment, but also noted disconnect that can happen when the "individuals creating the policies are not the ones doing the work." The need for effective feedback loops were indicated as positive ways of removing this disconnect and fostering employee motivation around organizational policies.

Correlation to the Conceptual Framework

The findings of the study are supported in analyzing Herzberg's conceptual framework and the literature. In a qualitative study of 22 community-based health workers, motivation was increased through multiple factors, including job security, physical safety, and safety (Mahmud et al., 2023). The workers, who engaged with patient similar to addiction treatment workers, prioritized a working environment that was safe and secure to conduct their work (Mahmud et al., 2023). Herzberg theorized that

when an employee's working conditions are positive and well-resourced, motivation increases. This was validated through a recent descriptive study at the largest petrochemical company in Iran. Banihashemi and Khalilzadeh (2022) found that working environment conditions were the highest motivating factor for employees, even above career advancement and development. Creating a positive working environment for employees is a valuable strategy to improve motivation.

Correlation to the Literature

The literature also notes the value of this strategy within the healthcare industry. In a study of 104 nurses in a medical surgical ward in Turkey, Fong et al. (2021) found that positive working conditions, including clean environment, adequate resources, and supportive leadership fostered increased motivation within the workforce. Similar findings were noted by Mathison et al. (2021) in a quantitative study of 24. 385 Danish health care workers. The researchers found that turnover was greatest for those employees who experienced lack of motivation and burnout due to the psychosocial working conditions within the hospital, specifically around large caseload sizes, lack of resources, and limited leadership support (Mathison et al., 2021). For addiction treatment employees, a healthy and happy working environment can improve motivation and contribute retention in the workforce.

Applications to Professional Practice

Identifying the leadership strategies that improve employee motivation is vital within the addiction treatment business. The combination of financial and non-financial leadership strategies are key to improving employee motivation in the workforce

(Mahmud et al., 2023). Leadership strategies for increasing motivation in this study included: (a) employee and peer relationships, (b) recognition, praise, promotions, and (c) adequate compensation, and (d) working environment. All of the participants discussed the use of the above strategies for increasing employee motivation within their addiction treatment business. The findings from this study can help other addiction treatment leaders motivate their employees, increase retention, and improve patient outcomes.

Many of the leaders interviewed experienced similar challenges in utilizing the above strategies. These challenges included (a) lack of time and resources, (b) industry growth pressures, and (c) lack of feedback on organizational policies. These challenges were discussed by Ashford et al. (2018) who noted the growing number of residents in need of addiction treatment, yet the continued burden on the industry surrounding funding, workforce development, administrative burdens, and the adoption of strategies to ensure effective patient outcomes. The results of this study may demonstrate the strategies that can help overcome these challenges and make a positive impact on the addiction treatment epidemic.

Implications for Social Change

The epidemic of addiction continues to increase globally. As stated by Stelson et al. (2022), as the availability and lethality of addictive substance increases, so does the burden on employees in the industry. The need for effective leadership strategies to retain key personnel in this industry is greater than ever. As shown by the results of my study, utilizing effective strategies to motivate addiction treatment employees can improve the

overall function of the business, as well as ensure the delivery of quality services to patients.

Employee retention improves business profitability, and the implications for social change in retaining qualified and committed employees in the addiction treatment industry may improve outcomes for individuals struggling with addiction. In addition to the benefits to addiction treatment businesses, clients receiving treatment may benefit from retaining employees who can consistently support them in achieving goals throughout their treatment journey.

Recommendations for Action

The expansion of needed addiction treatment depends on the ability of leaders to motivate and retain employees. To increase employee retention, addiction treatment leaders should focus on the strategies that build relationships, focus on praise and promotion, provide adequate compensation, and ensure a conducive work environment. Employee shortages are detrimental as the need for addiction treatment increases, and leaders have a responsibility to manage the emotional and physical toll of the job within the workplace (Stelson et al., 2022). It is only through the development of a motivated workplace that we can begin to help those struggling with addiction and bring down the associated economic costs.

My recommendation is that organizations prioritize the strategies that ensure employee motivation. Hiring and developing these skills in leaders should be a focal point for any addiction treatment business. The findings of this study clearly note the value of building employee and peer relationships in addiction treatment, as well as

recognizing, promoting, paying, and providing appropriate working conditions for employees. If organizations prioritize the use of these strategies in their leaders, motivation will increase. Motivated employees will remain with the organization, which has a positive impact on the patient receiving treatment (Choy-Brown et al., 2020).

The study finds that addiction leaders who are relational, engaged, and create a safe and collaborative environment will be the conduit to high levels of motivation for employees. Working in addiction treatment is challenging, and this study demonstrated that the leaders who understand the challenges and support their employees in overcoming them, experience motivated and retained workforces. The study also found that when organizations do not include leaders in policies or decision-making, motivation decreases. It is recommended that organizations create collaborative feedback loops with site leaders to ensure that policies and strategies are relational, equitable, and conducive to employee needs. Leadership styles based in control, compliance, and power are not effective in this industry (El Gharib & Elnahas, 2021). This study demonstrates that the most successful addiction treatment leaders motivate their teams through collaboration, rewards, and safety.

Recommendations for Further Research

In this study, I explored the strategies that addiction treatment leaders use to improve employee motivation. Researchers have explored the strategies that leaders can use to retain employees within the industry, especially as the addiction epidemic increases (Ashford et al., 2018). This study was limited to a qualitative, multiple-case study involving addiction treatment leaders in the states of New Jersey, Pennsylvania,

and New York. Future research should include mixed approaches, a range of different leaders, a mix of levels of care (inpatient, outpatient, private practice, etc.) and multiple geographic areas. The study's sample size was restricted to ten addiction treatment leaders. Hennink and Kaiser (2022) state that qualitative samples can range from five to fifty participants, with a larger sample size providing more thorough data to respond to the research question. Future studies should focus on increasing the number of participants.

The opportunity to increase the participant pool, especially by varying regions and levels of care may produce more strategies to improve employee motivation. There are three limitations to this study. The first limitation is in the geographic area of focus. The study only focused on leaders from three states, New Jersey, Pennsylvania, and New York, and if additional treatment leaders were interviewed across a more diverse region, responses may have varied. Another limitation is in the available research on addiction treatment employees in the catchment area. The literature was sparse on the business of addiction treatment as a whole, but there were very few studies that focused on treatment leaders in the geographic sample area. The final limitation is in the sample size. The researcher did reach thematic saturation for the study, but given the homogenous region in which participants were pulled, an increased diverse sample size would be advantageous for future studies (Hennink & Kaiser, 2022). Future studies should focus on overcoming these limitations and increasing the literature on the addiction treatment business.

Reflections

In this study, I investigated strategies addiction treatment leaders use to improve employee motivation. Since I was young, it has been my dream to acquire my doctoral degree. Conducting this research study was one of the most challenging academic pursuits of my life. Despite the many emotions that I experienced along the journey, completing this process was rewarding and challenged me to stretch my comfort zone. Through dedication, perseverance, and hard work, I was able to achieve my lifelong dream.

I received tons of support along the way from my teachers, peers, committee members, and chairman to help me navigate through this process. Even through the challenges, I could not be more grateful for the achievement of finishing this research. Learning about the strategies that addiction treatment leaders use to improve employee motivation was invaluable to me as a learner, but even more beneficial as a fellow leader. I was able to challenge some of my own biases around leadership strategies, as well as identify opportunities for improvement in my own leadership. As a leader in the addiction treatment industry, the information garnered from this study is invaluable. The experience I have gained through completion of this study will help me grow my professional skillset, as well as coach and lead others to utilize strategies that effectively improve the motivation of team members.

Conclusion

Motivation is needed to retain employees in the addiction treatment industry. Leaders are tasked with identifying the strategies that increase employee motivation, and

ultimately, retention. The purpose of this qualitative study was to identify the strategies

that addiction treatment leaders use to motivate employees. Appropriate and consistent

use of these strategies will yield a positive impact for the employees, business, and

patients.

      I interviewed ten addiction treatment leaders to respond to the research question.

From the responses, four themes emerged: (a) employee and peer relationships, (b)

recognition, praise, promotions, and (c) adequate compensation, and (d) working

environment. The study found that addiction treatment leaders are facing many

challenges, and by increasing motivator factors and decreasing hygiene factors, employee

motivation will improve. By fostering relationships, recognition, and growth within the

facility and advocating for increased compensation and positive working conditions,

leaders can successfully motivate their teams. By focusing on these strategies, leaders can

anticipate employee retention and more positive outcomes for the patients receiving

addiction treatment.

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Appendix: Interview Questions

1. What strategies do you use to increase employee motivation?

2. How do you know that these strategies improved employee motivation?

3. What are any barriers or limitations, if any, to implementing these strategies?

4. Tell me about the impact of recognition, praise, and promotional opportunities on employees in your facility or business.

5. Tell me about the impact of organizational policies, salaries, incentives, working conditions, and peer relationships on employees in your business.

6. What are your current retention rates and reasons for turnover in your facility and/or business?

7. To the best of your knowledge, how do these rates and reasons compare to other regional treatment centers?