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Strategies Used to Mitigate Voluntary Employee Turnover in Holistic Wellness Centers

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MS, Walden University, 2019

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Doctoral Study Submitted in Partial Fulfillment

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Abstract

High voluntary employee turnover rates can be expensive for businesses since more than half of the U.S. workforce changed jobs or left their employers in 2020. Owners of holistic wellness centers who experience high voluntary turnover can experience issues involving maintaining workloads, keeping patients satisfied, and maintaining a competitive edge. Grounded in Herzberg's two-factor theory, the purpose of this qualitative multiple case study was to explore strategies holistic wellness center owners in the northeastern region of the U.S. to decrease voluntary employee turnover. Data was collected from semistructured interviews with three holistic wellness center owners and analyzed using thematic analysis. Three themes emerged: caring work environment, employee compensation and bonuses, and encouraging open communication. A key recommendation is for managers to be transparent in their communications with employees and promote loyalty to the mission of their organization and the clients they serve. The implications for positive social change include the potential to reduce employee turnover, increase revenue, and create stable businesses that will contribute to job creation, reduce unemployment, and strengthen local communities.

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Dedication

I dedicate this doctoral study to several people, but first and foremost, I need to thank Michael, my husband and best friend of 28 years. Thank you for all you have sacrificed for me to complete this work. Thank you for being the sounding board for my ideas, especially when you had no idea what I was saying but listened attentively! Thank you for keeping me company (with toothpicks in your eyes) while I sometimes typed all night. Thank you for always believing in me!

To my children, AshLeigh and Tigh, and my granddaughter Alanna, each of you have held me up in moments of weakness and cheered me on in moments of success. You have witnessed the challenges that I faced, overcoming them with grace and fortitude. Having each of you by my side enabled me to endure this endeavor. Every step of the way!

I absolutely dedicate this to my Mother, her loss during this program was one of the hardest things I had to endure. She always told me to Do Better and Be Better and that with G-d, all things are possible. I was able to overcome all things, feeling her holding me up with prayer and strength on the most difficult days!

My crew & my family, Wendy, Norma, Amy, The Beers crew, Elisabeth! Each of you applauded every milestone along the way, even when I was excited to just complete one more page or simply reminding me, I was worthy, each time I was struggling.

I would like to thank the United States Army for allowing me to serve in such valuable roles, teaching me compassion, dedication, internal fortitude, and perseverance.

To all the Warriors I served with, you have my undying respect and gratitude.

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Section 1: Foundation of the Study

The purpose of this study is to explore strategies some owners of holistic wellness centers use to reduce voluntary employee turnover rates to improve business performance. Adopting a positive leadership style and providing the opportunity to cultivate supportive structures enhances the ability to reduce nursing turnover (Shirey, 2017). Researchers should find strategies to reduce voluntary employee turnover in holistic wellness centers. According to Shirey (2017), research is needed to fine-tune leadership approaches for creating work environments that are conducive to increasing job satisfaction and reducing turnover. The creation of more thorough leadership strategies for retaining nurses could reduce turnover and lead to more desirable work environments for healthcare organizations.

Background of the Problem

Owners of holistic wellness centers understand employee turnover can negatively impact healthcare organization budgets and profits, which in turn can lead to lack of employee commitment. Employee commitment must be developed through effective leadership strategies and approaches. Costs associated with replacement labor, separation, recruitment, onboarding, training, and lost revenues for a single registered nurse (RN) may be as high as $90,000 (Koppel et al., 2017). Owners can use many different leadership styles to motivate their employees, but not every employee in an organization is the same, which means that owners will need to mold their leadership style to fit types of employees they are trying to reach. Owners need to consider what motivates their employees; some employees are motivated by money and recognition, whereas others are

inspired by growth and development. In this study, I will explore strategies some owners of holistic wellness centers use to reduce voluntary employee turnover rates and improve business performance, including creating methods to improve employee commitment, encouraging employee retention and communication, and pride in work.

Problem and Purpose

The specific business problem is that some owners of holistic wellness centers lack strategies to reduce voluntary employee turnover rates to improve business performance. Therefore, the purpose of this qualitative multiple case study was to explore strategies some owners of holistic wellness centers use to reduce voluntary employees' turnover rates to improve business performance. I used a targeted population consisting of three to five owners in three holistic wellness centers in the northeast region of the United States who have successfully reduced employee turnover.

Population and Sampling

The target population for this study included all qualified owners from three holistic wellness centers in the northeast region of the United States who have successfully reduced employee turnover. My proposed study involved using purposeful sampling to identify three to five participants with the knowledge and experience to help me address my research question via a multiple qualitative case study. According to Onwuegbuzie et al. (2017), purposeful sampling is essential for researchers to understand participants' perspectives and views. In addition to data collected from interviews, I also used data from the company's public website and publicly available meeting minutes and reports.

Nature of the Study

The three methods considered for the proposed study were qualitative, quantitative, and mixed methods. I used the qualitative method to explore phenomenon-related knowledge by using social context in communities and participants' perceptions of truths and accounts of actual experiences. The qualitative method was used to explore understanding of participants. Quantitative studies involve proving or disproving a hypothesis using inferential statistics and examining variable characteristics or relationships between variables to examine statistical significance (Yin, 2018). The quantitative method was not suitable for my study because I was not trying to prove or disprove a hypothesis about variable characteristics or relationships. The mixed methods approach involves interpretive and statistical perspectives (Yin, 2016).This approach was not appropriate for this study because I did not require using the quantitative method, which is required for the mixed methods approach. The qualitative method was used to answer research questions because research required an in-depth exploration of strategies that leaders use to reduce employee turnover within the holistic wellness center industry. I interviewed different holistic wellness center owners using open-ended questions and used published documents and observations. These were the best ways to gain an understanding of holistic wellness centers.

Ethnographic, narrative, phenomenological, and case study designs are the four types of qualitative research designs most used by researchers (Saunders et al., 2019). The ethnography research design is used to investigate cultural beliefs, behaviors, and rituals by living, observing, and talking to persons within these groups (Ridder, 2017).

Ethnography was unsuitable for my study since I was not investigating cultures, beliefs, behaviors, and rituals by living, observing, and talking to persons within these groups. Researchers using narrative analysis explore and analyze participants' experiences through personal stories rather than collecting data from specific interview questions (Saunders et al., 2019). In narrative analysis, researchers focus more on human knowledge and personal experiences. I did not use a narrative research design strategy for my study because I am not using individual personal stories, I will be conducting data through specific interview questions. Phenomenological research was not appropriate for my study because I did not intend to describe and interpret personal meanings of participants' lived experiences involving a particular event. I used the qualitative multiple case study design to explore strategies holistic wellness owners in multiple settings use to reduce employee voluntary turnover rates. Researchers can use multiple sources of data, including interviews, document reviews, and observations (Yin 2018). According to Yin (2016), when conducting a multiple case study, researchers focus on two or more distinct case units. I was able to obtain data from various holistic wellness centers; therefore, a multiple case study design was appropriate for my research.

Research Question

What strategies do some owners of holistic wellness centers use to reduce the rate of voluntary employee turnover to improve business performance?

Interview Questions

1. What experiences can you share about employee turnover that have helped you reduce turnover?

2. What strategies do you use to reduce voluntary employee turnover?

3. What were the key barriers to implementing successful strategies?

4. How did you assess the relative effectiveness of strategies for employee turnover?

5. How did your organization address each of the key barriers to implementing successful strategies?

6. Which strategies you have implemented have been the most effective in terms of reducing employee turnover rates?

7. What, if any, hygiene factors such as supervision, interpersonal relations, and salary do you use to decrease turnover?

8. What, if any, motivation factors such as advancement, growth, and recognition do you use to ensure voluntary employee satisfaction in terms of employment and reduce turnover?

9. What other information can you provide about your organization's successful strategies to decrease voluntary employee turnover?

Conceptual Framework

I used the motivation-hygiene theory, also known as the two-factor theory, as the conceptual framework for my study. There are two types of variables affecting turnover: motivation and hygiene factors (Herzberg, 1974). Hygiene factors are extrinsic elements of the work environment such as pay, fringe benefits, and interpersonal relationships with supervisors and coworkers (Herzberg, 1987). Sufficiently addressing hygiene factors can reduce employees' job dissatisfaction but not motivate employees to continue to work

with organizations (Herzberg et al., 1959). Motivation factors are primarily intrinsic job elements which include recognition and the ability to earn awards because of achievements.

Understanding Herzberg's two-factor theory is essential in understanding the relationship between employee satisfaction and job dissatisfaction. Types of factors affecting satisfaction are achievement, performance, recognition, responsibility, and advancement; conversely, factors that influence dissatisfaction are leadership (or supervision), working conditions, and salary (Herzberg et al., 1959). Motivators are stipulations that relate to the job itself (Herzberg, 1987). These motivators tend to increase employee motivation, especially when a person with leadership qualities is placed in a leadership role, but lack of motivating factors will not necessarily cause dissatisfaction, though it can cause a reduction in work (Herzberg, 1987). Herzberg et al. (1959) said leaders should address motivating factors associated with work environments.

When employees are satisfied with their job, they are more productive, reducing the risk of employee turnover. The selection of Herzberg's two-factor theory (Herzberg et al., 1959), as the conceptual framework for this study was based on its suitability in providing a lens to identify and explain the strategies employed by holistic wellness center owners to reduce employee turnover.

Operational Definitions

Compassion Satisfaction: The amount of pleasure from helping others, this has been found to correlate with the ability to cope with difficult experiences (Cummings et al., 2018).

Employee Engagement: When employees are in a motivational state characterized by high energy, dedication, and absorption (Havens et al., 2018).

Extrinsic Rewards: Tangible rewards managers give to employees (e.g., benefits, promotions, and salary increases). Extrinsic rewards are external to the work itself (Lissitsa et al., 2017).

Herzberg's Motivation-Hygiene Theory: A theory used to describe various factors that contribute to employee satisfaction and dissatisfaction in the workplace (Alshmemri et al., 2017).

Holistic Wellness Center: An effective holistic wellness centers can improve an individual's physical and mental health and increase their quality of life by simultaneously address the physical, mental, emotional, social, and spiritual wellbeing (Freeman et al., 2020).

Job Satisfaction: When employees are interested in the jobs they perform and have a sense of accomplishment. Employees enjoy what they are accomplishing, allowing them to excel in their careers (Khan & Lakshmi, 2018).

Organizational Commitment: Employee dedication to an organization. This is based on ways they are treated by other employees and managers (Leen, 2019).

Turnover Intention: Employee desire or intention to leave his or her current job (Liao et al., 2017).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are what researchers accept as accurate without having concrete proof (Marshall & Rossman, 2016). I assumed the research question, interview questions, and study design were appropriate. Another assumption I made was that participants answered interview questions thoroughly and honestly. I also assumed these questions could help business owners retain employees by allowing them to identify what was helpful in terms of successfully retaining them.

Limitations

According to Leichsenring et al. (2017), biases in research can affect results of a study. I used bracketing and mindfulness to watch for biases as I reviewed data from participant interviews. According to Sacred Heart University (2019), limitations are factors that researchers cannot control. Marshall and Rossman (2016) suggested that reaching data saturation could be a limitation when using a case study with a small or narrow study group. I used member checking and triangulation to enhance trustworthiness and allow exploration of credibility of results.

Delimitations

Delimitations are choices made by the researcher and boundaries that have been set for the study (Bloomberg & Volpe, 2018). Only Owners of holistic wellness centers were used since they are responsible for hiring, firing, and supervising staff. The delimitation of my study focused on holistic wellness center owners' strategies to reduce

turnover interviewing owners only in the northeast region of the United States. Owners of holistic wellness centers were interviewed, from three holistic wellness centers.

Significance of the Study

Study outcomes provided valuable data to establish what contributions businesses use to reduce employee turnover in holistic wellness centers. Employee turnover is a concern in many organizations and can negatively affect business profitability, in turn affecting organizational performance and productivity (Barrientos-Trigo et al., 2018). Findings from this study will be valuable to holistic wellness center owners by helping them identify and understand strategies to reduce employee turnover as well as possibly remaining competitive.

Contributions to Business Practice

In 2020, there was a 17.8% nursing turnover rate in the U.S. (U.S. Department of Labor, 2020). Findings from this research will be valuable to holistic wellness center owners to enhance strategies for employee retention. This research can be used to decrease employee turnover and enable businesses to prosper. According to the Texas Center for Nursing Workforce, Vacancy, and Turnover (2017), the turnover rate for RNs was 18.2%, 19.7% among licensed vocational nurses, and 31.3% among nurses' aides. Employee turnover increases costs of recruitment, screening, interviewing, and training. Some healthcare organizations are negatively affected by high turnover rates, resulting in a loss of valuable knowledge and experience, causing these organizations to spend added money to hire and train new employees. Findings from this study will enable holistic

wellness center owners to retain employees with resulting cost decreases and increases in performance and customer satisfaction.

Implications for Social Change

Effective holistic wellness centers can improve individual physical and mental health and increase quality of life. According to Freeman et al. (2020), mindfulness meditation decreases stress among healthcare employees and military personnel, promoting healing through stress reduction and meditation. Many holistic wellness centers have been adding resources such as tai chi, yoga, and mindfulness meditation to their centers due to benefits for those with physical and mental conditions such as depression, anxiety, and posttraumatic stress disorder (PTSD; Powell, 2019). Tai chi is an ancient Chinese philosophy and type of martial art that dates back at least 5,000 years. According to Martin (2018), tai chi evolved as a means of self-defense, and includes breathing exercises such as qigong. Tai chi involves coordination of breath with forms that are linked together in a continuous flow.

Implications for positive social change include enabling more owners of holistic wellness centers to reduce employee turnover, providing sustainable jobs, decreasing unemployment, and strengthening local communities and economies. Applying retention strategies in holistic wellness centers can lead to reductions in unemployment rates, with increases in tax revenues which enable cities to use those funds for citizen benefits. Reducing employee turnover can lead to better continuity of care for patients.

A Review of the Professional and Academic Literature

My intent for this qualitative multiple case study was to explore strategies that owners of holistic wellness centers use to decrease voluntary employee turnover. The purpose of my literature review was to explore articles and documentation to assist holistic wellness centers in order to be successful. I intended to discover possible strategies that owners and managers can use to help increase employee commitment and reduce employee turnover rates. The two-factor theory has been used to explore turnover problems in mental health programs (Hauret & Williams, 2019). I have addressed different ways that holistic wellness owners can support retention of their employees. Other topics include contributing factors that influence turnover and costs of turnover, as well as strategies owners can use to reduce turnover. The literature review also contains information about job satisfaction, organizational and leadership culture, workplace environment, stress levels, advancement and growth opportunities, and employee commitment.

I analyzed sources involving employee turnover, retention, and leadership strategies. Bjorn et al. (2022) indicated literature reviews can be used to interpret, analyze, and synthesize strategies that have been identified in the research used. I reviewed journals, websites, research databases, and academic libraries. The keywords I used were: *nursing turnover*, *negative effects of turnover*, *retention*, *retention strategies*, *nursing environment*, *leadership*, *positive leadership*, *negative leadership*, *positive training*, *employee training and the effects of participating*, *bullying*, *workplace bullying*,

turnover cost, *financial waste in turnover*, *benefits of reducing turnover*, and *positive workspace benefits to employees*.

The databases I used to conduct my research were: the Walden University Library, ABI/INFORM, LexisNexis Academic, ProQuest, Google Scholar, and EBSCOHost. I have performed searches using Google for U.S. federal and state government websites to obtain statistics and data from public resources. I also draw on knowledge from scholars to understand the phenomenon of employee turnover. The literature review includes analyses of government sites, peer-reviewed journal articles, and books. I address Herzberg's two-factor theory and explain the conceptual framework to explore the phenomenon of voluntary employee turnover. Supporting and contrasting theories are defined, as well as an explanation of what holistic wellness centers need to reduce employee turnover and hygiene and motivation factors.

I used 91 references. Of these references, 21 (23%) were published prior to 2018. Among the remaining references, 70 (77%) have a publication date between 2019 and 2023. I also used the American Institute of Stress website to analyze effects stress has on employees in the nursing field, as well as the U.S. Department of Labor website to identify rates of turnover since 2019.

Herzberg's Two Factor Theory

Though I have focused on Herzberg's two-factor theory, other theories were considered for this study, such as transformational and transactional leadership theories as well as authentic leadership. Certain factors contribute to either job satisfaction or

dissatisfaction. Hygiene factors were identified as reasons for employees' lack of desire to work and dissatisfaction with their work and work environments.

Herzberg et al. (1959) explained intrinsic motivational factors were necessary to understand employee behaviors. According to Herzberg, intrinsic factors can enable employee job satisfaction. Emloyee needs that are unmet can create frustration and cause negative behaviors that can cause employees to be distracted in terms of their intentional goals. Due to different needs of employees, motivation factors will vary. Owners need to take the time to learn what motivates their employees to ensure they have satisfied employees; this can include timely raises, time off, or opportunities to attend training (Herzberg, 1974).

According to Holmberg et al. (2018), the motivation-hygiene theory involves incorporating the concepts of satisfaction and dissatisfaction in terms of individual jobs, which in turn affects productivity and individual attitudes. Herzberg et al. (1959) suggested motivators, such as, raises, bonus', time off, or opportunities to attend training can be connected to work itself, and that hygiene factors can be connected to working conditions and environments. According to Herzberg (1959), public sector employees are affected by the same stimuli and motivators as private sector employees.

Healthcare Turnover

There are several factors that can contribute to high turnover in the healthcare field. High nursing attrition may be due to reasons including low morale and organizational structure changes (Setiawan et al., 2020). Formal caregivers also experience many positive benefits due to providing care to others (Richert, 2021). Many

caregivers experience compassion satisfaction due to successes involving the work they do, though factors like job stress, physical fatigue, and feelings of depersonalization still lead to individual decisions to quit their job (Lu et al., 2019). Work environment is one of the primary issues among nursing employees. Management issues, low morale, and workload all play a role in turnover, exhaustion and burnout mediate occurrence of turnover. The American Institute of Stress (2019) found 20% of stress in the workplace is due to juggling work and personal lives, 28% is personal issues, 6% is due to a lack of job security, and 46% is due to workload. Income disparity can also cause many issues. Shortages of healthcare professionals can cause stress, and exhaustion throughout the healthcare industry. Challenges related to increased healthcare costs and changes in the nursing workforce will continue to grow over the next ten years (Edmonson et al., 2021).

Workplace stress is a common problem among direct care workers and has been linked with higher turnover rates. Policies focused on stress reduction strategies may be necessary to increase retention. Watanabe-Galloway et al. (2020) highlighted retention barriers and promoters to help establish retention strategies for direct care workers, and said those with greater general perceived stress and those who encountered stress due to supervisors and their organizational culture had higher odds of planning to leave. According to the study conducted by Dicky et al., (2020), their research revealed that enhancing compensation, such as through salary increases or bonuses, and decreasing workplace stress there can be a substantial influence on both turnover and work related stress levels. Watanabe-Galloway et al. identified that having an open-door policy to encourage transparency and openness among employees in different hierarchical

positions, as well as having support groups for employees, peer support groups, and added training/workshops mitigated turnover.

According to Bergstrom (2019), many of the employees at the Mesa Health Center in Arizona did not like having to go to the doctor at their facility for any of their medical needs, they felt like their privacy was being compromised. This health center decided to create a near-site clinic where employees could go, allowing them to feel autonomy and satisfaction with their health. This type of wellness center allowed employees to receive care in the center, which many times they were not able to receive in other locations. Only some employees were satisfied with receiving their healthcare where they worked. However, many were satisfied with this opportunity, which led to reduced turnover rates (Bergstrom, 2019). According to Kotich et al. (2021), a caring manager or supervisor that demonstrates genuine commitment to their staff contributes to fostering positive work environments, in the Mesa Health Center, that is exactly what the leadership were working towards. They wanted to find a way that their staff could quickly and easily receive medical care, when they needed it.

Factors that Influence Turnover

Saur and McCoy (2018) sampled RNs working in various settings and found that 40% of respondents experienced some form of bullying. One of the difficulties in the nursing profession in the U.S. that has been found in many environments is bullying (Saur & McCoy, 2018). Negative nursing work environments tend to be a recurring theme leading to nursing turnover. According to Smith et al. (2018), bullying and workplace violence are significant contributors to dissatisfaction. Challenges leaders are

faced with when bullying or stressors occur can be minimized when employees are dedicated to their job. Because of the intense emotional toll that bullying and negative work environments can have on nurses, it is plausible that workplace bullying might be a contributor to nursing turnover. Morale has been identified several times as an issue leading to employee turnover. Verma and Kerari (2020) considered employee morale in India a significant predictor of employee turnover intention. There needed to be a change in the mindset of leadership. employees who perceived support from management and supervisors felt there were opportunities for career growth and were more likely to stay longer in their jobs.

Singh et al. (2019) found mindfulness involves open and receptive awareness and attention, or quality of consciousness, that is characterized by a clear awareness of the present. According to Singh et al. (2019), mindfulness training can provide a way to cultivate emotional balance as well as weaken habitual desires. Mindfulness meditation training significantly enhances cognitive abilities and memory, making individuals more attentive and reducing fatigue (Singh et al. (2019). Mindfulness helps individuals find more positive qualities about themselves. Being mindful and having positive qualities allows for an overall improvement in mental health if appropriately used. As stated by Kelly et al. (2021), nursing burnout is an unfortunate consequence that impacts not just nursing staff but also the organization and the patients that they work with. Adding mindful meditation to a nurses daily routine, can build resistance and improve self-care.

Satisfaction Versus Dissatisfaction

Challenges exist in all healthcare industries, and retention challenges in holistic wellness centers have issues involving uncertainty. Due to the risk of retention challenges leading to instability in the workplace, employee turnover in holistic wellness centers requires attention,. Moreover, risks of frequent turnover can lead to chaos among remaining employees, resulting in dissatisfaction. It is essential to manage turnover as accurately as possible; satisfaction needs to be a top priority (Cummings et al., 2018). Freeman et al. (2020) identified some businesses have been encouraging meditation among high-stress employees. The U.S. Department of Veterans Affairs (DVA) is an organization that promotes spiritual healing to reduce stress and increase employee satisfaction (Freeman et al., 2020). Understanding employee mindsets when at work and understanding the need for satisfaction is paramount in terms of reducing employee turnover. Compensating employees for their work and performance helps in terms of retaining employees, reducing turnover, improving employee health, and improving job performance (Wei & Yaoping, 2022).

Littleton et al. (2019) found unit rounding, which is the process of improving patient satisfaction by identifying areas of concern according to patients, was linked with enabling positive work environments for nurses, decreased noncompliance, and increased patient satisfaction. East et al. (2020) found that unit rounding of healthcare personnel increased nursing satisfaction and patient satisfaction rates.

According to Rafiq et al. (2019), managers must consider that employees' healthcare satisfaction and intention to leave an organization can include several reasons.

However, dissatisfaction is one of the most significant concerns. When employees are dissatisfied, their behavior can cause poor employee productivity and lower employee work engagement. Rafiq et al. (2019) focused on how mediation can help with a low level of work engagement among dissatisfied employees, and employees with high work engagement can lead to higher productivity. When an individual is engaged at work, they are more likely to be committed to their work, and they follow the rules of the organization, as well as focus on the goals of the organization. Rafiq et al. (2019) defines that when employees have positive work relationships and effective leadership, they tend to be more focused and are less likely to consider leaving their employment. In healthcare, there is not any room for passive leaders that lack defining clear expectations; this can lead to difficulties in processes and proper guidelines (Altunoğlu et al., 2019). To allow employees to find satisfaction, leaders must be engaged and dedicated to their staff as well as the success of the organization.

Job embeddedness is a crucial contributor to nursing retention; factors that encourage employees to be engaged in their job, such as work relationships and work engagement, are known as job embeddedness. Job satisfaction has been found to be negatively related to intentions to leave, with the negative association being stronger when off the job embeddedness was high. Job embeddedness is directly related to how an individual is embedded in their employment or community. Understanding job embeddedness helps to define how satisfied they are with being engaged or disengaged if they are not satisfied with their environment. According to Fasbender et al. (2018), found in 2016, after studying 361 nurses from the National Health Service of the United

Kingdom (UK) by using a poll, identified that the relationship between job stress and turnover intentions was even more potent when on-the-job embeddedness was high (vs. low). On-the-job stress was positively linked to high turnover intentions. In contrast, when on-the-job embeddedness was high (vs. low), the relationship between job stress and turnover intentions was even stronger (Fasbender et al., 2018). The findings of Fasbender et al. (2018) revealed that to discourage nurse turnover, nursing management should be made aware of the value of being embedded off the job.

Blake and Bacon (2020) stated that good quality clinical outcomes and organizational performance can be associated with influential nurse leaders. Hoff et al. (2019) suggested nurses and physicians working in teams increase job satisfaction and productivity. There is an advantage to team-based care with an ability to take responsibilities for various aspects of patient care and rotating responsibilities, often resulting in improved care and increased job satisfaction (Hoff et al., 2019). Though team base health care is not always used in telehealth scenarios, there is evidence to show an increase in satisfaction from nurses who were able to use telehealth resources during the covid-19 pandemic. In March 2020, there was a sharp rise in telehealth usage, resulting in healthcare teams being required to work to support the rise in the number of patients that needed care (Berg, 2020). Many health organizations realized early in the pandemic that they needed to incorporate nursing teams being built into the nursing structure to support the large increase in telehealth care. Nursing teams in telehealth during the pandemic increased satisfaction in some locations, allowing a reduction in turnover where this

option was available (Gelburd, 2020). Telehealth calls allowed nurses enough time to communicate effectively with patients and staff in the workspace (Berg, 2020).

Compassion Fatigue

Compassion in nursing is a tenet in any individual's environment. One of the concerns of compassion fatigue is that a nurse's work can become compromised due to the mental stressors of work that they are dealing with; this can affect their overall health. Compassion fatigue was described as a form of burnout that can affect a nurse or caregiver (Tuttle et al., 2019). There is existing research on compassion fatigue, which focuses primarily on medical personnel, police, and firefighters (Molina et al., 2019). Compassion fatigue among other professionals has been largely overlooked (Molina et al., 2019). According to Best et al. (2020), compassion fatigue is described as a state of exhaustion and dysfunction psychologically because of prolonged exposure to stress when caring for others and all that it involves. Compassion fatigue has been known to have a detrimental effect on nurses' mental health, which causes a negative correlation with patient care, as well as negative relationships among health care professionals (Best et al., 2020). The focus for compassion fatigue research has been in the healthcare field and a more recent focus in the social work field. There is a large amount of literature on the effects of working with trauma victims and victims of natural disasters and having individuals affected by compassion fatigue (Cummings et al., 2018). The effects of work-related stress and traumatic events are not entirely understood outside of the healthcare and social work fields; even though the studies are expanding, they are not as thorough as they need to be.

Compassion fatigue is a cumulative state of frustration with a person's work environment that develops over time, causing a sensation of despair or a sudden traumatic experience with a patient or a family member (Spendiff, 2022). Cummings et al. (2018) conducted a study on secondary trauma in the United States to see if there was a precedence of secondary traumatic stress outside of the healthcare environment. A large population who sees secondary trauma are victim advocates. After The study consisted of 132 participants, who completed surveys that included a Secondary Traumatic Stress Scale, Vicarious Trauma Scale, and the ProQOL-5, the data analysis revealed this sample reflected high levels of secondary traumatic stress, burnout, and low levels of compassion satisfaction (Cummings et al., 2018). Compassion fatigue has been extensively researched in other fields, such as medicine and counseling (Branson, 2018).

Understanding the predictors of compassion fatigue and compassion satisfaction has been a consideration for researchers to focus on, though is not a topic that has been completely met through the research (Branson, 2018). according to Perez et al. (2022), after three months of going through the training, there were some notes of improvement with the individuals experiencing compassion fatigue. Though Perez et al. (2022) did also recommend that for the improvements to continue, mindfulness training needs to be a long-term support mechanism for nursing staff.

Compassion satisfaction can be explained as the pleasure one gains from their professional role and responsibilities, can be a potential mitigating factor and a benefit to many of the negative outcomes, including compassion fatigue. Molina et al. (2019) found compassion satisfaction may assist in reducing the negative effects of specific

stressors in workplace environments. Reducing stressors could be a consideration for organizations to explore to improve compassion satisfaction and, therefore, potentially decrease compassion fatigue. Compassion satisfaction can be positioned as a positive characteristic of those in helping professions. According to Molina et al. (2019), compassion satisfaction comes from an individual gaining pleasure and fulfillment from their job functions and responsibilities.

Burnout

Burnout is described as a loss of motivation attributed to staffing shortages, overtime hours, and a continued demanding work environment; burnout is physical and emotional fatigue causing negative job tendencies (Bakhtom et al., 2019). Burnout can be a combination of emotional exhaustion, depersonalization, and lack of perceived accomplishment (Schonfeld et al., 2019). Turnover caused by burnout can cause emotional exhaustion for the employees remaining in the jobs where turnover is high (Kelly et al., 2021). Kartono and Hilmiana (2018) found that burnout has been directly identified with many healthcare establishments, though burnout can be directly linked to community mental health (CMH) patients. According to Kartono and Hilmiana, emotional intelligence, consisting of relational maturity and personal competence, can have a lasting positive effect on work burnout. Kartono and Hilmiana explored and conducted research based on the effects of emotional intelligence with work burnout as the mediating variable on turnover intention. Kartono and Hilmiana found emotional maturity, consisting of relational and personal competence, had a positive effect on

turnover intention, which was marked by thought-to-leave habits, career quests, and the intention to quit.

Kartono and Hilmiana (2018) claimed therapist emotional exhaustion would be related to higher workloads and an adverse organizational environment, while positive experiences with EBPs adopted would be related to lower levels of exhaustion. According to Fasbender et al. (2018), researchers must find ways to sort out and reduce turnover intentions, as turnover worsens the capabilities of doctors and nurses worldwide. Burnout rates for primary care physicians and nurses are alarmingly high if burnout and a loss of employee commitment led to high worker turnover (Willard-Grace et al., 2019). Burnout, poor commitment, and attrition were all prevalent in the study that Willard-Grace et al. conducted in San Francisco healthcare systems, with 53% of all clinicians and employees experiencing burnout, 32% of clinicians and 35% of staff reporting high engagement, and 30% of clinicians and 41% of staff were no longer employed in primary care at the same health system after 2 or 3 years. Burnout and vacancy rates in primary care are serious problems. Willard-Grace et al. said burnout affects attrition among primary care physicians but not necessarily among the other employees if the healthcare facilities can maintain nurses and employees satisfied in their work environment. According to Corbridge and Melander (2019), these assumptions aligned with what policymakers and the leaders of healthcare organizations were trying to solidify as a recourse for improvements. While reducing clinician burnout can aid in lowering turnover rates, healthcare organizations and policymakers concerned about employee turnover in primary care must first consider the multifactorial causes of turnover to

establish successful retention strategies for clinicians and workers (Fasbender et al., 2018).

Strong leaders can help foster a healthy environment for employees in stressful situations. Passive leaders tend to enable workplace bullying without recognizing that they are the root of the issue; they commonly fail to take aggressive action when individuals are overly stressed or bullied. According to Kartono and Hilmiana (2018), when leaders are passive, they tend not to take appropriate actions with their employees, which can lead to employee insecurities; therefore, allowing attrition to decrease due to employees not being satisfied and leaving their positions. The effects on worker burnout are currently mixed; the current research completed by Kartono and Hilmiana has aimed to identify the causes of therapist and nursing emotional fatigue, which is a crucial feature of burnout. Employees with a high degree of personal fatigue and burnout are likely to leave and search for new job prospects.

Nursing burnout has been correlated with job dissatisfaction and adverse work environments (Al Sabei et al., 2020). Results indicate that strategies that emphasize positive employee improvements strengthen the valuable services provided by nursing staff, while also reducing burnout and negative job outcomes. According to Al Sabei (2020), burnout can be reduced by increasing employee education and the quality of patient outcomes. According to Hippel et al. (2019), the negative impacts of nursing burnout not only affect nurses but also impact clients' and their perceptions of the staff and bad service. When employees are satisfied, there is a higher quality of service to clients, which stimulates profitability and sustainable growth in healthcare organizations

(Stamolampros et al., 2019). If the perceptions of employee satisfaction are not guaranteed with client observations, it can be linked to lower client satisfaction. According to Kelly et al. (2021), nursing burnout is an unfortunate result affecting not only the nursing staff but also the organization and patients in which those nurses work. The lack of research on burnout in nurses is astonishingly low, particularly among those that work in critical care areas, at risk of psychological stress and at risk of burnout due to the demanding and stressful nature of their work (Corbridge & Melander, 2019).

Turnover Costs

According to Kurnat-Thoma et al. (2017), though healthcare is greatly affected by the effects of turnover, many industrial areas also find themselves in the same predicament. Turnover can be a much bigger issue for an organization than simply a cost issue, and turnover can also cause issues with lower morale, increased stress, and diminished performance levels. The cost of replacing an employee often results in significant adverse effects on the organization (Kurnat-Thoma et al., 2017). Some hospitals can lose up to 5% of their total operating budget when dealing with healthcare employee turnover (Austin et al., 2017). The cost of replacing employees should be one of the most significant concerns for small businesses such as holistic wellness centers. The replacement cost can be exponential, considering the required recruiting, training, and constant disruptions.

The impact of employees leaving positions and the risks if the recruitment pace differs from what is required to fill the position quickly would damage the flow of work that needs to happen in hospitals and healthcare facilities. According to Gao et al. (2019),

if there can be predictable factors as to when or why employees may leave, then steps can likely be taken to mitigate employees from leaving. This predictability can also foster the ability to train new employees more readily and recruit for upcoming availabilities. Gao et al. (2019) concluded that the most important factors to employees were commonly monthly income, overtime, and distance from home. However, income was the most crucial factor. Gao et al. (2019) defined that even when finding the factors that would likely keep employees, the cost of employee turnover should be defined by focusing on what would make employees most satisfied in their positions.

When organizations encounter high turnover, filling new employee positions can become costly. This factor is even a more significant concern when losing highly skilled employees; retention is critical with employees that have higher level skills. Considering the relationship between leadership and the employee, this tends to be a significant factor in success with retention and satisfaction (Hauer et al., 2021). Turnover costs are related to the recruitment, hiring process, and training of new individuals. These are some of the reasons some organizations will maintain keeping an employee that consistently shows bad behavior because the alternative of firing them can be consequently costly. Turnover can cause a domino effect leading to other issues that were not already in existence, such as lowering morale, increased stress levels, and reduced performance levels (Kurnat-Thoma et al., 2017).

Creating a Positive Culture

Occupational dedication can be affected by many things within the organizational influence giving employees a positive work experience, such as influencing the

employees' relationship with trust, values, HR approaches, improvement with pay, and fulfillment with supervision. Managers must establish a healthy working environment for their employees (Men & Yue, 2019). Managers must consistently identify clear and direct definitions for roles each employee's role in the organization (Men & Yue, 2019). Identifying these defined roles is necessary for a positive work environment, leading to teamwork, effective communication, selflessness, and accountability. Positive relationships in a business between management and employees can lead to a successful business. One step to valuing employees that can be made to enhance a business's positive nature, and just one step managers and owners can take to improve their metrics and allow for a healthy working environment (Hughes, 2019).

Healthcare retention refers to the proportion of employees who stay with a company for longevity. In contrast, turnover is when an employee leaves a company without any length of time invested in the company. Ensuring that health retention can happen is where diverse work environments are necessary, as well as work that can drive positive interactions with employees and leaders (Khan & Lakshmi, 2018). The effects of constant turnover in employees are causing healthcare owners and managers to struggle and retain employees, continuing the trickle-down effect of rising levels of turnover. Voluntary turnover is costly to companies; when good employees leave, the turnover negatively affects performance for most organizations. Even when given alternative jobs, people may leave because they may need to perceive the potential for satisfaction with a new position with the same company. The results from this research proved that individuals who felt threatened by their jobs would often leave even if offered a position

in a different location in the same company (Rothausen et al., 2017). Constant turnover in the healthcare industry can hurt not only an organization but also broadly hurt the entire health industry. Turnover can strongly affect the industry's overall margins and employee performance.

According to Rothausen et al. (2017), turnover is part of identity and well-being processes. Understanding employee turnover has become increasingly important in organizations to maintain employee satisfaction and reduce turnover. According to Cimarolli et al. (2022), the COVID-19 pandemic exacerbated stressful nursing conditions; considering what was highlighted, nursing turnover needs to be identified to increase nursing satisfaction and patient care. Rothausen et al. (2017) suggested identity and wellbeing are tightly linked concerning retention and turnover and the possibility that they are linked in other phenomena as well. Employees who feel satisfaction and a sense of accomplishment give them the drive needed to be safe and successful in their field (Menon & Lefteri, 2021). A higher level of efficacy in a job allows for stress reduction in the workplace. Conversely, low levels of efficacy cause employees to fail due to increased anxiety and negativity in their ability to succeed (Menon and Lefteri, 2021).

Reducing Work Pressure to Increase Work Value

To investigate the relationship between work practice climate and turnover intention among community health nurses, researching pressures in the workplace is an important subject to consider. Li et al. (2019) examined the mediation of work commitment and the moderation of work pressure through a cross-sectional survey of 410 nurses from 32 community health centers. In their survey, their questions focused on the

work practice environment, work engagement, work pressure, and turnover intention. Their study on the work engagement portion of this survey was partly influenced by the relationship between the work practice environment and turnover intention (Li et al., 2019). At the same time, researchers could find that job pressure did have a negative impact on the relationship between work practice climate and work commitment. Li et al. (2019) provided justification to show that improvements to the work environment, included the physical and humanitarian environment, could enable a boost in nursing participation and minimize community turnover, which was especially noticeable among high-pressure nurses. When faced with nursing shortages, especially in rural areas, strategies for retaining and motivating nurses have become a significant concern.

Dishop et al. (2019) found that emotional exhaustion is a more prominent factor that negatively affects satisfaction and leads to burnout and turnover. According to Li et al. (2019), the impact of the work practice environment on turnover intention among community health nurses and the high demands can cause high rates of a lower level of success. With this knowledge, the environment is vital to consider for nursing managers in community health centers. Leaders should be required to pay attention to the work atmosphere to increase nurse engagement and decrease the likelihood of turnover, especially when nurses are in high-stress environments. According to Dishop et al. (2019), a significant decrease in work attitudes results in increased nursing turnover due to emotional exhaustion.

The outcome of compensation, job satisfaction, and work stress are all variables that should be considered to begin reducing employee pressure in the workplace. Dicky et

al. (2020) focused on ways to evaluate and investigate the impact of pay job satisfaction and work stress on the turnover intent of employees to reduce employee pressures. According to Dicky et al. (2020), compensation and job satisfaction significantly affected turnover intention, work stress, and turnover intentions if workplace pressures were reduced. According to Kaya and Dalgıç (2021), work stress is different for younger people, and job satisfaction for younger individuals tends to be lower than more experienced nurses, while their burnout was significantly higher. A negative relationship was observed between job satisfaction, age, pediatric nursing experience, and burnout level. An estimated 4.6 million direct care professionals were faced with additional stress and increased workload caring for older adults during the COVID-19 pandemic, which caused an added strain on nursing turnover (Cimarolli et al., 2022). Though the pandemic added stress, reducing day-to-day stress must be considered to mitigate a considerable disturbance in turnover when higher stress scenarios happen (Cimarolli et al., 2022).

According to Stahl and King (2020), observation and awareness of the employees and their work need to be inspected by a peer. When research is carefully recorded, noted as fact, and set aside as the researchers' analytical information about the data, then the research can be used for improvement later. Dicky et al. (2020) identified that the likelihood of turnover would also reduce an employee's turnover intentions if the pressures were reduced. Dicky et al. (2020) took the knowledge of the employees and workplace pressures and defined the data as they depicted the information they observed. Workplace pressures, such as working too many hours a week, having too many patients, or even being pressured to work in areas where the employees were not properly trained.

Other Theories

The other theories considered for this study are transformational and transactional leadership theory, as well as authentic leadership. Leadership is imperative to consider because of employee turnover. Attar et al. (2019) noted that culturally intelligent leaders use transformational and transactional leadership behaviors to accomplish organizational objectives. Transformational leaders are also known to be compassionate, demonstrating heartfelt empathy for the people who work for them and practicing positivity to affect their patient population through empathy (Su et al., 2020). Compassionate leaders commonly exhibit concern for their staff by sharing their values that positively impact others (Su et al., 2020). The atmosphere that a leader portrays in an organization can cause many factors to encourage employees to leave. Concerns have been discussed by researchers regarding the topic of qualitative methods, authentic leadership, and self-reported surveys (Alilyyani et al., 2018). Nursing turnover is an omnipresent issue, and there is a clear requirement for more research to be done to understand nursing turnover and the type of leadership being used present in the healthcare system to develop an evidence-based solution. Leadership strategies can assist in the reduction of costs and raise the opportunity to increase profitability. When hiring new staff, leaders should consider and implement proper training to develop recruits and supply the new hire with the resources needed to be successful in their required tasks (Fletcher et al., 2018). Creating leadership strategies can give an organization the tools they can utilize to develop adaptable processes to improve an employee's desire to grow with a company.

Interpersonal relationships in the workplace can also make a drastic difference in employee satisfaction. Boakye et al. (2021) studied the relationships between supervisors and employees to identify the importance between interpersonal support, supervisory support, employee engagement, and employee turnover intentions. Turnover rates in rural health organizations may be similar to urban health organizations. However, the recruitment hurdles that rural organizations face give reason to have additional attention to what can do to improve workforce retention in rural health organizations (Boakye et al., 2021). Boakye et al. (2021) used the social exchange theory (SET) to define employee workplace behavior. Boakye et al. identified in their research that a core idea of the SET is the concept of rules and norms of exchange, which refers to the normative definitions of the situation that forms among or is adopted by the participants in an exchange relation. Boakye et al. (2021) found that both interpersonal and supervisory support explain 63.5% of the variation in employee engagement. In contrast, the proposed model explains 43.3% of the variation in turnover intentions. Boakye et al. (2021) noted that supervisory and interpersonal support were positively associated with employee engagement. To reduce turnover, direct support from employees is required to understand their needs. Kostich et al. (2021) indicated that perceptions of having a caring manager or supervisor that showed their desire for success within the nursing staff led to positive work environments and improved patient satisfaction.

Transformational Leadership Theory

According to Bass and Jones (1999), transformational leaders could encourage employees to work beyond the expectations of their peers. This directly correlates to the

defined purpose of having a transformational leader; this leadership approach causes a change in the individuals themselves (Bass & Jones, 1999). Transformational leadership can also be known as a charismatic style of leadership; this thought is related to the leader's ability to easily persuade employees to think and work beyond their job description (Khan et al., 2020). In healthcare environments, employees are required to feel confident in their abilities and what they can accomplish because, many times, these environments are high stress, and having confidence can help reduce risks in dealing with patients. According to Khan et al. (2020), transformational leadership can positively impact innovative and supportive safety in work environments where employees feel confident. Organizational administrators who demonstrate transformational leadership can allow for the opportunity to improve healthcare environments (Wilson, 2022). Professionals that demonstrate transformational leadership provide experiences when they advocate worth and dignity, while positively influencing the patient's perception with providing adequate nursing staff (Lu et al., 2019).

Bazzoli et al. (2020) found that transformational leaders use personal and social identification to influence their employees to take on the leaders' values, behaviors, and communication. According to Muchiri et al. (2019), transformational leaders often connect with their employees through mental and intellectual stimulation and inspirational motivation. This interaction with employees allows employees to be comfortable with their leaders and not fear retaliation from other employees due to their behavior (Muchiri et al., 2019). In nursing environments, to include holistic healthcare centers, employees must work as a team, trusting their leadership and other employees.

Feldman et al. (2019) found that when teams are commended for their work and achieve outcomes desirable by their leaders, they are more likely to receive more exceptional outcomes due to the transformational leadership style.

Mayfield et al. (2021) recommended that there is power in leader communication, often in transactional leaders have positive and negative effects on staff outcomes. However, when there is communication, positive outcomes are more likely and allow for a strong organizational alliance with followers. Leaders that want their environments to thrive commonly decide to hire transformational leaders; this allows an increase in nursing satisfaction and decreases turnover (Robbins & Davidhizar, 2020). Daly (2019) found that on an average, some medical facilities spend 55% or more of their annual expenses on employee turnover; if these faculties took the time to consider the turnover reasons and focused on leadership and the behaviors of their leaders and their employees, those numbers could have possibly been reduced. Administrators who demonstrate transformational leadership improve healthcare professionals' experience when advocates consider the staff's dignity and self-worth (Lin et al., 2019). Facility administrators who are visible leaders in an organization that allow their employees to see their worth are valued can make a big difference in retaining employees. There is potential to improve the employees' lives and their perception of their development and positivity in the workplace.

Fletcher et al. (2019) recognized transformational leaders focus the most on individuals who require additional support to increase their performance and their team's needs. by Park and Pierce (2020) evaluated the effects on turnover intentions throughout

executive leadership teams who use transformational leadership, found that turnover intentions disappeared because of transformational leadership and organizational commitment. Park and Pierce said when training transformational leadership styles to middle manager leaders, turnover was reduced, and employees were then satisfied.

Transformational leaders allow communication between employees and leaders, creating an atmosphere where groups can more readily complete their objectives (Zhang et al., 2019). Leaders that lead in a way that encourages transformational leadership empower personnel to communicate and understand each other, which can lead to innovation and positive work behaviors (Afsar et al., 2019). As well as motivating employees to engage in work activities aids in their morale and reduces the risk of turnover (Norris & Norris, 2019). Transformational leaders play a significant role in retention efforts due to promoting a healthy environment through staff empowerment, leading to staff dedication and patient satisfaction (Robbins & Davidhizar, 2020). Transformational leaders engage employees in activities at work, which helps to increase participation and set standards to prevent disengagement (Norris & Norris, 2019). Transactional leaders enhance team performance by encouraging a positive yet competitive atmosphere; while transformational leaders may unify employees into culturally cohesive teams (Alrowwad et al., 2020).

Transactional Leadership Theory

Transactional leadership styles positively and negatively affect staff outcomes (Cummings et al., 2018). Even though this approach has often been associated with improved outcomes regarding job satisfaction, the transactional leadership style can also

negatively affect empowerment, staff health, and staff well-being (Cummings et al., 2018). Transactional leaders, many times, are better known for using rewards, incentives, and punishments to enhance employee behavior and performance outcomes (Alrowwad et al., 2020). With all the many leadership options, no one leadership style is ideal for every situation. Each specific situation with behavior and employee morale can have a different outcome. Applying the most appropriate leadership approach for a given situation would require owners and managers to be self-aware and flexible based on the needs of specific situations.

Employee and employer professional relationships can be cultivated by leaders providing structured and stable work environments for their employees (Khan & Lakshmi, 2018). Managers can take advantage of a first-time meeting with a new employee as a chance to establish a rapport with the employee. Baker and Kim (2018) explained establishing rapport can also be critical when a new employee is hired or interviewed. Establishing rapport is not just for the employer's ability to set a tone; rapport can also set the tone for what the employee is to expect of their employer and their mental tone towards the employer.

According to Bazzoli et al. (2020), transactional leaders employ two main styles, contingent reward and Management-By-Exception-Active (MBEA), such as clarifying expectations and rewards, monitoring employees' behavior, and taking corrective actions if needed. Transactional leadership aids a leader in allowing leaders to provide room for error and learning (Bazzoli et al., 2020). This is particularly true in hospitals and medical

facilities with high-risk environments that aim to have a high level of standardization to ensure safety in all environments.

Authentic Leadership Theory

Authentic leadership involves staff performance and organizational outcomes (Alilyyani et al., 2018). Managers and leaders in healthcare can influence the behavior and successes of nurses and other healthcare providers. Employee responses from authentic leaders can allow independence and positivity in the workplace. According to Alilyyani et al. (2018), authentic leadership is rooted in humanistic values, often the expected behavior and core values in healthcare professionals. Authentic leaders often are self- reflective and have a thorough understanding of their strengths and limitations (Vitello-Cicciu, 2019). According to Avolio et al. (2004), authentic leadership encourages positive organizational behavior theories, including hope, trust, and emotional identification. Azanza et al. (2015) studied relationships between turnover and the exchange of positive relationships among their employees. Azanza et al. described that even though there was a noticeable change with their employees when engaged in positive environments, authentic leadership still needs much work to be done.

In environments where authentic leadership occurs, some managers are concerned about training to encourage and enhance employee self-esteem and employee success. Training programs can benefit business practices because they provide the following benefits to the employees: heightened morale and job satisfaction among the staff, increased employee motivation to improve, and the ability for enhanced process capabilities within the business (Brooks et al., 2019). There are many reasons employees

decide to leave their current positions and the companies they work for, and in many instances, the employer is unaware of the employees' issues (Chin et al., 2019). In environments where authentic leadership exists, owners and managers take the time to understand their employees; even when an employee may have the desire to leave, they take the time to ensure that the company has done everything it can to accommodate the employee and their success in the company. Brooks et al. (2019) suggested managers use rewards and recognition systems when creating an opportunity for an evaluation of employee performance. Giving employees a chance to earn rewards for their positive work allows an effective leader to have a way to build trust with their employees. These suggestions also have important implications for my study because the building of trust between managers and staff has been found to reduce turnover and enhance the quality of the work environment for all employees.

Transition

Section 1 included the problem, purpose, and background concerning employee turnover in holistic wellness centers. This section included the study background, problem and purpose statements, nature of the study, research question, interview questions, conceptual framework, operational definitions, assumptions, limitations, delimitations, and significance of the study. This was followed by the literature review. I explained why I chose to conduct a qualitative multiple case study and identify current strategies and ways to improve holistic wellness center leadership strategies. Lastly, in Section 1, I used peer-reviewed sources to validate methods I used to address

management issues that are currently faced in many healthcare industries. I also used

these sources to identify ways future centers can possibly improve their processes.

      Section 2 includes my role as the researcher, participant selection, research

method and design, population, sampling, and ethical research procedures. Section 2 also

includes a detailed analysis of processes and methods to collect and analyze data.

Section 2: The Project

In this section, I explore leadership strategies to improve holistic wellness centers and their current processes and cultures. I describe my role as the researcher and study participants, who are owners of holistic wellness centers responsible for promoting positive and healthy workspaces for staff in their centers. Section 2 includes a discussion of the research method, design, population, sampling, and ethical research procedures. I describe approaches to explore leadership strategies used by some holistic wellness center owners to decrease employee turnover. My role as the researcher, participant selection, the research method and design, population and sampling, ethical research procedures, data collection instruments, data collection and organization techniques, data analysis, and reliability and validity are discussed in Section 2.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies some owners of holistic wellness centers use to reduce voluntary employee turnover rates and improve business performance. The targeted population consisted of three to five owners in three holistic wellness centers in the northeast region of the U.S. who have successfully reduced employee turnover. Implications for positive social change include enabling more owners of holistic wellness centers to reduce employee turnover, leading to sustainable jobs, decreased unemployment, and strengthened economies. This study will also lead to improved health of patients who are served via high-quality patient services.

Role of the Researcher

According to Johnson et al. (2020), researchers investigate problems using methods, apply research designs, use conceptual frameworks or theoretical lenses, engage participants, collect and analyze data, identify themes and strategies, formulate findings and recommendations for new research, and reflect on the research process in order to answer research questions. Researchers must also ethically engage in research with good judgment to protect all participants and stakeholders who can be positively or negatively affected by research (Romm, 2020). Researchers serve as the primary data collection instrument and must obtain approval from their Institutional Review Board (IRB) before conducting research. Nassaji (2020) asserted researchers use data collection tools, software, and techniques to help collect and analyze data and summarize findings.

As the researcher, I understood my responsibilities and competencies. Because of my former experience with many deployments and arduous military activity, I require medical care because of my physical ailments and struggles with PTSD. I have found that holistic care is better to help the serious issues I have. As a patient of holistic wellness centers, it becomes stressful to me when I go into an office and staff is constantly turning over. It becomes overwhelming for me to have to repeatedly explain my health concerns and reasons for seeking care, particularly when visiting holistic health care centers. Patients require a sense of security and trust in their healthcare providers, and high staff turnover can have a detrimental effect on this.

During the data collection process, I was responsible for informing participants regarding the purpose of my research and obtaining informed consent. The National

Commission for the Protection of Human Subjects of Biomedical and Behavioral

Research (1979) identified three principles of ethical research: respect for persons,

beneficence, and justice.. In addition to *the Belmont Report*, I complied with Walden

University Institutional Review Board (IRB) processes and obtained approval (approval

number 03-17-23-0731346) to conduct research according to IRB guidelines for ethical

research during all research activities.

I conducted semistructured and open-ended interviews with participants to collect

data to answer my research question. My chair and committee members approved my

interview questions. Using the same questions for all participants and member checking, I

was able to achieve data saturation when enough interviews were conducted with

experienced and knowledgeable participants.

Building a good relationship with participants was essential because good

relationships can facilitate better communication (Pope, 2020). Simple unwarranted

gestures, tone changes, and other nonverbal cues could provoke bias or misinterpretation

of information. Yin (2018) explained poorly articulated questions also create bias. I

conducted 30-minute Zoom video meetings to carry out interviews at participants'

convenience.

To reduce the potential for bias and avoiding interpreting data through my own

perspectives, I devised a plan that included adhering to an interview protocol (see

Appendix A), using participant validation to verify data collection through member

checking, implementing bracketing techniques, and ensuring data saturation was reached.

Pope (2020) found researchers conducting qualitative research generate closer

relationships with participants compared to those who use quantitative research methodologies. Taherdoost (2021) found researchers who use interview protocols to prepare and conduct successful, productive, ethical, and repeatable interviews for participants get better results in their qualitative research. Researchers are not exempt from bias and assumptions; therefore, biases need mitigation (Stahl & King, 2020). By ensuring information gathered during data collection accurately reflects the beliefs of participants, researchers can mitigate bias and personal interpretations in research (Johnson et al., 2020). My participants signed informed consent forms and agreed to the interview process and understood the process prior to conducting interviews. I also used an interview protocol to mitigate bias and conduct a repeatable interview process in order to ensure validity.

I am also responsible for securing all data in a protected, confidential, and secure fashion during all research phases and for a period of 5 years after research has been completed. I am then responsible for destroying data at the end of 5 years. Researchers are responsible for upholding ethical standards and practices that guide their behaviors regarding rights of participants or anyone who can be affected by their research (Romm, 2020; Taherdoost, 2021).

Participants

In qualitative research, participants serve as a critical source of data. Therefore, I carefully chose my participants by considering various attributes. Participants were three owners of three holistic wellness centers responsible for maintaining adequate staffing levels and dealing with turnover problems. To obtain a sample for my research, I devised

two strategies for gaining access to participants. Firstly, as a member of the local

Chamber of Commerce, I explained to members my study and found owners of holistic

wellness centers to participate in my study. Secondly, I used LinkedIn to refer

individuals from holistic wellness centers who met criteria for my study. According to

Virzi (1992), observing three to five participants will provide researchers with 80% of

discovered problems. Stewart (2021) indicated researchers having direct contact with

participants can ensure all study inclusion criteria have been met. I established a working

relationship with all participants by revealing personal interests, communicating

sincerely, and sharing why I was passionate about this study. I was confident that my

participants saw me as someone who was trustworthy and approachable. Altenmüller et

al. (2021) suggested researchers sharing interests and passion for the subject are more

likely to be seen as personable and willing to work with.

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

Research Method

Qualitative, quantitative, and mixed methods are the three methodology choices

for researchers to use (Strijker et al., 2020). The qualitative methodology was the most

appropriate to answer my research question. Mohajan (2018) found the qualitative

methodology is useful for analyzing business problems and providing possible solutions

using life experiences when the answers are not quantifiable. The qualitative method is

interactive and complex in nature, requiring constructive socialization during data

collection and analysis to interpret subjective and socially constructed meanings

(Mohajan). Researchers use the qualitative method to explore and analyze complex

problems and data to find themes, strategies, and similarities in shared experiences. Majid

(2018) indicated that researchers use quantitative methodology to analyze numbers and

statistical measures. I did not use numbers or statistical measures when collecting data

because I am not attempting to test a hypothesis. I intended to understand the experiences

of participants. Researchers use mixed methods, combining qualitative and quantitative

methods, to address research questions best answered using words, images, statistics, and

graphs (Majid). Mixed methods were not appropriate for my study as I was not going to

combine qualitative words and images with quantitative statistics and graphs to address

and answer my research question.

Research Design

Mohajan (2018) and Yin (2018) have both written about how case studies,

ethnography, narrative inquiry, and phenomenological research designs are used in

qualitative research to answer the research question. Case study research offers a flexible

framework that captures the complexities of real-life experience in a way that other

qualitative designs do not offer (Ebneyamini & Moghadam, 2018). A case study allows a

researcher to address business research and problems to help provide solutions or

theories, asking *what, how,* and *why* questions to single or multiple sources (Yin). Using

a multiple case study research design has allowed me to interview multiple owners to

identify their lessons learned to capture strategies that may help reduce turnover in other

holistic wellness centers. Mohajan (2018) indicated that ethnography research design is a

framework that allows researchers to learn from cultures and ethnic groups. Ethnography

is inappropriate for my study because studying cultures and ethnic groups will not answer

the research question. Mohajan also described a narrative inquiry as a personal account of an event, and such lengthy testimonies are unnecessary for exploring a business problem. Shad et al., (2020) indicated that researchers use the phenomenological research design to investigate specific experiences and understand lived experiences and behavioral responses. My research did not require an understanding of individual lived experiences. Researchers use case study research designs to study a research problem within a community or group to report the findings to seek a resolution (American Psychological Association, 2020). Researchers can use case studies to collect data from multiple sources (Yin, 2018). I used a multiple case study research design to address my research question.

Population and Sampling

Qualitative research seeks to enhance our comprehension phenomenon by examining firsthand experiences of those that have encountered it (Castleberry & Nolen, 2018). The target population for this study consisted of all qualified owners from three holistic wellness centers in the Northeast region of the United States, who have successfully reduced employee turnover. My study utilized purposeful sampling to identify three participants with the knowledge and experience to help me address my research question in my multiple qualitative case study. According to Virzi (1992), a researcher could have as few as three to five participants because researchers would be able to discover 80% of the information needed to address the research question with participants that have a minimum of two years' experience and are knowledgeable about the information being investigated. Qualitative research employees various sampling techniques, such as purposeful and theoretical sampling, convenience sampling,

snowball, and chain sampling (Marshall & Rossman, 2016). For this study, I employed a purposeful sampling approach. According to Onwuegbuzie and Collins (2017), purposeful sampling is important to researchers in providing an understanding of the participants perspectives and views. Data saturation can have an impact on the researcher's quality and content validity (Fusch & Ness, 2015). The researcher's capacity to attain data saturation is a crucial factor to enhance the quality in their qualitative research (Marshall & Rossman, 2016). To add to the data collected from my interviews, to ensure data saturation, I ensured I captured nonverbal, facial, and other body language that might have some relevancy with any of my research questions. Data saturation involves using recurring themes and patterns or when further data collection will yield nothing new (Marshall & Rossman, 2016). Utilizing data from the company's public website and publicly available minutes of meetings and reports where turnover data or issues may have been discussed to add to the reoccurring themes or patterns found in the interviews that I conducted. Carr et al., (2019) found that researchers do not require consent when utilizing data from public sources.

Ethical Research

All researchers must conduct ethical research for any doctoral study. Researchers shall engage in ethical and moral principles in scholarly writing and publishing to (a) ensure the accuracy of scientific findings, (b) protect the rights of participants, and (c) conform to intellectual property rights (American Psychological Association, 2020; Taherdoost, 2021). Romm (2020) and Taherdoost have both indicated that the researcher is responsible for upholding ethical standards and practices that guide their behaviors

regarding the rights of research participants or anyone that can be affected by their research.

All research participants provided informed consent for the data collection and research that was gathered and considered ethical. Dankar et al. (2020) postulated that researchers use informed consent forms as an ethical protection procedure to establish an agreement with each participant to make an informed decision regarding their participation in the research study. Lobe et al., (2020) stipulated that informed consent requires that participants are properly notified regarding their choice to participate freely in a research study while understanding the nature, purpose, use, and role in the research.

The informed consent form provided an overview of the research topic and the voluntary role of participants in setting expectations regarding participation procedures. All participants received a copy and attested to the informed consent form (See Appendix A) before participating in my research study. Participants provided consent via email. Informed participants reserve the right to withdraw their consent (Lobe et al., 2020). Participants were advised in the consent form that they were able to stop participating at any time during the process by contacting me via email. No compensation or gifts were exchanged to incentivize participation. I ensured that individual participant experiences are depicted as intended and purposeful through the process of member checking. Birt et al. (2016) indicated that member checking is a process that allows participants to review and approve a summary of my interpretation of their primary data collected during the interview.

Remaining ethical after receiving informed consent and data is always important. Researchers are not permitted to share data from qualitative research because researchers are required to preserve participant confidentiality (American Psychological Association, 2020). I concealed and protected the identity of the research participants by using a unique naming convention (P1, P2, and P3) and avoided using participants' names, business names, or any personally identifying information. The labeling convention was alphanumeric. I have stored all collected data electronically in Google Drive, a cloud-based secure drive, with password protection for 5 years after the study's completion to protect the confidentiality of participants. After 5 years, I will permanently delete my electronic records.

I consistently remained ethical and facilitated trust by ensuring participants understand their role and rights regarding my study and my adherence to follow ethical standards. I gained Walden's IRB approval to show my commitment to upholding the ethical standards for human research participants. According to the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research (1979), using *The Belmont Report* guides researchers with the ethical principles of respect for persons, beneficence, and justice. I have placed my IRB approval number in Appendix B, the Consent Form.

Data Collection Instruments

Primary and secondary data collection methods are both used by researchers to collect data (Rumman & Alheet, 2019; Taherdoost, 2021). Johnson et al. (2020) and Taherdoost indicated that researchers use data collection instruments to help them answer

the research question and ensure the quality of research. The researcher is the primary

data collection instrument in qualitative research and researchers should identify their

data collection instruments and demonstrate their ability to collect sufficient data

(Johnson et al., 2020). Taherdoost explained that primary data is unpublished first-hand

information. Researchers engage primary data sources that can offer first-hand

information to answer the research question (Rumman & Alheet, 2019; Taherdoost,

2021). Interviews are a primary data collection method in qualitative research. The

information provided in interviews is first-hand accounts of experience regarding a

phenomenon. Data collected from published sources are secondary data and search

engines, company websites, and social networking sites are sources researchers can use to

collect secondary data (Carr et al., 2019; Taherdoost, 2021).

 I was the primary data collection instrument for my research. I used

semistructured, open-ended questions in my interviews to collect primary data from my

participants using an interview protocol (see Appendix A). Researchers use

semistructured interviews to collect data by asking open-ended questions to participants

(Yin, 2018). I collected data from participants during the semistructured interviews and

audio recording through Otter. I used Otter, an audio recording software, for audio

recording and transcription during interviews. Otter is a speech-to-text transcription

application that changes speech to text through artificial intelligence and machine

learning. Transcribing is time-consuming, I will record the sound from the Zoom

interviews and put in the Otter ai software to have it transferred to written content. I will

manually verify the transcription by listening to the audio recordings word for word to

edit and confirm the transcript for accuracy. Yin advises researchers not to record participants without their permission. Participants will consent to recorded interviews as specified in the informed consent form.

I have collected secondary data from public documents on business and social networking websites. After I conducted the interviews and transcribed the data from the recording, I used participant validation, also known as member checking, to confirm the accuracy of the data collection. The member checking process improves the reliability and validity of the data collection (Birt et al., 2016; Candela, 2019; Johnson et al., 2020). The member checking process enhances the trustworthiness of data collected in qualitative research (Candela, 2019). Researchers use member checking to ensure participant voices are captured as intended by allowing participants to review and approve a summary of the researcher's interpretation of the data (Birt et al., 2016**;** Candela, 2019; Johnson et al., 2020). A summary of my interpretation of the data collected from each participant during their semistructured interviews has been sent to them for them to review to validate my summary of their experiences to enable member checking to validate my research findings.

Data Collection Technique

There are several possible sources of data available that a case study researcher can use. Case study data can originate from at least two of the following available sources (a) interviews, (b) direct observation, and (c) documentation (such as social media) (Yin, 2018). I have used several techniques to collect data, including interviews, audio recordings, and online company website information. The primary method of data

collection was through face-to-face interviews (via Zoom), using semistructured open-ended questions. This approach has allowed flexibility in exploring the research topic, while still maintaining a degree of structure to ensure all relevant topics were covered. This approach will also allow time to ensure the participants were comfortable in their environment and with the interview questions they were asked. I used audio recordings to supplement note taking during the interviews to ensure the data is accurately collected and analyzed. Considering that I will be operating post COVID-19 pandemic, certain safety precautions, such as participants not wanting to meet face to face, were considered. Having alternative options for the Zoom allowed participants to feel more comfortable in whatever environment they desire. Walden University (2022) required researchers to conduct virtual interviews in accordance with the Centers of Disease Control COVID-19 pandemic restrictions. This also provided the ability to meet if individuals are not able to meet in person, expanding the sampling size and increasing the diversity of perspectives. Prior to the meeting, I provided each participant with the informed consent document outlining the interview process, including the Zoom call details and the minimum interview timeline. To ensure a smooth interview process, I began each interview by explaining to the participants the purpose of my research study regarding the strategies owners of holistic wellness centers use to reduce voluntary employee turnover rates. Clear communication was critical to mitigating any concerns that the participants may have, so I clearly explained the procedures in detail to ensure that the participants were fully informed and comfortable with the process.

There are several advantages of using interviews as the primary data collection technique, such as, the ability to collect *rich data* and *thick descriptions* that can illuminate or help the researcher more deeply explore the research topic; interviews can allow giving a participant perspective allowing the participant to share their thoughts and allow their voice to be heard, many times, giving them confidence in their conversation (Saunders et al., 2019). While interviews have many advantages to collecting data, there are some disadvantages to consider (Bowen 2006); qualitative research can be time consuming, there is a risk of interviewer bias, and there is potential discomfort for participants. Though interviews can provide rich and detailed data, they also come with disadvantages that should be considered when deciding on a primary data collection technique. Member checking is an essential aspect of research, it allows participants to review and confirm their accuracy of the data collected. I used member checking to help me achieve data saturation with my sample size; using the same questions across participants and using member checking, I was able to achieve data saturation with the experienced and knowledgeable participants that I plan to use for my interviews (Pope, 2020). Using the process of involving participants in the research process by having the ability to clarify any misunderstandings. I used a transcript review to check for the accuracy in detail the participant interview information. I asked each participant if they would like to review a summary of my study once it is completed. Member checking is an important quality control measure in research that can help to ensure the validity and credibility of the data collected while also building trust with the participants (Bowen, 2006). Researchers that demonstrate preparedness with their data collection through

understanding their purpose and the direction of the scope of the study by selecting

specific participants that will enhance their evidence and eventually present the findings

(DeJonckheere & Vaughn, 2019).

Data Organization Technique

To protect the participants and the integrity of the research, Johnson et al. (2020)

indicated that data organization techniques are important to use and follow. I organized

and tracked primary and secondary data using Microsoft Word. All data collection was

labeled to protect the identity of the participants using the alphanumeric labels P1, P2,

and P3. All interview transcripts and summaries have an alphanumeric file name for each

owner.

Artificial intelligence and machine learning can be used by Otter as a speech-to-

text transcription application that helps users change speech to text through data analysis.

I implemented the use of Otter with ZOOM during interviews to record and transcribe the

interviews in real-time and will manually verify the transcriptions for accuracy. I utilized

Microsoft Word to break out key words for themes and strategies in preparation to

analyze the findings. I have stored all collected data in a Google Drivefolder, a cloud-

based secure drive with password protection, for 5 years after the study's completion.

After 5 years, I will permanently delete my electronic records.

Data Analysis

To address and answer the research question successfully by a researcher, the data

collection process, instruments, sources, techniques, and analysis done in a doctoral study

need to be coordinated together. Researchers need to use at least two multiple data

collection sources to confirm their research findings. According to Natow (2019),

triangulation involves collecting and analyzing qualitative data. Triangulation cross-

checks data using multiple data to validate the conclusions (Candela, 2019). According to

Abdalla et al. (2018), there are four types of triangulations: data, theoretical, researcher,

and methodological. Researchers may triangulate data among multiple (a) data sources,

(b) data collection methodologies, (c) data analysis techniques, and (d) other support

researchers to construct validity (Johnson et al., 2020; Natow, 2019; Yin, 2018).

Researchers should also collect and analyze qualitative data carefully, logically,

and systematically according to Castleberry and Nolen (2018). When researchers use

qualitative data collection sources such as interview transcripts, images, and public

documents, qualitative data analysis can be difficult for researchers to identify patterns

and interpret text information (Castleberry & Nolen, 2018; Linneberg & Korsgaard,

2019; Taherdoost, 2021). According to Castleberry and Nolen, identifying themes with

their related strategies can help researchers answer and address the research question.

The interview data was analyzed using a thematic analytic coding process to obtain data

interpretations. These interpretations were then cross-checked with the themes that

emerged from wellness center owners' policies and procedures to ensure accuracy.

 I employed Yin's approach to thematic analysis consisting of five steps. Yin (2018)

outlined compiling, disassembling, reassembling, interpreting, and concluding as the five

steps that form a simple thematic model for qualitative data analysis. I used thematic

analysis after organizing all primary and secondary data to analyze my data. As a result, I

used the software tool ATLAS.ti to support the handling, sorting, and analysis of document and interview data collected during the study.

Leech and Onwuegbuzie (2008) recommended the use of ATLAS.ti to support the performance of (a) keywords-in-context (KWIC) analysis, b) constant comparison analysis, and (c) classical content analysis. The use of ATLAS.ti to perform KWIC, an analysis theory by Leech and Onwuegbuzie (2008), constant comparison, and classical content analyses will enable me to ensure that exploration and analysis of collected study data are suitably robust via data analysis triangulation as suggested. Leech and Onwuegbuzie (2008) also suggested that researchers conduct KWIC analyses to explore the use of key words in context and to identify underlying connections within document wording or language used by the participants. The conduct of KWIC analyses using ATLAS.ti will support the identification of open codes within the collected study data. Inductive and deductive coding of passages of text will also support the constant comparison analyses to assist me in the identification of underlying themes within the collected data (Leech & Onwuegbuzie, 2008). I used ATLAS.ti to perform constant comparison analyses of collected documents and interview transcripts and to identify and document emerging themes and strategies.

I also used ATLAS.ti to perform classical content analyses of collected study data to determine the total count for each code used during analysis. Information regarding code counts supported the determination of the relative importance of inductive and deductive codes and the identification of key underlying themes within the data.

Additionally, the use of ATLAS.ti to conduct co-occurrence analyses allowed the exploration of the relationships between codes and the strategies identified in my study.

I used the information regarding the frequency of codes across all study source materials (documents and interview transcripts) to assess the importance of each code and to determine which codes to retain during final thematic analysis. Carsten et al. (2010) indicated that researchers should establish a minimum frequency of occurrence, with codes with frequencies below this minimum removed from further analysis. Carsten et al. (2010) established a minimum code frequency of approximately 19% for their qualitative study of social constructions of followership. Guest and McLellan (2003) used a benchmark of 20%. These researchers deleted codes from further thematic analysis if fewer than 20% of study participants provided information associated with a code since the use of a minimum code frequency of 20% supported the development of themes.

Johnson et al. (2020) indicated that researchers could analyze qualitative data manually or through computer software applications. Compiling is the first step in the data analysis process. I inserted each interview transcript question and answer and secondary data findings into Excel to compile all data in its entirety before dissembling the data. According to Castleberry and Nolen (2018), the second step of the data analysis process is disassembling, which is separating and coding data.

Williams and Moser (2019) found that coding is a technique researchers can use to structure and organize data strategically. Coding is organizing and creating an inventory of qualitative data using words or short phrases to sort data into themes, concepts, and ideas (Castleberry & Nolen, 2018; Linneberg & Korsgaard, 2019; Williams

& Moser, 2019). Disassembling will help me identify the similarities and differences and define each code from the research findings. Reassembling, the third step in the thematic data analysis process is how researchers' group and categorize themes. I used color code key themes that align with my conceptual framework of theory to identify key variables that would.

The fourth step in data analysis requires researchers to interpret the data. According to Castleberry and Nolen (2018), interpreting is critical and happens in the first three steps Researchers should ensure that interpretations of research findings are complete, fair, accurate, valuable, and credible before concluding the study (Castleberry & Nolen, 2018). Concluding is the fifth and final step of the data analysis process. Researchers make conclusions to answer the research question. Qualitative research conclusions do not normally provide generalizations. I plan to use thematic analysis to analyze my data to generate my findings.

Reliability and Validity

Reliability

Reliable quality research is considered dependable and trustworthy (Stahl & King, 2020). Yin (2018) indicated that issues can negatively affect data collection making research findings untrustworthy. Nassaji (2020) found the reliability of research increases when ethical researchers use member checking, triangulation, interview questions, interview protocols, and other resources to help ensure the dependability of the data collected. Researchers use triangulation for cross-checking the data from multiple sources (Hayashi et al., 2019; Natow, 2019). Researchers use member checking to enhance the

reliability and validity of the data collection by allowing participants to confirm their inputs were captured accurately (Candela, 2019). Researchers cannot achieve research dependability without validity.

I have provided dependable research by utilizing member checking and triangulation. I have ensured that my research is dependable by ensuring my data collection procedures are ethical and the processes repeatable. Using primary and secondary data sources, multiple data collection techniques, member checking, and thematic analysis will strengthen the dependability of my research findings.

Validity

Credibility, transferability, confirmability, and data saturation are measures researchers use to determine the trustworthiness of qualitative research findings (Nassaji, 2020; Stahl & King, 2020). Candela (2019) indicated the validity of qualitative studies refers to the trustworthiness and quality of research using multiple data sources. Validity is a measure of the correctness and accuracy of the data results through member checking, reviews of transcripts for accuracy, triangulation, data saturation, confirmability, dependability, and transferability (Stahl & King, 2020).

Credible research is believable. Johnson et al. (2020) indicated that triangulated data is dependable and increases credibility. I ensured my research is credible using methodological triangulation and member checking. Johnson et al. found that researchers use methodological triangulation when using more than one method for collecting or analyzing data. Confirmability relates to research trustworthiness and credibility (Stahl & King, 2020). Researchers can confirm the trustworthiness of their

research through member checking. Member checking is a method in which data collection is confirmed through participant validation (Nassaji, 2020). Researchers can use participant validation to increase the validity of the research (Johnson et al., 2020).

Qualitative research can become transferable when the data collected is rich with thick descriptions of the methods and procedures followed in conducting the research (Stahl & King, 2020). I have documented my data collection and analysis process in a detailed fashion to enhance transferability for future research. Researchers need to have both quality and quantity of data before proclaiming data saturation (Johnson et al., 2020). Data saturation is the standard to determine rigor in qualitative research (Hayashi et al., 2019; Johnson et al., 2020). I plan to reach data saturation by collecting rich data through semistructured interviews until no new information is presented. My research will have credibility, transferability, and confirmability. I followed ethical research guidelines, used methodological triangulation, and conducted member checking to confirm the trustworthiness of my research.

Credibility

Credibility entails the comprehensive explanation of the study procedures and the range in which the study represents reality (Daniel, 2019). Credibility involves a systematic approach at every phase of research and following principles to achieve measures to necessitate credibility through examining statements, proposals, analysis, and writing findings (Ellis, 2019). I will achieve credibility by presenting various details of the study's accuracy from collecting interview data in accurately reporting the participant's actual contributions and statements made during the interviews.

Additional credibility techniques necessary in qualitative research are triangulation, member checking, data saturation, and the use of an audit trail. Daniel (2019) found that a researcher could gain credibility by meticulously accounting for data analysis and confirmation of sources of data retrieved from participants. I have improved the credibility through member checking of data interpretation and by a review of participant transcripts for accuracy through a triangulation of interview transcripts with organizational documents, journal field notes, and my interview protocol. Among the numerous types of triangulations, observer, theoretical, method, and data source Ellis (2019) identified, I have used methodological triangulation, which includes collecting data with two or more sources involving similar methods. As explained by Ellis, these methods will encompass using interviews and explanation of written data to produce complete and supported research output. Daniel also explained that member checking is vital to achieving credibility for a study through presenting the collected data to participants for confirmation. Stenfors et al. (2020) indicated that data saturation means inferring credibility when no new information emerges signifying that I have used sufficient and applicable data on various phases of research to address the research question.

Transferability

Transferability signifies conveying the research findings to other circumstances or setting with other people (Lemon & Hayes, 2020). To illustrate transferability, a researcher must use purposive sampling to choose participants to obtain rich data and thick descriptions worthy of transfer to others (Johnson et al., 2020). Research

transferability of this study has been improved by conducting ethical research by offering a detailed interpretation of the participants' answers to interview questions. I have used a purposeful sample of three participants with a deep knowledge of the phenomenon to demonstrate the transferability of this study by other researchers or readers. Dalkin et al. (2021) stated that Atlas Ti is an important computer assisted program that supports transparency by categorically detailing and substantiating information creating an audit trail of the research steps. Merriam and Grenier (2019) identified that offering rich, thick descriptions is a significant approach to ensure the generalization or transferability in qualitative research by individual researchers. I accurately followed the data collection process and analysis procedures using Atlas Ti software, using an orderly interview protocol, and will be able to achieve data saturation to illustrate the validity and reliability of the research interpretation. I have explained the procedures of the study comprehensively through the research question and setting to allow other researchers to use this research as a reference in their studies. Even describing the research process will not guarantee that different researchers from various parts of the country using the same method will achieve the same findings of the study. Other researchers could then compare the similarities and differences in the findings from this study to their study because they used the same method.

Confirmability

Confirmability involves portraying the respondent's experiences through data and thoughts rather than the researcher's beliefs (Moser & Korstjens, 2018). Ellis (2019) indicated that quality research provides the trail of data compilation and interpretations.

I documented an organized audit trail of the data analysis to allow research auditors to

confirm and depend on this study by presenting the true interpretation of recorded

interviews and other data used for this research. De Kleijn and Van Leeuwen (2018)

suggested that the audit process gives a researcher a complete approach to leave a trail of

selections and judgment established to allow another person to confirm the study. I have

used method triangulation, member checking to validate the information received from

participants, probing questions for clarification during the interview, and a follow-up

member checking interview when necessary to achieve confirmability. When presenting

findings, avoiding bias is vital to confirmability to demonstrate research rigor.

Carcary (2020) explained that an audit trail comprises data and analysis of the

collected information. Other researchers recognized that an audit trail involves various

classifications: (a) raw data, (b) analysis notes, (c) coding notes, (d) research procedures

and trustworthiness notes, and (e) individual reflexive notes (Carcary, 2020; Moser &

Korstjens, 2018). Developing a detailed audit trail through field notes, themes, findings,

and summaries will enable me to reach trustworthiness in this study.

Data Saturation

Achieving data saturation is paramount in qualitative research to exhaust relevant

information on the concept. Hennink and Kaiser (2019) noted that saturation is a

fundamental standard applied in a qualitative exploration to establish sufficient data to

create a solid and acceptable understanding of the research facts. Data saturation gives

research validity and is a part of the measures to evaluate qualitative research distinction

(Hennink & Kaiser, 2019). Member checking by participants is another tactic to reach data saturation to ensure the confirmation and accuracy of the information collected.

Additionally, interviewing participants to collect data completed data saturation when no new information was needed. Alam (2020) added that data saturation means no new codes and findings resulting from data gathering and analysis. Saunders et al. (2019) maintained that data saturation enables researchers to attain data capability and expand the robustness of a qualitative case study. I will reach data saturation in this research when there is no new information forthcoming from the three participants. Member checking was the primary method to ensure the participant understood the questions and that I understood their answers.

Transition and Summary

In this multiple case study, I explored strategies to help owners identify strategies that they can use to mitigate voluntary employee turnover in holistic wellness centers. Section 2 includes the purpose of my study, research method and design, population and sampling, ethical research procedures, data collection instruments, data collection techniques, data organization techniques, data analysis, reliability, and validity.

Section 3 includes presentation and explanation of my research findings, themes identified through data analysis, alignment of findings with literature and the conceptual framework, a discussion of the applicability of findings to professional practices, implications for social change, recommendations for actions and future research, my reflections regarding the research, and a conclusion.

Section 3: Application to Professional Practice and Implications for Change

The purpose of this qualitative multiple case study was to explore strategies some owners of holistic wellness centers use to reduce voluntary employee turnover rates to improve business performance. The study included three business owners who have successfully implemented effective methods and strategies to improve employee commitment and minimize employee turnover. I used semistructured interviews with open-ended questions for three holistic wellness center owners in the northeastern region of the U.S. To enhance the study's credibility and dependability, I employed member checking and triangulation. I verified all three participants executed strategies aimed at improving employee commitment and reducing turnover.

I used member checking and triangulation to reinforce the study's validity and reliability. According to Candela (2019), triangulation is used to cross-check data via multiple data sources to validate conclusions. I verified that all three participants implemented methods to increase employee commitment and reduce employee turnover. In addition to semistructured interviews, I compared transcripts, interview responses, and social media to ensure validity using methodological triangulation. Based on results, it appears that holistic wellness center owners have used specific tactics to reduce employee turnover. These tactics include creating supportive workplace cultures via team-building events, acknowledging and incentivizing employee performance with bonuses or promotions, and offering opportunities for professional development and growth.

Presentation of the Findings

The aim of this qualitative single case study was to answer the primary research question: What strategies do some owners of holistic wellness centers use to reduce the rate of voluntary employee turnover to improve business performance? To answer this question, I conducted semistructured interviews addressing improving employee turnover. Each interview did not last more than one hour; this allowed time for questions to be answered, as well as other information participants wanted to provide. To protect identities of participants, I referred to them as Participant 1 (P1), Participant 2 (P2), and Participant 3 (P3). After coding all data and identifying themes, I proceeded to perform member checking by sharing condensed transcriptions with each participant. I met with each participant for a followup member checking session to ensure I accurately represented our conversation and their responses to questions. This was done to ensure there were no omissions or errors in their statements as well as verify accuracy of data through triangulation. According to Herzberg et al. (1959), working conditions and salary are key to employee satisfaction.

Theme 1: Caring Work Environment

The first theme was having a caring work environment. Three strategies that were related to theme 1 were creating a positive work environment, providing opportunities for professional growth, and encouraging open communication. These strategies emerged from the data analysis process. In the following discussion, I present supporting evidence to address the relationship between employee and owner.

Strategy 1: Creating a Positive Work Environment

Holistic wellness center owners recognize the importance of creating positive work environments to reduce employee turnover. This can involve creating a supportive and respectful workplace culture where employees feel valued and appreciated. According to Kostich et al. (2021), having a manager or supervisor who is perceived as caring and expresses their commitment to the success of staff results in better work environments and increased patient satisfaction. All participants emphasized the significance of creating a welcoming, appreciative, and inclusive environment for employees to feel valued and integrated into the team. In reference to valuing employees, P1 stated she did not differentiate between employees as far as management was concerned; she treats each employee equally because they all play an equal role in the success of the business.

P1 said:

In my experience of being an owner of a business, I feel that owners and even managers should familiarize themselves with their staff as this can create a sense of worth and acknowledgement among the workers, leading them to feel that their supervisor possesses a vested interest or empathy towards them beyond just their job responsibilities.

Demonstrating appreciation for employees entails employers undertaking individual actions that lead to a sense of belonging and recognition for employees, indicating their contributions are valued and beneficial to the organization.

P1 and P2 felt that offering opportunities for employees to get to know each other outside of the work environment, such as team-building events. P1 explained they decided to offer team-building time during paid hours so it did not take away from family time, and they were paid, especially since it was a work responsibility. P1 said:

> We close our office early on Wednesdays to provide the time for team building while the employee would normally be at work. We offer team building events that happened during hours that the employees would get paid.

P2 had a similar program and explained their process for team building:

> I scheduled team building events outside of the office space, also paying their employees for the time they spent at the event. Even if they scheduled something after hours, such as an Escape Room event. We paid for all to participate, as well as pay the employees for the time they were at the event.

According to Herzberg (1974), meeting needs of employees reduces the probability of them leaving their jobs.

Strategy 2: Providing Opportunities for Professional Growth

Offering opportunities for professional development and growth can help employees feel valued and invested in their careers. All participants stated they did not have an excess of funding to pay for their employees to attend training programs. P2 and P3 found ways to incorporate training within the center to give them opportunities for growth and advancement. P2 felt as though they had to come up with options for their employees, outside of main compensation, and that included training.

Furthermore, P2 said:

I cannot afford to send employees out to other locations to receive training, but I do offer internal training, such as mentorships with myself or the other practitioner or cross training with other more qualified employees. We offer these benefits as an incentive when the employees receive their quarterly review. If they have been doing well and mention wanting some kind of training to improve. We designate which would be better and provide that to them 2-3 days a week. As a shadowing experience a few hours a day.

P3 has a similar internal training program and said:

We offer internal training, such as shadowing, or cross training with other more qualified employees. We offer these benefits as an incentive when the employees receive their yearly review. If they have been doing well, many times we offer some kind of training to improve. We designate which would be better and provide that to them 2-3 days a week. As a shadowing experience or a train, the trainer program (internally).

According to Brooks et al. (2019), training programs can be advantageous for businesses by providing various benefits to their employees, such as increased job satisfaction and morale, heightened motivation to improve, and improved process capabilities within the organization.

Strategy 3: Encouraging Open Communication

Creating an environment where employees feel comfortable expressing their concerns, sharing feedback, and discussing their needs can help build trust and a sense of care in the workplace. Encouraging open communication in small business environments

can be crucial for fostering a positive workplace culture and improving team productivity. P1 was very emphatic about this topic because she lost a very valuable employee years ago, so she has taken a lot of time to implement strategies specific to communication.

P1 explained:

Now that I have had that experience with my lead nurse abruptly leaving (this was years ago), I have created weekly team meetings to ensure I am not missing anything. Especially with employees that may be taking on too much of a burden in their workload. Another strategy I have implemented has been to create a culture of transparency: Encourage open communication by being transparent about company policies, procedures, and expectations. Make sure all team members have access to important information and are kept in the loop about changes and updates.

Clear roles need to be identified by managers within a workplace to foster positive work environments that encourage teamwork, effective communication, selflessness, and accountability (Men & Yue, 2019). P1 has explained their process to enable open communication in their work environment. But this is key in all environments. Though P2 and P3 did not go into detail about their process for open communication, they did identify key areas that need to be focused on.

P2 stated that they felt that it was important to encourage diversity and inclusivity in the workplace to help team members feel comfortable expressing their ideas and opinions.

P3 explained that using regular check-in opportunities for their employees, this is outside of their normal scheduled counseling's. The team member check in provides an opportunity for open dialogue, feedback, and discussion of any concerns.

The Herzberg two-factor theory, formulated in 1959, focuses on identifying the factors in the workplace that lead to job satisfaction as well as a distinct set of factors that contribute to employee dissatisfaction (Herzberg et al., 1959). I have selected the Herzberg two-factor theory as a framework to examine the factors influencing voluntary employee turnover, with the aim of gaining a more comprehensive understanding of the factors that contribute to employee satisfaction and dissatisfaction in their jobs. The participants in this study all mentioned that communication was key to their success, P1 created weekly team meetings to ensure they were not missing anything that their employees were experiencing. Especially with employees that may be taking on too much of a burden in their workload.

P1 created a culture of transparency, they encouraged open communication by being transparent about company policies, procedures, and expectations. Make sure all team members have access to important information and are kept in the loop about changes and updates. Clear roles need to be identified by managers within a workplace to foster positive work environments that encourage teamwork, effective communication, selflessness, and accountability (Men & Yue, 2019). P2 stated that the importance of encouraging diversity and inclusivity in the workplace to help team members feel comfortable expressing their ideas and opinions. P3 explained that to increase employee satisfaction, they implemented the use of regular check-in opportunities for their

employees. Team member check in provides an opportunity for open dialogue, feedback, and discussion of any concerns. Herzberg introduced the concept of hygienic needs, which include interpersonal relationships, the rewards system, and salary, aiming to motivate employees (Herzberg, 1987). If these needs are not met, employees will not experience job satisfaction (Herzberg et al., 1959).

According to Mayfield et al. (2021), leader communication holds significant influence and can have both positive and negative effects on staff outcomes, particularly in transactional leadership. However, when effective communication is present, it enhances the likelihood of positive outcomes and fosters a strong organizational bond with followers. Leaders who aim to cultivate thriving environments often opt to hire transformational leaders. Participants in this study reported that drawing from their experience, it is evident that not all employees place equal importance on recognition or rewards. However, this does not imply that managers should refrain from rewarding or acknowledging other employees, as there are individuals who highly value recognition and consider it a significant motivational factor. The suggestions put forth by Brooks et al. (2019) carry noteworthy implications for my research, as they highlight the importance of trust-building between managers and employees in reducing turnover and improving the overall work environment for all staff members. According to Su et al. (2020), compassionate leaders often demonstrate care for their staff by promoting values that have a positive impact on others. The organizational atmosphere that a leader creates can significantly influence various factors that may prompt employees to consider leaving. Transformational leaders are recognized for their compassionate nature, as they

genuinely empathize with their employees and utilize positivity to influence the well-being of their patients through empathy (Su et al., 2020).

Figure 1

Sankey Diagram: Proportions of Connections Between Work Environment and Other Codes
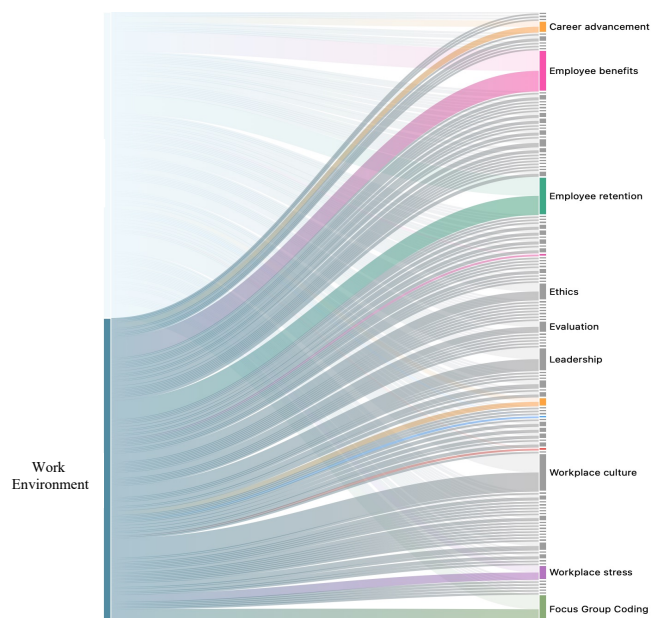
Note. The width of the line is proportional to the number of connections found between analysis and other codes which emerged during interviews. From ATLAS.ti. The diagram was developed by myself to display results of the study.

Theme 2: Employee Compensation/Bonus

The second theme that came out of the data analysis was employee compensation/raises. Three strategies were identified in connection with theme 2: fairness, motivation, and comparison. Each of these strategies appeared as the result of

the analysis process, they align specifically with the conceptual framework and existing literature. Small business owners can gain a strategic advantage in attracting and retaining employees by offering a comprehensive employee compensation package that includes not only salary and benefits, but also employee appreciation, such as team building events, flexible work schedules, and incentives such as bonuses. Each of the identified strategies emerged from the data analysis process and are consistent with the existing literature and conceptual framework. In the following discussion, I will present supporting evidence for these relationships.

Strategy 1: Fairness

Employees may express a desire for fair and transparent compensation practices. They may expect their compensation to be commensurate with their skills, experience, and contributions to the organization. P2 explained some concern with fairness when it comes to the compensation, they offer their employees. Participant 3 explained their concerns:

> All three participants mentioned fairness in their conversation, P2 seemed to have the most experience with fairness, especially when it comes to compensation. P2 stated, we do have to be careful with the bonuses we provide to the employees, because we have found that when some get a bonus and others do not, there becomes an issue of fairness among the employees.

Wei and Yaoping (2022) suggested that providing compensation or bonuses based on employee performance can be an effective strategy for retaining employees, reducing turnover, improving job performance, and enhancing employee well-being.

Strategy 2: Motivation

Employees may view compensation as a key motivator to working harder and being more productive. They may expect to be rewarded for their efforts and to receive regular pay increases based on their performance. Dicky et al. (2020) found through their research that reducing workplace stress and improving compensation, through raises or bonuses, job satisfaction can significantly impact turnover intention and work-related stress. All participants reached a consensus that when an employee's benefits package includes offers that benefit the employee, the employee tends to be happier, more productive, and more committed to their work. All participants struggled with raising their employee regular compensation (pay) to a rate that would draw enticement. SO, each of them found other ways to add to the compensation to entice the right kind of employee. According to P2:

> Based on our experience, not all employees prioritize recognition or rewards. Nonetheless, this does not imply that they should abstain from rewarding or acknowledging other employees since some individuals do value recognition and utilize it as a driving force for motivation.

Incentives can uplift team spirit, encourage healthy competition, and improve job performance since employees tend to put in more effort to attain a specific reward or bonus. As mentioned by P2 and P3, employees were many times motivated by offering rewards and incentives.

P2 stated, we allow opportunities for employees to earn bonus' as an incentive in addition to their regular pay. It is the one way we are able to keep our employee pay

competitive, because we cannot always give a regular compensation as high as other holistic healthcare centers. Adding bonuses has enhanced our ability to hire quality employees. We offer bonuses when our employees bring in new clients.

P3 stated, we had to find a way for our organization to be more competitive and enable us to attract a larger pool of potential recruits as opposed to those that do not provide added benefits to their pay. Holistic wellness centers do not generally charge a lot for services, so we felt it was important to become creative in ways to add compensation for our employees during the year. It is important for our employees to understand they are important to us.

Strategy 3: Comparison

Employees may compare their compensation to that of their peers within the organization or to industry standards. They may feel dissatisfied if they perceive their compensation to be lower than what others are receiving. Only one of the participants had an issue with this concern, but it is a strategy they added to their consideration in hiring employees and offering compensation. Holmberg et al. (2018) found a correlation with Herzberg's theory that intrinsic factors are augmented when job satisfaction is present. Employees who feel that they may have limited benefits are more likely to leave their current job, particularly if they feel that their peers in the same industry are receiving higher compensation, whether that compensation is through regular pay or bonuses. P1 explained:

> We hired a new employee and they disclosed to other employees how high their
>
> pay was. Of course, they did not disclose the fact that they were brought on at a

higher rate because they had more experience and a degree in the field, they were

hired in. This was a huge problem for us. The way we have dealt with this since

with new hires is that we have them sign an NDA regarding their compensation.

This is a discussion we have since brought up in each person's periodic

counseling, to ensure they remember their commitment to keeping this to

themselves.

Providing employees with opportunities to earn rewards for their commendable work

allows effective leaders to establish trust with their team members. Trust-building

between managers and employees has been shown to diminish turnover and enhance the

overall work environment for all employees (Brooks et al., 2019).

Herzberg et al. (1959) explained that in the second set of needs, known as growth,

needs, consists of motivational factors such as recognition of employees' work,

achievement, and opportunities for advancement. In this study, I employed Herzberg's

two-factor theory to investigate the strategies implemented by holistic wellness center

owners to reduce voluntary employee turnover within their organizations. Herzberg

observed that an employee's motivation and job satisfaction played a significant role in

their decision to leave a job (Herzberg et al., 1959). Collectively, participants

unanimously agreed that when an employee's benefits package includes offerings that

cater to their needs, it leads to increased happiness, productivity, and commitment

towards their work. However, all participants encountered challenges in raising their

employees' regular compensation to a high enough level that would attract and

incentivize talented individuals. Consequently, they explored alternative methods to

enhance compensation to attract the desired type of employees. P2 did observe that based on their experience, pointed out that not all employees prioritize recognition or rewards.

Within my literature review, specific patterns emerged that highlighted voluntary employee turnover as a significant business challenge, necessitating the development of strategies to mitigate it. Extensive literature exists that underscores the issue of voluntary employee turnover within the United States. This turnover phenomenon has compelled holistic wellness center owners to actively search for effective strategies to minimize its impact. Transactional leaders are often recognized for their utilization of rewards, incentives, and punishments to improve employee behavior and performance outcomes (Alrowwad et al., 2020). However, it is important to note that no single leadership style is universally ideal for every situation. Each unique situation involving employee behavior and morale can yield different outcomes based on the leadership approach employed.

According to Brooks et al. (2019), training programs offer significant advantages to businesses by delivering a range of benefits to their employees. These benefits include enhanced job satisfaction and morale, increased motivation for improvement, and improved organizational process capabilities. The implementation of added benefits to compensation has empowered P2 and P3 to enhance the competitiveness of their organizations and attract a broader pool of potential candidates compared to those that do not offer such incentives. According to Brooks et al. (2019), owners and managers are advised to incorporate reward and recognition systems as part of their employee performance evaluation process. P2 implemented a bonus system to reward employees for bringing in new clients. Rai et al. (2018) suggested that organizations that utilize

rewards and incentives, whether tangible or intangible, effectively motivate employees and demonstrate recognition.

Employees who are actively involved in their work activities experience a sense of support from leaders who cultivate trustworthy work relationships and foster an inclusive environment that encourages the exchange of ideas. Furthermore, these employees extend their support to colleagues, both on personal and professional levels. P2 acknowledges the significance of rewards and incentives in business operations, as they have the potential to enhance employee productivity, retain skilled individuals, foster team cohesion, and ultimately improve the organization's profitability. The shared objective of both leaders and employees should be to establish a supportive atmosphere that highlights teamwork. As stated by Su et al. (2020), leaders who display compassion often exhibit concern for their staff by upholding values that generate positive effects on others. The organizational environment fostered by a leader can profoundly impact several factors that may influence employees' inclination to contemplate leaving.

Figure 2

Sankey Diagram: Proportions of Connections Between Motivation and Other Codes
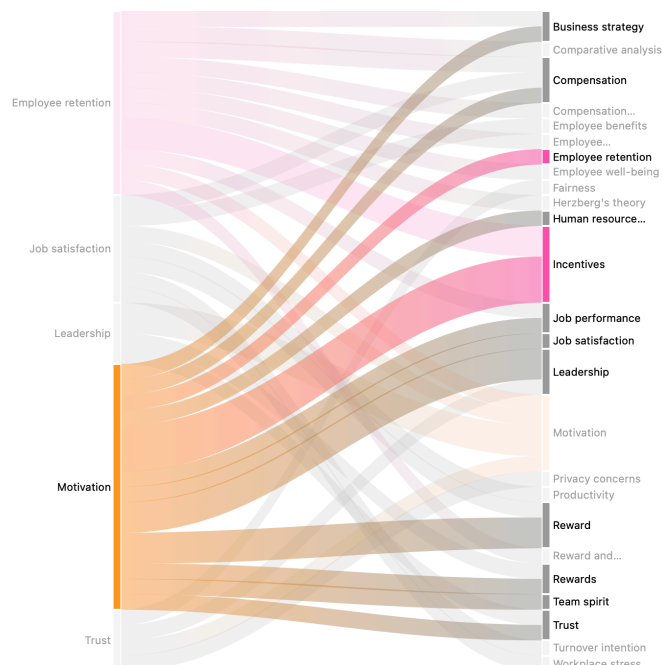
Note. Width of lines is proportional to number of connections between motivation

analysis in theme 2 and other codes which emerged during interviews. From ATLAS.ti.

The diagram was developed by myself to display results of the study.

Theme 3: Encouraging Open Communication

The third theme that came out of the data analysis was to encourage open

communication. Three strategies were identified in connection with theme 3: creating a

culture of transparency, using regular check-ins, and leading by example. Encouraging

open communication in small business environments can be crucial for fostering a

positive workplace culture and improving team productivity. Each of the identified

strategies emerged from the data analysis process and are consistent with the existing

literature and conceptual framework. In the following discussion, I will present supporting evidence for these relationships.

Strategy 1: Creating a Culture of Transparency

Encourage open communication by being transparent about company policies, procedures, and expectations. Make sure all team members have access to important information and are kept in the loop about changes and updates. There is power in owner and manager communication, often in transactional leaders have positive and negative effects on staff outcomes (Mayfield et al., 2021). All three Participants had value to add to this strategy. Communication was key to increasing support for their employees.

P1stated, because we were very busy when we opened our brick-and-mortar location. We were very busy with travel and marketing to gain new clients, we had partners in another business previously, so we knew it would be arduous to find new clients. Because of our hectic schedule, we did not always communicate with our manager the way we should have. There was an assumption that our employees were satisfied with their work because there were not any reported complaints. But, in the long run, our manager left us flat without a backup to do the work. When that happened we took the time to realize what happened with the employee and it was simply that we did not dedicate enough time to the employees to understand the dynamic at the office and what was happening when we were not there.

Effective communication necessitates having a constructive and receptive outlook, directing attention to the circumstances, comprehending the matter at hand, and adopting a genuine approach. As recommended by Men & Yue (2019), owners and

managers must establish a healthy working environment for their employees, through communication and dedication.

P2 stated, we put forth the viewpoint that as a smaller holistic wellness center, we should be able to exhibit a compassionate attitude, provide attentiveness towards our workforce, while also being professional in our conduct, treating employees with deference and expect a mutual respect.

Strategy 2: Using Regular Check-Ins

Factors such as achievement, recognition, responsibility, and advancement contribute to job satisfaction, as well as communication and compensation (Herzberg et al., 1959). P3 was the one person that I interviewed that really homed in on the concern of open communication, specifically scheduled check-in times with their employees. P3 said:

> We do have quarterly counseling's with the employees. To discuss what's going well, what needs improvement. We encourage open communication during these sessions. If we find the employee's work is beyond what we ask of them, or they are working towards improving the business in some way. We offer mentorship or internal training to possibly offer a raise in the future, or as an employee shows improvement and growth also. They also have a comment box for employees to communicate with the owners anonymously.

A burden that P1 worried about was burnout. They were familiar with this because of a very important employee that they lost because they took advantage of their work. They did not check-in on the employees when they opened their own business.

There were a lot of assumptions in the early days of their business, they are very careful now to ensure they do not take on too much of a burden. According to Bakhtom et al. (2019), burnout is characterized by a loss of motivation due to factors such as staffing shortages, overtime hours, and a demanding work environment. Burnout can result in physical and emotional exhaustion, leading to negative job-related behaviors. According to P1:

> I have created weekly team meetings to ensure I do not miss anything. Especially with employees that may be taking on too much of a burden in their workload. I have also added a team building day each month. Another strategy I have implemented has been to Create a culture of transparency: Encourage open communication by being transparent about company policies, procedures, and expectations. Make sure all team members have access to important information and are kept in the loop about changes and updates.

Though P1 implemented many strategies to ensure communication was happening, the skill of periodic check-ins was very important to their holistic wellness center. Rafiq et al. (2019) suggested that positive work relationships and effective leadership are associated with increased employee focus and reduced likelihood of considering leaving their employment.

Strategy 3: Leading by Example

Small business owners need to model open communication by being approachable and transparent with your team. Encouraging and facilitating open communication among team members as well is imperative. According to Herzberg et al. (1959), to create

satisfaction, leaders should address motivating factors associated with their specific work environment. P2 said:

> We have always felt that, as the owners, we should lead from the front. Some people say that employees to what leaders check. If we are not involved in the day-to-day work, it won't matter what opportunities or incentives we offer, our employees won't be happy.

P2 also specifically highlighted the efficacy of rewards, such as granting extra time off periodically or providing bonuses, as useful tools that they could leverage to show appreciation to their employees and foster a positive work culture. The outcome of the conversation with P2 is consistent with the results presented in the existing literature on techniques for reducing employee turnover. P2 recognized that rewards are helpful, but the importance of leading by example is paramount because with or without bonuses or incentives, employees need a solid leader.

In this study, I also found factors that contribute to job dissatisfaction, including leadership (or supervision), working conditions, and salary. P1 expressed specific concerns, and in response, they have implemented various strategies. Weekly team meetings have been established to ensure comprehensive communication and prevent any overlooked matters, particularly for employees who may be overwhelmed with their workload. Additionally, a monthly team-building day has been introduced to foster cohesion and collaboration.

Another strategy involves cultivating a culture of transparency, where open communication is encouraged through the sharing of company policies, procedures, and

expectations. Participants exhibited characteristics of transactional leaders, emphasizing the significance of communication. According to Su et al. (2020), transformational leaders are renowned for their compassion, demonstrating genuine empathy towards their employees, and employing positivity to positively influence the well-being of their patients. It is crucial to provide all team members with access to essential information and keep them informed about any changes or updates. By integrating Herzberg's two-factor theory into the conceptual framework of this study, it facilitated the identification and exploration of strategies employed by small business owners to mitigate voluntary employee turnover.

The available research and literature on strategies to reduce voluntary employee turnover in small businesses are relatively scarce. In this study, I aimed to address this research gap by providing in-depth information and offering insights for other holistic wellness center owners to implement changes, motivate their employees, and improve employee retention. According to Carr et al. (2019), it is essential to emphasize the work environment, fair compensation, and opportunities for career advancement to enhance job satisfaction. The provision of incentives has the potential to boost team morale, foster a healthy sense of competition, and enhance job performance, as employees tend to exert greater effort to achieve specific rewards or bonuses. As stated by both P2 and P3, employees were often motivated by the prospect of receiving rewards and incentives. Leaders who aspire for their environments to flourish often opt to recruit transformational leaders, as this can lead to enhanced job satisfaction among nursing staff and a reduction in turnover rates (Robbins & Davidhizar, 2020).

Leaders who adopt an approach that promotes transformational leadership empower their staff to communicate effectively and foster mutual understanding; thereby, fostering innovation and positive work behaviors (Afsar et al., 2019). P2 said, "as owners, we firmly believe in leading by example." TP2 said if owners are not actively involved in the daily tasks and operations, it becomes inconsequential to offer enticing opportunities or incentives; employees will not experience true satisfaction. Furthermore, by motivating employees to actively engage in work activities, leaders contribute to boosting their morale and reducing the likelihood of turnover (Norris & Norris, 2019).

Figure 3

Sankey Diagram: Proportions of Connections Between Job Satisfaction and Other Codes

Note. Width of lines is proportional to number of connections between job satisfaction and other codes which emerged during interviews. From ATLAS.ti. The diagram was developed by me to display results of the study.

Figure 4 illustrates frequency of words participants mentioned during interviews. The words employees, research, data and turnover appear to be larger than most of the other words as examples of the most frequently communicated.

Figure 4

Consolidated Frequency of Words Communicated by Participants During the Interview

Note. Size of words indicates frequency of words mentioned during interviews. Different colors portray words with differentiated purposes.

Figure 5

Strategies Required for Reducing Employee Turnover

Traci Eisenberg-Rayburn, DBA, Kenneth D. Gossett, Ph.D.

Feedback Model Legend
A direct (+) relationship means in increase in x leads to an increase in y; A decrease in x leads to a decrease in y. An inverse relationship (-) means that an increase in x leads to a decrease in y or a decrease in x leads to an increase in y.

This model reflects the authors' current understanding of the dynamics of Voluntary employee turnover in holistic wellness center. Differences in specific holistic wellness centers, agencies and programs may require modification to the model. This model will be updated as indicated by additional scholarly research. We encourage and invite additional feedback and research that may improve this model

TER and KDG
11/May/2023

Wild card effect, third variable problem, wicked problem, and other external factors Voluntary Employee Turnover in Holistic Wellness Centers

(+)

Demands and needs for Creating a positive work environment, Providing opportunities for professional growth, and Encouraging open communication

(+)

(–)

There needs to be a reduction of the rate of voluntary employee turnover to improve business performance

(+)

Strategies required for improving the rate of voluntary employee turnover

(+)   (+)

System Improvements to the high rate of Voluntary Employee turnover in Holistic Wellness Centers

Improving workplace culture through providing a caring work environment,

Promoting and improving Employee Compensation/ Bonus'

Providing and encouraging open communication

(+)

Conceptual Framework Themes
Motivation and Hygiene Factors, Herzberg (1974)

Emergent Theme One: The development of providing a Caring Work Environment,

Emergent Theme Two: The need for an improvement of employee compensation/ raises in holistic wellness centers.

Emergent Theme Three: The analysis provided documented need for the encouragement of open communication.

(–)

System Degradation to the high rate of voluntary turnover

The proper processes of maintaining employee satisfaction will allow Holistic wellness centers to prosper.

The creation of a supportive workplace culture by offering team building events,

Acknowledging, and incentivizing employee performance with bonuses or promotions.

(–)

The sustainability of Holistic Wellness Centers is improved by reducing turnover and increasing satisfaction

(+)

Implementation of efficient process to improve Holistic Wellness Center employee turnover, increases productivity and employee satisfaction

Note. Overview of themes and strategies developed by me and Dr. Kenneth Gossett.

Applications to Professional Practice

The aim of this qualitative descriptive case study was to investigate the strategies used by holistic wellness centers the Northeast region of the United States to decrease voluntary employee turnover. The study's participants included three holistic wellness centers who found ways to reduce voluntary employee turnover. Their insights were used to develop effective approaches to reducing employee turnover in holistic wellness centers, which can contribute to positive social change. Although research has extensively discussed the causes of employee turnover, there has been limited research on how to minimize employee turnover, specifically in holistic wellness centers. Thus, holistic wellness center owners will be able to utilize the findings of this study to reduce future employee turnover.

Understanding the strategies that can minimize employee turnover since it can have adverse effects such as diminishing the quality of care, escalating client errors, weakening team unity, lowering employee engagement and satisfaction has been found to be extremely important to business owners of holistic wellness centers. More importantly the substantial costs for organizations to recruit, hire, and train new employees. Feedback from the participants in this study indicated that valuing employees, rewards and incentives, and team building events were proven as effective strategies for reducing employee turnover. Motivators are conditions that are related to the job itself (Herzberg, 1987). These motivators tend to boost employee desire to stay in a position that brings them satisfaction, particularly when someone with leadership skills is put in a leadership position.

Implications for Social Change

The information represented in this study may add to the current literature regarding employee turnover. There are not many resources to document the employee turnover in holistic wellness centers, these findings may be able to help businesses in this field to reduce their high rate of turnover. According to the U.S. Department of Labor (2020), the nursing turnover rate in the U.S. was 17.8% in 2020. The findings of this study have the potential to drive social change by providing holistic wellness center owners with knowledge about effective strategies to reduce employee turnover. This can enhance the competitiveness of holistic wellness centers, leading to the emergence of new enterprises and job opportunities within the local community. To address the negative impact of frequent employee turnover on profits, business owners can adopt strategies aimed at reducing turnover. Such strategies may include providing a safe and hygienic work environment, offering fair compensation, having recognition programs, and rewarding employees' efforts with bonus' or pay raises. By implementing such measures, business owners can reduce employee turnover and improve the overall performance of the organization.

According to Barrientos-Trigo et al. (2018), high nursing turnover is a major challenge for healthcare providers, as it can lead to increased costs and reduced performance and productivity of the organization. Reducing employee turnover in holistic wellness centers can have numerous positive outcomes, including an increase in their success rates, the ability to hire and retain skilled employees, and improved financial security for both owners and employees. With the adoption of the proposed

recommendations in this study, some holistic wellness centers can profit from the changes made to reduce turnover and to retain staff and managers. These strategies could also inspire future business owners to establish their own businesses, potentially having a positive impact on employment rates. This can also lead to increased financial support and employment opportunities for the local community. The information found in this study could be shared with members of the Chamber of Commerce and educational leaders who teach about sustaining and maintaining successful holistic wellness centers. Therefore, this study has the potential to promote social change by reducing unemployment.

Recommendations for Action

The turnover reduction strategies identified in this study can help small business owners and leaders enhance their ability to retain employees, thereby improving their competitive advantage. Based on the study findings, I suggest that holistic wellness center owners consider following and implementing the strategies recommended to reduce employee turnover by offering compensation or bonuses based on employee performance. The use of this strategy can be an effective way to retain employees, reduce turnover, enhance employee well-being, and improve job performance (Wei & Yaoping, 2022). Leaders who offer incentives acknowledge the influence they have on employee's engagement, motivation, and commitment to achieving organizational objectives. They should also give their employees a chance to provide feedback, share their experiences, and voice any workplace challenges they may be facing.

Having holistic wellness center owners and managers consider encouraging employees maintaining a healthy work-life balance, which is also crucial. Owners and managers should allow their employees the opportunity for growth through formal training or even to attend schools. Doing so will help enhance the employee knowledge of the owners' trust and loyalty to the employees. Holistic wellness center owners may benefit from the implementation of these strategies to reduce voluntary turnover, which can help them successfully retain skilled professional staff, operate, grow, and sustain their businesses. Therefore, I suggest that small business owners review the findings of this study and implement the recommended strategies in their own businesses.

The research findings will be disseminated through multiple channels. Firstly, the study participants will receive a summary of the research to share with their peers, such as other small business owners, including other holistic wellness canter owners and organizational leaders. Additionally, the study will be published and made available through the ProQuest/UMI dissertation database for academia and other interested parties to access. Furthermore, I will actively seek opportunities to present the research findings in various business-related forums, training sessions, and leadership conferences.

Recommendations for Further Research

The aim of this study, which utilized a qualitative multiple case approach, was to investigate the tactics employed by certain holistic wellness center owners to minimize voluntary employee turnover to maintain a competitive edge. The sample comprised three holistic wellness center owners in the northeastern region of the United States. To collect data and validate my research findings, I conducted semistructured telephone interviews

using open-ended questions. I began my interview process by searching for local holistic wellness centers in the Washington, DC, and Maryland area, as well as asking the Gaithersburg Chamber of Commerce that I am a member of. I reached out to participants through email to send them information regarding my study and to be more professional in my requesting their participation. I did take the time to ensure I understood the research bias that I may be confronted with throughout the entirety of the study. Future research should be conducted with a more diverse sample size, encompassing participants from various businesses, possibly other small business owners outside of holistic healthcare. Especially with the availability of email to make connections and capability to conduct research over Zoom, Skype, or Teams. Other small businesses in the healthcare field may also be confronted with a high rate of turnover. This could lead to a greater variety of strategies to reduce employee turnover and improve business practices. To enhance the applicability of the study, it is advisable to conduct research in multiple geographical locations as conducting research in a single location may restrict the generalization of the study.

Reflections

To pursue a Doctor of Business Administration was a personal aspiration, I entered the program with the intention of solely relying on myself to achieve this goal. Pursuing education has brought me great satisfaction, it has made me a lifelong learner and has enhanced my self-efficacy. The colossal feat of completing this program has proven to myself that I can achieve anything I set my mind to. Overcoming the

challenges of this process has helped me dispel any preconceived notions I had about myself.

It is important to mention that it is truly my experience serving in the Army for many years, including multiple deployments, is what enabled me to succeed in this program. It is difficult to put into words the physical and mental suffering that comes with military service. Consequently, I have devoted many years to finding healthy alternatives to manage not only my physical ailments but also the psychological distress that accompanies PTSD. Unfortunately, I have personally experienced inadequate care as a veteran in medical facilities that do not prioritize the needs of a veteran. Despite my search for holistic healthcare as a viable option, the constant turnover in staff and the constant questions because the same employees are never there. For this reason, I have been motivated to conduct research in this area for several years.

During my time in the DBA program, I suffered a significant loss, but I remained committed to my research and my desire to help others facing similar challenges in their healthcare journey. When seeking holistic healthcare as an option, it is exhausting to repeatedly explain one's ailments and justify the need for care. This is why I am dedicated to completing my research and finding ways to reduce staff turnover and improve the care experience for Veterans and others seeking holistic healthcare options.

The insights and feedback provided by the study participants were truly eye-opening and inspirational. While some of the small business owners' strategies for reducing employee turnover were familiar to me, the data also revealed innovative approaches that I had not previously considered. I am enthusiastic about sharing the

study's findings with business owners and leaders, as I believe it can help them remain competitive by curbing employee turnover. My goal is for the information presented in this study to benefit anyone seeking to reduce employee turnover, as I hope they find the insights helpful and illuminating. By applying these strategies to their business practices, I believe they can create positive social change within their organizations.

Conclusion

The future success and performance of numerous holistic wellness centers depend on their ability to reduce employee turnover. In my study, I have identified strategies that holistic wellness center owners could use to reduce turnover. The four themes which emerged in my study were having a caring work environment, considering employee compensation/raises, considering giving bonuses, and communication. Owners of holistic wellness centers, as well as other managerial positions, must consider various factors when implementing effective strategies. One essential element is ensuring that managers comprehend the motivation-hygiene factors and how these factors impact the satisfaction or dissatisfaction of their employees (Herzberg et al., 1959).

Identified strategies may not necessarily be suitable for all holistic wellness centers due to factors such as size of organizations, location, and staffing. Nevertheless, it is important for owners and managers to familiarize themselves with available strategies and carefully consider which ones are most likely to effectively reduce employee turnover in their organizations.

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Appendix A: Interview Protocol

My Actions	Script
Preparation: I will contact the Holistic Wellness Center Owners at the organization and submit my study participant request in preparation for the interviews. Once I receive the final list of participants, I will send out an informed consent form to all the participants. I will schedule a conference call with all participants to answer any questions the participants may have. Within a week of the initial call, I will schedule the interview. I will explain the purpose of the study, their right to withdraw, and their confidentiality.	
Introduction of the interview.	Hello, thank you for participating in my doctoral study interview. Is it still a good time to talk today or should I reschedule it

	for another day? If not, shall we get started?
• Repeat the questions or rephrase as needed • Ask follow-up probing questions to get more in-depth! • Watch for non-verbal cues. There may be occasions when you may have to move on to the next question or end the interview if required.	10. What experiences can you share about employee turnover that have helped you reduce turnover? 11. What strategies do you use to reduce voluntary employee turnover? 12. What were the key barriers to implementing the successful strategies? 13. How did you assess the relative effectiveness of the strategies for employee turnover? 14. How did your organization address each of the key barriers to implementing the successful strategies? 15. Which of the strategies that you have implemented has been the most effective to reduce the rate of employee turnover? 16. What, if any, hygiene factors such as

	supervision, interpersonal relations or salary do you use to decrease turnover? 17. What, if any, motivation factors, such as advancement, growth, or recognition, do you use to ensure voluntary employee satisfaction in their employment and reduce turnover? 18. What other information can you provide about your organization's successful strategies to decrease voluntary employee turnover?
Wrap up interview thanking participant.	Thank you so much for your time. The answers you have provided me with to the questions are invaluable and will be very helpful for my doctoral study. Are there any questions you may have for me?
Schedule follow-up interview.	I would like to schedule a follow-up interview to clarify some of the answers

	you gave me during the first interview. When is a suitable time for you?
Follow-up Member Checking Interview • Review the interview transcripts • Write a synthesis after each question • Provide a copy of the synthesis to the participant • Make the necessary additions to the synthesis based on participant feedback • Continue member checking until data is fulfilled	
Follow-up interview introduction.	Hello, thank you once again for your time today. I will complete a follow-up interview based on the feedback you gave me during the initial interview. Shall we get started?
Script to include "Do you think I have captured all your feedback? If not please advise what you like to add?"	1. 2. 3. 4. 5. 6. 7. 8.

Appendix B: Invitation Email to Participant

You are invited to take part in a leader interview for a business case study that I am conducting as part of my Doctor of Business Administration Research at your organization.

Interview Procedures:

If you agree to be part of this study, you will be invited to take part in audio-recorded interviews about the organization's operations and problem-solving. Opportunities for clarifying statements will be available (via a process called member checking). Transcriptions of business leader interviews will be analyzed as part of the case study, along with any archival data, reports, and documents that the organization's leadership deems fit to share.

Voluntary Nature of the Study:

This study is voluntary. If you decide to join the study now, you can still change your mind later.

Risks and Benefits of Being in the Study:

Being in this study would not pose any risks beyond those of typical daily life. This case study's aim is to provide data and insights that could be valuable to other leaders and organizations.

Privacy:

Interview recordings and full transcripts will be shared with each interviewee, upon request. Redacted transcripts with names or sensitive information removed may be shared with my university faculty and my peer advisors. Any reports, presentations, or

publications related to this study will share general patterns from the data, without sharing the identities of individual participants or partner organizations. The interview transcripts will be kept for at least 5 years, as required by my university.

Contacts and Questions:

If you want to talk privately about your rights as a participant, you can call Dr. Leilani Gjellstad. She is the Walden University representative who can discuss this with you. Her phone number is 612-312-1210. Walden University's ethics approval number for this study is 03-17-23-0731346.

Please share any questions or concerns you might have at this time. If you agree to be interviewed as described above, please reply to this email with the words, "I consent."

Appendix C: CITI Certificate

Completion Date 13-Feb-2023
Expiration Date N/A
Record ID 54328976

This is to certify that:

Traci Eisenberg-Rayburn

Has completed the following CITI Program course:

Not valid for renewal of
certification through CME.

Student's
(Curriculum Group)
Doctoral Student Researchers
(Course Learner Group)
1 - Basic Course
(Stage)

Under requirements set by:

Walden University

Collaborative Institutional Training Initiative

Verify at www.citiprogram.org/verify/?w0b6a940e-b05e-455c-b968-b1b2991963e4-54328976