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Strategies to Retain Employees in the Mental Health Workplace

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This is to certify that the doctoral study by

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Abstract

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MPA, Grambling State University, 2007

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Doctor of Business Administration

Concentration in Human Resources Management

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October 2022

Abstract

Employee turnover continues to be an issue in the mental health community as mental health business leaders lack strategies to retain employees. Retention strategies are essential to promote continuity, funding, and profitability for mental health agencies and quality service care for patients. Grounded in Bass's transformational leadership theory, the purpose of this qualitative single case study was to explore strategies mental health business leaders use to retain employees. Participants comprised three mental health center managers from a state agency in northern Louisiana who contributed to employee retention. Data were collected using semistructured interviews and a review of organization performance evaluations, hire/rehire audit reports, and turnover analysis reports. Using Braun and Clark's six-step thematic analysis, three key themes emerged: communication, support, and teamwork. A key recommendation is for mental health business leaders to listen to employees with a sense of respect and value, demonstrate concern, and show awareness. Implications for positive social change include the potential for mental health business leaders to increase job satisfaction, job performance, and retention.

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Dedication

       I dedicate my doctoral study to my daughters, Charlize and Chandler. You both are the reason why I decided to enroll in a doctoral program. I want you to know that you can do any and everything that you think of through Christ Jesus! I also dedicate my doctoral study to the loving memory of my parents, Charles and Glenda, who taught me the value of education, believed in me, and was my number one fan. I am forever indebted to and grateful for you, I love you forever.

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Section 1: Foundation of the Study

The purpose of this study was to explore effective strategies that mental health business leaders use to retain employees in the workplace. In the mental health sector, turnover can be costly in terms of new hires and training and affect continuity of patient care, revenue generation, profitability, and funding (Yanchus et al., 2015). Based on these existing issues that challenge mental health business leaders, further exploration of effective strategies to influence turnover is essential to address employee retention and engagement in terms of business continuity. Slaughter and Hoefer (2019) found that employees who complete internships are more likely to make a long-term commitment to the mental health workforce. Some mental health business leaders use financial incentives to retain employees; however, financial incentives have a small positive effect on retention rates (Liu et al., 2018). To possibly negate issues within the mental health sector of the healthcare industry, mental health business leaders may construct workplace strategies such as supervisory support, performance appraisals, career progression, training, and clearly established job duties to improve the culture of the workplace (Lee et al., 2018).

Background of the Problem

Employee turnover adversely affects revenue generation, profitability, funding, and consequently, quality in terms of service delivery in mental health institutions (Beck et al., 2018, p. 188). Annual turnover rates of mental health employees are projected to increase 20% by 2030 and contribute to provider and agency shortages, thus interrupting

continuity, funding, and quality of care (U.S. Department of Health and Human Services (USDHH), Health Resources and Services Administration (HRSA), National Center for Health Workforce Analysis (NCHWA), 2018, p. 34; Fukui et al., 2020, p. 289). The general business problem was that turnover rates of mental health employees may adversely affect the agency's business performance and quality of patient services.

To promote business continuity and quality patient care, mental health business leaders develop strategic measures to reduce turnover and retain employees. Turnover directly influences financial loss due to additional costs for new hires, training, and reduced productivity, and job satisfaction is critical in terms of attracting and retaining a skilled workforce (Fukui et al., 2019; Lee et al., 2018; Stamolampros et al., 2019). Workplace strategies, including training, employment security, results-oriented appraisals, incentive rewards, up-to-date job descriptions, and internal mobility can be beneficial for mental health business leaders in terms of preserving their employees and alleviating turnover (Lee et al., 2018). Idealized influence, which is an element of transformational leadership, may influence better outcomes as a result of trust and respect between supervisors and employees (Jacob et al., 2017). When employees are satisfied, they offer higher service quality to clients and establish loyalty, which stimulates profitability and growth for businesses (Stamolampros et al., 2019). Transformational leadership and a combination of workplace strategies that benefit employees may lead to job satisfaction, retention, quality services, and profitability.

Problem and Purpose

The specific business problem was that some mental health business leaders lack strategies to retain employees in the workplace. Therefore, the purpose of this proposed qualitative single case study was to explore strategies mental health business leaders use to retain employees in the workplace. The targeted population included three mental health center managers from a state agency in northern Louisiana with an administrative office and six clinics that was spread over 12 parishes who contributed to employee retention.

Population and Sampling

I collected data from three purposefully sampled former and current center managers of mental health clinics located in northern Louisiana. I interviewed center managers using a semistructured interview process designed to explore strategies used to retain employees. Interviews with former or current managers of a mental health clinic were done. Selected participants received emails and telephone calls regarding participation. Agency documents, including performance evaluations, hire/rehire audit reports, and turnover analysis reports, were reviewed as secondary source data.

Nature of the Study

Three research methodologies, qualitative, quantitative, and mixed methods, are used to conduct studies (Guetterman, 2020). The qualitative approach was most appropriate to gain insights regarding the research question via semistructured interviews,

thereby allowing for noninfluenced responses from participants. I selected the qualitative approach to provide detailed responses regarding multiple accounts involving retention strategies via open-ended questions. According to Ahmad et al. (2019), the quantitative study design is used to examine prespecified concepts, constructs, and hypotheses for testing theories through fixed response options, measurements, or observations. The quantitative approach was inappropriate for this study as surveys are not suitable to gain in-depth knowledge of mental health center managers' experiences. Ivankova and Wingo (2018) said the mixed methods approach involves the use of quantitative and qualitative methods. The approach was therefore not suitable as only experiences and perspectives of participating mental health center managers were essential in terms of gaining in-depth perceptions.

The qualitative method includes designs such as phenomenology, ethnography, and case study (Yin, 2018). In a phenomenological study, researchers explore personal meanings of lived experiences of participants (Larkin et al., 2019). This design was not suitable for the intended research, as exploring personal meanings of lived experiences of mental health business leaders was not the purpose of the proposed study. Researchers using an ethnographic design explore daily cultural components of an organization such as language, behaviors, norms, values and interactions with other people (Celikoglu et al., 2020). This design, however, was also not suitable as understanding and immersing myself in the organizational culture was not the focal point for this study. Using a single case study design facilitates an intensive analysis of an issue in an authentic setting

(Kluge et al., 2019). The proposed target of study was one administrative office and six clinics that are governed by the same set of policies and procedures. A single qualitative case study design was therefore appropriate to explore strategies that mental health center managers use to retain employees.

Research Question

What strategies do mental health business leaders use to retain employees in the workplace?

Interview Questions

1. What strategies to improve employee retention have you implemented?

2. What were the key barriers to implementing your organization's strategies for retaining employees?

3. How did you address the key barriers to implementing your organization's strategies for retaining employees?

4. In what ways have you communicated values or demonstrated determination to your employees for gaining their commitment?

5. Give an example or two where you demonstrated commitment to the goals of your organization.

6. In what ways have you communicated high expectations?

7. Based upon your experience, how do incentives affect employee retention?

8. In what ways have you stimulated your employees to be innovative and creative?

9. Give an example or two where you considered your employees' needs before your own.

10. What else can you share with me about your organization's strategies for retaining mental healthcare workers?

Conceptual Framework

The transformational leadership theory was the conceptual framework selected for my proposed study. Burns developed the transformational leadership theory that was later extended by Bass. The Transformational leadership theory indicates that leaders motivate followers to achieve higher performance levels than usual (Bass, 1985). The four components of transformational leadership are individualized consideration which exists when leaders assume the role of coach or mentor to effectively monitor their followers' individual needs for achievement, intellectual stimulation which exists when leaders view problems from multiple angles to seek different perspectives, inspirational motivation which exists when leaders motivate their followers by providing challenging work, and idealized influence which exists when leaders serve as role models for their followers (Burns, 1978; Jensen et al., 2020). A transformational leader is charismatic, visionary, and inspiring to followers (Northouse, 2016). Associated attributes of exceptional transformation leaders include communicating everyday purposes and values, demonstrating confidence and determination, and acting as a charismatic role model (Yue et al., 2019). Farahnak et al. (2020) said mental health business leaders with transformational leadership attributes could influence employees to display positive

attitudes and successfully implement change in their work. The transformational leadership theory, therefore, was appropriate as the conceptual framework for my proposed study in order to identify and explore strategies mental health business leaders use to retain employees in the workplace.

Operational Definitions

Idealized Influence: Modeling of exemplary behaviors in order to achieve organizational goals between leaders and employees through trust and respect (Jacob et al., 2017).

Job Satisfaction: The extent to which employees like or dislike their jobs in terms of their work as a whole as well as individual aspects of the work, thus leading to organizational and individual consequences (Zito et al., 2018).

Leadership Style: The manner in which leaders influence thoughts, feelings, attitudes, and behaviors within an organization (Burns, 1978; Soesanto, 2019).

Retention: When employees remain employed within an organization based on workplace environment and community factors as well as employee career and personal life factors (Cosgrave et al., 2015).

Workplace Strategies: Business decisions of leaders that influence organizational outcomes (Zeytinoglu et al., 2017).

Assumptions, Limitations, and Delimitations

Assumptions

The first assumption in this study was that proposed findings would help mental health business leaders identify leadership strategies to retain employees and affect revenue generation, profitability, funding, and quality of patient services. The second assumption of this study was that findings could serve in terms of creating standards for improving mental health work employee retention for other mental health agencies. The third assumption of this study was that participants provided honest answers without bias. The fourth assumption of this study was that a qualitative research design was suitable to address this topic.

Limitations

Limitations are restricted investigations of phenomena to be discerned and interpreted contextually in each case (Svensson & Doumas, 2013). This study was limited as information was only obtained from three mental health center managers located in the south-central region of the United States. Therefore, generalizability might be an issue and require further research to replicate findings. Another limitation was the potential for bias among participants. A final limitation was that mental health center managers may not recall all best practices used to retain employees in respective clinics.

Delimitations

Delimitations are boundaries of the study (Svensson & Doumas, 2013). This study was only conducted with three mental health center managers from a state agency

comprised of one administrative office and six clinics that was spread over 12 parishes located in the south-central region of the United States. Research only involved successful strategies to retain employees in the mental health industry.

Significance of the Study

Findings of the proposed study may be of importance in terms of mental health leaders and their business strategy formulations for retaining employees in the workplace. Farahnak et al. (2020) said leaders' behaviors are more critical to innovation than attitudes. Quality of services and clinical outcomes therefore may be influenced by interactions between leaders and followers. Findings of the proposed study may contribute to knowledge and strategies for improving retention in the mental health workplace which will benefit patients, families, and communities.

Contribution to Business Practice

Findings of my proposed study may contribute to improving employee retention and business practices. Samartzis and Talias (2019) said organizational strategic planning and action planning should include recruitment, funding, and resource use for sustainability. Increasing the retention of mental health professionals may improve business practices by reducing the need to address replacement employees and costs associated with hiring and training replacement employees.

Implications for Social Change

Implications for positive social change include potential contributions of study findings for enhancing quality of care and improving quality of clients' lives via

prevention and treatment. Study results will be used to create a strategic plan for improving mental health work employee retention, which could possibly aid in terms of securing better state funding for mental health services, agencies for continuity, or expansion of services to benefit patients and citizens. A productive organizational climate may positively affect employees' motivation, morale, job satisfaction, and retention, which translates to more secure communities, better employment, and a more productive society through continuity or expansion of services.

A Review of the Professional and Academic Literature

To ensure a critical analysis of literature, I examined 194 sources, comprising 182 peer-reviewed journal articles, 10 textbooks, and two national publications. Further, to ensure compliance with Walden University's Doctor of Business Administration program requirements, at least 85% of peer-reviewed articles were published between 2018 and 2022. The Walden University Library was the primary source where I located journal articles to develop this literature review. Additionally, I used the following research databases: Business Source Complete, CINAHL Plus, Directory of Open Access Journals (DOAJ), EBSCO eBooks, SAGE Journals, ScienceDirect, and Supplemental Index. Search strategies consisted of keyword techniques to produce relevant literature that aligned with objectives of this study. Keywords were: *transformational leadership*, *mental health sector*, *multiple case study designs*, *employee retention*, *mental health*, *mental health and turnover in the United States*, *job satisfaction*, and *mental healthcare*. I organized literature based on the following themes: transformational leadership,

turnover intention and actual turnover, transformational leadership and job satisfaction, job satisfaction and turnover intention, impact of leadership styles on employee creativity and patient satisfaction, transformational leadership and team effectiveness, transformational leadership and leader gender stereotypes, and transformational mentoring.

The aim of this professional review was to identify mental health center managers' strategies involving retaining employees in the workplace, which aligned with the overarching question of this study. How a leader leads can impact mental health employee turnover and clients and place a financial burden on providers (Bukach et al., 2017). In addition, type of leadership may shape the culture of the workplace. According to Muenjohn and McMurray (2016), understanding employees' work values and ethics may lead to improved work relationships and increased commitment and productivity. Based on this, it is up to leaders to determine what leadership style is appropriate for their business goals.

Transformational Leadership

The transformational leadership theory, the conceptual framework selected for this study, is a leadership approach that causes changes in individuals and social systems. Transformational leaders desire to drive inspiration, support confidence, and ultimately improve work execution. A transformational leader's qualities include creating a compelling vision for employees, focusing on goal achievement, exhibiting problem-solving techniques, displaying a sense of purpose, and ensuring the training and

development of the team to retain employees (Tian et al., 2020). The values and dispositions of transformational leaders influence employees to give their best and celebrate the intricacies of life (Cluff & Colker, 2021). Jambawo (2018) posited that transformational leaders who are morally and ethically strong contribute to the advancement of teamwork, patient care and satisfaction, staff satisfaction, employee operations, and retention. Robbins and Davidhizar (2020) said transformational leadership qualities result in staff satisfaction, staff retention, and patient satisfaction. Jambawo (2018) suggested honest and respectful leaders encourage a positive work environment and achieve positive results. Robbins and Davidhizar (2020) said transformational leaders promote a healthy environment through staff empowerment. Transformational leaders play a major role in retention efforts through staff satisfaction which leads to patient satisfaction.

The four components of transformational leadership are individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence (Burns, 1978). Jensen et al. (2020) suggested individualized consideration exists when new learning opportunities and a supportive climate exist. Transformational leaders assume the role of coach or mentor and monitor their followers' individual needs for achievement and growth. The leader then acknowledges and expresses approval of individual differences. A two-way exchange in communication is encouraged and personalized as the leader references prior conversations and individual apprehensions. The leader expresses individual consideration and listens effectively. Delegated tasks are

designed to develop followers, assess needs for additional support, and monitor progress. Individualized consideration, therefore, is when the leader teaches and coaches on a follower-by-follower basis considering their individual needs, abilities, and aspirations.

Intellectual stimulation is when leaders draw innovation and creativity from their followers by questioning assumptions, reframing problems, and approaching old situations in new ways. There is no public criticism, and followers are involved in addressing problems and finding solutions. Followers are also not criticized when their ideas differ from leaders. Intellectual stimulation, therefore, is when leaders view problems from multiple angles by seeking different perspectives and new ways to solve problems and complete assignments.

Inspirational motivation exists when leaders motivate and inspire followers by providing meaningful and challenging work. Leaders stimulate team spirit, and followers exhibit enthusiasm and optimism. Leaders encourage followers to envision attractive future states, create communicated expectations, and demonstrate their commitment to the goals and shared vision. Inspirational motivation, therefore, is when the leader enthusiastically conveys a future vision and expresses confidence that the follower will achieve goals.

The focus of this study is idealized influence. Idealized influence occurs when leaders serve as role models for their followers. When this transformational leadership component is present, leaders receive admiration, respect, and trust from their followers, who often relate to them and want to emulate them. Followers feel their leaders exhibit

extraordinary capabilities, persistence, and determination. Idealized influence is when the leader stresses having a collective mission, expresses values and beliefs, makes moral and ethical decisions, and takes themselves out of the equation to produce good results for the organization.

Turnover Intention and Actual Turnover

Determining the factors that cause turnover intention and implementing a plan of action to deter such efforts may reduce actual turnover. Cohen et al. (2016) evaluated turnover intention and predicting actual turnover and included data collected across 180 U.S. federal agencies. Cohen et al. determined that numerous variables are required to predict turnover intention and actual turnover. Consequently, public managers entrusted with retention might focus on their agencies' rare demographic traits and particular management procedures instead of their employees' self-reported aggregated turnover intention rates. Fukui et al. (2020) found an association between job stressors, turnover intention, provider characteristics, and actual turnover. Employee traits play a sizeable role in turnover.

Business leaders may find the benefit in conducting research regarding turnover and retention through exit interviews among separating employees and by surveying current employees. Landoll et al. (2018) used archival data from the Air Force Medical Service's Behavioral Health Optimization Program on 121 civilian contractors (including psychologists and social workers) within 72 clinic settings. According to Landoll et al. (2018), 54% of newly hired psychologists and social workers separated voluntarily and

involuntarily within 8 months of employment. 26% voluntarily separated from employment within 12 months of hire (Fukui et al., 2019). Landoll et al. (2018) also found that the turnover rate was significantly higher within smaller medical facilities compared to medium and large-sized facilities. It may be critical within the first year of employment, specifically within the second half of the first year, to offer mentorship, resource support, or additional salary compensation to smaller facilities to improve retention and avoid actual turnover. Fukui et al. (2019) said increasing supervisory support could decrease turnover intention and actual turnover.

The COVID-19 pandemic presented challenges in the mental health industry that negatively affected employee work contributions. Sklar et al. (2021) found a substantial indirect effect on turnover intentions among six community mental health service providers in one Midwestern state due to burnout related to mental health service providers experiencing more COVID-19-related work changes from job resources that adversely affected organizational trust and perceived organizational support. The COVID-19 pandemic highly impacted the provision of mental health services and required hasty adaptation and flexibility from mental health service providers. Organizations may minimize burnout by limiting work changes as much as possible and strengthening organizational trust and support.

Workplace spirituality and organizational justice can impact turnover intentions. Hwang and Yi (2021) said among mental health professionals working in small-sized communities in Korea, distributional and interactional justice result in reduced turnover

intention, whereas their workplace spirituality had no impact on turnover intention. Small-sized mental health institutions should establish distributional and interactional justice guidelines to reduce turnover by creating work environments in which young nurse practitioners gain tenure and assume leadership roles. Developing and implementing succession plans may increase retention.

Peer support specialists are influential in terms of reducing stigma, hospitalizations, and healthcare costs in the mental health and substance use disorder industry; however, they face countless challenges in their roles and tasks. Almeida et al. (2020) identified six themes related to employment challenges for peer support specialists in three integrated mental health and substance abuse workplace settings in New Hampshire: work role and boundaries, hiring, work-life balance, work support, challenges, and training needs. According to Almeida et al., agency restrictions, work-life balance, stigma, and low compensation are challenges peer support specialists encounter. To potentially advance the peer workforce and offset these challenges, it may be necessary to improve training, hiring procedures, management, and work roles, as well as avoid turnover through retention in the mental health and substance use disorder workplace. Implementing strategies as suggested by peer support specialists may promote business continuity.

Annual turnover rates between 30 and 60% are significant for therapists in community mental health agencies. Adams et al. (2019) said financial strain is the cognitive, emotional, and behavioral response to economic hardship. Financial strain on

therapists resulted in a significant turnover, but participation in a system-funded

evidence-based practice (EBP) training initiative would lessen this effect. Therapists are

likely to be more inclined to accept low wages because of fulfilling work in which they

achieve better clinical outcomes in instances such as improving the wellbeing of families

through EBP. A benefit to organizations in terms of decreasing turnover may be to reduce

financial strain and promote EBP implementation. Reducing financial strain and

promoting EBP implementations is critical given the high turnover rates of therapists.

Providing financial incentives based on participation in EBP training initiatives such as

bonuses or enhanced rates may simultaneously reduce turnover and financial strain.

Transformational Leadership and Job Satisfaction

Transformational leaders possess the ability to influence their employees' job

satisfaction and performance. Kammerhoff et al. (2019) found a positive association

between transformational leadership, job satisfaction, and performance. Transformational

leadership negatively impacts workplace conflicts, job satisfaction, and performance.

Different factors contribute to how transformational leaders impact job

satisfaction. Abelha et al. (2018) said followers' sexual orientation, which is more

forceful for female followers, governs the affiliation between transformational leadership

and job satisfaction and followers' professional training area and organization type

(public or private) does not impact the relationship between transformational leadership

and job satisfaction. Transformational leadership negatively and positively influences job

satisfaction (Abelha et al., 2018; Kammerhoff et al, 2019). Individual characteristics such

as gender and emotional state influence transformational leadership and job satisfaction, whereas organizational type or training area does not have an impact.

Transformational leaders have the potential to produce intended business results through satisfied employees. Kouni et al. (2018) said transformational leadership yields desired outcomes through job satisfaction. Teachers experienced job satisfaction from transformational leadership. Kouni et al. said transformational leadership positively impacts job satisfaction. Hildenbrand et al. (2018) posited that it also reduces burnout. When transformational leaders positively influence job satisfaction, there is an increase in retention and job performance.

Transformational leaders may reduce burnout by ensuring that their employees are supported, valued, trained, and developed. Hildenbrand et al. (2018) utilized the moderated mediation model to examine the relationship between transformational leadership (TFL) and employee burnout. The researchers assembled data from 148 employees of a midsized German manufacturing company. They posited that the negative effect of TFL on employee burnout is directly impacted by employees flourishing at work and that employees' openness to experience (OTE) creates a negligible situation. Furthermore, the researchers found that employees' flourishing at work directly impacted the relationship between TFL and reduced burnout. Given the findings, TFL protects employees from burnout and encourages leaders to consider their personalities relevant to their viewpoints and responses to leadership.

Leaders may expect an employee with a higher level degree to perform a wider range of duties which can present a higher level of burden and, in turn, reduce job satisfaction. Hilgert et al. (2018) conducted a cross-sectional study on 527 mental health employees in five Brazilian states to evaluate job satisfaction and burden. Hilgert et al. suggested that the level of education and the particular mental health service are related to job satisfaction and burden. Dependent on the facility type, job satisfaction levels are higher for employees with primary degrees, whereas burden levels are higher for employees with advanced degrees. Based on the findings, individuals employed with psychosocial care centers, psychosocial care centers focused on alcohol and other drugs, and social care referral centers, including workers with advanced degrees, are overburdened. Mulaudzi et al. (2020) said high workload is challenging for mental healthcare professional nurses. Employees with advanced degrees could become overburdened due to the increased workload that comes with the responsibility of an advanced degree (Hilgert et al., (2018).

The culture of the workplace can be vital in promoting job satisfaction. Goetz et al. (2018) conducted a qualitative study to explore how job satisfaction relates to the workplace environment. The researchers collected data from approximately 321 mental healthcare professionals (nursing, social work, and psychology) in integrated care. According to Goetz et al.'s study, mental healthcare professionals are more satisfied with their co-workers than their income. Contrary to the study conducted by Mulaudzi et al. (2020), Goetz et al. also found that recognition, responsibility, and increased job duties

result in job satisfaction. Based on the findings, a more precise direction of responsibility and healthy co-worker relationships promote job satisfaction.

Multiple factors contribute to quality patient care from community mental health services that result in patient satisfaction. Stamboglis and Jacobs (2020) performed a cross-sectional analysis to measure patient satisfaction with community mental health services in England. The study included 13,000 participants. The findings of Stamboglis and Jacobs' study were as follows: patient characteristics (except for the female gender), care continuity, and involvement are related to higher satisfaction; length of contact, the time between visits, condition, and admission to a mental health institution links to lower satisfaction; patients receiving therapy or medication prescriptions are more satisfied; and patients receiving services from psychiatric nurses, social workers or mental-health support workers within the community are more satisfied. Based on the findings, service integration is essential as patients are less satisfied with financial, accommodation, and physical health needs.

The role of mental healthcare employees includes client progress based on their treatment plans; however, non-progression of clients could adversely impact the employees. Per Stamboglis and Jacobs (2020), mental health services are crucial to patients. In this case, finding strategies to retain mental healthcare staff may be important. Hippel et al. (2019) used a causal model to study the continuous staff turnover rates in community mental health services. Hippel et al. posited that assisting clients with limited progress is related to burnout, leading to adverse work outcomes. The study included 349

employees from three Australian non-governmental community mental health

organizations from which surveys assess client improvement from treatment associated

with burnout. According to Hippel et al., limited client improvement is related to burnout,

adversely affecting job satisfaction, job engagement, workplace well-being, and turnover

intentions. Positive client changes could emphasize the magnitude of services provided

by community mental health employees and lead to minimal burnout and adverse work

outcomes.

Emotional exhaustion among mental healthcare employees may develop due to

limited opportunities to advance or unclear roles. Dishop et al. (2019) analyzed

frequently reported high levels of emotional exhaustion among clinicians working in

community mental health settings. They used the social exchange theory and the

multilevel structural equation model to gather a sample of 311 mental health providers

from 49 community mental health programs. Per the findings of Dishop et al.'s study,

emotional exhaustion adversely relates to work attitudes meaning significantly lower

work attitudes result in increased clinician turnover. However, functional climates

described as high levels of cooperation, growth and advancement opportunities, and role

clarity steer the relationship. Based on the findings, the relationship between emotional

exhaustion and work attitudes is minimal for providers working in a functional,

psychological climate.

Emotional exhaustion could also result from a lack of supervisory support. In a

study using the self-determination theory on reducing burnout in mental health

professionals, Dreison et al. (2018) gathered data via surveys from a sample of 358 staff members of 13 agencies. The researchers found that elevated supervisor autonomy support, self-efficacy, and staff cohesion predicted lower burnout. Based on the results, a practical alternative may involve expanding essential job resources. Dishop et al. (2019) and Dreison et al. (2018) agree that supervisory support, whether through autonomy, advancement, or role clarity, plays a significant role in decreasing exhaustion and burnout.

In this section, I detailed transformational leadership and how it affects job satisfaction through different studies conducted by multiple researchers. The following section will consist of studies on the relationship between job satisfaction and turnover intention. Considering that organizations encounter high turnover costs when losing highly skilled employees, retention is critical, and leadership is a significant factor in determining the relationship between the employer and the employee (Hauer et al., 2021). The transformational leadership style, more specifically, is used to retain employees effectively. Perez (2021) found that employee retention, organizational commitment, and job satisfaction are positively associated with transformational leadership, which is significant in leading a successful healthcare organization. Perez (2021) posited that clinical professionals who apply transformational leadership to become influential healthcare leaders are more likely to succeed as it is highly associated with employee retention and job satisfaction. Therefore, applying transformational leadership skills may

lead to the retention of invaluable, skilled staff and benefit the organization and its employees.

Job Satisfaction and Turnover Intention

Mental health business leaders are responsible for ensuring that employees meet job demands and that resources are available for their employees to reduce burnout or turnover intention and increase job satisfaction. In a study with 277 Australian mental health staff/personnel, Scanlan and Still (2019) used a cross-sectional survey to examine the relationship between job satisfaction, burnout, and turnover intention regarding particular job demands and job resources. They concluded that job satisfaction, burnout, and turnover intention are interrelated. The job resources of rewards and recognition, job control, feedback, and participation were related to job satisfaction, burnout, and turnover intention. Additionally, the job demands of emotional demands, shiftwork, and work-home interference were associated with the exhaustion component of burnout. In a comparable study, Dishop et al. (2019) found that emotional exhaustion negatively affects work efforts and leads to burnout and turnover. Another potential cause of burnout and turnover could be workplace violence (Duan et al., 2019). A number of work-related matters could affect job satisfaction, burnout, or turnover intention; therefore, mental health business leaders may benefit from implementing strategies that encourage a positive impact. Potential strategies may include rewards and recognition, promotional opportunities, shift differential pay, training on preventing workplace violence, and training on work-life balance.

Another challenge that mental healthcare workers encounter is workplace violence. Duan et al. (2019) analyzed the impact of workplace violence (WPV) on healthcare workers' physical and mental health. The purpose of the study includes identifying the frequency of workplace violence against physicians, examining the relationship between exposure to WPV, job satisfaction, job burnout, and turnover intention of 1,486 Chinese physicians, and substantiating the mediating role of social support. The researchers used a cross-sectional study in which they sampled data from nine tertiary hospitals in four provinces in China's eastern, central, and western regions. Per the findings of Duan et al.'s study, WPV is prevalent among physicians in Chinese tertiary hospitals. The researchers found that social support partially moderates WPV, job satisfaction, burnout, and turnover intention, promoting stability among the physicians' teams. Based on the findings, creating an integrated and suitable reporting system and training programs for health professionals may lead to the prevention and management of WPV.

Job satisfaction may determine retention, turnover intention, or actual turnover. Pugh (2016) analyzed the impacts of job satisfaction and turnover intention among 973 social workers in the United States. The author used a national dataset of hospital social workers to explain past research and fill in hospital social workers' gaps. The author likewise analyzed how Herzberg's theory of work characterized the contrast between sources of job dissatisfaction and job satisfaction. Pugh found that hospital social workers were profoundly satisfied with their jobs, and those demographics did not add to the

predictive models. However, per the discoveries, there were centralized social work departments and variety in hospital social workers' job functions, consistent with Herzberg's theory of work.

Mental health business leaders may consider implementing strategies that promote job satisfaction versus turnover intention regarding civility, procedural justice, autonomy, and psychological safety. Yanchus et al. (2015) compared job satisfaction and turnover intention among 11,726 Veterans Health Administration (VHA) employees in a similar study, including psychiatrists, psychologists, social workers, and mental health nurses. They used a structural equation model to examine the relationship between civility, procedural justice, autonomy, psychological safety, job satisfaction, and turnover intention. Considering the outcome, all occupations, civility, procedural justice, and autonomy predicted job satisfaction, which indicated turnover intention. Additionally, psychological safety directly predicted turnover intention.

Mental healthcare workers' roles may influence job satisfaction. Scanlan et al. (2021) examined the job satisfaction of mental healthcare workers (MHCWs) in multidisciplinary teams and the factors that impact it. They used a sequential mixed-methods study to gather information via an online survey of 77 MHCWs in regional Australia. Per the findings of Scanlan et al.'s study, 83% of the participants were ordinarily satisfied with their employment in a mental healthcare role. The researchers also found shared aims between professional recognition and direct client work. Based on the findings, job satisfaction was associated with working directly with the clients as this

professionally identified the employees. Adverse effects of the service delivery environment resulted inversely for each discipline based on the team leader's leadership style and the employees' professional recognition. Recognition, direct client care, and leadership style are strategies to retain MHCWs through job satisfaction.

To develop measures to minimize those factors, mental health business leaders may find the benefit in determining what work factors negatively impact job satisfaction. Cosgrave et al. (2018) conducted a qualitative study to identify work factors adversely affecting job satisfaction per entry-level career health professionals in rural Australia's public sector community mental health (CMH) services. The researchers included in-depth, semi-structured interviews of 25 health professionals employed in rural and remote CMH services in New South Wales, Australia. Per the findings of Cosgrave et al., the following work-related encounters adversely affect job satisfaction: developing a profession-specific identity, providing quality multidisciplinary care, working in a resource-constrained service environment, working with a demanding client group, and managing personal and professional boundaries. Based on the findings, addressing the challenges early on is essential to maximize job satisfaction and reduce avoidable turnover. Per the studies by Scanlan et al. (2021) and Cosgrave et al. (2018), the ability to professionally identify highly impacts job satisfaction for mental health professionals.

Compensation and job satisfaction may impact organizational commitment. Supriati et al. (2019) analyzed the relationship between compensation, job satisfaction, and organizational commitment to nurses' turnover intention at Accredited Health

Services, East Lombok Regency. They used census research as a quantitative research design with a sample of 154 non-civil service nurses. Given the outcome, compensation and job satisfaction have no significant effect on turnover intention. Herschell et al. (2020) said mental health practitioners reflected on how relatively low compensation was not conducive based on their work's challenging nature, which includes intense and unsafe situations, long and inconsistent hours, frequent travel, and inadequate supervision with high expectations. Moreover, compensation and job satisfaction had a significant influence on organizational commitment. Besides, the organizational commitment significantly impacted nurses' turnover intention at Accredited Health Services. Based on the findings, mental health business leaders should offer competitive salaries along with other job satisfying factors to promote organizational commitment in an effort to retain employees.

Mental healthcare staff may become dissatisfied with work when they lack support and are overworked, resulting in turnover. Substantial health care problems, including low job satisfaction and high turnover among nurses, led Han et al. (2015) to conduct a cross-sectional secondary data analysis of work-related factors that influence nurses' job satisfaction and intention to leave their current positions. The data collected from the Nurses' Work-life and Health Study consisted of a random sample of 5,000 actively licensed nurses in Illinois and North Carolina, 1,641 of which were actively working bedside nurses. The researchers found that nurses suffering from job dissatisfaction reportedly had higher psychological demands and lower autonomy than

satisfied nurses. This finding proved paramount when nurses worked extended hours with short breaks or sick days and lacked support from peers and supervisors. Suter et al. (2020) may have further confirmed this by suggesting that extended shifts are unsuitable for this employment type. To avoid or reduce dissatisfaction and turnover among mental healthcare staff, leaders may develop recruitment strategies to employ a conducive number of workers to ensure they are not short of staff.

Twelve-hour shifts may not be suitable for employees dependent upon certain factors to ensure quality patient care. Suter et al. (2020) studied how mental health staff members adjust to 12-hour shifts to decrease wage costs due to the high demand for mental health services and the recruitment and retention of mental health staff. They adopted a qualitative approach with data in semi-structured interviews from six acute mental health wards in England, including 70 participants (modern matrons, ward managers, clinical leads, staff nurses, and healthcare assistants). Older age, commitment to the public healthcare sector, and conflicting work-life balance outcomes moderates the delivery of care, perceptions of quality of patient care, and opportunities for social support. There is potential for a variance of well-being outcomes and intensified adverse effects in a stressful and dynamic acute mental health ward setting. The researchers posited that employee flexibility and choice are essential factors of retention and well-being, and those obligatory 12-hour shifts should not exist in this setting. Other factors including, but not limited to, age, commitment, work-life balance, and support that

impact employees outside of providing quality patient care may be too exhaustive to endure along with a 12-hour shift and lead to turnover.

Employee empowerment may give employees a sense of job satisfaction and reduce turnover intention. Kim and Fernandez (n.d.) assembled data from the U.S. Federal Employee Viewpoint Survey (FEVS) for 200,055 employees. They used the structural equation model (SEM) to study employee empowerment's direct and indirect impacts on turnover intention in the U.S. federal government. The findings of Kim and Fernandez's study resulted in a negative association between employee empowerment and turnover intention, both directly and indirectly. Furthermore, the negative association between employee empowerment and turnover intention affects the individual's intent to leave via transfer to another federal agency or separation from the federal government rather than retirement.

Reminiscing on fond past experiences with organizations may prolong turnover intentions for employees who have become dissatisfied at work. In reviewing the relationship between organizational nostalgia, work significance, and turnover intention, Leunissen et al. (n.d.) conducted a quantitative study to examine three studies chronicling this matter with a sample of 350 employees. They assumed that organizational nostalgia increased work significance and decreased turnover intentions. The assumption proved accurate as organizational nostalgia is associated with higher work significance and lower turnover intentions in all three studies. The assumption serves as documentation for employees who expressed relatively high burnout levels. Acker (2018) posited that larger

caseloads, salary dissatisfaction, and job tenure negatively correlate with heightened levels of role stress. Although organizational nostalgia temporarily increases work significance and prolongs turnover intention, the present reality of dissatisfaction may eventually take precedence and result in turnover.

Impact of Leadership Styles on Employee Creativity and Patient Satisfaction

Leadership styles can influence employee creativity when financial rewards and non-financial rewards are present. Ma and Jiang (2018) posited that outcomes are likely predicted under transformational and transactional leadership when offering organizational financial and non-financial rewards. The researchers conducted a quantitative study in which they assembled data from 260 Chinese enterprise employees to launch a future leadership development theory. The findings were as follows: transactional leadership impacts creative behaviors more than transformational leadership, transformational leadership impacts creative behaviors when associated with financial rewards, whereas transactional leadership impacts creative behaviors when associated with non-financial rewards, and psychological empowerment determines the relationship. Transactional leaders can influence employees' creative behaviors with non-financial rewards, whereas transformational leaders require financial rewards.

Leadership styles are vital to employees and the patients, considering that patient satisfaction promotes business continuity. To organize clinicians' motivational behaviors, Huynh et al. (2016) suggested dividing into three patient care styles (PCS), transformational, transactional, and passive-avoidant. They utilized a hierarchical

multiple regression model to analyze online questionnaires completed by 164 healthcare

recipients, assembled information from the Clinician–Patient Communication to Enhance

Outcomes (CPC) program, and audio-recorded clinician-patient interactions with their

consent. According to Huynh et al., transformational PCS is more effective than the

transactional and passive-avoidant styles as it is a constant predictor of patient

satisfaction and health expectations. Based on the findings of Ma and Jiang (2018) and

Huynh et al. (2016), although transformational leadership has a higher impact on leaders'

creative ability when financial rewards are present, it is the preferred method for patients.

Transformational leaders can inspire employee creativity which results in

organizational innovation. Shafi et al. (2020) analyzed the influence of transformational

leadership, employee creativity, organizational innovation, and the moderating role of

intrinsic motivation between transformational leadership and employee creativity. They

used a three-step approach to SEM and collected data from 164 supervisor-employee

dyads of 31 Pakistani software firms. The researchers found that idealized influence,

intellectual stimulation, and inspirational motivation positively correlate with

organizational innovation and employee creativity. Still, individual consideration is not

positively related to organizational innovation and employee creativity. They further

found that through transformational leadership, employee creativity supports the

interactive impact of intrinsic motivation by inspiring employees to act on innovative

ideas in the organization. Based on the findings, three of four components of

transformational leadership positively influence employee creativity and organizational

innovation. To remain competitive and sustainable, transformational leaders should exhibit idealized influence, intellectual stimulation, and inspirational motivation when interacting with employees.

Working together can result in quality patient-centered care. Durand and Fleury (2021) concurred that successful interprofessional collaborations in multidisciplinary teams are essential in providing complex mental health services but in combination with patient-centered care. Durand and Fleury (2021) further posited that increased team collaboration resulted from the relationship between interprofessional collaboration and patient-centered perceptions. Therefore, a collaboration that involves team adaptability and proactive behaviors result in positive patient-centered perceptions. To further compare to other recent studies of the like with similar results, the researchers determined that establishing collaboration is a major factor in multilevel examinations of predictors of patient-centered care. In practice, collaboration is a solution to the complexity of patient-centered care, is associated with the teams' ability to overcome challenges, and the individuals' beliefs fundamental to the provision of interprofessional care (Durand & Fleury, 2021).

In this section, I explored leadership styles and their impact on employee creativity and patient satisfaction. The following section will consist of further exploring transformational leadership particularly and how it affects team effectiveness. Han et al. (2018) advised that transformational leaders can inspire team members to work toward shared goals which generally results in high team performance. They further suggested

that team members receive inspirational motivation through new visions and goals, idealized influence through trust and loyalty, intellectual stimulation through encouragement, and individualized consideration through coaching or mentoring from transformational leaders. These factors contribute to the team members' high-performance levels.

Transformational Leadership and Team Effectiveness

Individual contributions are good for business, but transformational leaders are needed to influence team efforts as well. Paolucci et al. (2018) used the structural equation model to research how transformational leadership affects team effectiveness in viability, team process improvement, and quality of group experience. Moreover, the researchers analyzed the indirect effect of transformational leadership on team effectiveness via affective team commitment. The survey participants comprised ninety teams working in different organizational settings in Portugal. Considering the outcome, the affective team commitment partially mediates the relationship between transformational leadership and the quality of the group experience. Nonetheless, the mediational role of affective team commitment between transformational leadership and team viability and process improvement is not supported.

Transformational leaders' behaviors may influence the staff's attitudes and impact innovation. Farahnak et al. (2020) conducted a multilevel model study on transformational leadership and leaders' attitudes on innovation implementation as predictors of staff attitudes and successful implementation. They gathered data from 565

service providers and their supervisors employed in mental health organizations that are in the process of implementing evidence-based practices (EBP). Per the findings of Farahnak et al.'s study, there is a positive association between transformational leadership, successful implementation, and staff attitudes on EBP. The researchers also found an indirect association between transformational leadership, successful implementation, and staff attitudes on EBP. Based on the findings, a leader's behaviors are more influential in innovation implementation than the leader's attitudes. Further predictions by Farahnak et al. are that transformational leadership behaviors positively affect attitudes. The staff members who exhibit positive attitudes toward the change are highly likely to implement their work successfully. Transformational leadership, combined with innovation implementation and staff attitudes on EBP, promotes business sustainability.

The leadership style may influence how supervisory feedback is received. Fenwick et al. (2019) investigated how various aspects of transformational leadership and leader-member exchange impact mental health practitioners' attitudes toward supervisory feedback. The researchers used multilevel path analysis to gather information from a sample of 363 practitioners nested in 68 treatment teams in public-sector mental health organizations. Per the findings of Fenwick et al.'s study, transformational leadership and leader-member exchange directly and positively correlate with practitioners' attitudes toward feedback. They also found that transformational leadership is indirectly related to practitioners' attitudes toward feedback per the supervisor-practitioner relationship. Based

on the findings, leadership influences the organizational framework of mental health service organizations. In contrast, leadership and good supervisor-practitioner relationships support practitioners in delivering evidence-based mental health services. The researchers suggested that training supervisors on transformational leadership and how to develop good relationships with employees may improve practitioners' attitudes toward feedback.

Transformational leaders motivate employees to give their best effort, which may be inclusive of accountability when the outcome of work output is mediocre. Mammen and Pushpanadham (2018) applied the quantitative method to study the relationship between teachers' accountability and transformational leadership. The researchers utilized the Teacher Transformational Leadership Questionnaire and the Teacher Accountability Questionnaire to gather data from 150 private English medium school teachers of Vadodara City, Gujarat State, India. They used descriptive statistical techniques, Pearson correlation, and linear regression to analyze the information. The findings of Mammen and Pushpanadham's study are as follows: teachers' relationship with both accountability and transformational leadership is moderate, transformational leadership highly impacts teachers' accountability, and teachers' accountability positively predicts teacher transformational leadership. Given the findings, teacher accountability and transformational leadership positively affect the students' learning outcomes and educational resolves.

Although transformational leadership, in combination with accountability, positively affects work output, how personality traits relate to job performance is a different dynamic as the development of employee personality traits occurs before interaction with transformational leaders. To identify how and when job-relevant personality traits affect performance, Frieder et al. (2018) used the TPWB and CAPS theory to conduct a study on salespeople. The study included data from 496 outdoor salespeople along with 218 supervisors and regional managers. The researchers assumed that salespeople with personality traits suited for outdoor sales jobs would have a more profound outlook on their work efforts and achieve high performance. The researchers also assumed that transformational leadership would positively or indirectly affect salespeople's job-relevant personality traits on their job performance. They found that minimal transformational leadership versus elevated levels positively impacts salespeople. Given the findings, research incorporating personality and leadership supports the underlying theory of TPWB. It implies that leaders and followers both contribute to the leadership process and influence work outcomes.

In contrast to how the employees' personality traits are impacted by transformational leaders in relation to job performance, the personality traits of the leaders may determine how well the group performs. Prochazka et al. (2018) investigated transformational leadership's mediation effect on the relationship between leaders' personality characteristics and effectiveness. During a four-month-long Management Simulation Game, they obtained information from 210 students in a managerial role and

3,766 students in a subordinate position utilizing a multilevel structural equation model. The discoveries were as follows: transformational leadership mediated the effect of leaders' agreeableness and conscientiousness on group performance, perceived leader effectiveness, and leadership emergence; extraversion, openness to experience, and neuroticism do not link to transformational leadership or any indicator of leader effectiveness; and intelligence predicted neither transformational leadership nor group performance and leadership emergence. Prochazka et al. examined conscientiousness as the personality characteristic that influences leadership and leaders' effectiveness in countless cultures and circumstances.

Employees may become more engaged in their work under transformational leadership. Using the job demands-resources theory, Breevaart and Bakker (2018) examined the connection between daily transformational leadership behavior and employee work engagement. They posited that daily transformational leadership behavior supports employees' work engagement on days depicted as highly challenging and guarantees work engagement on days described as highly deterrent. Over ten days, near the finish of each day, 271 elementary school teachers from The Netherlands participated in electronic questionnaires concerning their leaders' (school principals') behavior relevant to their level of work engagement and job demands. Breevart and Bakker used a covert moderated structural equation model to find the following: on the days involving high transformational leadership, the teachers had a positive effect on work engagement with daily challenges, including workload and cognitive demands, and on the days

involving low transformational leadership, the teachers' harmed work engagement with daily deterrents such as role-conflict. Given the findings, transformational leadership behavior deviates from day to day, is job-demand dependent, and is vital for employees. Mammen and Pushpanadham (2018) posited that transformational leadership is essential for teachers and students.

Transformational leaders may contribute to team effectiveness in terms of individual efforts to efficiently assist with extra roles to ensure the achievement of business goals. Caillier (2016) studied how the collaboration of transformational leadership and goal clarity affect extra-role behaviors, turnover intentions, and self-efficacy. He used 913 public sector employees in the United States to conduct testing. The findings of Caillier's study were as follows: goal clarity arbitrated the connection between transformational leadership, self-efficacy, and extra-role behaviors; goal clarity unassumingly arbitrated the relationship between transformational leadership and turnover intentions, and self-efficacy insistently influenced extra-role behaviors and turnover intentions. Based on the findings, when transformational leaders establish a clear understanding of the business goals, the employees perform well, take on additional duties, and reduce turnover intention.

The characteristics of a leader may determine the leadership style. In examining how leaders' trait mindfulness links to transformational leadership, Carleton et al. (2018) found that leaders' trait mindfulness in transformational leadership controls leaders' positive effects and self-efficacy beliefs. It is a method in which trait mindfulness

predicts transformational leadership. Given the results, they accurately assumed that leaders' trait mindfulness indirectly links to transformational leadership. The leaders' positive effects and leadership self-efficacy beliefs mediate this affiliation. The researchers used the mediation procedures in PROCESS 3.0 to gather data from multiple sources, including 183 leader-follower dyads. The positive impact that transformational leaders have on their employees stems from the characteristics that make them transformational leaders.

Transformational leaders may impact performance, but research is essential to determine if the leadership style stands alone or requires reinforcement. Campbell (2018) researched the effects of transformational leadership on employees' performance levels. He surveyed 640 public employees in South Korea using a theoretical model and conducted a regression-based Monte Carlo simulation. The findings of Campbell's study were as follows: an organization's internal efficiency and performance-based incentives enhance the effects of transformational leadership, and its irrefutable yet vital interaction in the public sector emphasizes the context-dependent impact of transformational leadership. Based on the findings, transformational leadership enhances organizational performance and efficiency with rewards.

Business performance under the leadership of transformational leaders includes intellectual stimulation, inspirational motivation, and individualized consideration. Jensen et al. (2020) conducted a mixed-methods study on the relationship between CEO transformational leadership and firm performance using a random sample of 42 CEOs of

publicly-listed U.S. and European companies. They gathered the firm's performance data from Thomson DataStream with significant relationships between intellectual stimulation and inspirational motivation. There are also positive relationships between individualized consideration and firm performance. The findings of Jensen et al.'s study are essential in understanding the company's baseline performance, firm size, CEO tenure, and company location. Per the findings, transformational leadership shapes firm performance. Charisma or idealized influence is how followers perceive their leader. Depending on the relationship between followers and their leaders, the leader could positively impact the follower's performance and lead to a more substantial level of charisma. The researchers also found a lack of significant effects of charisma on performance at the firm level. The charismatic CEOs in the sample are admired, respected, and considered humorous, but it is not enough to significantly shape their company performance.

Cultural backgrounds may influence the effectiveness of transformational leaders. Lisak and Harush (2021) analyzed the performance of multicultural teams concerning the effectiveness of their leaders by collecting data from 298 MBA students who worked on a four-week project in 77 multicultural teams. Adding to the transformational leadership impacts the inconsistency between leaders' identity configurations' global and local components. The purpose of this study was to learn more about what shapes transformational leadership behaviors. The researchers posited that leaders' social identity configurations affect their transformational leadership behaviors and effectiveness in multicultural settings. They found that global or marginal multicultural team leaders with

balanced identity configurations prove more transformational leadership and are more effective than leaders in unbalanced configurations. Leaders are crucial in influencing the benefits and alleviating the challenges faced by multicultural teams (Lisak & Harush, 2021). By incorporating global acculturation and identity complexity principles into the multicultural team framework, they defined that balance between leaders' global and local identities results in transformational leadership behaviors and effectiveness.

Cultural and professional backgrounds may also influence team effectiveness. Recovery is the center of mental health strategies (Piat et al., 2022). Piat et al. (2022) suggested gathering a team of stakeholders such as service users, service providers, managers, and knowledge users to close the gap between recovery guidelines and practices with a 12-meeting implementation planning process. Swords and Houston (2020) also explored the concept of recovery through a team of inter-professionals in areas including medicine, psychology, nursing, and social work to determine how well they would work together. Swords and Houston (2020) found that although diversity existed among the various recovery disciplines, the employees shared it broadly. Therefore, diverse professionals achieve common goals through teamwork.

Inclusion efforts may lead to increased productivity from all employees and higher organizational performance. For inclusion purposes, researchers and practitioners seek diverse employees to ensure that all employees have the opportunity to reach their full potential (Shore et al., 2011). Further, leaders who promote employee inclusion retain diverse employees (Simons et al., 2015). In expanding diversity among organizations,

leaders must be proactive and intentional in their roles to maximize organizational

performance and achieve goals through inclusive behaviors of all employees (Randel et

al., 2018). Organizations may benefit from incorporating managerial goals with

sustainable human resource practices to manage and maintain sustainable innovation

(Asad et al., 2021). HRM recruits, develops, and promotes individuals from

underrepresented or diverse groups to utilize their abilities and gain their perspectives to

ensure integration into organizational decisions (Randel et al., 2018). Inclusion measures

may prove beneficial for retention as employees may remain employed where they feel

valued.

Properly managing diverse work teams may yield effective organizational results.

Transformational leaders influence and develop employees based on organizational

needs, while inclusive leaders accept employees as they are with their own unique

capabilities and perceptions (Randel et al., 2018). However, transformational leaders in

collaboration with HRM also establish difficult goals to organize and manage diverse

work teams (Randel et al., 2018). Working with a diverse group of stakeholders may

present some challenges, but employees may appreciate the engaged planning process

versus the top-down approaches to organizational change (Piat et al., 2022). As a result of

the pressure from stakeholders, sustainable innovation may be the practical approach to

gaining a competitive advantage by increasing performance (Asad et al., 2021).

Therefore, organizational leaders should use sustainable innovation as a strategic

resource to achieve the agency's mission and objectives (Asad et al., 2021). Although

working within a diverse group may present some difficulty, combining unique cultural and professional backgrounds may prove successful in organizational goals.

Effective leader communication may be vital to team effectiveness. Mayfield et al. (2021) advised that there is power in leader communication as it relates to creating strong organizational alliances with followers. Communication affects how HRM policies and practices are perceived (Bin Ahmad & Jasimuddin, 2021). For example, employees may perceive HRM policies as fair if communicated positively, leading to a perception of person-organization fit (Bin Ahmad & Jasimuddin, 2021). Although HRM practices are a favorable predictor of work-related outcomes, communication satisfaction and person-organization fit are also vital in impacting organizational and individual desired outcomes (Bin Ahmad & Jasimuddin, 2021). Mayfield et al. (2021) stated that the dynamic of leader communication is pivotal to organizational and internal stakeholder security. HR consultants should conduct training that teaches managers how to frequently communicate effectively in a manner that's enjoyable and interesting to all of their employees regardless of their job level (Bin Ahmad & Jasimuddin, 2021). To ensure that the employees are satisfied with the communication, managers should express interest in conversations with their subordinates and try to understand their subordinates individually (Ahmad & Jasimuddin, 2021). Therefore, the perception of HRM practices may improve communication because when managers communicate effectively, employees are more likely to view HRM practices as effective (Ahmad & Jasimuddin,

2021). Effective leader communication may positively influence team effectiveness and justify HRM practices.

Idealized influence is a component of transformational leadership that describes the trustworthiness that transformational leaders exhibit to build rapport with their employees and gain their support. Islam et al. (2021) conducted a study on the impact of transformational leadership on receiving supporting employee behavior and examined the facilitating role of trust in leadership in the perspective of organizational change. They merged the social bond and psychological contract theories, used the structural equation modeling technique, and gathered data through a questionnaire survey from 300 full-time Bangladesh banking sector employees. The researchers found that transformational leadership positively impacts employee trust in leadership and supporting behavior during organizational change. The researchers further revealed the facilitating influence of trust in leadership in the relationship between transformational leadership and receiving supporting employee behavior during organizational change. Transformational leaders develop bonds and trustworthiness with their followers, which decrease their uncertainty, fear, unwillingness, cynicism, and disengagement in the organizational change process (Islam et al., 2021). Employees are more tolerable to change under transformational leadership as they trust their leaders to make decisions that are in the best interest of them (the employees) and the organization.

Transformational leaders exhibit characteristics that may benefit organizations in receiving employee support when change occurs. Low trustworthiness would weaken the

leader/follower bond and negatively impact cooperativeness during the organizational change process (Islam et al., 2021). The researchers posited that management takes a transformational leadership approach in their organizational settings to maintain supporting employee behavior. They further asserted that it might prove beneficial if organizations determine if their corporate culture embodies transformational leadership traits such as charisma, empowerment, visionary, supportive, exemplary, innovative, and staff development. This assertion may also prove beneficial in succession planning or when selecting managers that exhibit transformational leadership traits (Islam et al., 2021). Change may not always be easy to adapt to but having a leader you can trust through the process may make the transition easier.

Transformational leaders have a unique set of characteristics that produce authentic results from employees for organizational success and may be difficult to replicate. Murari and Mukherjee (2021) analyzed the role of authentic transformational leadership and posited that it is essential in establishing managerial excellence in today's highly competitive and dynamic business environment. They used a theoretical framework to identify the significant variables and interrelationships among the variables per previous research to justify why authentic transformational leadership seems essential for managerial excellence and sustainability in business excellence. The researchers emphasized that the characteristics of authentic transformational leadership include clear vision, building trust, inspirational motivation, intellectual stimulation, individualized consideration, self-awareness, transparency, organizational building, congruent values,

wisdom, and knowledge. They further posited that these characteristics offer managerial excellence in managers and sustainability, which results in organizational excellence, effectiveness, job satisfaction, and extra efforts by the employees. Based on the findings, authentic transformational leaders promote organizational sustainability.

Transformational leaders may require support to exhibit their leadership behaviors effectively. McClean et al. (2021) used and extended the attachment theory to examine the daily variation in transformational leadership to present the behaviors consistently. They gathered data from bulk email and employee newsletters in a sample of 61 employee/supervisor dyads from two research universities in the Southern and Midwestern United States and a small government agency in the Midwestern United States. The researchers suggested that managers require daily family support to consistently exhibit transformational leadership behaviors at work and created a family–work enrichment (FWE) model. They discovered supervisor attachment styles and that daily FWE is positively associated with transformational leadership. The positive impacts proved weaker for those higher on attachment avoidance and more substantial for those higher on attachment anxiety. The researchers argued that there is a connection between positive family experiences and leader behaviors that results in a daily source of positive inspiration for supervisors but is not universal for all supervisors. Based on the findings, some transformational leaders need the inspiration to inspire others.

Transformational leaders can influence employee creative behaviors while building interpersonal relationships that lead to organizational innovation. Jeong (2021)

used the organizational knowledge creation theory and hierarchical linear model to study how organizational knowledge creation is associated with employee expertise and quality interpersonal relationships. The researcher further studied the moderating roles of transformational leadership to describe the associations and gathered data from 218 employees spread over 44 teams in various U.S. organizations. Jeong found that employee expertise, quality interpersonal relationships, and transformational leadership positively affect organizational knowledge creation. On the contrary, a negative moderating role of transformational leadership explained the association between organizational knowledge creation and quality interpersonal relationships. There was no moderating effect of transformational leadership in explaining the association between organizational knowledge creation and the employee expertise relationship. The researcher suggested that understanding organizational knowledge creation and the enabling conditions offer significant insights into the role of transformational leadership and team interaction. Transformational leadership in collaboration with team interaction is vital to comprehending organizational knowledge creation.

Transformational leaders are visionaries that impart knowledge and wisdom to their employees as they encourage counterproductive work behavior and organizational commitment. Hussein and Yesiltas (2020) examined the direct and indirect influence of emotional intelligence on employee counterproductive work behavior and organizational commitment through transformational leadership. Drawing from theoretical and empirical studies, they used the structural equation model with AMOS V24 to analyze

one exogenous variable (emotional intelligence) and three endogenous variables (transformational leadership, counterproductive work behavior, and organizational commitment). The participants consisted of 302 administrative staff of private universities in the Kurdistan region of Iraq. The researchers found that emotional intelligence decreases counterproductive work behavior and highly enhances employee commitment to their organization and transformational leadership. They further found that transformational leadership substantially impacts counterproductive work behavior among the staff and encourages their commitment to the university. Transformational leaders also have a positive partial mediation in the relationship between emotional intelligence and counterproductive work behavior and the relationship between emotional intelligence and organizational commitment (Hussein & Yesiltas, 2020). Based on the findings, employees are productive and committed to their respective organizations under transformational leadership.

Transformational leaders are instrumental in influencing their employees to commit to organizational change. Peng et al. (2021) studied the relationship between transformational leadership and employees' reactions to organizational change. They performed a meta-analysis using a sample of 30 empirical studies, including 39 independent effect sizes and 12,240 participants. The researchers found the following: transformational leaders exhibit a positive relationship with commitment to change, openness to change, and readiness for change; transformational leaders exhibit a negative correlation between resistance to change and cynicism about change; and

transformational leaders exhibit a nonsignificant correlation with support for change. The researchers emphasized the importance of including transformational leadership theory in the literature on change reactions to understand better how leaders accelerate or impede organizational change. Employees are willing, open, and ready to commit to change for transformational leaders.

A practice in rural regions is to conduct clinical supervision remotely versus in person. Swar et al. (2019) applied a remote teleconsultation model in rural Nepal with a consulting psychiatrist more than 30 hours away to conduct a study on the numerous challenges faced. The challenges are as follows: unsatisfactory mental health capabilities and high turnover among primary care providers; essential urgent consultations; psychiatrist distress with lack of direct patient contact; unreliable electricity, technological tools, documentation, and delivery of treatment recommendations; on-site clinicians' low motivation to accept the psychiatrist's recommendations; and contradiction between the psychiatrist's recommendations and the site's ability to implement it. Such challenges may not be evident in person and, if not addressed, can contribute to the ineffectiveness of expanding access to mental healthcare. The researchers posited that providing adequate training and support to team members, ensuring regular site visits to complete in-person required tasks, strengthening the overall healthcare system, and understanding and boosting motivation and morale among team members may improve mental healthcare services. Per the findings, there is a balance needed between remote and in-person services to promote quality mental healthcare services.

In this section, I analyzed transformational leadership and team effectiveness through the accounts of multiple researchers. The following section will include findings involving transformational leadership concerning leader gender stereotypes. According to Ghani et al. (2018), female leaders encounter stereotypes concerning their ability to lead effectively. Stereotypical matters such as this are not healthy for employee engagement which plays a major role in business profits and sustainability. If employees lack confidence in their leader's ability to lead, this may result in less effort and turnover.

Transformational Leadership and Leader Gender Stereotypes

Women leaders face challenges that potentially hinder their role as transformational leaders. From 2006-2016, Murugami (2018) used the transformational leadership theory to chronicle women's inhibitions in leadership roles in Kenya. Using the qualitative method, the researcher assembled information from six leaders (four females and two males) with extensive leadership backgrounds. The issues that hinder women's development in leadership are as follows: internal and individual factors involving personal attributes about the leader; biological factors; family; culture and the norms of society; stereotypes and biases; organizational structures; and globalization factors. To effectively serve as transformational leaders, women leaders must strengthen self-awareness and understand family, socio-cultural, and organizational contexts (Murugami, 2018). Based on the findings, women leaders should create ways to deal with their challenges and prove their ability to fulfill the role of a transformational leader.

Followers may perceive female leaders as transformational leaders more commonly than males. Saint-Michel (2018) evaluated how leaders' self-perception of their gender role identity, defined as agentic or communal, influences their followers' perception of transformational leadership. Stereotypically, agentic attributes allude to masculinity, while shared traits allude to femininity. The researchers used a theoretical model to study the impact of leader sex and stereotypical gendered perception of leaders on their followers' perceptions of transformational leadership. The data included a sample of 260 employees and 65 immediate supervisors from French organizations. Multilevel structural equation modeling findings suggested that their followers perceive female leaders who self-depict themselves more highly communal as more transformational than male leaders. The discoveries of Saint-Michel's study uncovered an unanticipated positive relationship between women's agentic attributes and follower perceptions of transformational leadership.

Female leaders are potentially the preferred gender, and transformational leadership is possibly the preferred leadership style. Miranda (2019) analyzed the extent of gender differences in leadership styles (transformational, transactional, and laissez-faire leadership) exhibited by 61 leaders in mental health organizations (MHOs) in North Carolina. Miranda (2019) used quantitative, causal-comparative analysis to conduct the study. Per the findings, no statistically significant variation exists between the gender groups and leadership styles. However, Miranda (2019) found that leadership attributes by gender returned a marginally higher score for women than men regarding individual

consideration under the transformational leadership style. In addition, based on the findings, mental health leaders, both male and female, returned high scores in all attributes of transformational leadership compared to the transactional and laissez-faire leadership styles. Murugami (2018) posited that there are certain areas that female leaders should strengthen to effectively lead in a transformational manner, whereas Saint-Michel (2018) and Miranda (2019) found that female leaders are better transformational leaders than males. Based on the findings, female leaders versus male leaders are the preference, and the transformational leadership style versus transactional and laissez-faire leadership styles is the preference.

Transformational Mentoring

Transformational mentoring may consist of how mentors build relationships with mentees that include trust, vision, guidance, motivation, and transparency. Shaw et al. (2018) studied spinal cord injury (SCI) peer mentors' leadership behaviors. They assessed whether peer mentors' behaviors align with the components of the transformational leadership theory. The total participants consisted of 12 SCI peer mentors aged 28–75 with between 3 and 56 years of mentoring experience. The researchers utilized a qualitative methodology in which each mentor engaged in a semi-structured interview about their experiences as peer mentors. In light of the discoveries of Shaw et al., SCI peer mentors use mentorship behaviors when engaging with mentees that closely align with the core components of transformational leadership: idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation.

Further discoveries included a new subcomponent of inspirational motivation defined as

'active promotion of achievement.' In conclusion, SCI peer mentors typically use

behaviors identified with transformational leadership theory when intermingling with

mentees.

Middle managers may have more of an influence on staff versus top managers

considering that they are closer in the chain of command; therefore, ensuring that all

managers are implementing the same goals may prove beneficial to the organization.

Guerrero et al. (2020) examined how top managers' transformational leadership impacts

staff attitudes on evidence-based practices (EBPs) and their implementation when

implemented by middle managers. They used a multilevel leadership model to collect

data from 427 employees in 112 addiction health services programs in Los Angeles,

California. Per the findings of Guerrero et al., middle managers mediated the relationship

between top managers' transformational leadership and attitudes toward EBPs. Based on

the results, middle managers play a significant role in influencing staff attitudes toward

EBPs via top managers' transformational leadership. The researchers suggested that all

levels of management should align when prioritizing the same implementation goals.

Mentoring through transformational leadership has a positive impact (Guerrero et al.,

2020, Shaw et al., 2018).

Transition

I established the foundation of the study, background of the problem, problem and

purpose, and population and sampling in Section 1. Along with an in-depth exploration of

the conceptual framework, job satisfaction, and turnover, I presented the nature of the

study, the research question, interview questions, operational definitions, assumptions,

limitations, delimitations, significance of the study, and a review of literature in Section

1.

      In Section 2, I address the role of the researcher, participants, research method

and design, population and sampling procedures, ethical research, data collection

instruments and technique, data organization techniques, data analysis, and reliability and

validity. In Section 3, I reintroduce the purpose and present findings, applications to

professional practice, implications for social change, and recommendations for action and

further research. Finally, I reflect on my experiences throughout this process and offer a

conclusion.

Section 2: The Project

Section 2 includes a description of methods I used to explore strategies clinic managers use to retain employees in the mental health workplace. In this section, I restate the statement, followed by an explanation of my role as the qualitative researcher and a description of study participants. Section 2 also contains information on the research method and design. Furthermore, I identify population and sampling procedures. Finally, I address ethical research requirements, data collection instruments and technique, data organization technique, data analysis, reliability, and validity.

Purpose Statement

The specific business problem was that some mental health business leaders lack strategies to retain employees in the workplace. Therefore, the purpose of this proposed qualitative single case study was to explore strategies mental health business leaders use to retain employees in the workplace. The targeted population was three mental health center managers from a state agency in northern Louisiana with an administrative office and six clinics spread over 12 parishes who contributed to employee retention.

Role of the Researcher

The qualitative researcher's role includes interacting with study participants, data collection and analysis, and interpretation of research findings (Karagiozis, 2018). My role as the primary data collection instrument specifically included selecting participants and gathering data using semistructured interviews. I used the state agency roster to access their contact information to email and call them regarding participation in the

study. Next, I called each participant to provide an overview of the study and informed them of the informed consent form I later sent via email. After I emailed consent forms, I followed up with another phone call to inquire if potential participants had any questions or concerns. I used the same script for each phone call and email. During the interview process, I used open-ended questions to receive detailed responses about participants' experiences. Qualitative researchers approach a study from the standpoint of how and why and focus on exploring subtle and nuanced issues which are not possible via quantitative approaches (Sarkar, 2021). Researchers should also demonstrate a nonjudgmental attitude, sensitivity, and respect towards participants in order to connect with participants' needs, feelings, desires, thoughts, and inner selves through their reflections and stories (Karagiozis, 2018). A thorough researcher accommodates individual participant requirements (Xu et al., 2020). Per the Belmont Report, it was also my role as the researcher to honor basic ethical principles, including respect for persons, which ensures autonomy, beneficence, which involves securing individual wellbeing, and justice, which entails equality and fairness.

The qualitative researcher, however, should acknowledge their biases, personal experiences, life stories, beliefs, thoughts, and worldviews in terms of informing the research and shaping the methodology, analysis, and data (Karagiozis, 2018). I acknowledge that my professional role as a Human Resources Specialist with the partner organization may lead to potential threats and biases. To minimize threats of participant discomfort as well as physical, psychological, social, as well as criminal, civil, financial,

advancement, and reputational risks, I confidentially recruited and selected participants, demonstrated the option to withdraw from the study at any time, explained that my work-related role was completely separate from my role as the researcher, and further explained that any information would not affect their employment in any way. I used in-depth probing interview questions, member checking, and data triangulation to minimize bias as much as possible. Conducting interviews with open-ended questions may present the opportunity to receive unique and unfiltered responses from participants as they share their thoughts, feelings, and experiences, leading to more detailed responses (Ballena, 2021). Member checking is used to establish validity (Brear, 2019). Data triangulation involves gathering data from multiple sources to support findings (Rooshenas et al., 2019). Further, I used an interview protocol (see Appendix B) to introduce interviews, acknowledge any nonverbal cues, and explain the raise hand tool on Zoom as an option to withdraw from the interview if participants experienced discomfort.

Participants

I used participants as sources of research as I conducted this study based on their experiences. I interviewed a purposeful sample of center managers of mental health clinics in northern Louisiana. The specific job title of participants is Mental Health Center Manager. All participants were currently or formerly managing mental health clinics where they used strategies to retain employees. Further, all participants managed mental health clinics during the COVID-19 pandemic. In this study, I used the following research question: What strategies do mental health business leaders use to retain

employees in the workplace? I verified the eligibility criteria alignment by generating turnover reports to determine if participants had successfully retained employees.

Participation was voluntary, and potential participants received notification regarding the volunteer process. Informed consent forms include an explanation that participants are volunteers as well as what their involvement entails (Xu et al., 2020). To ensure I created respectful relationships with participants, I provided detailed information regarding the purpose of the study and explained the informed consent form before each qualitative interview. Xu et al. (2020) said a transparent relationship between the researcher and participant might lead to better-informed decisions and positive input. To establish a working relationship with participants, I built trust and rapport in a welcoming manner and I answered any questions they had regarding the study and followed the interview protocol (see Appendix B).

<div align="center">

Research Method and Design

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Research Method

I sought detailed accounts to answer my research question; numerical data was not suitable. The quantitative method includes associations or relationships between quantified variables, strengths of relationships, and causal inferences regarding whether a phenomenon does or does not occur (Cobo-Sanchez & Blanco-Mavillard, 2020). Quantitative research involves numerical and logical explanations of phenomena through statistical questions (who, what, when, where, how much, how many, and how; Mohajan, 2020). Quantitative researchers use data collected through close-ended questionnaires to

create and employ mathematical models, theories, and hypotheses to achieve preferred

result (Mohajan, 2020). As I needed to use open-ended questions to obtain detailed

responses about clinic managers' experiences to determine their strategies to retain

employees in the mental health workplace, I opted for the qualitative research method.

The qualitative research method was suitable as my intention to receive thorough

individual experiences of retention strategies may have been difficult to attain in selecting

another method. The qualitative method is an in-depth exploration of individual and

community experiences and perspectives with community-based and participatory

approaches (Newman et al., 2021). In qualitative studies, researchers cannot replicate

data as it is descriptive and unique to a specific framework, which leads to the belief that

reality is socially and individually constructed and should not be measured but interpreted

(Slettebø, 2021). The qualitative method is dire to implementation research as it

addresses the how's and whys of implementation; for example, how and why

implementation of best practices may flourish or miss the mark, and how patients and

providers experience and make decisions in care (Hamilton & Finley, 2020). Quantitative

researchers are considered unbiased and objective; however, qualitative researchers

address their issues by openly reflecting on their presumptions and acknowledging their

subjectivity (Mohajan, 2020; Slettebø, 2021). Using the qualitative research method

allowed me to gain in-depth, descriptive accounts of successful retention strategies that

mental health center managers used to interpret the themes that emerged. Numerical data

or mathematical models per a quantitative research study would not have afforded me the same opportunity or provided detailed information about my research question.

The combination of qualitative research and analytical statistics or mathematical modeling classifies as mixed methods (Strijker et al., 2020). Mixed methods research is expanding the knowledge of generalizable, often quantitative research and generating generalizable outcomes from a qualitative approach (Strijker et al., 2020). The mixed methods approach did not suit this study as numbers, or hypothesis testing did not drive this study.

Qualitative research methods should continue as the contributions are essential, but virtually via software programs such as Zoom to prevent the spread of COVID-19. The key implementation research methods for qualitative studies are interviews and observation, while data collection and analysis naturally drive the implementation framework (Hamilton & Finley, 2020). I conducted interviews via Zoom to obtain data for this study. It may be necessary for qualitative research to partly continue online due to the potential era of vaccine apartheid, divergent pandemic timelines, and emerging variants of concern, especially in marginalized populations and low- and middle-income country settings for the predictable future (Newman et al., 2021). Before conducting interviews for this study, I looked forward to in-person interviews; however, as COVID-19 continues to impact the world negatively, I had to resort to conducting the interviews via Zoom. Qualitative inquiry is vital to increasing disparities and highlighting public health responses in the face of COVID-19 through the exploration and examination of

culturally positioned and structurally grounded perils and resiliencies (Newman et al.,

2021). Qualitative inquiry is also crucial to learn from global trauma and promote equity,

health, and well-being among affected communities during COVID-19 and future

pandemics and emergencies (Newman et al., 2021). Researchers should continue to make

positive impacts through qualitative research in a safe manner that protects them and the

participants.

Research Design

Determining the best approach was essential in answering my research question.

Phenomenology, ethnography, and case studies are approaches used in qualitative

research (Creswell & Creswell, 2018). Phenomenology is the study of the core of a

particular group of people's lived experiences (Creswell & Poth, 2018). Further,

phenomenology is the approach often used to explore a larger concept or idea

(Tomaszewski et al., 2020). A phenomenological study was considered but determined

not suitable to discover strategies used to retain employees in the mental health

workplace.

I also considered using an ethnographic research design. Ethnography is the study

of the culture of groups of people, such as their patterns of social interactions, behaviors,

beliefs, language, and ideation, to identify the organizational structure (Tomaszewski et

al., 2020). Creswell and Poth (2018) advised that ethnography is only suitable when

describing how a cultural group works or exploring their shared lived experiences.

Ethnography, therefore, was not suitable to successfully learn the retention strategies of clinic managers.

Finally, I considered using a case study research design. A case study is an investigation of an in-depth phenomenon within its real-life context, used to address the full intricacy of a research problem with multiple sources and evidence (Yin, 2018). Based on specific research topics and questions, case studies are suitable analyses of organizations, communities, or programs for evaluation purposes (Tomaszewski et al., 2020). A single case study may be critical, unusual, common, revelatory, or longitudinal, whereas multiple cases include case commonalities that bring about certain differences that are replicable or transferable to related perspectives (Yin, 2018; Tomaszewski et al., 2020). I selected a single case study as the design aligned with the proposed population governed by one set of policies and procedures.

Population and Sampling

For this qualitative research study, I used the purposeful sampling method. Hjertstrand et al. (2021) and Patton (2015) posited that the purposeful sampling method ensures richness, variation, and in-depth data. The use of purposive sampling suggests that the researcher has an idea and suitable participants included in the study (Etikan et al., 2016). Purposeful sampling does not require underlying theories or a set number of participants, as the focus is to select participants with certain characteristics that will benefit the research (Etikan et al., 2016). Further, in purposive sampling, there is the anticipation that the selected participants chosen offer unique and rich information of

significance to the study (Etikan et al., 2016). I purposively handpicked participants who

met the eligibility criteria to contribute to the research question posed in this study.

Eligibility criteria included participants who currently or have formerly managed mental

health clinics and utilized strategies to retain employees. The eligibility criterion aligns

with the overarching research question: What strategies do mental health business

leaders use to retain employees in the workplace?

I selected three mental health clinic managers in northern Louisiana who managed

during the COVID-19 pandemic and successfully implemented strategies to retain

employees. The reason for this selection is to explore different retention strategies within

one agency for a single case study. Although the desired participants are under one

umbrella, they occupy multiple locations spread over 12 parishes which allowed me to

seek various conceptualizations and achieve data saturation. Alam (2020) describes data

saturation as a point in which the researcher has no additional findings or finds similar

responses from the participants. Data collection included audio-recorded semi-structured

interviews via Zoom. I opted for Zoom interviews as a safety measure due to the ongoing

COVID-19 pandemic. Interviewing via Zoom also allowed me to understand the

interview answers better as the participants' voices were not muffled due to masks as we

were not in a common area. To obtain rich data, I asked the selected participants the same

questions in the same timeframe using the interview protocol (Appendix B). Following

this, I transcribed the data collected for reliability and validity. Once interpreted, I

presented a summary of the data to the participants for member checking. I then analyzed

additional data from the participants and the agency documentation until no additional themes emerged.

Ethical Research

As the qualitative researcher, following approval from Walden University's Institutional Review Board (IRB), I contacted the selected participants via phone and emailed regarding the written consent form (Appendix A) required to obtain ethical clearance. I explained the purpose of the consent form in relation to the study, why it is ethically required, and the option to withdraw from the process without penalty. Ethical research authority can be traced back to the 1940s due to abstruse decision-making and subsequent occurrences of research misconduct (Sivasubramaniam et al., 2021). Ethical dilemmas lack resolution, whereas ethical conflicts involve the awareness of proper actions but difficulty exercising the actions (Jia et al., 2021). Ethics and ethical behavior, which are central in a civilized society, are vital to academic and research accomplishments as it affects what we do and who we impact (Sivasubramaniam et al., 2021). Ethical guidelines aid in the development of ethical researchers and fellow society members who maintain the standards of ethical principles (Sivasubramaniam et al., 2021). To achieve success, researchers may find it beneficial to develop a research idea, form a work team, develop partnerships, elaborate on their proposal, and follow the ethical application process (Calia et al., 2021). Following ethical guidelines and receiving ethical clearance are required to conduct a study. The Walden University IRB approval number for this study is 03-04-22-0748930.

Participants must be aware of the option to withdraw involvement from any study at any time. In qualitative research, face-to-face interviews usually occur which encourages implications on participants' anonymity, confidentially, and their right to withdraw consensual involvement in the research (Sivasubramaniam et al., 2021). The consent form included the option to withdraw from the study via a phone call or email. Participants must willingly participate after receiving detailed information about the project (Sivasubramaniam et al., 2021). The consent form also informed each participant of no incentives to participate in this study.

Per the Belmont Report, I ensured that I did not identify the participants' names, agency names, or actual locations by removing any identifying information or descriptors. Contrary to the belief that ethics is only associated with the ethics committee approval process, ethical accountability is present before the beginning of the project as the institutional research culture (Calia et al., 2021). Further, ethical accountability is present during data collection, analysis, interpretation, dissemination, and beyond per the legacy of one's research (Calia et al., 2021). Ethical approval is vital in identifying ethical issues that may negatively impact the project, which is why researchers must follow the institutional guidelines and underlying ethical principles to obtain ethical approval (Sivasubramaniam et al., 2021). Ethical accountability is required throughout the entire process to determine what is ethical and what is not.

I provided the participants with a summary of the findings and an interpretation of their responses to offer member checking. Following additional information provided by

the participants, I provided the participants with a completed copy of the study. The

storing and protecting of data collected is important to note when applying for approval

(Sivasubramaniam et al., 2021). I plan to securely retain all collected data for the duration

of 5 years from the study completion date. Following 5 years from the study completion

date, I will shred any hard copies and permanently delete any electronic files.

Data Collection Instruments

As the qualitative researcher for this study, I functioned as the key data collection

instrument. Data collection relative to qualitative research includes the researcher and

interview questions as the instruments used to promote valuable research (Roberts, 2020).

The researcher's proficiency and the strength of the interview questions determine the

significance of the data collected, thus why it is imperative to ensure that the open-ended

interview questions draw a detailed answer to the research question (Roberts, 2020). By

strengthening the interview questions, the researcher may receive unique, in-depth

responses that contribute to their study.

Data collection methods involved semistructured interviews via Zoom for data

triangulation purposes, determining if retention strategies were successful. The interview

process consisted of asking three participants the study-specific interview questions

(Appendix B) to gain and interpret various accounts of retention strategies that proved

successful. Data triangulation consists of analyzing the experiences of diverse

participants, collecting several types of evidence, and closely monitoring the context in

all facets of the study (Tomaszewski et al., 2020). Interviews are to discover themes and

patterns or the lack thereof (Sarkar, 2021). Following informed consent, I audio-recorded the Zoom interviews and had the participants later review my summaries of their interviews for member checking purposes. As a secondary data collection method for data triangulation, I reviewed agency documents, including performance evaluations, hire/rehire audit reports, and turnover analysis reports.

I used member checking to verify that the researcher's analysis was consistent with the participants' responses. Member checking results from unbiased relationships between researchers and participants (Brear, 2019). I utilized member checking to enhance reliability and validity by reviewing and interpreting the collection of data, and had the participants verify my interpretation and thoroughness, including additional data as necessary. In qualitative research, reliability links to adequate data, thus promoting consistent analysis support among participants (Spiers et al., 2018). Further, the researcher provides validity by constantly checking and adjusting research processes to guarantee vigorous results instead of only justifying the limitations and deficiencies (Spiers et al., 2018). Researchers rely on member checking to validate gathered data.

Data Collection Technique

Qualitative researchers use open-ended questions, observations, and documentation as data collection techniques. Qualitative research includes in-depth interviews or focus group discussions to collect data (Turale, 2020). The interview questions used in a qualitative research study are more focused and require expertise and mock testing (Turale, 2020). Other forms of data collection in a case study include

observations and documentation review (Tomaszewski et al., 2020). Researchers can also collect data in the form of audio or visual (Sarkar, 2021). Yin (2018) suggested that researchers should provide at least two sources of evidence for data collection and obtain data for case studies from six sources, including documents, archival records, interviews, direct observation, participant observation, and physical artifacts. Yin (2014) further advised the following: Documentation and archival records are stable, unobtrusive, exact, and offer broad coverage; interviews are insightful per causal inferences and explanations; direct observations and participant observations are contextual realities, and physical artifacts are insightful per cultural features and technical operations.

To ensure the safety of the participants during the ongoing COVID-19 pandemic, I used in-depth semistructured questions (Appendix B) for virtual interviews conducted via Zoom. To prepare for a virtual interview, Huppert et al. (2020) recommended that researchers develop a comprehensive plan for the interview process, utilize standard interview questions, and acknowledge and address potential biases due to the virtual setup. I locked the interview meetings to ensure that other individuals were not permitted to join the meeting room. Also, I provided the participants with a phone number to contact in case of disconnection or technical difficulties. Gray et al. (2020) posited the following advantages to Zoom interviews: convenience and ease of use, accessibility, flexibility for timing and length of the interviews, comfortability or enhanced personal interface to discuss personal topics, secure data generation and storage, personal safety, cost-effectiveness due to no travel requirements, and observation of non-verbal

communication. Further, Gray et al. (2020) posited the following disadvantages to Zoom

interviews: technical difficulties, software or hardware costs, and monthly or annual

fees. I audio-recorded and interpreted the data collected and had the participants review

the data for member checking purposes. Researchers use member checking to recap the

information provided by the participants and assist with evading bias (Yin, 2018).

Therefore, I emailed the participants a summary of the data collected to review as part of

the member checking process and included additional information as necessary.

<div align="center">**Data Organization Technique**</div>

Using the appropriate data organization techniques was instrumental in arranging

and securing the collected data. Data collection, storage, processing, and application

through computer hardware and software technology is the practice of data management;

data organization is the significance behind effective data management (Liang & Zhang,

2021). I used computer technology to organize the data obtained in this study. I also used

a spiraled notebook to document interview notes and any observations of the participants,

including non-verbal gestures. I audio-recorded the Zoom interviews while documenting

notes in a spiraled notebook, transcribed the data via Microsoft Word, and provided an

interpretation to the participants for member checking. Following this, I created labels to

reference the data codes. I also used Microsoft Excel to document participant

information, informed consent, and coding. To securely maintain the electronic

documents, I ensured password protection. Further, I saved the documents on a USB

flash drive that I will store in a safe at my residence, along with the agency

documentation for five years. All recordings, files, and documentation regarding the study will be shredded or permanently deleted five years from the study completion date.

Data Analysis

I used Yin's data analysis technique. The data analysis process in a qualitative study comprises five steps, including compiling the data, disassembling the data, reassembling the data, interpreting the meaning of the data, and concluding the data (Yin, 2011). Data collection and analysis should occur concurrently to promptly correct errors and omissions (Turale, 2020). While conducting the interviews, I documented notes and observed the participants for non-verbal gestures. Researchers code, sort, and identify themes and relationships during the data analysis process and, per case study requirements, are to triangulate the diversity of the data (Tomaszewski et al., 2020). Qualitative researchers should be aware that interpreting the implication of the participants' statements to a certain extent in a meaningful, accurate, and rigorous manner is essential (Turale, 2020). Focusing on the richness and detail of the data provides a sense of reality for the audience and intensifies sympathy for the participants' viewpoints as well as a more contextualized understanding of the phenomenon (Rose & Johnson, 2020). Qualitative researchers should thoroughly analyze data to identify the most accurate themes.

As previously mentioned, the purpose of this study was to explore strategies mental health business leaders use to retain employees in the workplace. Therefore, per the data analysis process, I used methodological triangulation to link collected data from

multiple sources and thematic analysis to identify themes. Triangulation advances the accuracy, credibility, and validity of the findings (Greyson, 2018). Therefore, as a secondary source, I obtained and reviewed agency documents, including performance evaluations, hire/rehire audit reports, and turnover analysis reports. Specifically, methodological triangulation is the use of multiple methods to compare results (Saks, 2018).

I used Braun and Clark's thematic analysis. Thematic analysis comprises six steps, including familiarization with the data, systematically coding, generating themes, reviewing and revising themes, defining and naming themes, and producing the research report (Braun & Clark, 2013). I collected the data through semistructured interviews, during which I took notes. Following the thematic analysis process, I became familiar with the data while transcribing the data collected via the selected systematic coding software, Microsoft Excel. During this time, I checked the data multiple times for accuracy. Further, I completed a rough draft summary, including my interpretation of the data collected for member checking, which required the participants to review and advise of any feedback. At this time, I organized the participants' responses with a color-coding system. I used agency documents to identify any themes regarding the overarching research question. I then begin to code the data by creating labels of the themes generated. If there was no additional data, I reviewed to identify and define themes based on similarities and produced the findings. If there was additional data or no significant data, I revised to identify and define themes based on similarities and produced the

findings. I then concluded how the themes correlated to other studies of the like, including newly published studies and the conceptual framework with supportive samples.

Reliability and Validity

Reliability

Researchers should be able to rely on their research. Per the qualitative research methods chosen, applied, and implemented, reliability references the trustworthiness of the research (Rose & Johnson, 2020). To enhance reliability, it behooves the researcher to justify the methods used and to clarify the investigative procedures (Rose & Johnson, 2020). Questions posed to researchers regarding reliability issues might include the following: Could a reasonable researcher conduct a similar research project based on the description? To what degree is this research project replicable? Would similar results and analyses occur if conducted again? (Rose & Johnson, 2020). Ensuring reliability proves research and is a gateway for like studies.

Regarding this particular study, it was necessary to prove reliability from the data gathered from the clinic center managers located in northern Louisiana. I utilized bracketing to reduce bias and increase reliability. Bracketing is when researchers disregard their prior knowledge of a subject matter to promote rigor (Wadams & Park, 2018). Korstjens and Moser (2018) advised that having an audit trail ensures dependability, involving detailed research notes, meetings, reflective thoughts, sampling,

research materials, findings, and data organization, thus providing a clear research path. I

used member checking and an interview protocol to ensure dependability (Appendix B).

Validity

Validity is associated with data appropriateness, such as truthful participant

experiences directly within and beyond the framework (Spiers et al., 2018). Therefore,

based on the population of clinic center managers that I interviewed for this study, I could

not make generalizations about other populations. Questions regarding self, politics,

intent, motivation, and more play a major role in this process (Rose & Johnson, 2020).

Reflexivity is a key component in qualitative research, considering that the

researcher is the research instrument & through their subjective positionalities, can

strengthen the validity of the study with thoughtful, insightful articulation to influence all

facets of the research process (Rose & Johnson, 2020). The participants' detailed

accounts of their experiences through the lens of the selected framework validate the

study.

Researchers should use 4 dimensions of trustworthiness to validate the research.

Credibility, transferability, confirmability, and data saturation are critical to guaranteeing

validity (FitzPatrick, 2019). Credibility reaches confirmation through member checking,

which consists of providing transcripts and interpretations to the participants to obtain

their feedback (FitzPatrick, 2019). To ensure credibility, I provided the participants with

a summary of the data collected and my interpretation to receive their feedback and

potentially more information.

Further, to ensure credibility, I incorporated data triangulation by reviewing agency documents. Researchers provide a 'thick description' of the participants and the research process, which allows the reader to decide if the findings are transferable to their setting, thus, making a transferability judgment (Korstjens and Moser, 2018). For the sake of transferability, I conducted in-depth semistructured interviews to collect rich data on the proposed topic of study to enlighten the reader and benefit future research. Confirmability is the confirmation that the researcher's interpretation is grounded in the data rather than the researcher's particular preferences and viewpoints (Korstjens and Moser, 2018). I addressed confirmability and minimized bias through detailed notes taken during the interview process.

Qualitative researchers conduct studies to thoroughly review collected data on phenomena. Data saturation, which occurs when there is no new or unique information pertaining to the phenomena, is also part of the validation process and is necessary to make valid conclusions (FitzPatrick, 2019). To confirm data saturation, I coded the data to identify themes and meanings until I reached saturation.

Transition and Summary

In Section 2, I provided information on how I conducted the qualitative study and my involvement as the primary instrument to collect and analyze data. Further, I addressed participant selection procedures, research method and design, and population and sampling. Finally, I discussed ethical research, data collection instruments and technique, data organization technique, data analysis, reliability, and validity processes.

Section 3 includes an introduction, presentation of the findings, applications to professional practice, implications for social change, recommendations for action and further research, reflections, and a conclusion.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this proposed qualitative single case study was to explore strategies mental health business leaders use to retain employees in the workplace. I gathered data from semistructured interviews and triangulated information against secondary sources, including hire/rehire reports, turnover analysis reports, and performance evaluations. I assembled secondary documents to support mental health center managers' successful retention strategies. I completed interviews with three mental health center managers in Louisiana who used successful retention strategies during the COVID-19 pandemic. Participants understood that their participation was voluntary and that they reserved the right to withdraw from the study at any time; I advised participants per the initial call, invitational email, consent form (see Appendix A), and interview protocol (see Appendix B). I conducted all three interviews via Zoom following participants' consent via email. Semistructured interviews consisted of open-ended questions to gain an in-depth understanding of the phenomenon.

Following the interviews, using Braun and Clark's thematic analysis process, I became familiar with data while transcribing via Microsoft Excel. I checked the data multiple times and completed summaries including my interpretations of data. For member checking, I emailed summaries to each participant to review and provide any feedback during follow-up interviews. After I provided additional feedback, I organized participants' responses with a color-coded system via Microsoft Excel. I used the

program to label coded data and identify similar themes. Once I determined no additional themes, I concluded data analysis with supporting information and linked identified themes to the overarching research question for this study. Finally, I used data triangulation in order to compare interview summaries to agency hire/rehire reports, turnover analysis reports, and performance evaluations. The comparison was a positive measure to support center managers' accounts of successful strategies to retain employees in the mental health workplace, considering that participants did not have any employees voluntarily resign under their leadership.

Presentation of the Findings

The overarching research question for this qualitative single case study was: What strategies do mental health business leaders use to retain employees in the workplace? In reviewing interview responses multiple times, themes emerged based on frequent phrases. Per findings, the most significant strategies that participants use to retain employees are: communication, support, and teamwork. Other strategies such as time management, pay, self-care, individuality, incentives, flexibility, recognition, and paid time off emerged but did not prove as significant as the top three themes. To protect the identity of participants, I referred to them as P1, P2, and P3.

Theme 1: Communication

Participants found communication the most significant theme to emerge as they included communication in most of their responses. Based on their responses, participants use communication as a retention strategy. P1 expressed that regularly

scheduled communication, including honesty, transparency, and recognition, are implemented as retention strategies. P2 mentioned communication and feedback, while P3 explained that communication through debriefing and stress relievers could improve processes within the center.

Leadership behaviors rapidly influence team and task operations through enhanced communication and information exchange (Boies & Fiset, 2018). Neufeld et al. (2010) said transformational leadership and communication effectiveness are major predictors of leader performance and act as a mediator of leadership behavior regarding performance. Therefore, leaders who effectively communicate with their followers exhibit strong performance (Neufeld et al., 2010). P2 advised that effective communication is a way to stimulate employees to be innovative and creative.

Chand and Ambardar (2020) said employee creativity, as it relates to organizational innovation performance, is affected positively by human resource management practices and perceived organizational support in terms of making employees more motivated and committed. According to Maier et al. (2014), leading edge competitiveness for organizations is sustained by human resources and innovation. For innovation to take place in human resources, human resource managers must recruit the right personnel for the right positions, and the proper technology must be available. If personnel and technology is not in place or used properly, any possible innovation within the organization will die (Maier et al., 2014). Further, Fan et al. (2021) said communicating visions positively impacts followers' efforts. Communicating visions

seems to positively impact followers of P1, P2, and P3 as they included communication on their followers' successfully rated performance evaluations under work and behavior expectations.

Mental health clinics worldwide were heavily impacted in terms of communication due to COVID-19. Business leaders impacted by the COVID-19 pandemic decided to change their work environments from in-person to online or virtual workplaces (Urick, 2020). The change may have possibly intensified intergenerational strains in terms of communication (Urick, 2020). The Centers for Disease Control and Prevention (2020) suggested telehealth services aid in social distancing. However, telehealth services in the mental health sector may have presented some challenges for leadership, team culture, and physical environments in terms of communication (Barrett et al., 2021). P3 said conducting telehealth versus in-person sessions presented communication challenges when two or more staff could not work remotely. However, P3 was able to offer support by covering day and evening sessions when needed. P3 also consistently checked in during the pandemic to be there for employees. The COVID-19 pandemic has disadvantages, but there are also advantages for human resource managers, such as communicating openly and honestly with employees as well as sharing knowledge to positively influence their participation and lead to successful organizational performance (Naghavi & Bagheri, 2022). Philip and Arrowsmith (2021) said employee participation positively affects job satisfaction, employee retention, and organizational performance as employee involvement gives the employees a sense of ownership or

stakeholder status within the organization. Human resource managers should review their structure, processes, and organizational resources to ensure that organizations adapt to changes resulting from the COVID-19 pandemic (Naghavi & Bagheri, 2022). Measures should be in place to avoid negative impacts due to matters not under control.

Effective communication from leaders to employees can lead to improved job satisfaction and higher performance. Leadership is vital to employee communication in terms of engagement to build trust and motivate employees (Truong & McLachlan, 2022). Leaders' communication skills must be sufficient for sharing knowledge and motivating staff (Miftari, 2018). P3 said they used huddling, which includes debriefing to determine what can occur internally and externally to improve processes within the clinic. Moreover, P3 said they get employees' buy-in by presenting the problem and asking they provide their best approaches to address the issue. The objectives of leadership communication pose a major challenge for today's businesses as it relates to motivating employees to share company values (Miftari, 2018). Mayfield et al. (2021) said leader communication or motivating language is positively and significantly linked to follower organizational identification. Leader communication adds to followers' cultural knowledge, thus cultivating their perceived cultural fit and enhancing organizational identification (Mayfield et al., 2021). Some benefits of organizational identification are job satisfaction and higher performance (Mayfield et al., 2021).Without effective communication, there are no clear instructions for meeting business goals, resulting in organizational performance issues.

I extensively researched transformational leadership and how it affects job satisfaction and performance. The ability to professionally identify highly impacts job satisfaction for mental health professionals (Cosgrave et al., 2018; Scanlan et al., 2021). Perez (2021) posited that clinical professionals who apply transformational leadership to become influential healthcare leaders are more likely to succeed as it is highly associated with employee retention and job satisfaction. Kouni et al. (2018) advised that transformational leadership yields desired outcomes through job satisfaction. Further, Kammerhoff et al. (2019) found a positive association between transformational leadership, job satisfaction, and performance. transformational leadership influences job satisfaction positively but negatively as well (Abelha et al., 2018; Kammerhoof et al., 2019). Transformational leadership positively impacts job satisfaction and performance; however, there is literature that concludes that transformational leaders negatively impact employees.

In some cases, transformational leaders shape firm performance. Regarding transformational leadership and job performance, Jensen et al. (2020) found positive relationships between individualized consideration and firm performance and posited that transformational leadership shapes firm performance. Han et al. (2018) believed that transformational leaders inspire team members to work toward shared goals which generally results in high team performance. Han et al. further suggested that team members receive inspirational motivation through new visions and goals, idealized influence through trust and loyalty, intellectual stimulation through encouragement, and

individualized consideration through coaching or mentoring from transformational

leaders. Transformational leaders are not concerned with power, influence, or money but

rather making a difference for the greater good of the world (Maker, 2022). P1 is honest

and transparent when communicating visions and goals with employees who can build

trust and loyalty. P3 encourages employees by determining what can occur internally and

externally to improve things. P2 incorporates mentoring and job shadowing as effective

communication retention strategies.

      Reviewing agency documents such as performance evaluations, revealed that

communication is a work and behavior expectation for P1, P2, and P3's employees. P1,

P2, and P3 documented that their employees exhibit the following communication

behaviors per their performance evaluations that resulted in successful ratings. P1 said:

      Provides oral and written communication regarding the integrated care program in

      a clear and concise manner; completes all written correspondences promptly;

      prepares and submits documentation needed in an organized and timely manner;

      communicates and provides relevant information internally and externally to

      assist organizational operation and to effectively service connecting groups;

      speaks with others in a clear, courteous manner, using language and presentation

      style appropriate to the situation; promptly communicates medication issues/needs

      to prescriber as required; ensures that all contact with clients, families, coworkers,

      and others is inclusive of professionalism, timeliness, respect, and dignity while

promoting the integrated care program; and ensures that phone calls are answered

in a professional, polite manner and that messages are addressed promptly.

Other comments per the performance evaluation were as follows per P3: "you

continue to provide excellent customer service to clients, families, and community

entities to ensure recovery on an individual basis," "chart reviews are evidence that your

documentation supports an updated recovery plan," and "notes are entered in the

electronic health record in a timely manner."

Theme 2: Support

Support was the second most significant theme to emerge in the participants'

responses. Effective communication with employees is vital, but human resource

managers may encourage upper management to use the organizational support theory

(OST) to add sincerity and transparency to communication (Shanock et al., 2019). P1

supports employees by using transparency when communicating with them as a retention

strategy. Employee input and transparency during the selection process and in their new

role contribute to perceived organizational support (POS) as well (Eisenberger et al.,

2020). P1 advised that building a sufficient team takes place during the selection process.

The OST involves the employees' perception of how their employers value their work

efforts and express concern for their well-being (Eisenberger et al., 2020). Organizational

competence, such as goal achievement and successful daily operations, is a component of

organizational support theory that enhances the effects of POS on important outcomes

such as commitment and performance (Shanock et al., 2019). Further, fairness, support

from leaders, human resource practices, and work conditions contribute majorly to POS (Eisenberger et al., 2020).

Truong and McLachlan (2022) posited that an important factor in sustaining mental health interventions is raising awareness among the employees that leadership is supportive of mental health. P1 shows support by understanding and documenting the work the employees are completing to know when to request assistance or advocate for more staff. P1 also shows support by giving employees the creative ability to solve problems. P2 shows support by being there, listening to provide the employees with a sense of respect and value, actively demonstrating concern, and showing awareness. P3 regularly determines how to better support staff, has checked in throughout the COVID-19 pandemic, and ensures that each staff member understands that they are valued as an individual and not just as an employee.

An important factor during the COVID-19 pandemic and any potential future crises is consistent guidance, visibility, and support from managers (Urick, 2020). Naghavi and Bagheri (2022) suggested that human resource managers give extra attention to virtual work environments, external environmental employee support, job restructuring, and health and psychological requirements and challenges during the COVID-19 pandemic to help advance goals. P1, P2, and P3 support their staff by taking on their roles to assist them when needed. P3 stated, "I share the workload because it's not a situation where I am the manager, and I don't do certain things; I do anything that I can do within my scope."

Supervisors may consider providing support to employees to minimize burnout, turnover intention, and actual turnover. As previously mentioned in the review of the professional and academic literature subsection, Jensen et al. (2020) suggested that individualized consideration exists when a supportive climate is present. Further, Fukui et al. posited that increasing supervisory support could decrease turnover intention and actual turnover. In another study, Dreison et al. (2018) found that elevated supervisor autonomy support predicts lower burnout. Both Dishop et al. (2019) and Dreison et al. agreed that supervisory support significantly decreases exhaustion and burnout. Based on the previously mentioned studies, a benefit for organizations may be to minimize burnout by strengthening supervisory support. P2 stated that "taking baby steps to avoid employee burnout" is a retention strategy. Philip and Arrowsmith (2021) advised that employee participation is affected negatively by poor management, inconsistent training, staff burnout, and high labor turnover. Swar et al. (2019) suggested several strategies, including supporting team members to improve the quality of mental healthcare services. Inadequate managerial coordination and the absence of a dedicated human resources function weakens effective people management, leading to undesirable employee participation outcomes related to equity and efficiency (Philip & Arrowsmith, 2021). In collaboration with human resources management, supervisors should implement support measures to reduce burnout and retain employees.

Support is essential in all aspects of the business. Supportive measures in the mental health workplace may include networking, training, peer support, and resource

sharing for current and future employees (Moll et al., 2018). Therefore, to achieve

beneficial outcomes for the organization, appropriate practices must be implemented by

HRM in areas such as recruitment and selection, training, reward, and performance

management (Philip & Arrowsmith, 2021). The previously mentioned opportunities may

serve as a gateway for applying best practices, educating others, and advocating for

valuable work in the mental health workplace (Moll et al., 2018). Further, supportive

measures are required to increase retention and contribute to the link between workplace

meaning and optimism (Kolaski & Taylor, 2019). Overall, support promotes business

continuity.

From a retention standpoint, business leaders may want to ensure that their

employees are in a supportive environment as the type of environment can determine the

employee's longevity with the organization. Sutton et al. (2022) advised that it is the

organizational leader's ethical responsibility to not only support the mental health

professionals they employ but also to provide a supportive environment. Since it is not

uncommon for mental health professionals to be affected negatively by their work and

suffer from Secondary Traumatic Stress (STS), supervisors may offer the following:

regular supervision within supportive supervisory relationships, strong peer support

networks, balanced and diverse caseloads, and specific training on STS awareness

(Sutton et al., 2022). Mental health professionals have the enormous duty of healing their

clients' emotional, psychological, and social well-being while maintaining their own

emotional, psychological, and social well-being. A supportive environment may make the task less daunting and reduce STS.

Employees seek gratifying work experiences that support and influence their work efforts. Outside supervisory support, organizational support includes adequate pay, benefits, promotional opportunities, employee input, and decision-making (Sutton et al., 2022). P1, P2, and P3 mentioned inadequate pay for their subordinates. P1 created a lead role to offer a promotional opportunity. P2 always asks what the employees would like to get their input. P3 includes subordinates in decision making, and said "I get their buy-in by presenting the problem and asking what is the best way that they think we can approach it." Noranee et al. (2021) suggested that human resource managers implement strategies that involve the two-stage motivation-hygiene approach to retain employees. Human resource managers should first explore the potential areas of employee dissatisfaction, such as wages, work culture, job status, supervisory support, and job stability (Noranee et al., 2021). Secondly, human resource managers should consider potential opportunities to create job satisfaction, such as promotional advancement, rewards and recognition, and additional job responsibilities to match the employees' skills and abilities (Noranee et al., 2021). Supportive opportunities may give employees a sense of belonging and highlight their organizational contributions to increase job satisfaction and retention.

A major responsibility for business leaders is keeping employees engaged in their work. Leadership styles and organizational support play a major role in work engagement

and can result in undesirable work environments if neglected (Mehrad et al., 2020).

Therefore, strategic human resource development functions are essential to combine

individual and organizational success (Herd et al., 2018). Once combined, both parties,

the employees and the organizational leaders, benefit in terms of job satisfaction and

organizational performance. Employees' views of their position, rights, responsibilities,

organizational behavior, and feelings about their jobs derive from the type of leadership

exhibited and organizational support received (Mehrad et al., 2020). While juggling

caseloads and facing short staffing issues, P1 uses time management as a supportive

measure to ensure that time is spent with the employees to avoid a feeling of neglect from

the employees' standpoint. There have been indications within a large amount of research

that transformational and other forms of supportive leadership positively impact POS,

which further positively impacts employee creativity, innovation, emotional outcomes,

and well-being in a trickle-down effect (Eisenberger et al., 2020). Therefore,

understanding what improves and supports work engagement may prove beneficial

academically and practically (Mehrad et al., 2020). Further, supporting and managing

work engagement, in turn, supports and manages the business vision, mission, and goals.

In reviewing agency documents such as performance evaluations, I discovered

comments surrounding support for P1, P2, and P3's employees. The comments included

that the employees received support through meetings and training that ensured

educational compliance and enhanced their knowledge base. Also, in reviewing the

turnover analysis report, I noticed that there was no turnover under the leadership of P1,

P2, and P3, which may prove that the employees are receiving the support needed to perform well in their respective roles.

Theme 3: Teamwork

Teamwork was the third most significant theme to emerge in the participants' responses. P1 advised that building a sufficient team is one of the organization's strategies for retaining mental healthcare workers. P1 balances perfection and grace among employees to strengthen the team. P1 explained that every employee has an area they perfected and an area in which they can use some grace. The goal is a team effort to utilize the employees' strengths. For example, if one employee needs grace in area one but is strong in area two, the supervisor will mainly utilize this employee in area two. In contrast, another employee who is strong in area one will contribute to that area. P1 communicates high expectations by asking what they can do together to meet the goal. For example, P1 stated, "I created an assembly line in which I broke tasks down to give everyone ownership, and then praised them whenever they made progress." P2 said, "being part of the team to ensure that good things happen and that everything falls into place" is a way to address key barriers in implementing retention strategies. P3 suggested "more working together" to address key barriers in implementing retention strategies. P3 also stated, "during the pandemic, two or more of us couldn't work remotely, so I covered day and evening group meetings and sent the reports."

Minimizing stressful work conditions for mental healthcare teams is essential during the COVID-19 pandemic and any future pandemics to maximize performance

when increased performance levels are needed. The COVID-19 pandemic harshly

impacted health care teams who endured stressful work conditions (including a lack of

personal protective equipment and staffing shortages) while serving on the frontlines of

this global crisis (Traylor et al., 2021). A major component of organizational success

during the COVID-19 pandemic is employee participation based on employee

satisfaction, leading to improved performance, increased creativity, and organizational

commitment (Naghavi & Bagheri, 2022). Employee performance is not automatic;

therefore, identifying HRM practices that enhance employee performance results in

achieving organizational goals (Sixpence et al., 2021). Further, organizations can majorly

contribute to effective teamwork for teams in crisis by regulating and supporting the

implementation of countermeasures that help healthcare teams persevere during the

COVID-19 pandemic, other pandemics, natural disasters, and smaller-scale epidemics

(Traylor et al., 2021). Human resource management and business leaders should

collaborate to create emergency countermeasures to promote employee participation and

organizational success during crises.

Transformational leaders influence team efforts. As previously mentioned in the

review of the professional and academic literature subsection, leaders stimulate team

spirit, and followers exhibit enthusiasm and optimism (Jensen et al., 2020). Therefore,

leaders can influence the way people think and facilitate the coordination of group

activities (Boies & Fiset, 2018). Jambawo (2018) advised that morally and ethically

strong transformational leaders contribute to advancing teamwork, patient care and

satisfaction, staff satisfaction, employee operations, and retention. Fan et al. (2021) found that team engagement mediates the relationship between commitment-focused team-level human resource attributions (HRAs) and team performance and that transformational leadership strengthens the relationship. Paolucci et al. (2018) believe that affective team commitment is partially mediated by the relationship between transformational leadership and the quality of the group experience. Yadav and Seth (2021) concurred with the belief that team goals of effectiveness occur through numerous key team processes in which leadership plays a vital role. Organizations collaborating with human resource management and transformational leaders can offer more training to ensure that employees have a precise and concrete understanding of work goals and can work together effectively as a team (Setiawan, 2020). Yadav and Seth also posited that transformational leaders align well with team processes through their unique features, including visionary, shared purpose, individualized consideration, intellectual stimulation, and charisma. Further, communication, cohesion, coordination, conflict management, and performance feedback are significant team processes essential in promoting team effectiveness (Yadav & Seth, 2021). The combination of transformational leadership and significant team processes may enhance organizational performance (Yadav & Seth, 2021). Para-González et al. (2018) found that transformational leadership improves organizational performance when HRM practices, learning, and innovation develop in an organization. There is a trickle-down effect in which transformational leadership significantly impacts sustainable human resource

practices, sustainable human resource practices significantly impact sustainable innovation, and sustainable innovation significantly impacts organizational performance (Asad et al., 2021). Top leaders should be strategic in selecting lower-level leaders who will manage teams as they will primarily be responsible for strengthening and maintaining organizational commitment.

Human resource practices enforced by transformational leaders may heavily impact organizational performance. The resource-based view and ability-motivation-opportunity (AMO) theories cover how strategic resources and sustainable human resource practices are vital to achieving organizational performance due to the increasing pressure from stakeholders (Asad et al., 2021). Asad et al. (2021) support the AMO theory, which includes creating and implementing human resource practices that attract, train, motivate, and retain employees through specific policies that aid in the development of sustainability which influences innovation and enhances organizational performance with the support of transformational leadership. Transformational leadership in collaboration with human resource practices may produce desired organizational results.

Team interaction may consist of diverse creative ideas that are supported by transformational leaders. Jeong (2021) suggested that understanding organizational knowledge creation and the enabling conditions offer significant insights into the role of transformational leadership and team interaction. Team creativity combines several dissimilar ideas (Zhang et al., 2019). Successful transformational leaders understand the

importance of considering and incorporating how diverse interests and perspectives form

solutions (Maker, 2022). Organizations in collaboration with human resource

management and transformational leaders can utilize brainstorming to gather views or

opinions from employees (Setiawan, 2020). Brainstorming may provoke employees to

express their creative ideas, develop new products, and create innovations that can lead to

better business competition, resolving business problems, and other matters (Setiawan,

2020). Diversity among teams may lead to creative innovations that spark business

continuity.

Transformational leadership in combination with team creativity may enhance

innovation. Kim et al. (2019) gathered survey data to explain the association between

transformational leadership and team creativity from organizations that emphasize the

significance of innovation. Creativity or innovation is essential in organizational

sustainability against competitors, and transformational leaders heavily influence

individual and team creativity (Kim et al., 2019). Setiawan (2020) advised that

transformational leadership positively impacts collaborative human resource management

and innovative employee behavior. A detailed account of how the employees'

psychological safety and creativity play a sequentially mediating role in the association

between transformational leadership and team creativity is through inspirational

motivation in which transformational leaders influence their followers to support and

trust each other and to pursue shared organizational goals in a team effort to achieve

higher-level goals, through idealized influence in which transformational leaders

motivate their employees to identify with them, making them feel safe enough to implement their tasks in a leader-like manner, thus enhancing their psychological safety, through intellectual stimulation in which transformational leaders encourage their followers' psychological safety by giving them the perception that their new ways of doing things are valuable and acceptable to the organization, and through individual consideration in which transformational leaders directly contribute to their followers' enhanced psychological safety by caring for their needs and differences as well as providing personal support and empathy (Carmeli et al., 2014; Kim et al., 2019; Popper & Mayseless, 2003; Zhou & Pan, 2015). Therefore, transformational leaders develop and maintain a pleasant climate of organizational cooperation by encouraging team members' creativity through sharing their ideas and knowledge and offering an environment accepting of their differences, providing psychological safety (Zhang et al., 2019). A collaborative effort between human resource practices and transformational leaders encourages a creative team effort that promotes business continuity.

A collaborative effort involving healthcare professionals working together as a team will require effective training governed by human resource management practices. Mohammed (2012) noted in their study about teamwork and collaboration in health professions' curriculum that to improve health outcomes, a team-based, interprofessional collaborative effort is essential to provide healthcare and, therefore, requires learning opportunities to increase the knowledge base, skills, attitudes, and values of the team members or employees. Lee (2019) proposed a model in which intermediary outcomes

(teamwork, employee satisfaction, and work motivation) positively affect the

sustainability-oriented HRM practices (diversity, organizational justice, and work/life

balance) and enhance organizational performance. P3 advised that offering numerous

training and educational opportunities is a way to address key barriers in implementing

retention strategies.

Since work environments are usually diverse, human resource managers have

begun training on how to interact successfully in diverse teamwork groups. Numerous

organizations throughout the United States are adding diversity training, programs, and

policies to their organizational workforce to increase the awareness of ethnic and gender

equality and enhance the well-being of their community rather than just their organization

(Lee, 2019). For business and leisure, diversity training may increase successful

teamwork efforts. Mohammed et al. (2021) believed that the collaborative effort might

prove to be beneficial to the context of introducing and sustaining tenets of teamwork and

collaboration in the health professions curriculum. Lee (2019) found that diversity

management positively influences teamwork, increasing organizational performance.

High organizational performance usually aligns with the business goals. The success of

such curricular interventions depends on vital factors, including team composition, how

well the team members adapt, and administrative support (Mohammed et al., 2021).

Diverse teams can interact successfully when properly supported.

Organizational leaders have become concerned with how employees perceive

their employers as it affects business matters. As organizational justice positively

influences organizational performance in terms of increased job satisfaction, many organizations are constructing human resources policies that target organizational justice (Lee, 2019). To remain sustainable, it may benefit organizations to develop, preserve, maintain, and protect human resources from diminishing (Lee, 2019). P1 develops employees by providing projects in which each team member has a role to give them ownership. P1 then praises the employees when they make progress. Further, P1 preserves, maintains, and protects employees by monitoring their actual work and advocating for the employees to receive assistance from other employees when necessary. Work/life balance programs, including telework, flextime, and daycare assistance, are being implemented to increase job satisfaction and organizational performance (Lee, 2019). P1 and P3 consider their employees by providing time off from work, flexibility, and taking on their roles to assist in a team manner. P3 recommended that employees receive one telework day monthly as a retention strategy. P1, P2, and P3 promote self-care to their employees. Further, P3 promotes self-care because "not a lot of self-care is pushed and work/life balance is talked about, but not implemented." P3 also consistently thanks the employees for their teamwork. HRM uses teamwork to promote cooperation among subordinates, employee satisfaction to promote working together to contribute to the community's well-being, and work motivation to minimize burnout through controlled workloads (Lee, 2019). Further, teamwork combined with employee satisfaction and work motivation may prove beneficial in employee retention efforts and the improvement of health outcomes for clients.

In reviewing agency documents such as performance evaluations, P3 said, "your willingness to provide coverage for team members has been noted on many occasions." I also discovered the following work and behavior expectations for the employees of P1, P2, and P3. P2 said:

Staff will work collaboratively with other staff to ensure that the agency's mission/vision and goals are achieved by consulting with clients in crisis, conducting assessments, cooperating with billing inquiries, conducting cross training with other staff, answering the phone, filing documentation, obtaining records, and other necessary office related task that would assist in accomplishing the agency's mission/vision/goal; creates and maintains good interpersonal relationships; works out any difference that occurs without the need for supervisor intervention; staff will participate cooperatively in team projects; staff will work well with others, understanding and respecting individual differences; staff will display the ability to build relationships that enhance the effectiveness of the operation; staff will display the ability to cope with undesirable behaviors in others.

Applications to Professional Practice

According to the findings of this study, communication, support, and teamwork are successful strategies that mental health business leaders use to retain employees in the workplace. Business leaders who use the findings of this study may experience high-performance levels due to effective communication, lower burnout and turnover due to

supervisory support, and the answer to complex business matters through teamwork. Further, business leaders who apply the findings of this study may achieve desired business practices such as quality patient care, revenue generation, profitability, and funding.

To positively influence job performance, mental health business leaders may incorporate improved communications as a strategic measure in their business practices. Mental health business leaders may also use communication to share visions and goals and enhance organizational identification. Further, effective communication may lead to job satisfaction and retention. Training per HRM policies may align the employees' values with the organization's values to improve the person-organization fit, increase affective commitment, and positively contribute to the work environment (Bin Ahmad & Jasimuddin, 2021). A lack of communication may result in unclear job duties, job dissatisfaction, and turnover.

Support is a strategy that leaders may use to minimize burnout. Burnout is a major contributor to high staff turnover rates among community mental health services (von Hippel et al., 2019). Among other factors that cause burnout and lead to workplace disengagement and turnover, a current factor is clients not progressing per treatment measures (von Hippel et al., 2019). HRM should consider workplace interventions regarding understanding and alleviating client-related burnout and feelings of inability to help clients (von Hippel et al., 2019). Fukui et al. (2021) advised that the quality of person-centered care is associated with organizational support. Research concerning

human resource (HR) strength contains information on the relationship between HR practices and employee-level outcomes (Bednall et al., 2022). Implementing HR practices exposes employees to HRM for more significant opportunities, increases the strength of HRM visibility, and leads to a higher level of distinctiveness (Bednall et al., 2022). Per this study's findings, support includes adequate pay, benefits, promotional opportunities, employee input, and decision-making. The opposite, including inadequate pay, no benefits, no opportunities to advance, and little to no input or involvement in decision making, could affect employees negatively and lead to burnout, thus, negatively impacting the business matters at hand.

A high priority in HRM may consist of minimizing burnout. Bednall et al. (2022) posited that a fair HR system might consist of reasonable employee workloads that offer greater decision-making power, thus reducing employee burnout. Employee burnout is negatively affected by HR practices and perceived HR strength, whereas employee performance is positively affected (Bednall et al., 2022). In strategic HRM research, HR practices are bundled together as a set of individual but interrelated and internally consistent HR practices that collectively enhance employee and organizational performance (Bednall et al., 2022). The employees' perception of HR practices intended to benefit and support them influences the likeliness that they will reciprocate through hard work and a positive attitude towards the organization (Bednall et al., 2022). HRM should collaborate with business leaders to brainstorm and develop supportive practices that minimize the different areas of burnout and increase organizational performance. In

the area of business practices, per this study, mental health center managers may collaborate with HRM to develop ways to reduce burnout.

Leaders may find that teamwork is a strategic measure that assists with the problem-solving of complex business issues. Nicaise et al. (2021) posited that collaborative efforts in mental healthcare are essential for clients with long-term circumstances. Composing a team, ensuring that they adapt well together, and offering administrative support may provide balance, strengthened efforts, and full coverage within the workplace. Further, leaders may find it beneficial to ensure that their team receives adequate training by providing educational opportunities that promote team efforts, clarify roles, and implement quality patient service delivery.

Implications for Social Change

The implications for positive social change include tangible strategies for mental health business leaders to retain employees in the workplace who will contribute to the quality of patient care, thus improving the quality of their lives and being a beacon of hope in the mental health community. HRM practices (compensation, performance appraisal, promotion, and training & development) and career satisfaction impact employee retention, whether positive or negative, depending on what the employees reciprocate (Aburumman et al., 2019; Cropanzano & Mitchell, 2005). Positive commitments from HRM prompt positive commitments from the employees; likewise, negative commitments from HRM prompt negative commitments from the employees (Cropanzano & Mitchell, 2005). HRM should present clear intentions when directing

employees to reap desired results. Mental health services are essential to prevent and treat

mental disorders, which lead to maintaining, improving, and restoring the mental health

of the population (Samartzis & Talias, 2019). Without mental health services, we may

lack healthy minds. Individuals often emphasize healthcare for their bodies, teeth, and

vision, but there may need to be the same consideration for the healthcare of their minds.

Therefore, organizational measures such as high compensation, benefits, fair performance

appraisals, fast-track promotional systems, sufficient training, and development programs

may return positive behaviors such as high employee commitment and satisfaction,

leading to retention (Aburumman et al., 2019). In summation, when support is received,

it's usually reciprocated. Other implications for positive social change may include using

the findings of this study as a roadmap to secure better state funding for mental health

services, agencies for continuity, or expansion of services to benefit patients, citizens, and

society alike. Further, by implementing the findings of this study, mental health business

leaders may use effective communication, support, and teamwork strategies to increase

retention, job performance, and job satisfaction which may enhance organizational

climates.

Recommendations for Action

Based on the analysis of this study, I recommend that mental health business

leaders use effective communication strategies to clearly present organizational visions

and goals to inspire employees and increase job performance. Leaders must form

relationships to expand communication (Matthews, 2021). Further, effective and efficient

communication can improve patient outcomes and patient safety (Matthews, 2021). Therefore, improving communication to meet their business missions may benefit leaders.

I also recommend that mental health business leaders add organizational and supervisory support as a strategic measure to enhance the quality of mental health services and reduce burnout. Human resource development (HRD) professionals are essential in promoting organizational competitiveness and sustainability as they positively impact job satisfaction and organizational commitment (Lee et al., 2018). Employee retention and business continuity may be the result. Supportive measures, including organizational support and supervisory support, are ethically important to cater to the well-being of the employees and the organization (Sutton et al., 2022). Lee et al. (2018) found that when top management supported HRD functions and efforts, employee job satisfaction and commitment resulted. Specifically, increasing organizational support is essential in improving person-centered care (Fukui et al., 2021). Improving person-centered care is essential to continue business as it is implausible for clients to continue a mediocre service. Further, quality person-centered care may positively impact state funding. Therefore, it may prove beneficial for HRD professionals to build rapport with top management to gain trust and recognition for their expertise (Lee et al., 2018). These efforts from HRD professionals may result in quality mental health services and minimal burnout.

The final recommendation is to apply teamwork as a retention strategy to combat the complexity of person-centered care. Teamwork in healthcare positively impacts the employees' sense of attachment to the organization, enhancing job satisfaction and work engagement and provoking an obligation to ensure superior healthcare performance is executed (Ogbonnaya et al., 2018). Therefore, teamwork is vital in returning desired business outputs. Collaborative services among professionals from various backgrounds are pivotal in the continuity of mental healthcare (Nicaise et al., 2021). To further promote business continuity, it might benefit business leaders to assemble their teams and train them properly. Cross-functional training may strengthen employees' skills in others' duties, improve communication and synergy, and ensure effective and efficient work processes (Setiawan, 2020). When employees cross-functionally train, business efforts are not interrupted if certain employees are out of the business office when a particular service is required. Therefore, human resource management should develop a comprehensive training guide that contains instructions, organizational values and goals, expectations, and the job description as a valuable resource for new employees to adapt to the work environment (Setiawan, 2020). Human resource practices such as team engagement are vital to the working environment for employees (Fan et al., 2021). Team engagement may build skillsets that lead to organizational employee promotions and succession plans. Additionally, healthcare organizational leaders that offer staff training in collaboration with effective teamwork contribute to the employees' skills, meaningful work experience, well-being, and the quality of patient services (Ogbonnaya et al., 2018).

When teamwork is effective, supportive organizational measures, including social

interactions, collaborative decision-making, and shared responsibility, are the results

(Ogbonnaya et al., 2018). The employees benefit professionally and socially from

effective teamwork. Ultimately, teamwork promotes favorable patient interactions and

sends a message to leaders that effective teamwork leads to meaningful work for their

employees (Ogbonnaya et al., 2018). Moreover, the positive results from teamwork could

serve as a retention strategy. The findings mentioned above could potentially serve as

literature review in similar and dissimilar studies and for dissemination via training and

conferences that present successful retention strategies.

Recommendations for Further Research

The focus of this study was to gain an in-depth understanding and perspective on

the experiences of three mental health center managers in Louisiana as it relates to the

successful strategies utilized to retain employees in the workplace. Future researchers can

select another approach, such as the quantitative research method, and administer surveys

to a larger group of participants to assist with improving business practices. This study

was limited geographically as I only obtained information from the three mental health

center managers located in northern Louisiana. Therefore, to enhance generalizability,

future researchers may choose to broaden the research area and sample size to replicate

the findings of this study. Other limitations were the potential for bias among the

participants and that the mental health center managers may not recall all of the best

practices used to retain employees in the respective clinics. Analyzing secondary data to

compare their responses may prove beneficial in determining accuracy versus bias and other accounts of best practices not recalled.

Reflections

My DBA journey has been challenging yet rewarding, and I am so happy that I embarked upon this journey. In doing so, I connected with like-minded individuals, encouraged them to continue towards the finish line, and received the same encouragement from them when I needed it the most. I learned so much throughout this process, including but not limited to the art of perfecting time management, how to write in a scholarly tone, and how to analyze data effectively. This process allowed me to conduct research reflective of my professional passion. However, based on my experiences as a Human Resources professional in the mental health field, I had personal biases and preconceived ideas that other themes, including pay, incentives, and recognition, would prove higher than communication, support, and teamwork. After conducting this study, I now understand why the latter three would emerge more based on clear visions, minimal burnout, and collaborative efforts to reach the common goal. I am extremely passionate about retention strategies that increase job performance concerning person-centered care and job satisfaction among the employees. In conducting this doctoral study, I will be able to act upon my passion by sharing my findings and contributing to the research on retention strategies for mental health business leaders.

Conclusion

Lack of state funding can affect the business mission and quality of services that clients depend on to reach their full human potential. Therefore, mental health business leaders may benefit from implementing successful retention strategies to improve their respective organizations, clients, employees, communities, and society. Findings of this study involve how mental health business leaders can ensure state funding by implementing communication, support, and teamwork as strategic measures to carry out the organizational vision in a nonexhaustive and collaborative manner.

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Appendix A: Consent Form

Consent Form

You are invited to take part in a research study about strategies used to retain mental health employees in the workplace. This form is part of a process called "informed consent" to allow you to understand this study before deciding whether to take part. This study seeks 3 volunteers who are:

- currently managing or have formerly managed mental health clinics where strategies are/were utilized to retain employees

This study is being conducted by a researcher named Chauncey J. Strange, who is a doctoral student at Walden University. You might already know the researcher as a Human Resources Specialist, but this study is separate from that role.

Study Purpose:

The purpose of this study is to explore strategies mental health business leaders use to retain employees in the workplace.

Procedures:

This study will involve you completing the following steps:

- participating in a confidential, audio-recorded interview via Zoom (up to 1 hour) outside of normal working hours

- reviewing a typed transcript of your interview via email to make corrections, if needed (10 minutes)

- speaking with the researcher via phone one additional time following the

interview to hear the researcher's interpretations and share your feedback (this process is called member checking and usually takes 20-30 minutes) outside of normal working hours

Here are some sample questions:

- What strategies to improve employee retention have you implemented?

- What were the key barriers to implementing your organization's strategies for retaining employees?

- How did you address the key barriers to implementing your organization's strategies for retaining employees?

Voluntary Nature of the Study:

Research should only be done with those who freely volunteer. So everyone involved will respect your decision to join or not. No one at the Northeast Delta Human Services Authority (NEDHSA) will treat you differently based on whether you volunteer or not. If you decide to join the study now, you can still change your mind later. You may stop at any time per a notification via phone or email.

Risks and Benefits of Being in the Study:

Being in this study could involve some risk of the minor discomforts that can be encountered in daily life such as sharing sensitive information. With the protections in place, this study would pose minimal risk to your wellbeing. Also, while I have approval from Northeast Delta Human Services Authority to conduct this study, this is not considered any type of endorsement nor is NEDHSA in any way involved in this study.

This study offers no direct benefits to individual volunteers. The aim of this study is to benefit society by enhancing the quality of care and improving the quality of clients' lives with prevention and treatment. The findings from this study could also serve in creating a roadmap for improving mental health work employee retention, which could aid in securing better state funding for mental health service, agencies for continuity, or expansion of services to benefit patients and citizens. Once the analysis is complete, the researcher will share the overall results by emailing you a summary.

Payment:

Please note that there are no payments to participate in this study.

Privacy:

The researcher is required to protect your privacy. Your identity will be kept confidential, within the limits of the law. Be aware that, by default, data is potentially subject to subpoena, unless an NIH Certificate of Confidentiality is obtained to protect data from subpoena. The researcher is only allowed to share your identity or contact information as needed with Walden University supervisors (who are also required to protect your privacy) or with authorities if court-ordered (very rare). The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in the study reports. If the researcher were to share this dataset with another researcher in the future, the dataset would contain no identifiers so this would not involve another round of obtaining informed consent. Further, per the HIPAA Privacy Rule, appropriate

safeguards will be in place to protect the privacy of protected health information and set limits and conditions on the uses and disclosures that may be made of such information without an individual's authorization. Data will be kept secure by password protection. Data will be kept for a period of at least 5 years, as required by the university. Following which, all recordings, files, and documentation regarding the study will be shredded or permanently deleted.

Contacts and Questions:

You can ask questions of the researcher by phone ((318) 557-9684) or email (chauncey.strange@waldenu.edu). If you want to talk privately about your rights as a participant or any negative parts of the study, you can call Walden University's Research Participant Advocate at 612-312-1210. Walden University's approval number for this study is 03-04-22-0748930. It expires on March 3, 2023.

You might wish to retain this consent form for your records. You may ask the researcher or Walden University for a copy at any time using the contact information above.

Obtaining Your Consent

If you feel you understand the study and wish to volunteer, please indicate your consent by replying to this email with the words, "I consent."

Appendix B: Interview Protocol

Interview Protocol	
Interviewer Actions	**Interview Script**
Introduce the interview and set the stage	Thank you for agreeing to meet with me on today for 30-60 minutes. This is a confidential interview from which no participants' names will be used. I appreciate your time and participation as it will contribute to my quest in understanding what strategies are required to successfully retain employees in the mental health workplace. I am conducting an interview with you and two additional mental health center managers. As this is a voluntary process, you reserve the right to stop the interview at any time if a question is asked with which you are not comfortable responding. Please utilize the raise hand tool if you would like to discontinue the interview at any time. If we become disconnected or if there are technical difficulties, please contact me at (318) 557-9684. To ensure proper documentation of your

	responses, I will take notes and audio-record the interview. Following the interview, I will provide you with a summary of what was documented for you to provide additional information, if necessary. Do you have any questions at this time?
• Watch for non-verbal cues • Paraphrase as needed • Ask follow-up probing questions to get more in depth	1. What strategies to improve employee retention have you implemented? 2. What were the key barriers to implementing your organization's strategies for retaining employees? 3. How did you address the key barriers to implementing your organization's strategies for retaining employees? 4. In what ways have you communicated values or demonstrated determination to your employees for gaining their commitment? 5. Give an example or two where you demonstrated commitment to the goals of your organization.

6. In what ways have you communicated high expectations?

7. Based upon your experience, how do incentives affect employee retention?

8. In what ways have you stimulated your employees to be innovative and creative?

9. Give an example or two where you considered your employees' needs before your own.

10. What else can you share with me about your organization's strategies for retaining mental healthcare workers?

Wrap up interview thanking participant	Again, thank you for your time and participation. Please feel free to contact me with any questions that you may have as my contact information is included on the consent form provided.
Schedule follow-up member checking interview	As mentioned earlier, I will provide you with a summary of what was documented for you to provide additional information, if necessary. May I conduct a brief follow-up interview with you? If so, what date and time are you available to do so?