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Leading a Motivated Home Healthcare Company

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Walden University

College of Management and Technology

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Jekea Scott

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Walden University
2023

Abstract

Leading a Motivated Home Healthcare Company

by

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MBA, University of Phoenix, 2014

BS, University of Phoenix, 2012

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

March 2023

Abstract

The lack of employee engagement and increase in employee turnover adversely affect the healthcare industry's business outcomes. Home healthcare leaders need engagement strategies to retain experienced employees as failure to engage employees results in decreased productivity and increased expenses associated with recruiting and training new hires. Grounded in Blau's social exchange theory, the purpose of this qualitative multiple case study was to explore strategies that home healthcare leaders use to increase employee engagement and decrease employee turnover. The participants comprised eight current and former leaders and employees of home healthcare companies in Charlotte, North Carolina. The data collection processes included literature research, semistructured interviews, member checking, and examining company documents. Data were analyzed using thematic analysis, and three themes emerged: (a) education and training, (b) listening and communication, and (c) administrative policies or guidelines. A key recommendation for healthcare leaders to implement a mandatory online engagement course that includes information explaining employee engagement, how to showcase the findings in an organization, and what engaged work is. The implications for positive social change include the potential for home healthcare leaders to provide ways to engage their employees in the conversation regarding improvement and organizational goals. Increased organizational growth can help offer support services to those in need by identifying problems and creating solutions in the community.

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Dedication

I dedicate this study to my parents. They both have encouraged me and prayed for me countless nights that God gave me the strength to get through the doctoral journey and helped me complete this study. To my mother, thank you for teaching me the importance of hard work and dedication. To my father, thank you for your encouragement and tough talks.

Acknowledgments

First, I thank God who gave me the patience to go through this journey. Second, thank my parents who were there to support me. I also acknowledge my company for being understanding throughout this entire process.

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Section 1: Foundation of the Study

Effective leadership adds to the sustainability and success of a company; leaders can benefit from understanding practical and valuable leadership skills and styles that increase employee engagement and decrease turnover (Yin, 2018). Leadership can improve engagement because leaders shape employees through behaviors, skills, know-how, and actions (Hasan & Mamun, 2017). Leaders can affect how the employees carry out their responsibilities. The leader's actions can have a direct link to employee engagement. A few recommendations about leadership strategies to implement employee engagement in home healthcare would have been beneficial. There was a need for further investigation to identify possible strategies to implement in-home healthcare.

Background of the Problem

Employee engagement is an important concept to study because of the helpful and valuable conclusions it can draw. When an employee is engaged, progressive results can ensue for the employee and the organization (Riyanto et al., 2019). Engaged employees can create positive organizational results; for example, an engaged employee can increase profitability, decrease absenteeism, increase client satisfaction, and decrease employee turnover (Djoemadi et al., 2019). Engagement is a person's willingness to do something, and their desire to engage changes daily with each situation they encounter (Tullar et al., 2016).

Leadership urges or directs employee engagement (Tullar et al., 2016).

Leadership is a method used to inspire others to achieve a common goal (Joplin et al., 2019). Leadership is necessary to attain objectives for the success and longevity of an

organization. In this study, I explored the strategies that successful leaders in some healthcare companies use for employee engagement to reduce employee turnover.

Problem Statement

Ineffective leadership practices can lead to disengaged employees, high turnover, miscommunication, and bankruptcy (Djoemadi et al., 2019). When a company replaces an employee, the average turnover costs 25% of the employee's salary (Biaison, 2020). The general business problem is that employee turnover affects sustainability, performance, and profits. The specific business problem is that some home healthcare leaders lack successful strategies to increase employee engagement and decrease employee turnover.

Purpose Statement

The purpose of this qualitative multiple case study was to explore successful strategies that home healthcare leaders use to increase employee engagement and decrease employee turnover. The targeted population consisted of seven current and former leaders and employees of home healthcare companies in Charlotte, NC. These leaders have developed successful strategies to implement employee engagement to reduce turnover. The implication for positive social change is that the study results may help home healthcare companies maintain employee engagement and decrease employee turnover. Healthcare leaders could use the information to increase understanding of the characteristics and actions needed to cultivate a better organizational structure. They can also use it for employee motivation, providing better and more necessary services for patients.

Nature of the Study

For this study, I chose a qualitative research method to determine what successful strategies home healthcare leaders use to increase employee engagement and decrease employee turnover. I did not use quantitative research, as quantitative research involves collecting and analyzing numerical data (see Abdalla et al., 2018). Mixed methods research was unsuitable for this study because it combines qualitative and quantitative research (see Yin, 2018). Neither the mixed-methods approach nor the quantitative approach fit my research question. The quantitative part of mixed-method research involves testing and forecasting the theoretical framework. I did not design my study to forecast a theoretical framework. I considered using a case study, narrative theory, ethnography, and phenomenology.

The narrative theory allows researchers to examine human interactions and describe those user stories (Merax et al., 2019). The narrative theory was unsuitable for this study because it collects stories from participants about their experiences. This study needed various sources of information about strategies home healthcare leaders use. Ethnography involves focusing on and depicting a cultural group or organization (Marshall & Rossman, 2016). Ethnography was unsuitable for this study because I did not explore cultural groups or organizations. Gill (2014) suggested that phenomenology explores the lived experiences of humans through phenomena. Phenomenology was not fitting because the research did not focus on the participants' lived experiences. A case study design was the best method to examine the behaviors of leaders and employees.

Research Question

The overarching research question for this study was “What successful strategies do home healthcare leaders use to increase employee engagement and decrease employee turnover?”

Interview Questions

1. How would you define employee engagement?
2. What are the barriers to leadership strategies in-home healthcare?
3. What effect does salary have on employee engagement, in your opinion?
4. How do you measure the influence of your strategies to increase employee engagement?
5. What challenges has the company experienced carrying out these strategies?
6. How would you describe effective communication between an employee and a leader?
7. What are the elements of employee engagement that affect employees?
8. What information can you provide about leadership strategies and employee engagement in-home healthcare?

Conceptual Framework

Blau’s social exchange theory provided the conceptual framework for this research study. Social exchange theory is the trade of social or material sources, considered essential contact between individuals (Blau, 2017). Blau (2017) used social exchange theory to show that trust fostered through repetitive exchanges allows a researcher to gather information. A person facilitates an understanding of an expectation

that their behavior is foreseeable and positive (Li & Yu, 2017). The social exchange theory offers positive support involving accomplishments and approval (Blau & Boal, 1987). Social exchange theory also provides for others' expectancy, indicating that reacting to hurtful actions with unresponsiveness or revenge may occur (Li & Yu, 2017).

The social exchange theory helped me with data analysis by allowing me to study the relations between employees, leaders, engagement, and stress factors. Data analysis identifies themes and comparisons of experiences to create meaning (Lester et al., 2020). Social exchange theory creates a conceptual lens for examining and understanding home healthcare leaders' strategies to decrease employee tension and increase engagement. Though literature closely aligning social engagement theory to employee engagement is lacking, scholars have indicated that using social engagement theory will help with engagement (Joplin et al., 2019). Understanding the relationships between social engagement theories and encouraging employee engagement could lead to positive results.

Operational Definitions

Employee disengagement: Employees remove themselves from their jobs by giving less consideration and devotion (Northouse, 2016).

Extrinsic motivation: Displaying a behavior to avoid reprimand or to receive a reward (Ross & Ali, 2017).

Intrinsic motivation: A person who acts without an evident reward (Deci & Ryan, 2010).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are fundamental truths that must have meanings but are not certifiable (Simon, 2012). I made numerous assumptions that could affect the validity of the study findings. The first assumption was that leadership strategies can assess employee engagement qualitatively. The second assumption was that home healthcare leaders are concerned with improving employee engagement. The third assumption assumed that participants understood the employee engagement and leadership interview questions. Last, I considered that both pleased and displeased participants answered the employee engagement and leadership interview questions in a relationship equal to the home healthcare population.

Limitations

Limitations are possible weaknesses that could decrease opportunities for research (Merax et al., 2019). First, the range of this study was limited to the outcomes of eight home healthcare leaders and employees. The second limitation was that I only assessed employee engagement and leadership in the home healthcare sector of Charlotte, North Carolina. I evaluated employee engagement, organizational effectiveness, leadership strategies, and job performance gauged and retained by the home healthcare facilities. The interviewing process may be complicated for potential participants because of their schedules and personal lives.

Delimitations

Delimitations are the restrictions a researcher has established for the study (Singh, 2015). The delimitations of a study are the boundaries within which the study is directed and from the research question. For example, I limited this study to leadership approaches and employee engagement to help organizational structure and practices based on the experience of home healthcare leaders and employees in Charlotte, NC.

Significance of the Study

Examining the relationship between ineffective leadership styles and employee engagement can promote a more effective and proficient home healthcare organization. The main factors to maintaining a good leader and employee relationship depend on the leaders, leadership style, and how they manage their employees (Rahmadani et al., 2020). Different leadership strategies can help produce employee engagement in diverse ways according to the organizations' standards. This study's data can help sustain a business while cultivating and supporting employees, families, and communities. Leaders who can engage employees can help decrease employee turnover and help their emotional well-being.

Contribution to Business Practice

The study's significance is increasing and supporting current data on effective leadership styles and employee engagement. Employee engagement brings long-standing benefits such as improved performance, efficiencies, and company success. Engagement helps build a thriving and productive company because motivated personnel continuously look for ways to enhance their job performance and help the company (Thuy & Van,

2020). Leaders need to encourage the engagement of their workers. The findings can contribute to positive social change through improved leadership performance, increasing employee engagement, strengthening profits, and benefiting the economy.

Increasing employee engagement can cause improved efficiency, better performance, and employee retention. The conclusions made from this doctoral study may provide social change by offering leaders knowledge of what directs or guides employee engagement. Home healthcare leaders can profit from this doctoral study's discoveries because the study offers tactics for encouraging employee engagement in the workplace. Employees can benefit from the tactics leaders practice by developing improved job satisfaction.

Implications for Social Change

Engaged employees can affect revenue and allocate the community's benefit by extending services to needy individuals (Gupta & Sharma, 2016). Good leaders try to build opportunities to create positive social change in their community. This doctoral study's research can positively change home healthcare agencies by offering leaders effective employee tactics that increase employee retention and decrease turnover rates. A community with many engaged employees can help cause financial steadiness, helping the economy (Barreiro & Treglow, 2020). This study can also help fill gaps in the literature about whether decreased employee engagement causes higher turnover rates. Understanding the significance of employee engagement can significantly affect social change. In order to influence social change, it is important to consider what elements affect employee engagement.

A Review of the Professional and Academic Literature

The objective of this qualitative multiple case study aims to explore successful strategies that home healthcare leaders use to increase employee engagement and decrease employee turnover. This literature review provides the basis to explore employee engagement in the home healthcare industry. The literature review includes information on different leadership theories used by researchers to explore employee turnover and leadership and employee engagement breakdown. The research review created a helpful basis for the study.

To acquire academic literature sources, I used multiple databases to find relevant peer-reviewed papers to obtain academic literature resources, including EBSCO, Business Source Complete, and Google Scholar. I searched the following terms: *leadership, employee engagement, employee turnover, leadership models, social exchange theory, transformational leadership, transactional leadership, Maslow's hierarchy of needs theory, Herzberg's motivation-hygiene theory, job satisfaction, and leadership styles*. The literature review breaks down into detailed areas referencing a different part of the general business problem or the possible solutions to the business problem.

I ensured that at least 79% of the work researched was 5 years old or less, with as much as 15% including historical research that remains pertinent. I explored more than 100 peer-reviewed articles and publications to ensure a complete examination of the research topic, with over 90 of these sources cited in the literature review.

Leadership

A review of leadership is necessary, given that this study aims to explore effective leadership to improve employee engagement in healthcare. Attaining clarity of responsibilities is done by leaders (Boer et al., 2017). When a leader is not actively involved or does not communicate responsibilities, the team can fall apart. Leaders usually set the teams' intent, objectives, and examinations of their significance in an organizational structure (Lornudd et al., 2016). Ideas, obligations, and communication direct how team members grasp the team's intent and line up. Because teamwork is an option for each team member, the leader should express the initiative and vision that encourage remarkable work by each member and their shared implementation (Muszyńska, 2018).

Leadership differs from management because leaders expect teams to perform and hold them accountable (Carleton et al., 2018). Leaders' goals should be to attain exceptional performance from the group, including other concerns, like encouraging engagement, implementation, and improving talents and skills. The leader tries to push the team in the right direction. Leaders seek out better outcomes and believe in the ability of their teams. Leaders consider a deliberate objective, an adequate perception used to define how teams view changing circumstances (Boer et al., 2017). Leadership is about possessing a vision, ideas, goals, and the organization's future (Fullop & Harden, 2015). Leadership is also about accepting the development and environment of the future and increasing policies to make for the matters that arise.

Leaders make every effort to create change. Leaders use their knowledge and role to focus on what they consider necessary (Kolodinsky et al., 2018). Leadership offers the idea and path for the development and success of a business. Effectively handling change in the company, team members need the skills and competencies for policies and implementation (Kolodinsky et al., 2018). Managing change and uncertainty requires leaders to offer guidance and develop ownership and position within their teams to apply the change. Leadership essentially means implementing policies in the controlling of teams. The critical tactic used in leadership is encouraging members to increase their effort in the organization (Muszyńska, 2018).

Managing ideals that instruct and inspire team members to prepare for what is to come is leadership (Harris et al., 2015). Leaders continuously focus on the future and examine the team and its current state regarding planning. Leaders are compliant and focused on growth. Leaders should take accountability for how policies are carried out (Kolodinsky et al., 2018) and educate team members to perform efficiently to reach the desired outcomes. A leader needs to understand and know their strengths and weaknesses. Leaders will also need to understand and comprehend the best way to apply the strengths of others and their strengths (Delmatoff & Lazarus, 2014).

A successful and knowledgeable leader understands that they need to have a diverse group of individuals on their team. Leaders recognize that acquiring people with different skills and backgrounds will help cultivate a winning team and organization (Bradley et al., 2021). Leaders understand that they cannot change people; they can only offer tools and advice and show them how to apply them. A successful leader

understands every individual's talent and skillsets and places those employees in roles that will accommodate and allow them to succeed and develop (Kolodinsky et al., 2018). Leadership qualities within a business may influence employee engagement and implementation (Al Zaabi et al., 2016).

Organizational restructuring can synchronize skills with the company's desires to meet the business's general undertaking and attain high implementation points (Brunetto et al., 2020). The organizational restructuring aims to align the inner structure to the existing business plan. The method improves business control, increases management techniques, and advances operational effectiveness. These modifications influence the movement of power, accountability, and information in the business (Holbeche, 2019).

Leaders must wear many hats and understand the organizational structure and objectives. Leaders know how their role applies to their present title (Buil et al., 2019). Building competencies and focusing on the right objectives are needed to accomplish these goals. Leaders should also have the self-assurance to shape team members' motivation, engagement, and self-esteem and preserve a sense of personal uprightness (Riyanto et al., 2021). When leaders have these abilities, they can affect the team and the organization (Fullop & Harden, 2015). Leaders should acquire team members' support to reach the desired goals and objectives.

The skill of fostering everyday interactions, guiding and educating others, and establishing an environment that encourages teamwork and effort are the indications of a leader (Joplin et al., 2019). A leader's success depends on their knack or attaining objectives through the team's work and efforts. The leader and the team need to work

together to reach the organization's ideas and goals (Lornudd et al., 2016). Leaders and team members must work together to achieve objectives successfully. Leaders should also know that they must continually develop their skills and encourage team members to work on theirs (Kolodinsky et al., 2018).

The literature highlights characteristics of leadership, such as the following:

- Leaders must be mindful of organizational objectives related to company culture and employee engagement.
- Leaders must implement innovative strategies to increase and create reward systems to succeed.
- Leaders must use practical communication skills to improve the organizational barriers that may result in disengagement.
- Leaders can improve training and learning by influencing employee engagement, commitment, and the workplace environment.
- Leaders must identify problems, examine them to develop possible solutions, implement the plan, and assess the outcomes.

Teamwork

Teamwork encourages innovation, inspiration, collaboration, and communication between individuals from diverse backgrounds (Bradley et al., 2021). These unique viewpoints and outlooks can aid in bringing new and fresh ideas. Team members can sometimes see possible downsides or drawbacks with specific objectives when considering something one person could have overlooked. Successful teams drive solidarity and assurance between team members (Aftab et al., 2019). Successful teams

create or expand on leadership abilities and duties, letting members experience organizational change. Teams should share responsibilities, and each person should be responsible for the team's implementation and behavior (Van Der Voet & Steijn, 2020).

Team members should value each other's skills and capabilities and take full advantage of them; these skills will help create a common idea that will direct the dealings and contributions of members in the direction of that common idea (Harris et al., 2015). The idea will convey an understanding and attempt to offer improved services. The concept should be suitable, purposeful, reasonable, and backed by members, after which each member can implement the goals and objectives (Muszyńska, 2018). Continuing training and improvement for members is also essential; they must educate themselves on communication, problem solving, team building, conflict resolution, and leadership.

Training and educating team members to perform jobs efficiently can improve the organizational structure (Hudáková et al., 2021). Teams control members' responsibilities in contrast to shared work responsibilities. Each team member must understand their obligation and the tasks of each other. A team that intends to cooperate and work together and create and classify well-defined responsibilities is a team's plan for teamwork (Bradley et al., 2021).

When a team distributes duties between members, sharing duties can help and hurt the team. Shared duties can create separation or a gap between members (Chong & Lan, 2015). Team members can only benefit from the separation of responsibilities if they cooperate and work in partnership. Leaders must ensure that duties are defined and

distributed evenly and that everyone communicates openly and effectively. Well-defined objectives are essential so members can grasp the intent and ideas of the team.

Members should want to go the same way and be mindful of the results. Well-defined objectives help the team figure out where they are going. Distinct objectives help the team know when productive and effective by identifying what it wants to achieve and how (Boer et al., 2017). Clear goals promote harmony in a team; sometimes, goals are vague and cause misunderstanding and confusion. When responsibilities are clear, team members will know their tasks and duties. Knowing your responsibilities indicates that a person knows their responsibilities and understands how to appropriately use those skills and attributes (Chong & Lan, 2015). Well-defined responsibilities help team members recognize the purpose of working together collectively.

Organizations with leaders and teams working together effectively have a considerable lead among other organizations. Leaders are skilled at job accomplishment and producing valuable team relations. Leaders understand that teams need organization and help build a basis to create change (Kolodinsky et al., 2018). Successful leaders and teams have an optimistic and progressive attitude concerning change and are also open to diverse ways of approaching work duties (Gupta & Sharma, 2016). Both leaders and teams should encourage group effort and exchange ideas to meet the organization's goals. Home healthcare leaders should lead employees as well as patients efficiently. Leaders must make a conscious decision to implement helpful and ongoing changes that will increase the company's quality of care, improve employee efficiency, and lower expenses. Healthcare is continually evolving, and if leaders and employees worked

together, they could ensure high-quality service and steady organizational momentum by incorporating different theories.

Leadership Models

Successful leadership encourages team building, establishes clear objectives, and inspires others to accomplish goals (Aftab et al., 2019). In contrast, poor leadership can increase turnover because of employee disengagement. Leaders are significant to organizations and having the appropriate leadership knowledge to lead can develop trust in employee relationships (Zopiatis et al., 2014). Trust can build morale, efficiency, and drive-in employees. Leaders should motivate teams to be successful and keep them engaged and motivated.

When deciding to leave an organization, leadership strategies can show the choice of the employee to end their employment. Leaving an organization can hinder organizations by taking valuable company information, filling the position, and affecting company revenue (Eisenberger et al., 1990). Employee turnover can negatively affect the organization's goals and plans. On the other hand, employee turnover can help businesses weed out employees who perform below expectations. Employee turnover is significant to a company's success, no matter the underlying cause. Organizational leaders play a part in the behavior of employees relating to company success. Several leadership methods, such as laissez-faire, democratic, autocratic, and visionary can create organizational success and decrease employee turnover (Breevaart & Zacher, 2019). These leadership models are dependent on the engagement and loyalty of employees.

Social Exchange Theory

Social exchange theory is the trade of substantial or insubstantial action between two or more people (Ogabonna, 2022). Homans's (1961) view of social exchange theory was on reward and reproach, which he defined in five proposals: (a) the success proposition advocates for behavior that generates positive consequences as it occurs again; (b) the stimulus proposition shows that rewarded behavior in the past will occur again; (c) the value proposition states that the more valuable the action is to a person the more likely they will perform it; (d) the deprivation-satiation proposition contended that the more often a person had received a particular reward for an action, the less valuable an additional unit of the reward would be; and (e) the final proposition specifies when individuals will react emotionally to different reward situations (Cropanzano & Mitchell, 2005). Homans believed that when offered a reward, the behavior would continue.

Blau (1964) thought that instead of applying reinforcement, he would concentrate on the mutual exchange between people. One difference between both views is determining what to do next (Heath, 1976). Blau's viewpoint showed that if individuals expect a reward, their actions are determined to maximize a benefit (Slack et al., 2015). Those focusing on the past have a reinforcement viewpoint. They are showing individuals value what actions have received a reward in the past, basing future actions on that perspective.

Some researchers considered a reasonable explanation for foreseeing the permanence of specific exchanges (Coyle-Shapiro & Conway, 2004), a feature that Blau (1964) was incapable of explaining. Emerson (1972) concentrated more on the

relationship between control and social construct, which he observed as the main theoretical issue with the social exchange theory. Emerson believed that control was a function of the dependency of one individual on another. Emerson saw control as a fundamental provision between individuals who manage resources. Social exchange theory uses social occurrences such as exchanges, objectivity, and obligation to connect (Slack et al., 2015).

Though social exchange theory receives criticism for using undeveloped ideas, the theory is a significant conceptual model for grasping workplace conduct (Thuy & Van, 2020). The theory's basis in expectancy and responsibility has led to its development as a critical academic viewpoint to understand workplace conduct and the relations between leader and employee. Blau (1964) stated that social exchange comprises the principle that people can perform with an unspecified future repayment expectancy. Despite the stated criticisms of the theory's initial concepts, Blau's characterization of social exchange supports other theorizers who identified social exchange theory as a sequence of dealings that produce responsibilities (Emerson, 1962). These responsibilities are seldom noticeable when they establish themselves in the place of work. Social exchange theory can cause conduct to decrease negative experiences and makes positive experiences.

When employees see that leaders appreciate and compensate for their abilities and performance, they will counter this with positive approaches and behaviors in their job performance (Thuy & Van, 2020). Social exchange theory can also foresee how behavior will occur with retention and turnover rates within home healthcare. Social exchange

theory shows that for a relationship to occur or continue, it must offer a benefit or result that positively shows opposing situations (Liu et al., 2020). When deciding to participate at work, an individual considers the benefits and effects of their present association. Satisfaction is a prior experience and expectancy along with current affairs. Employees can contribute to a social exchange relationship with their transformational leader and return their actions by engaging (Cropanzano & Michell, 2005). I selected social exchange theory as the conceptual framework for this qualitative multiple case study and the lens through which I viewed my research. The results may stimulate positive changes in organizational performance and help healthcare leaders keep employees while decreasing turnover.

Transformational Theory

Transformational leadership styles focus on team building, motivation, and collaboration with employees at various levels of an organization to accomplish change for the better. Transformational leadership theory sets incentives and objectives to motivate employees while offering growth opportunities (Barbinta et al., 2017). Transformational leadership theory uses inspiring power to encourage employees to work to gain the business. These leaders seek the obligation for a "transformation" in the current culture. Transformational leaders are mindful of their companies' cultural settings (Carleton et al., 2018) and want to perfect their behaviors so that employees mimic them.

A transformational leader can help develop and support a company's culture to succeed in shared responsibility and devotion (Thuy & Van, 2020). Transformational

leadership has five factors: inspirational motivation, individualized consideration, idealized influence attributed, intellectual inspiration, and communication.

Transformational leaders demonstrate ethics, morals, and principles with the above concepts. Transformational leaders display motivation, consideration, stimulation, and influence (Bass, 1985). Each of these behaviors helps employees foster skills, inspire growth, and reach their goals.

The behaviors influence employee satisfaction, decrease turnover and enhance performance (Bass, 1988). Transformational leaders try to motivate and influence employees by inspiring them to recognize the vision for the future. A transformational leader must display behaviors with moral and emotional standards (Rajesh et al., 2019). The potential participants for this study will have successfully implemented strategies to increase employee engagement and decrease turnover in their company by having and upholding moral and emotional standards.

The transformational leadership style adapts to fostering change. In completing this research study, I hope to discover how leaders foster change within their roles.

Effective leadership is pivotal when coping with organizational growth and changes in the business. Transformational leaders motivate and encourage their employees to see past their self-interests and focus on their development (Buil et al., 2019).

Transformational leaders accomplish such transformation through behaviors and actions that inspire their followers to associate with and imitate them. They show empathy for their employees by offering them support, direction, and guidance.

Transformational leaders inspire employees to reach their full potential while helping them (Bass, 1988; Khanin, 2007). Transformational leaders have a sensible approach to enhancing the attitude and performance of employees. Transformational leaders play an essential part in teaching self-reliance and self-confidence to employees. Transformational leaders encourage employees to share the company's objectives by influencing and motivating them. Transformational leaders inspire their employees to alter their opinions and expectancies. These leaders create change by leading by example and defining set goals. Transformational leadership shows how to foresee organizational efficiency (Bass, 1985).

Transformational leadership can motivate employees to demonstrate an effort and commitment to organizational growth. Transformational leaders search for ways to solve problems and find growth opportunities in uncertain situations (Bass, 1988). Transformational leadership can be effective in-home healthcare if an employee is loyal to the organization and willing to make an effort. Transformational leadership is a form of leadership where a leader wants to raise employees' awareness (Bass, 1988; Burnes et al., 2016) and push them toward setting goals while helping them achieve them. The only issue with transformational leadership relating to healthcare would be the "vision" trait. Sometimes a leader can misjudge their vision by overvaluing or undervaluing their ideas based on the market.

Issues can happen when leaders do not take the time to research the market and see where the company can or needs to implement changes. Transformational leaders can also fail to realize when they need to make secessions, which can be disastrous in

healthcare. Transformational leaders try to motivate, be role models, and encourage confidence (Bass, 1985). A transformational leader who acquires ideal influence has employees who admire them. These employees learn to trust their leaders because of their impression of them. Transformational leaders do not take this influence lightly and refrain from taking advantage of their power (Breevaart & Zacher, 2019). Leaders with ideal influence help their employees to attain their maximum ability.

Transformational leaders can be influential leaders who properly implement leaders to support leader and employee relationships. Transformational leadership could help a leader's and employees' relationship by sharing the organization's objective. When the organization's aim is precise, the employee is less likely to decipher what direction to take with their engagement. An improved relationship between leaders and employees could further the employee's interest and create understanding, affecting them to execute beyond their average performance levels (Tullar et al., 2016). Transformational leaders can improve how employees carry out their duties by conveying the organization's objective and inspiring employees to engage in the advancement of the business. Generating more commitment, loyalty, and engagement improves performance and efficiency.

Transformational leaders who establish change among employees may cause a positive awareness that encourages the employee. Transformational leaders showing charismatic behaviors may motivate, influence, and rationally stimulate employees (Thuy & Van, 2020). By sharing information with employees, leaders receive their employees to attempt new ways of carrying out responsibilities and resolving problems. The

information helps employees attain their total capacity and create execution and flow (Gupta & Sharma, 2016). Transformational leaders try to act in the employee's best interest while making a positive change to acquire a high-level objective through their magnetism and influence for high ethical and fitting standards that encourage employees (Blau & Boal, 1987). Transformational leaders functioning as role models increase employee output.

Leaders who have improved relationships with their employees create an improved workplace that increases its objectives and motivations. The characteristics of this influence are self-confidence, possessing, and showing respect. Researchers have associated transformational leaders' behavior with employee engagement for many years. Although transformational leaders influence employee engagement, it also affects the employee's environment and level of interest (Lee & Chon, 2020). The employees' job and emotional needs can positively influence work engagement. The demands can be considered barriers or obstacles that negatively affect work engagement.

According to Barbinta et al. (2017), transformational leaders influence employees' attitudes and performance and encourage positive behavior. They are increasing an employee's confidence, positivity, and principles. Psychological health and transformational leadership enable employee engagement and trust (Aftab et al., 2019). To form principles that turn into positive relationships; increase self-sufficiency, development, and dedication by creating an engaging atmosphere that can turn into trust. Trust stimulates and permits the relationship between transformational and transactional leaders and employees, increasing employee engagement (Breevaart & Zacher, 2019).

Transactional Theory

Transactional leadership theory focuses on disciplinary authority to motivate employees (Barbinta et al., 2017). Transactional leadership theory focuses on objectives and purposes. The leader uses rewards and penalties to encourage followers. The theory aims to give the current culture a facelift by improving procedures and regulations. Transactional leaders handle difficulties by discussing and interchanging, with incentives for work results. Transactional leadership is about approval, fulfillment, and satisfaction (Sayadi, 2016). They emphasize task implementation and execution for the execution of and completion of undeveloped needs.

Transactional leaders direct and motivate employees to meet the organization's goals by refining employee roles conditionally on a rewards-based understanding. Transactional leadership relies on management practices such as monitoring, structuring, and developing responsibilities based on penalties and rewards. Transactional leaders establish clear guidelines for employees and the incentives they will receive (Kuntz et al., 2019). An incentive or reprimand depends on the employee's performance. Transactional leaders focus on their interests and the employees using a contingent reward process (Bass, 1988; Khanin, 2007). Contingent rewards are well-defined expectancies and incentives for achieving a goal (Delmatoff & Lazarus, 2014).

Strong reward systems such as a contingent reward process appeal, influence, improve, satisfy, and encourage employees. According to Bass (1985), successful transactional leaders use profitable "rewards" in exchange for work performed. Transactional leaders search for compliance from their employees. Transactional

leadership has a foundation for developing transformational leadership characteristics (Savadi, 2016). First, ineffective "trades" growth or increase fosters transformational leadership behaviors. Second, transactional leaders use rewards and chastisement in their leadership style. Transactional leaders can be rash and reactive, while transformational leaders are positive and practical (Khanin, 2007).

Transactional leaders focus on improving the company's state, whereas transformational leaders work on changing the company's condition. A transactional leader is focused on preparation and implementation, while transformational leaders seek development and innovation (Barbinta et al., 2017). One positive aspect of this theory is that transactional leaders exhibit concise goals and objectives. These leaders focus on dictating tasks and not building relationships with their employees (Donkor & Zhou, 2020). Transactional leadership comes when they cannot pay or promote employees. Leaders can display both transformational and transactional behaviors.

Transformational leaders can improve the efficiency of transactional leaders (Bass, 1988). Transactional leaders focus on fulfilling the objectives of leaders and workers separately. Transformational leadership focuses on fulfilling the intent while ensuring they are closely aligned (Breevaart & Zacher, 2019). Leaders must offer education, skills, and understanding by preparing for changes and addressing challenges. Based on a transactional leader's characteristics, it may be difficult for this leadership style to work in healthcare. Guidelines, methods, and principles are fundamental for a transactional leader.

Transactional leaders focus on short-term objectives, values, processes, policies, and control (Barbinta et al., 2017). Leaders who use transactional leadership try to maintain the present circumstances, finish tasks, highlight extrinsic rewards, and avoid threats by improving organizational productivity (Al Zaabi et al., 2016). The transactional leadership style has a positive connection with the engagement of employees (Khanin, 2007). Also, transactional managers keep employees engaged by rewarding and showing appreciation instead of task achievements (Donkor & Zhou, 2020).

The rewards increase employee engagement. Leadership by exception is a method transactional leaders use to mediate because the employee does not meet the satisfactory standard (Savadi, 2016). A literature review shows that transactional leadership can negatively affect an employee's engagement. Transactional leadership may be beneficial in encouraging engagement but not as successful as transformational leadership. The transactional leader may encourage participation, dependability, responsibility, and performance by offering contingent rewards.

Maslow's Hierarchy of Needs Theory

Maslow's hierarchy of needs theory explains the process of motivation based on the individual's needs (Mcleod, 2018). Maslow states five needs: physiological, safety, love, self-esteem, and self-actualization. The different needs in Maslow's hierarchy of needs are contingent upon fulfilling the prior need. Leadership should ensure that employees are psychologically and physically met (Jerome, 2013).

This theory does differ from person to person. The theory is incomplete because an employee may be trying to reach a need and accomplish a higher requirement, which

can throw off the pyramid of needs that Maslow has created (McLeod, 2018). Maslow's physiological and safety theory needs to parallel the transactional leadership style with functionality and control. Transformational leadership resembles Maslow's hierarchy of needs theory because they deal with vision, motivation, and influence (Gao & Taormina, 2013). Questions regarding how participants measure the influence of strategies they implemented during the semistructured interviews. The question may help to increase knowledge on how to increase employee engagement.

Herzberg's Motivation-Hygiene Theory

Herzberg's Motivation-Hygiene theory components are extrinsic and intrinsic. Both refer to why or how employees perform (Gao & Lee, 2014). Extrinsic motivation is separated into two components operant conditioning and social cognition. Operant conditioning is the variation of behavior using differing consequences. The outcomes of operant conditioning facilitate the action to happen more often. Some effects can improve behaviors, and some cause a decline. Social cognition is how an employee can handle new material associated with social settings (Goswami et al., 2014).

Four fundamental methods are linked to further information: programming, storing, recovery, and application to social settings. Each technique is a component of an environment that permits it to connect to recognition (Deci & Ryan, 2010). The ability to connect to a prior situation is more likely to understand. Intrinsic motivation has three sections: physical, mental, and spiritual (Gao & Lee, 2014). A rise or decline in engagement establishes the need for stability positively. Mental attention to something exciting or frightening, eradicating risk, and solving problems develop positive change

(Goswami et al., 2014). Recognizing emotion may also positively increase confidence and eagerness in the mental section.

Herzberg's theory shows specific job-associated experiences people seek (Bryant, 2018). For example, Herzberg (1959) indicated that employee salary influenced job satisfaction and engagement. Herzberg also believed that employees wanted to grow mentally, which means they have an intrinsic need to be expressive and offer something valuable. Finally, Herzberg thought the association employees had at work would add more to job dissatisfaction and lack of engagement.

Engagement

Each theory previously discussed some type of engagement to be executed. Engagement is awareness and commitment to a job; it displays an employee's job performance investment. Harter (2020) wrote that the Gallup report showed that only 36% of employees were engaged, and 14% were not engaged in the United States in their daily jobs. Engagement supports the success of leadership approaches, employee processes, and execution expertise. A leader who does not encourage and motivate employees may decrease their attempt to be productive and helpful assets. Engagement is progressive and must demonstrate enthusiasm, commitment, and interest (Tullar et al., 2016).

Enthusiasm shows the eagerness to put effort into your work and employee commitment. Employee commitment is when employees feel obligated and responsible for their work (Kolodinsky et al., 2018). Interest shows the qualities of attentiveness and concern; interest displays complete work engagement. An engaged employee is willing to

put forth the effort to help the organization (Gupta & Sharma, 2016). Employees reveal their commitment and liability when engaged in their work tasks; their commitment exhibits how they want to carry out their role (Joplin et al., 2019). Engagement connects and links employees with their leaders and organization to cultivate constancy and allegiance.

The key to organizational success; is when an engaged employee wants to reach its objectives, the company succeeds. Engagement is a sign that an employee trusts the company's morals and ethics to put in the effort to accomplish company objectives (Krishnaveni & Monica, 2016). An engaging workplace encourages a secure leader/employee connection that illustrates awareness, obligation, loyalty, and expectation. Employee engagement drives an organization's bottom line (Djoemadi et al., 2019).

Organizational leaders should be concerned with how engaged their employees are. Employee engagement is the center of work behavior and atmosphere (Aftab et al., 2019). Employee engagement is an informational means for how well a company will do fiscally. Leaders focus on retention and how well the organization performs (Boer et al., 2017). Because of increased turnover, employee engagement has become an essential concept in research.

Engaged employees care about the company's success and are willing to help. Engaged employees focus on the company's mission and goals. Studies show that employees will be more involved if they feel valued and appreciated (Boer et al., 2017). Consequently, organizations will experience increased financial gain and improved

employee retention (Eisenberger et al., 1990). Most employees follow the company's requirements but do not use their full abilities. An engaged employee also helps promote relationships with clients or customers, allowing them to make more knowledgeable decisions to obtain services (Gupta & Sharma, 2016), resulting in increased financial performance for the organization.

Leaders face increasing engagement because the connection between a leader and an employee influences the employee's work. A good relationship between the leader and employees improves the employee's work engagement, and an engaged employee is more likely to have a positive attitude toward their work (Aftab et al., 2019). The leader's engagement also affects the value of employee engagement. Engaged leaders are more enthusiastic, dedicated and participate in their daily roles. The influence between leaders and employees encourages and motivates employees. Work engagement influences employee performance, and it decreases turnover intention among employees.

High-quality leadership is the result of their state of mind, and it affects the employees' perception of their work, which can considerably affect work efficiency, improvement, and performance. The factors that add to employee turnover can come from a lack of leadership abilities and tactics. Some components that cause employees to leave or disengage are an absence of communication with leadership, the lack of understanding of leaders, and the shortage of teamwork between leader and employee (McManus & Mosca, 2015). Leaders must deal with damaging behavior for an organization to thrive and succeed. One step to correcting employee turnover is to have leaders create practical employee retention approaches, offering an organization a better

means for success. A helpful work environment, where leaders show care for their employees and let them express their opinions and views, is a factor in the level of engagement in employees' output (Al Zaabi et al., 2016).

Leaders understand their employee's engagement level by encouraging participation and eagerness to carry out job duties. Also, employees with supportive relations with co-workers' have higher engagement levels because they feel secure in fulfilling their goals and objectives (Aftab et al., 2019). Training allows employees to increase their self-confidence and offer more engagement with their job. It also provides the employee with openings for growth and improvement, which aids in career advancement. Rewards, whether financial or non-financial, are an indispensable element in engagement. Employees who feel suitably rewarded will show higher levels of engagement (Aftab et al., 2019).

Research showed that the organization's employment guidelines affect employee engagement and loyalty. Organizations that back flexible work schedules permitting employees to have a healthy work-life balance remarkably lead to engaged employees (Boer et al., 2017). The organization's concern for the employee's happiness likewise influences employee engagement. The more attention an organization shows to the well-being of employees, the more engaged the employee becomes. Employees who feel satisfied with their job are more likely to be engaged.

Job Satisfaction

Job satisfaction is a viable component of engagement and how productive employees are. Job satisfaction is susceptible, meaning that job satisfaction is likely to be

a part of organizational performance. Additional research is needed as job satisfaction is essential. Evidence on the topic is vague. Some would suggest that organizations increase employee job satisfaction to increase employee engagement. Job satisfaction is also one of many job behaviors.

Job satisfaction is associated with employee happiness and is important within an organization. Job satisfaction affects an employee's health. If employees are displeased with their work environment, their ability to do a good job can become compromised. Often employees begin to feel this way because of a lack of admiration. A positive method style can rebuild an employee's willingness and ability to perform well (Lee & Raschke, 2016). Gratitude in this situation describes how to help and express the importance of someone within the organization.

When employees express their concerns, leaders need to understand that their concern is linked to their happiness, health, and job performance, affecting absenteeism and turnover. Employees' effort for their job connects with how they feel about their job. With increased amounts of job satisfaction, an employee's level of performance will steadily continue (Khan & Lakshmi, 2018). Employees may remain satisfied with their job no matter how hard they work to feel appreciated and secure. Supportive company culture can increase employee job satisfaction (Boer et al., 2017).

An employee's measurements of the company's culture, mainly concerning leadership support, can influence job satisfaction. Company culture in a home healthcare company plays a part in job satisfaction, engagement, and employee loyalty. Satisfied employees result when they receive a sense of recognition. Researchers studied several

reasons that affect the level of job satisfaction among employees. These reasons include salary, promotions, leadership, benefits, and communication. Each of these elements can have a significant influence on job satisfaction.

Job satisfaction relies on promotions, training, and diversity (Gao & Lee, 2014). The level of job satisfaction can be a sign of employee behavior. Tell-tell signs, such as tardiness, absenteeism, and decline in work, may result from job dissatisfaction (Krishnaveni & Monica, 2016). A reduction in job satisfaction will have an unfavorable effect on the company. In contrast, a high level of job satisfaction will positively influence and help decrease employee turnover.

Implementation of Change

Voluntary turnover can cost companies in different ways, such as recruitment, training new employees, and the time it takes to fill open positions (Hancock et al., 2013). Proactive leaders try to anticipate voluntary turnover and prepare their organizations accordingly. Proactively predicting voluntary turnover can increase productivity and minimize the time lost. Identifying employees' dedication and loyalty to their organization and vice versa creates a setting where employees want to work. This will, in turn, help organizations meet organizational goals and the needs of their employees. However, employee turnover can also pose additional problems to organizations, including but not limited to decreased employee morale, the loss of employees that were assets to the company, and a decrease in financial performance (Blau & Boal, 1987).

Employee turnover can have many different outcomes and various consequences. Understanding employee turnover and organizational success can help leaders develop strategies to increase retention. The relationship between leaders and their employees and performance management can also affect employee retention. Many researchers believe that if an employee remains in an organization the main factor is their relationship with the organization's leaders (Aftab et al., 2019). Leaders' relationship with their employees can depend on expected performance goals, leader and employee expectations, training, feedback, and career development (Boer et al., 2017).

Several researchers argue that organizations are supposed to benefit from involuntary turnover because it offers the chance to replace poor-performing employees. Replacing those employees can create better normative factors for employees who remain at the company (Buil et al., 2019). Voluntary or involuntary turnover can adversely affect organizational performance.

A leader can determine success and capacity to meet organizational goals by factoring in the turnover rate (Ertürk, 2014). Turnover is how employers gauge the level at which they obtain and lose employees. Turnover intention is when employees voluntarily leave their current job and gain new employment (Hasan & Mamun, 2017). Turnover intention can indicate employee training, culture, leadership strategies, hiring policies, retention strategies, and organizational objectives (Hancock et al., 2013).

The loss experienced when an employee leaves an organization directly affects the goals and objectives of the business because of the time spent replacing and training new hires and financial loss. Leaders understand the adverse effects of employee turnover

as precursors of turnover and should identify strategies to decrease its effect (Gupta & Sharma, 2016). Leaders can resolve turnover intentions by learning about the factors contributing to employees' leaving. Concentrating on valuable strategies that help decrease employee turnover in-home healthcare organizations must be a priority.

Employee turnover can affect the organization's financial sustainability because turnover can directly influence output and production. Implementing strategies to decrease employee turnover in the in-home healthcare industry can be difficult. The workplace culture plays a role in the operations of a home healthcare organization. Most employee's in-home healthcare field has direct contact with the clients. For in-home healthcare organizations to be successful, building and continuing a good relationship between the employees and clients is essential (Lornudd et al., 2016). Clients choose to stay with home healthcare companies based on their relationship with their staff.

Clients depend on their relationship with organizational leaders and employees, determining whether they stay with the company. Home healthcare leaders should make every effort to develop strategies to decrease turnover, considering their relationship with their clients (Hancock et al., 2013). Creating a plan for reducing employee turnover is necessary because increased employee turnover is a primary cause of reduced sustainability for most companies (Lee & Raschke, 2016). Increased turnover can decrease organizational sustainability as well as company profits.

Strategies for decreasing employee turnover in the home healthcare industry can look different from strategies that could be effective in other fields. Organizational leaders should include their employees when improving organizational strategies (Aftab

et al., 2019). When organizational leader involves employees in company decisions, they may feel they are an asset and that their opinions matter (Holbeche, 2019). Implementing strategies to decrease employee turnover is imperative because these strategies can help maintain the culture in their organization, increase productivity, and, most importantly, cut down on the time it takes to train new employees (Blau & Boal, 1987).

Organizational leaders must implement strategies that successfully decrease employee turnover.

Leadership strategies should promote and urge employee engagement and commitment. These strategies must also align with company objectives to help decrease employee turnover. Below are some company objectives that can implement change:

1. The organization's mission, values, and business model must be clear and comprehensive to understand every leader and employee.
2. Organizations must cultivate a supportive working environment that inspires employees to reach their full potential.
3. Organizations must define and establish business systems, training, financial processing, best practices, Human Resources, and employee expectancies.
4. Organizations must recognize employees for employees accomplishments and contributions to the company.

Decreasing employee turnover is helpful to both organizations and employees because it brings about success, sustainability, and a better work environment.

Organizational leaders should develop strategies for decreasing employee turnover, including suitable training for employees to be knowledgeable and have the necessary

skills to perform their job duties. Strategies that involve better communication between leaders and employees also help organizations. Another technique that can help with employee turnover would be to support the employee's objectives (Boer et al., 2017). Employee turnover results are different for every organization, and considering the reasons for employee turnover in the home healthcare industry is necessary for the success of its organizational leaders.

Transition

Section 1 includes the problem statement, the purpose statement, and the nature of the study, which supports choosing a qualitative approach and case study design for this research. Section 1 also covers the interview questions, the conceptual framework, and the operational definitions. Section 1 includes the study's assumptions, limitations, and delimitations. The significance of the research and a review of the professional and academic literature are the last two elements of Section 1. Section 2 will explain this study's chosen research method and design, incorporating the reasoning for not choosing a different design method. Also, Section 2 includes the data collection instrument, organization, and analysis method. Finally, section 3 will present the findings, application to professional practice, recommendations for actions, and future research on employee engagement. Section 3 will also discuss my personal experience as a doctoral student and the data analysis conclusions.

Section 2: The Project

The objective of this study was to explore strategies leaders' in-home healthcare use to implement employee engagement in their organizations to decrease employee turnover. Section 2 includes detailed information on the theory, research, and analysis process. This section contains the purpose statement, the role of the researcher, participants, research method, research design, population and sampling, ethical research, data collection instruments, data collection technique, data organization technique, data analysis, reliability, and validity.

Purpose Statement

The purpose of this qualitative multiple case study was to explore the strategies that successful leaders in home healthcare use to implement employee engagement and reduce employee turnover. The target population consisted of eight home healthcare leaders and employees in Charlotte, North Carolina who have developed effective employee engagement strategies to reduce employee turnover. The implication for positive social change is that the study results may help home healthcare companies maintain employee loyalty and decrease turnover. The availability of accurate data may enable leaders to make better decisions to benefit the company.

Role of the Researcher

As the researcher in this multiple qualitative case study, I gained knowledge of leaders' and employees' interactions and their effects on productivity and engagement. Information was gathered, defended, and analyzed to classify concepts and ideas and convey those findings. Participants received details on the purpose of this study,

information on the process of answering the structured interview questions, and how much time it would take. The answers from each interview allowed me to establish ideas from the participants' opinions. Notes were taken during interviews to analyze the answers to questions and ensure that I received pertinent material.

A semistructured interview can be a way to ensure that there is a sense of uniformity among the interviews. The interviewer must be competent and familiar with properly administering the interviews (Van Der Spuy et al., 2016). The interviewee must also be familiar with the topic, ensuring knowledge and making the interviewee more comfortable. Semistructured interviews consist of an interviewer that oversees arranging and guiding the questioning (Kallio et al., 2016). Individuals who want to organize a successful qualitative interview need to understand the intent of the several types of interviews and the methods connected to them (Marshall & Rossman, 2016). Though different purposes can direct qualitative interviews, interviewers should assist people in representing their individual experiences.

Making valuable research questions for an interview is vital for an interview strategy. With a background in business management and healthcare, my personal experience helped me to relate to the participants' day-to-day business procedures. I adjusted my outlook to prevent any biases as the researcher. I had systems in place for my interviews and the data collection process. The participants were prepped before the interview to arrange an appealing answer for this study. This study enabled me to observe leadership and employee engagement in the workplace from workers' and administrators' viewpoints.

Participants

The target population consisted of eight home healthcare leaders and employees in Charlotte, North Carolina who have developed effective strategies to engage employees and decrease turnover. In a qualitative study, interviewees play a crucial role because interviewees are essential sources of information (Peterson, 2019). I partnered with a home healthcare agency in Charlotte, NC to obtain potential participants' contact information that meets the research criteria. The participants were home healthcare employees and leaders who knew the topic and could answer the interview questions. Home healthcare leaders should know employee opinions and experiences to understand successful strategies to increase employee engagement and decrease employee turnover. Participants were required to have seven to 22 years of experience in their relevant field.

A factor in qualitative research is the research method and design used to gather participants' interview responses (Lester et al., 2020). Privacy was important in maintaining the participants' identity and compliance to ensure the researcher's truthfulness. Initial contact with participants occurred after receiving approval from the Walden University Institutional Review Board (IRB). I am not permitted to share participants' personal and professional information. I contacted potential participants by a preferred method for future communications for data collection purposes (see Yin, 2018). After receiving permission and willingness from participants to participate in the study, I contacted participants via email to schedule face-to-face or Zoom interviews. Forming a relationship with the participants is an approach that researchers can use to promote openness in sharing knowledge about the research topic.

Research Method and Design

Research Method

The goal of this study was to increase knowledge of employee engagement in the home healthcare sector. The qualitative method was appropriate as researchers attempt to simplify and encourage understanding. Qualitative work is detailed and explanatory as the researcher tries to understand the method and not the outcomes alone (M.N.K. Saunders et al., 2015). Qualitative researchers seek to build relationships and discover new experiences.

Qualitative research with this study may assist companies where leaders lack or have effective leadership styles that tackle employee motivation and decrease turnover (Mandal, 2018). The study's qualitative research method can help leaders apply new habits and styles to develop and enhance employee motivation and decrease turnover. The qualitative approach aligns with the leadership styles and may assist in finding the appropriate leadership style to stimulate employee motivation.

Qualitative research consists of detailed interviews, observation, and focus group interviews (Marshall & Rossman, 2016). Qualitative research is flexible, unlike quantitative research (Cruz & Tantia, 2017); it was more suitable for this study because it focuses on participant experience. Quantitative research deals with testing hypotheses and investigates interactions of variables (Park & Park, 2016). Although quantitative research would limit participant experience, the qualitative research method helped me identify and comprehend participant behavior and opinions.

Research Design

The selection of a research design includes components concerning the information that needs evaluation. I used a case study research design. A case study design needs multiple sources of support and data (Roberts et al., 2019). The purpose of a case study design is for the researcher to study a case to increase their understanding. A case study can allow examiners to deal with real encounters with participants (Park & Park, 2016). Also, a qualitative method can use a case study design to obtain answers to interview questions from participants' experiences, which can help find accurate explanations from persons who have dealt with the issues studied (Haegele & Hodge, 2015). Potential research designs that could support the research question for this study are ethnography, phenomenology, and narrative studies.

Ethnography researchers try to explain behavioral patterns such as different languages, conduct, and opinions in a group of participants during a period, which will not work for this study's end goal (see Yin, 2018). Researchers use phenomenological design to understand participants' experiences and familiarities through direct interviews or observations of a phenomenon, which would not suit this study (Yin, 2018). Narrative design examines an event or individual; this study will not get down to the issue's root; consequently, it will not be helpful (see Merax et al., 2019). Ethnography, phenomenology, and narrative designs were not appropriate to answer the research question in this study.

Population and Sampling

Researchers need data gathering and sampling (Marshall & Rossman, 2016). How a researcher samples and what they are sampling are two essential elements that can influence the validity of a study. Population and sampling methods offer population validity, which is required to determine a population based on the results (Yin, 2018). The targeted population for the study was eight home healthcare leaders and employees in Charlotte, North Carolina. I selected participants for this qualitative research case study design to show leaders' effective strategies to engage employees and decrease turnover.

The purposive sampling goal was to select cases with information that clarified the questions under investigation. I used purposive sampling because this process allowed me to check that the potential participants were experienced and familiar with the topic. I used purposive sampling by selecting participants who satisfy the following prerequisites:

- Leaders and employees in a home healthcare agency in Charlotte, NC.
- Willing to contribute.
- Have more than 7 years of in home healthcare.
- Has applied or is applying analytics within the healthcare role.

Using participant standards helped me certify that participants had a suitable level of experience in home healthcare. A constructive, open dialogue can encourage comprehensive and truthful responses to questions (Kallio et al., 2016). I conducted in-person and Zoom interviews with the eight participants in a safe and relaxed setting for this study. I obtained information about successful strategies to analyze the strategy used

within home healthcare. Interviews continued until I reached data saturation. Data saturation occurs when no additional data or emergent patterns emerge (Nelson, 2017).

Ethical Research

Upon receipt of the Walden University IRB approval and a signed letter of cooperation, I discussed the informed consent process with each potential participant (approval number 05-10-22-0670303). I also discussed the purpose of the research conditions for participation and notified participants that they may withdraw from the study. I asked participants their preferred mode of communication and accepted their preference (i.e., email or hard copy delivery). Researchers must be respectful and uphold the information provided, make sure there is no maltreatment of participants, and researchers should obtain a signed consent form before the interview (Van Der Spuy et al., 2016).

Once the individuals consented to participate in the study, they received communication restating what we discussed. The consent form included the research purposes, sample interview questions, the procedure to terminate participation, the voluntary nature of the study, and the researcher's contact information. Participants signed and returned the consent form to me. Obtaining approval before beginning the study offered the following:

- The anticipated research examines possible support to knowledge.
- The rights of the study participants are protected.
- The potential risks associated with the study.

I presented my interview notes for validation and no participants received compensation for their contribution. Participants must have clarity on the process, the privacy of the information they provide, and guarantees of the safety of the data (Yin, 2018). The data obtained will be reserved in the cloud for approximately 5 years.

Data Collection Instruments

Data collection consisted of face-to-face semistructured interviews and Zoom calls. I used open-ended questions to urge the participants to discuss the topic. I conducted interviews in a relaxed and suitable setting for the participants and the researcher. The interview began thanks to the participant for participating in the research study. I then explained the interview process and asked if I could take written notes if they were uncomfortable with me recording.

I reminded participants that the interview was confidential and asked each question and answered fully before moving to the next question. After each interview, I asked participants if there was anything else they would like to share. I then explained the member checking theory and scheduled a follow-up interview to examine and correct any information. Member checking requires that the research findings are given to the participants to confirm accuracy (Motulsky, 2021). After each interview, I transcribed any notes into separate Excel spreadsheets and Microsoft data files.

I then translated the transcriptions based on my interpretation of the participant's participation. After transcribing the interviews, I analyzed the data and searched for themes based on research. During each follow-up meeting, I confirmed my findings. If new information arrived during this process or my conclusions were not valid, I repeated

the member checking procedure. I continued this until my results were credible and verified. I also used company documentation from my research partner to authenticate and review the information from the research data. This review of documentation helped to support the results.

Data Collection Technique

In qualitative research, the researcher is often the main instrument for data collection (Marshall & Rossman, 2016). After receiving IRB approval, I collected data to explore strategies home healthcare leaders use to increase employee engagement and decrease employee turnover. I began by partnering with a home healthcare agency in Charlotte, NC to obtain potential participants' contact information that meets the research criteria. I used purposive sampling to determine participants' experience and familiarity with the topic. Potential participants were required to have 7-22 years of experience in their field. Participants needed to be knowledgeable in employee opinions and experiences to understand the influence of successful strategies to increase employee engagement and decrease employee turnover. After receiving a list of potential participants that met the required criteria, I chose eight purposefully selected participants from the list. I then sent invitational emails to each participant.

I conducted semistructured interviews to ask case study participants a series of open-ended questions. Semistructured interviews are questions based on the researcher's need to learn more about the researched subject matter (Van Der Spuy et al., 2016). I recorded the answers presented by interviewees digitally with an Olympus Voice Recorder (VN-541 PC), with their permission, and later transcribed their responses.

Semistructured interviews consist of possible follow-up questions and common themes (Kallio et al., 2016). Although each participant answered the questions differently based on their experiences and viewpoints, I used follow-up questions as part of the interview process, which I have outlined in the interview protocol (Appendix B).

The interviews took place in a public library in Charlotte, NC. Due to the COVID-19 pandemic during the interviews, I followed all guidance concerning vaccination status, social distancing, use of masks, and other mitigating practices. Each interview session began with personal introductions and an overview of the research topic. Before the interview, I asked participants to review and sign a participant consent form provided by Walden University. If the eight interviewees wished to receive a copy of the consent form for their records, they were able to receive one. The time commitment for each interview was no more than 1-2 hours per participant for the initial interviews and less than 1 hour for the follow-up interview. At the end of the interview, participants received a verbal thank you for participating in this research study. If a participant requested to do a Zoom interview, they signed and emailed their consent form back to me, after which I set up a scheduled Zoom.

I confirmed the accuracy of the research and follow-up questions by documenting answers digitally for transcription later using NVivo 12 software. The NVivo 12 software helped with coding the transcription without missing any context and assigning a number to each transcription (Adu, 2019). I established questions to answer my research question through semistructured interviews with case study participants, which I have outlined in an Interview Answer Template (see Appendix A). During my research process, I have

collected information from peer-reviewed literature based on my research question on strategies that home healthcare leaders use to increase employee engagement and decrease employee turnover. There are several ways to gather data, such as collecting data from peer-reviewed articles, direct observations, archival records, studying physical artifacts, or conducting interviews (Marshall & Rossman, 2016). I also collected data through interviews and internal documents, such as company guidelines.

The advantage of the interview process would be that they concentrate on what the researcher is in search of and allow follow-up questions based on the initial responses (Abib et al., 2019). The disadvantages are that the participant may be subjective, or answer questions based on what they believe the interviewer wants to hear. In this multiple case study, the interview process should work because I asked follow-up questions based on the responses to the interview questions. While interviewee bias is probable, having multiple participants decreases the risk of inaccurate data because multiple sources offer more feedback. After translating the interviews, the participants reviewed the transcription to confirm the accuracy of the interpreted interview. The review of transcribed interviews took place during follow-up interviews.

Member checking in studies creates the dependability and validity of the statements made by the participants (Van Der Spuy et al., 2016). Member checking also includes checking patterns, reliability, and recurrence rate to support trustworthiness (Motulsky, 2021). Member checking could also support the accuracy of what the researcher documented. Member checking entailed returning transcribed interviews to participants for review of accuracy during follow-up interviews. The follow-up interview,

as noted previously, was less than one hour. After completing the interviews and member checking process, I reviewed my research partner's internal company documents. Reviewing these documents requires a second data source to validate findings and answer the research question.

Data Organization Technique

The researcher selects the data organization technique that best suits the research study. Semistructured interviews were the primary data collection technique for the research, and the secondary data collection was research. Qualitative data is unstructured and delivers concrete complexity to a topic (Abdalla et al., 2018). I organized the data using Microsoft Office tools. I used Microsoft Word for the consent forms and interview procedure. I also used Microsoft Excel to track and organize documentation received.

Using an electronic system to organize and preserve information is vital to the research process (Yin, 2018). The cloud will be used to store the transcripts of interviews; and is available to me. The data gathered for the study is confidential, and I will not disclose the participants' identities. The data provided will also be password protected on my laptop, with no hard copies of documents. The information is in an Excel spreadsheet and Microsoft data file; and stored in the cloud for five years, after which I will destroy it.

I analyzed data from the case study interviews, searching for patterns demonstrating strategies that home healthcare leaders use to increase employee engagement and decrease employee turnover. The interviews were confidential, and I created a transcript using NVivo 12. The NVivo 12 software was used to pattern match,

code, and recognize developing themes. I created separate folders to organize the different themes using an alphanumeric code. I used any notes taken during the interview in the data review process, and these notes will be in a secured location for five years after the end of this study. I will not discuss the participant's information with anyone, and access to the research data will be limited. If the data is categorized correctly, it can contribute to the validity of my research.

Data Analysis

The purpose of the data analysis is to expose themes from various sources. The stages of the data analysis process include: (a) compiling data, (b) disassembling data, (c) reassembling data, (d) interpreting data, and (e) concluding (Yin, 2018). There are also four categories of triangulation in research that include: (a) data triangulation, (b) method triangulation, (c) theoretical triangulation, and (d) investigator triangulation (Fusch et al., 2018). I chose the method of triangulation in conducting data analysis.

My research involved interviews exploring the experiences and perspectives of each participant. A case study collects data based on the participants' experiences using a thematic analysis approach to analyzing data (Lester et al., 2020). According to Yin (2018), researchers use themes found in the data to corroborate their findings. Data analysis will occur in two stages; the first stage will include transcribing the semistructured interviews. The data is uploaded to the NVivo 12 software, where the software assigns a number to each recording. The software also used the word frequencies of participant responses during the interview sessions to determine patterns. I then interpreted the transcriptions to create a summary.

The second phase consisted of transcribing Microsoft Excel spreadsheets data files to pattern match, code, and recognize developing themes. I created separate folders to organize the different themes using an alphanumeric code. A review of each participant summary was conducted to ensure the responses were accurate. All data were presented in written form, recognizing the developing themes. Alignment throughout a research study is important to connecting thematic analysis to the literature and conceptual framework (Roberts et al., 2019).

Reliability and Validity

Dependability

A study's dependability refers to its findings' dependableness (Abib et al., 2019). The idea of determining dependability is to decrease the margin of error in the study (Yin, 2018). The researcher should sustain dependability throughout the study, from beginning to end. The dependability of qualitative research confirms whether anyone can replicate the study.

A qualitative study examines a phenomenon's state (Mandal, 2018). To attain dependability, the researcher should deliver a comprehensive account of the stages during the research study. In turn, this will allow other researchers to use the study for further exploration. This study used member checking to improve its dependability. Member checking increases research dependability by defending against possible complications (Van Der Spuy et al., 2016). I also kept a journaling log to enhance the consistency and dependability of my research. The journaling log showed activities during the study, including the data collection, participants' notes, and analysis.

Validity

The validity of the research happens when the researcher accurately reports the study's findings (B. Saunders et al., 2018). The components to verify a study's validity are the coding process's effectiveness, member checking, and triangulation (Joslin & Müller, 2016). I used member checking to acquire the participant's review of transcriptions during the follow-up interview (Van Der Spuy et al., 2016). To ensure the reliability and validity of my study findings, I thoroughly examined the data and assessed its significance.

I discussed my analysis of the records from the original interviews with eight participants. I was the data collection instrument for this research study.

1. I recorded the answers presented by interviewees digitally to capture their responses.
2. I used data triangulation to validate y recorded information for accuracy. I also used semistructured interviews and a review of organizational documents to confirm the triangulation process.
3. I ensured the research included the needed information that supported the study's conceptual framework.

Transferability

Researchers can form transferability in a qualitative study by depicting the factors that motivated the phenomenon's decision (Cruz & Tantia, 2017). Transferability encourages readers to understand the findings based on their experiences (Yin, 2018). Qualitative researchers can use accurate findings, descriptions, and sampling strategies,

to determine transferability. My qualitative research study explores successful strategies some home healthcare leaders have used to increase employee engagement and decrease turnover. The study can influence home healthcare leaders experiencing reduced employee engagement and a higher-than-normal turnover rate.

Credibility

Member checking is how researchers can accomplish credibility by doing a follow-up interview before the data analysis process to determine the validity of interview summaries (Abib et al., 2019). Triangulation improves the credibility of a study's research, and the researcher can use different data collection techniques better understand the study findings (Yin, 2018). For a researcher to test the credibility of their study, participants will need to review their transcribed data and fact-check it. The researcher should achieve the researcher's thoroughness and credibility to authenticate the study's reliability.

I established the credibility and trustworthiness of my study by implementing the appropriate steps to maintain the highest level of academic research standards. Using suitable methods and instruments will help strengthen the trustworthiness of the study's findings. Each participant will review their responses to validate the transcribed responses to determine their accuracy (Abib et al., 2019). I used member checking to verify the information gathered during data collection. Before and during the data analysis, participants confirmed their responses to their interview questions. Allowing the participants to review their responses allowed them to ensure the accuracy of my analysis.

Data Saturation

I reached data saturation as it applies to successful strategies that home healthcare leaders use to increase employee engagement and decrease employee turnover by validating my study's findings. The researchers can reach data saturation by collecting data where no further information is needed. Data saturation also happens when additional research is inconsistent because no new themes develop (Johnson et al., 2020). Triangulation draws data from various sources for research until the researcher can draw no further conclusions. My research involved semistructured interviews as part of a multiple case study approach, where I looked for themes among the answers provided to reach data saturation.

No specific number of interviews provided enough data for a research study to reach data saturation (Mandal, 2018). Because there is no sample size recommendation for qualitative research studies, the method most often used is experimental (Fusch et al., 2018). Researchers calculate the estimated number of potential participants needed for their research studies based on the analysis of similar studies (Kallio et al., 2016). For example, if I did not reach data saturation with eight participants, I would have recruited new potential participants from other home healthcare agencies until I reached data saturation.

Transition and Summary

Section 2 included the purpose of this qualitative, multiple case study, my role as the researcher, and the criteria for selecting research participants. Also, I explained how data collection would take place and the ethical protocols followed. I presented how I

explored the study topic using the qualitative research method and a multiple case study design. I explained the sample population and preferred sample method. I also explained the interview process, coding, and data analysis. Section 2 finished by explaining reliability and validity and how both apply to this study. In section 3, I will conduct interviews with case study participants to explore successful strategies they have used. Based on my findings, I will look for common themes among participants' responses to make suggestions for other home healthcare leaders and employees.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative, multiple case study was to explore successful strategies that home healthcare leaders use to increase employee engagement and decrease employee turnover. I interviewed eight home healthcare leaders and employees in Charlotte, NC. After analyzing the data, it became clear that not all of them were able to support their claims of implementing successful strategies for home healthcare leaders to use to increase employee engagement and decrease employee turnover. Therefore, I removed one participant with no supporting data from the study for seven case study participants who had implemented successful strategies for home healthcare leaders to increase employee engagement and decrease employee turnover. All seven case study participants had successfully implemented or knew of leadership strategies, although all of them acknowledged more needs to happen to reduce employee turnover. After analyzing the data collected, I identified three themes: (a) education and training, (b) communication, and (c) administrative policies or guidelines.

Presentation of the Findings

The overarching research question for this study was “What successful strategies do home healthcare leaders use to increase employee engagement and decrease employee turnover?” My data collection involved interviewing eight home healthcare leaders and employees in Charlotte, NC. Each leader and employee were asked eight interview questions and were allowed to add any additional information they considered relevant. Depending on the participant’s answers to the interview questions, I may have asked a

follow-up question. Each interview was digitally recorded with an Olympus Voice Recorder (VN-541 PC) and transcribed using NVivo 12 software. All eight participants I interviewed claimed to have either implemented a successful strategy or knew of a successful strategy. However, in some cases, they lacked data to support that idea. I removed one participant who lacked supporting data from the study because they could not sufficiently support their belief of the impact of leadership strategies on employee engagement and turnover. The participant removed from the study was Participant 4.

I defined a successful strategy as one seen as being impactful at reducing employee turnover based on data provided by the case study participant. An example of minimizing employee turnover would be prioritizing work-life balance. The remaining leaders and employees in the study each implemented multiple strategies and demonstrated a positive impact on employee engagement and decreasing turnover. However, none of the participants had data to support the decrease in employee turnover in all areas they tried to address; I did not include those areas in the results.

I analyzed participant responses after transcription despite some barriers. I considered four or more duplicate or close answers as a theme among case studies and recorded these in an Excel spreadsheet. I identified themes among the seven participants, many of which were similar answers for all seven. The themes I identified were related to employee engagement strategies these leaders have implemented. I followed the method of triangulation to analyze the participants' responses to the eight open-ended and follow-up questions and review of supporting company documents. Documentation included employee handbooks, mission statements, human resource recruitment policies, and

strategic plans. The primary themes that emerged from an analysis of the interview data and participants' business documents included (a) education and training, (b) communication, and (c) administrative policies or guidelines.

Table 1 shows the occurrence of frequency of the three themes.

Table 1

Frequency of Successful Strategies Used by Home Healthcare Leaders

Theme	Frequency
Education and Training	16
Communication	12
Administrative Policies or Guidelines	11

Emergent Theme 1: Education and Training

Education and training are processes that organizations use to prepare employees by adding to their knowledge and skills (Hudáková et al., 2021). Education and training can help with completing tasks quicker and more efficiently. All participants agreed that leaders' success depends on the employees' education, training, and efforts. Participant 2 identified incidents in the organization due to a lack of on-the-job education and training. In turn, the participant implemented extensive training and development courses for leaders and employees. Participant 2 explained that the training and development courses now help with the organization's self-directed personal and professional development.

The training was implemented in response to complaints about a lack of training in specific areas. According to the participant, the organization has since seen an increase in employee engagement, which attributes to the training and development received. Participant 5 has implemented a mandatory online engagement course that includes information explaining employee engagement, how to showcase the findings in an organization, and what engaged work is. Participant 5 shared tested strategies on how to hire and keep engaged employees. The participant explains how to keep that engagement by receiving feedback from employees. Participant 3 stated,

The lack of training that was given when I was previously in a position pushed me to advocate for proper on-the-job training. Although a person can have a school education and experience from other jobs. Training will always be needed if you change companies or positions. I constantly work at advocating to create opportunities for employees.

The primary types of education and training identified by the participants were compliance education and training, teambuilding education and training, hands on education and training (see Table 2).

Table 2

Emergent Theme Education and Training

Theme: Education and Training	Frequency in responses (16)
Compliance education and training	4
Teambuilding education and training	6
Hands on education and training	6

Emergent Theme 2: Communication

All seven participants agreed that leaders should use effective communication to retain employees and overcome organizational challenges. In addition, leaders should use communication to identify the strengths and weaknesses of their employees. The findings showed that communication ensures strong relationships between employees and aids organizational growth and employee retention. According to the seven participants, communication improves employee engagement, teamwork, and performance. All seven participants agreed that communication keeps leaders and employees motivated and helps with organizational success.

Participant 7 revealed,

I share or communicate my feelings through regular meetings with my department. Having regular meetings and allowing your employees to have the space to express and hear any problems that individuals are being faced with can lead to receiving help.

Participant 1 noted,

Having or encouraging better communication skills are important for sustaining the company and employee growth. Also, leaders need to be willing to listen to employee feedback and be able to adapt to suggestions without losing sight of the overall goal which is an organizational success.

Leadership is important to employee communication it helps to increase employee engagement (Djoemadi, et al., 2019).

Participant 2 uses communication to manage a diverse set of employees by sharing information and identifying opportunities for growth and change. All participants agreed that listening is as important as communication. One of the major components of being a leader or employee is listening to others' suggestions, feelings, and proposals. The participants also stated that listening to understand and listening to reply are two different things. Listening to understand what others are communicating without thinking about a reply is one of the most effective ways to communicate. If a person is listening to a reply, their concentration is not on what the other person is saying; rather they are focused on the point they want to make.

Participant 5 stated,

Effective communication helps us understand and process things better. Effective communication can potentially break barriers of miscommunication and misunderstandings. It makes it easy for us to share and apply knowledge.

Participant 5 uses encouragement as a type of communication means for employing strategies.

All participants agreed that before a leader can try to improve the communication skills of themselves and their employees, they must ensure there are no other issues that potentially block everyone from being open and honest. The most useful thing a leader can do is to ensure their employees are comfortable and have the freedom to express their opinions and feelings. Whether that involves ensuring they understand the needs of others, voicing conflicts, or asking how they want to communicate. The primary types of

communication identified by the participants were active listening, nonverbal, and written (see Table 3).

Table 3

Emergent Theme Communication

Theme: Communication	Frequency in responses (12)
Active listening	2
Nonverbal	3
Written	7

Emergent Theme 3: Administrative Policies or Guidelines

Administrative policies or guidelines emerged from the data analysis as an effective strategy for successful strategies that home healthcare leaders use to increase employee engagement and decrease employee turnover. All participants cited changes or implementation of employee turnover policies or if a policy was implemented to help in decreasing employee turnover. All participants implemented or knew of an administrative policy or guideline that could potentially decrease employee turnover. Participant 6 implemented an employee retention policy that is used to potentially keep their employees from leaving. The policy was developed in response to complaints regarding employee dissatisfaction and unmet employee needs. The employee retention policy encourages employee satisfaction and loyalty, which potentially helps leaders and organizations in decreasing employee turnover.

Participant 6 stated,

I have found that the more satisfied or happy your employees are the less likely they will leave the company. This retention policy can be thought to be a recommendation for other “leaders” and companies to keep employee engagement up.

After Participant 6 implemented the policy, there seemed to be an increase in employee retention. The policy implemented by Participant 6 organization was on the understanding of procedures and processes. The policy also encouraged employees to understand that they were accountable for their actions. Participant 1 identified an issue or potential problem with employee retention policies.

Participant 1 indicated,

I can see the pros in having an employee retention policy in place but if we are being honest these policies are not a one size fits. Different departments require different things and to try to get every single department to follow this one set of guidelines is ridiculous.

Implementing an employee retention policy was an intricate process for Participant 6. In addition to policy implementation, leaders enrolled employees in training. Training on procedures employed by organizations involves tracking employee performance, offering feedback, and setting realistic goals. As a result, Participant 6 has not seen a drastic increase in employee engagement but has seen a 30% reduction in employee turnover in the past 3 years, which indicates the employee turnover rate has reduced compared to years past.

According to the seven participants, implementing policies and guidelines helps business leaders to deal with business-linked challenges, allocate job responsibilities, offer best practices to clients, communicate effectively, and make employee recognition and appreciation a part of company retention strategies. The study's findings revealed that the success of a home healthcare agency depends on cooperation, respect, decision making, and communication. Additionally, this study showed that for an organization to succeed, business leaders define employee responsibilities; they must also give employees the independence to perform their jobs, develop effective communication skills, and promote accountability. The primary types of administrative guidelines and policies identified by the participants were company policies, job specific guidelines, and retention policy (see Table 4).

Table 4

Emergency Theme Administrative Guidelines and Policies

Theme: Administrative Guidelines and Policies	Frequency in responses (11)
Company policies	3
Job specific guidelines	2
Retention policy	5

Relevance of the Findings to the Literature

Three themes emerged from the data analysis that answered my research question. The themes included (a) education and training, (b) communication, and (c)

administrative policies or guidelines. Education and training are each important for the advancement of employees' skills. Each of these activities are linked together and support each other through development and improvement. Education and training develop better attitudes toward work and motivate employees. Through education and training programs, employees can enhance their skills. Education accompanied by the appropriate training can develop skills, opportunities, and advancement.

Communication was the second theme that emerged from the data analysis. Encouraging two-way communication can be very beneficial to both leaders and employees (Lee & Chon, 2020). Communication can influence the success of an organization, and effective communication can lead to employee engagement (Muszyńska, 2018). Communicating allows leaders to understand employee needs and wants. To effectively lead, a leader needs to know what motivates their employees. Communication is important for effective work environments and creates productiveness. By encouraging communication, leaders help to motivate employees, encourage open discussions, and can help promote problem solving.

Administrative policies or guidelines was the third themes that emerged from the data analysis. Administrative policies or guidelines advise employees on organizational rules, expectations, and principles (Hasan & Mamun, 2017). These procedures cover a wide range of requirements within a company and function as a manual for how the company runs. When determining administrative policies or guidelines, leaders and organizations must consider each policy's objective and how it impacts the organization. Typically, administrative policies or guidelines generate or sustain a preferred work

environment. These procedures include but are not limited to disciplinary actions for violations, behavior expectations, dress code, holidays, and office closures.

Relevance of the Findings to the Conceptual Framework

The conceptual framework for this study was social exchange theory. I used the social exchange theory model to understand what successful strategies home healthcare leaders use to increase employee engagement and decrease employee turnover. The social exchange theory defines social behavior as a rewarding or constructive exchange between individuals (Düger, 2020). Social exchange theory focuses on five key points. The first point is that people look at social exchanges by analyzing the cost of the association (Liu et al., 2020) . Second, individuals find ways to take full advantage of the benefits gained from the relationship (Slack et al., 2015). The third point is that each person in the relationship must exchange a reward that the other person needs (Ogbonna, 2022). Fourth, the theory shows that rewarded behavior in the past will occur again (Blau, 2017). Finally, social exchange theory believes that people know that the reward or benefits of the relationship will differ based on the association (Coyle-Shapiro & Conway, 2004).

Due to the relationship between leadership strategies and employee engagement, the social exchange theory is used to explore employee engagement in research. The findings of this study are related to the factors identified in the social exchange theory. The themes identified in the data can be directly related to the factors identified in the social exchange theory. Some information provided by the participants directly related to factors such as communication and guidelines. Regarding feedback, all participants

included an explanation of ensuring the leader had an individual relationship with the employee for their engagement plan to be successful. Although, all participants were able to explain different points.

The primary themes that emerged from an analysis of the interview data and participants' business documents included (a) education and training, (b) communication, and (c) administrative policies or guidelines. The primary themes align with social exchange theory by helping with the data analysis process in understanding the relationship between employees, leaders, engagement, and stress factors. Participants 1 and 4 emphasized the importance of knowing the person they are dealing with individually to help with better communication. Participant 1 explained that, because individuals communicate differently, leaders should use fitted or custom approaches when communicating. Participant 4 explained “I try to train based on the person as well as in a job-specific manner because not everyone learns, functions, or takes feedback and responses the same way.”

There is a link between education and training and the social exchange theory based on how a leader chooses to train. Participants 2 and 3 mentioned training several times throughout the interview, explaining that having outlined education and training programs is a crucial part of leader and employee exchange. In addition, Participant 7 explained that training is a way to take full advantage of learning the expectations of one's job.

Theme 3, administrative policies or guidelines, this theme can link to social exchange theory through how the employee values what actions have received a reward

in the past in following company policies and guidelines and basing future actions on that perception. Participant 1 explained that acknowledgment and rewards had been the most effective strategy for increasing engagement in the workplace. The participant stated, “we of course have a set of policies in place and when we see that an employee is following those policies and rules, we recognize that behavior with some type of reward.” All participants provided detailed descriptions regarding programs, specifically those centered on following company procedures and employee rewards.

Document Analysis

My research partner permitted me to conduct my study by defining the study’s scope and setting expectations for a working relationship. The study’s scope includes authorization to obtain contact information for potential participants meeting my inclusion criteria and limited company documentation. The documents provided included employee handbooks, mission statements, human resource recruitment policies, and strategic plans.

The documents presented additional confirmation and consistency with participant descriptions in answering the research question. Leaders that offer effective leadership strategies can develop plans that address the developing needs to increase employee engagement and decrease turnover. Leaders who use effective leadership strategies clarify their role resulting in better employee performance. The documents supported the conclusion that leaders’ strategies to increase employee engagement and decrease employee turnover are essential.

Triangulation of Data Sources

I used methodological triangulation to understand leaders' successful strategies to increase employee engagement and decrease employee turnover. Methodological triangulation can increase the analysis that involves the explanation of the findings (Abdall et al., 2018). I used in-person and Zoom technology to conduct the semistructured interviews with participants. I reviewed employee handbooks, mission statements, human resource recruitment policies, and strategic plans for supporting documentation. These documents offer strategies to increase employee engagement and decrease turnover. I used methodological triangulation to examine the data and combine the collected information to support my research question. The emerging themes included education and training, communication, and administrative policies or guidelines. Following the interviews and reviewing all the documents, I determined that the data collection findings supported the interviewees' responses.

Applications to Professional Practice

The findings from this research are potentially important for leaders to increase employee engagement and decrease turnover. Home healthcare leaders face challenges related to employee engagement and turnover. However, implementing effective leadership strategies determines the issue surrounding engagement and turnover (Brunetto et al., 2020). The findings from this research indicated that home healthcare leaders use education and training, communication, and administrative policies or guidelines as leadership strategies to increase employee engagement and decrease turnover. The study findings can help home healthcare leaders to establish leadership

strategies for engagement and turnover. The current and future leaders of home healthcare leaders can implement the findings from this study to help them with organizational growth and sustainability.

The findings showed that education and training help leaders accomplish common goals, increase employee engagement, and potentially increase communication (Holbeche, 2019). Leaders can use education and training to increase employee engagement and job satisfaction, improving employee efficiency (Gupta & Sharma, 2016). Education and training can help to solve challenges related to skills and knowledge disparities in an organization (Biaison, 2020; Djoemadi et al., 2019).

Leaders with engaged employees experience increased communication between leaders and employees ((Muszyńska, 2018). Engaged employees display increased dedication toward company goals, increased work productivity, and increased job satisfaction. The finding supported that employee engagement creates and maintains a mutual relationship between the leader and employees, sustainability, higher productivity, and growth (McManus & Mosca, 2015). The findings showed that engagement improves employee loyalty and performance. Leaders should encourage their employees to assume full accountability for achieving company objectives (Slack et al., 2015).

The findings of this study agreed literature showing that employee engagement increases employee retention, organizational commitment, and performance (Tullar et al., 2016). Leaders should concentrate on employee engagement because engaged employees can potentially stay with a company longer, thereby decreasing turnover, and improving productivity, profitability, and sustainability (Zopiatis et al., 2014). The findings showed

employee engagement is an important aspect of organizational efficiency, productivity, and sustainability (Aftab et al., 2019).

The results indicated implementing administrative policies or guidelines as a leadership strategy for increasing employee engagement and decreasing turnover. Leaders who put policies and guidelines in place can better understand their employees' strengths and weaknesses (Abbas et al., 2020). Leaders can use these policies and guidelines to improve communication, management, cooperation, consistency, and performance (Boer et al., 2017). Leaders who implement administrative policies and guidelines can help to ensure that management and employees are on the same page by establishing consistency in each department, process, and method (Van Der Spuy et al., 2016). The findings show that administrative policies or guidelines require or prohibit certain actions of leaders and employees who use organizational resources appropriately (Kolodinsky et al., 2018).

Implications for Social Change

The findings of this research suggest potential implications for social change that affect employee engagement and turnover rates. The findings have also shown potential strategies leaders can use to improve organizational efficiency and sustainability. The findings offer the potential to improve the engagement of employees through implementing various strategies, guidelines, and policies. Leaders who apply the strategies identified in this study may enable home healthcare agencies to provide services beneficial to the community through financial steadiness and helping the economy.

Having skilled leaders and dedicated employees creates positive social change as increased company efficiency is fostered. Leaders and employees who learn how to positively interact and communicate with different groups can increase positive social change. The general benefits of business in the economy include an increase in employment and income, having a loyal consumer base, and tax increases (Gotze et al., 2022). The findings of this study may provide home healthcare leaders and their agencies opportunities to improve their leadership strategies for increasing employee engagement and decreasing turnover.

Recommendations for Action

The findings of this study demonstrate that to increase employee engagement and decrease employee turnover, three leadership strategies should be in place: (a) education and training, (b) communication, and (c) administrative policies or guidelines. Based on the findings of this research, I recommend that business leaders adopt education and training programs to increase employee engagement and decrease employee turnover. By implementing education and training programs leaders can identify gaps in employee skill sets and current training programs (Sonmez & Adiguzel, 2020). Education and training programs aim to fill in gaps between existing and needed performance through developing a training program with business goals at its core (Rahmadini et al., 2020).

Second, I recommend that leaders encourage better communication practices as a leadership strategy for increasing employee engagement and decreasing employee turnover. By encouraging communication, you teach others about ensuring that the others understand your point, idea, or what you mean (Muszyńska, 2018). By implementing

positive communication habits, leaders can help improve employees' knowledge, understanding, and interpretation. Leaders must also set an example for their employees by exhibiting what effective and efficient communication requires (Jensen et al., 2018). Effective communication involves providing regular feedback, allowing employees to express themselves, and having good listening skills (Yan & Charles, 2021).

Third, I recommend that leaders implement administrative policies or guidelines as a leadership strategy for increasing employee engagement and decreasing employee turnover. Creating effective policies or guidelines can allow an organization to run more efficiently. Administrative policies or guidelines convey the principles and ethics of an organization. They make certain that employees understand their expectations of them. Policies and guidelines also help organizations comply with government and state regulations. These policies and guidelines also show that the organization is competent, proficient, and steady.

The study's findings could be useful to home healthcare leaders, consultants, and scholars. Leaders could use education and training, effective communication, and administrative policies and guidelines as leadership strategies to increase employee engagement and decrease employee turnover. Business consultants could use findings to assist clients with leadership strategies for sustaining a business. Scholars could review the findings to conduct further research and determine the literature gaps. I intend to distribute the results of this research to home healthcare leaders and other interested groups through ProQuest Publication, journal publications, and small business seminars and conferences.

Recommendations for Further Research

This study had some limitations. The first limitation of the study was limited to the outcomes of seven home healthcare leaders and employees in Charlotte, NC. Future researchers could conduct the research using more participants in various cities to improve the study's findings. The second limitation is the transferability of study findings outside the study's population. Future researchers could conduct a similar study for sectors other than home healthcare. A further recommendation is to expand the scope of the research beyond home healthcare. The third limitation is the choice of a sample size of seven participants. Doing similar research with a large sample size could provide additional insights into the study topic.

Reflections

This doctoral study took much longer time than I anticipated. Throughout this doctoral study, I faced many obstacles in getting approval. However, with determination, I was able to complete my study. The study has expanded my knowledge of leadership practices and employee engagement. My interaction with eight leaders and employees during the interviews and the literature review has helped me learn about leadership strategies needed to increase employee engagement and decrease turnover.

Conclusion

Some leaders in home healthcare require further development in understanding the strategies needed to increase employee engagement and decrease employee turnover. The purpose of this multiple qualitative case study aimed to explore successful strategies that home healthcare leaders use to increase employee engagement and decrease

employee turnover. The data collection processes included literature research, semistructured interviews, member checking, and examining company documents. In addition, I incorporated triangulation for the validation of the three main themes.

The conceptual framework for this study was Peter Michael Blau's social exchange theory. The conclusions of this study offer insight into multiple strategies that home healthcare leaders employ and can implement to enhance the engagement of their employees and decrease their employee turnover. Three themes emerged: (a) education and training, (b) communication, and (c) administrative policies or guidelines. Leaders in home healthcare should recognize effective leaders impart knowledge, are always prepared for change, seek growth opportunities, and foster positive communication. Effective leadership, regardless of classification, promotes employee engagement. When considering the strategies for improving organizational performance, the focus needs to be on individual performance because individual employees serve as the foundation of company success.

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Appendix A: Interview Answer Template

1. How would you define employee engagement?

Answer:

2. What do you see as barriers to leadership strategies in home healthcare?

Answer:

3. What effect does salary have on employee engagement, in your opinion?

Answer:

4. How do you measure the effect of the strategies you have implemented to increase employee engagement?

Answer:

5. What challenges has the company experienced in carrying out these strategies?

Answer:

6. How would you describe effective communication between an employee and a leader?

Answer:

7. What are the elements of employee engagement that affect employees?

Answer:

8. What additional information can you provide on leadership strategies and employee engagement in home healthcare?

Answer:

Appendix B: Interview Protocol Form

Interview Protocol-Jekea Scott, Walden University

<p>During the interview I will:</p> <ol style="list-style-type: none"> 1. Introduce myself, the purpose of the interview, and ask for permission to record the participant's answers (see script). 2. Watch for non-verbal cues, i.e. observe to see if the participant is hesitant in answering a question or appears to hold back answers. 3. Use active listening techniques to analyze participant responses 4. Ask follow-up questions based on the participant's original answer to my interview questions to gain more understanding or insight. 	<p>Script: You are being asked to take part in a research study aimed at finding successful strategies home healthcare leaders have used to increase employee engagement and decrease employee turnover. I will ask a series of questions to determine your strategic approach to increasing employee engagement. As a researcher and home healthcare professional, I understand and have seen the engagement between leader and employee. I am in no way judging any participant's approach, strategy, or leadership ability. Your answers will be transcribed and used as part of an overall multiple-case study. I would like to schedule a follow-up interview with you later to discuss your answers as transcribed for accuracy. This process is called member checking and is important to aid in the validity of my research.</p>
<p>After the interview I will:</p> <ol style="list-style-type: none"> 1. Thank the interviewee: 2. Schedule a follow-up interview as part of the member-checking process. 	<p>Interview questions:</p> <ol style="list-style-type: none"> 1. How would you define employee engagement? 2. What do you see as barriers to leadership strategies in home healthcare?

	<ol style="list-style-type: none">3. What effect does salary have on employee engagement, in your opinion?4. How do you measure the effect of the strategies you have implemented to increase employee engagement?5. What challenges has the company experienced in carrying out these strategies?6. How would you describe effective communication between an employee and a leader?7. What are the elements of employee engagement that affect employees?8. Would you like to add anything else?
	<p>Answers will be digitally recorded. Information collected during the interview will be transcribed for analysis and to conduct a second interview to perform transcript review, and member checking.</p>

Follow-up Interview Protocol-Jekea Scott, Walden University

<p>During the follow-up interview I will:</p> <ol style="list-style-type: none"> 1. Introduce myself, the purpose of the follow-up interview (see script), which should take no longer than 30 minutes. 2. Provide the participant with a two-page summary of their answers during the initial interview. 	<p>Script: This follow-up interview has been scheduled in hope that I have accurately recorded of the answers you provided during our initial interview. Ensuring my interpretation of your answers is important in validating my research on what successful strategies do home healthcare leaders use to increase employee engagement and decrease employee turnover. It is also an opportunity for you to add anything you may have missed during the initial interview. I may ask further questions because of your answers during our initial interview.</p>
<p>Conclusion: I will thank the participant for their assistance in my research project.</p>	<p>Follow-up Questions:</p> <ol style="list-style-type: none"> 1. Follow-up 2. Follow-up 3. Follow-up 4. Follow-up