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Exploring Employee Turnover in the Healthcare Industry

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This is to certify that the doctoral study by

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Abstract

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MBA, Pace University, 2008

BS, New York University, 1999

Doctoral Study Submitted in Partial Fulfillment

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Abstract

Employee turnover is a challenging issue many organizations face resulting in lost productivity, profitability, and sustainability. Nursing leaders are concerned with employee turnover because patient quality of care and safety could suffer adversely. Grounded in the context emergent turnover theory, the purpose of this qualitative multiple case study was to explore strategies nursing leaders used to reduce employee turnover. The participants were six nursing leaders of healthcare organizations in New York State. Data were collected using semistructured virtual interviews conducted by telephone and Zoom, reviewing an organization document, and company public websites. Data were analyzed using methodological triangulation to identify themes that emerged from the data collection process. Through thematic analysis, five themes were identified: (a) commitment of resources, (b) mentoring and residency programs, (c) compensation and incentives, (d) communication, and (e) engagement and recognition. A key recommendation is for healthcare leaders to provide financial and nonfinancial resources for initiatives to reduce employee turnover. The implications for positive social change include the potential to increase nurse retention, which could result in stable employment and increased productivity while providing better patient quality of care and safety.

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Dedication

God gets the glory, honor, and praise. I want to dedicate this study to God who made it possible to achieve. I also want to dedicate this study to my mother and my father (deceased), and my siblings (living and deceased). My parents instilled the value of obtaining a good education. My parents and siblings offered encouragement throughout my educational journey.

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Acknowledgments

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"Anything is possible if a person believes." (Mark 9:23 NLT)

"Be strong and do not give up, for your work will be rewarded." (2 Chronicles 15:7 NIV)

"May God grant your heart's desires and make all your plans succeed." (Psalms 20:4 NLT)

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Section 1: Foundation of the Study

Employee turnover can be challenging and difficult for managers of many organizations to both understand and control (Mitrovska & Eftimov, 2016). Furthermore, high employee turnover can result in increased direct and indirect costs for organizations, which can affect productivity and profitability (Al Mamun & Hasan, 2017). Employee turnover within healthcare organizations specifically can be expensive to recruit new nurses into the workforce (Brook et al., 2019). For healthcare organizations that have successfully managed to reduce nursing turnover, it has resulted in substantial benefits in terms of improved patient care and satisfaction (Vardaman et al., 2020).

Background of the Problem

Nursing shortages are a global problem that will have a significant impact on the healthcare industry (Haryanto, 2019). It is estimated by 2030 there will be nursing shortages of 5.7 million globally (World Health Organization [WHO], 2020). Challenges for healthcare leadership teams are high nursing turnover rates, nursing shortages, and the rising patient quality of care standards (Wei et al., 2019). A decrease in nurses has an effect on patient safety and health outcomes (Park & Yu, 2019). Employee turnover is a very costly factor that impacts organizational profits. Organizations are negatively impacted when employees leave or intend to leave their jobs (Qazi et al., 2015). The cost of employee turnover is expensive for any organization as it is required to pay direct costs when an employee leaves and additional costs for recruitment and training of new hires (Chiat & Panatik, 2019).

Problem and Purpose

Around the world, employee turnover is a serious problem for many organizations (Al-Suraihi et al., 2021). It is estimated that the total costs associated with turnover can range from 90% to 200% of an annual salary due to expenses for recruitment, selection, and training (Reina et al., 2018). The general business problem is that employee turnover results in lost productivity and profitability. The specific business problem is some nursing leaders in the healthcare industry lack strategies to reduce employee turnover.

The purpose of the qualitative multiple case study was to explore strategies nursing leaders in the healthcare industry use to reduce employee turnover. The targeted population was six nursing leaders from healthcare organizations located in New York State who have successfully reduced employee turnover. The findings from this study could create a positive social change by reducing turnover and creating stable employment, which may reduce individuals' reliance on governmental services.

Population and Sampling

Data were collected from six purposefully sampled nursing leaders in healthcare organizations in New York State who were interviewed using a semistructured virtual interview process designed to elicit their lived experiences about this topic. Participants were recruited from a professional association, cold-calling, and social media (LinkedIn). I also reviewed an organization document as well as information from company public websites.

Nature of the Study

I used the qualitative method for this study. Researchers use the qualitative method to apply theoretical findings or discoveries based on research questions through a field study in natural conditions (Park & Park, 2016). The qualitative method was most appropriate for this study because I explored the personal experiences of participants in their natural environment. The quantitative method is used to examine the relationships between specific variables while answering questions such as: *who, where, how many, how much, what is*, but is not useful to answer the *why* and *how* questions (Frels & Onwuegbuzie, 2013). The quantitative method was not appropriate for this study because I did not examine the relationships between variables. The mixed research method is used by researchers to combine the qualitative and quantitative methods when conducting research and involves an extensive amount of time to collect data and conduct an analysis (Bentahar & Cameron, 2015). The mixed method was not applicable for this study because there was no quantitative component to this study.

I used a multiple case study for this study. A case study is a method that investigates a contemporary phenomenon (case) in depth and within a real world context, especially when the boundaries between the phenomenon and the context may not be evident (Yin, 2018). The phenomenological design is a significant methodology developed for investigating human experience and deriving knowledge from a state of pure consciousness (Moustakas, 1994). The phenomenological design was not applicable to this study because I did not seek to understand lived experiences. Grounded theory is used to generate a general explanation or theory of a process, action, or interaction

shaped by the views of many participants (Johnson, 2015). Because I did not intend to generate a theory, the grounded theory was not appropriate for this study. The ethnographic design is used to study people's everyday lives and cultures (Rhodes, 2014). Ethnography was not applicable because this study was not about people's lives or their culture.

Research Question

The overarching research question for this case study was: What strategies do nursing leaders use to reduce employee turnover in the healthcare industry?

Interview Questions

1. What strategies did you use that were the most effective in reducing employee turnover in your organization?

2. What barriers did you encounter when implementing strategies to reduce employee turnover in your organization?

3. How did you evaluate your employee turnover strategies?

4. How did your employees respond to your different techniques to reduce employee turnover in your organization?

5. What additional information would you like to add on this topic?

Conceptual Framework

The conceptual framework used for this study was the context-emergent turnover theory developed by Nyberg and Ployhart in 2013. The context-emergent turnover (CET) theory describes the deficit in unit-level turnover and the understanding of how and why turnover affects unit performance (Reilly et al., 2014). Turnover rates affect organizations

over time, which depletes from the unit by affecting the aggregate quantity and quality of employee knowledge, skills, abilities, and other characteristics (KSAOs) (Nyberg & Ployhart, 2013).

According to CET theory, some guidelines used to explore the influences and consequences of collective turnover include: (a) explain the nomological network of collective turnover, (b) identify when individual and collective turnover effects are likely to be similar and when they are likely to be different, (c) identify when collective turnover will have positive, negative, and no consequences on unit performance, and (d) provide a foundation for conceptualizing collective turnover to help evaluate the validity of collective turnover measures (Nyberg & Ployhart, 2013). The CET theory was used for this study because I was able to gain a better understanding of why employees leave organizations and its impact on a work unit, department, or whole organization. This theory applies to this study for examining and explaining how successful strategies can be used to reduce employee turnover in healthcare organizations.

Operational Definitions

Collective turnover behavior: It is collective attitudes (e.g., commitment and satisfaction) and perceptions (e.g., aggregate perceptions of climate/culture, cohesiveness/teamwork, quality of management/leadership, and justice/fairness) that might influence collective turnover (Hancock et al., 2017).

Human capital resources: The individual or unit level capacities based on the individual knowledge, skills, abilities, and other characteristics (KSAOs) that are accessible for unit-relevant purposes (Ployhart et al., 2014).

Job satisfaction: This is the pleasurable state of mind or positive feelings employees have towards their jobs. Job satisfaction is seen as a direct consequence of the interaction among the employees and the perception develop towards their job and work environment (Biswas & Mazumder, 2017).

Nursing manager: A leader who often assumes responsibility for one or more nursing units in hospitals or healthcare organizations (Phillips et al., 2018).

Organizational commitment: It is a psychological attachment of the individual to an organization (Kocoglu et al., 2019).

Organizational culture: Is defined as a complex set of values, beliefs, assumptions, and symbols that mark the way in which a firm does its business (Lee, 2017).

Turnover intention: Is the idea or intention in which employees have of terminating the labor relationship (Guangyi & Liyun, 2016).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are often beliefs embedded in the research design that are necessary to conduct the research but cannot be proven (Simon & Goes, 2013). One assumption was that all participants would provide answers to the interview questions truthfully and honestly. A second assumption was that the interview questions would generate responses that help answer the research question. A third assumption was that this group was representative of healthcare organizations. The last assumption was that the

participant's responses would be helpful in formulating strategies to reduce employee turnover in the healthcare and other business industries.

Limitations

Limitations are constraints that are largely beyond the researchers control but could affect the study's outcome (Simon & Goes, 2013). One limitation was the limited participants and secondary data used in this study. Limited participants for this study can result if there is not a large sample of nursing leaders who want to participate in the study. Furthermore, as a researcher, I cannot control the type of secondary data that the participating organization wants to provide for this study. Another limitation was the participants might not provide enough information in their responses to obtain saturation.

Delimitations

Delimitations are defined as the boundaries established by the researcher (Simon & Goes, 2013). One delimitation for this study was only nurse leaders participated and other employees were not involved. The nursing leaders were from various healthcare organizations in New York State and other geographical locations were not involved. Another delimitation was that only certain healthcare organizations were selected for this study, which would not represent all healthcare organizations.

Significance of the Study

High workload, stress, and an increased proportion of nonpatient duties lead to nurse dissatisfaction, which contributes to employee turnover (Wright & Mahar, 2013). A shortage of nurses can adversely affect patient quality of care (Cheng et al., 2016). This study is significant to business practice because it might help leaders to understand what

contributes to employee turnover in their organizations, which can impact patient quality care.

Contribution to Business Practice

This study may contribute to business practice because a reduction in employee turnover may result in an increase in productivity, profitability, and sustainability for organizations. The findings from this study may be helpful since successful strategies for reducing nurse turnover in the healthcare industry may improve patient care. This study is not only applicable to the healthcare industry, but it can be helpful to other industries and types of organizations.

Implications for Social Change

The study may contribute to positive social change because reducing turnover may create employment stability. When employees remain employed, self-worth and self-esteem may increase, leading to happier employees at home and adding value to their communities. The findings from this study may also impact social change because happier employees may maintain stable employment, have less stress, less missed days of work, and increase productivity.

A Review of the Professional and Academic Literature

Managers are motivated to learn why employees voluntarily leave their jobs and how to prevent this loss (Reina et al., 2018). Employee turnover is costly when an employee leaves an organization; it affects morale, productivity, and profitability. Employee turnover is a key metric and performance indicator to evaluate fiscal and operational effectiveness (Kurnat-Thorma et al., 2017). It is challenging for healthcare

organizations to calculate and determine total turnover costs due to the changing external market and regulatory controls (Kurnat-Thorma et al., 2017). Hospital executives often do not prioritize reducing staff turnover, especially nursing turnover due to other demands and changing health care policies (Kurnat-Thorma et al., 2017).

I examined the professional and academic literature on employee turnover using the following search terms: *collective turnover*, *leadership style, nursing leadership, organizational culture, job-embeddedness, job satisfaction, employee engagement, organizational commitment,* and *employee turnover reasons.* I reviewed and examined 87 sources with 69 of the peer-reviewed articles (79%) had been published within 5 years of the expected graduation date of 2023.

Human capital is an important factor in understanding an organization's performance (Hancock et al., 2017). Hancock et al. (2017) noted that an organization's ability to retain its human capital is a key indicator of good human resources practices and a key factor for influencing firm performance. The theory used for this study was the context-emergent turnover (CET), which describes turnover and its effects on unit performance. I also explored different employee turnover and other theories to see how they are similar or different from CET such as collective turnover, human capital, resource-based view, conservation of resources, and job embeddedness theory.

Context-Emergent Turnover (CET) Theory

Leaders use the CET theory to review employee turnover through both the qualitative (nonnumerical) and quantitative (numerical) aspects as it might affect organizational performance. Nyberg and Ployhart in 2013 introduced the CET theory

which describes the unit-level turnover within a dynamic systems lens to build a more sophisticated model that pays greater attention to the processes in which turnover rates affect organizations over time (Reilly et al., 2014).

Traditionally, employee turnover has been viewed as a single occurrence rather than viewing it on an aggregate level. Nyberg and Ployhart (2013) developed the CET theory to recognize that collective turnover is the aggregate quantity and quality of employee KSAOs depleted from the unit. According to Nyberg and Ployhart, collective turnover is the depletion of human capital resources. Human capital resources are individual- or unit-level capacities based on individual KSAOs that are accessible for unit-relevant purposes (Ployhart et al., 2014).

The CET theory differs from traditional turnover research because it proposes that collective turnover contains both quantitative and qualitative components that can change over time (Nyberg & Ployhart, 2013). Nyberg and Ployhart (2013) discussed the quantitative component as the rate of unit turnover, which is the percentage of employees who leave the unit. The qualitative component is the types of KSAOs lost and the degree of competence or quality of those KSAOs. Nyberg and Ployhart (2013) noted that the qualitative component is usually ignored in existing research, which mainly focuses on the quantitative side. Nyberg and Ployhart (2013) believed that quality is expected to have a greater impact on unit performance than quantity. The CET theory indicates that changes in turnover rate quality, such as losing high quality employees will worsen turnover rate change effects (Call et al., 2015). Although CET theory is a good starting point in addressing collective turnover, a deficit in unit-level turnover theory remains and

impedes understanding of how and why turnover affects unit performance. Reilly et al. (2014) addressed this deficit by focusing on the human capital flows (employee movement in and out of units) to explain how and why movements impact unit performance. Leaders who view employee turnover when an employee leaves the organization rather than looking at when the employee transfers to another department within the organization, which can have the same effect as human capital loss.

Call et al. (2015) built upon the CET theory to better understand the boundaries of established negative turnover rate relationships in dynamic systems. There are four ways that turnover rates and unit performance relationships influence turnover research. The first way is to develop conceptual and empirical distinctions between turnover rates and turnover rate changes (Call et al., 2015). The second is to examine how and why turnover rate quantity and quality work together over time to influence unit performance (Call et al., 2015). The third is to examine how turnover dispersion, defined as the extent to which turnover events are spread across time, influences the turnover rate change-unit performance relationship (Call et al., 2015). The fourth is testing CET theory predictions that effects due to losses (quantity or quality) may be affected by replacements (quantity or quality; Call et al., 2015). According to Brymer and Sirmon (2018), the CET theory is helpful in understanding the firm level consequences of losing multiple employees, also known as collective turnover over a time period.

Lee et al. (2017) discussed how Call et al. (2015) initially tested core CET principles and showed how the relationship between changes in the turnover rate and changes in unit performance is moderated by the quality of departed employees, turnover

dispersion across time, as well as quantity and quality of replacement hires. Kuypers et al. (2015) built upon the CET theory by arguing how team turnover requires the reassignment and readjustment of team roles, responsibilities, and task strategy, which increases task conflict within teams when someone leaves. The reassignment of roles and redistribution of tasks is not easy when a person leaves a team; the team may experience task conflicts due to the urgent need to redefine roles, redistribute tasks, and rework routines (Kuypers et al., 2015).

Hausknecht (2017) explained how the CET theory furthers the understanding of collective turnover based on the following reasons: (a) defined its emergence as a collective construct similar to individual behaviors, (b) outlined its relationship to human capital resources, (c) linked it to KSAOs, human capital resources, and unit performance, (d) specified the important role of replacement quality and quantity, and (e) described how climate and environmental conditions could have an impact on unit performance.

Simon et al. (2014) shared how Nyberg and Ployhart developed the CET theory to explain how the content of turnover rates, the quality of departing employees, and the human capital accumulation of the remaining employees may worsen the effects of turnover quantity on the unit or organizational performance. Simon et al. (2014) further elaborated that voluntary turnover is negatively related to unit performance when high quality employees leave resulting in organizations having lower human capital to protect against losses. Therefore, the relationship between quantity and quality of the departures should be examined instead of only looking at turnover rates, which can determine the performance of the collective team, unit, or organization (Simon et al., 2014).

Hale et al. (2016) noted that the CET theory has not explained why an individual turnover event may influence collective performance. Hale et al. (2016) addressed this gap by integrating the collective turnover framework with literature on team adaptability and change. Hale et al. (2016) discussed how team adaptation theories provide a high relevance for understanding individual turnover events because they address why collective performance is transformed in response to change.

Hale et al. (2016) developed a model that explains how units adapt to a turnover event in two distinct phases: disruption and recovery. The first phase is disruption, which is an immediate change in the collective performance when an employee leaves an organization. The second phase is the recovery, which is a gradual increase in the collective performance by the remaining employees after adapting to the loss of the employee. Hale et al. (2016) noted that the interdependence and the position or role of the employee, whether it is an employee or manager of the person who leaves an organization, can influence the performance of the disruptions and recovery rates.

Makarius and Stevens (2019) discussed how the CET theory is a theory of collective human capital grounded in resource-based view (RBV) of the firm, which aims at the critical need for understanding the inflows and outflows of human capital resources. Makarius and Stevens noted that the CET theory is a recent theory that describes the inflows and outflows of human capital resources of organizations resulting in a limited amount of research in this area. Makarius and Stevens further explained how other studies used the CET theory to demonstrate the significant and often negative implications of human capital flow on performance in organizations but do not

sufficiently address what causes the flows of the collective human capital. As a result,

Makarius and Stevens extended and enhanced the CET theory by using it to (a) examine

the relationship between a firm's reputation and the collective human capital outflows

and inflows that it experiences and (b) explore the moderating role of labor market

conditions.

Makarius and Stevens (2019) discussed how the CET theory is missing factors

outside of the firm, such as the people perceptions of the firm, and the market in which

the firm operates. Organizational reputation is an intangible resource that allows

organizations to achieve their goals or performance (Makarius & Stevens, 2019).

Makarius and Stevens (2019) used the CET theory to examine how an organization's

reputation may affect turnover voluntarily and involuntarily as well as the type of people

joining an organization.

Makarius and Stevens (2019) noted that an important part of the CET theory is

issues relating to hiring and not only turnover. Makarius and Stevens examined two

important aspects of inflows of human capital into organizations: the hiring ratios and the

organization's vacant job opening ratios. These two aspects are affected by an

organization's reputation. Therefore, it is important that organizations understand how a

firm is perceived by others, which has an impact on the employee and employer human

capital flows (Makarius & Stevens, 2019). It is also important that managers understand

how external forces and labor markets might affect an organization's human capital flows

(Makarius & Stevens, 2019). When the economy and labor markets are good,

organizations have a difficult time decreasing their human capital flows due to employees

leaving resulting in organizations spending time and money to hire more people

(Makarius & Stevens, 2019). It is important for leaders to understand the reasons why

collective employee turnover exists within their organization, whether internally or

externally, because it affects productivity, profitability, and sustainability. Once

employee turnover reasons have been determined, the leader must make the necessary

changes to address more effectively.

Other Theories Considered

Collective Turnover Theory

Traditionally, employee turnover has been researched and analyzed on an

individual level rather than examining it on a collective (aggregate) level and its effect on

an organization's performance. Bartunek et al. (2008) developed a process model of

collective turnover that explained how a group of organization members decide to leave

their organization collectively. This process model describes how two or more group

members experience unresolved dissatisfaction and start stimulating a growing

interaction process in which individuals with shared negative feelings and perceptions

form cohesive groups. When these groups believe the problems will not be resolved, they

collectively decide to leave an organization (Bartunek et al., 2008). Wang et al. (2017)

explained how the process model shows the important role of relationships in

organizations and its effect on collective turnover.

Hausknecht and Trevor (2011) defined collective turnover as the aggregate levels

of employee departures that occur within groups, work units, or organizations. Collective

turnover presents a great risk for firms since they do not know the managerial actions to

take to reduce their exposure to this kind of risk (Brymer & Sirmon, 2018). Wang et al.

(2017) further defined collective turnover as the turnover of two or more organizational

members within close proximity based on shared social processes and the decision to

leave an organization. Hausknecht (2017) mentioned there is an interest and growing

concern for understanding the causes and consequences of collective turnover compared

to the individual level on why people quit. Hausknecht (2017) discussed how the process

had been made for collective turnover, but there is still a need to continue understanding

the conditions under which collective turnover develops, changes, and affects unit and

organizational performance. The relationship between collective turnover and overall

organizational performance can be negative (Hancock et al., 2017). Collective turnover is

an event that includes the work unit's climate and the group level resources that are

provided (Walumbwa et al., 2019). Walumbwa et al. (2019) explained how collective

turnover relates to important issues such as employee morale, productivity, collective

(firm) performance, and customer service quality, which ultimately affect the

organization results. If leaders can gain a better understanding of employee turnover on

an aggregate level, then they can address and make any necessary adjustments more

quickly and effectively. The collective turnover theory is similar to the CET theory

because it examines employee turnover on an aggregate level. However, the CET theory

expands the collective turnover theory by looking at both the qualitative and quantitative

aspects of employee turnover, which deals with the overall human capital element.

Human Capital Theory

Leaders need to understand that employees are human beings that bring various skills, experiences, and personalities to an organization resulting in its unique culture and competitive advantage. When Nyberg and Ployhart introduced the CET theory in 2013, it provided a framework for collective turnover with a focus on human capital resource depletion (Wang et al., 2016). The human capital theory (HCT) is important in understanding how human capital resources are important to an organization. Park and Shaw (2012) discussed how the human capital theory suggests that more experienced employees perform better because they have accumulated the necessary knowledge and skills to perform the job. Therefore, when these experienced employees leave, the organization suffers since it loses the accumulated human capital. However, when an organization replaces the employee that left, it would take time for the replacement person to accumulate similar levels of human capital (Park & Shaw, 2012).

Human capital has been defined in terms of KSAOs, but an expansion of the theory examines human capital as a collective (unit-level) resource that can add to firm performance and competitive advantage (Ployhart, 2015). Ployhart (2015) further explained that the human capital theory initially focused on education attainment, experience, or knowledge. However, strategic management scholars later adopted the human capital theory to understand how internal resources contribute to firm performance and competitive advantage.

According to Ployhart (2015), three broad assumptions relate to the human capital theory. The first assumption is that human capital consists of education, experience,

knowledge, and/or skill. The second assumption is that human capital theory is mixed

with resource-based theory (RBT) to add a distinction between general to specific human

capital resources. The third assumption is that it came from a mixture of economics and

RBT to expect the efficient factor markets for general human capital. Ployhart (2015)

noted that some HCT concepts did not align well with RBT because they were developed

to explain different questions and issues. It is important that leaders not only view

employees as human capital but rather as a necessary and key resource needed for any

organization to operate and function.

Resource-Based View Theory

Leaders need to value and appreciate the human capital resource since it is one of the

most essential components for any organization to survive and maintain its competitive

advantage. Birger Wernerfelt developed the resource-based view (RBV) theory in 1984

(Wernerfelt, 1984). The theory provides a framework for understanding the importance

of organizational resources and offers an explanation that the performance and

sustainability of an organization depend on the resources owned and controlled by the

organization (Wernerfelt, 1984). The RBV theory has two outcomes in organizational

management: the identification of the critical firm resources, which are driving

performance, and the identification of the rough functional form of how performance is

being driven by those resources (for example, the relationship of certain resource

characteristic level changes to changes in performance; Arend & Levesque, 2010).

The RBV theory is based on the argument that organizational performance is

determined by the key resources it owns (Min et al., 2016). The RBV theory

acknowledges that the strategic resources a firm control are essential to greater performance (Kull et al., 2016). Resources can be either tangible or intangible assets in which a firm uses for its day-to-day operations (Ahmad & Mohamed, 2018). Ahmad and Mohamed (2018) further explained that tangible resources have visible and physical features, which may include: land, buildings, plants, supplies, and equipment compared to intangible resources that have invisible and not physical features, such as the organization's culture, attributes and information capabilities, strategies, processes, knowledge, brand equity, reputation, and intellectual property. The basic RBV theory argument is that valuable, rare, inimitable, and nonsubstitutable resources are the basis of performance improvement (Hitt et al., 2016).

Bromiley and Rau (2016) discussed how measuring valuable resources or factors that organizations cannot imitate creates serious issues in determining the value independent of the factors that impact performance. Hitt et al. (2016) explained how organizations must be managed effectively by selecting, developing, and bundling both tangible and intangible resources in order to create capabilities. Hitt et al. (2016) discussed how intangible resources are harder to imitate and difficult to substitute resulting in a competitive advantage for an organization. Leaders should understand and recognize that human capital is an intangible resource essential for sustainability.

Resource-Based View of the Firm (RBVF). Intellectual capital is an intangible resource that enables leaders to maintain their competitive advantage. The resource-based view of the firm (RBVF) is an approach that considers the strategy derived from an organization's internal resources (Campbell & Park, 2016). The RBVF suggested that an

organization's sustainable competitive advantage can be achieved if internal resources are used to help protect against competitors and other external market forces that might negatively impact performance (Campbell & Park, 2016). Campbell and Park (2016) explained that an organization's resources were the primary driver of determining performance or competitive advantage outcomes. An important aspect of RBVF is intellectual capital, which is an intangible resource consisting of employee knowledge, experience, and skill set (Campbell & Park, 2016). The intellectual capital resource is often difficult to imitate, which has a great value to the firm and directly affects an organization's performance (Campbell & Park, 2016).

Chatzoglou and Chatzoudes (2018) discussed how the resource-based view of the organization focuses on the unique resources of an organization. The overall goal of an organization is to develop and use a combination of valuable and rare resources that its competitors cannot imitate to achieve a competitive advantage (Chatzoglou & Chatzoudes, 2018). Chatzoglou and Chatzoudes (2018) also stated how a successful organizational structure relates to building and reorganizing internal and external competencies in order to respond to the rapidly changing external environment. The RBVF approach can help leaders to understand the importance of human capital as a competitive business strategy.

Conservation of Resources (COR) Theory

Human capital is one of the most valuable resources that leaders should invest time, money, and energy to maintain and protect. The conservation of resources (COR) theory developed by Stevan Hobfoll in 1989 and 2001 is a motivational theory that

describes a resource-oriented stress model founded on the notion that individuals are

motivated to retain, protect, and build resources to buffer against the threat of the

potential or actual loss of valued resources (Halbesleben et al., 2014). The COR theory

suggests that people are motivated to create, protect, foster, and nurture their resources

(Lanivich, 2015). Fatima et al. (2018) noted that the COR theory includes how employees

want to conserve, accumulate, retain resources, and avoid resource losses. As a result, the

COR theory proposes that individuals continuously strive to seek, acquire, and maintain

resources (Fatima et al., 2018). The COR theory also explains the complicated

relationship between perceived employability and turnover intentions (Acikgoz et al.,

2016).

Jin et al. (2018) discussed that the COR theory states that a threat to resources can

lead to emotional and/or physical exhaustion resulting in turnover intention because

individuals want to protect and maintain their existing resources. Jin et al. (2018)

mentioned that there are three reasons why the COR theory can influence employee

turnover intentions. The first reason is when an employee sees a threat to his or her

valuable resources and anticipates a future loss. The second reason is when the employee

already lost the resource. The third reason is when the worker is unable to gain a

significant amount of resources after an investment.

Prapanjaroensin et al. (2017) discussed the resources involved in the COR theory,

which include objects, conditions, personal characteristics, and energies. The first

resource is objects, which is the physical presence like food, shelter, clothing, and things

linked to socioeconomic status (Prapanjaroensin et al., 2017). The second resource is

conditions, which are the structures or states like social relationships, work status, and good health that influence whether an employee stays or leaves a job (Prapanjaroensin et al., 2017). The third resource is personal characteristics resources are defined as individual traits and coping skills (Prapanjaroensin et al., 2017). The last resource is energies and is considered the valued skills and abilities that can be exchanged for other resources such as time, money, and knowledge (Prapanjaroensin et al., 2017). Prapanjaroensin et al. (2017) noted that when there is a constant threat to these valued resources, it can lead to burnout and have an effect on job performance.

Carnevale et al. (2018) explained how the COR theory suggests that individuals strive to acquire, protect, and preserve valuable resources as a way to protect against anxiety and stress. The resources in this theory are objects, conditions, personal characteristics, or energies, which are used to attain future resources, preserve current resources, or protect against the threat of resource loss (Carnevale et al., 2018). Carnevale et al. (2018) noted that the COR theory describes that a threat or loss to an individual resource can cause psychological distress that can harm a person's well-being and work behavior. Carnevale et al. (2018) explained that the COR theory has key motivational effects that focus on two primary viewpoints: resource acquisition and resource conservation. The resource acquisition view suggests that individuals are motivated to actively get involved in their environment to increase their current level of resources (Carnevale et al., 2018). However, the resource conservation view suggests that individuals are motivated to avoid resource loss by withdrawing themselves from

situations or behaviors viewed to be threatening to their current or future resources (Carnevale et al., 2018).

Fatima et al. (2018) discussed how individuals continuously striving to seek, acquire, and maintain resources. When there is a threat of a loss, actual loss, or lack of expected gain in resources, this can develop into a withdrawal state until some resources are regained from the loss (Fatima et al., 2018). Fatima et al. (2018) introduced the concept of work alienation, which is defined as the difference between the employee perception regarding work activities along certain dimensions such as meaning, self-expression, and power compared to these dimension expectations. As a result, work alienation can hinder employees from performing better due to resource losses (Fatima et al., 2018).

Penny et al. (2011) discussed when resources are threatened or insufficient to meet demand, and then it results in undesirable outcomes. It is important to understand how resources are interconnected because resource losses in some employees can result in resource losses among other employees (Hobfoll et al., 2018). Therefore, organizations need to examine how resources are invested following losses because it can affect job satisfaction, work attitude, variations in job performance, and strained coworker relationships (Halbesleben et al., 2014). If leaders effectively invest in human capital resources, then it might lead to more job embeddedness resulting in a reduction in employee turnover.

Job Embeddedness Theory

Employees who feel valued, respected, and connected to an organization are more likely to become embedded within the work environment. Purba et al. (2016) explained that the job embeddedness theory examined the psychological reasons why people may choose to leave an organization. Job embeddedness represents a broad collection of reasons why it is hard for an individual to leave their current job (Purba et al., 2016). Mitchell et al. (2001) discussed how job embeddedness consists of three on and off the job dimensions: links, fit, and sacrifice, which describes one's aggregate level of embeddedness. Mitchell et al. (2001) explained that links refer to one's formal or informal ties to institutions or other people, the fit is one's perceived compatibility with their work and community, and sacrifice is the perceived psychological, social, or material costs of leaving one's organization or community.

Allen et al. (2016) discussed the other aspect of job embeddedness and its potentially negative outcomes. There could be high embeddedness and an adverse work environment, which produce negative outcomes for employees if they cannot easily leave the negative situation (Allen et al., 2016). Allen et al. (2016) adopted the COR perspective to suggest that the motivation to preserve resources would constrain embedded employees from leaving, even if they are working in adverse work conditions that result in negative health outcomes. Allen et al. (2016) explained that it is important to understand that being embedded in an organization can be neither good nor bad, but the work environment determines if an employee stays or leaves.

Oladeji and Ayinde (2018) discussed how job embeddedness influences an employee's decision about whether he or she wants to remain or leave an organization. Organizations should understand that their employees are embedded in the job, which might increase employee retention and decrease the chance of them leaving an organization (Oladeji & Ayinde, 2018). Oladeji and Ayinde (2018) noted that if they want to stay with the organization, there is also a positive effect on organizational performance. If leaders can understand the rationale behind job embeddedness, they will be better prepared to address employee turnover issues.

Employee Turnover

Employee turnover is a human capital challenge that leaders should understand and address in order to be productive, profitable, and sustainable. Employee turnover costs are a major challenge for many organizations (Carter et al., 2019). Carter et al. (2019) discussed how employee turnover could cost around twenty percent or higher of their salary for recruiting, training, and lost productivity. Turnover can have a major influence on a firm's competitive advantage because human capital is responsible for the success of an organization (Dierendonck et al., 2016). There are many reasons for employee turnover, which can range from external factors such as employment opportunities to organizational factors like leadership style and workplace environment as well as personal factors (job dissatisfaction; Shafique et al., 2018). The overall corporate culture of an organization affects employee turnover (Al Mamun & Hasan, 2017). Al Mamun and Hasan (2017) noted that the instability in the management of an organization causes high employee turnover. High turnover can imply poor staffing and selection

policy, poor supervisory system, weak grievance procedure and lack of motivation (Al Mamun & Hasan, 2017). Employees are more likely to stay with organizations that appreciate and treat them with respect as well as provide decent compensation, benefits, and perks (Al Mamun & Hasan, 2017).

Renaud et al. (2017) discussed how employee turnover can consist of two key components: movement within an organization (intra-organizational turnover) and outside of an organization (extra-organizational turnover). Renaud et al. (2017) further elaborated that extra-organizational turnover can consist of hiring and leaving an employee from an organization. Renaud et al. (2017) noted that turnover can be voluntary or involuntary, meaning the decision to depart is either made by the employee or the employer. Voluntary turnover can be further broken down as functional and dysfunctional (Renaud et al., 2017). Functional voluntary turnover is when a low performing employee leaves, which benefits the organization (Renaud et al., 2017). However, dysfunctional voluntary turnover is when a high-level employee leaves an organization resulting in a detrimental loss (Renaud et al., 2017). Voluntary turnover represents a challenge to organizations in achieving their strategic goals (Memon et al., 2016).

Rosario-Hernandez et al. (2018) explained that the greatest challenge for organizations is competing globally by attracting and retaining employees with essential or critical skills. Guha and Chakrabarti (2016) discussed how human resources are considered intangible capital with unique functional capabilities that can control and add to the physical capital and other resources. Organizations seek better ways to manage

turnover and retain valued human resources resulting in increased performance (Liu et al., 2012). If leaders can develop more time and attention to effectively manage their human capital, then employee turnover may be reduced within their organizations.

Nursing Turnover. Nurses are essential employees for healthcare organizations worldwide and are faced with workplace challenges that may impact turnover. In the United States and globally, nursing turnover and shortages are growing problems that contribute to perceived negative work environments resulting in burnout (Adams et al., 2019). Nursing burnout has been identified as a key risk factor for nursing turnover (Adams et al., 2019). Adams et al. (2019) explained that nursing turnover and shortages negatively affect patient safety and the delivery of quality health care. In addition, nursing turnover is a large organizational expense (Adams et al., 2019). According to Adams et al. (2019), the estimated cost of nursing turnover can range from $10,000 to $88,000 per vacancy, which varies by the position. Adams et al. (2019) noted that vacancy turnover costs translate to an overall turnover cost, which can range from $550,000 to $8.5 million per organization. Organizations not only have to deal with the financial problem relating to nursing turnover, but they also must address the increased strain and stress placed on the remaining nurses (Adams et al., 2019). Adams et al. (2019) explained that poor nursing morale, negative work cultures, and burnout result in high turnover and ultimately affect patient care. The key factors affecting nursing turnover are work environment and job satisfaction (Adams et al., 2019).

Another factor that contributes to nursing turnover is nursing leadership styles, which have an impact on nurses' job satisfaction and anticipated turnover (Pishgooie et

al., 2018). Effective leadership is essential to reducing nursing turnover and increasing

nursing retention rates (Nelsey & Brownie, 2012). Nelsey and Brownie (2012) noted that

nursing managers play a vital role in reducing employee burnout and high absenteeism

among the staff since they are responsible for assigning workloads. Nursing managers

that can show they have good conflict resolution skills, create a positive and rewarding

environment, and understand the organization's vision while motivating nurses lead to

increased job satisfaction (Nelsey & Brownie, 2012). Lee et al. (2019) discussed that

effective nursing leadership in healthcare organizations relates to employee job

satisfaction, increased retention, decreased turnover, and increased patient quality of care.

If nursing leaders can effectively address issues affecting the work environment, then

there might be greater job satisfaction resulting in a reduction in nursing turnover.

Job Satisfaction. Employees who are satisfied with their work environment are

more productive and less likely to leave an organization. Organizational culture affects

job satisfaction presumably through the intermediate process and interpersonal teamwork

(Komer et al., 2015). Job satisfaction is defined as a pleasurable or positive environment

resulting from the appraisal of one's job or job experience. An organization with a strong

culture helps employees to accomplish their goals and tasks, which enables them to be

satisfied with their jobs. Job satisfaction influences the perception of quality care, patient

outcomes, and performance (Komer et al., 2015).

Job satisfaction influences efficiency, productivity, employee relations,

absenteeism, turnover, and organizational performance (Arokiasamy & Tat, 2019). When

an employee is satisfied with his or her job, then he or she is more responsible and

committed to an organization (Arokiasamy & Tat, 2019). Arokiasamy and Tat (2019) indicated that job satisfaction positively affects employees' performance and commitment while reducing absenteeism and turnover, which leads to organizational effectiveness and goal achievement.

Acker (2018) discussed how job satisfaction is linked to employee turnover intention because it relates to employee attitudes and feelings about their jobs. Job satisfaction entails the characteristics and demands of an employee's work and the degree to which the job fulfills the employee's needs, expectations, and values (Acker, 2018). Acker (2018) noted that when there is a higher level of job satisfaction, then there is a decreased risk of employees leaving their jobs.

Stater and Stater (2019) explained some causes why employees become dissatisfied and leave their jobs, such as burnout, compensation issues, and limited advancement opportunities. Job satisfaction can involve different work rewards, which can help to improve the overall work experience (Stater & Stater, 2019). These rewards are broken down into extrinsic and intrinsic categories (Stater & Stater (2019). Extrinsic rewards are described as the external factors once the work or assignment has been performed, such as pay, benefits, peer relationships, job security, work environment, etc. (Stater & Stater, 2019). However, the intrinsic rewards relate to the job tasks and their effect on the employees personal and psychological development (Stater & Stater, 2019). When leaders understand what makes employees satisfied with their jobs resulting in reduced employee turnover within their organizations.

***Workplace Stress*.** Employee stress is often overlooked and needs to be effectively addressed in organizations. A contributing factor to employee turnover in the nursing industry as well as in other industries is workplace stress related to high workloads, stressful work environments or situations (Currie & Carr Hill, 2012). A reaction to workplace stress is burnout, which is related to prolonged work-related stress (Adams et al., 2019). Adams et al. (2019) described burnout as emotional exhaustion, depersonalization, decreased personal efficacy, and cynicism. Adams et al. (2019) noted that nursing burnout is associated with hopelessness, apathy, and poor job performance. Burnout is related to physical, mental, and emotional health problems as well as a key factor for nurse turnover. Aluwihare-Samaranayake et al. (2018) discussed how nurses work long hours, experience frequent shift changes, and personal safety risks, which are some factors that contribute to workplace stress. Adams et al. (2019) explained how poor nursing morale, negative work environments, nursing burnout, and high levels of turnover can affect patient care.

One of the main reasons for employee turnover is workplace stress, which is a global problem affecting many professions (Jarupathirun & De Gennaro, 2018). Jarupathirun and De Gennaro (2018) also noted that employees might leave an organization due to poor working conditions, long working hours, and bad relationships with colleagues. An employee would leave a job immediately due to workplace stress (Jarupathirun & De Gennaro, 2018). Jarupathirun and De Gennaro (2018) further explained that businesses should be concerned about workplace stress and its effect on employee motivation and productivity. The effects of workplace stress can result in

employees developing health problems or a decline in job satisfaction; both can lead to employee turnover (Jarupathirun & De Gennaro, 2018). Steege et al. (2017) explained that fatigue in nurse leadership could affect nurses' ability to provide good care to patients. Steege et al. (2017) discussed that high levels of chronic fatigue among nursing managers show a need for organizational support to evaluate and maybe redesign leadership structure and workload. Workplace stress and employee turnover can result from the type of leadership.

Organizational Leadership

Leaders determine how a business functions and operates, which can influence employee satisfaction and their intent to stay or leave an organization. Leadership can impact job satisfaction, job performance, and decrease turnover intentions (Shafique et al., 2018). Shafique et al. (2018) discussed how employees who are satisfied with their jobs perform better and stay with an organization. The healthcare industry is constantly changing, resulting in healthcare leaders needing to adapt to decreased resources, higher expectations, and shortages of trained workers (Herd et al., 2016). The role of nursing leadership in healthcare organizations is believed to be an important determinant of healthy work environments and an important contributor to nursing excellence (Cheng et al., 2016). Cheng et al. (2016) noted that effective leadership can impact the performance of nurses, job satisfaction, and retention. Adopting the appropriate leadership styles may offer healthcare organizations a good way to address issues related to nurse retention and patient quality care (Cheng et al., 2016). There has been a strong correlation between leadership styles and job satisfaction as well as anticipated turnover (Pishgooie et al.,

2018). According to Asamani et al. (2016), the type of leadership styles shown by nursing managers is an important factor in determining if a nurse stays or leaves their jobs. For nursing managers to be effective in managing their staff, they must use either a specific leadership style or a combination of different styles (Asamani et al., 2016). Asamani et al. (2016) noted that if nursing managers use an appropriate leadership style, it can have a major influence on job satisfaction among nursing staff. Alloubani et al. (2018) discussed how leaders can influence patient satisfaction. In addition, nursing manager leadership styles can influence the patient quality of care as well as the organization's performance (Alloubani et al., 2018). The leadership type is an essential aspect of how effectively an organization is managed and operated, which influences productivity and performance.

Transformational Leadership. Employees look to leaders to set the tone by providing guidance and direction on ways to perform their jobs. A relational leadership style is where the followers have trust and respect for a leader in that they are motivated to do more than required to achieve organizational goals (Boamah et al., 2018). According to Boamah et al. (2018), transformational leadership has four key components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence is the attributes and behaviors in which a leader serves as a role model for followers by establishing high standards of conduct and articulating the organizational vision (Boamah et al., 2018). Inspirational motivation is the reflection of the leader's vision through words, symbols, and imagery in order to motivate followers to respond (Boamah et al., 2018). Intellectual stimulation is when the leader asks

employees to provide their viewpoints on problems in deciding to reach a decision (Boamah et al., 2018). Individualized consideration is when a leader looks to coach or mentor their employees to enable them to reach their greatest potential (Boamah et al., 2018).

Boamah et al. (2018) noted that transformational leadership had been linked to employee attitudes and behaviors in management and nursing settings. Boamah et al. (2018) explained that the four components of transformational leadership might create structurally empowering work environments. Therefore, transformational leadership is important in creating work environments that can support professional nursing practice resulting in good outcomes for patients and nurses (Boamah et al., 2018). As a result, effective and good leadership is essential for productive and sustainable organizations.

Transactional Leadership. Transactional leadership is a leadership style based on bureaucracy and organizational standards (Boamah & Tremblay, 2019). Boamah and Tremblay (2019) explained that Bernard Bass in 1985 defined transactional leadership as a process in which leaders expect followers to perform services in exchange for payment and fulfilling their demands. Boamah and Tremblay (2019) stated that transactional leadership consists of three components: contingent reward, management-by-exception-active, and management-by-exception-passive. Contingent reward is when there is an exchange of rewards between leaders and followers, where effort is recognized by providing rewards for good performance or disciplines for poor performance. Management-by-exception active is when leaders monitor when someone makes mistakes. Management-by-exception-passive is when the leader gets involved when the

followers are not accomplishing a task (Boamah & Tremblay, 2019). Leaders need to understand that employees work at an organization not only to be compensated but also for a sense of community involvement and interaction.

Servant Leadership. The servant leader focuses on putting the needs of followers and stakeholders first (Hoch et al., 2018). Servant leadership focuses on the development and well-being of its followers to achieve long term organizational goals (Hoch et al., 2018). There are ten characteristics of servant leaders: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, growth commitment of others, and building community (Hoch et al., 2018). Gandolfi and Stone (2018) discussed how servant leadership includes the ability of the individuals to succeed and then on the mission success. This leadership type requires a leader to focus on serving followers and putting their needs last ultimately leading to the organization mission being accomplished (Gandolfi & Stone, 2018).

Authentic Leadership. Some leaders understand the value and benefit of the diversity that each employee brings to an organization. Wei et al. (2018) discussed how Avolio et al. in 2004 defined authentic leaders as people who have achieved high levels of authenticity in which they know who they are, what they believe and value, and they act on those values and beliefs while interacting with others. Wei et al. (2018) explained that there are four types of behaviors that authentic leaders display: self-awareness, balanced processing, internalized moral perspective (authentic behavior), and relational transparency. Self-awareness is the understanding of a person's strengths and weaknesses and the multi-layered nature of oneself (Wei et al., 2018). Balanced processing is

objectively analyzing all the relevant information before making a fair decision (Wei et al., 2018). Internalized moral perspective is self-regulation guided by internal moral standards and values instead of behavior based on external societal pressures (Wei et al., 2018). Relational transparency is an active process of self-disclosure that shows one's authentic self, true thoughts, and feelings to followers and develops mutual intimacy and trust (Wei et al., 2018). Wei et al. (2018) noted that authentic leadership could positively influence follower's job performance, the performance improvements in the form of task performance, and organizational citizenship behavior. Leaders with authentic leadership could enhance the workplace culture resulting in increased productivity and performance while reducing employee turnover.

Organizational Culture

Leaders influence the organizational culture, which impacts job satisfaction and productivity, ultimately affecting an organization's performance. Organizational culture is described as the way things are done in organizations, and organizational climate is the way in which employees of an organization perceive and experience in their work environment (Galdikiene et al., 2016). Galdikiene et al. (2016) defined culture as normative beliefs and shared behavioral expectations in an organizational unit. Therefore, organizational culture is the expectations and values of what is important in a specific organization (Galdikiene et al., 2016). Ethical organizational culture influences the working environment, which can be a reason for attracting and keeping employees and managers of an organization (Kangas et al., 2018).

In primary care teams, culture and leadership are important factors in predicting an organizational climate (Galdikiene et al., 2016). Organizational culture can be identified by four types: hierarchy culture, clan culture, market culture, and adhocracy culture (de Almeida & de Brito Mello, 2017). The hierarchy culture is a work environment that is formal and structured with various hierarchical levels with long term stability, predictability, and efficiency. The clan culture assumes the ideal way to obtain results is through work teams. The market culture always focuses on results and productivity. The adhocracy culture focuses on flexibility and targets producing innovative products and services.

Organizational culture has an impact on employees' behaviors, attitudes, organizational activities, and organizational performance (Ahmed et al., 2018). Ahmed et al. (2018) explained that organizational culture influences employee attitudes relating to organizational commitment, job satisfaction, employee performance, and turnover intentions. Friedman and Rabkin (2018) explained how a hospital might suffer issues with management or workplace environment, which can affect the organization's performance in the long term. Therefore, it is important to have good information about the work environment and leadership so that appropriate changes can be addressed sooner rather than later (Friedman & Rabkin, 2018). As a result, management needs to foster an organizational culture that can decrease employee turnover while increasing the quality of good organization-employee relationships (Kim et al., 2017).

Yan (2016) discussed the relationship between different leadership styles and organizational culture. Yan (2016) explained there is a positive correlation between

organizational culture and employee job satisfaction. Black and La Venture (2018) discussed that an organizational mission that focuses on people leads to long term and lasting success of the employees, employers, and the company itself. Black and La Venture (2018) noted that trust is formed when work environments focus on people. This leverages the talent within an organization, and then it can be used to develop performance and business success that reflects an organizational culture. Organizations that focus on making people the first priority will achieve the people oriented organizational climate (Black & La Venture, 2018). Black and La Venture (2018) also explained that an organization's culture agrees with the industry culture and the competitive environment; employees find it easier to implement the company's strategy.

When an organizational culture is developed and grown within the company, then its values, beliefs, and behaviors are rooted (Black & La Venture, 2018). Ultimately, the people determine if an organization is successful or fails (Black & La Venture, 2018). Therefore, the relationship established between an organization and its employees should be treated as important and delicate (Kim et al., 2017). Kim et al. (2017) discussed how the organization-employee relationships could be influenced by various factors, such as the culture and job satisfaction resulting in whether an employee leaves or stays with an organization.

Cronley and Kim (2016) explained that a functional organizational culture results in higher job satisfaction and lower turnover intention. Cronley and Kim (2016) noted that the type of organizational culture can depend on the type of employees and work environments. As a result, there is a need to explore how individual characteristics can

affect the organizational culture and work environment (Cronley & Kim, 2016). Ravasi and Schultz (2006) stated that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. Organizational culture affects how people and groups interact with each other, clients, and stakeholders (Rappaport & Richter, 2013). Leaders influence the organizational culture, employee performance, and intent to stay with the organization.

Person-Organization Fit

Organizational and cultural fit are interchangeable components that can impact an employee's performance, success, and intent to stay with the organization. An important part of employment relationships is person-organization (P-O) fit because it enables organizations to provide insight on effectively communicating with employees and address their concerns (Jin et al., 2018). Jin et al. (2018) explained that the perceived fit might influence employee turnover intentions and job satisfaction. As Jin et al. (2018) described, there are two types of perceived fit characteristics: supplementary fit and complementary fit. The supplementary fit is when both the employee and the organization share the same essential characteristics as values and goals. The complementary fit is when a person provides what the other needs. Jin et al. (2018) suggested that the P-O fit might be associated with reduced turnover intention if employees with high perceptions are aligned with the organizational values.

Hunt (2014) discussed how organizational-employee fit influences job satisfaction and turnover in an organization. Hunt (2014) provided a definition called value

congruence, which is one way of measuring or determining how a person fits on a job. Hunt (2014) indicated that value congruence is the shared values that an organization and its employees exhibit, influencing leadership and patient outcomes. An employee who feels that an organization is meeting his or her needs has increased job satisfaction and a lower chance of turnover (Hunt, 2014). Sensenig (2009) discussed the foundations for profitability consist of having the right people for an organization. Having the right people in an organization leads to an increase in productivity and performance.

Sensenig (2009) described how a successful team starts with leadership and aligning talent to reach full productivity. Developing a diverse team of people is one of the best ways to offer different perspectives on issues, which might reduce employee turnover. Lastly, Sensenig (2009) mentioned how establishing commitment and maintaining it are one of the ways to an organization's success. Giorgi et al. (2016) explained how poor organizational culture, workplace bullying, and burnout are causes of negative psychological and physical health. People often perceive bullying and negative workplace organizational climate as reasons for burnout (Giorgi et al., 2016). Burnout is likely to exist where there is negative communication, poor leadership, and a lack of support in organizations (Giorgi et al., 2016). Portoghese et al. (2015) discussed how nursing turnover could be prevented if nursing managers can create healthy work environments that focus on effective leadership to build better workplace relationships. If time is spent on focusing and developing high-quality relationships among employees, this could help reduce the intention to leave a work unit and provide better quality of care

(Portoghese et al., 2015). When leaders invest in human capital, the organizational culture improves, resulting in increased job satisfaction, productivity, and sustainability.

Transition

In Section 1, I explained the background of the problem surrounding this study, which was followed by the problem and purpose statements. The overall research question was identified that addressed the specific business problem. Also, this section identified the interview questions that were asked to the participants. The nature of the study was discussed where it briefly described and justified the methodology and design that was used in this study. The CET theory is the conceptual framework that was used in this study. This section included operational definitions, assumptions, limitations, and delimitations that surround this study. The significance of the study was discussed as it relates to the business practice contribution and the implications for social change. Lastly, there was a review of the professional and academic literature as it connected the conceptual framework to the research topic on employee turnover.

In Section 2, the overall research project was discussed in greater detail the role of the researcher, participants selection, the specific research method and design used in this study, the ethical research surrounding this study, the data collection instruments and techniques, identified the data analysis used, and it also addresses the reliability and validity of the data. In Section 3, I presented the research findings and application to professional business practice. I discussed how the findings have an implication for social change as well as recommendations for action and further research. Lastly, I provided some reflections on what I learned during the DBA doctoral study process.

Section 2: The Project

In Section 2, I provide the purpose statement for this study on employee turnover in the healthcare industry. I describe my role as the researcher in this study and the participants selection process. I explain and justify the reasons for using a particular research method and design for this study. I define the population type and the type of sampling method that was used in this study. The ethical research that surrounds this study in terms of protecting the participants confidentiality is also reviewed. I also discuss the data collection instruments and techniques that were used in this study as well as identify the data analysis process used in this study. Last, I identified how the reliability and validity of the data were addressed.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies nursing leaders in the healthcare industry use to reduce employee turnover. The targeted population was six nursing leaders from healthcare organizations located in New York State who have successfully reduced employee turnover. The findings from this study could create a positive social change by reducing turnover and creating stable employment, which may reduce individuals' reliance on governmental services.

Role of the Researcher

The role of the researcher is to be unbiased and impartial, and to maintain the confidentiality of the participants as well as the data. I am not a healthcare professional, nor do I work in the healthcare industry, but I have had experience with employee turnover in my career. I did not have a direct relationship to this topic, the company, or

any of the participants. However, I did live in the research area during the study, which is

New York State. I mitigated any personal bias by listening and journaling exact words

and phrases from the participants. The researcher role in the qualitative research study is

to interact with participants, collect data, and interpret the research findings (Karagiozis,

2018). Qualitative researchers must minimize and disclose any personal assumptions or

biases during collecting, coding, and sorting of data to obtain an accurate representation

on the topic (Clark & Veale, 2018). I followed the protocol as outlined in the Belmont

Report (1979) and attended to: (a) respect for persons, (b) beneficence, (c) justice, (d)

informed consent, (e) assessment of risks and benefits, and (f) selection of subjects.

Participants were provided the informed consent before participating in the study.

According to Alshenqeeti (2014), participants should be informed that their participation

is voluntary, and they can withdraw at any time. In order to protect the participants'

rights, the researcher should ensure that the data collected will be confidential

(Alshenqeeti, 2014). A brief explanation of my study's nature and the participants' rights

were explained and provided (see Alshenqeeti, 2014). This study was about employee

turnover, which might be a topic of interest to leaders due to the negative impact turnover

has on the productivity, profitability, and sustainability of a business.

Different types of interview techniques are used to obtain information in research

(Alsaawi, 2014). The research question and the responses needed determine what type of

interviews to be conducted (Alsaawi, 2014). The types of interviews are structured,

unstructured, semistructured, and focus groups. A structured interview is a controlled

way to obtain information from interviews by the researcher having written down

questions before conducting the interview (Alsaawi, 2014). Unstructured interviews are open-ended and flexible (Alsaawi, 2014). Semistructured interviews are a mixture of structured and unstructured interviews, where the questions are preplanned before the interview, and the participant also has the ability to elaborate and explain particular issues through open-ended questions (Alsaawi, 2014).

For this study, I conducted semistructured interviews, that were not face-to-face with participants to obtain information related to successful strategies used to address employee turnover in their organizations. Due to the public health (Coronavirus) crisis that was affecting everyone globally at the time of data collection, I conducted semistructured virtual face-to-face interviews by telephone and Zoom. By conducting interviews, I obtained first-hand knowledge and experience from the participants on strategies they used to reduce employee turnover.

Participants

The justification for the number of participants in the sample is based on the data collected as well as the depth and transparency of the responses (Saunders & Townsend, 2016). The ideal participants were nursing leaders who work in healthcare organizations and have used successful strategies for addressing employee turnover. The participants were current employees working in healthcare organizations located in New York State. The strategies that I used to gain access to participants included obtaining information from professional associations, cold-calling, and social media such as LinkedIn to see if they were interested in participating in this study. To establish a working relationship

with the participants, I assured them that their involvement in this study was strictly confidential and voluntary.

Research Method and Design

Research Method

For this study about employee turnover among nurses in the healthcare industry, I used the qualitative research method. The qualitative method is mainly used to answer *how* and *why* questions (Hamilton & Finley, 2020). The qualitative method was appropriate for this study because it addressed the *why* and *how* questions related to employee turnover among nurses in the healthcare industry. A quantitative method involves collecting and analyzing numbers (data) to determine if there are any relationships between variables. A quantitative method was not a good choice for this study because numbers will not be analyzed. A mixed methods design combines the qualitative and quantitative methods for data collection and analysis used for a research study (Wilson, 2016). A mixed methods design was not a viable option because of the quantitative component of analyzing relationships or testing hypotheses, which was not needed for this study.

Research Design

For this study, I used a multiple case study research design. Case study research is when a "how" or "why" is being asked about a contemporary set of events over which the researcher has little or no control (Yin, 2018). These "how" and "why" questions capture what you are interested in addressing that might lead you to the case study method (Yin, 2018). Case study can be used to explore, describe, or explain a particular event

involving individuals, groups, and organizations (Yates & Leggett, 2016). The case study research design was appropriate for this study to examine employee turnover within a real-life environment through open-ended questions. Other research designs used for qualitative research include phenomenology, grounded theory, and ethnography. Phenomenology design seeks meaning from appearances and arrives at essences through intuition and reflection on conscious experience leading to ideas, concepts, judgments, and understandings (Moustakas, 1994). Phenomenology involves studying people's lived experiences (Yates & Leggett, 2016). A phenomenological design was not appropriate for this study because I was not conducting research on the participant's lived experiences. Grounded research theory objective is to generate rather than test a theory (Yates & Leggett, 2016). Grounded research theory was not appropriate for this study because I did not plan to create a theory. Ethnographic research is the study of an entire cultural group as the researcher describes and interprets shared and learned patterns of values, behaviors, beliefs, and language of a culture group (Yates & Leggett, 2016). The ethnographic design was not appropriate for this study because I did not intend to explore patterns of individuals or a culture.

In qualitative research, data saturation occurs when no new information can change the researched phenomenon (Nascimento et al., 2018). I ensured data saturation was reached by continuing with interviews until no new information or themes emerged. If data saturation was not achieved with the initial participants, I continued with interviews until I achieved data saturation. I recruited participants (nursing leaders) based on the selected criteria to start the interview process.

Population and Sampling

The targeted population for this study was nursing leaders located in New York State who have successfully reduced employee turnover within healthcare organizations. The nursing leaders were age 18 and older. The nursing leaders had experience in successfully decreasing employee turnover within their respective organizations. I interviewed six nursing leaders from healthcare organizations in New York State. I recruited participants based on the selected criteria to start the interviewing process. I used a purposive sampling method for this qualitative multiple case study. The purposive or judgment sampling method is where the participant selection is based on the individual's characteristics (Etikan et al., 2016). The purposive sampling method is a nonrandom technique that does not need any underlying theories or a set number of participants (Etikan et al., 2016).

In recruiting participants (nursing leaders), I conducted research on healthcare organizations in New York State that have successfully reduced employee turnover. Once I obtained a list of multiple healthcare organizations that meet the study criteria, I contacted each healthcare organization's Human Resources (HR) department and explained the background and purpose of the study that I was conducting to see if they were interested in participating in my study. If I received approval from a potential healthcare organization's HR department to participate in the study, I asked for the names and contact information of nursing leaders that meet the study criteria. After obtaining the potential participants (nursing leaders) contact information, I emailed them to see if they were interested in participating in the study. In addition, I contacted professional

associations about reaching out to their members to see if they were interested in

participating in this study. The professional association sent out an email to its members

and posted on its website about the study. I also contacted potential participants via social

media (LinkedIn) to see if there were interested in participating in this study. If potential

participants express interest, I sent a detailed email with the informed consent form and

any required documentation. The purpose of the informed consent form is to let the

participants know their rights to withdraw from the study at any time and explain how the

confidentiality of the data is maintained.

The interview setting appropriate for this study would be virtual face-to-face

interactions using the telephone or electronic communication programs like Zoom.

Before conducting the interview, I informed the participants of their rights to withdraw

from the study at any time without penalty. I audio-recorded the interview using a digital

recorder. I informed each participant that the interview would take approximately 30-60

minutes. I scheduled each interview at a convenient time for each participant by

telephone or on a virtual platform. Lastly, the participants needed to conduct a system

check of the agreed upon electronic communication devices prior to the scheduled

interview date. Once the interviews were completed based on the selected sample size, I

conducted member checking to verify data accuracy and to see if data saturation had been

reached.

Ethical Research

The identity of the participants, company name, and data collected will be kept

confidential. The informed consent form includes background information, procedures,

voluntary nature of the study, risks and benefits of being in the study, privacy, contact and questions information. The participant can withdraw anytime from this study by informing me via email. There will not be any incentive to participate in this study.

I ensured that the ethical protection of the participants was sufficient to maintain the data confidentiality as described in the Belmont Report. I protected the names of the organizations and participants by establishing a coding system such as O1P1, O2P2, and O3P3. The data collected from this study will be locked in a safe for five years located in my home office. After five years, all paper documentation will be shredded, and any electronic data saved on a USB drive will be destroyed. The Walden University Institutional Review Board (IRB) approval number for this study is: 04-08-21-0334252.

Data Collection Instruments

The data collection instruments used for this study were virtual face-to-face semistructured interviews and taking notes to record the participants responses to the interview questions. I used the telephone and electronic communication devices like Zoom to conduct non-face-to-face semistructured interviews. I transcribed the information gathered from each interview. I also collected secondary data from the participants, such as a company document. I had each participant emailed that they give consent to the informed consent form before initiating the interview, interview protocols (see Appendix), and interview questions prior to the scheduled interview date. I engaged in member checking to ensure data accuracy as well as saturation.

Data Collection Technique

The data collection technique used to collect data for this qualitative multiple case study is non-face-to-face semistructured interviews by audio recording, note taking and journaling, review of company documents, and review of company public websites. Qualitative interviews are used by the researcher to explore in a detailed way, the unique experiences of the participants on how different phenomena are experienced and perceived (McGrath et al., 2019). The advantage of semistructured interviews is that participants can provide more honest responses to interview questions within a comfortable environment. However, the disadvantage of having virtual face-to-face interviews is the lack of environmental observation. The secondary data collection technique for this study was reviewing the participant company document and company public websites. The advantage of reviewing company documents is the ability to determine if additional information or data can be obtained to help answer the research question.

Upon interview completion, I transcribed the interview responses and gave them to the participants to review within a week to ensure data accuracy, which is also known as member checking. Member checking was developed to assess the validity of qualitative research (Madill & Sullivan, 2017). Once member checking was completed, I reviewed the data again to see if any new data or themes existed.

Data Organization Technique

The data organization technique used for this study is audio interview recordings, written notes and reflective journals, research logs, cataloging and labeling systems for

coding and analyzing the data. By using Zoom, I could record the interview and obtain a transcript upon completion of the interview. These technologies offer the ability to store interviews and transcripts on a cloud storage platform. In addition, I used a digital tape recorder during the interview to capture the exact words used in the interview question responses. During the interview, I took written notes for each interview to capture the participants responses along with any change in tone and nonverbal communication (body language). Researchers keep journals to record thoughts, feelings, uncertainties, values, beliefs, and assumptions that appear during the research process (Carlson, 2010). The research logs contained peer-reviewed articles or information related to any themes or topics discussed during the interview and research process. I coded the information and data gathered by grouping them by common phrases or words to see if any patterns or themes exist. The electronic data will be encrypted, and password protected to ensure the data is safely secured. All raw data will be stored in a locked safe in my home office for five years.

Data Analysis

Triangulation is a process that is used during the data analysis by research members to conduct analysis and compare their findings (Carlson, 2010). Triangulation compares the different sources to strengthen the study validity by addressing any bias that might arise from single measures and determining the facts (Farquhar et al., 2020). There are four triangulation types: (a) data triangulation (data collected from different persons or at different times), (b) methodological triangulation (consists of interviews, surveys, case studies, and observations), (c) researcher triangulation (involves two or more

researchers in the analysis), and (d) theory triangulation (uses multiple theories to interpret the data) (Bauwens, 2010). I used methodological triangulation for this study. The use of triangulation for this study was to ensure the data results taken from different sources (participants, interviews, observations, a company document, and company public websites) to see if accurate information was obtained. The value of methodological triangulation for this study is that I collected data by multiple methods such as interviews, observations, notes, a company document, and company public websites in seeking responses to answer the research question.

After the interviews and member checking had been completed, I reviewed the data for any reoccurring themes. I used Excel spreadsheet and NVivo 20 software to assist in coding, mind-mapping, and identifying any themes in the data collected. NVivo is a qualitative analysis software used to help explore trends, manage, code, interpret, and analyze qualitative data, which reduces the need to do manual tasks related to traditional qualitative analysis (Sorensen, 2008). Once key themes have been identified from the data, I compared the themes with the review of the literature and the conceptual framework surrounding this study.

Reliability and Validity

Reliability

Once I finished interviewing the participants, I ensured the data collected was reliable, trustworthy, and accurate. Part of the trustworthiness of the data is dependability, which refers to the consistency and reliability of the research findings as it relates to how well-documented the research procedures are so that an outside individual can follow,

audit, and critique the process (Moon et al., 2016). One way to ensure reliability is transcript review and member checking by the participants who participated in this study. Upon the interview completion, I informed the participants that an interview transcript would be provided for review and requested that any corrections be submitted. The transcript review will involve asking participants to identify and correct transcription errors or omissions as well as to clarify or provide additional information related to the interview responses (Hagens et al., 2009). There are six categories used in the transcript review process: (a) specific transcription errors/omissions corrected, (b) specific details added to the transcript, (c) specific transcription details corrected/changes, (d) grammatical changes or minor clarifications made to the transcript, (e) statements removed from the transcript, and (d) statements added to the transcript (Hagens et al., 2009). A transcript review is an approach used to verify the transcript's accuracy before it is coded and analyzed (Hagens et al., 2009). Member checking is the process of returning the interview transcript to the participants; a member checks the interview transcript or interpreted data, a member checks the focus group, or returns the analyzed data (Birt et al., 2016). Once the interview data has been member checked, a follow-up interview was requested to focus on the confirming, modifying, and verifying the participant's reviewed transcript (Birt et al., 2016). I used member checking to verify that the data were accurate, and findings were reliable.

Validity

One of the main objectives of conducting research is to ensure that the information collected is accurate, valid, useful, and relevant. Validity in a qualitative

study consists of four components: creditability, transferability, confirmability, and data saturation.

Creditability

Creditability deals with how truthful the research findings (Korstjens & Moser, 2018). The creditability of the data collected is especially important in research because a study should be objective and free of personal bias. Creditability also addresses whether the research findings presented are credible and accurate based on the information obtained from the participants' original data (Korstjens & Moser, 2018). I ensured creditability by emailing the participants a copy of the interview transcript to review and make changes for accuracy. After the participant provided the transcripts and any responses, I scheduled a follow-up meeting to discuss the responses to ensure data accuracy.

Transferability

This study should be transferable, which means the steps taken to conduct this research can be repeated by another researcher. Transferability refers to how the research results can be transferred to other contexts or settings with other participants (Korstjens & Moser, 2018). I provided detailed procedures about the steps taken to collect and analyze the data so that future researchers can understand the methods and rationale.

Confirmability

Confirmability means the results can be clearly linked to the conclusions and the process can be followed and replicated (Moon et al., 2016). After the completion of member checking, I provided detailed information about the data collected, organized,

and analyzed to arrive at the overall study findings. I described how the findings relate to the conceptual framework surrounding this study, and the research literature on this research issue.

Data Saturation

Data saturation is where information obtained from the participants becomes repetitive and where it results in no new information needed from further data collection (Kyngäs, 2020). I ensured data saturation for this study by continuing to interview participants until no new themes or topics were presented. Once data saturation had been reached, I proceeded to the next step of transcript review and member checking to ensure and check the accuracy of the data obtained.

Transition and Summary

In Section 2, I explained the purpose of this study, the researcher role, participants selection, research method and design, population sampling, ethical research, the data collection instruments and technique, data organization techniques, data analysis, as well as the reliability and validity surrounding this study. The purpose of this qualitative multiple case study was to explore successful strategies that nursing managers used to reduce employee turnover in the healthcare industry. In Section 3, I presented the findings and their application to professional practice. In addition, I discussed the implications for social change, recommendations for action and further research, and reflections on the DBA process.

Section 3: Application to Professional Practice and Implications for Change

The purpose of this qualitative multiple case study was to explore strategies nursing leaders in the healthcare industry use to reduce employee turnover. Six participants from different healthcare organizations in New York State participated in this study: two nursing managers, a residency program manager, two directors of nursing, and a senior director of nursing. All the participants had advanced degrees, which was not a requirement for this study. Some participants were from magnet-designated healthcare organizations located in New York State. The participants answered five open-ended questions during a semistructured virtual interview conducted by telephone and Zoom. The participants agreed to be audio-recorded during the interview to ensure I accurately captured the information. After the interview, I transcribed the interviews and emailed the transcriptions to the participants for member checking. I reviewed one participant's company document, and company public websites to support the data collected from the interviews. Five key themes emerged that focus on strategies for reducing employee turnover in the healthcare industry: (a) commitment of resources, (b) mentoring and residency programs, (c) compensation and incentives, (d) communication, and (e) engagement and recognition.

Presentation of the Findings

The overarching research question for this qualitative multiple case study was: What strategies do nursing leaders use to reduce employee turnover in the healthcare industry? I interviewed participants from six different healthcare organizations for data collection. The participants agreed to the informed consent form and were assured that

the information obtained would be kept confidential. In this study, I used pseudo names

for each organization and participant to maintain their confidentiality as O1P1, O2P2,

O3P3, O4P4, O5P5, and O6P6. I transcribed the interviews and provided transcription

results to each participant for member checking. After the member checking was

completed, I analyzed the data by creating an Excel spreadsheet and entering keywords

and phrases from the interviews, which was followed up by using the NVivo 20 software

to validate the findings. Five key themes emerged from the data collection process:

(a) commitment of resources, (b) mentoring and residency programs, (c) compensation

and incentives, (d) communication, and (e) engagement and recognition.

Theme 1: Commitment of Resources

Commitment of resources is essential for reducing employee turnover and

retaining staff. The importance of achieving sustainable success is a strong foundation

built on organizational backing and committed leadership (Chant & Westerndorf, 2019).

If leaders could provide a commitment of resources to implement strategies to reduce

employee turnover, then there could be an increase in morale, productivity, profitability,

and sustainability along with an increase in patient quality of care and safety. In

interviewing the participants, commitment of resources was a theme that emerged as a

strategy for reducing employee turnover. Participant O1P1 shared that "mentoring

programs work when a bigger support system exists. It has to be supported by higher

management. They need a higher-level organization message that they will support and

budget for mentoring programs."

Leaders' commitment of resources could influence whether a healthcare organization hires new staff, such as nurses. Participant O2P2 explained,

> Trying to work within a budget that is provided to you by the owners of the company, meaning when it comes down to staffing. If we need more nurses and put in to hire a nurse, sometimes we get a reply that sorry it is not within the budget. A financial barrier on the part of ownership.

Participant O3P3 discussed how "meeting the operational budget as a result of the pandemic. The financial gap as a result, made it so challenging to fill the vacancies."

Leaders' commitment of resources to provide employee engagement and recognition initiatives could help to reduce employee turnover. Participant O3P3 also stated,

> [the] commitment of the leaders in making sure we are all aligned in terms of that shared purpose of making sure that our staff is being taken care of. We need to believe in that as leaders. What happens when we speak about this, we speak about self-care. We speak about our well-being. We speak about how we care for our staff. At the same time, are we seeing that in day-to-day practice? We need to make sure that those are aligned. Should walk the talk, not talk the walk. This is the only way to solidify the trust in us as leaders.

Leaders could pose challenges and barriers when implementing changes to improve organizational performance. Participant O4P4 mentioned how "you can assume leadership could be a barrier for some institutions." Some leaders could create barriers to implementing initiatives to improve an organization, resulting in not moving forward.

Participant 06P6 provided an example of when leaders were a barrier when presenting the idea of flexible scheduling to help address the nursing turnover. Participant O6P6 explained that "leaders in finance are telling us they cannot afford to pay nurses more money or to give them some of the benefits that these nurses are requesting, and I am saying to them, you cannot afford not to." Therefore, leaders' commitment of resources, whether financial or nonfinancial, is important to help retain employees.

Theme 2: Mentoring and Residency Programs

Mentoring and residency programs were themes that emerged during the interview with some participants as ways to reduce nurse turnover. Dennis (2022) described that a mentor assists with questions or concerns, coaches to provide guidance, offers constructive feedback for improvement, and fosters professional and personal growth. In nursing, mentors could play a powerful and important role in helping to shape and develop a nurse career or helping a nurse achieve goals (Dennis, 2022). Implementing mentoring and residency programs at healthcare organizations could help to retain nurses and provide the support needed to succeed.

Participant O1P1 shared that she started a mentoring program at her organization. Participant O1P1 explained how:

> it was six months orientation time to train one nurse, and then even then, there were a lot of people who do not feel very comfortable getting off the orientation. Most people, I should say did not feel comfortable. So how do we create a safety net and give them support? So that is where the mentoring program comes in.

Participant O3P3 described how "one of the strategies that I have been implementing with my nurse leaders is around coaching and mentoring. Especially our new hires." Participant O3P3 explained further that:

> the focus is on being able to work on them within the first two years of their life. This would be coaching and mentoring. We do have a residency program that would help in terms of aligning them into the practitioners that we want them to be for the position for the organization.

Participant O4P4 shared how:

> we do have a nurse residency program at our institution, but I have always thought about how to provide more support. Nurses that are entering the field now are a little bit different from previous generations. So, it was really about adding support to the program. So, I have done things such as making a strong focus on mentoring. Mentoring is always a focus of the program, especially within the past few years, but really encouraging nurses with experience to mentor a new graduate nurse.

Participant O6P6 stated how "the generation prior to me that mentored me." Mentoring programs help to share knowledge and information about the profession that is not always taught in school. Therefore, leaders of healthcare organizations should consider implementing mentoring and residency programs to retrain nurses.

Theme 3: Compensation and Incentives

Compensation and incentives were a theme that emerged from interviewing the participants. An important aspect of reducing employee turnover among nurses is

providing decent compensation and incentives. The nursing staff is the largest segment of the healthcare industry; therefore, understanding the pay practices that produce the desired result is important (Bradley, 2021). Bradley (2021) noted that a thoughtful and well-communicated compensation strategy could help engage and retain nursing staff. Several participants discussed how increasing compensation and providing incentives are strategies for reducing employee turnover. Participant O1P1 shared how nurses want "a lot more money, and that is the bottom line." Participant O2P2 explained that nurses feel "overworked and underpaid and not appreciated at times. But the thing is, we have to remember what we are doing it for our patients; of course, we cannot work for free."

While increased compensation was a concern raised by the participants, a nonmonetary component played a role in reducing employee turnover. Participant O5P5 shared that tuition reimbursement, employee referral (a $5,000 bonus), and professional development programs are offered, which have successfully reduced turnover. Participant O5P5 further explained about the employee referral program that if an employee refers a friend, then the employee is less likely to leave an organization. Participant O5P5 discussed how her organization offers:

> [a] professional advanced practice program. It is kind of like a career ladder. So, where they would be working on a unit-level project, and then they can actually submit their work every six months, we do a review, and they have this promotional opportunity with clinical nurses at the bedside so they can move up to senior nurse clinician and with each step that they move it is another financial stepping stone.

Participant O6P6 stated that flexible scheduling is an initiative that might work to reduce nursing turnover.

Theme 4: Communication

Communication was another theme that emerged from interviewing the participants. Communication is important in all aspects of the organization. Leaders who use effective communication could help to reduce employee turnover. All the participants shared how their organizations leaders evaluated employee turnover strategies through surveys and analyzing the data. However, some participants explained that communicating with employees through exit interviews, town hall meetings, rounding, and ongoing interactions is a way to get more information that surveys do not always provide. Participant 02P2 shared that:

> making sure to have an open-door policy where there is ever something that an employee is not satisfied with, whether it is their assignment, their workload, if they feel stressed out, if they are having issues with another co-worker that they can seem to resolve. Just having an open door policy and welcoming your staff to be able to speak with you comfortably and maintaining a professional and positive attitude when dealing with your employees, that really helps a lot.

Participant O2P2 also stated that "it costs nothing to have an open door policy. It costs nothing to be positive and encourage communication, a lot of reducing employee turnover and improving employee satisfaction it is free." Participant O3P3 explained how:

during their mid-year evaluation, it not just a conversation about evaluating their performance but also discussing what would make them stay within the organization. Interview them by asking them questions about what would make it meaningful for them to stay.

Participant O4P4 stated that:

just ensuring that the numbers they stay good and they do feel supported, so I am looking at the actual data, which is the numbers, but then also when they come to their sessions like I am facilitating those conversations, and trying to ensure that they feel supported and that they know that there is support when they are struggling.

Participant O6P6 explained, "speak directly to the staff." Speaking directly to the staff is probably an effective way to communicate and receive feedback.

Theme 5: Engagement and Recognition

Engagement and recognition are important strategies for reducing employee turnover at healthcare organizations. Nurses want to feel that their contribution is respected in the organization and have an active role in the decision-making process affecting their work (Junttila et al., 2023). Participant O1P1 described how the mentoring program created bonds among the staff. Participant O1P1 explained how the staff would still talk about the mentoring program even years after it had ended, saying, "we loved it. You know, that was fun." Participant O2P2 believes that:

giving the employees their credit, making sure that you acknowledge, and show your appreciation for their dedication to work for the company honoring

employees by doing things such as: employee of the month, having after-work

gatherings to build the team, team building efforts on recognizing employees on

their birthdays can help assist with reducing employee turnover.

Participant O2P2 further discussed that "we do need to be respected. As long as there is

respect, there is appreciation, gratitude, and management has to know how to be able to

interact with their employees." Participant O3P3 discussed how "our own organization is

very big on this, a lot of activities around engagement. We have some fun activities.

Having fun at work. Finding joy. All of that, connecting back to your higher purpose."

Leaders at healthcare organizations could show engagement with employees by

taking an interest in their overall well-being. Participant 04P4 described how she has,

check-in sessions where literally every month I run three to four check sessions,

and it is an opportunity for them to call in, and we talk about what is going on in

their unit, what is going on in their outside life. Are they sleeping? I give tips, and

tricks to kind of mitigate whatever problems they are having. In addition, I have

incorporated something called enrichment sessions, where they have attended

their certain amount before finishing the residency program. They call in for

those, and the topics could vary to something such as exercise, it could be yoga,

meditation. So those are things that I have incorporated to kind of help them to

take care of themselves because I know that they are not taking care of themselves

when they are on the unit.

Participant O6P6 stated that "it does mean something to be engaged as a leader and to get

to know your staff and what is important to them."

Finding Ties to Conceptual Framework

The CET theory was the conceptual framework surrounding this study. Several participants mentioned how the COVID-19 pandemic influenced nursing turnover during interviews. Many nurses have left the profession due to the pandemic. Participant 06P6 explained that:

> during the pandemic as well as post-pandemic, I have seen personally up close, upfront challenges within the nursing community that I have never seen before. I mean, I have seen nurses during the pandemic as a leader; I have seen nurses completely leave the profession. They were so burned down, and they were so exhausted. I have seen nurses and PCT nursing students say that they were going to Wal-Mart. I am going to sell real estate, and it was just disheartening, and I am concerned about the state of our profession.

> Employee turnover can result from experienced staff leaving or newer staff not staying long within a department or organization. Participant O5P5 discussed how:

> newer staff are coming in do not have the same sense of loyalty, and I do not say that in a bad way. But someone who joined an organization and has been here for 20, 25 years, and we know we are probably not going to see that from the groups that are coming in now. They will not, they will not stay put, and that may not be a bad thing, they made it very clear what they have mapped out their careers and how they are going to get there. I said it is not possible; it is very rare that we are going to start seeing those 10, 15, 20-year employees in the same departments. They may be in the organization, but they will not be in the same department.

Participant O4P4 stated that:

> there is just so many different factors that play into nurse retention, and I think
> what hospitals or any organization need to do is really focus on retaining not only
> the newer staff but also that experienced staff as well. Because when that
> experienced staff walks out the door, even though you are replacing them with a
> newer nurse, you cannot replace all that knowledge that walked out the door.

Some participants discussed how many nurses are leaving the healthcare industry due to the COVID-19 pandemic, which relates to how an aggregate of employees could leave an organization as described in the CET theory. The CET theory describes how an aggregate of employees leaving an organization could lose KSAOs. The loss in KSAOs could affect organization performance, patient quality of care, and patient safety.

The commitment of resources was a finding that emerged during interviews with participants that tied to the CET theory. The CET theory describes the human capital resource component as influencing employee turnover and organizational performance. An organization is a collection of human, social, financial, and organizational resources that should be considered to manage turnover concerns (De Meulenaere et al., 2021). If leaders could provide the commitment of resources to implement strategies to reduce employee turnover and retain human capital (nurses) resulting in improved patient quality of care and safety.

Communication among leaders and nurses was an emerged theme tied to the CET theory. According to Nyberg and Ployhart (2013), in the intensive workflow industry tasks are interdependent that require highly coordinated interaction and communication,

and the human capital resource is the combination of KSAOs from employees and relationships developed. The healthcare industry is intensive that requires effective and consistent communication to ensure good interactions with nurses while providing quality care and safety to patients.

Findings Ties to Existing Literature

The findings from this qualitative multiple case study showed that leaders play an important role in reducing employee turnover in the healthcare industry. Effective leadership significantly impacts nurse well-being, retention, and patient care (Cummings et al., 2021). Leaders' commitment of resources could determine how financial resources are allocated toward filling vacancies, creating and providing support for mentoring and residency programs, and increasing compensation and incentives. Leaders typically set the tone regarding how an organization operates and its culture. If leaders provide open and effective communication by creating an atmosphere that fosters engagement and recognition, then nurses might be less likely to leave. If nurses are engaged with the organization, then there might be job-embeddedness.

Communication was a theme that emerged from discussions with some participants, although not discussed extensively in the literature review. Essential to organizational culture is communication, which is very important for an organization to thrive and succeed. The way leaders communicate often sets the tone for how an organizational culture is established and how employees interact. Holzwarth et al. (2021) defined leadership as influencing others through communication. For an organization to be functional, a continuous stream of communication should exist between its members,

which is necessary for any organization (Holzwarth et al., 2021). Effective communication is a key component in reducing employee turnover and retaining nurses.

Compensation was a theme that emerged from the discussions with some participants, although mentioned briefly in the literature review. According to Shtembari et al. (2022), pay and compensation are among the most important influencers regarding the quality and effectiveness of human capital. Compensation is a critical factor from the recruiting to engagement and retention phase (Shtembari et al., 2022). Nurses might be less likely to leave an organization and be more engaged if compensated well.

<p align="center">**Applications to Professional Practice**</p>

Employee turnover could be costly for an organization in financial and nonfinancial terms. Therefore, reducing employee turnover in any organization could increase morale, productivity, profitability, and sustainability. Nursing turnover has been rising nationally and globally, but the COVID-19 pandemic has magnified the problem even more. Addressing employee turnover in the healthcare industry is important since nurses are the industry's heart and backbone. As a result, leaders of healthcare organizations need to review and implement strategies for reducing employee turnover.

The findings in this qualitative multiple case study could help to reduce employee turnover among nurses resulting in better patient quality of care and safety. Five themes emerged from this study: (a) commitment of resources, (b) mentoring and residency programs, (c) compensation and incentives, (d) communication, and (e) engagement and recognition. Organizational leaders must understand the importance of addressing employee turnover issues and find strategies to implement them effectively.

Implementing mentoring and residency programs at healthcare organizations could help by providing support to nurses and may reduce possible turnover. Overall, communication is a key component in dealing with employees of any organization. If there is consistent and open communication among the leaders and employees of an organization, then employees might be less likely to leave. If engagement and recognition exist in an organization among leaders and employees, then people might stay when valued, respected, and appreciated.

Implications for Social Change

Nurses are essential to the healthcare industry; therefore, an investment in retaining nurses would ultimately improve patient quality of care and safety. The findings from this qualitative multiple case study provided strategies to help reduce employee turnover in the healthcare industry. Healthcare is used by individuals in communities, which affects society. Addressing employee turnover in the healthcare industry could directly affect individuals, communities, and society. Hopefully, the findings from this study could be a step toward positive social change.

Recommendations for Action

I applied a qualitative multiple case study to explore strategies that nursing leaders in the healthcare industry use to reduce employee turnover. Based on the findings and analysis from this study, I recommend the following for action: (a) commitment of resources, (b) mentoring and programs, (c) compensation and incentives, (d) communication, (e) engagement and recognition, (f) cross-training, and (g) succession planning.

- Recommendation one for reducing employee turnover in the healthcare industry is leaders' commitment of resources. If leaders provide a commitment of resources for financial and nonfinancial initiatives to reduce employee turnover and retain staff. Leaders also need to examine the quantitative reasons for turnover and the qualitative aspects. If leaders only look at the surveys but do not understand the rationale and meaning, then the information is useless.

- Recommendation two is to provide mentoring and residency programs that could provide guidance, insight, and support to address nurse concerns. Mentoring and residency programs could provide resources and information to help nurses with any challenges resulting in increased retention.

- Recommendation three is to provide competitive compensation and incentives for nurses who work hard and should be compensated accordingly. Providing career advancement opportunities such as going back to school or participating in career development programs at healthcare organizations could reduce turnover. Further, healthcare organizations could offer flexible scheduling as an incentive to retain nurses and reduce turnover.

- Recommendation four is to provide consistent and effective communication among leaders and employees to understand what is occurring and how to address issues proactively rather than waiting for someone to leave the organization. Communication is important in daily interactions with employees to see if any challenges or issues can be discussed and addressed.

- Recommendation five is that engagement and recognition of employees could benefit the employees and the organization. Employees are less likely to leave an organization when valued, respected, and treated fairly. Further, healthcare organizations could engage employees by providing social gatherings, employee recognition events, peer recognition programs, etc.

- Recommendation six is for healthcare organizations to provide cross-training among existing nurses so that there would be no major disruption if someone were to leave. Further, if cross-training were to occur in a healthcare organization, at least another staff member could step in when an employee leaves.

- Recommendation seven is that healthcare organizations need to prepare for succession planning. Succession planning needs to be implemented as more experienced nurses retire or resign so that the knowledge is shared and retained.

Leaders at healthcare organizations should pay attention to these findings to reduce employee turnover in their organizations. Further, if nursing executives and leaders were to implement some of the strategies, which could help retain nurses and reduce employee turnover at their organizations. The findings from this qualitative multiple case study might be disseminated to leadership and management journals. A copy of the findings will be provided to the nursing leaders who participated in this study.

Recommendations for Further Research

This qualitative multiple case study was conducted with a sample of six participants in New York State. The limitation of this study was the sample size and geographic location, but further research could be conducted on how to retain nurses

nationwide and globally since nursing shortages are a significant issue. During the interviews, some participants discussed how experienced nurses are leaving the profession. Another direction for future research is how to retain the KSAOs of experienced nurses and succession planning. There needs to be further research on how to retain the new nurses entering the profession who have different work expectations. Additionally, further research needs to be conducted on how collective turnover could affect an organization when many employees leave, such as during the COVID-19 pandemic and the Great Resignation. Further research could also be conducted on employee turnover's qualitative and quantitative effect on an organization. Lastly, further research could be conducted on employee turnover in other areas of the healthcare industry.

Reflections

Initially, I was interested in another research topic, but I was informed at one of the residencies that I had to change the topic. The first research topic was a social problem and not a business problem. I had some challenges finding another topic, but I read an article that described nursing shortages. After reading this article, I became very interested and wanted to learn more about this issue. Nursing shortages affect society, so finding ways to address this issue was worth exploring. I am glad that I was able to conduct research on this topic and speak with nursing leaders who were willing to share their time and knowledge about ways to reduce employee turnover.

The data collection phase was challenging in trying to get participants willing to participate in the study. I had some participants who were interested in participating but

changed their minds. However, I am grateful and very appreciative to the participants who did participate and shared their time and experience.

I was recently affected by a nurse strike at a New York City hospital. This hospital had discharged or transferred patients to nonstriking hospitals since no nurses were available. The nurses were striking for better nurse-patient ratios due to nursing vacancies and better compensation/benefits. This experience showed me that the nursing shortage is a serious national and global issue that could affect patient care and safety.

During this DBA journey, I have encountered many challenges, disappointments, and setbacks that made me question whether I should continue pursuing this degree. However, I am glad I continued moving forward despite the obstacles. The doctoral program has taught me persistence and helped me improve my research skills.

Conclusion

Employee turnover in the healthcare industry is increasing, particularly among nurses. As a result, the leaders of healthcare organizations need to examine and implement strategies for reducing employee turnover. Employee turnover can have a negative impact on organizations in financial and nonfinancial aspects. Employees are the human capital essential for keeping a business functional and operating. As a result, organizational leaders need to understand and invest the time, money, and energy to implement strategies for retaining employees. The findings and recommendations from this qualitative multiple case study apply to the healthcare industry and other market sectors.

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Appendix: Sample Interview Protocol

Interview Protocol	
What you will do	**What you will say—script**
Introduce the interview and set the stage—often over a meal or coffee	Good Morning (Afternoon) Mr. or Mrs. (Ms.) _____ I wanted to thank you very much for your participation in this study on exploring employee turnover in the healthcare industry. First, I would like to start by you telling me a little about yourself. Why did you decide to pursue this profession? How long have you been a nursing leader?
• Watch for nonverbal queues • Paraphrase as needed • Ask follow-up probing questions to get more in depth	1. What strategies did you use that were the most effective in reducing employee turnover in your organization?
	2. What barriers did you encounter when implementing strategies to reduce employee turnover in your organization?
	3. How did you evaluate your employee turnover strategies?
	4. How did your employees respond to your different techniques to reduce employee turnover in your organization?
	5. What additional information would you like to add on this topic?
Wrap up interview thanking participant	Well, this concludes our initial interview on exploring employee turnover in the healthcare industry. I really appreciate you taking the time to participate in this study. Again, I would like to thank you very much for your participation.
Schedule follow-up member checking interview	After this interview I would like to schedule a follow up member checking meeting to discuss any questions or concerns you might have after reviewing the interview transcript. I would like to know your availability within the next one or two weeks.
Introduce follow-up interview and set the stage	Welcome back to our second interview to discuss your feedback to the interview transcript. First, I want to thank you very much for your participation in this study on employee turnover in the healthcare industry.

	I wanted to know if you had a chance to review and provide comments on the interview transcript that was emailed to you on (XXX). Do you have any questions or concerns that you would like to express before we start reviewing your responses to the transcript?
Share a copy of the succinct synthesis for each individual question Bring in probing questions related to other information that you may have found—note the information must be related so that you are probing and adhering to the IRB approval. Walk through each question, read the interpretation and ask: Did I miss anything? Or, What would you like to add?	I appreciate you sharing your overall questions or concerns, so let us begin by reviewing each question and the succinct synthesis interpretation to your responses.
	1. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed
	2. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed
	3. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed
	4. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed
	5. Question and succinct synthesis of the interpretation—perhaps one paragraph or as needed