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## Strategies That Reduce Nurse Turnover

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# Walden University

College of Management and Human Potential

This is to certify that the doctoral study by

Trueman Atughonu

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the review committee have been made.

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Walden University  
2023

Abstract

Strategies That Reduce Nurse Turnover

by

Trueman Atughonu

MS, Walden University, 2016

BS, Wichita State University, 2011

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

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August 2023

## Abstract

Nurse turnover is a significant problem that hospital managers and administrators face in delivering high-quality patient care while ensuring organizational profitability. In the United States, the average cost of replacing a nurse ranges from \$40,000 to \$100,000. Hospital managers are significantly challenged to reduce nurse turnover and keep costs down. Grounded in the Herzberg's two-factor theory, the purpose of this qualitative multiple-case study was to explore the strategies hospital managers use to reduce nurse turnover. The participants included five hospital managers at five medical centers in Arizona with successful experience in reducing nurse turnover. Data were collected from semistructured interviews and company documents. Thematic analysis of the data resulted in three themes: effective leadership reduced nurse turnover, job satisfaction reduced nurse turnover, and employee engagement reduced nurse turnover. A key recommendation is for nurse managers to implement effective leadership strategies in their organizations that focus on mitigating obstacles that promote nurse turnover, while enhancing job satisfaction and employee engagement. The implications for positive social change include the potential to improve retention of highly skilled nursing staff, leading to improved patient outcomes.

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## Dedication

I dedicate this study to my wife, Kelli, and my son, Noah. She was my strongest cheerleader and source of support throughout my DBA pursuit. She understood the demands of the coursework and provided me with the time I needed, despite working full-time and caring for my young son. My son was very understanding and continues to be one of my greatest sources of inspiration daily. I want to dedicate this study to my mom, Victoria, my dad Trueman Sr. and my brother, Miles. My family has been my source of strength, and I am grateful to have them in my life. I want to dedicate this study to healthcare administrators who continuously seek to improve organizational strategies to reduce nurse turnover.

## Acknowledgments

I want to thank God for giving me the grace and mercy to persevere through the difficulties I encountered completing this study. I want to thank my mother-in-law Mary and father-in-law Jim for babysitting my son when my wife had to work. I want to thank my committee members, Dr. Mike Lavelle and Dr. Thomas Schaefer, who helped me with this study. I want to thank my mentor and chair, Dr. Jorge Gaytan. He continuously guided me with patience throughout the study. Even when I was not the easiest student to manage, he always pointed me in the right direction to succeed. Thank you very much, Dr. Jorge Gaytan.

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## Section 1: Foundation of the Study

Nurses are one of the most valuable resources to the healthcare industry, but hospital managers face significant challenges associated with a growing nursing staff turnover (Muir et al., 2022). Nurse turnover is a worldwide issue that can significantly impact a hospital's financial resources, as well as compromise the quality of patient care due to the nurse shortage (Kelly et al., 2022). A consensus among hospital managers is that rising rates of nurse turnover hurt the long-term viability of healthcare organizations (Kester, 2020). Increasing nurse retention reduces costs associated with turnover, enhances nursing productivity and sustainability, and increases return on investment (Muir et al., 2022).

### **Background of the Problem**

Hospital administrators and managers face a multitude of problems that stem from a high nurse turnover. The average cost of turnover for a bedside registered nurse is \$46,100 resulting in the average hospital losing between \$5.2m – \$9.0m (NSI Nursing Solutions Inc., 2022). Each percent change in registered nurse (RN) turnover will cost/save the average hospital an additional \$262,300/yr. (NSI Nursing Solutions Inc., 2022). Nurses in hospital settings are more willing to leave the organization they began with due to compensation, work environment, and other factors (Forde-Johnson & Stoermer, 2022). Healthcare managers with limited resources struggle to address nurse's concerns, such as the high nurse-to-patient ratio, lack of equipment, and insufficient pay incentives, contributing to RN's intent to leave an organization (Muir et al., 2022). Healthcare organizations with weaker financial standing cannot keep up with the needs of

skilled staff, resulting in defections to rival healthcare institutions (Muir et al., 2022).

According to the Bureau of Labor Statistics (2020), the number of registered nurses in the United States is expected to grow by 7%, or 221,900, between 2019 and 2029 (Nasurdin et al., 2018). The government's continuous financial cuts for health care reimbursement and health care spending places an immense responsibility for healthcare leaders to seek solutions to nurse turnover (Al-Amin et al., 2018). Healthcare managers use employee turnover data to compare the rate at which employees remain at their organization to the rate at which employees leave (Adams, 2019). A high nurse turnover negatively affects hospital operations and administrative services costs (Mahoney et al., 2018). In the United States, the average cost of replacing a nurse is \$40,000 to \$100,000 (Muir et al., 2022). Nurse turnover negatively affects hospital operations because of replacement and training costs. Hospital managers must find ways to reduce nurse turnover.

### **Problem and Purpose**

The specific business problem was that some hospital managers lack strategies to reduce nurse turnover. The purpose of this qualitative multiple case study was to explore the strategies hospital managers use to reduce nurse turnover. The sample population consisted of five hospital managers at five medical centers in Arizona with successful experience in reducing nurse turnover.

### **Population and Sampling**

The target population consisted of five hospital managers at five medical centers in Arizona with successful experience in reducing nurse turnover. Researchers use purposive sampling to identify participants meeting the study's eligibility criteria for

participation to obtain data related to the phenomenon under investigation (Alqattan et al., 2019). Selecting participants meeting the established eligibility criteria is essential (Knechel & Wolf, 2019). I purposively selected participants for this study that met the criteria I established for participation to obtain data related to the phenomenon under investigation, which for this study was the reduction of nurse turnover. The eligibility criteria for participants of this study weighed heavily on the hospital manager's experience implementing strategies to mitigate nurse turnover. Qualified participants possessed 5 years of experience implementing successful strategies to reduce nurse turnover. Hospital managers participating in this research study qualified for participation because of their years of experience working with nurses and reducing nurse turnover.

Accessing organizations and participants is an obstacle researchers face in conducting research (Yin, 2018). However, Phelps (2019) suggested that to overcome this obstacle, researchers should use additional recruitment tools, such as LinkedIn and other social media channels, interact with key individuals in the organizations, and understand the target population. Interacting with prominent organizational figures in hospitals helped better inform them of my intent for the study, and I used this interaction in identifying the participants for this study. Regarding data sources used, I conducted semistructured interviews and reviewed organizational documentation and artifacts.

### **Nature of the Study**

I selected the qualitative method for this study. Researchers conduct qualitative studies to answer what, why, and how questions related to a phenomenon in its natural setting (Johnson et al., 2020). I selected the qualitative method because I explored a

phenomenon, nurse turnover, in its natural setting. The quantitative method involves testing the hypothesis and analyzing independent and dependent variables' relationships or differences using statistical methods (Saunders et al., 2019). The quantitative method was not appropriate for this study, as hypothesis testing and analysis of variables' relationships or differences was not necessary to address the study's purpose. Mixed-methods research refers to using two or more methodological strategies in a single research study to gain insight into another aspect of the phenomenon under investigation, which one method alone cannot access (Bailey, 2021). I did not select the mixed method because I did not examine and explore relationships among variables or conduct statistical analyses.

I selected the case study design for this study. The in-depth exploration of phenomena from several perspectives occurring within a bounded context requires the use of case study design (Alpi & Evans, 2019). By conducting a single case study, I explored a phenomenon, nurse turnover, using multiple types of data, including participants' experiences. Phenomenological research involves exploring, describing, and interpreting the life world as the participants experience it (Kelly & Kelly, 2019). The phenomenology design was not appropriate for this study because understanding the lived experiences of the participants would not answer the overarching research question. Researchers use the ethnography design to study people and their behavior in a cultural setting (Morton et al., 2020). The ethnography design was not appropriate for this study, because I did not require exploring a group in a cultural-sharing setting. Researchers use the narrative design to study the manner in which humans experience the world and



interpret experience through the participant's stories (Saunders et al., 2019), which was not my focus in this study.

### **Research Question**

What strategies do hospital managers use to reduce nurse turnover?

### **Interview Questions**

1. What strategies have you used to reduce nurse turnover?
2. How did nurses respond to those strategies?
3. How, if at all, were strategies to reduce nurse turnover communicated throughout the organizational ranks and among stakeholders?
4. What modifications did you apply to any strategy to improve the effectiveness of reducing voluntary nurse turnover?
5. What policies and processes have you used to reduce nurse turnover?
6. What were the key barriers to implementing your strategies to reduce nurse turnover and how did you address them?
7. What else would you like to share that I have not asked you regarding strategies used to reduce nurse turnover successfully?

### **Conceptual Framework**

I used Herzberg's (1959) two-factor theory as the conceptual framework for this study. Herzberg claimed that factors exist that cause employee satisfaction or dissatisfaction at work. Job characteristics, which affect employee satisfaction levels, relate to the nature of the work performed (Herzberg et al., 1959). Herzberg found a difference between intrinsic aspects of the job, which are motivators, and extrinsic

aspects of the job, which he defined as hygiene factors (Wilson, 2015). According to Herzberg, employees become satisfied when hygiene factors are met, which are employment security, pay, working conditions, benefits, interpersonal relations, and quality of supervision. To increase job satisfaction, employees need motivation factors to perform at a higher level, which are recognition, achievement, advancement, responsibility, interest in employment, and responsibility for the performing tasks at hand (Herzberg et al., 1959). Herzberg's two-factor theory has been widely applied in studies on staff satisfaction and motivation, but mostly in other industries and for other occupational groups than health professionals (Alrawahi et al., 2020).

I chose the Herzberg two-factor theory as the conceptual framework for understanding strategies to reduce nurse turnover. Kumar (2014) used the two-factor theory and found positive relationships among employee engagement, intrinsic rewards, and job satisfaction. To retain employees, leaders must mitigate the factors that dissatisfy employees and enhance the factors that satisfy these employees (Herzberg et al., 1959).

### **Operational Definitions**

*Employee retention:* The ability of organizational leaders to retain employees (Pittino et al., 2016).

*Employee turnover:* The number or percentage of employees who leave an organization and are replaced by new employees (Anvari et al., 2013; Ozolina-Ozola, 2014).

*Job satisfaction:* Job satisfaction occurs when an employee has positive feelings about their job, causing them to react to their job in a productive manner (Farfán et al., 2020).

### **Assumptions, Limitations, and Delimitations**

#### **Assumptions**

Assumptions are unverified truths the researcher believes in support of a clear and logical rationale for the study (Marshall & Rossman, 2021). My first assumption was that the design of the interview questions was appropriate for the study. My second assumption was that the hospital managers I interviewed would be forthcoming and truthful when sharing their experiences and perceptions during the interview process. My third assumption was that the participants would provide relevant strategies to reduce voluntary nurse turnover. My fourth assumption was that hospital managers would be willing to participate in this study and that hospital documentation would be available for my review.

#### **Limitations**

The limitations of any study refer to potential flaws that are usually beyond the researcher's control and are closely related to the chosen research design, statistical model constraints, funding constraints, or other factors (Theofanidis & Fountouki, 2018). The first limitation was the time limit for interviews. The second limitation was that some hospitals chose not to participate in the study.

## **Delimitations**

Delimitations are used by the researcher to define a study's boundaries (Yin, 2018). The scope of this study was to explore successful strategies that some hospital managers or administrators use to reduce nurse turnover. I conducted in-depth interviews via Zoom with only hospital managers in Scottsdale and Mesa, Arizona. I interviewed selected participants who met the eligibility criteria. The small sample size was a delimitation because the findings may not apply to larger healthcare settings.

## **Significance of the Study**

### **Contribution to Business Practice**

This study is of potential value to business practice because hospital managers may use the results to reduce nurse turnover. Healthcare organizations lose an estimated US \$300,000 for every 1% increase in nurse turnover, negatively impacting the delivery of high-quality patient care services (Moran et al., 2020). Registered nurse turnover is costly to hospitals that spend time and financial resources onboarding and training new RNs and investing in contract RNs (i.e., travel RNs) to fill staffing vacancies (Muir et al., 2022). Hospital managers could benefit from the results of this study because the strategies that may emerge could improve hospital managers' understanding of the strategies used to reduce nurse turnover. Decreasing nurse turnover could allow hospital managers to save the costs associated with advertising, hiring, selecting, and training new nurses.

### **Implications for Positive Social Change**

The implications for positive social change include the implementation of new knowledge to decrease nurse turnover. Improved nursing retention leads to improved quality of care, stability for employees and their families, and reduced healthcare costs for patients and other community members seeking care in these healthcare facilities (Nicholson, 2021). Achieving nurse retention, stability, and growth may result in more satisfied nurses positively affecting their families and communities. Hospital employees benefit from working in workplaces free from the disruptions that poor retention practices create, such as low productivity, higher workloads, and incompatible attitudes in new coworkers. Hospitals benefit from the long-term continuity of tenured staff by maintaining a high standard of care and fostering trust with patients served in the community.

### **A Review of the Professional and Academic Literature**

The databases that served as my primary sources of accessing articles for the literature review were CINAHL, Embase, Google Scholar, Medline, ProQuest, and SAGE Knowledge. I obtained access to different databases through Walden University's Library. I was able to access Google Scholar because I am a registered owner of a Gmail account. Additionally, I retrieved peer-reviewed scholarly journals from other databases, such as Science Direct, PubMed, Emerald Insight, ABI/INFORM Collection, and Business Source Complete. JSTOR is a multidisciplinary library database through which I accessed journal articles that provided more insight into the research phenomenon,

which is nurse turnover, from different aspects. I also obtained policy and statistical data on nursing turnover from government websites.

I used keywords and filters to search for documents using Walden's databases. I also used Google Scholar to search for literature. In all my searches, I focused on articles published on or after 2019 for this study. The keywords and phrases I used in my search were *nurse turnover*, *nurse job satisfaction*, *nurse retention*, *organizational commitment*, *Herzberg's two-factor theory*, *cost of nurse turnover*, and *job satisfaction*. Table 1 includes the numbers and percentages of references used in this study.

**Table 1***Breakdown of References*

Entire Study		
Reference	Frequency	Percentage (%)
	310	
Peer-reviewed	296	96
Non-peer-reviewed	6	2
Books	7	2
Government document	1	0
2018-2022	256	83
Literature Review		
	156	
Peer- reviewed	149	96
Non-peer reviewed	3	2
Books	3	2
Government document	1	0
2018-2022	118	76

**Literature Review Organization**

I organized the literature review section using several subsections. I first provide an introduction that focuses on the strategies used to conduct an effective literature

search. Next, I present a table with the number and percentages of peer-reviewed and non-peer-reviewed articles, books, and government documents. In terms of publication dates, I focused on articles, books, and documents published within the 2018 to 2022 period. Finally, I provide a brief statement related to the purpose of this study and a discussion of the literature review's application to the overarching research question. The literature review section is grounded in articles related to Herzberg's (1959) two-factor theory to explore strategies that hospital managers use to reduce nurse turnover. The themes I discuss in this literature review are Herzberg's two-factor theory, nurse turnover, nurse retention, and nurse job satisfaction. In the literature review section, I compared and contrasted other research studies with this study.

Under the first heading, Herzberg's (1959) two-factor theory, I analyze and synthesize articles related to the two-factor theory and other theories that provide support or are in contrast with two-factor theory. Some of the supporting and contrasting theories are job characteristics theory, Maslow's hierarchy of needs, and expectancy theory.

Under the second heading, I provide a discussion related to nurse turnover, including some of the actions that hospital managers take in an attempt to reduce nurse turnover. Under the third heading, I present a discussion of research articles related to nurse retention. The fourth and final heading is nurse job satisfaction.

### **Application to the Applied Business Problem**

The purpose of this qualitative multiple case study was to explore the strategies that hospital managers use to reduce nurse turnover. To achieve this goal, I selected the



qualitative method with a multiple case study design. My goal was to produce results that hospital leaders could use to reduce nurse turnover.

Decreasing nurse turnover could save hospital managers money spent in hiring and training new nurses. Hospital managers could use the results of this study to increase productivity and reduce nurse turnover. The potential for positive social change rests in developing strategies to retain nurses, improve health care services and patient care, and reduce unemployment. Unemployed individuals experience several mental and physical health problems, high mortality rates, and negative changes in relationships with family members (Batic-Mujanovic et al., 2017); therefore, decreased unemployment has a positive social effect on residents of local communities.

### **Two-Factor Theory**

Herzberg et al.'s (1959) two-factor theory was the conceptual framework for this study. According to Herzberg et al., while certain variables in the work environment lead to overall job satisfaction but played a small part in producing job dissatisfaction, other variables referred to as dissatisfiers, lead to job dissatisfaction and do not generally lead to job satisfaction. Herzberg et al. made a theoretical departure from the traditional continuum concept by suggesting that while job satisfaction operates on a continuum, which ranges from high to no job satisfaction, job dissatisfaction operates on another continuum, which ranges from no to high job dissatisfaction. Herzberg et al.'s two-factor theory arises from the understanding that employees' hygiene factors, referred to as extrinsic motivation, and employees' motivators, called intrinsic motivation, are fulfilled to obtain job satisfaction (Alrawahi et al., 2020). Baljoon et al. (2018) used Herzberg's

two-factor theory to examine nurses' work motivation and influencing factors. Baljoon found that intrinsic and extrinsic work factors significantly correlated with the intention to leave in a study group of health professionals that included nurses.

Two-factor theory can be used to examine factors that motivate supervisors. Ann and Blum (2020) used Herzberg's two-factor theory to understand what motivational factors most influence job satisfaction, job dissatisfaction, and turnover intentions. Ann and Blum (2020) found that work and recognition motivational factors positively impacted job satisfaction, while the four hygiene elements of job security, supervision, job status, and personal life negatively impacted job dissatisfaction. Warriar and Prasad (2018) studied employee turnover using Herzberg two factor theory, motivational and hygiene factors of job satisfaction. Warriar and Prasad concluded that organizations need to provide employees with job development, training opportunities, and a good working environment to avoid employee dissatisfaction, low morale, and high employee turnover.

Nurses' motivation has a positive effect on nurse performance. Hee and Kamaludin (2016) used the two-factor theory to test the correlation between motivation and other qualities of the two-factor theory and its role in enhancing nurse performance in competitive private hospitals. Hee and Kamaludin found that both intrinsic and extrinsic motivational properties are directly related to improved nurses' performance. Gordon (2017) employed Herzberg's (1959) two-factor theory to capture the perceptions of hospital nurses within generational cohorts regarding their work satisfaction and found seven job satisfaction factors: pay, autonomy, task requirement, administration, doctor-nurse relationship, interaction, and professional status. These seven factors of job

satisfaction positively affected nurses' satisfaction throughout their work life cycle.

Gordon's aim was to examine the impact of intrinsic and extrinsic motivational factors on long-term organizational commitment and found a positive correlation between those two variables. Intrinsic and extrinsic motivational factors heavily influence nurses' perception of job satisfaction, work performance, and organizational commitment.

Intrinsic motivation plays a vital role in nurse turnover intention. Breed et al. (2020) used the two-factor theory to determine the factors that influence the motivation of nurses. Breed et al. showed that the nurses were intrinsically motivated, primarily through autonomy. Shahida and Muhammad (2016) applied the two-factor theory to assess the emigration of Pakistan's highly qualified nurses and found that lack of motivation and poor incentives encouraged this trend. Shadida and Muhammed's study is an example where the lack of good governmental policies led to the brain drain of skilled nurses migrating to other countries for better compensation and overall working conditions. Bracarense et al. (2022) examined the organizational climate perceived by nurses of a hospital linked to the Brazilian Hospital Services Company and the reasons for the turnover intention. Bracarense et al. found that an organization offering incentives and reduced workload decreased turnover intention among nurses. Organizational decisions play an important role in shaping nurses' intrinsic motivation toward their perception of their work and commitment to staying with an organization.

Nurse educator turnover is also a concern. Westphal et al. (2016) used the two-factor theory to explore workforce issues for the increasing level of nurse educator turnover. Westphal et al. found that salary and compensation become a deciding factor

for those choosing between a position in the business world and one in education. Ryan and Ebbert (2013) used the two-factor theory to examine the opinions of nurse practitioners regarding job satisfaction when working in two hospitals in two counties in the Midwest with different statutory regulations. Ryan and Ebbert found that nurse practitioners in these regions' first 10 years of practice derived low job satisfaction, which was linked to inadequate compensation and adjustment to responsibilities. Ryan and Ebbert found that nurse practitioners over 10 years on the job experienced higher levels of job satisfaction because they have overcome obstacles faced by new practitioners. Adequate job compensation is essential in encouraging job satisfaction among nurses and promoting loyalty toward their organization.

Several factors contribute to nurse attrition. Bogossian et al. (2014) employed the two-factor theory to explore nurses' perceptions of the nature of nursing work as a factor that contributes to attrition from the profession. Bogossian et al. found that nurses perceive their jobs based on the working environment provided by the healthcare organization. Jane (2018) used the two-factor theory to study the organizational impact on retaining nursing educators by examining two-factor extrinsic properties. Jane found that faculty find nursing academia satisfying and rewarding, but noncompetitive compensation and poor work environments can eclipse satisfiers. Jane's research was pertinent because it shed light on a growing problem of shortage of academic nurses.

The work environment is important to nurses. Han (2022) examined the effects of the nursing work environment, job crafting, and organizational commitment on nurses' job satisfaction perceived by nurses. Han found that job satisfaction significantly

correlated with the nursing work environment, job crafting, and organizational commitment. Anastasius (2010) applied the two-factor theory to study nurses' job satisfaction in five Greek public hospitals compared to other countries. Anastasius found that financial remuneration and recognition are job satisfaction that Greek nurses derived from working at public hospitals. Using the two-factor theory, Hunt et al. (2012) examined the relationships between employee retention, employee benefits, work environment, and the retention of nurses. Hunt et al.'s findings include that while strategies were used to retain nurses, these strategies did not have a direct effect on nurse retention.

The work environment is important to nurses. Phelps (2019) used Herzberg's two-factor theory to examine healthcare leaders' strategies to reduce nursing turnover in West Texas. Phelps identified leadership, job satisfaction, and compensation as themes positively correlated with nursing turnover. Phelps stressed that healthcare leaders should take the necessary steps to address job satisfaction and compensation to retain experienced and qualified nurses and reduce their turnover. Lee and Mi (2022) used the two-factor theory to examine factors affecting the retention intention of nurses in small- and medium-sized hospitals. Lee and Mi found that resilience, work satisfaction, and workplace bullying were factors affecting the intention to stay for small- to mid-sized hospital nurses. Nurses prioritized having a good working environment when deciding to leave or remain with an organization, which positively influenced job satisfaction.

Poor management practices and inadequate salaries constitute one of the main causes of nurse turnover. Joris van de Klundert et al. (2018) used the two-factor theory to

study healthcare employees' turnover intentions. Joris van de Klundert et al. found that poor management practices and inadequate financial compensation are the primary cause of nurses migrating to other countries with better working conditions. Thu et al. (2015) used the two-factor theory to examine the impact of motivation on the maintenance of professional competence among maternal health workers in Vietnam. Thu et al. found a direct correlation between nurses that identified as highly motivated and a high level of competency at their jobs. Adzei and Sakyi (2014) used the two-factor theory to examine the trend of return migration of nurses to Ghana and how it impacts the delivery of health services in the country. Adzei and Sakyi found that improving financial incentives has been the primary motivating factor behind the return of Ghanaian nurses. Lassiter (2022) explored the factors that lead emergency department nurses to leave their positions in rural community hospitals. Lassiter found that nurses are more likely to leave a job when management does not appreciate or support them. Lassiter reiterated that nurses in rural communities know they can obtain higher wages at larger facilities while also experiencing less stress and a lighter workload. Nurses value higher incentives and compensation, recognition, and reduced working loads when deciding to leave or remain with an organization.

Generation Y nurses have been part of research studies as well. Jamieson et al. (2015) took a different approach in conducting a qualitative study to assess factors that encourage Generation Y registered nurse retention in New Zealand. Jamieson et al. used the two-factor theory as the framework to conduct the study. Jamieson et al. found that millennial or Generation Y registered nurses favored hygiene factors such as job security,

salary, benefits, and work conditions when choosing a healthcare organization.

Millennials or Gen Ys prioritize Herzberg's (1959) hygiene elements (salary, supervision, working conditions, and relationship with peers) when deciding to remain with an organization.

Nurse turnover is affected by nurse managers' evaluation of nurses' performance. Faraji-Khiavi et al. (2015) explored the impact of annual evaluations on nurses' job motivation at Ahvaz teaching hospitals. Faraji-Khiavi et al. used random sampling to select 120 registered nurses to develop a questionnaire based on the two-factor theory. Faraji-Khiavi et al. found that there was lower job motivation for experienced nurses because the annual evaluation was not taken seriously by senior management. Mancuso (2020) also supported Herzberg's theory regarding the value of the work related to behavioral healthcare nurses. Mancuso stated that the lack of additional intrinsic factors, specifically the opportunity for advancement, discouraged the nurses. Using Herzberg's hygiene/motivation combination theory creates an ideal environment where nurses are highly motivated and practicing while fulfilling their careers and are less likely to leave an organization (Velardo et al., 2022). Quality of supervision as a component of Herzberg's hygiene factor is crucial to nurses because nurses thrive when they have a higher sense of job satisfaction and trust leadership.

Low salaries, high workloads, and the lack of funding to advance nurses' education significantly affect nurse dissatisfaction. Yang and Chen (2020) aimed to understand factors related to turnover intention among pediatric nurses in mainland China. Yang and Chen found that turnover intention among pediatric nurses was

associated with job satisfaction, work stress, job burnout, organizational commitment, and work-family support. Yang and Chen emphasized that attention to pediatric nurses' job burnout and work stress is vital to improve job satisfaction and organizational commitment and support them to alleviate the turnover intention. Lee (2022) explored individual and employment factors that attract nurses to academia and factors that permit nurses to remain in academia. Lee found that autonomy and independence, balance with work and family, teaching support, and administrative support were key indicators of job satisfaction. Lee found that nurse educators were more likely to remain in academia if they have higher salaries, more time off, and higher independence and autonomy. Nurses' had lower turnover intent when an organization offered benefits such as work stress, job burnout, organizational commitment, increased wages, and other attractive benefits.

Other nurse characteristics and demographics also play a role in nurse turnover. Demery (2014) examined the current level of job satisfaction in degree-seeking registered nurses to determine any relationships between job satisfaction and specific nurse characteristics (i.e., age, degree program, years of nursing experience, and time employed in current position) exist. Demery found that degree-seeking registered nurses were more satisfied with their current positions. In addition, Demery found job satisfaction can be improved if nurse leaders implement strategies to reward and praise nurses and encourage participation in research activities. Halcomb et al. (2021) explored general practice nurses' job satisfaction and turnover intentions and examined factors influencing job satisfaction and turnover intention. Halcomb found that nurse managerial support significantly impacted job satisfaction and retention of nurses in an organization.



Relationships between nurses and their managers influence job satisfaction and turnover. The cost of nursing turnover impacts the organizational ability to offer staff nurses incentives to encourage retention.

Hospital costs affect nurse salaries, which affect nurse turnover. Hanslovan (2018) examined the relationship between job turnover, organizational costs, and organizational performance. Hanslovan found that motivation and hygiene factors predicted healthcare job turnover, and job turnover had a significant negative relationship with cost and performance. Karaferis et al. (2022) examined the factors which can affect motivation and work engagement, to assess the motivation levels of personnel working in public hospitals. Karaferis found that extrinsic motivating factors influenced higher retention rates than intrinsic motivating factors. Peterson (2017) used the two-factor theory to explore strategies that healthcare facility leaders in Central Minnesota use to recruit and retain qualified nurses. Peterson found that healthcare organizations that provided their employees with intrinsic and extrinsic properties could recruit and retain registered nurses. Intrinsic and extrinsic properties offer healthcare managers the opportunity to provide benefits that attract and retain registered nurses.

Nursing turnover intentions could be mitigated by developing strategies to reduce nurse turnover. Boateng et al. (2022) examined the predictors of turnover intention among nursing staff at a tertiary hospital in Kumasi, Ghana. Boateng et al. found that the most significant predictors of turnover intention were management support, salary, inadequate staff per shift, and participants' rank. Boateng reiterated that strategies should be emphasized to increase staffing strength, provide adequate equipment, and provide

better incentives for nursing staff. Kirk (2017) explored successful strategies to reduce hospital registered nurse turnover. Kirk found valuing employees, effective communication, recognition, and respect were effective strategies that promoted higher nurse retention. Nursing managers utilize Herzberg's (1959) motivational theory (recognition, respect, communication) and hygiene factors to develop strategies to reduce nurse turnover intent.

Motivation and hygiene factors correlate with registered nurses' job satisfaction and fulfillment. Al Yahyaei (2014) studied the level of job satisfaction of registered nurses in Muscat and its relationship to Herzberg's (1968) motivation and hygiene factors. Al Yahyaei found that motivation and hygiene factors correlate directly with registered nurse job satisfaction and fulfillment. McDermid et al. (2020) examined factors contributing to the high turnover rates of nurses working in emergency departments. McDermid identified the working environment, occupational stress, and fatigue nurses face in the emergency department as significant contributors to nurse turnover.

Satisfied nurses perform at higher levels. LaRock-McMahon (2018) explored ways to better understand the beliefs, attitudes, perceptions, and reasons for emergency department registered nurses' (EDRN) satisfaction and engagement in the workplace. LaRock-McMahon found that satisfied nurses have improved outcomes, improved patient experiences, and developed a sense of accomplishment in the job performed. Kim et al. (2023) investigated the key factors affecting the organizational commitment of advanced practice nurses. Kim et al. found that pay scale, job satisfaction, quality supervision, and

person-organization fit are significant factors affecting organizational commitment, and the nurses were less likely to resign.

Healthcare managers use several strategies to retain nurses. Hu et al. (2022) explored the relationships among career identity, hope, job satisfaction, and the turnover intention of nurses and tested the mediating role of job satisfaction on the associations of hope and career identity with turnover intention. Hu et al. found that job satisfaction mediated the associations of career identity and hope with turnover intention. Hu et al. concluded that effective measures could be taken to enhance nurses' hope and career identity to improve job satisfaction and reduce turnover intention. Cole et al. (2021) examined if anxiety and stress while working during the current COVID-19 pandemic contribute to frontline nurses' desire to leave their current position in Alabama hospital settings. Cole et al. found that perceived resource loss in task autonomy, personal protective equipment, and psychosocial support increased turnover intention among frontline nurses in Alabama.

Leadership style plays a role in nurse turnover intention. Magbity et al. (2020) examined the leadership styles of nurse managers' impact on turnover intention among nurses in hospitals. Magbity et al. found through correlation analysis that participative and transformational leadership styles decrease turnover intention while autocratic and laissez-faire leadership styles increase turnover intention. Yun and Yu (2021) explored the South Korean nurses' perspectives on the current hospital working conditions to identify the causes of persistent high turnover rates among nurses. Yun and Yu found that

nurse turnover rates were reduced, improved workloads for staff, better working conditions, improved organizational and societal views about nursing.

Nurses decide to leave an organization for different reasons. Engström et al. (2022) explored why registered nurses decide to leave their work and investigated the relationships between registered nurses working life and turnover. Engström et al. found a statistically significant relationship between turnover and empowering structures, such as access to resources and informal power, and the factor of learning in thriving. Engström et al. suggested that to counteract nurses leaving the profession; managers must provide reasonable access to resources and informal power, such as networks within and outside the organization, and focus on nurses' vitality. Matson (2017) examined surgical registered nurses' perceptions of work satisfaction and a self-report of intent to stay in surgical nursing. Matson found no significant relationship between intent to stay and satisfaction with the work domains of pay, organizational policies, tasks requirements, or professional status. Kwon and Han (2019) explored the influence of awareness regarding flexible work systems, organizational commitment, and quality of life on turnover intentions among healthcare nurses. Kwon and Han (2019) found that turnover intention was negatively correlated with awareness of flexible work systems and organizational commitment but significantly positively correlated with quality of life.

Nurse-manager relationship impacts the overall perception of the job for a nurse. Penconek et al. (2021) conducted a systematic review of empirical literature measuring determinants of job satisfaction among nurse managers. Penconek et al. found significant positive relationships between autonomy, power, social support among team members,

and job satisfaction of front-line nurses. Penconek et al. also found a significant negative relationship between job stress and nurses job satisfaction. Parizad et al. (2021) investigated the quality of the supervisor–nurse relationship concerning nurses' job satisfaction. Parizad et al. found statistically significant results demonstrating the influence of the supervisor's leadership on the nurse's job satisfaction.

Work-life balance plays an integral part in a nurse's job satisfaction. Matarsat et al. (2021) explored the relationship between work-family conflict, health status, and job satisfaction among nurses. Matarsat et al. found that work-family conflict inversely affects health status and job satisfaction for nurses working in high-dependency and general settings. Matarsat et al. stressed that healthcare and nursing administrators and policymakers should foster effective strategies and interventions to support the balance of nurses' work and family life. Sobstad et al. (2021) investigated whether symptoms of psychological distress mediated the impact of age, gender, workplace bullying, job satisfaction, and hardiness on turnover intention. Sobstad et al. found that workplace bullying was positively related to turnover intention, whereas job satisfaction and hardiness were negatively related to turnover intention. Sobstad et al. stressed that interventions aiming to counter bullying, improve job satisfaction, and alleviate fatigue might reduce turnover intention/turnover. Healthcare managers could reduce nurse turnover intention by creating a work environment conducive to practice and supportive of managing work-life balance.

Nurses are not always aware of the realities of the job requirements, and upon discovering the actual work requirements, many become dissatisfied. Maloney (2018)

explored the alignment of registered nurses' lived experiences concerning their expectations of the field of nursing before entering it and on how they affected their job satisfaction. Maloney found that registered nurses were not aware of the current work environment in nursing before entering the workplace for the first time and their job satisfaction is affected when they discover the realities of working in the field. Dudley (2015) examined the strength of association among the work-based factors, non-work life factors, individual factors, and overall quality of working life of U.S. medical-surgical registered nurses working in acute care hospitals. Dudley found that quality of work life had a more significant impact than non-work life factors on the level of job satisfaction of registered nurses in acute care hospitals. Dettman (2018) explored the factors registered nurses stayed at an organization longer than 20 years and found that increased pay compensation played a predominant role in registered nurses leaving one organization to another. Nurse managers need to support new nurses transitioning into the role because nurses need to fully grasp all the responsibilities that prove challenging for a new nurse and lead to turnover. Higher wages play a vital role in helping nurse managers retain nurses at an organization.

### **Contrasting and Supporting Theories**

Herzberg's (1959) two-factor theory of motivation-hygiene is the conceptual framework on which this research is grounded. Other theories examined in this study provide an alternative angle to contrast and support Herzberg's theory to explore the research phenomenon. The contrasting and supporting theories are expectancy theory, job characteristics theory, and hierarchy of needs.

### ***Expectancy Theory***

Vroom's (1964) expectancy theory is one of the opposing theories in this study. Vroom stated that people make choices to maximize pleasure and minimize pain. Vroom emphasized incentives to increase productivity and retention in the workplace. Individuals use expectancy theory to obtain a process of cognitive variables reflecting the variations of an individual's work motivation (Lunenburg, 2011). Vroom's expectancy theory aligns the goals of the manager and employee towards a common desirable goal.

A positive correlation exists between effort and performance (Vroom, 1970). Employees who clearly understand the organizational benchmarks they must reach to receive an incentive tend to be more productive. Managers must analyze the type and level of rewards that have the highest valence for individuals because individuals commit to organizations for different reasons (Włodarczyk, 2011). Vroom's (1970) expectancy theory connects an individual's effort with the desired outcome as the focal point for motivation. A manager must ensure the employee understands all the intricacies to reach the desired result.

### ***Job Characteristics Theory***

The job characteristics theory has five essential traits. Hackman and Oldham (1975) proposed a theoretical model of five fundamental job characteristics related to five work outcomes through three psychological states. A variety of skills, the identity of the tasks, importance, autonomy, and feedback are essential job characteristics (Hackman & Oldham, 1980). The three critical psychological states prompted by the work outcomes are experienced meaningfulness at work, professional responsibility for the work

outcome, and knowledge of the results of the work activities (Hackman & Oldham, 1980). Oerlemans and Bakker (2018) explored the Job Characteristics Theory using a multilevel approach to predict how variations in motivating job characteristics relate to employee happiness during daily work activities. Oerlemans and Bakker found that multilevel results confirmed that the perceived availability of motivating job characteristics relates positively to happiness during that same work activity, but only when similar motivating job characteristics at the job level are low.

### ***Hierarchy of Needs Theory***

Maslow's (1943) hierarchy of needs is another motivational theory compared to Herzberg's (1959) theory. Five levels of human needs exist, which are physiological, safety, belonging, esteem, and self-actualization, listed in order of importance (Maslow, 1943). Maslow described the hierarchy through which humans perceive their needs and the motivation to meet the most basic needs before meeting the more complex needs. Physiological needs are the most essential; for example, water and sleep (Maslow, 1943). Maslow provided a suitable framework to understand the employee needs continuum that can explain why employees stay or leave their place of work (Terry et al., 2021). Maslow categorized the motivation of human behavior into different levels of a pyramid in order of importance through which humans perceive their needs and the motivation to meet the most basic needs before meeting the more complex needs.

Maslow's (1943) hierarchy of needs and Herzberg's (1959) theory share similar properties. The upper-level needs of Maslow's pyramid line up with Herzberg's intrinsic motivators, whereas the lower level needs are the extrinsic hygiene factors. Rakic and



Zivkovic (2017) examined Maslow's five-tier model to gauge satisfaction needs. Rakic and Zivkovic found that multiple regressions showed substantial positive correlations between the scales, which revealed that the more a person fulfilled a lower need, the more the next higher order need was fulfilled. Managers and administrators can use Maslow's theory to elucidate the most important motivators for staff to leave their organization and subsequently implement the appropriate incentive measures.

### **Nurse Turnover**

Nurse turnover is a multifaceted problem that affects different areas of a healthcare organization in terms of function and the ability to deliver efficient and safe health care services. Nurse turnover is the voluntary or involuntary release of a budgeted position, challenges the productivity and stability of healthcare organizations each year (Thomas et al., 2022). Nursing turnover leads to insufficient staffing, which increases the workloads and stress on existing employees (Kaddourah et al., 2018). Health care administrators need to be flexible and reactive to balance the allocation of resources for recruiting and retaining nurses while keeping their organization profitable.

The nursing shortage is a significant problem for health care managers. Healthcare managers should pursue solutions to maintain organizational feasibility by understanding the factors that encourage nurses to remain in their positions (Thomas et al., 2022). In 2020, the United States was projected to have almost 1,000,000 registered nurse vacancies; by 2030, California, Florida, and Texas will have a shortage of over 400,000 registered nurses (The American Nursing Credentialing Center, 2020). Current studies report that the inclination of nurses to leave their job or the nursing profession

might be higher among older nurses (Wan et al., 2018). As the population of baby boomer nurses reaches retirement age, there is a higher probability of nurses in this bracket either retiring early or switching careers because of the challenges that make nursing a difficult job.

Increasing operational costs are unsustainable for healthcare administrators constantly trying to recruit and retain nurses. Healthcare organizations spend tremendous capital on recruitment, hiring, and orientation of a medical/ surgical nurse, ranging from \$20 000 to \$46 000 (Kiel, 2020). These rising operational costs are unsustainable for healthcare administrators constantly engaged in recruiting and retaining nurses. The cost of United States healthcare accounted for 17.8% of the gross domestic product (Wilson, 2022). The average expenditure per capita was \$9,403, which 42.0% for outpatient care, 19.0% for inpatient care, 14.0% for medical goods, 8.0% for the governance of process and administrative support, 5.0% for long-term care needs, 3.0% for home healthcare, 3.0% for preventive (Wilson, 2022). Hayes et al. (2012) countered that the employer could benefit from hiring new employees because each new employee possesses unique technical ability and experience that might prove beneficial. Healthcare managers with an in-depth understanding of nursing turnover tendencies can make contingent plans for nursing staffing shortages.

### ***Factors Affecting Nurse Turnover***

Nurse turnover is affected by several factors. Among the factors affecting nurse turnover are increased compensation, better working condition, reduced workload, job autonomy, attractive benefits, and career advancement opportunities (Peter, 2019).

Healthcare leaders can foster nurse retention rates or nurse turnover rates depending on how they address potential drivers such as work environment and job characteristics (Thomas et al., 2022). Stressful working conditions, including long shifts and increased workload due to an organization being short-staffed, may result in higher nurse turnover. Stimpfel et al. (2012) found that the traditional eight-hour shifts are rare, as nurses tend to work 12-hour shifts. Stimpfel et al. claimed that the 12-hour schedule allows nurses to work three days per week, improving the balance between work and life. Zhou et al. (2022) investigated possible job stress factors that could influence newly recruited nurses' behavior to either continue or discontinue their job with their organization. Zhou et al. found that nurses' job stress factors could increase newly recruited nurses' intention to quit their jobs.

Various factors contribute to reducing nurse turnover intent. Organizational administrators should be concerned with the retention of skilled employees, such as registered nurses, and concentrate on, and mitigate the aspects of, the organization and job characteristics that translate into a turnover intent (Thomas et al., 2022). Rindu et al. (2020) examined turnover intention and factors behind turnover intention among private hospital nurses who worked in Jakarta, Indonesia. Rindu et al. found that nurses' work commitment has the most significant direct influence on turnover intention. Rindu et al. stressed that hospitals need to increase nurses' organizational commitment through their job satisfaction. Dempsey and Reilly (2016) used the Press Ganey Database to examine driving factors that affect nurse engagement and turnover intention. Dempsey and Reilly found that nurse engagement within healthcare organizations facilitated the reduction of

compassion burnout and registered nurse turnover, which could lead to improved patient care and an enhanced work environment.

Unsupportive work environments, low leadership quality, and work stressors decrease nurses' job satisfaction, which predicts nurses' intent to resign. Previous studies highlighted that job satisfaction and the quality of the work environment significantly impact nurse retention outcomes (Al Sabei et al., 2020). Research also suggests that nurses working in favorable work environments report lower turnover intention, lower burnout, and a better perception of the quality of care (Al Sabei et al., 2020). Dawson et al. (2014) explored the experiences of nurses in Australia; the perceptions of nurse turnover; and the identification of strategies to improve nurse retention, performance, and job satisfaction. Dawson et al. found that the critical factors related to nurse turnover were limited career opportunities, poor employer support, lack of recognition, and negative employee attitudes. Alshareef et al. (2020) examined the risk factors contributing to nursing turnover in Saudi Arabia to identify practical solutions to decrease turnover and encourage nurses to stay in their jobs. Alshareef et al. found that the main factor related to turnover is the unfair and unequal compensation packages for nurses of different nationalities in Saudi Arabia. A negative work environment, lack of managerial support, or a lack of career advancement opportunities could lead to registered nurse turnover (Djukic & Fletcher, 2022). Although higher wages and compensation packages play a significant role in the recruitment and retention of nurses, other factors, such as career advancement, support, equity, and fairness, are also considered to leave an organization.

Healthcare organizations worldwide, hard hit by the economic recession, have introduced cost-cutting measures. However, cost-cutting measures introduced by healthcare organizations have negatively impacted the patient-to-nurse ratio and nurse benefits, which has led to reduced interest in nursing as a profession (Phua & Hue, 2015). Nurse turnover negatively affects healthcare organizations' financial status because of the previous investment in training and licensing the departing nurses (Thomas et al., 2022). Horvath and Carter (2022) investigated if leadership strategies used in emergency departments have links to nursing retention and turnover. Horvath and Carter found that leadership strategies identified in the studies included supervisor support, leader engagement, organizational culture assessment, and a cultural change toolkit. Fontes et al. (2019) explored the factors associated with bullying and turnover intention among nurses. Fontes et al. (2019) found that a low relationship-oriented leadership style and social and work factors were associated with bullying and higher turnover intention. Fontes et al. emphasized that nurse managers must not solely focus on developing technical skills but must develop skills to manage human relationships to prevent bullying and turnover among nurses. Hospital administrators can effectively reduce nurse turnover only if they effectively examine different aspects directly related to nurses, such as work environment, employee engagement, nurse-manager relationship and job satisfaction.

### ***Work Environment***

A nurse's work environment can impact the quality of healthcare service rendered by an organization. Registered nurses' work environment strongly affects job satisfaction

and the intent to stay (AbuAlRub et al., 2016; Ayanwale, 2019). Efendi (2022) examined the effect of the work environment and job satisfaction on turnover intention. Efendi (2022) found that the environment has a positive influence on turnover intention, job satisfaction has a positive influence on turnover intention, and work environment and job satisfaction, together, affect turnover intention by 2.7%, and variables outside the study influence by 97.3%. Kester et al. (2021) examine the implementation of the American Association of Critical-Care Nurses (AACN) healthy work environment (HWE) framework in an intensive care unit and evaluate staff satisfaction, turnover, and tenure for two years. Kester et al. found that interventions addressing the HWE standards are associated with improved staff satisfaction, turnover, and average tenure, further demonstrating the value of the HWE framework in improving retention.

Over time, nurses suffer burnout from different physical and emotional demands of patient care, leading to nurses leaving an organization. Employees experiencing burnout, suffer stress and tiredness, resulting in decreased performance and increased health risks (Rozman et al., 2017). A favorable work environment can help nurses understand their roles and responsibilities in providing safe and quality nursing practices (Ayanwale, 2019). Kelly et al. (2021) examined the key elements of a healthy work environment associated with burnout, secondary trauma, and compassion satisfaction, as well as the effect of burnout and the work environment on nurse turnover. Kelly et al. found that the environment in which critical care nurses work is a significant predictor of nurses' well-being, with specific elements of that environment (appropriate staffing, meaningful recognition, effective decision-making) impacting burnout most.

A hospital's work environment affects nurses' work commitment. Huang et al. (2021) explored the nursing work environment, work engagement, nurse-perceived quality of care, and turnover intention among psychiatric nurses and examined the relationship among them. Huang et al. found that the nursing work environment and its five dimensions had positive effects on nurse-perceived quality of care and adverse effects on turnover intention, which were both partly mediated by work engagement. Registered nurses have a higher tendency to leave an organization for another in search of a better working environment in which they feel comfortable caring for patients. Magnet hospitals serve as a positive working environment because they provide better working environments and retain more newly graduated nurses in the organization, leading to up to 30% reduced intention to leave (Ishihara et al., 2014). Healthcare managers can mitigate nursing turnover by cultivating a hospital environment promoting high work engagement and safe patient care delivery.

The work environment influences nurses' perception of their work. Sillero-Sillero and Zabalegui (2020) investigated the perioperative work environment affects work dissatisfaction, professional exhaustion, and the perception of delivering high-quality care with lower intent to leave. Sillero-Sillero and Zabalegui found that the work environment significantly influenced nurses' perception of work dissatisfaction, professional exhaustion, and the perceived quality of care delivered. Sillero-Sillero and Zabalegui emphasized that creating positive work environments based on magnetic values can be crucial in reducing turnover intent. Li et al. (2019) explored the relationship between work practice environment and turnover intention, considering the mediation of

work engagement and the moderation of work pressure among community health nurses. Li et al. found that the work practice environment was positively associated with higher work engagement and lower turnover intention, and work engagement partially mediated the relationship between work practice environment and turnover intention.

### **Employee Engagement**

Lack of employee engagement is a significant contributor to nurse turnover. Multiple studies suggest that employee engagement is defined as a positive, work-related state of mind characterized by vigor, dedication, and absorption, which is related to highly positive outcomes, particularly regarding employees' well-being and job performance (Mazzetti & Schaufeli, 2022). Employee engagement in healthcare is a crucial element in the nursing profession that healthcare administrators track because of its immense importance in determining overall organizational productivity. A lack of employee engagement, professional autonomy, or inclusion in the organization's day-to-day operations can lead to employee turnover (Ayanwale, 2019). Employee engagement is an essential strategy that improves health service delivery (Opinion et al., 2021). Leaders engaging and collaborating with followers and nurturing the talents of their followers can maximize the range of talents within the workforce to increase organizational innovation and productivity (Opinion et al., 2021). Healthcare managers increase nurse retention and reduce nurse turnover by promoting activities that increase nursing engagement within an organization.

Distributive or shared leadership style offers nurse managers a different approach to reducing nurse turnover. Quek et al. (2021) investigated how distributed leadership



through a shared governance program influenced employee engagement, empowerment, job satisfaction, and turnover intentions among direct care nursing staff in a large UK hospital. Quek et al. found distributed leadership beneficial in promoting employee engagement and empowerment, increasing job satisfaction and organizational commitment, and reducing turnover intention in the UK healthcare setting. Leader-empowering behaviors positively influence employee empowerment performance, well-being, and attitude (Barry et al., 2019). The positive effects of the leader's empowering behavior are due to the leader's strong focus on developing employees and ensuring employees' success individually and as a team in work settings (Mazzetti & Schaufeli, 2022). Positive nursing engagement is a direct result of leadership-empowering nurses to develop and flourish to incorporate their suggestions and ideas to influence the organization's ability to deliver efficient and safe healthcare services (Mazzetti & Schaufeli, 2022). Healthcare administrators can utilize distributive or shared leadership elements to increase nurse employee engagement, effective patient care delivery, and higher nurse retention within the organization.

Nurse engagement leads to nurses developing decision-making skills and job autonomy. Workers with solid work engagement are expected to perform better as they experience positive emotions, better health, and improved productivity (Kato et al. (2022)). Previous reviews have reported that nurses' work engagement positively impacts their performance (e.g., patient-centered care) and personal outcomes (e.g., intention to remain in the workplace) (Kato et al. (2022)). Recent reviews have also shown that the work engagement of healthcare professionals is positively and significantly associated

with quality of care and patient safety (Kato et al., 2022). Healthcare administrators should involve employees who direct care to patients and other employees in charge of the administrative task that support the patient (Shantz et al., 2016). Decision-makers should involve nurses that directly provide patient care when making decisions that impact their ability to carry out their job responsibilities, which could lead to increased employee engagement.

Work engagement correlates directly to productivity. Ghazawy et al. (2021) examined nurses' perception of work engagement to identify factors influencing their engagement with work and determine factors predicting job performance and turnover intention in multiple hospitals. Ghazawy et al. found a statistically positive and significant correlation between job performance and work engagement. Ghazawy et al. stated that turnover intention negatively correlated with work engagement. High work engagement impacts the organization as follows: (1) preventing nurse shortages, (2) effective use of limited medical expenses, (3) providing high-quality care, (4) lowering the mortality rate, and (5) improving organizational profitability (Zeng et al., 2022). Healthcare administrators need the help of organizationally engaged nurses to address hospital readmissions, which is one of the significant problems healthcare organizations face due to penalties and fines.

### **Job Satisfaction**

Nursing is a very physically and emotionally demanding profession. As a result, nurses who do not derive a fundamental level of satisfaction from the job are more likely to leave an organization. Kagan et al. (2021) examined the relationships between personal

initiative, work environment, and job satisfaction among nurses. Kagan et al. found that a high personal initiative and positive perceptions of the nursing work environment contributed significantly to the explanation of job satisfaction. Kagan et al. emphasized a need to invest more in strengthening the organizational climate, stimulating initiative behavior, and encouraging nurses to be active, share knowledge, and promote innovation. Job dissatisfaction is associated with several detrimental outcomes, including higher rates of absenteeism, lower levels of productivity, distress about the workplace, negative interpersonal relationships within the organization, increased levels of job-related stress, and reduced organizational commitment (Maloney, 2018). Healthcare managers can reduce nurse turnover by promoting strategies that increase job satisfaction among staff because of the direct correlation with higher retention.

A positive working environment is an essential indicator of organizational health. Gebregziabher et al. (2020) examined the relationship between job satisfaction and turnover intention among nurses in Axum Comprehensive and Specialized Hospital Tigray, Ethiopia. Gebregziabher et al. (2020) found that the overall turnover intention of nurses was high and significantly associated with dissatisfaction with autonomy and training opportunities. Gebregziabher et al. (2020) reiterated that ward managers should continuously enhance nurses' satisfaction with job autonomy and training opportunities. Asare (2019) explained that job satisfaction in nursing departments relates to the positive attitude nurses express towards patient care, nurse's dissatisfaction exists when nurses show a negative attitude in delivery nursing assignments. The main factors that cause dissatisfaction among nursing staff are underpayment, excessive workload, poor

leadership and management style, working conditions, and less career growth (Molefe & Sehularo, 2015). Healthcare organizations can mitigate nurse turnover and increase job satisfaction by promoting strategies such as higher wages, reduced nurse-to-patient ratio, effective leadership, and career advancement opportunities.

Various factors contribute to nurses' job satisfaction and turnover intent. Wang et al. (2022) examined the relationship between job stress and turnover intention and identified the influencing factors of psychiatric nurses' turnover intention. Wang et al. found that the significant factors influencing their turnover intention were job stress, having more children, age between 31 and 39 years old, part-time jobs, education, income, and patient-to-nurse ratio. Nurses play an essential role in patient care and nurses' job satisfaction is fundamental to the viability of health care organizations (Proctor, 2017). Vermeir et al. (2018) explored the relationship between communication and job satisfaction and their association with the intention to leave and burnout among nurses. Vermeir et al. found that nurses who were satisfied with their jobs had excellent communication with their managers, and those who were not satisfied, had poor communication with their managers. Mousazadeh et al. (2018) examined the levels of job satisfaction to collect information about the factors affecting the job satisfaction of Iranian ICU hospital nurses. Mousazadeh et al. found that income was the most crucial determinant for higher job satisfaction among Iranian nurses, and older nurses were found to be more satisfied with their job.

With the increased demand for nurses, healthcare managers strive to create an environment where employees can derive job satisfaction. Registered nurses who are

satisfied with their jobs are more likely to stay in their current role and the nursing profession; hence, nurse managers need to understand what drives job satisfaction in the nursing workforce (Nicholson, 2021). Factors influencing job satisfaction within nursing include establishing relationships with coworkers and nurse management, complying with organizational policies, meeting set performance standards, and having a friendly working environment (Anselmo-Witzel, 2015). Healthcare administrators of privately owned healthcare institutions strive to maintain organizational profitability in the competitive healthcare market (Li et al., 2019). With the increased nursing demand and the need for a strong nursing workforce in healthcare organizations, job satisfaction is an important area to explore to reduce nursing turnover.

### **Nurse-Manager Relationship**

The nurse-manager relationship is an essential and dynamic aspect vital to creating and sustaining excellent healthcare services delivered at a healthcare organization. The relationship between the manager and the staff nurses has the power to influence the perception of the work environment, affecting job satisfaction, turnover intentions, and patient care and outcomes (Nicholson, 2021). Nurse perceptions of how the organization and managers are concerned with the staff's well-being and contributions are influenced by the amount of trust and quality of the relationships between the nurses and the manager (Kostich et al., 2021). Noguchi et al. (2021) examined the relationship between homecare nurses' length of conversation with nurse managers and colleagues and their intention to remain at the workplace. Noguchi et al. found that ensuring the time of conversation with a manager and colleagues prevents avoidable nurse turnover.

Nurse managers play a pivotal role in influencing staff nurse intent to leave. Highly engaged supervisors will likely develop more engaged employees, benefiting the employee-supervisor relationship and the organization (Morris, 2021). Dewanto and Wardhani (2018) examined nurse turnover patterns at private hospitals in Indonesia to determine the causes and consequences of nurse turnover as hospital managers perceived these causes and consequences. Dewanto and Wardhani found that nurses quit their jobs for several reasons, which are personal reasons, other job offers, and working conditions; however, the relationship between nurses and managers was the most critical factor affecting nurses' intent to leave the current hospital. Nurse managers are pivotal in implementing shared governance at the unit level (Morris, 2021). Shared governance allows managers to develop a strong relationship with the staff and creates an environment that promotes long-term organizational commitment.

Employees with a stronger connection to their supervisors possess a higher sense of work engagement. Nurmeksela et al. (2021) explored the relationships between nurse managers' work activities, nurses' job satisfaction, patient satisfaction, and medication errors at the hospital unit level. Nurmeksela et al. found that nurse managers should focus on improving nursing practices by managing and organizing nurses' work to make their employees feel supported, motivated and secure. Nurmeksela et al. suggested that administrators of today's healthcare organizations should actively evaluate nurse managers' share of work activities to ensure that their daily work is in line with the organizational goals. Hadi-Moghaddam et al. (2021) to determine nurses' trust in managers (head nurses and supervisors) and its relationship with nurses' performance

behavior. Hadi-Moghaddam et al. (2021) found a direct relationship between nurse-supervisor trust and nurses' functional behavior. De Oliveira et al. (2017) conducted a quantitative, cross-sectional study to investigate the relationship between nurses and their managers and the contributing factors to nurses' intention to leave. De Oliveira et al. found that most nurses experiencing low supervisor support had a higher level of intent to leave their organization.

The nurse-manager relationship plays a significant role when nurses decide to stay or leave an organization. Nurse managers act as a liaison between the staff and the administration and provide a vision for the nurses in the unit, which sets the tone for the relationship between the manager and the nurses (Pishgooie et al., 2019). A nurse manager's attitudes and behaviors considerably influence the nurse work environment, job satisfaction, and the quality-of-care nurses deliver (Sawada et al., 2022). Relationships between the manager and registered nurses affect different areas of nursing, including nurses' intention to leave the organization, and continue to be a concern of nurse managers. Bormann and Abrahamson (2014) examined the role of nurse managers' leadership behavior in registered nurses' job satisfaction and retention. Bormann and Abrahamson identified a nurse manager's leadership as a key influence in determining staff nurse job satisfaction and retention. Bormann and Abrahamson found that the leadership quality of a nurse manager is a crucial factor in a nurse's decision to remain with, or depart from, a healthcare organization. Magnet hospital researchers have identified the positive effect of practical, effective nursing leadership in lowering nurse turnover and improving nurse satisfaction (Rivaz et al., 2018). Mazzuca (2017) found

that nurse-supervisor relationships are a significant factor in nurse commitment to an organization. Nurse managers are in a unique position because they control the terms of engagement of the relationship fostered with employees, and this relationship trickles down to different areas of employee performance in the organization.

### **Nurse Retention**

The retention of nurses is a significant concern for healthcare administrators and managers because of the impact of nursing turnover on the overall goal of excellent patient care delivery. Addressing the shortage of registered nurses is critical to managing the adverse effects on healthcare services as the U.S. population grows larger, older, and more diverse with complex physical and behavioral health needs (Parker, 2019). A recent survey of registered nurses (RNs) indicated that 23% intended to leave their position, and 29% considered leaving their current position within the next six months (Woodward & Willgerodt, 2022). Hopson et al. (2018) indicated that by focusing more on a retention strategy instead of turnover, an organization could find important information about why nurses stay or leave, ensuring adequate resources can be allocated to retain employees successfully. Previous researchers identified various strategies for retaining registered nurses, which include employee engagement, training and development, leadership style, rewards and recognition, and employee-employer relationships (Ayanwale, 2019). Healthcare administrators must combat the high rate of nurse attrition due to the negative impact of a lack of skilled nurses to deliver high-quality patient care.

Healthcare administrators are burdened with the task of identifying and implementing strategies to improve their organization's nursing retention capabilities by



offering advancement opportunities, empowerment, lower nurse-to-patient ratio, autonomy, competitive pay packages, a conducive work environment, effective leadership, recognition, and rewards. Hospitals are experiencing issues with poor job retention of registered nurses, inadequate care for patients related to poor retention of registered nurses, and managing financial costs from outsourcing related to poor retention of registered nurses (Parker, 2019). Several researchers (Chen et al., 2019; Neckermann & Yang, 2017) found that rewards, recognition, training opportunities, career advancement, excellent compensation, and other retention strategies can help reduce turnover, increase other motivational factors that influence employees, and support a positive work atmosphere. Healthcare administrators and managers must ensure that their organizations remain financially solvent while providing a conducive nurse retention environment. Several researchers identified the importance of managers' leadership style and ability to create a supportive work environment as an influence on registered nurses' intention to stay with their organization (Blake & Bacon, 2020). Effective nursing leadership positively impacts quality outcomes and organizational performance (Blake & Bacon, 2020). An effective leadership style is an opportunity for a smaller healthcare institution that lacks the financial capability to offer substantial compensational incentives to retain skilled nursing staff.

Several factors reduce nurse turnover. Mills et al. (2016) explored early-career registered nurses' experiences and support requirements during the first 5 years of their nursing practice to identify strategies to support retention. Mills et al. found that planned and supported transition periods, planned rotation and skills development, empowered

decision making, placement opportunities, career advice, and support, and career encouragement reduced employee turnover and promoted employee retention. Schaefer and Simpkins (2014) found that wage growth significantly reduced the impact of voluntary employee turnover and promoted employee retention with the organization's high performing employees. Healthcare organizations that offer the best compensation packages attract and retain the most skilled nurses, and smaller healthcare organizations with smaller financial capabilities cannot compete sustainably.

### ***Nurse Retention Strategies***

The quality of healthcare delivery suffers due to poor nurse retention. Healthcare administrators and managers must develop and implement strategies to create a work environment that promotes a higher retention rate among nursing staff (Ayanwale, 2019). Nurses are clinical professionals whose dignity is connected to extrinsic values, such as remuneration, job security, recognition, career advancement, and feedback (Sabatino et al., 2016). The current state of scientific knowledge on emergency department nursing turnover indicates that 19.1% of emergency nurses left their positions in 2016, and 20.2% left their positions in 2017 (Winters, 2019). Experiencing high readmission rates is an area that healthcare institutions are penalized because some leaders perceive readmission as poor quality of patient care provided (Forde-Johnson & Stoermer, 2022). Skilled nursing staff is paramount for any healthcare organization to deliver excellent and safe healthcare services (Forde-Johnson & Stoermer, 2022). Strategies that promote nurse retention include nurse advancement opportunities, nurses' rewards and recognition, nurse-manager leadership, a favorable work environment, nurse development and

empowerment, resource adequacy, adequate nurse-to-patient ratios, and collaborative nurse-physician relationships (Marufu et al., 2021). Healthcare organizations could face higher patient readmission rates and other patient care challenges if highly skilled registered nurses are not retained.

### ***Nurse Development and Empowerment***

Empowered nurses have the autonomy to access resources, leading to positive patient outcomes and reducing nurse turnover intent. Empowerment is the nurse's perception of being supported and involved and having access to resources and opportunities within the organization (Forde-Johnson & Stoermer, 2022). Ajanaku et al. (2022) conducted a structured literature review to examine relevant past studies to systematically identify the relationship between structural empowerment and organizational commitment of nurses in healthcare settings. Ajanaku et al. (2022) found that nurses' access to empowering structures, such as resources, support, information, and opportunities, increased their commitment to their health organizations. Rawah and Banakhar (2022) examined the relationship between empowerment and organizational commitment from a nurse's perspective in the ministry of health in Makkah, Saudi Arabia. Rawah and Banakhar found that nurses considered empowerment an essential healthcare organizational strategy and feel empowered by several factors, such as having access to power through informal and formal means and access to organizational opportunity, support, and access to information and access to resources.

Professional development and advancement are an important long-term goal that ambitious nurse clinicians consider when committing to a healthcare organization on a

long-term basis. Opportunities for advancement within the organization include advancement to a charge nurse or other bedside leadership role, formal leadership roles, educational advancement, or professional advancement to another healthcare profession (Ahn & Choi, 2023). Nurse managers encouraging opportunities for advancement have improved nurse retention (Tourangeau et al., 2009). Church et al. (2018) examined factors associated with organizational commitment, subsequent turnover intent, and actual job turnover among new licensed registered nurses (NLRNs) having participated in a new licensed registered nurse residency program. Church et al. found that organizations committed to nursing professional development experience lower nurse turnover rates.

### ***Favorable Working Environment***

Nurses consider their work environment before making a long-term commitment to an organization. Work practice environment refers to a space where nurses provide nursing services and as the support system where nurses control the delivery of nursing care (Li et al., 2019). Cao and Gong et al. (2021) explored the nursing work environment, work engagement, nurse-perceived quality of care, and turnover intention among psychiatric nurses and examined their relationship. Cao and Gong et al. found that the nursing work environment and its five dimensions positively affected the nurse-perceived quality of care and adverse effects on turnover intention, which were both partly mediated. Cao and Gong et al. stressed supportive nursing work environment could improve nurses' work engagement, enhance the nurse-perceived quality of care and reduce nurses' turnover intention. Cao and Gong et al. reiterated that continuous efforts should be made to improve the nursing work environment in psychiatric hospitals and

other healthcare institutions. Nurses with negative perceptions of a new work environment may leave the position within the first year of employment, wasting valuable recruitment and orientation resources (Li. et al., 2019). Healthcare organizations can benefit from a highly empowered nursing staff through higher recruitment levels from a positive reputation and willingness of staff nurses to remain with an organization.

The quality of the nurse work environment positively affects nurse retention and satisfaction. The American Nursing Credentialing Center [AACN] (2020) conducted a study of 163 hospitals and found that 41 of those hospitals possessed similar qualities that enabled a higher capacity to attract and retain nurses, during a nursing shortage, due to the quality of the nurse work environment. A healthy work environment is a workplace that fosters joy and positive relationships while promoting excellent patient-focused care (Kester et al., 2021). An evidence-based approach to assess and improve the work environment allows teams to identify current gaps and focus interventions accordingly (Kester et al., 2021). Furthermore, the framework provides a platform for measuring and benchmarking changes over time, making improvements more visible and, therefore, more rewards for the team (Kester et al., 2021). A favorable work environment can help nurses understand their roles and responsibilities in providing patients safe and quality nursing practices (Ayanwale, 2019). Healthcare administrators could benefit from having a favorable work environment not only in the recruitment and retention of registered nurses, but also in identifying areas of improvement.

Improving the quality of the work environment has a positive effect on nurse retention and satisfaction. Kutney-Lee et al. (2013) found that improvements in the

overall RN work environment were enough to reduce caregiver burnout, RN turnover, and overall job satisfaction. Furthermore, evidence-based interventions that may assist in enhancing work environment were created after an initial assessment (Al Sabei et al., 2020). Defining registered nurses' preferences through the collection of aggregated data, allows hospital leaders to be better equipped to identify best practices for specific work units (Al Sabei et al., 2020). Results from extensive analysis give nurse administrators adequate information to develop policies, systems, and processes, to improve patient and registered nurses' outcomes (Al Sabei et al., 2020). However, healthy working environment research continues to confirm the prevalence of unhealthy work environments, despite the national attention on this subject matter (The American Nursing Credentialing Center, 2020). A healthy working environment must exist to improve patient outcomes and retain the existing nursing workforce (Li et al., 2019). Healthcare organizations benefit from having a healthy work environment that provides staff with the optimum conditions for patient care, improved patient care outcomes, and higher nurse retention rates.

### ***Collaborative Nurse-Physician Relationship***

A nurse-physician partnership is heavily considered by nurses when deciding to stay or leave an organization. Effective nursing leadership has a positive effect on lowering nurse turnover and improving nurse satisfaction (Mazzuca, 2017). Tarhan et al. (2022) explored the relationship between the attitudes of nurse-physician collaboration and the levels of intention to leave the current job and professional commitment among new graduate nurses. Tarhan et al. (2022) found that improving new graduate nurses'

attitudes toward nurse-physician collaboration increases professional commitment and reduces turnover intention. The relationships between nurses and doctors have an effect on the work atmosphere, job satisfaction, nurse turnover, and patient care (Friese & Manojlovich, 2012). Nurse-physician outcomes directly correlate to good patient outcomes and reduced nurse turnover intent. Healthcare organizations should foster a system where mutual respect exists between nurses and physicians.

Strong nurse-physician collaboration leads to the delivery of high-quality patient care. Pakpour et al. (2019) examined the attitude of Iranian nurses toward physician-nurse collaboration and its relations. Pakpour et al. (2019) results indicated that the collaboration between nurses and physicians increases the job satisfaction of nurses working in clinical settings. Pakpour et al. emphasized that nurses and physicians should develop a new culture of collaboration to ensure high-quality patient care. Pakpour et al. suggested that healthcare administrators should implement strategies that strengthen the development of physician–nurse collaboration. The quality of nurse-physician collaboration also predicts the higher quality of patient care, lowers co-morbidities and mortality rates among hospitalized patients, and decreases costs of care delivery for healthcare organizations (Boev & Xia, 2015). Healthcare organizations can augment increased profitability and decrease patient care costs by strengthening nurse-physician collaboration.

Collaboration in the healthcare context is a complex process that requires proficiency and purposeful commitment from all involved parties (Bowles, 2018). Mutual trust and respect are needed, along with participants viewing themselves as members of a

team working towards a common objective (Bowles, 2018). The collaboration includes shared responsibility for decision making, goal setting, and interventions or a plan of care (Bowles, 2018). Parizad et al. (2021) examined nurses' job stress and its relationship with professional autonomy and nurse-physician collaboration in the intensive care unit (ICU). Parizad et al. found that increasing nurses' professional autonomy causes reduced job stress and improves nurse-physician collaboration in the intensive care unit. Parizad et al. stressed that nursing managers should implement practical strategies to improve nurses' autonomy, enhance nurse-physician collaboration, and decrease job stress.

Collaboration and teamwork between nurses and physicians are essential for the quality of healthcare provided and the overall quality of patient care. Nurse-physician collaboration correlates to individual and systemic outcomes (Tarhan et al., 2022). Effective relationships and collaboration between doctors and nurses are considered the main factor in achieving positive medical results, which is the most crucial goal of the healthcare system (Mahboube et al., 2019). Teamwork between doctors and nurses entails effective outcomes such as satisfaction of doctors, nurses, and other medical team members, but favorable consequences for patients (Mahboube et al., 2019). Physicians and nurses are demonstrating greater awareness of the importance of effective collaboration in optimizing individual commitment and organizational outcomes (Pakpour et al., 2019). Collaboration between nurses and physicians is a vital element of job satisfaction, which nurses heavily factor in when deciding to remain with an organization. A healthcare organization should implement strategies that promote enhanced nurse-physician collaboration.



### **Transition**

The first part of Section 1 consisted of (a) the background of the problem; (b) the problem statement; (c) the purpose statement; (d) nature of the study; (e) research question; (f) conceptual framework; (g) operational definitions; (h) assumptions, limitations, and delimitations of the study; and (i) significance of the study. The second part of Section 1 consisted of a review of the professional and academic literature, which focused on the conceptual framework for this study and topics and themes related to reducing registered nurse turnover.

Section 2 included the (a) role of the researcher, (b) identification of participants, (c) research method, (d) research design, (e) population and sampling, (f) ethical research, (g) data collection process, (h) data analysis, (i) data organization, (j) data analysis, and (k) reliability and validity. In Section 3, I presented the (a) study findings, (b) application to professional practice, (c) implications for social change, (d) recommendations for action, (e) recommendations for further research, (f) personal reflection, and (g) conclusion.

## Section 2: The Project

In the United States, turnover among bedside registered nurses is 15.9%, and 62.5% of hospitals report having a vacancy rate of more than 7.5%.<sup>1</sup> (Kester et al., 2021). The U. S. Bureau of Labor Statistics projects the need for registered nurses in the workforce to increase by 12%, requiring additional 371 500 jobs by 2028 (Kester et al., 2021). Healthcare administrators strive to formulate a plan of action to insulate their organizations from the negative impact of nurse turnover (Kester et al., 2021). This section consists of the following subsections: purpose statement, participants, research method and design, population sampling, ethical research, data collection instruments, data collection technique, data organization technique, reliability, and viability. Subsections consist of information detailing the framework to investigate this study.

### **Purpose Statement**

The purpose of this qualitative multiple case study was to explore the strategies hospital managers use to reduce nurse turnover. The sample population consisted of five hospital managers at five medical centers in Scottsdale and Mesa, Arizona, with successful experience in reducing nurse turnover. The implications for positive social change might include nurse retention, improved healthcare services, and patient care, and reduction of unemployment. Unemployed individuals experience several mental and physical health problems, high mortality rates, and negative changes in relationships with family members (Batic-Mujanovic et al., 2017); therefore, decreased unemployment has a positive social effect on residents of local communities.

### **Role of the Researcher**

In the data collection process, researchers play essential roles that include speaking with potential participants to see if they qualify and are willing to participate, organizing and executing the research study, collecting data from participants and their organizations, and analyzing data collected (Marshall & Rossman, 2021). I was the primary research instrument in this study and managed the entire research process that included securing study participants by selecting those meeting the established criteria, defining operational terms, collecting data from several sources, conducting and transcribing semistructured interviews, analyzing data collected to develop themes, as Adams (2019) described. The researcher should accumulate research data from multiple sources, including surveys, semistructured interviews, artifacts, organizational documentation, face-to-face interviews, and focus groups (Yin, 2018). I collected data using several sources, such as semistructured interviews and organizational documents and artifacts. I used the local chamber of commerce to contact industry leaders to obtain a list of potential participants meeting the established criteria and invited five participants.

I used my detailed knowledge from working in hospitals as a nursing assistant and medical student for 14 years to have a reasonable point of view of a vast extent of nursing turnover issues. Working with nurses in various divisions in different hospitals has expanded my reality view to incorporate a wide variety of circumstances and factors. I used all of my experiences to develop interview questions that I asked participants to ensure I obtained participants' experiences with the phenomenon under investigation. I had several contacts in the nursing field whom I asked for assistance in identifying a

purposeful sample population of participants meeting the established criteria and who were willing to participate in this study.

A researcher must conduct research under generalized acceptable standards for research to be valid. A social research study carried out by a researcher must adhere to the ethical guidelines, codes, and regulations set by the governing bodies (Yin, 2018). A moral obligation of a researcher is to conduct research ethically (Saunders et al., 2019) and adhere to *The Belmont Report* protocol (U.S. Department of Health & Human Services, 1979). Researchers are mandated to consider the three ethical principles: beneficence, respect for persons, and justice (U.S. Department of Health and Human Services, 1979). The ethical principle of respect for persons mandates that researchers must respect the autonomy of study participants and act accordingly when participants have diminished autonomy (U.S. Department of Health & Human Services, 1979). Researchers must ensure that they maximize the benefits of the research study and that participants do not experience any harm for participating in a research study, adhering to the beneficence principle (U.S. Department of Health & Human Services, 1979). Researchers are required to act in a manner that is fair in terms of potential positive and negative effects of the research study on the participants, according to the justice principle (U.S. Department of Health & Human Services, 1979). *The Belmont Report's* protocol is an essential guide that provides credibility to a study, and researchers should adhere to the guidelines.

The guidelines for the application of ethical principles, contained in *The Belmont Report's* protocol, include researchers securing informed consent from participants,

evaluating the benefits and risks of participation, and selecting participants (U.S. Department of Health & Human Services, 1979). Regarding the informed consent process, researchers must ensure that participants understand the informed consent process and the voluntary nature of their participation (U.S. Department of Health & Human Services, 1979). I adhered to the Institutional Review Board (IRB) standards by using the ethical principles of *The Belmont Report* protocol to guide this study. Preliminary to conducting this research study, I sought permission from the Institutional Review Board. In compliance with the transparency and ethicality of the research process, I expounded and clarified details in the informed consent to participants before the start of the research. During the research process, I ensured confidentiality and that all participants were equally informed about the nonmandatory nature of their participation and could withdraw of their volition during the research process.

Researchers may favor evidence that supports their preconceived beliefs related to a phenomenon (Saunders et al., 2019), and, as a result, researchers integrate biases into their research studies (Yin, 2018). An approach used by researchers to eliminate existing bias is to introduce a different bias that produces a negative result (Saunders et al., 2019). Member checking is a technique that researchers use to remove bias (Saunders et al., 2019). Researchers use member checking, also known as respondent or participant validation, to solicit feedback from one's participants or stakeholders about one's data or interpretations (Motulsky, 2021). I gave study participants my interpretations of their answers to interview questions and asked them to verify my interpretations' accuracy. Using careful documentation of the assumptions and limitations of this study, I provided

the reader with a clear view to assess the reliability and validity of this study. The interview protocol serves as a guide that contains interview procedures, a script of the introduction and conclusion that will be used during the interviews, reminders for obtaining consent from study participants, and interview questions and prompts (Braaten et al., 2020). The appendix contains the interview protocol, which I used to convey similar information to all participants.

### **Participants**

Researchers must ensure that participants in their study possess the experience related to the phenomenon under investigation (Phelps, 2019). A researcher establishes the selection requirements for participants of a research study to ensure the requirements align with the study's goal (Korstjens & Moser, 2018). Researchers encounter difficulty in reaching the appropriate participants due to the unwillingness of some organizations to commit to making available the required time and resources (Korstjens & Moser, 2018). Overcoming organizational concerns to obtain agreement for participants to partake in a research study is a significant problem the researcher has to overcome (Saunders et al., 2019). In a research study, researchers set parameters, such as employment qualification and experience, as requirements that participants of a research study must meet to partake in a study (Laing, 2019). Eligible participants must possess knowledge and experience related to the phenomenon researchers are investigating (Adams, 2019).

The eligibility criteria for participants of this study weighed heavily on the hospital manager's experience implementing strategies to mitigate nurse turnover. Qualified participants possessed 5 years of successful experience implementing strategies

to reduce nurse turnover. Hospital managers participating in this research study qualified for participation because of their years of experience working with nurses and reducing nurse turnover.

Accessing organizations and participants is an obstacle researchers face in conducting research (Yin, 2018). However, Phelps (2019) suggested that to overcome this obstacle, researchers need to use additional recruitment tools, such as LinkedIn and other social media channels; interact with key individuals in the organizations; and understand the target population. Raheim et al. (2016) claimed that when researchers access study participants, researchers show their own assumptions and the setting in which they plan to conduct their studies. Interacting with prominent organizational figures in hospitals helped better inform them of my intent for the study, which assisted me in identifying the participants for this study.

Researchers must create an environment that promotes trust and acceptance with the participants of the study (Marshall & Rossman, 2021). Developing a good relationship between the researcher and participant usually leads to the collection of rich and thick data (Saunders et al., 2019). Researchers can improve the rapport with the participants through frequent communication to strengthen trust, build rapport, and improve the overall quality of the feedback (Phelps, 2019). As the researcher, I constantly communicated with participants to obtain their trust and acceptance, resulting in rich and thick data.

A researcher must select the appropriate research design to ensure that the participants possess experience that aligns with the study's overarching research question

(Saunders et al., 2019). Researchers answer the overarching research question of a given study by establishing the participant eligibility criteria and using these criteria to recruit participants with experience in, and knowledge of, the phenomenon under scrutiny (Reid et al., 2018). Researchers must select participants possessing the experience and knowledge that directly relate to the phenomenon under study (Saunders et al., 2019). I selected participants possessing knowledge and experience directly related to strategies used to reduce nurse turnover to be able to align the participants with this study's overarching research question.

### **Research Method and Design**

I selected the qualitative method for this study. Qualitative research is founded on collecting rich data through methods such as one-to-one interviews and focus groups, usually with all parties together in the same place (Wray & Barrett, 2022). The qualitative method offers a nonstandardized data collection process so that questions and procedures may alter and emerge during the research process that is both naturalistic and interactive (Morse, 2018). I explored the phenomenon of nursing turnover in its natural environment using the qualitative research method. The quantitative method involves testing the hypothesis and analyzing independent and dependent variables' relationships or differences using statistical methods (Saunders et al., 2019). Quantitative research involves numerical data, is predominantly informed by positivist or post-positivist paradigms, and is underpinned by several assumptions (Davies & Fisher, 2018). The quantitative method was not appropriate, as hypothesis testing and analysis of variables' relationships or differences were not necessary to address the study's purpose.



The mixed-method research includes more explanation than quantitative or qualitative approaches alone, engages both approaches equally while preserving their differences, and consciously attends to the relationship between the research and study design (Stoecker & Avila, 2021). Researchers use the mixed method to obtain two sets of results interpreted together to provide a richer theoretical understanding of the research question (Younas et al., 2019). I did not investigate the relationships between variables and statistical analyses; hence, I did not select the mixed method approach.

I selected the case study design for this study. Researchers use a case study design to explore a phenomenon from multiple perspectives within a bounded context to provide an in-depth description of the phenomenon (Alpi & Evans, 2019). Using the case study design, researchers examine a research phenomenon to answer *what*, *how*, and *why* questions about the phenomenon in its natural setting (Yin, 2018). By conducting a multiple case study, I explored a phenomenon, nurse turnover, using multiple data types, including participants' answers to interview questions and organizational documentation and artifacts.

The phenomenology design has a focus on exploring a phenomenon in human nature through participants' lived experiences (Paley, 2018). Researchers use the phenomenological design to understand their topics of inquiry through intersubjective transactions between their individual experiences and their relatedness to the subjects of their investigations (Gillespie et al., 2018). The phenomenological design has a focus on the participants' lived experiences, making this design unsuitable for this study because it does not give insight into the research phenomenon.

The ethnographic qualitative research design involves a researcher studying participant's cultural interaction in their natural environment (Paley, 2018). The ethnographic design has the potential to produce novel conceptual understandings of complex issues through translating and synthesizing original participants' views and experiences, and authors' interpretations, into a new higher level interpretation, leading to the development of a new theory, model, or framework (Nichols et al., 2020). The ethnographic design was not appropriate for this study because I did not explore a group in a cultural-sharing setting.

A narrative design allows the researcher and participant with a foundation to engage and develop a connection, which results in a broader understanding of the phenomena under investigation (Haydon et al., 2018). Researchers use the narrative design to study the manner in which humans experience the world and interpret experience through the participant's stories (Saunders et al., 2019), which was not my interest in this study.

A researcher cannot obtain conclusive findings without reaching data saturation (Aldiabat & Le Navenec, 2018). I reached data saturation in this study by continuously analyzing data until no new themes or meaningful information emerged. Data saturation refers to the point in which researchers are unable to derive any new meaningful information from further analyses of additional data collected (Yin, 2018).

### **Population and Sampling**

Researchers can improve the reliability and trustworthiness of a study by choosing the correct sampling method (Humphrey et al., 2019). Researchers use

purposive sampling to identify participants meeting the study's eligibility criteria for participation to obtain data related to the phenomenon under investigation (Alqattan et al., 2019). Selecting participants meeting the established eligibility criteria is essential (Knechel & Wolf, 2019). I purposively selected participants for this study that met the criteria I established for participation to obtain data related to the phenomenon under investigation, which for this study was the reduction of nurse turnover.

For this study, I obtained data from five hospital managers located in five medical centers in Mesa and Scottsdale, Arizona, with successful experience in reducing nurse turnover. To determine the sample size for a case study, researchers consider the nature of the study, the level of data richness required, and the generalizability to the larger population (Alqattan et al., 2019; Knechel & Wolf, 2019). Alqattan et al. (2019) indicated that for a case study, three to five participants are adequate and Knechel and Wolf (2019) stated that participants must possess experience related to the phenomenon under investigation to answer the overarching research question. Researchers face difficulty when deciding on the sample size in a case study (Saunders et al., 2019). Two to three participants in a case study could suffice to reach data saturation (Plumper et al., 2019). I reached data saturation by interviewing five participants. I continued interviewing participants until no new themes emerged.

A researcher can reach data saturation when that researcher obtains no new information from study participants (Sechelski & Onwuegbuzie, 2019). Semistructured interviews carried out with four to five participants (Plumper et al., 2019) and obtaining rich and thick data related to the phenomenon under investigation could lead to data

saturation (Alqattan et al., 2019). Using open-ended questions in semistructured interviews allowed me to extract deep insights into strategies to reduce nurse turnover from the research participants, leading to data saturation. I invited participants that met eligibility criteria through email or phone calls to secure their approval for participation in this study.

A research setting that is conducive to open dialogue between researchers and participants is important to obtaining participants experiences with the phenomenon under investigation (Hollander et al., 2020). Researchers ensuring that the research process is convenient to participants results in participants reducing their anxiety level (Hollander et al., 2020) and promotes the development of an environment for good rapport and trust-building communication to occur (Humphrey et al., 2019). Participants feel comfortable in interview settings that are quiet, private, and open to dialogue (Dettman, 2018). I identified interview settings conducive to open dialogue with study participants to reduce their anxiety level and promote the development of an environment for good rapport and trust-building communication to occur. I informed study participants that the interview could take approximately 60 minutes, which ended up being true.

### **Ethical Research**

Participant consent is a crucial aspect of a research study (King, 2019). Participating in the research study was contingent on participants signing the informed consent form. The informed consent form depicts the overall design and nature of the study, potential risks and benefits, and my contact information (Yin, 2018). King (2019) recommended that researchers must notify participants that the participation is voluntary;

therefore, I notified participants of this research study that their participation was strictly voluntary. Study participants should have the option to exit the research study anytime during the research process without experiencing any negative consequences or giving any reason for such withdrawal (Yin, 2018). I notified participants of this study that they could withdraw at any time from participation by expressing this intent to me either orally or in writing, without giving any reason or experiencing negative repercussions. The participant withdrawal information also appeared on the informed consent form that each participant gave consent to participate. Privacy and confidentiality of every participant should be an integral part of a research study (Cardillo et al., 2018). During the research process, participants did not receive gifts or any form of compensation for participating in this study. A research study that includes benefits or gifts for participation may be biased (King, 2019).

I ensured that each participant met the participation criteria established for participating in this study, including the fact that a participant had to be at least 18 years of age. I did not begin the interview process until I received Walden University's Institutional Review Board (IRB) permission. When conducting interviews, I ensured the safety of participants and the adherence of the contents of the informed consent form, following IRB guidelines. The Walden University's IRB approval number for this study is 11-19-21-0467351.

Douglass and Ballantyne (2019) divided the informed consent process into the following two stages: developing the informed consent form and explaining its contents to participants. The informed consent form that I developed contains simple English to

ensure that participants with different educational preparation could understand the contents of the form (King, 2019). I presented each study participant with the informed consent form and explained its contents. Because not all study participants will read the entire content of the informed consent form, researchers must take the time to explain the content of the informed consent form to each participant (Lee, 2018).

I ensured participant confidentiality by using fake names for participants and their affiliated organization, as Yin (2018) recommended. Furthermore, this research study did not uncover any characteristics that others could use to discover the identity of participants and their affiliated organization. The goal of a researcher is to deliver ethical, reliable, and meaningful results while ensuring the safety and confidentiality of the participants (Cardillo et al., 2018). I stored all electronic data that I collected, including scanned physical documents, on a password-protected external hard drive and will keep the data for a period of 5 years. After 5 years, I will destroy the external hard drive, according to Walden University's IRB guidelines (Lee, 2018).

### **Data Collection Instruments**

Lincoln and Guba (1985) introduced the idea of a researcher becoming the primary research instrument in a qualitative study. Shaw (2019) also claimed that the researcher becomes the research instrument in a qualitative research study. As the research instrument, case study researchers collect data using interviews, observations, and document analysis to understand participants' experiences regarding the phenomenon under investigation (Leng-Hsien et al., 2020). As the primary research instrument in this study, I used semistructured interviews with open-ended questions and organizational

documents and artifacts to collect rich data from hospital managers. I collected data by recording and transcribing semistructured interviews, adhering to the interview protocol, and the COVID-19 restrictions (see the appendix). The participants answered seven interview questions (see the appendix). I gave participants an opportunity to share their parting thoughts on strategies they used to reduce nurse turnover. Researchers should give participants an opportunity to share any thoughts or experiences related to the phenomenon under investigation that may not have emerged during the interview process (Eltaybani et al., 2020). As the research instrument, a qualitative researcher plays an important role in the development and understanding of the details of qualitative research (Hollander et al., 2020). Saunders et al. (2019) pointed out that, as the research instrument, a qualitative researcher could develop effective interviewing skills to collect rich and thicker data. In essence, a researcher brings bias to a research study (Reid et al., 2018; Wadams & Park, 2018). Researchers practice researcher reflexivity to address their bias (Wadams & Park, 2018).

Document analysis is another data collection technique that researchers use in their studies (Mackieson et al., 2019). Researchers conducting document analysis find data in various formats, including textual, pictorial, or graphical (Fischer & Van de Bovenkamp, 2019). Researchers further explore the phenomenon under investigation by using document analysis in conjunction with semistructured interviews (Mackieson et al., 2019), which improves rigor of the study because using semistructured interviews and document analysis allows researchers to perform methodological triangulation (Fischer & Van de Bovenkamp, 2019). Researchers may analyze various documents, such as budget

justification, financial statements, and annual reports (Mackieson et al., 2019). In addition, researchers use the information contained in documents to provide certain information regarding the case study, including the correct spelling of employee names and a detailed description of documents and artifacts (Yin, 2018). I reviewed organizational documents and artifacts related to strategies hospital managers use to reduce nurse turnover and conducted methodological triangulation using data collected from semistructured interviews and organizational documentation and artifacts to increase the rigor of the study. I analyzed retention ratio, new hire training cost, recruitment incentive packages, and turnover ratio related to strategies used to reduce nurse turnover.

Researchers use member checking to allow study participants to confirm, add, clarify, and correct certain aspects of the data collected, increasing the credibility of a study (Brear, 2019). Researchers use member checking by having participants review and verify the researchers' interpretation of participants' answers to interview questions (Brear, 2019). I increased the credibility of the data collected by using member checking. I gave participants my interpretation of their answers to interview questions and asked them to correct, confirm, add, and clarify my interpretation of their answers. I recorded my thoughts and decisions throughout the interview process to increase the validity and reliability of the data collected during the semistructured interviews and document analyses. Researchers reflect on thoughts and decisions regarding the data collected by using a researcher reflexivity process (Reid et al., 2018). Researchers use reflexivity to



address their bias and increase the transparency of the research process (Reid et al., 2018).

### **Data Collection Technique**

Using semistructured interviews allows researchers to obtain study participants' experiences directly related to the phenomenon under study (Saunders et al., 2019), as participants answer open-ended interview questions (Walker et al., 2018). Researchers control the direction of the semistructured interviews by using the study's overarching research question as a guide and use supporting questions to collect additional information about the phenomenon under study (Sowicz et al., 2019). I conducted semistructured interviews with five hospital managers located in Scottsdale and Mesa, Arizona, with successful experience in reducing nurse turnover. I used Zoom to conduct the interviews to adhere to COVID-19 guidelines. Researchers also review and analyze organizational documentation and artifacts directly related to the phenomenon under investigation (Yin, 2018). Researchers increase the rigor of their study by conducting methodological triangulation, which refers to collecting data using several methods to determine if data alignment occurs (Saks, 2018). I analyzed organizational documentation and artifacts directly related to the phenomenon under investigation, which in this study is nurse turnover.

Advantages and disadvantages exist when researchers collect data using semistructured interviews and organizational documentation and artifacts (Eltaybani et al., 2020). An advantage of using semistructured interviews is that researchers could ask study participants questions for clarification purposes, giving participants an opportunity

to explain their answers in more detail (Gutierrez-Viedma et al., 2019). Observing participants' nonverbal cues when responding to interview questions contribute to a researcher's understanding of the phenomenon under investigation (Balconi et al., 2019). The benefit of analyzing organizational documentation and artifacts is that researchers could conduct methodological triangulation using several data collection methods to compare the data collected to determine if data alignment exists (Gutierrez-Viedma et al., 2019). Another benefit of analyzing organizational documentation and artifacts is the discovery of new themes or areas that merit further exploration to perhaps arrive at new themes (Saunders et al., 2019). Researchers often need to find detail-oriented descriptions of events or things directly related to the phenomenon under study (Balconi et al., 2019). I used semistructured interviews to obtain study participants' experiences directly related to the phenomenon under study, as participants answered open-ended interview questions. I reviewed and analyzed organizational documentation and artifacts directly related to the phenomenon under investigation, which was nurse turnover. I increased the rigor of this study by conducting methodological triangulation and found alignment among the data collected using several methods.

Researchers face disadvantages when conducting semistructured interviews and analyzing organizational documents and artifacts (Jamison et al., 2018). Participants in a semistructured interview setting tend to become uncomfortable and nervous when being recorded while responding to interview questions (Eltaybani et al., 2020). Inexperienced researchers face challenges conducting a semistructured interview due to a lack of familiarity with the process (Allen et al., 2019). Participants may introduce bias into the

study by giving responses they think researchers expect to hear (Allen et al., 2019). Researchers could integrate biases into their study by stating their own views regarding the phenomenon under investigation or displaying nonverbal cues when participants answer interview questions (Jamison et al., 2018). Organizational documents and artifacts could have been developed with biases, depending on the employees' interests (Allen et al., 2019). Organizational documentation and artifacts from the organization could contain a falsified account of events and numbers because the employee might have incorporated personal biases into the documents (Gutierrez-Viedma et al., 2019). Access to organizational documents and artifacts may prove challenging for researchers (Saunders et al., 2019).

A pilot study is useful when the type of research is suitable for such activity. Researchers conduct pilot studies to confirm several aspects of a research study, including content that is important to change or address in a study (Bana et al., 2019). A pilot study takes time and is not an essential research activity when using a variety of qualitative data collection methods, such as semistructured interviews and organizational documentation and artifacts (Bana et al., 2019). I did not conduct a pilot study because it is a time-consuming endeavor and nonessential when using semistructured interviews and organizational documentation and artifacts.

Implementation of member checking allows participants the opportunity to review the researchers' interpretation of participants' responses to interview questions to verify the accuracy of such interpretations (Mohammadi-Nasrabadi et al., 2020). Researchers conduct member checking to increase the credibility and validity of the collected data

(Mohammadi-Nasrabadi et al., 2020). However, disadvantages exist when using member checking. For example, the participants' failure to read the researchers' interpretation of participants' answers may result in a lack of comments, leading researchers to assume that the participants agreed with such interpretation (Yosep et al., 2019). Participants could also accept researchers' interpretation of participants' answers as accurate because participants may not want to disagree with the researchers (Yosep et al., 2019). I conducted member checking to increase the credibility and validity of the data I collected. I gave participants my interpretation of their answers to interview questions and asked them to verify the accuracy of such interpretations.

### **Data Organization Technique**

Hackett and Strickland (2019) advised researchers to arrange data before conducting data analysis in qualitative research. Organizing data collected may lead to more rigorous research (Hackett & Strickland, 2019). Qualitative researchers find it useful to compile data following a system to organize the data, imitating the database structure that quantitative researchers use (Hackett & Strickland, 2019). Researchers organize data to determine a clear direction when conducting the research study (Dahlberg & Dahlberg, 2019).

I conducted semistructured interviews via Zoom using seven open-ended interview questions (see the appendix) with five hospital managers at medical centers in Mesa and Scottsdale, Arizona, with successful experience in reducing nurse turnover. The participants in a study must possess a distinctive participant key to guaranteeing confidentiality (Oye et al., 2019). The participant codes for hospital managers were

composed of the letter P and a number between 1 and 5. In the transcript, I removed any information that might have led to the identification of participants. Leyva-Moral and Feijoo-Cid (2017) asserted that researchers ensure confidentiality by changing the names of the participants, individuals, and places that participants mention. I transcribed each participant's interview, eliminated any information that might have led to the participant's discovery, and assigned the unique participant code to that participant's interview transcript.

I used an external flash drive to store password-protected folders that contained the electronic interview transcripts and any of my notes and observations entered into a Microsoft Word document. I ensured that the unique code that I assigned to each participant was also written on any documentation, artifacts, and notes and observations specific to that participant. Scanning and converting paper files to PDF images is a process for ensuring data protection and safekeeping (Yin, 2018). The first step towards organizing organizational documentation and artifacts was converting paper documents to electronic documents by scanning them. As additional electronic documents became available, I stored them in the password-protected folders of the external hard drive to help me organize and retrieve the data collected. Furthermore, to improve data indexing and retrieval, the scanned documents should contain annotated bibliographies (Dahlberg & Dahlberg, 2019). I ensured that scanned documents contain annotated bibliographies to improve data indexing and retrieval.

Additionally, I used a dedicated folder on my external flash drive to store electronic data. Researchers optimize data organization by importing raw data from the

external flash disk into a computer-assisted qualitative data analysis software [CAQDAS] (Cypress, 2019). CAQDAS is a software program that a researcher can use to organize and analyze data efficiently (Cypress, 2019). Guo (2019) indicated that while researchers use CAQDAS to improve the data analysis process, CAQDAS is not a substitute for the researchers' knowledge and skills when organizing and analyzing data. Qualitative and mixed-method researchers use DeDoose, a cheap, cloud-based, password-protected electronic application that is readily available and relatively easy to use (Levine et al., 2020). For this study, I used DeDoose to import, file, and arrange participants' audio recordings of semistructured interviews, interview transcripts, organizational documentation and artifacts, and any pertinent notes. Centralizing the storage of data facilitated retrieval and analysis.

According to Bashan and Holsblat (2017), researchers should keep a reflective journal to show transparency of the research process (Farrah, 2019). Researchers keep a reflective journal to document the research process, such as keeping a detailed account of a participant's nonverbal cues and reactions when answering interview questions and descriptions of the interview setting (Bashan & Holsblat, 2017). I used an electronic reflective journal to document thick descriptions, such as detailed accounts of a participants' nonverbal cues and reactions when answering interview questions and descriptions of the interview setting. I used the reflective journal to record my decisions about data analysis and theme identification.

Data protection is essential, as well as not keeping data longer than needed (Bashan & Holsblat, 2017). The best practices researchers use to ensure data protection

throughout a research process were developed as a result of research data protection legislation (Neil et al., 2019). Best practices in the form of techniques researchers adopt during the research process include establishing the purpose of data collection, securing informed consent from participants, collecting only relevant data, using data collected only for the purpose of the study, keeping the data only as long as required, and securing the data (Neil et al., 2019).

I stored raw data, when not using them, on a password-protected external flash drive and hard copies safeguarded in a locked cabinet. Researchers have used similar approaches to store and secure all data collected (Favaretto et al., 2020). Jacobson et al. (2020) explained that locked storage cabinets for storing physical copies and password-protected computers for electronic copies for storing electronic copies are ethical requirements for data collection during field research that researchers must take into consideration. Subsequently, according to Walden University's guidelines, after completion of the study, data will be secured in a safe for 5 years. I will destroy the raw data after 5 years by destroying the password-protected external flash drive and shredding all hard copies.

### **Data Analysis**

The triangulation technique helps strengthen the research study's scope and quality (Flynn & Scott, 2020). Methodological triangulation is one of the multiple methods researchers use to gather and confirm research data and study findings (Flynn & Scott, 2020). Methodological triangulation involves using multiple data collection techniques to improve the validity and credibility of the data collected (Moon & Wolf,

2019). Methodological triangulation offers a researcher the opportunity to attain a different perspective when examining collected data (Moon & Wolf, 2019). Researchers triangulate data collected from reviewing organizational documentation and artifacts and conducting semistructured interviews with study participants, allowing researchers to obtain convergent evidence (Fofana et al., 2020). Researchers obtain converging evidence to increase the construct validity of a case study (Moghadam et al., 2018). To determine if the data I collected from reviewing organizational documentation and artifacts aligned with data I collected from semistructured interviews, I conducted methodological triangulation to compare both data sets. Member checking is a tool qualitative researchers use to verify the accuracy of researchers' interpreted participant responses, increasing the validity and reliability of the data collected (Yin, 2018). I utilized member checking by providing study participants with my interpretation of their responses to interview questions and asking them to verify the accuracy of my interpretations, increasing the validity and reliability of the data collected.

The data analysis in qualitative research is a continuous activity that often takes place side-by-side to the collection of data (Roberts et al., 2019). The different methods qualitative researchers use to analyze data include content, discourse, and thematic analysis (Roberts et al., 2019). The thematic analysis involves the researcher gaining an improved understanding of the participants' answers to interview questions by reading the interview transcripts multiple times (Guest et al., 2020). The use of CAQDAS assists researchers in the identification of themes and of relationships between themes (Chen et al., 2019).



Yin (2018) suggested that data analysis consists of five consecutive steps, which include compile, disassemble, reassemble, clarify, and conclude. The compilation and organization of data is the first step in the data analysis process, which involves compiling and arranging data to search for themes and patterns in the participants' interview transcripts. Forero et al. (2018) proposed that researchers organize, code, and analyze data collected using qualitative data analysis software, such as NVivo. Researchers use NVivo to organize, code, categorize, and analyze data collected (Forero et al., 2018). Disassembly is the second step, which involves assigning codes to important broken-down data sets. Reassembly and reorganization is the third step, which entails the thematic reorganization and reassembly of data by themes (Yin, 2018).

Clarification is the fourth step, which involves the validation of interpreted data against the interview transcript using thematic analysis (Yin, 2018). Qualitative researchers use thematic analysis to identify patterns and themes in the data to answer the study's overarching research question (Roberts et al., 2019). I used NVivo to organize data by a common theme, code, interpret raw data collected from conducting semistructured interviews and reviewing organizational documentation and artifacts. I used NVivo to place codes into groups, develop themes, and identify relationships between themes and the data sets. Member checking is useful to validate the interpreted data with the participants by giving participants the researchers' interpretation of participants' answers to interview questions and asking participants to confirm the accuracy of such interpretations (Rolfe et al., 2018). I used member checking by giving

participants my interpretation of their answers to interview questions and asking participants to verify the accuracy of my interpretations.

The use of multiple data sources is one of the features of a case study research (Plumper et al., 2019). Yin (2018) stated that the triangulation of the data strengthens the richness and thickness of collected data. Researchers use methodological triangulation to compare data collected from conducting semistructured interviews with data collected from reviewing organizational documentation and artifacts to determine if data alignment occurs (Mendikoetxea & Lozano, 2018). Organizational documentation and artifacts represents the second source of data to conduct methodological triangulation (Locock et al., 2019). Researchers have different data analysis methods available to analyze organizational documentation and artifacts, including thematic and content analysis (Hranchook et al., 2018; Locock et al., 2019).

I analyzed relevant organizational documentation and artifacts using content analysis. Content analysis consists of data analyses involving the classification of identified codes and the identification of themes that emerge (Mendikoetxea & Lozano, 2018). The application of the three-step process of content analysis in document analysis includes: preparation, organization, and reporting (Kleinheksel et al., 2020). I used methodological triangulation to compare data collected from conducting semistructured interviews with data collected from analyzing organizational documentation and artifacts to determine if data alignment occurred. Finally, in Step 5, the researcher develops conclusions and recommendations from study findings to answer the central research question (Yin, 2018). I collected, organized, and assembled the data; disassembled the

data by codes; reassembled the data by themes to understand the research phenomenon; used thematic analysis to interpret the data; and developed conclusions from research findings.

Researchers examine the relationships among the themes found in all data collected to concentrate on the themes relevant to the phenomenon under investigation to answer the study's central research question (Yin, 2018). Researchers also correlate the key themes with the study's conceptual framework and current related literature (Mendikoetxea & Lozano, 2018). Researchers categorize important themes by coding data with labels (Price et al., 2020). Researchers find the statistical occurrence of thematic codes in each data category by conducting a frequent analysis (Price et al., 2020). I used NVivo's data coding option to organize key themes into categories to increase the validity of this study. Researchers use the conceptual framework they selected for their study to link the current study to previous studies, the methodology selected, and the study results (Golinski, 2018). I correlated the key themes with current related literature and with the two-factor theory, which was the conceptual framework selected for this study.

### **Reliability and Validity**

Lincoln and Guba (1985) postulated four criteria, consisting of dependability, credibility, transferability, and confirmability, which researchers generally accept as a benchmark to establish the reliability and validity of a qualitative study. Researchers view the establishment of dependability, credibility, transferability, and confirmability as

a way to ensure a research study is trustworthy, similar to quantitative researchers addressing reliability and validity in their studies (Astroth & Chung, 2018).

### **Reliability**

In qualitative research, case study researchers establish reliability (Yin, 2018). Researchers produce credible and reliable results by using reliable data collection instruments (Soroush et al., 2018). I used semistructured interviews and organizational documentation and artifacts as sources of evidence, as Ames et al. (2019) recommended. Yin (2018) stated that case study researchers should use as many sources of evidence as possible, understand that all sources complement each other, and avoid giving one source more credence over the other sources.

Researchers establish dependability by documenting changes and revisions to the research protocol and keeping a trackable record of when and how changes were implemented (Herwig et al., 2019; Wirihana et al., 2018). To establish dependability, I asked the same interview questions to all participants, as Herwig et al. (2019) recommended. I conducted member checking to authenticate data dependability, as Rolfe et al. (2018) suggested. Researchers conduct member checking by allowing participants to verify the accuracy of researchers' interpretations of participants' responses to interview questions (Rolfe et al., 2018). Researchers strengthen data dependability by employing member checking to safeguard against mixing the researchers' bias with facts (Rolfe et al., 2018).

Researchers recollect full accounts of interviews with participants by audio-recording interview sessions to produce reliable transcripts and themes (Lear et al.,

2018). I audio-recorded the interview sessions to produce reliable transcripts and themes and asked participants clarifying questions to their responses to lessen the chance that I integrated my own biases into the data collected. Researchers ask participants clarifying questions to expand their answers to interview questions to ensure researchers do not integrate their own biases into the data collected (Lear et al., 2018). I obtained more reliable results by refraining from discussing the nature of the study with participants before the interview to avoid tainting the participants' viewpoint, as Gill and Baillie (2018) recommended. Following scholars' (Gill & Baillie, 2018) recommendation, I maintained consistency and strengthen reliability by adhering to the interview protocol and not introducing new questions.

### **Validity**

The research validation framework consists of transferability, credibility, and confirmability (Van den Bulcke et al., 2018). Researchers employing case study design enhance the study's credibility by using different data collection methods and comparing all data collected to determine if data alignment occurs (Wanner & Janiesch, 2019). Researchers establish credibility by reading the interview transcripts extensively (Wanner & Janiesch, 2019). I conducted an extensive review of interview transcripts to ensure I obtained a complete view of participants' experiences with the phenomenon under investigation. Furthermore, I centered on the participants' differences and similarities. As recommended by scholars (Candela, 2019; Yin, 2018), I transcribed the interviews and performed member checking before analyzing the data to ensure the validity of the interview data collected. Researchers use member checking by giving study participants

researchers' interpretation of participants' answers to interview questions and asking participants to verify the accuracy of such interpretations (Yin, 2018). I conducted member checking by providing participants with my interpretations of their answers to interview questions and asking participants to verify the accuracy of my interpretations.

The applicability of a research study's results to another study is known as transferability (Chowdhury et al., 2020). Yin (2018) suggested that a case study researcher aims to provide high-quality results by choosing qualified participants, providing accurate participant demographical information, conducting comprehensive data analyses, and presenting results in an easy-to-understand format to increase the study's transferability. I supplied high-quality results by choosing qualified participants, who provided accurate participant demographical information, conducting comprehensive data analyses, and presenting results in an easy-to-understand format to increase the study's transferability.

Researchers establish confirmability after they establish dependability, credibility and transferability (Chung et al., 2020). Confirmability is the researchers' ability to demonstrate that research data are factual interpretations of participants' answers to interview questions without researchers integrating biases into their studies (Chung et al., 2020). I emphasized listening to each participant and documenting my perceptions, thoughts, and biases. I centered on transcribing interview responses correctly, using member checking, connecting the data with the results, and using current literature to increase the results' confirmability.

According to several scholars (Alanazi, 2018; Yin, 2018), methodological triangulation increases the validity of a case study. Methodological triangulation entails comparing all data collected from several sources to determine if data alignment occurs (Alanazi, 2018). I conducted semistructured interviews and review organizational documentation and artifacts to collect data and compare them to determine if data alignment had occurred. The case study design's main foundation is the collection of data from several sources; therefore, researchers conduct methodological triangulation as a key strategy to increase case study validity (Alanazi, 2018).

I reached data saturation in this study by continuously analyzing data. Data saturation refers to the point in which researchers are unable to derive any new meaningful information from further analyses of additional data collected. A researcher cannot obtain conclusive findings without reaching data saturation (Aldiabat & Le Navenec, 2018). I collected and analyzed data continuously until I could not derive any new meaningful information from further analyses of additional data collected.

### **Transition and Summary**

The first section of this study consisted of the problem statement; purpose statement; nature of the study; research question; interview questions; conceptual framework; assumptions, limitations, delimitations; operation definitions; significance of the study; and review of professional literature. The literature review section consisted of pertinent research articles that elaborated on nurse turnover. Section 1 included the overall foundational structure upon which I investigated the phenomenon under study.

Section 2 consisted of subsections that include the purpose statement, role of the researcher, research method and design, population and sampling, ethical research, data collection instruments, data collection technique, data organization technique, data analysis, reliability and validity, a transitional paragraph, and a summary. Section 3 will consist of subsections that include the introduction, presentation of findings, application to professional practice, implication for social change, recommendation for action, recommendation for further research, reflections, and conclusion.



### Section 3: Application to Professional Practice and Implications for Change

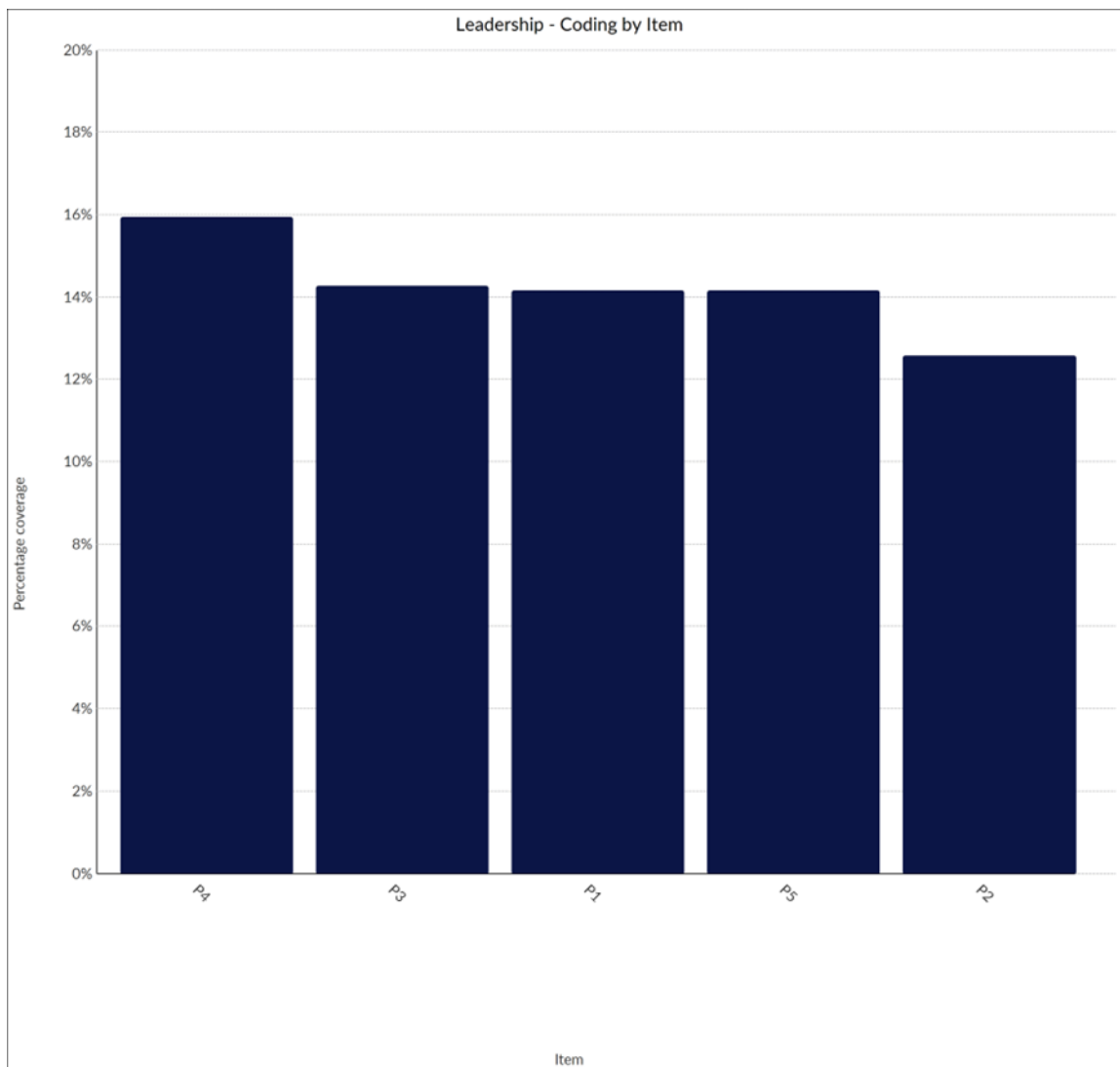
#### **Introduction**

The purpose of this qualitative multiple case study was to explore the strategies hospital managers use to reduce nurse turnover. The sample population consisted of five hospital managers at five medical centers in Mesa and Scottsdale, Arizona, with successful experience in reducing nurse turnover. I conducted semistructured interviews using open-ended questions and reviewed organizational documentation and artifacts that were publicly available or that participants had permission to share with me. The conceptual framework for this study was Herzberg's (1959) two-factor theory.

#### **Presentation of the Findings**

I followed the 5-step analysis process Yin (2018) suggested; therefore, I compiled the data, disassembled the data, reassembled the data, clarified the data, and concluded. I used NVivo to develop thematic analysis, charts, and graphs to analyze and identify patterns in the data. The data collected from the interview were transcribed using NVivo software. The data from the interview were uploaded to the NVivo software, and I used the major themes to code the member-checked participants' responses to interview questions. The participants of the study highlighted a variation on key strategies relating to the themes of leadership (28 references), job satisfaction (20 references), communication (13 references), work environment (16 references), employee engagement (17 references), and career advancement (12 references). Figure 1 is a word cloud map from an analysis run on the NVivo software data.



**Figure 2***Leadership Text Query Search***Theme 1: Effective Leadership Reduced Nurse Turnover**

The first theme that emerged from the data was the impact of effective leadership in reducing nurse turnover. After analyzing participants' interview data, I identified two key leadership styles linked to effective leadership in reducing nurse turnover, which were transformational and transactional leadership styles. All five participants agreed that

leadership style was essential in reducing nursing turnover. The five participants agreed that a combination of the elements of transactional and transformational styles is necessary to mitigate turnover.

### ***Transformational Leadership***

The elements of transformational leadership that mitigate nurse turnover are (a) idealized influence, (b) inspirational motivation, (c) individualized consideration, and (d) intellectual stimulation. P4 reiterated that managers use strategies to reduce nurse turnover are idealized influences that promote an atmosphere where nursing staff trust and respect decisions made for the unit. Participants stressed the importance of being an idealized leader because having employees' trust ensured that the department could deal with difficult times as a group and ensured a more straightforward implementation of organizational changes.

P1 noted that idealized influence is attained by working with nursing staff side by side on the floor to demonstrate to staff that as a leader, P1 understands their job responsibilities and can assist if the need arises. P4 stated, "today, nurses' view of the organization is a reflection of their leader, and most people say, you know, leave their leader and do not leave their job." McKenna and Jeske (2021) found that leadership style can positively affect nurses' perception of an organization on the decisions that enable them to better manage job demands, contributing to work engagement, lowering emotional exhaustion, and reducing turnover intention. Transformational leaders influence followers through their admiration and respect for the leader, generating a sense of collectivity (Curado & Santos, 2022). Healthcare managers can use the

transformational leadership model to influence registered nurses' decisions to remain with an organization.

All five participants alluded to inspirational motivation as the basis of leadership in their respective units. P3 and P5 stated that they focus on trust and transparency in interaction with nursing staff to provide inspirational motivation when needed. P2 stressed the importance of being a transparent leader because having employees' trust ensured that the department could deal with difficult times as a group and ensured a more straightforward implementation of organizational changes. Transformational leaders see idealized influence as a model for employees, apply inspirational motivation to communicate vision and mission, and use intellectual stimulation to support and challenge employees (Perez, 2021). Transformational leadership allows nurse managers to increase productivity and quickly implement organizational goals through a shared trust of working towards an expected result.

P1 stated that a nurse manager should exude and convey qualities that inspire and motivate staff to provide excellent patient care. P4 stated that as a manager, a huge emphasis is placed on communicating effectively with unit nursing staff and ensuring that the departmental goal is a shared vision. The clinical staff is most likely to change their behavior when led by leaders demonstrating transformational leadership behaviors (Fischer et al., 2021). P3 stated the following words regarding inspirational motivation:

During the COVID-19 pandemic, I was fortunate to have most of my core staff say that they remained working on the unit because they could not see themselves working for another manager. I always picked up shifts as a floor nurse when

short-staffed, which the nurses who worked on my unit appreciated. Most of my nurses say it was refreshing to work for a boss who does not mind working on the floor and not just barking orders. As a leader, I like to lead by example because I believe you should not ask your staff to do something you will not do.

Transformational leadership offers leaders a more sustained level of high job performance from nurses because the motivation is not dependent on material reward but on the inspiration to align their goal with the organization.

### ***Transactional Leadership***

Two core elements that can reduce nursing turnover are (a) contingent rewards and (b) passive management by exception. P1 stated that contingent rewards were essential in motivating nursing staff and promoting unit retention. All participants reiterated that contingent rewards, which consist of rewards and recognition, are important organizational tools that have proven to reduce nurse turnover intent. P5 stated that some nurses on the unit are motivated purely by remuneration and recognition.

P5 noted that contingent rewards allow nurse managers to positively impact nursing staff morale and perception of their job by recognizing the high quality of care provided to patients. P2 stated that during the COVID-19 pandemic hiring travel nurses to ease staffing was transactional because the nurses did not have any attachment to the organization and were merely there for high compensations offered. P1 stated that the contingent reward system gives nurses a clear understanding of the patient care expectation and the reward to be obtained when specific benchmarks are met without ambiguity.

The transactional leadership style has been used to reduce nurse turnover.

Transactional leadership is a process where leaders expect followers to perform services in exchange for payment and fulfilling their demands (Boamah & Tremblay, 2019).

Transactional leadership in nursing and healthcare may provide certainty for staff in an ever-changing clinical situation because it clarifies roles, expectations, and standards (Richards, 2020). P3 noted that nurse managers could provide nurses with rewards, in the form of cash bonuses, in exchange for their hard work and loyalty to the organization. P3 stated the following regarding rewards:

I use a bonus system to reward employees who pick up extra shifts. Due to the COVID pandemic and high patient occupancy rates, the need for extra staff increased, and incentives and bonuses were a lifesaver. At the core of it all, it is a transaction because many nurses who picked up hours to work did it for the money because many nurses were scared to treat COVID patients at the beginning of the pandemic. Many brave nurses weathered the storm and picked up extra shifts because fellow employees called out in fear of catching COVID-19.

All five participants agreed to using passive management by exception to mitigate nurse turnover in their units. Participants stated that due to nursing shortages attributed to the COVID-19 pandemic, passive and active management exceptions were essential in attenuating nurse turnover. P5 stated that the passive management exception effectively promoted nursing retention with penalties for minor violations not enforced that would typically see nursing staff terminated. P3 stated, "as long as a nurse can show up and carry out excellent patient care, I am not worried about punctuality and other minor

violations." The passive avoidance dimension reflects a general absence of leadership where an inactive leader provides no direction or decision-making (Tomanek, 2022). P2, P3, and P4 also noted that although this passive management by exception leadership model is used on different units, the model is not touted because of the negative connotations of the system. P1 stated that "the passive management by exception is a means to an end and used on a staff-by-staff basis."

In general, all participants agreed that effectively utilizing the elements of transactional and transformational leadership is crucial to reducing nurse turnover. P3 stated that "a leader can be considered an effective leader when they can efficiently use transformational and transactional leadership elements to reduce turnover ideation." P1 and P4 stated that transactional and transformational leadership styles complement each other. Transformational leadership does not substitute for transactional leadership but augments transactional leadership in achieving the goals of the leader and organization (Boamah & Tremblay, 2019). Healthcare managers and administrators can effectively lead their organizations by combining properties from both leadership styles in making decisions that will reduce nurse turnover.

I reviewed organizational documentation and found that tuition reimbursement and other conditional performance benefits were available to nurses in different departments, but are subject to approval from their nurse manager. P3 and P5 alluded that tuition reimbursement offered by the organization has been beneficial in providing nurses the opportunity to further their education and move up the clinical leadership ladder within the organization. I also found that the organization offered a mentorship program



where nurses identified or interested in leadership are paired with a senior leadership team member. All participants pointed out that the mentorship program has effectively kept ambitious nurses within the organization and reduced nursing turnover. Healthcare organizations prioritizing effective leadership throughout the hierarchy can effectively disseminate organizational goals and provide nurses with a clear understanding of the organizational direction (Magbity et al., 2020). Healthcare organizations should offer competitive benefits packages and a well-defined path through the clinical ladder to recruit and retain nurses in the competitive healthcare market.

### ***Correlation to the Conceptual Framework***

I identified leadership as a theme that aligns with the hygiene element of Herzberg's (1959) two-factor theory, which was the conceptual framework used in this study. The core tenets of Herzberg's motivation-hygiene theory include key job factors that contribute to employee attitudes toward job satisfaction or dissatisfaction. Herzberg's motivation-hygiene theory supports employee leadership style as an essential element of nurse turnover (Lee & Mi, 2022). A nurse manager's leadership style plays a vital role in influencing the way nurses feel about their job and directly correlates with the intent to stay or leave an organization. Participants in this study utilized their position as leaders to mitigate nurse turnover intentions among their unit staff.

### ***Correlation to the Literature***

Theme 1 relates to Bass and Avolio's (2000) framework for the Multifactorial Leadership Questionnaire (MLQ) because of the elements that positively attenuate effective leadership. Bass and Avolio (1997) stated that leaders need to possess a mix of

transformational and transactional qualities to be effective. Concerning this study, the transactional and transformational leadership styles positively impact nurse managers' ability to lead effectively to reduce nurse turnover. Effective leadership elements identified from the transformational and transactional leadership styles may provide strategies to reduce nurse turnover. Suliman et al. (2020) reported that nurse leadership played a pivotal role in influencing nurse turnover intentions, and nurse managers should undertake training programs on effective leadership to improve nurses' job satisfaction and reduce turnover. Saleh et al. (2018) noted that effective leadership employed by nurse managers has a significant impact on nurses' satisfaction, turnover, and the quality of patient care they deliver. Smokrovic et al. (2022) reported that effective leadership is vital to ensure positive perceptions and support from nurse managers to maintain intrinsic motivation and higher levels of commitment, and nurses are less likely to leave unless they retire. Healthcare organizations that practice effective leadership throughout the leadership ranks can positively influence nurses' perception of the organization, improve job satisfaction, and attenuate nurse turnover.

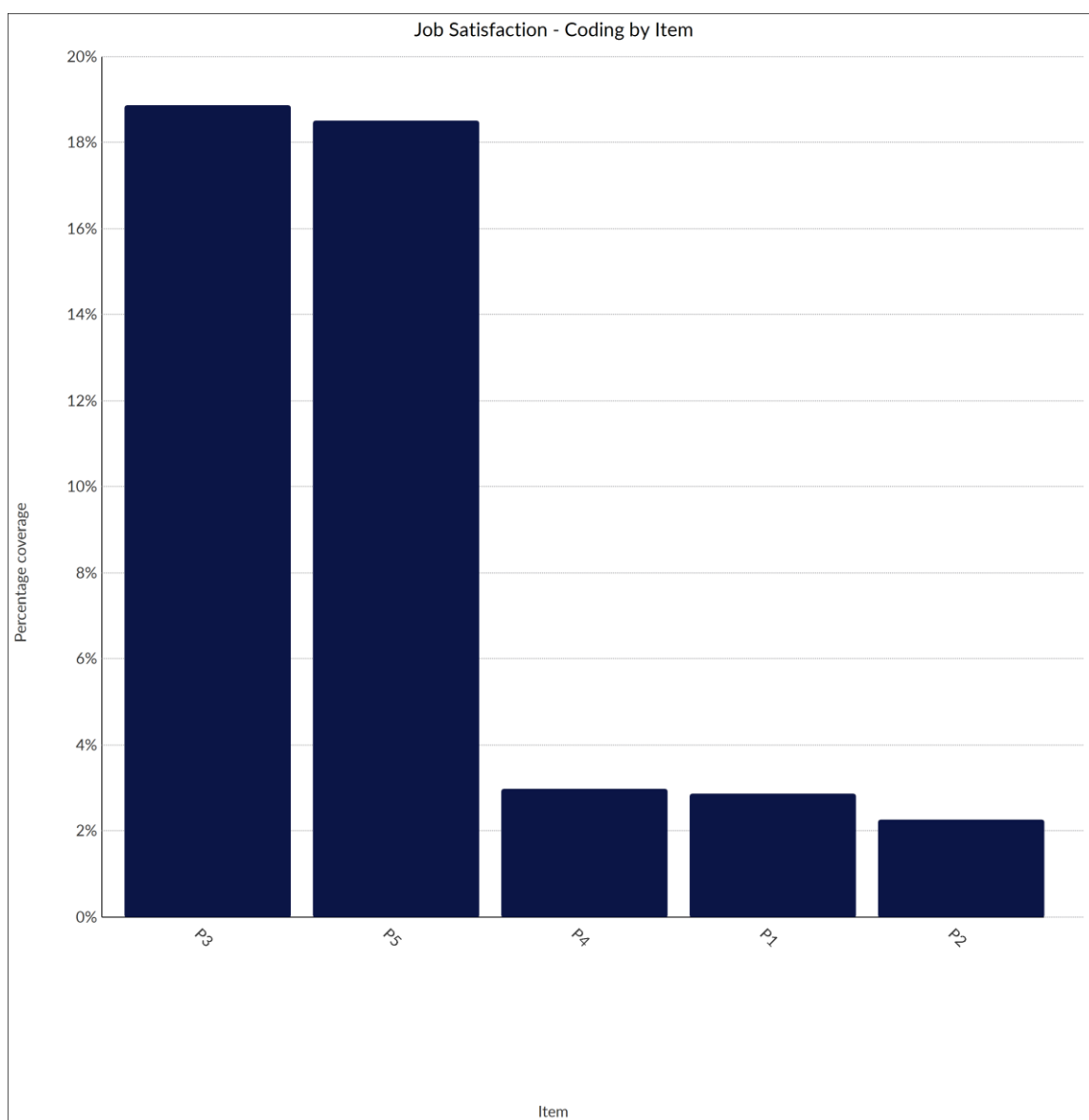
### **Theme 2: Job Satisfaction Reduced Nurse Turnover**

The second theme that emerged from analyses of data collected was that job satisfaction reduced nursing turnover. After analyzing participants' interview data, I identified two critical factors associated with job satisfaction, which are that a favorable working environment and recognition and rewards improved nurse job satisfaction. All five participants agreed that recognition, rewards, and a favorable working environment are critical elements influencing nurses' intentions to remain in their jobs. Figure 3

depicts results from a text search query of job satisfaction in the NVivo software from the different participants' member-checked interviews. P1, P2, P3, and P4 elicited responses to job satisfaction from interview questions 4, 5, and 7. P3 had the highest coverage on job satisfaction at 19%, and P2 had the lowest reference coverage.

**Figure 3**

*Job Satisfaction Text Search Query*



### ***Favorable Working Environment***

A favorable work environment as an element of job satisfaction that reduces nurse turnover and consists of (a) communication, (b) teamwork, and (c) career advancement. P1, P2, P3, and P4 reiterated that communication, teamwork, and career advancement are essential in promoting job satisfaction among unit nurses. P2 and P4 agreed that communication, teamwork, and career advancement create an environment that motivates nursing staff positively to provide safe and quality patient care. P2, P4, and P5 alluded that a favorable working environment promotes higher job satisfaction and lower nurse turnover.

P1 stated that nurse managers need an effective communication system to ensure that nursing needs are shared with the manager. P3 and P5 stated that nurse managers must communicate regularly with their nursing staff to create a functional and engaging work environment. Employees saw effective and honest communication as a way to trust their employers, regardless of whether the message was positive or negative. P4 noted that effective and honest communication between a nurse manager and nursing staff promotes trust and creates a favorable working environment. P2 stated, "I try to develop a strong communication with my nurses but also between my nurses to ensure that we can count on each other when the going gets tough." Hartung and Miller (2018) stated that approachable and accessible nurse managers create a communication culture that helps their nurses trust them based on direct interactions and shared experiences. Strong practice environments that emphasize collaboration and communication are associated

with a lower likelihood of dissatisfaction and burnout and improved nurse retention (Rachwal et al., 2018). Effective communication creates a practice environment of trust and confidence between nurses and nurse managers, which positively influences the nurses' perception of the organization.

Teamwork is a characteristic of a good work environment. P4 highlighted the importance of teamwork in the work environment as a significant contributor to nurses' job satisfaction in the unit. P3 emphasized that teamwork is necessary for a unit because of the constant, ever-changing pressures in patient care demand and organizational changes. P1 and P5 stated that nurse managers are responsible for fostering a work environment where teamwork among nursing staff is practiced in coping with the challenges of delivering high-quality patient care with the complex patient and organizational demands. Teamwork among hospital personnel, including the willingness to assist team members as needed, is essentially an action to promote patient safety, reduce harm, and optimize patient outcomes (Grubaugh & Flynn, 2018). Teamwork plays a pivotal role in shaping nurses' perception of the work environment due to the challenging demand for delivering high-quality patient care.

Nurse managers can cultivate teamwork in the work environment through different means. A nurse manager can promote a work environment of teamwork through effective conflict resolution, efficient scheduling, and specifying roles and responsibilities (Karlsson et al., 2019). P2 stated the following words about teamwork:

During the COVID-19 pandemic, teamwork and cohesiveness between nursing staff in the unit were essential in coping with the increased patient volume.

During the pandemic, the medical-surgical unit was converted into a COVID-19 unit; with the regular admission and transfer of sick patients in and out of the unit, teamwork between the nursing staff and the non-nursing staff was crucial. Most of my core nurses remain through the pandemic, and they all say they can trust fellow nurses to pick them up when drowning with patient care duties.

All five participants stated that career advancement was pivotal in reducing nursing turnover in the unit. P3 stated, "when new grads come into the department, they come with career goals, and it is my job to keep them invested in the unit." P5 stated that as a manager working for a large organization, P5 afforded employee advancement tools that significantly reduce nurse turnover. P4 stated that nurses hired today all aspire to develop skills and want to be challenged mentally, and as a nurse manager, P4 continuously try to meet their expectations. Gurkova et al. (2021) surveyed 371 nurses and reported that nurses considering leaving or remaining in their current job or position at an organization viewed career advancement and development to significantly impact their decision. P2 stated the following words regarding career advancement and work environment:

As a manager, I combine organizational resources with my managerial experience to create a work environment that encourages career advancement. The organization provides a \$5,250 scholarship for employees working to further their education. Also, the organization has created a different tier system for nurses to be promoted depending on skills developed. For example, a nurse who mentors new nurses is paid extra for having that ability, and the more skills possessed, the

nurses can move up in tiers. Also, if the ambition of the nurse exceeds what the unit can offer, I try to recommend them to another department to ensure retention within the organization. I had a nurse who worked for me for a couple of years and wanted to leave to become a certified nurse anesthetist and needed two years of ICU experience to be accepted into the program. I facilitated the transfer of the nurse to the ICU within our organization. Even though I lost a staff member from our unit, the organizational goal is to keep nurses within the organization.

Healthcare organizations can reduce nurse turnover by implementing strategies that promote career-advancing opportunities for staff to climb the clinical ladder.

Furthermore, the clinical nursing ladder provides ambitious nurses with transparency in career progression, which directly increases loyalty to the organization.

### ***Recognition and Rewards***

Recognition and rewards significantly influence nurses' perception of job satisfaction. Some of the elements of recognition and rewards are intrinsic and extrinsic. All five participants stated that strategies nurse managers use to improve job satisfaction are intrinsic and extrinsic properties of recognition and rewards. P3 and P5 alluded to increasing job satisfaction in their units by utilizing recognition and rewards' intrinsic and extrinsic properties.

Recognition and reward are Herzberg's (1959) intrinsic motivators that influence nurse job satisfaction. P2 noted that nurse managers are responsible for cultivating the intrinsic elements of recognition and rewards among nurses in the unit. P4 stated that the intrinsic reward system promotes a deeper level of job satisfaction among unit nurses. P5

stated that the intrinsic benefit of personal satisfaction derived from helping people contributes to the attraction and retention of nurses in a unit. All five participants stated that nursing staff that derives a sense of accomplishment, professional growth, and pride from their work provides high-quality patient care and stays longer with their unit. An intrinsic reward is an internal reward that nurses achieve from completing their tasks or delivering patient care (Manzoor et al., 2021). Intrinsic rewards elicit a positive emotional reaction and motivate employees to continue to improve and make lasting behavioral changes when needed (Manzoor et al., 2021). P2 noted that "it is always satisfying to see scared new grads become confident nurses handling providing complex patient care' and enjoying their work." Healthcare organizations can increase job satisfaction by implementing strategies that increase job satisfaction, self-confidence, professional growth, and a sense of pride among nurses in different units.

Extrinsic elements of Herzberg's (1959) theory, such as financial gain, awards, and promotion, offer nurse managers the means to improve nurses' job satisfaction. P1 stated that rewarding nursing staff with material rewards positively impacts, to an extent, the level of job satisfaction and reduces turnover. P2 reiterated that employees feel appreciated and more engaged in their work and organization when they receive rewards and recognition for their efforts. P3 stated that rewarding nurses for providing high-quality patient care gives them a feeling of being appreciated for their work and increases job satisfaction. P5 stated that the monthly Daisy award given to nurses is an important award that recognizes nurses by placing their pictures on the starboard and giving gift cards to them. Extrinsic rewards are external to the individual, such as higher salaries,



paid time off, bonuses, monetary incentives, benefit packages such as a company car, expense accounts, and other external benefits (Mambo, 2022). Healthcare organizations can benefit from rewarding and recognizing nursing staff who attain specific benchmarks outlined by the organization for staff nurses. Rewarding staff nurses motivates other nurses to attain similar benchmarks, which directly relates to high-quality patient care delivery and job satisfaction.

Extrinsic motivation offers healthcare administrators a direct means to combat nursing staffing shortages and upgrade the quality of patient care. P4 stated the following words on extrinsic elements of recognition and rewards:

During the surge in sick patient admissions due to the COVID-19 pandemic, the organization made bonuses available to the unit for nurses who picked up extra shifts to combat increasing staff shortages. Also, the organization provided three merit raises and two costs of living pay adjustments during the COVID-19 pandemic to ensure that nursing was satisfied with their compensation. Newly hired nurses in the unit always say that the pay and benefits attracted them to the organization. Nurses on my unit were thrilled to get these different raises during the pandemic's peak, allowing me to retain most of my core staff. I think bonuses and rewards positively impact reducing nurse turnover in my unit.

All five participants agreed that a favorable working environment and recognition and reward positively influence nurses' job satisfaction levels. P5 stated that "organizations that provide a favorable working environment and emphasize recognizing and rewarding employees will win the race in retaining their nurses". P2 and P4 agreed

that job satisfaction levels are influenced by more than work environment and rewards and recognition, but they significantly impact nurses' perception of job satisfaction. A poor work environment directly correlated with decreased nurse work performance increased turnover intention and reduced job satisfaction (Labrague et al., 2022).

Rewards and recognition correlate to higher job motivation, quality of patient care, job satisfaction, and lower turnover intent (Salvant et al., 2020). I reviewed organizational artifacts and found various measures taken by the organization to augment job satisfaction, such as monthly nurses' recognition reward program, quarterly bonuses for benchmarks met, and active implementation of suggestions from the unit council. P1 stated that the organization's reward and recognition initiatives have helped improve nurses' perception of the organization and made it easier to retain highly skilled nurses in the unit. All participants identified the Daisy award as very popular among nursing staff, allowing fellow nurses, other staff, and patients to recognize particular nurses for exceptional patient care. P2 stated that participants reiterated that higher job satisfaction in the unit had been one of the most critical elements in mitigating nurse turnover. Rathore and Vikram (2021) found that nurses rewarded and recognized for their work contribution developed a higher level of job satisfaction and were less likely to leave their organization. Healthcare organizations increase nurses' job satisfaction by implementing strategies that promote a favorable working environment and provide adequate rewards and recognition.

### ***Correlation to the Conceptual Framework***

Theme 2 relates to Herzberg's (1959) framework of motivation and hygiene theory because of the elements that positively impact job satisfaction. According to Herzberg (1966), work environment and rewards and recognition are elements of hygiene and motivator, respectively. Regarding this study, a favorable working environment and rewards and recognition positively impact nurse managers' ability to increase job satisfaction to reduce nurse turnover. Job satisfaction elements identified from the work environment and recognition and rewards may provide strategies to reduce nurse turnover. Wei et al. (2018) found that nurses that perceived their work environment as positive developed a higher degree of job satisfaction and lower intent to leave an organization. Although intrinsic properties of recognition and rewards are essential, they are insufficient to sustain high levels of job satisfaction and must be combined with extrinsic properties (Salvant et al., 2020). Healthcare administrators can benefit from employing both intrinsic and extrinsic properties of Herzberg's theory to maintain high levels of nurses' job satisfaction.

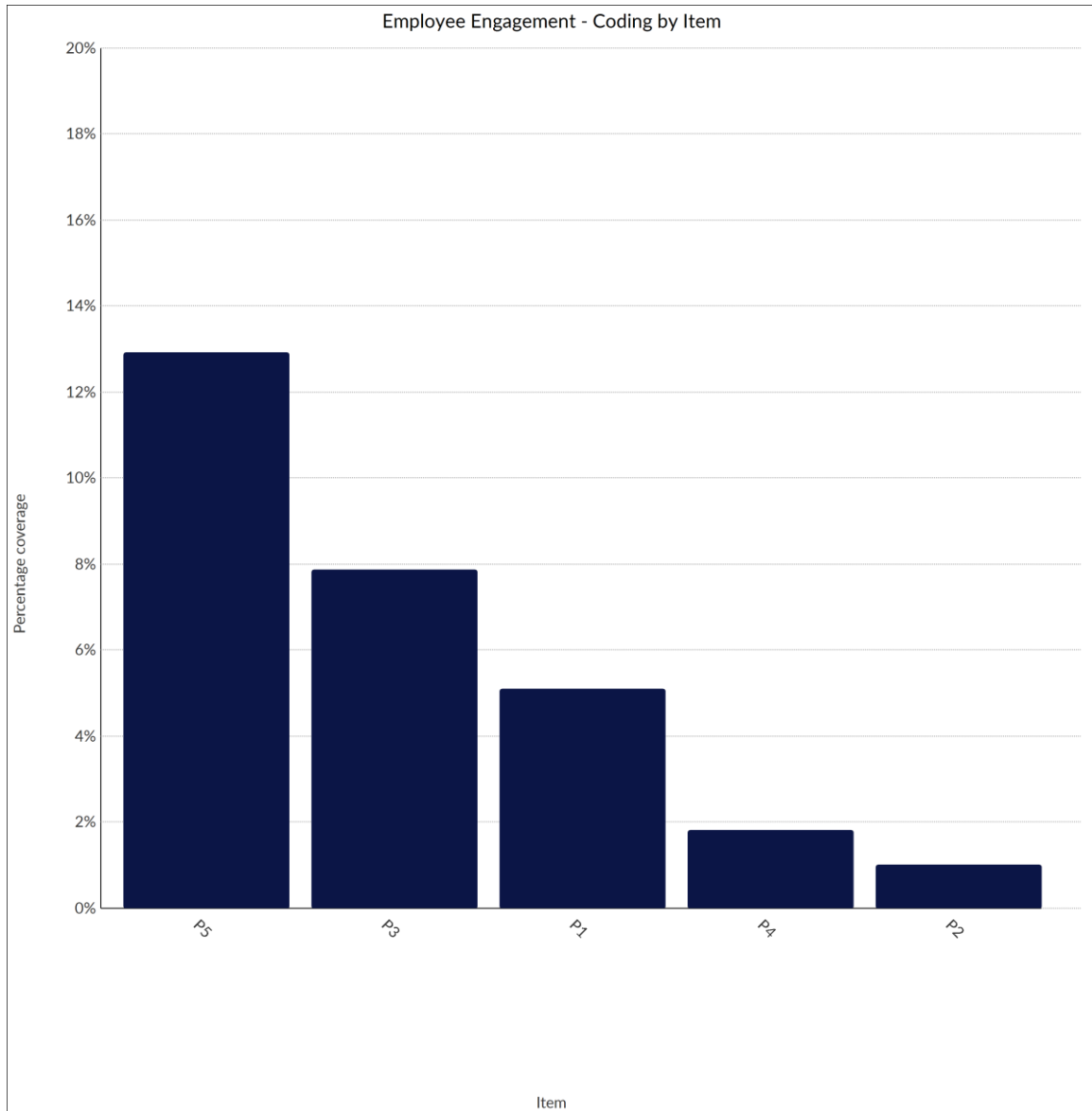
### ***Correlation to the Literature***

The findings noted in Theme 2 aligned with the findings of Halcomb et al. (2021) in that job satisfaction reduced nurse turnover. Additionally, Cartwright (2021) stated that job satisfaction and intent to stay are closely intertwined, demonstrating that a high level of job satisfaction is related to nurses' decision to remain in their current position. Furthermore, Al Sabei et al. (2020) noted that organizational strategies are needed to increase nurse job satisfaction by empowering nurses to take more active roles in hospital

affairs to reduce turnover intention and enhance the quality of patient care. Keith et al. (2021) stated that to improve job satisfaction and retention, institutions must cultivate practice environments that promote healthy workloads, strong inter-organizational relationships, professional growth, and support for nurses. Nurse managers can increase retention and reduce turnover by augmenting strategies that improve nurses' job satisfaction in the organization.

### **Theme 3: Employee Engagement Reduced Nurse Turnover**

The third theme that emerged from analyses of data collected was that employee engagement reduced nurse turnover. After analyzing participants' interview data, I identified two crucial factors associated with employee engagement: organizational culture and career development improved employee engagement. All five participants agreed that organizational culture and career development are critical elements influencing nurses' intentions to remain in their jobs. Figure 4 depicts results from a text search query of employee engagement in the NVivo software from the different participants' member-checked interviews. All five participants elicited responses to employee engagement from interview questions 1, 5, and 7. P5 had the highest coverage on job coverage on employee engagement at 13%, and P1 had the lowest reference coverage.

**Figure 4***Employee Engagement Text Query**Organizational Culture*

Organizational culture is an element of employee engagement that reduces nurse turnover and includes employee participation and good working relationships. P2 and P5 stated that employee participation and good working relationships are vital in increasing

employee engagement among unit nurses and the quality of the delivery of patient care. P1, P3, and P5 noted that employee participation is one of the most important elements influencing employee engagement and all other factors that reduce nurse turnover in the units.

Employee participation is vital to a healthcare organization reaching set benchmarks. P3 asserted that employee participation is a crucial element in propagating organizational initiatives throughout the organization. P5 stated that employee participation encourages nursing staff to share needs and concerns, which increases the intent to remain with the organization. P4 stated, "monthly unit council meetings in which nurses voice suggestions that can improve patient care delivery and overall work experience" were very important. P1 and P5 noted that employee participation facilitated the implementation of new policies because nurses felt included in the decision-making process and effectively carried out new processes. Employee participation includes all the practices developed in organizations that allow employees to participate in decision-making (Valverde-Moreno et al., 2019). Employees involved in making decisions that influence them during the planning process by generating alternatives and evaluating consequences tend to be more satisfied and engaged (Behravesch et al., 2021). A healthcare organization that encourages high employee participation can reap the benefits of delivering high-quality patient care, implementing new ideas faster, and reducing nurse turnover intention.

Participants agreed that employee participation promoted increased productivity and higher levels of patient care delivery in the unit. P3 and P4 stated that employee

participation activities have led to suggestions from nursing staff that have improved workflow and increased the quality of patient care in the unit. P2 stated that floor nurses better understand the obstacles in patient care delivery and can offer unique insight on making improvements. P1 stated, "employee participation activities have helped identify nurses with potential leadership qualities, and the identified nurses are offered the chance to move up the clinical ladder." P5 stated that increased employee participation positively impacted nursing staff engagement by promoting trust and dedication to their jobs. P1 and P2 noted that nurses participating in various organizational forums are engaged and are committed to staying with the organization longer. Employee participation in decision-making fulfills the individuals' demand for belongingness and growth in the organization, such as autonomy, challenge, and competence, increasing employee performance (Szilvassy & Sirok, 2022). Healthcare organizations can use employee engagement activities as a tool to select nurses that have the potential to excel in different leadership positions across an organization.

All five participants emphasized the importance of a good working relationship between nurses and the different organizational management hierarchies to retain nurses. P1 stated that a good working relationship in a unit promotes trust, teamwork, and dependability, leading to improved patient care delivery and lower nurse turnover intent. Saeka et al. (2021) found that nurses are more likely to have a good psychological state when they have a good working relationship with their nursing manager and colleagues and are more likely to remain with the unit. P3 stated the following words about a good working relationship:

The hospital administration recently canceled a contract with a physician group because our nurses complained of having poor working relationships with most of the physicians from the group. Nurses complained of poor working relationships due to a lack of respect from doctors in the group. The acrimonious relationships were taking a toll on HCAPPS scores in the units serviced by the physician group. A strategic root cause analysis was conducted by management and identified the group's conduct, which led to their contract being canceled, and a new physician group contracted. Nurses and physicians are one of the most critical players in delivering high-quality patient care in a unit.

P4 stated that a good working relationship involves a nurse, direct manager, and other managers in the organizational structure having contact with nurses. P1 noted that different upper-level managers lead monthly employee town hall meetings to update nurses on the organizational direction and strengthen the relationship with nurses in the organization. Positive working relationships depend on the organizational structure to provide an environment where nurses and managers effectively communicate and collaborate to deliver high-quality patient care (Cao et al., 2022). P3 stated the following words about a good working relationship:

The organization rents an amusement park for two nights in December every year, so staff and families gather and enjoy camaraderie during the festive season. Also, the organization recently implemented a nonretaliatory system with more people available for nurses to report concerns or grievances. Another initiative encouraged across the different management levels is practicing open



communication with nursing staff to ensure management can make timely changes to issues that can reduce nurse turnover.

### ***Career Development***

Career development as an element of employee engagement includes training and career advancement. All five participants stated that training and career advancement are essential factors that promote employee engagement in the unit. P4 and P5 reiterated that training and career development influence higher employee engagement levels with nurses in the units. P1 noted that training is an ongoing process in the organization for employees to improve patient care delivery and personal growth.

Employee training and development offer healthcare administrators the opportunity for higher nurse retention. P1, P4, and P5 stated that training and development are internal educational modules and activities created for employees to improve job performance and patient care. P3 stated that nurses seek to grow and improve their knowledge base to take advantage of other opportunities. P2 stated, "when a new nurse is hired, approximately \$20,000 is spent on training for a nurse to be ready for patient care on a telemetry unit." P4 reiterated that the quality of training for new nurses is vital to prepare new nurses for the challenges and reduces nurses' intent to leave the organization. Complex patients with shorter hospital stays, lack of professional support beyond a time-limited orientation period, and challenging workplace dynamics contribute to a lack of new nurse hire preparedness and a high tendency to leave the organization (Piccinini et al., 2018). P1 stated that nurses with the proper training are less likely to be overwhelmed and stay longer with the unit.

The benefits of a healthcare organization offering training and development to nurses are immense. P2 and P4 stated that the training and development of nursing staff increase the enthusiasm and loyalty towards the organization and reduce nurses' intent to leave. P3 reiterated that nurse managers must ensure that mentors in charge of orienting new staff are proficient at avoiding bad nursing practices that could negatively impact the new hire and organization. P1 stated that leaders and decision makers at an organization allocate more funding to year-long training and continuing education programs for nurses. Sufficient employee training and development aid in retaining talented employees; preserving knowledge within the organization; and enhancing job satisfaction, loyalty, and employee engagement (Kolie et al., 2021). Organizational leaders demonstrate their commitment to nurses' development by providing training and developmental opportunities (Henderson & Prager, 2022). P5 stated the following words about training and development:

Training and development of new nurses take a large chunk of resources. Nurses that seek to develop their skills and want to try a different kind of nursing are allowed to move to other departments within the organization. The organization believes that nurse turnover occurs only when a nurse leaves the organization. Nurse managers are tasked with exploring appropriate avenues to retain nursing staff in their departments and within the organization. Nurses that transfer are given the flexibility to return to their previous department if they do not like the move. The organization's training opportunities are a powerful tool nurse managers use to mitigate nurse turnover.

Healthcare organizations that offer training and development for staff nurses can benefit from higher levels of job satisfaction, high-quality patient care, increased employee engagement, and reduced nurse turnover.

Nurses consider career advancement one of the criteria when choosing to join or remain with an organization. P1 and P5 stated that career advancement is an essential element that nurses consider when choosing to remain with an organization. P3 stated that organizations that offer a career path for advancement to match the ambition of nurses had increased employee engagement and reduced nurse turnover. P4 noted that not everyone is ambitious to climb the organizational ladder, but a path must be available for the nurses interested in advancing their careers. Gilroy et al. (2020) conducted a meta-analysis and reported that pediatric and acute care nurses voiced their desire for career advancement as one of the primary reasons for deciding to leave one organization for another. P2 stated the following words regarding career advancement:

Recently, I had three nurses that worked on the unit for a couple of years ask for advice to advance within the organization. I temporarily promoted each nurse to relief charge nurses. At the end of three months, two nurses asked me to let them return to their traditional roles; one of the nurses who excelled was promoted to full-night shift charge nurse. Temporary promotion of staff is an example of the autonomy the organization allows managers to encourage nurses with the potential to climb up the clinical ladder, and these nurses are more likely to remain with the organization.

A healthcare organization can foster a solid organizational culture by implementing strategies that promote career advancement for nurses. Registered nurses that are fully engaged with the organization through career advancement opportunities offered by a healthcare organization are more likely to remain and sustain a high-level of patient care.

All five participants stated that their organizations encourage nurses to continue their education by providing tuition reimbursement for courses taken. P1 and P2 stated that the organization partnered with a couple of surrounding colleges to offer discounts and other benefits to employees taking courses. P3 stated, "I am currently in the nurse practitioner program, and I hope to transit to bedside in a couple of years as a licensed nurse practitioner with this organization." P4 and P5 each noted that an organizational measure employed is to allow nurses to cross-train to develop new skills and attain personal growth as a nurse. Clinical ladder participation provides nurse recognition and opportunities for professional growth and allows bedside nurses to increasingly engage in organizational goals, influencing their decision to remain with their organization (Moore et al., 2019). Opportunities for ongoing professional development/education, strong team connections, and mentorship are significant reasons for nurses to remain with a healthcare organization (Campbell et al., 2020). Healthcare organizations should have a clear pathway for nurses to advance through the clinical ladder by providing different programs to help nurses attain the skills they need for different areas of interest within the organization.

Organizational documentation I reviewed included monthly unit council meetings for employees and management to meet and exchange information on updated

organizational changes. The monthly unit council meetings are led by either the CEO, vice president, or chief physician executive of the organization. All participants stated that nursing staff and all employees are encouraged to voice their concerns and suggestions, and exemplary employees are recognized and rewarded during the meeting. P3 and P4 pointed out that the results from the employee engagement questions have been higher among unit nurses with the implementation of the unit council meetings and other organizational initiatives to improve employee engagement. Employee engagement initiatives that target and stimulate nursing staff to take ownership of the quality of patient care lead to a reduced intent to leave an organization (Cao et al., 2020). Healthcare organizations must foster a strong culture and adequate career advancement opportunities for nurses to ensure high employee engagement levels within the organization. Highly engaged employees are less likely to leave an organization.

### ***Correlation to the Conceptual Framework***

Employee engagement, the third theme identified in participants' member-checked interview responses, aligned with the motivating element of Herzberg's (1959) two-factor theory, which is the conceptual framework used in this study. In this study, employee engagement was influenced significantly by organizational culture and career development. Alrawahi. et al. (2020) noted that employee engagement is a motivating factor of Herzberg's theory that consists of organizational culture and career development. By recognizing the factors that reduce nurse turnover, leaders might be able to develop efficient strategies that improve employee engagement. A direct correlation exists between employee engagement levels and career advancement opportunities

(Zhang et al., 2022). Jia-Jun and Hua-Ming (2022) found that career advancement promotes employee engagement by positively influencing attitude toward work, team, and organization, bringing higher benefits to the organization and encouraging employees to make conscious efforts to meet organizational goals.

### ***Correlation to the Literature***

In previous literature, employee engagement was identified as a significant factor in reducing nurse turnover. The findings noted in Theme 3 aligned with the findings of Quek et al. (2021) in that employee engagement reduces nurse turnover. Rafiq et al. (2019) found that employee engagement promoted trust between employees and administration, reducing employee turnover intention. Employees participating and engaging in corporate governance in their organization can influence outcomes by having a voice in organizational processes, developing a more substantial vested interest in their job, and remaining longer with their organizations (Zhou et al., 2019). Chang et al. (2021) reported that employee engagement is cultivated by developing new skills, workplace learning, and opportunities to influence change and improvements that reduce nurse turnover intention. Opinion et al. (2021) asserted the importance for nurses' leaders and human resource development practitioners to focus on employee engagement dimensions and develop effective interventions to improve them, eventually decreasing the nursing staff's turnover intention. Nurse managers who promote employee engagement strategies, such as corporate governance, career development path, and strong organizational culture, increase nurses' trust in the organization and reduce nurse turnover.

### **Applications to Professional Practice**

Nurse managers who understand the fundamental source of nurse turnover can effectively apply strategies that sustain organizational profitability, provide high-level patient care, and reduce nurse turnover. Nurse retention and turnover affect health care in many facets; pressures are increasing to provide cost-effectively quality care to a patient with an engaged staff (Bowles et al., 2019). The findings of this study could assist business leaders in understanding strategies to reduce nurse turnover. The three themes I identified that emerged from data collection and analysis were: (a) effective leadership reduced nurse turnover, (b) job satisfaction reduced nurse turnover, and (c) employee engagement reduced nurse turnover. Business and healthcare administrators might employ these three themes to implement strategies to reduce nurse turnover. The themes identified in this study contribute to nursing managers' understanding of strategies that reduce nurse turnover in their units.

In this study, participants emphasized the importance of effective leadership and the role of leadership styles in reducing nursing turnover. Saleh et al. (2018) found that nurses' perception of the leadership and management team influences job satisfaction and affects their length of employment in an organization. Effective leadership helps organizations create and maintain a high-performing environment that encourages the attainment of organizational objectives and the achievement of increased nurse retention (Blake & Bacon, 2020). Magbity et al. (2020) found that leadership styles can reduce nurses' job stress and intention to leave; therefore, nurse leaders can use a combination of leadership styles to improve nurse job satisfaction, increase the quality of nursing

services, and reduce nurse turnover. Nurse managers effectively leading by utilizing beneficial attributes of transformational and transactional leadership could reduce nurse turnover (Kiwauka et al., 2021). Nurse managers can mitigate nurse turnover by utilizing properties of the transformational and transactional leadership styles to formulate strategies to reduce nurse turnover in their units.

Furthermore, based on conducting semistructured interviews with participants and reviewing organizational documentation and artifacts, job satisfaction was identified as a crucial element in mitigating nurse turnover in the unit. Kim and Kim (2021) conducted a meta-analysis study on nurse turnover intention and found that although several factors influence nurses' decision to leave an organization, job satisfaction was frequently ranked high by nurses who remained longer with their organization. Halcomb et al. (2021) found a positive correlation between higher levels of job satisfaction and increased productivity and reduced turnover intent among unit nurses. Nurse managers recognizing employees' contribution by providing rewards and benefits, such as cash rewards for participating in organizational wellness programs, can increase job satisfaction and reduce nurse turnover (Cox, 2019). Nurse managers who foster an environment that focuses on high levels of job satisfaction can benefit from increased nurse productivity and reduced nurse turnover intent.

To conclude, this study's participants suggested that nurse managers implementing strategies to promote employee engagement can reduce nurse turnover in the unit. Nurses with a high level of work engagement concentrate on the job and are relatively performance-oriented, which leads to the accumulation of positive experience,



which reduces turnover intentions (Kim & Kim, 2021). Cao et al. (2020) found that increased employee engagement levels directly correlated to increased employee productivity and low turnover intention. Wang (2022) found that engaged nurses are better prepared to handle challenges related to patient care delivery and are committed to staying longer with their organizations. Nurse managers can reduce turnover by promoting activities that improve positive nurses' perception of effective leadership, job satisfaction, and employee engagement in the workplace.

### **Implications for Social Change**

The findings of this study can positively affect social change by helping nurse managers understand the key strategies to reduce nursing turnover and the cost associated with hiring new nurses. Improving nursing retention will ensure highly skilled staff remain with the organization to provide high-quality patient care and better health outcomes. The loss of the older, experienced nurses from the hospital work environment may have implications for health care delivery as more and more newly graduated nurses enter the workforce, requiring mentorship from experienced nurses (Fackler, 2019). In this study, I found that nurse managers with a core nursing staff composed of long-term tenured nurses fared better in coping with increased patient demands due to the COVID-19 pandemic. The community benefits from the higher standard of care delivered by the organization's experienced nurses.

Furthermore, higher nursing retention rates promote economic stability for families of nursing staff. Family members can also enjoy employee benefits, such as health, vision, and dental insurance, improving their overall health conditions. Nurses

develop a more profound job satisfaction when they feel their families are well taken care of, resulting in the delivery of a higher quality patient care (Lu et al., 2019). Nurses devoted to their work and satisfied with their benefits package remain longer with an organization and are highly productive (Lu et al., 2019). Nurses not burdened with the financial healthcare cost of family members and other healthcare expenses deliver higher quality patient care and are less likely to leave an organization.

Finally, I found that effective leadership, job satisfaction, and employee engagement were vital themes that nurse managers successfully used to reduce nursing turnover in their units. Nurse managers are pivotal in implementing the ideal strategies to mitigate organizational nurse turnover (Niskala et al., 2020). Business leaders can use the findings to develop strategies to reduce nurse turnover, resulting in positive social change that can lead to sustainable business practices, increased profitability, and organizational growth that successfully meet the challenges of the expanding community needs. Nurse managers using effective and efficient retention strategies may achieve positive outcomes, such as an increase in stability of a sustained workforce, a reduction in medical errors, an increase in job satisfaction, an increase in the quality of patient care, a growth of the hospital's revenue, and the achievement of organizational success.

### **Recommendations for Action**

Hospital managers should pay attention to the findings of this study and consider assessing the strategies used to reduce nurse turnover. Based on the results of this study, I propose the following recommendations for action to become more successful in reducing nurse turnover.

1. Using effective leadership reduces nurse turnover. Leaders of business and healthcare organizations may consider implementing the strategies found in this study to prevent losses from nurse turnover. Effective leadership incorporates transformational and transactional leadership styles to mitigate obstacles that promote nurse turnover. Organizations can develop a training and mentorship program focusing on effective leadership for nurse managers to understand ways to lead their units effectively.
2. Improving job satisfaction reduces turnover. Leaders of business and healthcare organizations should create a good working environment and a rewards and recognition program for nursing staff. Nurse managers should foster an environment conducive for nurses to deliver patient care. Hospital and healthcare leaders should enact a policy that empowers nurses to go to the next level of hierarchy if the nurse manager is not doing enough to address a work environment issue. Leadership can develop a clear policy for nominating nurses for rewards, and recognition should be designed to ensure all nurses feel the selection process is fair. Some examples of job satisfaction initiatives include providing an adequate nurse-to-patient ratio, establishing good mentorship during onboarding, and promoting communication between nurses and nurse managers.
3. Developing employee engagement initiatives reduces nurse turnover. Leaders of business and health care organizations should augment the organizational structure and career advancement opportunities to reduce nurse turnover. Examples of employee engagement initiatives include creating a platform for

direct communication with leaders, structured career paths, regular organizational nurse briefings, and a clear outline of the goals and directions of the organization.

I intend to send a brief summary of the findings of this study to each study participant. Also, I plan to upload this study to ProQuest database of dissertations and theses to reach a broader audience. Additionally, a condensed version of this research study will be submitted to a journal for consideration for publication.

### **Recommendations for Further Research**

This qualitative multiple case study's purpose was to explore hospital managers' strategies to reduce nurse turnover. The limitations of this study's findings necessitate further investigation into additional strategies that healthcare leaders could employ to reduce nurse turnover. I suggest the following recommendations in light of the findings from this study:

1. The target population consisted of five hospital managers at two medical centers in Arizona, with successful experience in reducing nurse turnover. Subsequent studies should be broadened to encompass areas outside of Arizona.
2. Future research recommendations should address a few of this study's weaknesses. The small sample size of five nurse managers in a medical center was one of the study's limitations. The medical center where I conducted the study in Scottsdale and Mesa, Arizona, limited the applicability of the findings from the study to the larger population. Future researchers conducting similar studies ought to think about boosting the sample size.

3. Future researchers should conduct similar studies using leaders working in other types of healthcare businesses to obtain rich data related to strategies these leaders use to reduce nurse turnover.
4. Researchers conducting these studies should incorporate input from employees supervised by hospital managers to obtain a different angle on strategies to reduce nurse turnover.
5. Researchers can unearth important information by exploring the research question by incorporating business leaders working in other industries and businesses.
6. Researchers conducting future studies on this topic may think about using the quantitative or mixed-method research methodologies to explore strategies used to reduce nurse turnover, and other variables such as (a) using effective leadership to reduce nurse turnover, (b) improving job satisfaction to reduce turnover, and (c) developing employee engagement initiatives to reduce nurse turnover.

### **Reflections**

The Doctor of Business Administration (DBA) program at Walden University was challenging because I had to juggle being a medical student and working full-time for the past couple of years. The COVID-19 pandemic was challenging because I had to juggle family, school, financial responsibilities, and multiple positive COVID-19 infections. Throughout this program, my wife and son have understood the time away from them I need to dedicate to attain my academic goals. I do not have a strong background in professional academic research; however, under my mentor's step-by-step guidance, I was able to finish my study. I would like to thank Walden University for

creating a structured DBA program that allowed me to thrive amid the struggles that plagued my academic responsibilities. I decided to pursue a doctorate to help with my long-term goal of going into healthcare management when I am done practicing medicine as a physician. Although I am still learning and developing as a leader, this program has helped me polish the numerous ideas and implementation strategies to impact health care delivery positively.

Nurse turnover is a problem that I have seen firsthand working in various positions in the healthcare field, and this problem negatively impacts patient care. Also, my wife is a telemetry nurse, and working with many nurses in the past influenced my choice of strategies that reduce nurse turnover as a research topic. I observed Walden University's code of ethics as a researcher to ensure I would not include personal bias that could have affected the result of my research findings.

The feedback I obtained from participants' interviews helped me identify strategies healthcare and business leaders can use to reduce nurse turnover. The findings from this study highlighted the following strategies used to reduce nurse turnover: using effective leadership, improving job satisfaction, and developing employee engagement initiatives. In hindsight, I would use a larger sample size and include the input of other positions within the hospital to enrich my understanding of nurse turnover. Finally, I would like to give God almighty all the praises.

### **Conclusion**

The purpose of this qualitative multiple case study was to explore the strategies hospital managers use to reduce nurse turnover. The target population consisted of five

hospital managers at five medical center in Scottsdale and Mesa, Arizona, with successful experience in reducing nurse turnover. Nurse managers participating in the study successfully implemented strategies that reduced nurse turnover in their units. I used Herzberg's (1959) two-factor theory as my conceptual framework to understand strategies nurse managers use to reduce nurse turnover.

I identified three themes in this study that helped nurse managers reduce nurse turnover. The three themes that I identified are as follows: (a) effective leadership reduced nurse turnover, (b) job satisfaction reduced nurse turnover, and (c) employee engagement reduced nurse turnover. Business and healthcare leaders desiring to reduce nurse turnover in their organizations should incorporate these themes when formulating strategies.

Healthcare organizations aim to increase profitability while delivering high-quality patient care. Effective leadership is one of the identified themes that correlate significantly to nurse turnover, and healthcare leaders should address this problem in their organizations. Additionally, business and healthcare leaders should emphasize strategies that utilize job satisfaction and empowerment as tools to reduce nurse turnover. Business and healthcare leaders can benefit from applying strategies from this study by increasing organizational profitability, delivering high-quality patient care, and providing economic stability by recruiting employees from the surrounding community.

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## Appendix: Interview Protocol

**Interview Protocol**

Prior to the interview, I will:

Provide a copy of the interview protocol to the participant.

Schedule a time to conduct the interview.

Answer any questions the participant may have regarding the interview process.

Action	Script
<p>Introduce the interview and set the stage often over the phone</p>	<p>Thank you for agreeing to participate in this study.</p> <p>As I mentioned in my introductory e-mail and previous call, I requested your assistance with collecting data for my doctoral study. The results of this study might be useful in developing strategies to retain nurses.</p> <p>I would also like to remind you that your participation in this study is voluntary and you may withdraw at any time.</p> <p>Participation in this study is confidential. I will not be sharing your name, location, position, and personally, identifiable information and any other personal information.</p>



<p>Seek the participant's consent to make notes and record the conversation.</p>	<p>During our conversation, I may write notes in my journal.</p> <p>As previously mentioned, I would like to record our conversation on a digital device to ensure I can accurately represent the information you share.</p> <p>May I record our conversation?</p>
<p>Points to consider during the interview</p>	<p>Listen for queues</p> <p>Paraphrase as needed</p> <p>Ask follow-up probing questions to get more in</p> <p>Depth</p>

1. What strategies have you used to reduce nurse turnover?
2. How did nurses respond to those strategies?
3. How, if at all, were strategies to reduce nurse turnover communicated throughout the organizational ranks and among stakeholders?
4. What modifications did you apply to any strategy to improve the effectiveness of reducing voluntary nurse turnover?
5. What policies and processes have you used to reduce nurse turnover?
6. What were the key barriers to implementing your strategies to reduce nurse turnover and how did you address them?

7. What else would you like to share that I have not asked you regarding your organization's strategies used to reduce nurse turnover successfully?

Ending interview and thanking participant	Thank you again for your participation and thoughtful responses to these questions. After I have had a chance to review and document my interpretation of your responses, I will share the information with you, so you have an opportunity to clarify, correct, or expand upon your responses. I would also like to remind you that the information you shared will remain confidential.
Schedule follow-up member checking the interview	After the interview, I will:  Thank the participant for participation  Provide a written copy of paraphrased comments for verification and feedback

	<p>As necessary, schedule a follow-up interview</p> <p>Verify feedback and corrections has been appropriately incorporated into paraphrased comments</p> <p>Notify participant of study publication</p> <p>Securely store all data for 5 years</p> <p>Destroy data 5 years after study publication</p>