

1-12-2024

## Strategies for Reducing Turnover of Nursing Facility Administrators

Gabriel Ngunjiri  
*Walden University*

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>

---

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact [ScholarWorks@waldenu.edu](mailto:ScholarWorks@waldenu.edu).

# **Walden University**

College of Management and Human Potential

This is to certify that the doctoral study by

Gabriel Ngunjiri

has been found to be complete and satisfactory in all respects,  
and that any and all revisions required by  
the review committee have been made.

Review Committee

Dr. Daniel Smith, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Olivia Herriford, Committee Member, Doctor of Business Administration Faculty

Chief Academic Officer and Provost  
Sue Subocz, Ph.D.

Walden University  
2024

Abstract

Strategies for Reducing Turnover of Nursing Facility Administrators

by

Gabriel Ngunjiri

BA, Egerton University, 1998

MBA, Strayer University, 2010

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

January 2024

## Abstract

The high rate of administrator turnover in nursing facilities has forced business leaders to search for strategies that increase employee retention. Healthcare leaders are concerned with nursing facility administrator turnover, which negatively impacts the productivity, quality of healthcare services, and profitability of a healthcare organization. Grounded in Herzberg's two-factor theory, the purpose of this qualitative single case study was to explore strategies healthcare leaders used to reduce nursing facility administrator turnover. The participants were four healthcare leaders who successfully reduced nursing facility administrator turnover. Data were collected using semi-structured interviews and a review of organization documents and analyzed using Yin's 5-step process. Through thematic analysis, four themes were identified: (a) leadership support, (b) training and career advancement, (c) reward and recognition, and (d) employee compensation. A key recommendation for healthcare leaders is paying nursing facility administrators at or above the market rate. The implications for positive social change include the potential to retain nursing facility administrators, which might improve employees' quality of life and clinical services for patients and lower unemployment rates, promoting community health, wealth, and sustainability.

Strategies for Reducing Turnover of Nursing Facility Administrators

by

Gabriel Ngunjiri

BA, Egerton University, 1998

MBA, Strayer University, 2010

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

January 2024

## Dedication

I dedicate this doctoral study to God, for granting me good health, strength, and patience to navigate through this doctoral journey. To my father, Francis, and mother, Rachael, finally, we have done it. Thank you for pushing me to make education a priority in life; thank you for inspiring me to take up the challenge. To my wife, Grace, thank you for your love, support, and prayers. Finally, I dedicate this study to my two sons, Francis and Michael, for sacrificing our companionship and allowing me the time to pursue this doctoral program. Thank you for all your support and encouragement.

## Acknowledgments

First, I owe all honor to God Almighty for granting me the strength, favor, and courage to achieve the goals I have set for myself. I want to give a special acknowledgment to my committee, Dr. Joseph Smith, Dr. Olivia Herriford, and Dr. Mathew Knight. I am eternally grateful for your patience, understanding, expertise, and advice. This was a long journey, and without your guidance, this would not have been possible. Many thanks to my family for their support and patience. Thanks to the participants in the study for taking time out of your busy schedules to allow me to gather data from your organizations. Finally, I would like to extend my thanks to everyone that provided prayer and support for me throughout this doctoral study journey.

## Table of Contents

Section 1: Foundation of the Study.....	1
Background of the Problem .....	1
Problem and Purpose .....	3
Population and Sampling .....	3
Nature of the Study.....	4
Research Question.....	6
Interview Questions .....	6
Conceptual Framework .....	7
Operational Definitions.....	8
Assumptions, Limitations, and Delimitations.....	9
Assumptions.....	9
Limitations .....	9
Delimitations .....	10
Significance of the Study.....	10
Contribution to Business Practice .....	11
Implications for Social Change.....	11
A Review of the Professional and Academic Literature.....	12
Herzberg’s Motivation-Hygiene Theory.....	14
Rival and Supporting Theories .....	18
Vroom’s Expectancy Theory .....	18
Maslow’s Hierarchy of Needs.....	20



Nursing Facility Administrator .....	22
Employee Turnover and Productivity .....	24
Voluntary Turnover.....	30
Turnover Impact.....	32
Retention Strategies .....	34
Organizational Culture .....	37
Compensation.....	40
Reward and Recognition.....	42
Stress Management .....	44
Work-Life Balance.....	46
Development and Training.....	48
Organizational Support .....	50
Transition and Summary .....	51
Section 2: The Project .....	53
Purpose Statement.....	53
Role of the Researcher .....	53
Participants.....	56
Research Method and Design .....	58
Research Method.....	58
Research Design.....	60
Population and Sampling .....	62
Ethical Research.....	64

Data Collection Instruments.....	67
Data Collection Technique.....	70
Data Organization Technique .....	72
Data Analysis .....	73
Reliability and Validity.....	76
Reliability.....	77
Dependability.....	78
Validity.....	78
Transferability.....	79
Credibility .....	79
Confirmability.....	80
Data Saturation.....	80
Transition and Summary .....	81
Section 3: Application to Professional Practice and Implications for Change .....	82
Introduction.....	82
Presentation of the Findings.....	82
Theme 1: Leadership Support .....	83
Theme 2: Training and Career Advancement.....	87
Theme 3: Reward and Recognition.....	91
Theme 4: Employee Compensation .....	94
Applications to Professional Practice .....	97
Implications for Social Change.....	99

Recommendations for Action .....	101
Recommendations for Further Research.....	103
Reflections .....	104
Conclusion .....	105
References.....	106
Appendix A: Recruitment Letter for Study Participants.....	146
Appendix B: Interview Protocol and Interview Questions:.....	148

## Section 1: Foundation of the Study

Nursing facility administrator turnover, whether voluntary or involuntary, is a business problem because of the high cost associated with their replacement. The cost of turnover can cost a healthcare organization between \$4.4 million and \$6.9 million (Nursing Solutions Inc, 2019). Employee turnover has continued to be a strain for healthcare organizations because of its impact on profitability, patient care, continuum of care, and the costs associated with recruiting new employees (Hoeve et al., 2020). Nursing facility administrator turnover is both disruptive and costly to employers and involves increases in direct and indirect costs. Most employees leave their jobs voluntarily because they are dissatisfied with their job, boss, or work-life balance (Kurnat-Thoma et al., 2017; Mayhew, 2019). The goal of leaders in every organization is to reduce staff turnover to guarantee consistency in the labor force and minimize disruption to operations. Exploring leadership strategies that successful healthcare leaders use to mitigate nursing facility administrative turnover may provide leaders of other healthcare organizations with information to help address this problem.

### **Background of the Problem**

Losing well-trained employees affects an organization's productivity, profitability, and sustainability. A recent report revealed that the healthcare industry is suffering from a new decade record high employee turnover rate of 19.1% compared to previous years (Nursing Solutions Inc., 2019). The average cost of turnover in some community hospitals may range from \$10,098 to \$88,000 depending on the size of the organization and employee type (Kurnat-Thoma et al., 2017). Fifty-three percent of

nursing facility administrators turn over yearly and 160% of nursing facility administrators turn over within 3 years (Madubata, 2015). Nursing facility administrator turnover impacts the organization negatively, causing healthcare leaders to take time to recruit, select, and train new administrators, which can affect the operational flow; it is costly and can adversely affect the profitability of the healthcare organization. Mitigating nursing facility administrator turnover may enable health care professionals to offer uninterrupted care for their patients, which can consequently bring positive social change to their communities.

A better understanding of turnover and the strategies for reducing nursing facility administrator turnover is important for nursing home healthcare leaders. Several researchers found that employee turnover is a problem that negatively impacts the productivity, quality, and profitability of an organization. When departing workers leave, they take the knowledge and skills they acquired while working. Labor costs account for approximately 70% of a company's operating costs (Posthuma et al., 2021). Positive relationships between nursing home healthcare leaders and nursing facility administrators leads to job satisfaction, loyalty, a higher level of productivity, service quality, and a higher retention rate of nursing facility administrators ((Nelson et al., 2020). Employee retention plays a vital role in the health and success of an organization. When employees do not have a sense of belonging to the organization, they make serious intentions to exit (Humayra & Utami, 2019). The objective of this study was to provide nursing home healthcare leaders with strategies to reduce nursing facility administrative turnover and consequently improve the healthcare organization's profitability for future sustainment.

### **Problem and Purpose**

The specific business problem was that some nursing facility leaders lack effective strategies for reducing administrator turnover. This qualitative single case study was conducted to explore healthcare leaders' strategies to reduce nursing facility administrator turnover. The participants were healthcare leaders at a nursing facility in Virginia who have successfully reduced administrator turnover. Reducing nursing facility administrator turnover promotes the sustainability of long-term care facilities and promotes organizational productivity, which can enhance healthcare delivery for senior citizens in local communities.

### **Population and Sampling**

The target population consisted of four purposively sampled healthcare leaders at a nursing facility in Virginia who have successfully reduced administrator turnover. To qualify for this study, all participants met the criteria of (a) having leadership experience in the nursing facility for more than 5 years and (b) having worked as a nursing facility leader in Virginia. The appropriate sample size is one that is adequate to address the research question but not so large that the amount of the data does not allow an in-depth analysis (Yin, 2018). I interviewed the healthcare leaders using a semistructured interview process to stimulate their lived experience of successfully reducing administrator turnover. Data saturation occurred when information from the participants' interview was repeated, and no new data emerged. I also reviewed the organization's public documents for relevant information.

### **Nature of the Study**

There are three types of research methodologies: (a) quantitative, (b) qualitative, and (c) mixed methods (Guetterman, 2020). The qualitative method was most appropriate to explore the strategies nursing facility leaders use to reduce administrators' turnover. According to Stutterheim and Ratcliffe (2021), researchers use qualitative methodology to explore complex phenomena by engaging relevant stakeholders. According to Ahmad et al. (2019), the quantitative study design is used to examine prespecified concepts, constructs, and hypotheses for testing theories through fixed response options, measurements, or observations. In this study, I did not intend to examine the variables' statistical relationships. Mixed-methods research is an approach to inquiry that combines quantitative and qualitative methods in one study. The mixed method has characteristics of both quantitative and qualitative research methods (Tosuncuoglu, 2019). Therefore, a quantitative or mixed methods study was not appropriate for this study. Qualitative research often yields a more fully articulated appreciation of a dynamic situation, in comparison to what might result from a quantitative method. The need for an in-depth analysis of the experiences of healthcare industry leaders and the exploration of their retention strategies aligned best with the qualitative research method.

There are several qualitative research designs, such as phenomenology, ethnography, narrative design, and case study design. A case study design is an empirical inquiry investigating a contemporary business problem in-depth and within its real-world context (Yin, 2018). The case study design answers what, why, and how questions, which are generally presented in the form of interview questions. I chose a single case study

design because it requires fewer resources than a multiple case study and is adequate for comprehensive depth and breadth of inquiry. A single case study design is appropriate when the environment is unique (Yin, 2018), as is this case of a single nursing healthcare organization. Qualitative researchers have found that the case study design offers flexibility using interviews (Pathiranage et al., 2020). Semistructured interviews might include prompts and follow-up questions to explore the phenomenon further (Pathiranage et al., 2020). Open ended questions provide the researcher with a richer context to explain, describe, or explore a phenomenon (Alpi & Evans, 2019; Pathiranage et al., 2020). The purpose of the case study is to allow the researcher to observe what is happening in a practical setting (Yin, 2018). A single case study was an appropriate design for this research because I intended to explore in-depth strategies employed by nursing home healthcare leaders at one organization to reduce turnover by using multiple sources of evidence including interviews and document review.

An ethnography design was not a fit for this study because the purpose was not an exploration of the population's culture. An ethnographic design is appropriate to study social or cultural problems or document the customs, beliefs, perspectives, and practices of people, organizations, teams, and communities in their habitat (Yin, 2018). The narrative inquiry is a research design in which the researcher makes meaning of participants' stories of their experiences relating to the phenomenon (Dibaba, 2021; Gillan et al., 2021; Harper et al., 2020). The narrative design was inappropriate for this study because I explored business practices and multiple strategies rather than personal stories of participants' lives. Researchers use a phenomenological design to explore



personal meanings of lived experiences of participants (Larkin et al., 2019). Since I was exploring a business problem, the results of a phenomenological design would not adequately address the research question.

### **Research Question**

What effective strategies do successful nursing facility leaders use to reduce administrator turnover?

### **Interview Questions**

1. What strategies do you apply in your organization to reduce nursing facility administrator turnover?
2. How do you assess the effectiveness of the strategies for administrator retention in your organization?
3. Of the strategies you have used, which strategies have been the most effective in reducing administrator turnover in your organization?
4. Based on your experience, what has been the effect of the strategies on your organization's productivity?
5. What strategies do you use to enhance job satisfaction among your administrators?
6. Of the strategies that you applied to reduce turnover, which, if any, increased job satisfaction the most among nursing facility administrators?
7. What additional information about your organization's strategies for reducing nursing facility administrator turnover can you provide?

## Conceptual Framework

The conceptual framework for my study was Herzberg's motivation-hygiene theory, which is also known as Herzberg's two-factor theory of job attitude, or satisfier-dissatisfier (motivators-hygiene) theory. Androniceanu et al. (2020) also stated that the Herzberg theory is used to explain how the factors of job satisfaction and the factors of job dissatisfaction influence employees' turnover intentions. Herzberg's theory identifies the following key constructs for job satisfaction: (a) achievement or quality performance, (b) recognition, (c) responsibility, (d) work itself, and (e) advancement and growth. The key constructs for job dissatisfaction are (a) company policy, (b) supervision, (c) interpersonal relationships, (d) working conditions, and (e) salary. In addition, Androniceanu et al. (2020) noted that Herzberg's motivation-hygiene theory shows that if factors related to job satisfaction go up, the turnover intention should go down. Herzberg's two factor theory incorporates hygiene factors that include responsibility, opportunity for advancement, recognition, and accomplishments (Cote, 2019). According to the Herzberg motivation-hygiene theory, if the factors of job dissatisfaction go up, the turnover intention should go up as well. The existence of hygiene factors decreases employee job dissatisfaction and can reduce voluntary employee turnover because employee job dissatisfaction can influence employee turnover (Yasir & Majid, 2019). Herzberg motivation-hygiene theory includes information about the factors that foster increased motivation and satisfaction to reduce employee turnover intentions. Employing Herzberg's dual-factor theory as the framework for the study may help facilitate a better

understanding of the factors leading to nursing facility administrative turnover and the strategies that the leaders use to mitigate the problem.

### **Operational Definitions**

The following definitions of terms apply to the study:

*Herzberg's dual-factor theory:* Herzberg's dual-factor theory identifies factors that relate to employees' dissatisfaction and satisfaction with work, employee turnover, and retention (Androniceanu et al., 2020)

*Involuntary turnover:* Involuntary turnover occurs when the employer initiates the process of termination or dismissal (White & Littlepage, 2021)

*Job dissatisfaction:* Job dissatisfaction denotes an individual's feelings, perceptions, and attitudes toward the job that affect the degree of fit within the organization (Persolja et al., 2020).

*Job satisfaction.* Job satisfaction refers to the general level of contentment that an employee feels about the work they do (Persolja et al., 2020).

*Nursing facility administrators:* Nursing facility administrators, also referred to as nursing home administrators (NHAs), are health care managers responsible for designing, guiding, organizing, and managing the delivery of health care in nursing facilities, nursing homes, and long-term healthcare facilities (Centers for Medicare & Medicaid Services, 2021). The terms nursing facility administrators and nursing home administrators (NHAs) are used interchangeably throughout the study.

*Turnover:* The separation of an employee from an establishment, either voluntarily or involuntarily, because of layoff, termination, or resignation is called turnover (Hom et al., 2019).

*Turnover intention:* Turnover intention refers to thoughts of the employee of leaving the current employer regardless of whether the employee acts upon the intent (Persolja et al., 2020).

*Voluntary turnover:* Voluntary employee turnover is when an employee at a company leaves the organization intentionally (Persolja et al., 2020).

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

#### **Assumptions**

Assumptions are speculations related to the study that a researcher accepts as true for the purpose of the study (Zahednezhad et al., 2021). My assumptions are derived from my choice to select a sample of experienced nursing home healthcare leaders. For this study, I made two assumptions. The first assumption was that the participants will respond to the interview questions in an honest way and will be unbiased. The second assumption was that participants have relevant experience in dealing with employee turnover in nursing facilities within the healthcare industry.

#### **Limitations**

Limitations refer to apparent weaknesses in a study that researchers cannot control, weaknesses that limit the extent of a study and constrain the researchers' conclusion (Paltridge & Starfield, 2020). A limitation for this study was the small sample population. Yin (2018) stated one of the restrictions when using qualitative research is the

small sample size because the researcher may need more time to collect data for the study. Another limitation was that the value of collected data will hinge on the truthfulness and experience of the participants.

### **Delimitations**

The delimitations refer to the scope of the study as determined by the researcher (Paltridge & Starfield, 2020). This study has delimitations. The first delimitation was that I only interviewed participants currently working in nursing home leadership positions. The second delimitation of my research was the geographic location of the study, Virginia, and the findings might not be relevant to other parts of the United States. A third delimitation was that all participants must be currently employed in a nursing facility leadership position for at least 5 years.

### **Significance of the Study**

Reducing employee turnover is essential to organizations because employee retention influences organizational profitability and sustainability. The findings of this study may provide healthcare leaders with strategies for reducing nursing administrator turnover. Administrator retention is critical to the success of nursing facilities because retaining top performers leads to consistency in leadership and may help to increase productivity and grow profit margins. Mitigating nursing facility administrator turnover may enable health care professionals to offer uninterrupted care for their patients, which can consequently bring positive social change to their communities.

### **Contribution to Business Practice**

A better understanding of turnover, and the strategies for reducing turnover, is important for healthcare leaders. The results of this study may contribute to more effective business practices by helping healthcare leaders identify and address key cost issues resulting from nursing facility administrator turnover in the healthcare industry. The findings from this study might provide new insights on effective strategies that could help nursing facility leaders reduce administrator turnover and increase productivity and profits.

### **Implications for Social Change**

Leaders of successful businesses create opportunities that bring positive social change for the communities they serve through creating jobs, contributing to nonprofit organizations, and donating to programs and activities that can benefit entire communities. When employee turnover decreases, unemployment rates decrease, stabilizing the local economy (Galleno, 2021). Organizations should support social change or corporate social responsibility in communities for organizational survival (Wei et al., 2021). Since healthcare administrator retention is not only a business problem but also a relevant social matter, a study on the turnover of nursing facility administrators is likely to have a positive social effect. By keeping unemployment rates lower, more people earn a regular income (Houser, 2022). Reducing nursing facility administrator turnover enables an organization to be a catalyst for positive social change by helping business leaders reduce employee attrition, improve organizational productivity, and provide economic stability within communities. Healthcare leaders can catalyze social

change by providing more cost-effective and efficacious treatment and maintenance for the patients they serve.

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

The purpose of this qualitative single case study was to explore effective strategies that nursing facility healthcare leaders use to reduce nursing facility administrator turnover. To explore the phenomenon of employee turnover, the review of the professional and academic literature section included a review, analysis, and synthesis of existing literature, books, and peer reviewed articles on the subjects relating to and on leadership and employee turnover. This literature review provided the foundation for exploring nursing facility administrator turnover in the long-term care healthcare industry and other sectors.

I organized the literature review by themes to present the information in a more comprehensive manner. The first theme of the literature review encompasses Herzberg's motivation-hygiene theory, supporting and rival theories (Vroom's expectancy theory and Maslow's hierarchy of needs) for this study. The second theme contains information on employee turnover and productivity in the nursing facilities and recent studies on employee turnover. The last theme comprises evidence on employee retention strategies. My professional goal was for the findings of this study to contribute to the success of nursing facility leaders dealing with high turnover of their administrators, by helping these leaders to attenuate the probability of their nursing facility administrators leaving to work for other organizations.

This literature review provided the foundation for exploring turnover in the healthcare industry and other sectors and the strategies healthcare leaders used to reduce the turnover of nursing facility administrators. To obtain information relevant to the study, I used Google Scholar and the following databases accessed through the Walden University Library: ABI/INFORM Complete, Academic Search Complete, Business Source Complete, Emerald Management Journals, ProQuest Central, PsycINFO, SAGE Premier, and ScienceDirect. Documents designated as peer reviewed are authenticated through the Ulrich Web Global Serials Directory. The keyword search terms used to identify relevant literature were *employee turnover, voluntary turnover, employee retention, retention strategies, nursing facility, nursing turnover, health care, Herzberg's two-factor theory of job attitude, employee retention, job satisfaction, employee motivation, employee engagement, personal engagement, benefits of engagement, antecedents of turnover, consequences of turnover, costs of turnover, barriers of employee engagement, influences of engagement, burnout, components of burnout, and Herzberg's motivation-hygiene theory*. I used a variety of sources, including peer-reviewed journal articles, books, and government websites. The total of sources in this study were 248 references, of which 223 (90%) of the articles were published within the last 5 years from 2019 to 2023. Out of the 248 references, 238 (96%) are peer reviewed. The literature also included five books, three government websites, and non-peer-reviewed articles.



### **Herzberg's Motivation-Hygiene Theory**

Alrawahi et al. (2020) posits that Herzberg developed the two-factor theory while analyzing the interviews of 203 engineers and accountants to explore different job satisfaction factors in the workplace. The existence of certain factors in the workplace that lead to positive job satisfaction, called motivators, are established as a separate set of factors that lead to job dissatisfaction called hygiene factors (Alrawahi et al., 2020). Herzberg explored motivational factors that influenced employee job satisfaction, that are also motivational factors necessary to prompt motivation (Soomro, et al., 2021). To add on Alrawahi et al. (2020) identifies five motivators that lead to job satisfaction as developed by Herzberg and they include: achievement or quality performance, recognition, responsibility, the work itself, and advancement and growth. Alrawahi et al. (2020) in support of Herzberg's two factor theory also discusses the following five hygiene factors that lead to job dissatisfaction: company policy, supervision, interpersonal relationships, working conditions, and salary.

Also known as the motivation-hygiene theory, Herzberg's two-factor theory is one of the most significant theories related to job satisfaction factors that contribute to employee turnover. Khuong and Linh (2020) noted that using Herzberg's theory as the lens through which to view employee motivation, job satisfaction, dissatisfaction, and motivation levels are elements that impact retention. Chiat and Panatik (2019) conducted a similar study using Hertzberg's two-factor theory to determine if motivation and hygiene factors contributed to employee turnover. Chiat and Panatik (2019) found that when hygiene factors were absent employees experienced dissatisfaction in the

workplace. Both hygiene and motivation factors contributed to reducing turnover intentions, specifically compensation, and growth and development.

Over the past years, researchers have used the Herzberg two-factor theory to understand job satisfaction factors as well as the limiting factors that contribute to job dissatisfaction leading to employee turnover in various industries. The Herzberg two-factor theory was useful to study job satisfaction as well as how it affects the work conflicts, organizational commitment, performance, and turnover of nursing facility administrators. The two factor theory centers on dissatisfaction factors (hygiene) and satisfaction factors (motivation) (Alrawahi et al., 2020). Herzberg's theory describes motivation factors as intrinsic to the job and hygiene factors as extrinsic to the job. For example, hygiene factors do not increase or decrease satisfaction but if lacking, can contribute to dissatisfaction (Alrawahi et al., 2020). In this respect, researchers have used the theory to look for ways that healthcare business leaders can use motivators and limit or remove hygiene factors to improve job satisfaction.

In relation to turnover, Herzberg's theory was appropriate for use when considering the reasons nursing facility administrators choose to leave organizations. For healthcare leaders to successfully mitigate the challenges related to the high turnover of nursing facility administrators, they must first understand the factors that lead to turnover. While job satisfaction factors are important, the hygiene factors also play a role in retention and turnover intention. Work environments can facilitate employee commitment and job satisfaction (Mahmood et al., 2019). Therefore, organizational talent management

should seek to identify nursing facility administrator motivation and job satisfaction interventions that might help to retain talented staff and mitigate high turnover.

Motivation factors, or motivators, are intrinsic to the job and lead to positive attitudes towards the job because they satisfy the need for growth or self-actualization (Zahednezhad et al., 2021). Factors in the workplace such as responsibility, freedom to make decisions, personal development, and advancement affect intrinsic motivation. Motivation factors related to job satisfaction are advancement, the work itself, the possibility of growth, responsibility, recognition, and achievement (Zahednezhad et al., 2021). Motivation factors are intrinsic rewards provided by an organization to motivate employees. In this respect, motivation factors operate to only increase and improve job satisfaction, whereas hygiene factors work to reduce job dissatisfaction, and both affect nursing facility administrator turnover.

Herzberg motivation theory examines two factors. These two behavioral factors objectify employee job satisfaction and conversely, job dissatisfaction (Ozsoy, 2019). Zahednezhad et al. (2021) proposed that the opposite of satisfaction is a lack of satisfaction; therefore, merely removing the factors causing dissatisfaction may not improve satisfaction and, instead, may merely decrease dissatisfaction. Hygiene factors operate to decrease employee job dissatisfaction and are related to the context of the work itself, which includes interpersonal relations, salary, company policies, administration, relationships with supervisors, and working conditions (Persolja et al., 2020). Employees who are happy with the services provided by their organization and leadership will go above and beyond the job requirements to enhance their job performance.

Employees should find meaning in their jobs and feel valued and appreciated. Job satisfaction strongly predicts employees' intention to stay with a business (Kasdorf & Kayaalp, 2021). Habib et al. (2017) examined various elements of the performance management system in connection with the Herzberg's two-factor theory of job satisfaction and found a positive and significant effect of all the three factors of the performance management system (e.g., performance planning, feedback/coaching, and performance review/rewards) on motivation and hygiene factors. Job dissatisfaction can lead to voluntary employee turnover among nursing facility administrators.

I used Herzberg's two-factor theory of motivation to understand the turnover decisions of administrators in nursing facilities. Motivational theories provide a great understanding of how people behave and what motivates employees in the workplace (Kingsley et al., 2019). High job satisfaction among nursing facility administrators affects their retention and reduces turnover. To motivate employees, leaders must seek to identify and satisfy the needs of employees and utilize the employee's talent in ways to help achieve satisfaction (Jensen, 2018). Nursing facility administrators may experience difficulties in meeting the needs of their patients if their own needs are not met; therefore, nursing home leaders have responsibilities to both staff and patients (Kirk, 2017). Job satisfaction is motivational and leads to positive employment relationships and high levels of individual job performance amongst nursing facility administrators.

### **Rival and Supporting Theories**

There are other theories that both complement and challenge tenants of the Herzberg two-factor theory. Two examples of these theories are expectancy theory and Maslow's theory.

#### **Vroom's Expectancy Theory**

The Vroom expectancy theory differs from the Herzberg two-factor motivation theory because Vroom contended an emphasis on a process of cognitive variables that represent individual differences involved with work motivation. In 1964, the Vroom expectancy theory developed to study employees' motivation by examining expectancy, instrumentality, and valence (Komal, 2019). The Vroom expectancy theory includes the proposal that motivation is the process in which individuals make decisions, choose actions, or change behaviors because of how they perceive the rewards they get (Thornton et al., 2021). The expectancy theory has the assumption that an individual's effort will lead to desired performance or results.

Vroom's theory consists of an effort-to-performance expectancy, performance-to-reward expectancy, and reward valences. The three core beliefs of expectancy theory are valence, expectancy, and instrumentality (Thornton et al., 2021). Valence refers to the emotion's workers have toward extrinsic and intrinsic rewards (Thornton et al., 2021). Expectancy relates to the level of confidence an employee has in what they can accomplish and the rewards they expect (Thornton et al., 2021). Instrumentality is the level of belief workers have that their managers will come through on promises made if they accomplish their goals (Thornton et al., 2021). Healthcare leaders can negotiate

these factors of expectancy theory to increase job satisfaction for nursing facility administrators, which helps to reduce voluntary turnover.

Expectancy theory helps employers to understand employee motivation and how employees perceive their work and compensation. Thornton et al., (2021) focused on the outcome of a person's motivation and not on the satisfaction of their needs. Researchers have used the expectancy theory to explore employee motivation and linked workers' behavior to their expectations. Although Vroom (1964) and Herzberg et al. (1959) agreed that motivation can occur if there are motivators in the workplace. The expectancy theory of motivation is a process theory (Holbrook & Chappell, 2019). Process theorists address motivation concerning how perceptions and decisions influence behavior (Holbrook & Chappell, 2019). Herzberg two factor theory is a content theory. Instrumentality and expectancy are the key characteristics required to explain why employees feel specific actions or behaviors, which lead to feelings. For example, employees who saw an opportunity to receive a reward or recognition displayed positive behaviors and stayed longer at their current job.

Some leaders also utilize the expectancy theory to explore what recognition and rewards are to motivate their employees to excel in their job performance and reduce employee turnover. Lloyd and Mertens (2018) noted that employees exhibit work effort to maintain a social status and to retain their job. Chopra (2019) used the expectancy theory to explain the shopping motives of young consumers in India. These strategies may help increase employees' motivation, job satisfaction, and employee retention.

Vroom's expectancy theory separates effort, performance and outcomes which arise from

motivation, while Herzberg focuses on physical and psychological forces that drive workplace behavior (Lloyd & Mertens, 2018). Vroom indicated that employees demonstrated positive job performance when they perceive their work outcomes produce specific rewards.

### **Maslow's Hierarchy of Needs**

Maslow's hierarchy of needs theory supports Herzberg's two-factor theory. In 1943, Maslow developed the hierarchy of needs theory, which is a theory of human motivation. Maslow's theory of the hierarchy of needs is similar to Herzberg's two-factor theory and Adams's equity theory. Researchers often use the three in conjunction with each other to gain a better understanding of turnover intention and job performance (Afota & Robinson, 2020). Maslow suggested that leaders should meet employees' physiological, safety, love, esteem, and self-actualization needs for employees to remain satisfied. Maslow claimed that people are born with five sets of needs: physiological needs, safety needs, the need for love, needs of esteem, and needs of self-actualization. Maslow asserted that an individual does not fill the second need until the fulfillment of the first need. The meeting of the current need must take place before the higher need surfaces (Maslow, 1943). For example, safety needs, the second need in Maslow's hierarchy of needs, are unattainable until a nursing facility administrator's physiological needs, which are the first need in the pyramid, have been filled and so on.

Maslow (1943) grounded their theory on the idea that an individual's hierarchy of needs starts with basic and physiological necessities and ascends to the need for growth needs (Alajmi & Alasousi, 2019). According to Maslow, self-actualization is the ultimate

level that one gets to after meeting other levels. Maslow noted that meeting the primary physical needs increases a person's motivation. Organizational leaders often in some cases focus on meeting employee needs for safety, belonging, and self-esteem to develop and refine their retention strategies. What they often overlook in some cases, however, is the need for self-actualization, or the need for employees to have meaningful and fulfilling growth development and advancement opportunities. Understanding the five components of Maslow's hierarchy of needs theory is vital to assessing the motivational and developmental needs of employees to boost their retention.

Maslow's theory was suitable for researchers who want to explore employee satisfaction with their jobs and working environment. Maslow's theory is grounded on individual needs and their enjoyment level (Alajmi & Alasousi, 2019). Maslow's hierarchy of needs theory explains what healthcare leaders can use as a foundation for understanding nursing facility administrators' needs and reducing turnover. Maslow's hierarchy of needs theory provided a detailed description of job factors that led to either the satisfaction or dissatisfaction of employees. Employees' motivation is intrinsically linked to the orientation of their work and how the workplace complements their greatest needs and desires for growth. The healthcare industry accepts and incorporates practices into their processes using some of Maslow's theory understanding of what drives employees to increase job performance and lower turnover intention (Khan, et al., 2019). The implications of Maslow's research indicate that employees' motivation lies in the satisfaction of their needs. Maslow's approach can be useful for healthcare leaders who seek to satisfy their employees and decrease voluntary employee turnover through



providing a framework for business leaders to follow to understand what motivates employees.

Maslow's hierarchy of needs theory and Herzberg's two-factor theory have similarities. The lower-level needs, such as physiological, safety, and social needs, addressed in Maslow's theory relate to the hygiene factors reported by Herzberg in the two-factor-theory. The higher level of needs, such as self-esteem and self-actualization, in Maslow's theory are also related to the motivational factors in Herzberg's theory. Employees' motivational needs may exist on different levels of Maslow's hierarchy of needs. However, some scholars argued that Maslow's theory only provided a survival guide on basics needs essential for survival and not relevant for developing strategies for decreasing employee turnover (Cesario & Chambel, 2017). Vroom theory mostly focused on the outcomes of human behavior, unlike Maslow's theory, who explored basic human needs. I use Herzberg's two-factor theory as the conceptual framework of this study because of its simplicity to ensure the reader gains an understanding of the phenomena of nursing facility administrator turnover.

### **Nursing Facility Administrator**

Nursing homes are also known as "skilled nursing facilities" under the Medicare program and "nursing facilities" under Medicaid, or "long-term care facilities" are a critical part of the healthcare system. The nursing facility administrator is an employee in the nursing home healthcare organization who directs its operations. Previous research has shown turnover and staffing levels of RNs, LPNs, and nurse aides to be influential in the quality of care (White & Littlepage, 2021). Researchers have paid little attention to

whether other nursing home personnel, like NHAs, make a difference within their institutions in terms of quality-of-care outcomes (White & Littlepage, 2021). The administrator reports to either a board of commissioners, a board of directors, private owners, or a system vice president, as more nursing homes management is done by healthcare group systems.

Depending on the size and focus of the nursing facility, the facility administrators sometimes go by other names which are used interchangeably in this study. Nursing facility administrators are also referred to as NHAs and Licensed Nursing Home Administrator (LNHA). NHAs are state-licensed and manage staff, admissions, finances, and care of the building, as well as care of the residents in nursing homes (The U.S. Department of Labor, 2019). White and Littlepage (2021), arguments that, not only have nursing facility administrator stability, retention, and turnover received scant attention in the literature, but the extent of annual administrator turnover indicates that the industry has done little to address the problem, despite acknowledging that top managers make a difference in the success or failure of their organizations. Therefore, White and Littlepage (2021) stipulate that understanding the factors that contribute to voluntary employee turnover should be addressed because a stable workforce is necessary to operate a business efficiently and effectively. White and Littlepage (2021) in their study discovered that the average tenure of a nursing facility administrator is less than 3 years and about 40% of nursing facility administrators leave their post annually. Nursing facilities are unique in the healthcare system because, unlike other healthcare facilities, they are full-time homes as well as settings of care.

## **Employee Turnover and Productivity**

Employee turnover is a highly studied topic in business, with different types of turnover and separate internal actions of interest to healthcare organizations. Yun and Yu (2019) traced the research history of employee turnover to the beginning of the 20th century. Employee turnover is the eventual loss of talented employees in an organization. Andrews and Mohammed (2020) described employee turnover as the rate workers exit an organization to seek alternative employment opportunities. Voluntary turnover may include retiring or being unable to return to work after a leave of absence because of an injury, illness, or personal reasons (Klotz et al., 2020). Additional factors of voluntary turnover are lack of job autonomy, opportunities for growth, and compensation (Klotz et al., 2020). Employee turnover of any type has different causes and effects. While measuring all forms of employee turnover can result in increased expenses, loss of productivity, and performance, doing so may provide management with key insights that may help improve morale and working conditions (U.S. Department of Labor, 2019). This study could be helpful to the healthcare leaders to formulate interventions on nursing facility administrator turnover specific to the organization and measure their effectiveness.

Turnover is the composite total of all separations in a work environment and includes quits, layoffs and discharges, and other separations (U.S. Department of Labor, 2019). Quits are generally voluntary separations initiated by the employee; layoffs and discharges are involuntary separations initiated by the employer; and other separations are due to retirement, death, disability, and transfers (U.S. Department of Labor, 2019).

Employee turnover is often related to turbulence and employee disillusionment due to leadership behaviors or unfair treatment, real or conceived (Brear, 2019). Employee turnover impacts organizational effectiveness and performance (Klotz et al., 2020). The effects of employee turnover can negatively affect the image of an organization. By understanding the common types of employee turnover, healthcare leaders can reflect on the related issues and mitigate the rate of nursing facility administrator turnover.

Not all employee turnover is detrimental to businesses. Turnover could benefit an organization. Turnover proponents suggest that the exit of an employee could create opportunities for a new employee with fresh perspectives to join the organization (Lee et al., 2017). Lee et al. (2017) analyzed turnover data from agencies of the U.S. federal government and found that a low-to-moderate level of employee turnover is likely to increase organizational performance. In this case, turnover might be good because it could result in replacing low quality employees, and improving the creativity, flexibility, and adaptability of an organization (Yun & Yu, 2019). Siyanbola and Gilman (2017) claimed that zero rate of turnover may surprisingly accrue higher retention costs as the organization strives to pay and prevent the exit of top valued employees, and that turnover may afford an individual a career advancement opportunity. Despite all the reasons why turnover might be advantageous, its impact on an organization's productivity is far-reaching.

The magnitude and effects of turnover are daunting in most business organizations in the United States. The total separations for November 2018 were 5.5 million with a turnover rate of 3.7%, which is a 0.3 million increase from the 5.2 million

total separations in the November the previous year (U.S. Department of Labor, 2019). Of the 5.5 million separations, 67% (or 3.7 million) were voluntary, and the involuntary turnovers or layoffs and discharges were 1.8 million (U.S. Department of Labor, 2019). Within the healthcare sector, there are more voluntary separations than involuntary separations (U.S. Department of Labor, 2019). Nursing facility administrator turnover and its impact on the quality of patient care are important concerns in healthcare organizations.

High employee turnover is one of the primary causes of reduced sustainability for many healthcare organizations. Employers face the loss of organizational knowledge, distribution of workload, and in most cases employee morale when turnover occurs in organizations (White & Littlepage, 2021). Brook et al. (2019) suggest that turnover is costly to the individual, organization, and the economy of the country. Therefore, maintaining a low turnover rate is crucial to business practices because increased turnover rates reduce profits and sustainability. For an organization to grow and be sustainable, the organization's leaders need to have better voluntary employee turnover strategies. A sustainable and productive organization aligns with the relationship between employee retention and economic stabilization, in which an organization needs to attain a stable workforce (Brook et al., 2019). Nursing home organizational leaders should seek to identify nursing facility administrator motivation factors and job satisfaction interventions that might help to retain nursing facility administrators.

The costs related to the recruitment, hiring, and training of new employees to replace those who have left impact on the organization's financial health. Rogers (2020)

declared that voluntary employee turnover cost US organizations \$600 billion in 2018. About 41 million employees voluntarily left their jobs in 2018, up 8% from 2017 (Agovino, 2019). Indirect costs include the loss of institutional knowledge and job skills possessed by employees who have departed from the organization. Replacing a departed employee can be expensive and management of organizations also deal with intangible losses because of the departed employee's talents (Brook et al., 2019). Nursing facility administrator turnover impacts the organization negatively, causing healthcare leaders to take time to recruit, select, and train new administrators, which can affect the operational flow. Nursing facility administrator turnover is costly and can adversely affect the profitability of the healthcare organization.

Healthcare leaders are aware of the challenges imposed by nursing facility administrator turnover not only because of the costly replacement process but also because of negative reverberation throughout the organization. Yun and Yu (2019) noted that turnover could result in loss of customers because of the disruption in service. Employees that work in a team setting are less productive when team members are not consistent and changes in personnel may cause skilled employees to begin to think about leaving the organization. Mulaudzi et al. (2020) said high workload is challenging for healthcare professionals. Thus, employees who constantly think about leaving an organization's employ often leave an employment gap that may internally shock the organization (Theriou et al., 2020). Employee turnover could disrupt operations and affect the productivity of an organization (Thornton et al., 2021). In this respect, nursing facility administrator turnover can have a devastating effect on the operation of many

healthcare organizations. Since nursing facility administrator turnover has a significant impact on healthcare organizations, healthcare leaders must implement strategies to increase retention.

Leaders of healthcare organizations have greater difficulty managing the nursing facility administrator's turnover because of the lack of research on administrator retention. Employee turnover affects organizational goals and prevents leaders of organizations from maintaining their goals and objectives, as well as preventing them from maintaining their competitive edge (Zahednezhad et al., 2021). Managing employee turnover is critical because leaders who are effective at reducing employee turnover increase sustainability and productivity. Martdianty et al. (2020) concluded that certain factors such as unsolicited work roles and responsibilities, relationship conflict, and limited career prospects were the main reasons for employee turnover. Work engagement influences employee performance and job satisfaction and is an important indicator of organizational health (Yun & Yu, 2019). Leaders need to do more than decrease employee turnover; they need to focus their efforts on retaining top performers. Healthcare leaders can decrease nursing facility administrator turnover by offering workers better incentives, which leads to increased organizational commitment and lower employee resistance to change. Healthcare leaders who are effective at reducing nursing facility administrator turnover help their organizations increase productivity and sustainability.

The lack of management support, financial compensation, work-life balance, and organizational commitment affects nursing facility administrator turnover. Fukui et al.

(2019) noted that increasing supervisory support could decrease turnover intention and actual turnover. A supportive work environment that provides feedback from supervisors and peers enhances collaboration and health competition (Afsar & Umrani, 2019). After analysis, the researchers found that weak organizational support resulted in employee turnover. Nursing facility administrators who receive useful support and career advice from their leaders are more inclined to remain employed with the healthcare organization than those who do not receive this type of support. When healthcare employees feel appreciated and respected in their work environment, they may be more likely to stay at the company.

Work-life balance was an important consideration for employees. Fukui et al. (2020) found an association between job stressors, turnover intention, provider characteristics, and actual turnover. In today's workplace, employees require a work life balance in order to retain them. Employees feel the stress from overwork and when they have a work-life imbalance. Flexible work plans have a positive impact on employee retention. Workplace flexibility is a formal or informal work arrangement between employees and employers that allows the employee to choose work hours, location, and continuation of needs for family and or self in conjunction with fulfilling work obligations (Ladge & Greenberg, 2019). Workplace flexibility entails allowing employees freedom to decide on the best approach to discharge their duties toward achieving organizational objectives. Flexible work schedules, and childcare programs are factors that could reduce turnover. Avgoustaki and Bessa (2019) noted that flexible work arrangements that are employee-driven and designed to achieve work-life balance could



generate a positive outcome for the organization through employee intrinsic motivation. A nonfamily-friendly environment at the place of employment may lead to an employee making a personal decision to leave the organization. Work flexibility positively enhances employee performance. The positive interaction between work flexibility, employee motivation, job satisfaction and performance provide a valuable insight that leaders could explore to keep employees committed to organizational ideals. Balancing work and family obligations created a happy employee and decreased voluntary employee turnover intentions.

### **Voluntary Turnover**

Often turnover intent precedes voluntary turnover and is when an employee thinks about quitting, makes an initial decision to quit and starts actively seeking new employment. Voluntary turnover does not refer to those employees forced to leave the business for nonperformance, negative behavior, or other disciplinary actions. Voluntary turnover is the employee's decision to leave the organization or to quit (The U.S. Department of Labor, 2019). According to Thornton et al., (2021), an employee's decisions to leave an organization invariably involves selecting alternative options instead of continuing to be actively employed in the current job. Suggesting resigning from their employment and pursuing another job that may be more amicable and in alignment with their work values.

When employees choose to leave businesses, the leaders of the organization suffer significant financial and intangible costs. Voluntary employee turnover is costly and can affect the organizations' ability to thrive in a demanding market (Singh, 2019). Voluntary

employee turnover affects business and organization operations and could cost significant resources in recruiting and training new employees (Hermans, 2019). Low levels of job satisfaction can lead to many negative consequences on the stability of operations, the quality-of-service management, engagement, organizational commitment, and employee job satisfaction. Employees therefore leave voluntarily when they make the decision to leave their current position and seek other employment that is better than their current job (Alrawahi et al., 2020). Understanding the factors that contribute to voluntary employee turnover is crucial because a stable workforce is necessary to operate a business efficiently and effectively (Alrawahi et al., 2020; Brook et al., 2019). Several factors could promote voluntary employee turnover: (a) salary and wages, (b) organization culture, and (c) career development (An, 2019). Literature suggests that voluntary turnover may decrease when healthcare leaders understand its effects and provide continual and substantial support to employees within the workplace (Kim et al., 2021; White & Littlepage., 2021)

There are several types of turnover. According to Kim et al. (2021) employee turnover consists of these four types of turnover: (a) functional, (b) dysfunctional, (c) avoidable, and (d) unavoidable. Functional turnover occurs when top-performing employees remain with the organization while low performing employees leave the organization (Kim et al., 2021). Although, dysfunctional turnover occurs when low performing employees stay and high performing employees or employees who have difficulty replacing skillsets leave the organization. High performers add value to the organization, and their decision to leave can disrupt daily operations. The nursing facility

administrator turnover negatively influences the working environment when achieving organizational goals in a team atmosphere and affects the financial status of the healthcare organization.

Nursing home healthcare organizational leaders that have nursing facility administrators who are disengaged or uncommitted may see an increase in administrator turnover. There are many reasons why employees are disengaged from their organization, such as (a) lack of trust and communication with leadership, (b) unattainable goals and negative work environment, and (c) a disconnection between employee and organization. These factors can lead to nursing facility administrator disengagement and a lack of commitment to an organization and its value and vision. Leaders who emphasize career development can positively influence employees' views of the job and the employer. Organizations that provide a lack of advancement and growth opportunities can cause high performing employees to resign (Widodo & Damayanti, 2020). Healthcare leaders need to create strategies that solve these problems and provide nursing facility administrators with a positive view of the organization and its leadership. People-centric organizations focus on employee health and well-being, which increases employee commitment to being valued (Hougaard, 2019). A positive view may eliminate the disengagement feeling among nursing facility administrators and increase their commitment and value to the organization, which may reduce administrator turnover.

### **Turnover Impact**

There are both direct and indirect costs associated with nursing facility administrator turnover in healthcare organizations. According to Aldatmaz et al. (2018),

the cost of hiring and training a new employee ranged from 150-175% of the employee's annual salary. Employee turnover intentions can be as high as 57% within the first 2 years of hire (He et al., 2020). Direct cost associated with nursing facility administrator turnover includes advertising, recruiting, interview and background screening, sign-on bonuses, and termination payouts. Indirect costs associated with turnover are in customer service interruptions, the time needed to train the new administrator, and loss of productivity from other employees filling in for vacant positions. Indirect costs of nursing facility administrators' turnover are unavoidable because of low productivity among the new hires and decrease in group productivity that turnover imposes.

The high cost of turnover is not just financial from training and replacement, but also the loss of knowledge, efficiency, and employee morale. Employee turnover worldwide impacts businesses, organizations, and government institutions (Hermans, 2019). When top employees like nursing facility administrators leave an organization taking with them a wealth of tacit knowledge, the organization's productivity is affected negatively (Persolja et al., 2020). Key determinants that reduce turnover intentions are job satisfaction and organizational commitment (Sharma & Stol, 2020). Nursing facility administrator turnover and lost knowledge reduce efficiency and overall organizational performance of healthcare organizations resulting in a loss of competitive edge.

Leaders of organizations incur high costs when they lose a skilled employee like a nursing facility administrator and these affect the organization's success and effectiveness Persolja et al., (2020). Each time a health care professional leaves an organization, health care leaders must hire and orient another worker. For managerial

positions and specialty positions like nursing facility administrators, turnover costs may rise over 250% of an employee's annual salary (Persolja et al., 2020; Zahednezhad et al., 2021). Through literature it was discovered that human resources managers could calculate the cost of employee turnover by combining replacement costs, training and development costs, and turnover costs (Ekhsan, 2019). By understanding the common types of employee turnover, healthcare leaders can reflect on the related issues and reduce the rate of nursing facility administrator turnover.

### **Retention Strategies**

Healthcare leaders should include retention strategies as part of the organization's vision, mission, and core values to help ensure the retention of high performers. Retaining employees contributes to the success of businesses. To be effective in reducing turnover, organizational leaders need to understand why employees leave their organization for different opportunities. According to Adkins and Premeaux (2019) individuals will seek to restore balance when a negative imbalance is perceived. Work itself can be an intrinsic motivator if it satisfies a personal need for the individual (Ali & Anwar, 2021). Intrinsic motivation is the motivation to perform an activity because the activity is pleasurable (Ohly & Schneijderberg, 2021). Intrinsically motivated individuals may be driven by interest in doing work because they view the work as meaningful (Liu et al., 2021). Organizational leaders should use Herzberg's intrinsic and extrinsic factors of work to understand and manage employee turnover (Ekhsan, 2019). Managing employee turnover is an important aspect of operating a business because losing trained workers affects profitability and sustainability.

Organizational embeddedness is desired to keep the employee connected to their respective organization of employment. This is assuming that all the required forces that include links, fit and sacrifice are in place to keep the employees working in the same organization longer as highlighted by (Ratnawati et al., 2020). Employees enjoy being part of a team, which increases their desire to remain a part of the organization.

Organizational commitment is strongly linked to lower turnover absenteeism, and better job performance. Practical organizational commitment captures employee loyalty, strong work ethics, integrity, and sharing ideas and strategies to help the company grow (Wang et al., 2020). The increased performance and high levels of organizational commitment results in improved employee tenure, higher job satisfaction, feelings of belongingness, achievement of the organization's goals, and lower turnover (Ratnawati et al., 2020). Leaders are said to use organizational embeddedness strategies to increase employee commitment, effectiveness, employee performance and reduce employee turnover. Nursing facility administrator commitment to an organization will not only provide stability and productivity but also may bring success and profitability.

The level of employee engagement has attracted the increased interest of business leaders who linked low employee engagement to adverse organizational outcomes such as employee turnover. Employees' job satisfaction could play a significant role in organizational commitment and citizenship behavior, thus reducing turnover intentions. Ekhsan (2019) noted that leaders have the power to improve employees' job performance by applying managerial strategies to increase job motivation and satisfaction. Motivating employees is a component of the management process, and it is essential for business

leaders to effectively employ various motivation factors to motivate employees (L. Koziol & M. Koziol, 2020). Employees who become committed enjoy being part of the organization, believe and accept the organization's goals and values, and are more productive and accountable (Kim et al., 2021). Performance may increase when healthcare organizational leaders engage their nursing facility administrator more.

The work overload experienced by nursing facility administrators contributes to turnover and can have a negative mark on healthcare organizations. Yun and Yu (2019) established the connection between the number of work hours and the intention to leave, indicating that long work hours contribute to the turnover rate. The indirect impact of long working hours on turnover intentions provides a vital insight into how leaders can schedule work without exposing employees to overly stressful environments. Knechel (2019) noted that work stress directly impacts work-life balance, resulting in job dissatisfaction and employee turnover intentions. Along with turnover intentions, work overload can change the commitment of an employee to an organization.

The emotional exhaustion caused by work overload has a negative influence on nursing facility administrator commitment. Brook et al. (2019) identified that organizational leaders need to fragment workplace characteristics into manageable roles to increase job satisfaction. Fragmentation could reduce nursing administrator work overload, which in turn can increase job satisfaction and administrator commitment while reducing nursing administrator turnover within an organization. Healthcare organizational leaders need to develop strategies that reduce nursing facility administrator work overload, which can help increase commitment and reduce turnover.

Researchers define burnout as an employee's psychological response to work stressors (Dyrbye et al., 2020). Nursing home administration is already a high-pressure occupation and highly regulated (Dyrbye et al., 2020). Nursing facility administrators who experience burnout in the work environment endure stress and exhaustion, which could jeopardize their work contribution as well as their health. Unrealistic expectations from employers and employees, such as big workloads, affect employee turnover intentions (Dyrbye et al., 2020). The findings imply that organizational leaders should consider the influence of burnout while developing employee retention strategies.

### **Organizational Culture**

Organizational culture is shaped by traditions continuously shared among all employees for organizational effectiveness. Organizational culture is a set of values, rules, and beliefs that are shared by leaders and employees of the organization (Lopez-Martin & Topa, 2019). According to Remijus et al. (2019), organizational culture played a major and influential role in employee engagement and supported workers' commitment to the organization's vision, purpose, and strategic goals. When an organization's culture is such that employees want to stay, it engenders employee loyalty, and drives employee job satisfaction, drives production, and promotes employer branding all of which are necessary characteristics in a competitive marketplace. When new employees were immersed in a work environment with consistent values and rules, they quickly became committed to the organization (Lopez-Martin & Topa, 2019). Organizational culture influences employee engagement and is essential to obtain organizational success. When employees identify with one another's traditions, they are



more proactive, committed, engaged in their work and less likely to leave the organization. The strength of the nursing facility administrator relationships at work, job environment, and voluntary turnover is dependent on the current level of organizational culture in the organization.

Organizational culture and personal characteristics are two broad categories that may lead to voluntary employee turnover and may vary from one workplace to another. Wright (2021) conducted a systematic review exploring employee turnover in relation to organizational culture and employee retention. The author reviewed 51 articles consisting of empirical evidence applicable to employee turnover. The author articulated that adequate strategies for retaining employees include the approach leaders use to direct the culture of their organization, the fulfillment of employees, and possibilities for growth. Yet, leaders who fail to productively influence their organizations' culture struggle with retaining quality employees (Chang & Busser, 2020). Lyons and Bandura (2020) recommended that leaders enlighten themselves on the current climate of their work environment, establish purposeful communication plans, ensure sufficient compensation for work, and adhere to the developmental needs of employees to sway their decisions to remain in an organization. Nursing facility administrators who have no trouble adapting to the culture of an organization flourish and perform to their best, therefore, having a significant impact on the organization's performance. Organizational culture is directly linked to nursing administrators' performance and is necessary to reduce turnover and enhance organizational success.

Organizational leaders need to be able to develop and implement strategies and approaches that not only integrate a diverse culture into the workplace but also be able to increase employee commitment through effective multicultural leadership. Carter et al. (2019) suggested that a leader's approach shapes the culture in an organization, which could determine their intention to remain in an organization. Matimbwa and Ochumbo (2019) noted that a positive organizational environment has career ladders, job security, and promotional opportunities that significantly affected employee retention. A supportive organizational environment increases employee commitment and retention. Klotz and Bolino (2019) determined that if leaders investigate why employees leave their organization, they could identify gaps in culture, benefits, work-life balance, compensation, training, and development. Relationship management requires that leaders possess social competence to handle and manage the emotions of others effectively. Along with this increased commitment and retention, a diverse cultural work environment can positively influence social change.

The result of an employee not able to adapt to an organizational culture leads to turnover intentions and voluntary turnover. Workers who feel included display more reliability, punctuality, and loyalty, contributing to a sustainable competitive advantage (Moore et al., 2020). Creating a safe and favorable work environment for employees removes negative feelings or disengagement resulting from job dissatisfaction (Azeem et al., 2020). Kyei-Poku (2019) discovered that interactional justice from management greatly influenced employees' perceptions of organizational support and belongingness. The lack of organizational support and belongingness leads to an increased incidence of

turnover intentions (Kyei-Poku, 2019). Matimbwa and Ochumbo (2019) identified the work environment, with the presence of promotional opportunities, feedback practices, a system for recognition, appreciation, and training and development opportunities as drivers of motivation and job satisfaction. When an employee does not understand the culture of an organization, the performance and intentions are affected. Nursing facility administrators who have no trouble adapting to the culture of an organization flourish and perform to their best, therefore having a significant impact on the administrators and the organization's performance.

### **Compensation**

Compensation was a major strategy for retaining employees and compensation decisions have significant implications for voluntary nursing facility administrator turnover. Compensation policies play an essential role in motivating the workforce to contribute and perform at high levels (Ali & Anwar, 2021). Along the same lines, Akgunduz et al. (2020) found that financial rewards increased employees meaning of work perception. Therefore, rewards are a crucial component that organizations use to guide employees' behavior and performance to keep them motivated and satisfied (Mainardes et al., 2019). The compensation system offered by an organization to the employee plays a vital role in the performance and turnover intention in the organization. Compensation systems include various forms of direct and indirect compensation. Elvie (2019) noted that compensation motivates employees to work and devote themselves to an organization. Motivation stimulates job satisfaction (Yildiz & Kilic, 2021) and is a factor that affects job satisfaction (Ritter, 2021). Compensation systems include various

forms of direct and indirect compensation accorded to employees like the nursing facility administrators.

Job and pay satisfaction fall under the component of organizational culture. Job satisfaction signifies the employee's commitment to the organization's success and their feelings about their work (Tănăsescu & Ramona-Diana, 2019). Tănăsescu and Ramona-Diana (2019) noted that employees who display a positive attitude in the workplace have increased job satisfaction, which leads to making strides to increase job performance. Job satisfaction is a critical component of work motivation, a significant factor in one's behavior in an organization (Ritter, 2021). Compensation is one of the crucial aspects of attracting the capable pool of the candidates and keeping talent in the organization. Employee job satisfaction is a complex phenomenon influenced by many factors in monetary and nonmonetary rewards (Khaliq, 2020). Healthcare organizational leaders should structure the nursing facility administrator compensation and benefits fairly and appropriately to reduce voluntary administrator turnover.

Effective strategies motivate employees to contribute effectively and remain with the organization. The success of an organization depends on leaders' ability to retain top performers. Ali and Anwar (2021) noted that nonfinancial compensation could help businesses complement financial compensation, appealing to employee social and motivational esteem. Thus, nonmonetary compensation also plays a significant role in employee retention strategy. The concept of total rewards encompasses all the aspects of work valued by employees, including elements such as learning and development opportunities, an attractive working environment, and an attractive pay and benefits

package (Widodo & Damayanti, 2020). Total rewards managed correctly help organizations achieve their objectives and obtain, maintain, and retain a productive workforce.

### **Reward and Recognition**

Another strategy to reduce employee turnover was using a reward program to recognize employees for their achievements. When the components of a total rewards program are in alignment to work together, leaders attract, motivate, and retain employees to drive solutions and results to achieve business needs (Bruni et al., 2020). Alhmoud and Rjoub (2019) noted that any organizational reward system should have three behavioral objectives: to recruit and retain a sufficient number of qualified workers, to motivate employees to perform to the fullest extent of their capabilities, and to encourage employees to follow workplace rules and increase their performance level to benefit the organization. Leaders implement each of the three Rs of respect, recognition, and rewards to keep employees' satisfaction high and increase employee retention. Organizational rewards systems should lead to rewards that result in a certain level of satisfaction. Organizations that provided significant rewards and recognition assisted businesses in attracting new employees and retaining high performers.

Reward programs are important in retaining nursing facility administrators. The top objectives for recognition and rewards include motivating high performance, reinforcing desired behaviors, and creating a positive work environment (Widodo & Damayanti, 2020). Content, satisfied, and motivated employees can drive organizational success (Widodo & Damayanti, 2020). Attracting the right people, reducing turnover, and

encouraging the achievement of organizational objectives drive organizational success (Bruni et al., 2020). Encouraging reward programs and providing opportunities for employee achievement can enhance employee motivation factors, potentially resulting in lower turnover. Intrinsic and extrinsic rewards are necessary motivation for employees. Intrinsic rewards come from within the employee, extrinsic rewards come from an external source (Yin, 2018). A well-designed reward system motivates employees and helps in building positive emotional response towards the job. An effective reward system also leads to higher and better performance levels, which has a direct impact on the productivity of the organization.

Intrinsic reward and recognition are directly related to job performance as a successful task automatically produces it. Employee recognition is a tangible resource that results in employee engagement (Abu Rumman et al., 2020). The higher the success rate, the higher will be the rate of intrinsic rewards and recognition one receives. Recognition and rewards enhance satisfaction and motivation (Widodo & Damayanti, 2020). Consequently, it is rewarding for employees when they are recognized by the coworkers and other members of the organization for the work they have done. Recognition in the workplace sustains an employee's self-esteem and motivation (Ali & Anwar, 2021). If implemented properly, employee recognition can benefit both employer and employees more than any monetary rewards. Nursing home healthcare leaders can influence their nursing facility administrators by applying effective managerial strategies to increase their satisfaction and job motivation.

## **Stress Management**

When it comes to employees' stress, healthcare leaders face the same challenges as leaders in other sectors. Given the 24/7 nature of nursing homes, nursing facility administrators often work nonstandard hours, and/or more than 40 hours per week, and may be on-call on nights, weekends, and holidays. Myers et al. (2018) described the duties of the nursing facility administrator to include a hectic, unrelenting pace of work; frequent, unplanned interactions with others; many reactive activities that are brief and unconnected; and varied work content that covers everything from building maintenance to clinical performance. One of the factors that contribute to the decline of nursing facility administrator commitment to an organization was stress.

Stress is a mental and physical condition, which affects an individual's productivity, effectiveness, personal health, and quality of work. George and Zakkariya (2015) defined employee job stress as an employee's feelings of being dysfunctional, and inadequate when the job demands do not align with the employee's skills, capabilities, and personal needs. Kurniawaty et al. (2019) found that work environment and stress influence job satisfaction and that work environment, stress, and job satisfaction affect turnover intention. Job-related stress produces negative outcomes such as (a) ineffectiveness, (b) reduced productivity, (c) diminished motivation to work, and (e) decreased job satisfaction (George & Zakkariya, 2015). Negative organizational factors can heavily influence turnover intentions; however, providing a supportive organizational environment increases performance, morale, and job satisfaction. Supportive leaders are effective at reducing employees' stress, which leads to a reduction of employees'

turnover. In this regard, it is imperative that nursing facility administrators get adequate support from their leaders as a strategy to reduce turnover. Supportive healthcare leaders reduce nursing facility administrators' stress by prioritizing and providing continuous guidance and feedback, which in turn reduces turnover.

The U.S. Department of Labor (2019) statistics noted that lack of alertness is common among people working more than 8 hours. Tsai et al. (2016) established the connection between the number of work hours and the intention to leave, indicating that long work hours contribute to the turnover rate. Many health care workers tend to work long shift hours over 8 hours; prolonged labor hours lead to employee exhaustion, decreased production, and compromised patient and individual welfare (Tsai et al., 2016). By using preventive measures such as developmental training and continuous feedback, supportive healthcare leaders can reduce the daily level of stress most nursing facility administrators face each day. Healthcare leaders who know how to reduce nursing facility administrators' stress are effective at decreasing administrator turnover.

When the job requirement does not match the employee's skills, voluntary employee turnover increases due to increased stress at work. The identification of sources of stress that may contribute to job dissatisfaction is vitally important, given that nursing facility administrators handle dissatisfaction by changing positions on average every 31 months (Myers et al., 2018). Sadikin et al. (2020) determined that company performance increases stress levels, and rewards for the work output influences turnover intention. Stress could lead to negative thoughts and actions about the job, which in turn reflects onto the organization. Employees who feel their position in a healthcare organization can



affect their health may leave the organization for a less stressful job. However, employees who have business leaders that put time and effort into their employees' health, may ultimately perform their jobs better and stay longer, therefore decreasing voluntary employee turnover.

When employees feel overwhelmed at work, they lose confidence and may become angry, irritable, or withdrawn. Increased levels of organizational stress will result in decreased job satisfaction with the organization. Wen et al. (2018) used data from 440 primary care doctors in Chongqing, China to accept the hypothesis that stress from work pressure provoked employee turnover. Job stress can affect an employee's health and lead to voluntary employee turnover. Khan et al. (2019) stated that emotional exhaustion could be a concern in work environments for employees who morally detach themselves from their position. Emotional exhaustion from stress can be negatively related to an employee's job satisfaction and leads to turnover (Khan et al., 2019). Having a solid support system at work can help buffer an employee from the negative effects of job stress. High person job fit may not only increase self-worth but will also improve motivation, performance, and job satisfaction.

### **Work-Life Balance**

Work-life balance refers to the balance between employees' jobs and their personal lives. Herzberg (1985) classified work-life balance as a hygiene factor that contributes to a good working environment. Some business leaders are reluctant to recognize that work-life balance influences employee turnover. People need work-life balance; the lack of work-life balance leads to unnecessary stress in a person's life. Since

females make up 47% of the workforce, problems with work-life balance can have a severe impact on businesses. Yun and Yu (2019) survey of female employees indicated work-life balance was the main reason for employee turnover. The female employees surveyed suggested family-friendly policies in the workplace, such as alternative work schedules and teleworking options, would keep them at their current organization (Yun & Yu, 2019). Work-life balance is critical for most professionals because of the time-consuming nature of managing job requirements and meeting families' expectations. When management knows and understands the benefits associated with work-life balance, flexible options, such as a condensed work-schedule, virtual work, and flexibility in scheduling can be implemented. Healthcare leaders who prioritize their employee work-life balance can create a more productive work environment and lifestyle.

Work-related stress does not just disappear when an employee heads home for the day. When stress persists, it can take a toll on an employee's health and well-being. Employee health is linked to productivity at work. A flexible work environment may include flexible working hours, part-time work, job sharing, teleworking, variable year employment, choice of shifts, compressed working weeks, and working from home (Asgari et al., 2020). With advancements in information technology, virtual work, also known as teleworking or remote work, has become increasingly popular. Nearly a third of the estimated 160 million Americans who were employed in November 2019 worked remotely (Alam, 2020). Failing to provide employees with flexible work schedules leads to increased stress and conflicts because workers have more difficulty balancing their time between work and home. A lack of work-life balance can lead to problems such as

substance abuse, depression, and divorce. By providing nursing facility administrators with work-life balance such as flex time and work-from-home options, healthcare leaders can reduce employee turnover.

### **Development and Training**

Training is a program that helps employees learn specific knowledge or skills to improve performance in their current roles. Development is broader and focuses on employee growth and future performance, rather than an immediate job role. Junaid Khan and Iqbal (2020) suggested that organizations could show their commitment to employees by providing training, which would help them acquire new skills and increase organizational productivity. Organizations that adopt a continual learning strategy will increase organizational commitment (Hunegnawu, 2019). When corporate leaders provide support and training to employees, the training helps give the positive effect on job embeddedness and may reduce the employee's intention to leave the employer. Leaders who provide training and development opportunities and a supportive work environment may reduce turnover, increase employee engagement, and increase job satisfaction.

The benefits of effective talent management outweigh the costs of retaining knowledgeable employees. Employee training is a fundamental part of a human resource development strategy that seeks to change behaviors and increase performance (Vrchota & Rehor, 2019). Vrchota and Rehor (2019) found that human resource management helps organizational development by mediating employees' responses to sustainability goals. Some of the retention strategies include reactive retention strategies, which consisted of

compensation policies and training programs, while proactive strategies included career development (Nelson et al., 2020). Healthcare leaders should engage nursing facility administrators in organizational career development programs and support career-planning efforts that increase administrator retention.

Good training and development programs help organizations retain the right people and grow profits. Training is an important human resources development practice (Abu Rumman et al., 2020). Training and development programs aid employees in performing at their full potential (Alvi et al., 2020). Training and development are a means that aid employees in achieving professional growth to expand knowledge and skills (Rahayu et al., 2019). Healthcare leaders who are effective at retaining employees enable their organizations to gain a competitive edge resulting in increased employees' job satisfaction. Chou and Ramser (2019) linked organizations invested in their employees' continual development to increase productivity, engagement, satisfaction, and motivation. Organizations that incorporate employee development into their organizational strategy increase employee organizational commitment (Kurniawati & Wahyuni, 2019). Rogers (2020) realized that a solution to reducing voluntary employee turnover is creating more mentorship and training and development programs for employees. Employees perceiving a genuine interest in their development for greater organizational involvement from their leaders may feel a motivating obligation to reciprocate the positive gesture. Most nursing facility administrators who dream of success love working for organizations where leaders care about developing employees. By offering developmental training programs, healthcare leaders can increase nursing

facility administrators' organizational commitment, which reduces administrators' turnover intentions.

### **Organizational Support**

Support from the leaders of an organization, through both leadership and human resource practices, affects how employees view the organization. Perceived organizational support has a significant positive effect on job embeddedness and a significant negative effect on turnover intent. Managers and supervisors should exhibit traits that motivate, instill trust, and share knowledge to help build up employees (Afsar & Umrani, 2019). Guan and Frenkel (2019) noted that supportive workplace communication from a manager or supervisor decreased the likelihood of employee burnout and reduced voluntary employee turnover. McCune Stein et al. (2020) suggested that effective communication between managers and subordinates could increase professional knowledge and skills. Directive and supportive leadership styles positively and significantly predicted employee job satisfaction (Mwaisaka et al., 2019). Healthcare leaders who spend time mentoring nursing facility administrators increase the administrators' organizational commitment, which in turn increases productivity and reduces turnover.

Another way that healthcare leaders can support nursing facility administrators is by managing conflicts effectively. Shannon (2019) discovered that communication was a motivating factor among employees with emotional factors such as respect, trust, and appreciation as another motivating factor. Supportive communication from a supervisor may lead employees to believe they are valued and supported, which results in less stress

(Guan & Frenkel, 2019). Organizations promoting health and wellness that effectively use various online communication channels, new empowering leadership practices, benefits, and supporting resources increase employee engagement (Anand & Acharya, 2021). By enhancing personal communication between the healthcare leaders and nursing facility administrators, managing conflicts can help in reducing nursing facility administrator turnover.

### **Transition and Summary**

In Section 1, I discussed the background of the business problem, problem statement, and the purpose statement. I described and justified the nature of the study and defined my central research question, which aligns with my interview questions. I documented the conceptual framework, operational definitions, assumptions, limitations, delimitations, and significance of the study. The literature review includes an intensive review of the academic and professional literature on Herzberg's two-factor theory and current research relevant to nursing facility administrator turnover to gain an in-depth understanding of the business problem.

In Section 2, I restated the purpose of the study and details of the participant selection process, protocol, and ethical obligations. In addition, I analyzed my role as the researcher and the criteria for participants selection. The other elements of Section 2 include (a) the research method, (b) research design, and (c) population and sampling. In addition, Section 2 includes subsections such as ethical research, data collection instrument, and strategies and techniques for collecting, organizing, and analyzing data. I concluded Section 2 with discussions on reliability and validity. Section 3 includes the

presentation of findings, including the themes that emerge from the data. Section 3 also includes application to professional practice, implications for social change, recommendations for action and further research, reflections, and the study conclusions.

## Section 2: The Project

### **Purpose Statement**

The purpose of this qualitative single case study was to explore effective strategies that nursing facility leaders use to reduce administrator turnover. The target population comprised leaders at a nursing facility in Virginia who have successfully reduced administrator turnover. Reducing nursing facility administrator turnover promotes the sustainability of long-term care facilities and organizational productivity, which can enhance healthcare delivery for senior citizens in the communities.

### **Role of the Researcher**

As the researcher, I recruited participants, collected data, explored new knowledge, and reported all data. I collected data by interviewing participants in a natural setting using a semistructured questionnaire as well as reviewing organizations' documents that are available. The use of semi structured interviews helped to establish a rapport with study participants (Brown & Danaher, 2019). Qualitative researchers approach a study from the standpoint of how and why and focus on exploring subtle and nuanced issues which are not possible via quantitative approaches. Johnson et al. (2020) and Soh et al. (2020) highlighted the need for the researcher to play an active role in sourcing and preparing participants, coordinating the research process, and managing all matters arising during the process. I first sent out recruitment letters for study participants (see Appendix A), followed by the informed consent form after they agreed to participate in the study. Using the interview protocol was important for developing a professional relationship with participants. I followed the interview protocol (see Appendix B) as a



guide to prepare for my interviews, which helped me communicate with the participants efficiently and establish trust with the participants to facilitate the sharing of their experiences.

As the researcher, I had no personal or professional relationship with the prospective participants of this study. A qualitative researcher's prior experience with a topic can create an impairment of professional judgment because of personal experiences with the situation. Dash and Verma (2019) noted that the researcher could ensure bias-free research by having an evaluative mindset and self-assessment of the objectivity level. Yin (2018) suggested that the researcher must maintain the objectivity and reliability of the research design. My relationship with this topic relates to my interest in healthcare and being a business owner with first-hand experience of the nature and negative impacts of employee turnover on the operations and profitability of an organization. I am passionate about understanding organizational problems that leaders need to address to accomplish the organization's mission and vision. My relationship with the research area is that I live and work close to Virginia, and this factor reduced the cost of access to participants for the interviews. To remain objective and mitigate bias while conducting this qualitative study, I used emotional reflexivity. Reflexivity can be defined as a set of continuous, collaborative, and multifaceted practices through which researchers self-consciously critique, appraise, and evaluate how their subjectivity and context influence the research processes (Olmos-Vega, et al., 2022).

Mitigating bias and the use of a personal lens during data collection and analysis was key to delivering credible research results. Johnson et al. (2020) noted that the

researcher's preconceptions might influence the qualitative research process. One important aspect of the role of a researcher is to reduce or eliminate bias within a study. As the primary research instrument, I mitigated bias in my study by maintaining an objective mindset. Tuohy et al. (2013) stated that researchers can effectively use bracketing to set aside personal biases in studies. I followed these suggestions and used bracketing in addition to emotional reflexivity during the research and data analysis phase of this study. I performed bracketing before recording interviews with participants and documenting the results of the interviews in a journal. The journal includes detailed notes of my biases and perceptions during data collection and data analysis.

My role as the researcher was to ensure the study complied with the ethical guidelines of *The Belmont Report* and the Walden University Institutional Review Board (IRB). Per the Belmont Report, it was also my role as the researcher to honor basic ethical principles, including respect for persons, which ensures autonomy, beneficence, which involves securing individual wellbeing, and justice, which entails equality and fairness. Respect for the persons entails appropriately informing participants that their participation is optional and protecting respondents with limited decision-making abilities (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). Beneficence involves maximizing the benefits of the study while minimizing harm to participants. According to Brothers et al. (2019), the principle of respecting research participants entails obtaining an individual's consent to participate in the study and not forcing them, beneficence obligates the researcher to keep participants from harm's way, and the justice principle requires the researcher to consider

participants for available benefits. As the researcher, I ensured the integrity of the data and the results by reporting all findings without bias. Findings reveal that self-reporting data commonly found in studies that use interview instruments can be affected by an external bias caused by social desirability or approval, especially in cases where anonymity and confidentiality of participants are not guaranteed at the time of data collection (Dechawatanapaisal, 2018). Ethical principles should be adhered to before, during, and after the research process (Cypress, 2019). Therefore, reporting of findings without bias was done by ensuring that all participants' identity and information is protected and kept confidential (Dechawatanapaisal, 2018). For example, pseudonyms P1-P4 were used in place of participants real names, and all data gathered was securely stored where only authorized personnel can access the material.

### **Participants**

I sourced contact information for potential nursing facility leaders from a public database on the state of Virginia website and local nursing home contacts. In a qualitative research study, researchers recruit participants who can inform the researcher about the research problem under exploration (Stewart, 2021). The individuals invited to participate in this study were experienced nursing facility leaders in Virginia. Knechel (2019) noted that research quality derives from knowledgeable participants who understand the intricacies surrounding the phenomenon of interest. The purposeful sampling method targets a population that meets certain qualification criteria, ensuring there is sufficient data to conduct the study (Yin, 2018). Lindstrom et al. (2020) noted that purposeful

sampling makes access to participants easier because they are not anonymous. I purposively recruited these nursing facility leaders to participate in a voluntary interview.

Eligible participants needed to have the experience and knowledge related to the research question under investigation, and it was important to select participants with sufficient knowledge who could provide insight to help answer the research question. Researchers skillfully choose samples because of the participant's ability to provide meaningful information to address the research inquiry (Guetterman, 2020). I ensured that the participant criteria aligned with the research question by making sure the participants have been nursing facility leaders at the organization for over 5 years. Participants with 5 years of employment may have the knowledge, insight, and resources useful to this study. I gained access to participants through phone calls, e-mails, and in-person interactions.

A working relationship was established with the participants by describing the purpose of the study and making them feel comfortable by communicating my intentions before and after they agree to participate in the study. Establishing trust through honestly communicating the purpose of the study to participants is a way to build rapport (Yin, 2018). The setting for a researcher to conduct interviews must be private and comfortable, and interview sessions were conducted at the convenience of the participants. The stages of obtaining access to participants are identifying participants, contacting them, and gaining their commitment (Yin, 2018). After the phone call, participants received a follow up email that included a recruitment letter (see Appendix A) and an informed consent form formally outlining the purpose of the interview, seeking

participant consent. Informed consent forms included an explanation that participants are volunteers as well as what their involvement entails (Xu et al., 2020). Using email reduces the time it takes to receive replies, is less expensive, and allows the researcher to keep electronic proof of communication and information (Rajendran et al., 2019). After acceptance, participants determined the most suitable location to conduct the interviews and the time when they are available.

## **Research Method and Design**

### **Research Method**

There are three types of research methodologies: (a) quantitative, (b) qualitative, and (c) mixed methods (Yin, 2018). Three research methodologies, qualitative, quantitative, and mixed methods, are available for researchers (Taherdoost, 2022). Qualitative researchers explore and understand a phenomenon through the experiences of the participants (Yin, 2018). The qualitative approach is the preferred method for researchers to explore findings to comprehend participants' experiences (Yin, 2018). According to Stutterheim and Ratcliffe (2021), researchers use qualitative methodology to explore complex phenomena by engaging relevant stakeholders. The qualitative research method was appropriate to explore the critical influences of nursing facility administrator turnover. The need for an in-depth analysis of the experiences of healthcare industry leaders and the exploration of their retention strategies aligned best with the qualitative research method. The qualitative method was a credible approach to collecting and presenting meaningful data that contributes to successful business practices,

supporting its use in this study. The qualitative method was most appropriate to explore the strategies nursing facility leaders use to reduce administrator turnover.

In this study, quantitative research method was not suitable because this approach involves examining the statistical relationships between variables and predictors outcomes. Researchers use a quantitative approach to answer research questions that compare, relate, or describe (Yin, 2018). Aschauer (2021) noted that quantitative researchers seek to identify and define relationships among variables and develop testable hypotheses. Researchers use the quantitative method to analyze numerical data, test a hypothesis, and specify the research procedures (Yin, 2018). The quantitative method was not appropriate for this study because I was not examining and testing a hypothesis or collecting numerical data for inferential statistical analyses.

Mixed-methods research was not appropriate for this study because it is an approach to inquiry that combines quantitative and qualitative methods in one study. The combination of qualitative research and analytical statistics or mathematical modeling classifies as mixed methods (Strijker et al., 2020). The mixing of qualitative and quantitative methods proves more effective in studying complex phenomena because one technique compensates for the weaknesses of the other (Stoecker & Avila, 2021; Strijker et al., 2020). I did not select the mixed-methods research methodology for this case study because the mixed-methods research methodology requires a high level of sophistication in the design and integration. Mixed-methods research can be complex, resource-intensive, and time-consuming, which further supported my decision that it was not a fit for this study.

## **Research Design**

The research design for this study was a single case study because the objective of the study was to explore successful strategies leaders of a nursing facility use to reduce administrator turnover. Case studies, narrative, phenomenological, and ethnographic are some of the designs used in qualitative research (Yin, 2018). Tomaszewski et al. (2020) listed four principal designs including case study, ethnography, phenomenology, and narrative inquiry, highlighting possible data collection methods. A case study allowed me to explore and conduct a comprehensive analysis of a case and to gain a full understanding of the real-world context. Case study researchers explore a person, an organization, or an institution over a period to understand the factors supporting the research problem (May & Perry, 2022). I aimed to discover strategies healthcare leaders use to reduce nursing facility administrator turnover. A case study design was the most applicable to this study because it allowed me to conduct an in-depth investigation of a contemporary phenomenon within the phenomenon's real-life context. A single case study research design incorporates the collection of data from a variety of sources, which highlights a conclusion or set of conclusions in real-life situations. The single case study design was the most appropriate for this study because I collected data from one organization to explore strategies that nursing facility leaders have used successfully to reduce administrator turnover.

Qualitative researchers use phenomenological design to provide an in-depth description of a phenomenon based on the lived experiences and perceptions of individuals (Yin, 2018). Phenomenology is a qualitative design researchers use to

describe something that exists as an essential part of our world (Stolz, 2020).

Phenomenologists might use descriptive or interpretive approaches to understand the participant's world more clearly (Sundler et al., 2019). Phenomenology as a research design was not appropriate for this study because the intent was not to explore the lived experiences of the participants. The phenomenological design is suitable for an inquiry in which the researcher is interested in describing the meanings of the lived experiences of participants, which is not the goal of this study.

Ethnographic researchers engage themselves in the field to view life through the lens of a business or a social group. Ethnography is the study of the culture of groups of people, such as their patterns of social interactions, behaviors, beliefs, language, and ideation, to identify the organizational structure (Tomaszewski et al., 2020). Ethnography is the study of a culture in its natural setting to explore a group's behaviors and daily lives (Harwati, 2019). Researchers conduct an ethnography study to describe a phenomenon of a group by immersion in the cultural context and conducting fieldwork (Brear, 2019). The focus of this study was not on the culture of a group; therefore, the ethnographic research design was not suitable for this study.

When a single case study is used, the researcher can question old theoretical relationships and explore new ones. Based on specific research topics and questions, case studies are suitable analyses of organizations, communities, or programs for evaluation purposes (Tomaszewski et al., 2020). Bloomberg and Volpe (2018) defined a case study as an in-depth analysis of a particular group or individual units to understand the environment that contributed to behaviors. A single case study allows for a more careful



study to be made, leading to the researcher getting a deeper understanding of the subject (Yin, 2018). The single case study design was the best choice for my study because I sought to understand what, how, and why of strategies used by health care leaders to reduce nursing facility administrator's turnover.

During the data collection process, the researcher must decide when new information is no longer obtainable. Alam (2020) described data saturation as a point in which the researcher has no additional findings or finds similar responses from the participants. Data saturation also happens when additional research is inconsistent because no new themes develop (Johnson et al., 2020). To achieve data saturation in this study, I conducted in-depth interviews until no new information was generated. I used a three-step approach to achieve data saturation: (a) I selected and interviewed participants with experience about the phenomenon of employee turnover, (b) I used methodological triangulation whereby organizational documents served as a second data source, and (c) I adopted the member checking procedure by requesting participants' validation of data interpretation. The importance of data saturation in achieving research quality suggests that the qualitative researcher must be deliberate about achieving it.

### **Population and Sampling**

The population for the study was nursing facility leaders in Virginia. To qualify for this study, all participants met the criteria of (a) having leadership experience in the nursing facility for more than 5 years and (b) having worked as a nursing facility leader in Virginia. Before a researcher creates a sampling strategy for a case study, they must identify the population (Yin, 2018). Yin (2018) noted there are three steps a researcher

needs to take when applying a purposeful strategy in qualitative research. They must select participants, identify the type of sample, and determine the sample size. I used the purposeful sampling strategy. Researchers use purposeful sampling to seek participants who will convey opulent information to the research (Shannon, 2019). Purposeful sampling technique enhances qualitative research with information-rich cases. Purposeful criterion sampling strategies are nonrandom, allowing researchers to focus on specific characteristics of individuals of interest, which will best support their research questions (Yin, 2018). The purposeful selection of participants was appropriate for this study because I was able to collect richer data in considerably less time, whereas interviews with randomly selected participants require more time and resources without a guarantee for the better quality of data. A purposeful sampling of nursing facility leaders was appropriate for obtaining information regarding strategies to mitigate high turnover and retain nursing facility administrators.

The interview setting is important in the research process. A private interview setting may break down hidden boundaries research participants may have to facilitate open and productive semistructured interviews. Due to the selected participants' work schedule and the COVID-19 pandemic challenges in conducting face-to-face interviews, I conducted virtual interviews using Zoom video conferencing via internet technology from a private office as the alternative, creating a private interview environment in which participants felt comfortable sharing their experience.

Selecting the appropriate sample size was one of the most important parts of the research design in this study. The appropriate sample size is one that is adequate to

address the research question but not so large that the amount of the data does not allow an in-depth analysis (Yin, 2018). I interviewed 4 nursing facility leaders from one nursing healthcare organization in Virginia. A small sample size is adequate for a case study design because the focus was not on the size but on the richness of the data (Mthuli et al., 2022). The sample size must be big enough and ensure that data saturation was addressed in relation to the research questions.

Data saturation occurred when information from the participants' interview was repeated, and no new data emerged. Data saturation is the point at which additional data collection does not generate new or meaningful themes, an indication that the researcher has fully explored the phenomenon under investigation, thereby implying the possibility of replication by other researchers (Hennink et al., 2019; Mpofu, 2021). Researchers achieve data saturation when participants have answered all questions with no further information to share (Nelson et al., 2020). The data collection process continued until data saturation occurred after the fourth interview when no new meaningful information and themes emerged.

### **Ethical Research**

Ethical research was an essential consideration in this study and for scholars when investigating a phenomenon of interest. An essential requirement for conducting research is ethical integrity. Therefore, I followed the three general principles discussed in *The Belmont Report's Ethical Principles and Guidance for the Protection of Human Subjects of Research*, which are (a) respect for persons, (b) beneficence, and (c) justice (National Commission for the Protection of Human Subjects of Biomedical and Behavioral

Research, 1979). In accordance with the Belmont Report, the ethical principles included demonstrating respect for individuals, justice, and beneficence (Clark, 2019).

Maintaining the highest ethical standards is a requirement by Walden University and its IRB.

The principles of the Belmont Report include informing participants of their rights and preserving their confidentiality (Hermans, 2019). Upon receiving IRB approval (07-12-22-0723621RB), I began the data collection process by emailing participant recruitment letters (Appendix A). I also provided an informed consent form to every participant as part of the interview instructions explained (a) the background and purpose of the study, (b) the procedures for taking interview, (c) the voluntary nature of the interview, and (d) how to withdraw from the interview. I sent the interview protocol (Appendix B) after the participants consented to participate in the study. The participants received statements about confidentiality, the risks, and benefits of participating in the study, and contact information for the researcher and Walden University.

The research participants received the informed consent form via email and responded via email stating “I consent.” The purpose of an informed consent form is to ensure full confidentiality, to list benefits and risks of involvement for the participants and the researcher, and to establish the voluntary choice of participants in partaking in the interviews (Dankar et al., 2019). The consent form included descriptions of (a) the purpose and the nature of the study, (b) confidentiality safety measures, (c) procedures for the interview process, and (d) Walden University’s IRB approval number and its expiration date.

The consent form provided information on the participant's right to withdraw from the study by notifying me by e-mail or telephone call. Research subjects have the right to withdraw from a study at any time (U.S. Department of Health & Human Services, 2019). When a participant asks to withdraw from a study, researchers must discontinue all interactions or communications with the research subject and destroy any data collected from the participant (U.S. Department of Health & Human Services, 2019). If a participant wanted to withdraw from the study, I would have permanently deleted all of the participant's information and responses.

As a researcher, I have the responsibility of conducting ethical research and safeguarding the confidentiality of all participants. Scholars can offer incentives if the value does not affect the data's quality or reliability (Hall & Martin, 2019). Offering participants incentives can help researchers recruit enough subjects to improve the reliability and validity of the findings (Yin, 2018). Researchers may also use incentives to reimburse participants for their involvement as a token of appreciation (Govender et al., 2019). However, incentives may sway or coerce participants. I did not provide participants with any incentives or compensation for participating in this research.

Yin (2018) stated that when conducting a case study involving human subjects, the researcher should keep data and information about the participants private and confidential. I protected the identity of participants by assigning participant numbers to maintain confidentiality (e.g., P1, P2, P3, and P4) and safeguarded their identities throughout the entire research process. I coded the information collected from each participant during the interview sessions to protect their identity and confidentiality. The

storing and protecting of data collected is important to note when applying for approval of study (Sivasubramaniam et al., 2021). I endeavored to protect and safeguard the participants' rights in the research and will store the data securely for 5 years to protect confidentiality of participants and thereafter destroy it by deleting the digital files and destroying any documents.

### **Data Collection Instruments**

For this qualitative single case study, as the researcher, I assumed the role of the primary data collection instrument. The researcher is the primary data collection instrument and provider of analysis in qualitative research (Yin, 2018). Data collection instruments, including the researcher, interview questions, organizational documents, and observations, can be combined to complement, validate, and strengthen data quality (Caillaud et al., 2019; Roberts, 2020). My role as the researcher also included observing and describing the participants' responses to support validity and reliability within the study. Using the interview protocol (Appendix B), I asked each participant the same set of seven open-ended questions. During the interview process I also asked participants follow-up questions to collect as much information relevant to the business problem and research question as possible.

Using a semistructured interview approach helped me to control the topic and format of the interview, reduce prejudice and bias, and save time. Advantages of using semistructured interviews, as described by Marshall et al. (2021), include: (a) personable interviews, (b) quickly retrieved data, (c) immediate follow-up and clarification capability, and (d) capability of interviewing challenged individuals (including the

hearing impaired). Using semistructured interviews enabled me to ask interviewees open-ended and probing questions to obtain a deeper understanding of the research phenomenon. Conversely, the semistructured interview process includes disadvantages. Disadvantages noted in using semistructured interviews include: (a) not ample time for trust-building, (b) uncomfortable participants, (c) dialect challenges, and (d) lack of participant truthfulness (Marshall et al., 2021). The reason for choosing semistructured interviews is open-ended questions provided participants with more flexibility when sharing information. Brown and Danaher (2019) argued the use of semi structured interviews helped to establish a rapport with study participants. Using open-ended questions gave participants the chance to share their ideas and explain their strategies openly.

In qualitative research, the interview protocol was an instrument for inquiry that included interview questions about the phenomenon under study (Yin, 2018). I used the interview protocol (Appendix B) as a guide for conducting the interviews. Using an interview protocol lets participants know what to expect during the interview process (DeJonckheere & Vaughn, 2019). An interview protocol was essential in determining quality and accuracy in interview data, and the following interview protocols might improve data collection quality (Marshall et al., 2021). Using an interview protocol during the interview process enabled me to collect detailed information from participants consistently about the phenomenon under study. The interview questions provided opportunities for study participants to share their experience when responding to

questions regarding the strategies nursing facility leaders use to reduce the turnover of administrators in nursing facilities.

I used two sources of data, semistructured interviews and organizational documents, to identify themes regarding nursing facility leaders' strategies for decreasing turnover. Reviewing documents was one of the methods of data collection recommended by Yin (2018) for a case study design. Yin (2018) stated that qualitative researchers using a case study design must collect data from at least two sources. Stahl and King (2020) recommended using several data collection methods, data triangulation, and member checking techniques for a single case study to validate the credibility of qualitative results and to mitigate bias within the study. I interviewed nursing facility leaders and reviewed available documents from the organization on nursing facility administrator turnover until I attained data saturation. Documents on nursing facility administrator turnover helped validate the data from the interviews.

Triangulation, a cross-reference technique, also afforded me an opportunity to facilitate validation of data across two sources. Validity refers to the credibility and accuracy of the study results (Hayashi et al., 2019). Organizations documents serve as rich data sources with varied applications, including primary or secondary data sources, corroborating, and validating evidence obtained from other sources, and supporting the triangulation of data (Yin, 2018). Reviewing available organizational documents on employee turnover provided new insight into the effectiveness of current employee turnover strategies that nursing facility healthcare leaders shared during the interviews.



After conducting the interviews, I summarized information that reflected the experiences of participants who acknowledged the accuracy and completeness of the interpretation of data captured. I drew conclusions based on repetitiveness, patterns, and themes that emerged from the interviews. Qualitative researchers use member checking to avoid personal bias in sharing interpretations of analyzed data with their participants to ensure accuracy (Brear, 2019). The member checking process enhanced data analysis, as participants confirmed the researcher's understanding of the data through shared results to validate the interpretation (Chopra, 2019). Scholars use a validation method known as member checking to validate and verify the results of qualitative research studies (Candela, 2019). Member checking enabled participants to verify the interpretation accuracy, credibility, and trustworthiness of interview data (Brear, 2019).

### **Data Collection Technique**

To collect sufficient data to answer the central research question, the data collection strategy included semistructured virtual interviews. This was done via video conferencing using the Zoom platform, which provides both visual and audio capabilities. I chose video conferencing as one data collection method because it is an online enabled technology that allows users in different locations to hold virtual meetings without having to be all together at the same location.

I invited participants who positively responded to the recruitment letter as shown in (Appendix A) and obtained the participants consent. Due to the recent pandemic and related health concerns, physical in person face-to face interviews posed

medical concerns therefore video conferencing via Zoom, which is virtual in nature, was utilized. The participants were scheduled to attend the virtual interviews one at a time for approximately 45 minutes each, until all respondents were interviewed. They each received an email two to three days in advance with guidelines on how to log in to Zoom, providing them with the user ID and password. They were advised that the interview would be recorded to enable review of the content later in case any pertinent detail during the actual interview session was missed. For specifics about the interview process, the interview protocol (see Appendix B) was revisited. I did not conduct a pilot study to test the validity of the interview questions.

I used semistructured interviews as the primary data collection technique. I selected the semistructured interview format because it is guided, provided a clear set of instructions for the interviewer to follow during data collection, and offered reliable, comparable qualitative data. The inclusion of open-ended questions in the interview guide provides the opportunity for identifying new and emerging themes and further understanding of the ongoing study (Stahl & King, 2020). This was followed by reviewing documents on employee turnover from the partner organization.

When conducting a qualitative case study, researchers must use two independent sources of data collection such as interview and document review; using multiple data collection sources promotes credibility and enables scholars to reach data saturation (Yin, 2018). The purpose of reviewing documents is to use a secondary data source to validate data from the interviews. I requested permission to review documents on administrator

turnover from the organization by email. Document reviews were done by reviewing the organization's available documents on employee turnover. Qualitative case study researchers use methodological triangulation to validate data through cross-verification of two or more methods (Yin, 2018). Some of the benefits of reviewing documents are that the collection process is inexpensive and accessibility to detailed data from official documents (Yin, 2018). Another advantage of using documents is that it is easier and less time consuming to collect archival documents rather than conduct focus groups.

The use of member checking reduced the misinterpretations of the interview data. Researchers can use member checking as a validation tool by verifying whether interview responses are accurate and resonate with participant experiences regarding the phenomenon (Stahl & King, 2020). I used member checking to verify data accuracy. Member checking results from unbiased relationships between researchers and participants (Brear, 2019). After interviewing participants, I began the member checking process by transcribing the interview responses into a Word document. After interpreting and summarizing the data, I gave a summary of my transcription in a Word document to each participant to confirm that the data represents their interview responses and to determine the credibility of the results and enhance validity.

### **Data Organization Technique**

Data organization was critical while conducting research. Creating an effective data organization strategy helps researchers efficiently locate needed information. In case studies, researchers must prepare, evaluate, maintain, and transfer data from audio recordings and field notes to text data (Deterding & Waters, 2021). Researchers use

different techniques to organize data collected from participants, including coding, transcribing, analyzing, and interpreting data to maintain a high degree of quality throughout the whole qualitative research process (Deterding & Waters, 2021). The focus of data organization is to identify patterns, trends, and emerging themes from interview transcripts (Yin, 2018). The labeling process consisted of cataloging all documents with an identification code. All documents have an identification number to conceal the participant's real name and organization's name.

ATLAS.ti software was the software that I used to organize data. I selected the ATLAS.ti software because ATLAS.ti was one of the leading qualitative analysis software. Researchers use ATLAS.ti software to help organize and easily evaluate data more effectively without losing any data, which leads to a better understanding of the participant's experience (Deterding & Waters, 2021). All paper documents were kept in a locked file cabinet and all electronic data will remain stored in a folder on a password-protected laptop for 5 years. After 5 years, I will shred all physical documents, erase audio recordings, and delete all electronic data from the hard drive.

### **Data Analysis**

Qualitative researchers begin the data analysis after the data collection process has been finalized. Data analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense, recap, and evaluate data (U.S. Office of Research Integrity, 2020). When conducting qualitative data analysis, Yin (2018) recommended a five-step process that includes compiling, disassembling, reassembling, interpreting, and concluding. Thematic analysis is a technique some

researchers use in reviewing data within qualitative research. The thematic analysis technique enables the researcher to identify the themes from the data, which are concepts and ideas within the collected data (Braun & Clarke, 2019). Many themes can emerge from qualitative inquiry. However, the researcher should focus their analysis on themes that answer the research question (Scharp & Sanders, 2019). For this study, the data analysis process provided a framework for understanding the primary research problem.

I used methodological triangulation to decrease biases, increase validity, and strengthen the reliability of the research findings. Methodological triangulation is a data analysis tool that requires using two or more sources to validate research data (Yin, 2018). Researchers code, sort, and identify themes and relationships during the data analysis process and, per case study requirements, are to triangulate the diversity of the data (Tomaszewski et al., 2020). Yin (2018) explained that converging evidence strengthens the construct validity in case studies. The goal of applying methodological triangulation is to confirm the validity, credibility, and authenticity of the data, interpretations, and analysis. I triangulated data from semistructured interviews and document reviews to develop convergent evidence.

Multiple sources of data helped to gain more insight into the research problem. Yin (2018) stated that an advantage of including documentation in the data collection is the ability of the researcher to use methodological triangulation for crosschecking data gathered. Triangulation advances the accuracy, credibility, and validity of the findings. Methodological triangulation is a common strategy that researchers use to validate data in qualitative research and to enhance trustworthiness (Stahl & King, 2020). Specifically,

methodological triangulation is the use of multiple methods to compare results. I interviewed the target population and analyzed available organizational documents that related to nursing facility administrator turnover until I reached data saturation.

When preparing and analyzing a single case study analysis, researchers need an analytic plan to produce the best results. After each participant had reviewed the interview summary, I utilized the ATLAS.ti software to analyze emerging themes following a four-step process recommended by Yin (2018). Yin's process includes:

1. Retrieving and checking exact terms from my notes and documents.
2. Moving and assigning codes to correspond with keywords and terms.
3. Interpreting the meaning of the data.
4. Assigning themes from the codes.
5. Summarize the results to formulate conclusions.

Uploading the data into the ATLAS.ti software generated codes which I organized into themes and trends in the data. The researcher must take full responsibility for the data analysis process. Hemming et al. (2021) highlighted the obligatory role of the researcher in ensuring robust data analysis through direct involvement and personal reflection in the process. According to Swygart-Hobaugh (2019), researchers use data analysis software to ensure data analysis robustness and to provide evidence toward data saturation achievement. The ATLAS.ti software can be used to analyze answers to open-ended questions and discover hidden complex data that helps to categorize data into themes. I analyzed data analogous phrases, words, and patterns to distinguish categories for coding and identified themes based on the frequency of words in responses.

It was important to compare and align the literature and the conceptual framework to the data results to obtain themes that helped to interpret the meaning of the data, identify new information, and answer the research question. The secondary data source was the review of company policies and procedure materials, journal articles, books, and websites. Establishing connections between emerging themes in a qualitative case study and the conceptual framework of the study was essential during data analysis (Yin, 2018). Another important responsibility during the research process was staying current on their research topic (Yin, 2018).

### **Reliability and Validity**

I ensured validity through triangulation and member checking. The significance of a research study is reliant on the level of confidence others have in the findings of the researcher. Qualitative researchers ensure validity through (a) triangulation, (b) member checking, (c) transcript review, and (d) bracketing (Johnson et al., 2020; Pathiramage et al., 2020). Yin (2018) suggested using the following four steps to achieve reliability: (a) dependability, (b) credibility, (c) confirmability, and (d) transferability. The objective of reliability is to minimize errors and biases in a study (Yin, 2018). The aim of conducting qualitative research is to achieve the provision of a more profound understanding of a topic or phenomenon. Researchers must address the dependability, credibility, confirmability, and transferability of qualitative studies to ensure reliability and validity. Reliable and valid results are crucial in the development of a deeper understanding of the phenomenon of nursing facility administrator turnover.

**Reliability**

I ensured the reliability of the study by aligning questions used in the interview with the main research question, these included aligning questions used in the interview with the conceptual framework. Reliability of research is determined through the soundness of the research process, which includes the research question, data collection method, data interpretation, and the researcher. Reliability means that there is enough data to replicate the research using the same data collection techniques to produce consistent results (Karasakaloğlu, 2018). Yin (2018) concluded to reach reliability is to be undeniably dependable, beyond reproach or reprimand, and decisions made based on reliable data which can be globally generalized and permit consistency. Other contributions to safeguard the reliability of the study involve storing and securing data in a safe place to guarantee participant confidentiality.

I also enhanced the dependability of the study by member checking the data and using the interview protocol. To perform member checking, after sending the summary of the interview responses to participants, I followed up via email to confirm or correct my interpretations of the responses they provided during the interview to ensure accuracy. Collecting and analyzing data in a manner accepted by the research community results in reliable research outcomes (Collingridge & Gantt, 2019; Holmes, 2020). To enhance reliability, it behooves the researcher to justify the methods used and to clarify the investigative procedures (Rose & Johnson, 2020). In qualitative studies, a researcher's work is reliable when it is consistent and repeatable. Researchers must recognize that consistent, unbiased, and truthful data will generate reliable and valid results.



**Dependability**

I reviewed transcripts to document any significant elements and ensure that research findings remain dependable. Dependability refers to the consistency and reliability of research findings (Bloomberg & Volpe, 2018). I demonstrated dependability in the study in the following manner. First, I showed dependability by providing a rich description of the purpose for the study in addition to documentation of the process. Second, I demonstrated dependability via a rich description of participants attributes and the interview protocol. The use of an interview protocol contributes to dependability by enabling the researcher to create inquiry consistency when interviewing participants. I helped ensure the dependability of the study by having participants check the information gathered for accuracy using member checking.

**Validity**

Validity is tantamount to trustworthiness. Validity refers to choosing the appropriate instrument to measure a phenomenon, its rigorous application to ensure robust data analysis, the accuracy of interpretation, and the trustworthiness of the results (Collingridge & Gantt, 2019). The participants' detailed accounts of their experiences through the lens of the selected framework validate the study. Reflexivity is a key component in qualitative research, considering that the researcher is the research instrument. Through their subjective positionalities, researchers can strengthen the validity of the study with thoughtful, insightful articulation to influence all facets of the research process (Rose & Johnson, 2020). Methodological triangulation is used to examine all credible information related to the research phenomenon to increase the

quality of the data collection (Fischer & Van de Bovenkamp, 2019). To ensure validity, I used member checking and methodological triangulation to validate the data from the interviews and promote credibility, transferability, and confirmability. The use of multiple sources within a case study improves validity (Yin, 2018). I collected data from multiple sources, which included conducting interviews, company documents, and external public website content, to address validity.

### **Transferability**

To facilitate the transferability of research outcomes, I detailed the entire research process, including the assumptions. Research findings, although contextual, can be useful to other researchers in other fields. The proper documentation of research activities allows other researchers to make sense of the research process, peculiarities, and contexts to decide whether the research findings might apply in their settings (Alsharari & Al-Shboul, 2019). To improve the opportunity for future researchers to transfer the findings of this study, I used an interview protocol, meticulously adhered to documented data collection and analysis techniques, and reached data saturation.

### **Credibility**

To establish credibility, I used methodological triangulation using semistructured interviews, conducted member checking, and reviewed company archival documents. Credibility within a qualitative research study is established through the experiences of the participants of the study. Researchers must ensure that their work is credible. Establishing the credibility of research findings requires the researcher to provide evidence of the bias management process adopted to ensure that the outcome accurately

represents each participant's view (Johnson et al., 2020; McSweeney, 2021). By recording the interviews and maintaining a copy of the recordings, scholars can increase the credibility of their studies (Yin, 2018). To increase credibility in research, the process of member checking is beneficial in enhancing the accuracy of the data by having the participants review the interpretation of the transcripts.

### **Confirmability**

When conducting qualitative research, the researcher must avoid expressing bias. Yin (2018) stated that confirmability pertains to the level of objectivity, truthfulness, and corroboration of the interpretations reflective of the participants' perceptions that remain free of researcher bias. Confirmability strengthens the users' confidence in research outcomes because independent parties can ascertain that the results emerged from the analysis of data collected and not the researcher's preconceived positions (Holmes, 2020). I audited my research to increase the study's dependability. Throughout the data collection exercise, I maintained a reflective journal for keeping a record of personal reflections that could help mitigate bias. I verified the confirmability of my study by ensuring that research data were neutral and objective. To ensure confirmability, I also used member checking to validate the interview data for accuracy and allow each participant to validate my interpretations of the interview responses for accuracy.

### **Data Saturation**

Data saturation is another confirmation of validity and reliability. To ensure a deeper understanding of a phenomenon the data must be exhaustive and rigorously done (Stahl & King, 2020). In addition, I am aware that the procedures a researcher uses when

conducting research are essential in determining the validity of the research findings. Data saturation occurs when no additional information emerges from the data collection exercise (Yin, 2018). Reaching data saturation is important in qualitative research because achieving data saturation enables scholars to improve the validity of the findings (Yin, 2018). My plan for achieving data saturation was to continue interviewing participants until no new information emerged.

### **Transition and Summary**

Section 2 encompassed the purpose of this study, my role as the researcher, and the criteria for selecting research participants. This section also comprised the information of different research methods and designs, including the reason for selecting a qualitative single case study design for this research. In Section 2, I provided a discussion of the population and sampling, the process of ensuring ethical research, and the data collection, organization, and analysis process. Section 2 also contained information about the process to ensure reliability and validity. Section 3 consisted of the presentation of findings, the application to professional practice, and the implications for social change. In Section 3, I also discussed recommendations for action and recommendations for further research on nursing facility administrator turnover. I concluded Section 3 with my reflections and conclusions.

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

#### **Introduction**

The purpose of this qualitative single case study was to explore strategies that healthcare leaders used to reduce nursing facility administrator turnover successfully. The study's findings showed that healthcare leaders use multiple strategies to help reduce nursing facility administrator turnover. The findings explain that leaders who provide supportive leadership, with reward and recognition and good employee compensation benefits, reduce employee turnover. In addition to that, the findings showed that continued training and career advancement reduces employee turnover and increases job satisfaction and productivity. Section 3 includes the presentation of findings and incorporates application to professional practice, social change implication, recommendations, personal reflections, and contributions to the literature.

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

This study was guided by the research question: What effective strategies do successful nursing facility leaders use to reduce administrator turnover? This study generated four themes, which I related to the conceptual framework. The four themes were (a) leadership support, (b) training and career advancement, (c) reward and recognition, and (d) employee compensation strategies. The results of this study support the analysis from the literature review and conceptual framework and may provide strategies that healthcare leaders can use to reduce nursing facility administrator turnover.

**Theme 1: Leadership Support**

The first theme that emerged was the support leaders provided to decrease nursing facility administrator turnover. All participants agreed that continuous employee support from the leadership team is vital to mitigating nursing facility administrator turnover. Employees with feelings of organizational support give a more significant work effort in performing extra-role functions (Tefera & Hunsaker, 2020). Employee retention practices that discouraged employees from leaving the organization included a supportive work environment, appropriate compensation packages, and rewards. All the participants suggested that supporting and building positive relationships with employees increased job satisfaction and helped create a more stimulating work environment. As a result of this, a reduction occurred in employee turnover and job dissatisfaction.

Through individualized consideration, leaders support the employee's contributions and encourage problem-solving to maximize organizational performance. Leaders who enforce the organizational policies and procedures would enhance work performance and commitment as a direct result of employee work satisfaction (Herzberg, 1985). P1, P3, and P4 explained that supportive leaders help mitigate employee turnover, increase employee satisfaction, and improve organizational commitment, which leads to a reduction of employee turnover intentions. Leadership support is essential because it is more cost-effective to retain an employee versus losing productivity, customer service, and time (Peltokorpi et al., 2022). Employees of an organization who perceive a positive, supportive environment are more committed to the organization and less likely to demonstrate turnover intention (Woodrow & Guest, 2020). P4 mentioned, "I reduced

employee turnover by being supportive and making sure my team members are satisfied; employees who are satisfied do not quit their jobs.” Nursing facility administrators need support from their leaders to promote a positive culture through building leader relationships with employees and increasing staff involvement.

Healthcare leaders provided the administrative and operational support necessary for their organization to be successful. All four participants emphasized the importance of supportive leadership and how it influences a positive working environment, ultimately reducing turnover. P1 noted that it is important for NHAs to be supported in their role because this sets the tone in the organization. Employees who are supported and engage frequently with their leaders demonstrated higher commitment and motivation, translating to increased productivity (Hosseini et al.,2022). Leaders must develop open and trusting relationships with their employees to help guide positive employee-employer relationships (Hai & Park, 2021). Participant P2 stated that they spend a significant amount of their time making sure team members receive exceptional leadership support and have a 100% retention rate over the last 12 months. Organizational leaders must support, engage, and empower their employees to keep them motivated and feeling essential to the organization.

When intrinsic needs are met, employees are less dissatisfied and increasingly motivated to remain with their employer. P3 noted that in their organization, the leaders collaborate with their employees and support them, and they have very good teamwork that has contributed to decreased turnover. P4 further noted that it is very motivating for the administrators to get support from the organization’s leaders and other employees in

the organization. An effective strategy for reducing employee stress and increasing employee happiness is when leaders regularly support and engage with their employees (Pattnaik & Panda, 2020). Support from the different departments in a nursing facility makes work easier for nursing facility administrators and reduces turnover.

Organizational leaders must support, engage, and empower their nursing facility administrators to make them feel motivated and part of the organization. The leadership support theme aligned with the conceptual framework, which was Herzberg's dual factor theory.

#### ***Alignment to Conceptual Framework and Literature Review***

The findings in this theme align with Herzberg's two-factor theory. Building positive relationships can increase or reduce employee dissatisfaction (Herzberg et al., 1959). P1 and P4 noted that their strategy to support and empower employees individually and collectively was critical to mitigating turnover and increasing productivity. Employees strive for professional achievement through positive relationships with their supervisors, which can aid in organizational commitment and job happiness, lowering employee turnover (Hirschi & Spurk, 2021). Perceived organizational support has a significant connection to employee engagement, psychological safety, empowerment, and service orientation (De Souza Meira & Hancer, 2021; Khan et al., 2019).

When asked about the most effective strategies to reduce turnover, P2 indicated that honest communication with employees, listening to their problems, and providing necessary support were most effective. Communication is essential for building positive



relationships and enhancing working conditions (Adnan, 2021). Employees who have a positive and supportive relationship with their supervisors communicate more openly when asked to solicit ideas and engage in conversations (Lee & Chon, 2021). P1 noted that supporting team members with any challenges they face is the most effective strategy they use to reduce employee turnover. The findings indicated that healthcare leaders who implement the strategy of supporting their nursing facility administrators are demonstrating a best practice for reducing nursing facility administrator turnover.

Recent academic literature supports the leadership support theme in organizations. The theme of supportive leadership aligns with recent research showing that supportive leadership positively influences employee turnover. Perceived organizational support encourages employee efficiency and corporate growth, dedication, and citizenship behaviors (Asgari et al., 2020). Employees functioning in supportive and inclusive climates have a high degree of well-being and positive self-esteem regarding their status and often engage in voluntary efforts to display organizational citizenship behavior (Kuknor & Bhattacharya, 2021). Employees who have developed close bonds with their manager feel more a part of the team and are more likely to share their vision and core values (Oh & Chhinzer, 2021). Leaders who support employees improve the chance of maintaining employee job satisfaction.

Employees are motivated when leaders are supportive. Leadership support contributes to a positive work environment, helping decrease employee turnover (Kanchana & Jayathilaka, 2023). Employees that feel included experience greater levels of job satisfaction (Ohunakin et al., 2019), are more engaged in their work roles

(Brimhall & Palinkas, 2020), and are far less of a turnover risk (Ohunakin et al., 2019). Participant P3 stated that by earning employees' trust, supportive leaders gain a deeper understanding of employees' strengths and weaknesses, which help managers develop effective developmental plans and reduce employee turnover that results from a lack of proper training. Perceived corporate support also serves a broader socio-emotional function by meeting employee needs (Kasdorf & Kayaalp, 2021). In this regard, healthcare leaders who support and engage employees have a positive influence that inspires employees and reduces turnover.

## **Theme 2: Training and Career Advancement**

The second theme that emerged was training and career advancement opportunities for nursing facility administrators. In alignment with Herzberg's motivation-hygiene theory, career advancement is considered a factor for job satisfaction. Focusing on training and development can encourage organizational learning and increase tacit knowledge held by employees (Park et al., 2019). All participants shared that all employees, including administrators, take refresher courses annually and regular professional development training. Leaders who want to increase job satisfaction must provide employees with the opportunity to advance within the organization (Herzberg, 1985). All participants agreed that each employee receives a complete employee training program with the expectations and skills required to perform their job functions. P1 and P4 noted that their organization pays for travel to nursing facility administrators' national conventions where they bond, and these increase their job embeddedness.

All the participants stated that career development and training was a strategy to retain employees because it increases motivation. P3 and P4 noted that it also made employees feel valued and believe there is opportunity for them to grow in the organization. Recent technological advances have enhanced training and workplace learning (Park et al., 2019). All participants stated that their healthcare organization offered tuition assistance for career development. When employees felt valued, they stayed longer in the organization. A reviewed document also corroborated with the participant's assertion that the healthcare organization pays employees for the time they spend on training and offers tuition reimbursement.

A robust mentorship system within an organization helps employees advance their careers. All participants noted that their organization has nursing facility administrator preceptors who mentor and train nursing facility administrators within their organization. A preceptor is an instructor or specialist who teaches, counsels, and serves as a role model and supports the growth and development of an initiate in a particular discipline for a limited time, with the specific purpose of socializing the novice in a new role (Medical Dictionary for the Health Professions and Nursing, 2012). Preceptors fill the same role as mentors, but for a more limited time frame. Through mentoring programs, leaders provide information and experience to new hires that clarify their role in achieving strategic level goals of the organization (Gisbert-Trejo et al., 2019). Organizations that incorporate employee development into their organizational strategy increase employee organizational commitment (Kurniawati & Wahyuni, 2019).

Leadership programs improve organizational performance, increase employee performance, and reduce turnover intentions (Barton, 2019).

Organizations that invest in their employees' continual development realize increased productivity and engagement, because of employee job satisfaction, and motivation (Chou & Ramser, 2019). P1 and P4 said that providing employees with the opportunity to advance and grow within the organization influenced their job satisfaction. P2 and P3 said that on-the-job training is one way to decrease employee turnover in their organization because the training serves as a means of empowerment to their employees. Holmes (2020) argued that employee empowerment strengthens an organization's operations and encourages employee retention. P2, P3, and P4 mentioned the importance of the opportunity for advancement within the organization and noted that their nursing facility administrators advanced through the ranks in the organization.

#### ***Alignment to the Conceptual Framework and Literature Review***

The findings in this theme align with Herzberg's two-factor theory. Career advancement is a motivating factor that can lead to job satisfaction (Herzberg, 1985). Organizations must provide growth and promotion opportunities to reduce employee turnover. P1 and P2 noted career advancement opportunities help keep the nursing facility administrators in the organization. Properly trained employees exhibit more confidence in performing job-related tasks and feel more empowered and willing to work autonomously (Glišović et al., 2019). A review of employee handbooks and the organization websites validated these remarks by participants.

Training and development have greater significance on employee job satisfaction (Herzberg, 1985). According to P1, many employees come into the organization and take advantage of the training opportunities offered and are eventually promoted to higher positions within the organization. Kartika and Purba (2018) agreed that effective training and development are factors that might positively influence job satisfaction. Employees who can improve their abilities are more likely to advance in their position and more likely to stay with the company (Ichsan, 2020). Employee training is an asset because it enables employees to perform optimally, driving organizational growth and productivity (Naizm et al., 2021). These factors of advancement and growth align with work and responsibility noted in Herzberg's theory.

Academic literature supports the training and development theme. Employees who acquire organization-specific knowledge and skills perform optimally and increase the organization's competitive advantage (Park et al., 2019). Employees who engaged and responded positively to training and development were more likely to be satisfied (Naizm et al., 2021). Trained employees exhibit greater confidence in their job roles and strive for autonomy and achievement (Glišović et al., 2019; Hong et al., 2019). Employees who are more confident in their work are also more satisfied (Utari et al., 2021). Healthcare leaders incorporating job-specific training programs help reduce voluntary nursing facility administrator turnover and promote long-term employee commitment.

Focusing on training and development can promote meaningful and long-term employment for employees. Training and developing employees to higher positions leads

to trust and loyalty (Robinson, 2020). Keeping skilled or higher-performing employees builds the organization's reputation and profitability (Bachtiar, 2022). P1 and P3 mentioned that training and career advancement often was essential to keeping employees satisfied and effectively reducing nursing facility administrator turnover. P2 also mentioned that ongoing training helped to develop leaders. All participants emphasized the importance of employee training and workplace professional advancement in decreasing employee turnover. Employee training and advancement strategies have been effective in decreasing employee turnover in healthcare organizations. Based on the findings from this study, providing training and advancement increases employee satisfaction and reduces turnover.

### **Theme 3: Reward and Recognition**

The available organizations documentation and the participants' responses showed reward and recognition as an important strategy used to reduce voluntary employee turnover. The interviews revealed that all participants used rewards as a strategy for decreasing employee turnover. P4 stated that employees are given surprise awards (incentives) during award ceremonies and the organization's leaders appreciated them by using monetary and nonmonetary rewards to encourage employees that their skills and contributions are valued. Recognizing employee accomplishments in the workplace and family or social lives reduces concerns associated with work-life conflicts and potential voluntary turnover (Eversole & Crowder, 2020; Hammer, 2021). This theme is in line with the outcome of other investigative works. For instance, Sarkar et al. (2021) found that satisfaction with financial rewards was associated with lower turnover

intentions and higher performance, while satisfaction with nonfinancial rewards was associated with higher turnover intentions and lower performance. All participants recognized that employee recognition, including incentives, holiday and milestone celebrations, and bonuses, led to high employee satisfaction.

P1 and P4 mentioned employees view rewards and recognition as incentives that increase motivation and decrease turnover. This aligns with the thematic result that leaders influence employee behavior using Herzberg's two-factor theory. Work-life balance is an essential aspect of total rewards, as voluntary turnover decreases, and motivation of those left behind increases (Froese et al., 2019). When management understands what employees perceive as meaningful rewards, they can influence their intent to leave or stay with the organization (Froese et al., 2019). P2 noted that there is a positive relationship between reward systems and retaining employees. P3 noted that when working with long-term care residents, the reward they receive is seeing the residents getting better than they were when they came and overcoming everyday challenges.

### ***Alignment to Conceptual Framework and Literature Review***

Herzberg (1985) asserted that motivation factors are intrinsic to the job and include recognition and advancement which increases employee's job satisfaction. Rewards motivate employees. Employee recognition reinforces and rewards outcomes that people create within the workplace. Herzberg's two-factor theory supports that motivating factors increase employee job satisfaction. P2 implemented an employee of the month program in the organization. The Employee of the Month program recognizes employees

for the excellent work they do. According to P2, the employees of the month get a gift card and a certificate on the wall for everyone to see, including the residents. Providing employee recognition encourages a positive and productive work environment. Brear (2019) posited that low levels of job satisfaction could eventually lead to employee attrition and often eventual bankruptcy. Alam and Asim (2019) determined that a positive working environment increases job satisfaction. Job satisfaction is an effect rather than a cause of performance (Froese et al., 2019). All participants agree that employee recognition motivates employees to stay committed and reduces voluntary employee turnover. P3 stated that “employee recognition could be in the form of bonuses and might ensure employees know that management is generally interested in them and their families.”

The findings of the study corroborate the literature asserting rewards decreased job dissatisfaction and successfully reduced voluntary employee turnover. Rewards are a more direct cause of job satisfaction than performance, where rewards based on current performance enhance future performance (Widodo & Damayanti, 2020). Reward systems should include a mix of extrinsic and intrinsic rewards (Bruni et al., 2020). A combination of benefits, incentives, and rewards should be used to mitigate employees' intent to withdraw from the organization (Beiu & Davidescu, 2018; McIlveen et al., 2021). Participants agreed that a combination of benefits, incentives, and rewards supported employees' intrinsic and extrinsic needs.

An effective rewards system recognizes intrinsic rewards and extrinsic rewards and increases motivation. Rewards provide recognition to people for their achievements



and contribution and can increase employee motivation (Alhmoud & Rjoub, 2019). P4 noted, “I recognize my employees every day, and they come out every day to work for the organization. As essential healthcare employees during these post covid19 difficult times, they come out to work, and I thank them every day.” Meaningful rewards may include office location, the allocation of specific pieces of equipment, assignment of preferred work task, and informal recognition (Widodo & Damayanti, 2020). If rewards are attainable and employees know how to attain them, the rewards act as motivators which make employees improve their performance (Bruni et al., 2020). Rewards help employees be more productive. P4 reported that employees need to be motivated, and recognition and rewards motivate employees to work hard and remain with an organization. Rewards are a type of external motivation that participants believe will help reduce employee turnover. Available organizations documentation on the organizations website and the participants’ responses showed reward and recognition as an important strategy used to reduce voluntary nursing facility administrator turnover.

#### **Theme 4: Employee Compensation**

The fourth theme is employee compensation. All participants mentioned compensation and benefits during interviews. Participants agreed that when employees are highly compensated, they are happier and more productive while working. Managers, especially in the current business context where competition for talent is rampant, should use competitive remuneration to attract and retain employees for organizational sustainability (Hurrell & Keiser, 2020). Financial incentives encourage employees externally, whereas other incentives can inspire workers internally by making them feel

valued by the organization (Wood & Bischoff, 2019). P1 and P2 also agreed that one of the catalysts to effectively minimize turnover is paying nursing facility administrators at or above the market rate.

Employees and employers need to address the motivating factors associated with work. All participants' responses correlated with the available organization documents regarding the necessity of compensation, which included bonuses, discounts, flexible work hours, employee assistance programs and perks to provide a strategic advantage to retain employees. Every position should be examined to determine how it could be made better and more satisfying to the person doing the work (Herzberg et al., 1959). Herzberg called this job enrichment. All the participants noted that their compensation is competitive and motivating. Motivated employees produce better than unmotivated employees (Singh & Chaudhary, 2022). The findings suggested that when leaders provided incentives and benefits for employees, satisfaction increased and turnover decreased.

Employee compensation can affect voluntary employee turnover. Employers must develop and implement plans to give employees adequate awards and compensation. Failure to provide employees with sufficient salary or bonuses can be detrimental to an organization (Adkins & Premeaux, 2019). In an organization, it is human resource management's role to establish an employee remuneration package that can motivate and influence employee decisions to stay in the organization (Ali & Anwar, 2021). Employees satisfied with their compensation are a driving force affecting employee job satisfaction (Herzberg, 1985). All participants shared that employees who were satisfied

with their salary remained with the organization long term. Participant responses supported that adequate compensation was a successful strategy used to reduce nursing facility administrator turnover.

### ***Alignment to Conceptual Framework and Literature Review***

The theme of compensation and the participant's responses aligned with Herzberg's dual factor theory. Herzberg (1985) theorized that compensation is a factor having a positive effect on job satisfaction. Job satisfaction is an employee's favorable and cognitive reactions to his or her job (Živković et al. 2021). Job satisfaction is regarded as the most representative antecedent variable to predict the turnover intention of workers (Deng et al., 2021). Offering sufficient pay and incentives to nursing facility administrators is an important factor in keeping employees satisfied (Williams, 2020). Nursing facility administrators expect fair treatment and pay as employers expect dependability and honest work.

Academic literature supports employee compensation as a key theme that mitigates employee turnover. P1 and P2 stated that when employees' compensation is not competitive, workers are always looking for higher paying jobs; failure to provide competitive compensation has an adverse effect on the retention of top performers. Salary/benefits had one of the highest influences on reducing employee turnover at 82% compared to other factors such as working conditions, working relationships, and motivation (Alshamrani et al., 2023). Competitive pay positively affects employees' attitudes towards their employers, which leads to more substantial organizational commitment (De la Torre-Ruiz et al., 2019). All participants shared that nursing facility

administrators are often looking for higher paying jobs and by offering competitive compensation, their organization's leaders have reduced administrator turnover. Lai and Gelb (2019) maintained that, when present, competitive salaries significantly reduced job dissatisfaction. Consequently, financial compensation and perceived career progression are essential factors in employee turnover intentions (Chakraborty et al., 2021). The findings of this study suggested that the theme of employee compensation and monetary incentives aligns with Herzberg's two-factor theory constructs of satisfaction and dissatisfaction.

### **Applications to Professional Practice**

The objective of this study was to identify strategies that healthcare leaders use to decrease nursing facility administrator's turnover to remain competitive. When an employee leaves the organization, voluntarily or involuntarily, the organization must bear the cost and experience a reduced work output (Chakraborty et al., 2021; Dobrosavljević & Urošević, 2021). Participant P1 recommended that employees need to be motivated, through recognition and rewards as they motivate employees to work hard and remain with an organization. Employee turnover is costly and harms the organization's ability to grow (Singh, 2019). Participants P1 and P4 suggested that the on-the-job training is one way to decrease employee turnover in their organization because the training serves as a means of empowerment to their employees. Organizations must therefore develop ways to reduce employee turnover to support overall sustainability (Sawaneh & Kamara,

2019). The findings for this study could assist healthcare leaders, human resources, and business managers with retaining and recruiting skilled employees.

From the data, four themes emerged: leadership support, training and career advancement, reward and recognition, and employee compensation strategies.

Participants P1, P2 and P3 advised that supporting employees was essential to the success of their organization because supportive leaders help team members become productive employees. Business leaders, managers and supervisors who are supportive play a significant positive role in the retention of employees (Iqbal et al., 2020; Muhammad et al., 2020). P4 articulated that employees tend to trust supportive leaders more than leaders who are not supportive. Leaders and business managers can reduce the effects of voluntary and involuntary turnover on the organization by incorporating the strategies outlined in this study. Participant P2 state that “I support my team members and I am always there for them whenever they have any questions; I have the most motivated and committed team in this organization.” Business leaders can apply this strategy in their organizations to reduce employee turnover.

Employee training and advancement strategies have been effective in decreasing employee turnover in healthcare organizations. All participants emphasized the importance of employee training and workplace professional advancement in decreasing employee turnover. Training and career advancement is necessary as organizations must keep a proficient and experienced workforce to be successful (Kalyanamitra et al., 2020). Employees are more committed to the organization if it has a clear path to training and advancement opportunities. Business leaders must have a strategy that ensures that

employees get sufficient training, which improves employees' confidence and abilities to perform their jobs well.

All participants mentioned pay as an incentive for the retention of employees and stressed the need to develop strategies for decreasing employee turnover with wage enhancement as a critical part. It's also important to note that employees are more likely to stay with an organization if the pay is higher or equal to similar organizations (Ryu & Jinnai, 2021). Participants P2 and P4 advised that when employees' compensation is not competitive, employees are always looking for higher paying jobs; failure to provide competitive compensation has an adverse effect on the retention of top performers. To differentiate themselves from other organizations, business leaders can incorporate incentive compensation practices, and offer professional development training programs (Sodahl, 2019). Although I did not review employees' compensation packages, all participants provided valuable information to support why they considered offering competitive employee compensation was an effective strategy to reduce employee turnover. With the application of these strategies, business leaders can significantly reduce the rate of turnover and enhance organizational profitability and get a competitive advantage.

### **Implications for Social Change**

This qualitative single case study on nursing facility administrator turnover influences social change because applying the findings can increase retention, impacting employee stability. When nursing facility administrator turnover decreases,

unemployment rates decrease, stabilizing the local economy (Galleno, 2021). Reducing turnover amongst nursing facility administrators can help maintain a lower unemployment rate in the community. By keeping unemployment rates lower, more people earn a regular income (Houser, 2022). Prosperous businesses are in a better position to effect positive social change in the communities in which they are located (Steiner et al., 2021). Implicit in the goal of increasing employee retention is increasing employee satisfaction (Wassem et al., 2019). Employees that are happy are less likely to vacate their job, and more likely to better serve the community (Yusuf & Yee, 2020). Healthcare leaders who use strategies to reduce nursing facility administrator turnover create a stable work environment and good job embeddedness.

The study results have implications for social change with both business benefits and employee benefits. The findings of this research study reveal that healthcare leaders who use these strategies can retain valuable employees, reduce employee turnover, and improve business profitability. Successful organizations support social change or corporate social responsibility in communities for organizational survival (Wei et al., 2021). The implications of this study for positive social change may also include creation of new jobs in the local communities, the donation of funds and resources to charitable organizations, and the support of local programs and activities that could benefit other communities. Leaders who have effective turnover strategies impact employees' performance, interactions with colleagues, and how they interact in their community.

### **Recommendations for Action**

The purpose of this study was to identify strategies that healthcare leaders use in their organization to reduce nursing facility administrator turnover. The findings illustrate how some healthcare leaders have successfully implemented strategies to reduce voluntary nursing facility administrator turnover in their organization. After analysis of these successful strategies, three recommendations are offered: (a) healthcare leaders should offer positive work support to nursing facility administrators, (b) healthcare leaders should focus on immediate and ongoing training and career development (c) healthcare leaders should offer a competitive compensation package, rewards, and recognition. Healthcare leaders and their organizations will benefit from the suggested recommendations to reduce voluntary nursing facility administrator turnover in their establishments.

The first recommendation for healthcare leaders is to offer support to nursing facility administrators. Overall, all participants emphasized that supportive leadership was an effective strategy to reduce employee turnover. Leaders who interact positively with employees encourage and motivate their creative and innovative contributions to achieve workplace excellence. Turnover intentions among employees are minimal if they have strong bonding and receive support from management and the organization (Mumtaz et al., 2022). Supportive leaders reduce employee turnover because team members consider them as mentors who have their best interest in mind. Employee dedication indicates the supportiveness that leaders provide for employee engagement and development (Widyawati, 2020). Leadership support is essential because it is more



cost-effective to retain your employee versus losing productivity, customer service, and time (Peltokorpi et al., 2022).

The second recommendation for healthcare leaders is to focus on immediate and ongoing training and career development of nursing facility administrators. The importance of employee training and workplace professional advancement in decreasing employee turnover should be emphasized. Skilled, trained employees are vital for sustained competitive advantage in many organizations (Butt et al., 2020). Organizations benefited more from their training programs when utilizing available expertise held by expert members (Hong et al., 2019). Employee training and career development are important to employees' and support organizational growth. Findings of the study are relevant to all leaders across industries because the consistent use of the identified strategies could reduce voluntary employee turnover, which disrupts productivity in any organization.

The third recommendation for healthcare leaders is to offer competitive employee compensation packages, with rewards and recognition to nursing facility administrators. Compensation significantly impacts retention (Kalyanamitra et al., 2020). Providing incentives can motivate employees by making them feel appreciated by the organization (Wood & Bischoff, 2019). Organizations with low pay have a higher turnover rate (Jolly et al., 2021). Competitive compensation packages, rewards, and recognition lead to employees being more willing to remain with their employer when these items are present. Healthcare leaders should consider this recommendation as effective strategies to

strengthen nursing facility administrators' loyalty in their organization and mitigate turnover.

To promote the distribution of the findings of this study, the dissemination of this research will occur through several methods. The study will be available through the ProQuest dissertation database for future scholars and others. I will discuss the findings of this study with other business leaders in business forums, organizational training programs, and other leadership forums. I will also write articles for publication in relevant magazines and journals.

### **Recommendations for Further Research**

Further research is recommended to address the limitations and delimitations of this study. The study's findings shed light on some of the measures the participants have used to address employee turnover issues. Addressing research limitations helps researchers and organizational leaders apply the findings of the study more effectively (Shahriai & Rasuli, 2020). The study included information about successful nursing facility administrator turnover strategies from four participants from Virginia, which delimited the findings to the experience and knowledge of the four participants in a small geographical area. Future researchers could expand the geographical location beyond Virginia or increase the sample size to provide additional experiences and strategies for nursing facility administrator retention.

Future researchers may also consider a mixed-method approach to use the benefits of both qualitative and quantitative methods to explore an employee's reasons for turnover intentions. A mixed-methods approach can support the researcher in

obtaining a more significant knowledge yield over choosing either quantitative or qualitative independently (Bui et al., 2022). Utilizing qualitative and quantitative data allows researchers to dive deep into a complex phenomenon from multiple angles (Kaouache et al., 2020). Adopting a mixed-method design may better identify and understand strategies to mitigate nursing facility administrator turnover.

### **Reflections**

Although the doctoral journey was difficult, I quickly realized it was a rewarding experience. The Walden University Doctor of Business Administration Program has been very challenging but has been an exciting experience in many ways. Nonetheless, facing those challenges humbled me and drove me to complete my studies. The opportunity to conduct research exceeded all expectations. The thought that the participating organization may find value in this research added to the reward for completing this study. The participants in this study were knowledgeable, dedicated, and gave insightful feedback that will be timeless for the health care community. The participants displayed unselfish dedication to supporting their teams and, most importantly, to serving the community. The participants were professional and willing to donate their time to reflect on their roles as leaders.

Every week I was reminded by my classmates to remain focused and believe in my purpose of completing my study to become a Doctor of Business Administration. I wanted to become a DBA to help my community. Throughout the process of reviewing literature, gathering, and analyzing information, I increased my knowledge on the complexity of the healthcare industry and the impact of turnover on the organization and

patient care. By completing this study, I realized the importance of strategies for reducing employee turnover. I am delighted with the outcome.

### **Conclusion**

Health care organizations spend millions each year related to employee turnover costs. Employee turnover costs organizations over \$250 million annually (Okpala, 2018). Organizations that are unable to mitigate high levels of employee turnover reap detrimental effects such as organizational instability, lost profits, customer dissatisfaction, and a strained workforce (Otto et al., 2020). The purpose of this qualitative single case study was to explore the strategies healthcare leaders used to reduce nursing facility administrator turnover and answer the following research question, what effective strategies do successful nursing facility leaders use to reduce administrator turnover? Healthcare leaders from a nursing facility in Virginia participated in semistructured interviews, and a review of the organization's documents augmented the data. I achieved methodological triangulation with multiple data collection methods. The study's findings were supported by Herzberg's motivator-hygiene theory with four motivators that were identical or very similar in nature to Herzberg's. The four themes that were identified as nursing facility administrator turnover strategies were: (a) organizational support, (b) training and advancement, (c) employee compensation, and (d) reward and recognition. The benefits of applying the administrator turnover strategies found in this study will promote organizational growth, which could lead to positive social change in the communities they serve.

## References

- Abu Rumman, A., Al-Abbadi, L., & Alshawabkeh, R. (2020). The impact of human resource development practices on employee engagement and performance in Jordanian family restaurants. *Problems and Perspectives in Management*, 18(1), 130–140. [https://doi.org/10.21511/ppm.18\(1\).2020.12](https://doi.org/10.21511/ppm.18(1).2020.12)
- Adkins, C., & Premeaux, S. F. (2019). A cybernetic model of work-life balance through time. *Human Resource Management Review*, 29(4), 100680. <https://doi.org/10.1016/j.hrmr.2019.01.001>
- Adnan, M. (2021). Employee's performance as a consequence of effective communication and working environment: The moderating role of organizational learning culture. *Journal of Accounting and Finance in Emerging Economies*, 7(3), 573–586. <https://doi.org/10.26710/jafee.v7i3.1848>
- Afota, M. C., & Robinson, M. A. (2020). Mitigating information overload: An experiential exercise using role-play to illustrate and differentiate theories of motivation. *Management Teaching Review*. Advance online publication. <https://doi.org/10.1177%2F2379298120933999>
- Afsar, B., & Umrani, W. A. (2019). Does thriving and trust in the leader explain the link between transformational leadership and innovative work behaviour? A crosssectional survey. *Journal of Research in Nursing*, 25(1), 37–51. <https://doi.org/10.1177/1744987119880583>

Agovino, T. (2019, August 16). To have and to hold.

<https://www.shrm.org/hrtoday/news/all-things-work/pages/to-have-and-to-hold.aspx>

Ahmad, R., Islam, T., & Saleem, S. (2019). How commitment and satisfaction explain leave intention in the police force? *Policing: An International Journal*, 42(2), 195–208. <https://doi.org/10.1108/PIJPSM-12-2017-0154>

Akgunduz, Y., Adan Gök, Ö., & Alkan, C. (2020). The effects of rewards and proactive personality on turnover intentions and meaning of work in hotel businesses. *Tourism and Hospitality Research*, 20(2), 170–183.

<https://doi.org/10.1177/1467358419841097>

Alajmi, B., & Alasousi, H. (2019). Understanding and motivating academic library employees: Theoretical implications. *Library Management*, 40(3/4), 203–214.

<https://doi.org/10.1108/lm-10-2017-0111>

Alam, A., & Asim, M. (2019). Relationship between job satisfaction and turnover intention. *International Journal of Human Resource Studies*, 9(2), 163–194.

<https://doi.org/10.5296/ijhrs.v9i2.14618>

Alam, M. K. (2020). A systematic qualitative case study: Questions, data collection, NVivo analysis and saturation. *Qualitative Research in Organizations and Management*, 16(1), 1–31. <https://doi.org/10.1108/QROM-09-2019-1825>

Aldatmaz, S., Ouimet, P., & Van Wesep, E. D. (2018). The option to quit: The effect of employee stock options on turnover. *Journal of Financial Economics*, 127, 136–151. <https://doi.org/10.1016/j.jfineco.2017.10.007>

- Alhmoud, A., & Rjoub, H. (2019). Total rewards and employee retention in a Middle Eastern context. *SAGE Open*, 9(2), 1–13.  
<https://doi.org/10.1177/2158244019840118>
- Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence on job satisfaction. *International Journal of Engineering, Business, and Management*, 5(2), 21–30. [https://doi.org/10.22161/ije\\_bm.5.2.3](https://doi.org/10.22161/ije_bm.5.2.3)
- Alpi, K. M., & Evans, J. J. (2019). Distinguishing case study as a research method from case reports as a publication type. *Journal of the Medical Library Association*, 107(1), 1–5. <https://doi.org/10.5195/jmla.2019.615>
- Alrawahi, S., Sellgren, S. F., Altouby, S., Alwahaibi, N., & Brommels, M. (2020). The application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals. *Heliyon*, 6(9), e04829
- Alshamrani, M., Alharthi, S., Helmi, M., & Alwadei, T. (2023). Determinants of employee retention in pharmaceutical companies: Case of Saudi Arabia. *Journal of Business and Management Studies*, 5(2), 8–22.  
<https://doi.org/10.32996/jbms.2023.5.2.2>
- Alsharari, N. M., & Al-Shboul, M. (2019). Evaluating qualitative research in management accounting using the criteria of “convincingness”. *Pacific Accounting Review*, 31(1), 43–62. <https://doi.org/10.1108/PAR-03-2016-0031>
- Alvi, A. K., Kayani, U. S., & Mir, G. M. (2020). Relationship of employee training, employee empowerment, teamwork with job satisfaction. *Journal of Arts &*

*Social Sciences*, 7(2), 185–198. [https://doi.org/10.46662/jass-vol7-iss2-2020\(185-198\)](https://doi.org/10.46662/jass-vol7-iss2-2020(185-198))

An, S. (2019). Employee voluntary and involuntary turnover and organizational performance: Revisiting the hypothesis from classical public administration. *International Public Management Journal*, 22(4), 444–469.

<https://doi.org/10.1080/10967494.2018.1549629>

Anand, A. A., & Acharya, S. N. (2021). Employee engagement in a remote working scenario. *International Research Journal of Business Studies*, 14(2), 119–127.

<https://doi.org/10.21632/irjbs.14.2.119-127>

Andrews, K. S., & Mohammed, T. (2020). Strategies for reducing employee turnover in small- and medium – sized enterprises. *Westcliff International Journal of Applied Research*, 4(1), 58–71. <https://doi.org/10.47670/wuwijar202041KATM>

Androniceanu, A. M., Georgescu, I., Tvaronavičienė, M., & Androniceanu, A. (2020). Canonical Correlation Analysis and a new composite index on digitalization and labor force in the context of the Industrial Revolution 4.0. *Sustainability*, 12 (17), 6812. <https://doi.org/10.3390/su12176812>

Aschauer, W. (2021). The re-figuration of spaces and comparative sociology: Potential new directions for quantitative research. *Forum: Qualitative Social Research*, 22(2), 602–635. <https://doi.org/10.17169/fqs-22.2.3739>

Asgari, A., Mezginejad, S., & Taherpour, F. (2020). The role of leadership styles in organizational citizenship behavior through mediation of perceived organizational



support and job satisfaction. *Innovar*, 30(75), 87–98.

<https://doi.org/10.15446/innovar.v30n75.83259>

Avgoustaki, A., & Bessa, I. (2019). Examining the link between flexible working arrangement bundles and employee work effort. *Human Resource Management*, 58(4), 431–449. <https://doi.org/10.1002/hrm.21969>

Azeem, M. U., Bajwa, S. U., Shahzad, K., & Aslam, H. (2020). Psychological contract violation and turnover intention: The role of job dissatisfaction and work disengagement. *Employee Relations: The International Journal*, 42(6), 1291–1308. <https://doi.org/10.1108/ER-09-2019-0372>

Bachtiar, M. B. A. (2022). Employee turnover: A bibliometric analysis and study literature review. *Asia Pacific Journal of Business Economics and Technology*, 3(1), 9–30. <https://doi.org/10.98765/apjbet.v3i01.110>

Barton, A. (2019). Preparing for leadership turnover in Christian higher education: Best practices in succession planning. *Christian Higher Education*, 18(1-2), 37-53. <https://doi.org/10.1080/15363759.2018.1554353>

Beiu, A., & Davidescu, A. (2018). An empirical investigation of the expectancy theory among Romanian employees. *Journal of Social and Economic Statistics*, 7(1), 19–31. <https://doi.org/10.18662/lumproc.31>

Bloomberg, L., & Volpe, M. (2018). *Completing Your Qualitative Dissertation: A Road Map from Beginning to End. 4th Edition*, Sage, Los Angeles, CA.

- Braun, V., & Clarke, V. (2019). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77–101.  
<https://doi.org/10.1191/1478088706qp063oa>
- Brear, M. (2019). Process and outcomes of a recursive, dialogic member checking approach: A project ethnography. *Qualitative Health Research*, 29(7), 944–957.  
<https://doi.org/10.1177/1049732318812448>
- Brimhall, K. C., & Palinkas, L. (2020). Using mixed methods to uncover inclusive leader behaviors: A promising approach for improving employee and organizational outcomes. *Journal of Leadership & Organizational Studies*, 27(4), 357–375.  
<https://doi.org/10.1177/1548051820936286>
- Brook, J., Aitken, L., Webb, R., MacLaren, J., & Salmon, D. (2019). Characteristics of successful interventions to reduce turnover and increase retention of early career nurses: A systematic review. *Int J Nurse Stud*. 91:47-59. doi: 10.1016/j.ijnurstu.11.003. Epub. PMID: 30669077.
- Brothers, K. B., Rivera, S. M., Cadigan, R. J., Sharp, R. R., & Goldenberg, A. J. (2019). A Belmont reboot: Building a normative foundation for human research in the 21st century. *The Journal of Law, Medicine, & Ethics*, 47(1), 165–172.  
<https://doi.org/10.1177/1073110519840497>
- Brown, A., & Danaher, P. A. (2019). CHE principles: Facilitating authentic and dialogical semi-structured interviews in educational research. *International Journal of Research & Method in Education*, 42(1), 76–90. Retrieved from <http://www.tandf.co.uk/journals>

- Bruni, L., Pelligra, V., Reggiani, T., & Rizzolli, M. (2020). The pied piper: Prizes, incentives, and motivation crowding-in. *Journal of Business Ethics*, 1-16.  
<https://doi.org/10.1007/s10551-019-04154-3>
- Bui, M. V., McInnes, E., Ennis, G., & Foster, K. (2022). Protocol for a mixed methods process evaluation of the Promoting Resilience in Nurses (PRiN) trial. *International Journal of Mental Health Nursing*.  
<https://doi.org/10.1111/inm.12989>
- Butt, A., Lodhi, R. N., & Shahzad, M. K. (2020). Staff retention: a factor of sustainable competitive advantage in the higher education sector of Pakistan. *Studies in Higher Education*, 45(8), 1584–1604.  
<https://doi.org/10.1080/03075079.2019.1711038>
- Caillaud, S., Doumergue, M., Préau, M., Haas, V., & Kalampalikis, N. (2019). The past and present of triangulation and social representations theory: A crossed history. *Qualitative Research in Psychology*, 16(3), 375–391.  
<https://doi.org/10.1080/14780887.2019.1605272>
- Candela, A. G. (2019). Exploring the function of member checking. *The Qualitative Report*, 24(3), 619–628. <https://doi.org/10.46743/2160-3715/2019.3726>
- Carter, S. P., Dudley, W., Lyle, D. S., & Smith, J. Z. (2019). Who's the Boss? The effect of strong leadership on employee turnover. *Journal of Economic Behavior & Organization*, 159, 323–343. <https://doi.org/10.1016/j.jebo.2018.12.028>

- Centers for Medicare & Medicaid Services. (2021). *Medicaid. Long Term Services and Supports. Nursing Facilities*. <https://www.medicaid.gov/medicaid/long-term-services-supports/institutional-long-term-care/nursing-facilities/index.html>
- Cesario, F., & Chambel, M. J. (2017). Linking organizational commitment and work engagement to employee performance. *Knowledge and Process Management*, 24, 152-158. <https://doi:10.1002/kpm.1542>
- Chakraborty, R., Mridha, K., Shaw, R. N., & Ghosh, A. (2021, September). Study and prediction analysis of the employee turnover using machine learning approaches. *2021 IEEE 4th International Conference on Computing, Power and Communication Technologies (GUCON)*, 1-6. <https://doi.org/10.1109/gucon50781.2021.9573759>
- Chang, W., & Busser, J. A. (2020). Hospitality career retention: the role of contextual factors and thriving at work. *International Journal of Contemporary Hospitality Management*. 32(1), 193–211. <https://doi:10.1108/ijchm-10-2018-0831>
- Chopra, K. (2019). Indian shopper motivation to use artificial intelligence: Generating Vroom's expectancy theory of motivation using grounded theory approach. *International Journal of Retail & Distribution Management*, 47(3), 331–347. <https://doi.org/10.1108/IJRDM-11-2018-0251>
- Chou, S. Y., & Ramser, C. (2019). A multilevel model of organizational learning. *The Learning Organization*, 26(2), 132-145. <https://doi.org/10.1108/tlo-10-2018-0168>
- Clark, K. R. (2019). Ethics in research. *Radiologic Technology*, 90(4), 394–397. Retrieved from <http://www.asrt.org>

- Collingridge, D. S., & Gantt, E. E. (2019). The quality of qualitative research. *American Journal of Medical Quality*, 35(5), 439–445.  
<https://doi.org/10.1177/1062860619873187>
- Cote, R. (2019). Motivating multigenerational employees: Is there a difference? *Journal of Leadership, Accountability, and Ethics*, 16(2), 15–29
- Cypress, B. S. (2019). Qualitative research. *Dimensions of Critical Care Nursing*, 38(5), 264–270. <https://doi.org/10.1097/DCC.0000000000000374>
- Dankar, F. K., Gergely, M., & Dankar, S. K. (2019). Informed consent in biomedical research. *Computational and Structural Biotechnology Journal*, 17(1), 463–474.  
[https://doi: 10.1016/j.csbj.2019.03.010](https://doi.org/10.1016/j.csbj.2019.03.010)
- Dash, S. S., & Verma, S. K. (2019). Researcher’s journey in exploring ambivalence among closed ties: Addressing obstacles experienced. *IAHRW International Journal of Social Sciences Review*, 7(5), 1138–1143.
- Dechawatanapaisal, D. (2018). The moderating effects of demographic characteristics and certain psychological factors on the job embeddedness—turnover relationship among Thai health-care employees. *International Journal of Organizational Analysis*, 26(1), 43–62. <https://doi.org/10.1108/IJOA-11-2016-1082>
- DeJonckheere, M., & Vaughn, L. M. (2019). Semistructured interviewing in primary care research: A balance of relationship and rigour. *Family Medicine and Community Health*, 7(57). <https://doi.org/10.1136/fmch-2018-000057>
- De la Torre-Ruiz, J. M., Vidal-Salazar, M. D., & Córdón-Pozo, E. (2019). Employees are satisfied with their benefits, but so what? The consequences of benefit satisfaction

on employees' organizational commitment and turnover intentions. *The International Journal of Human Resource Management*, 30(13), 2097–2120.

<https://doi.org/10.1080/09585192.2017.1314315>

Deng, W., Feng, Z., Yao, X., Yang, T., Jiang, J., Wang, B., Lin, L., Zhong, W., & Xia, O.

(2021). Occupational identity, job satisfaction and their effects on turnover intention among Chinese Paediatricians: A cross-sectional study. *BMC Health Services Research*, 21(1). <https://doi.org/10.1186/s12913-020-05991-z>

De Souza Meira, J. V., & Hancer, M. (2021). Using the social exchange theory to explore the employee-organization relationship in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 33(2), 670–692.

<https://doi.org/10.1108/IJCHM-06-2020-0538>

Deterding, N. M., & Waters, M. C. (2021). Flexible coding of in-depth interviews: A twenty-first-century approach. *Sociological methods & research*, 50(2), 708-739.

Dibaba, A. T. (2021). Lake Qooqa as a narrative: Finding meanings in social memory (A narrative inquiry). *Humanities*, 10(77), 1–34. <https://doi.org/10.3390/h10020077>

Dobrosavljević, A., & Urošević, S. (2021). Research of the influence of CSR dimensions integration in business processes on the reduction of the employee turnover in apparel industry organizations using AHP and TOPSIS methods. *Engineering Management Journal*, 1-12. <https://doi.org/10.1080/10429247.2021.1940043>

Dyrbye, L. N., Major-Elechi, B., Hays, J. T., Fraser, C. H., Buskirk, S. J., & West, C. P. (2020). Relationship between organizational leadership and health care employee burnout and satisfaction. *In Mayo Clinic Proceedings* 95(4), 698-708. Elsevier.

- Ekhsan, M. (2019). 'The influence of job satisfaction and organisational commitment on employee turnover intention,' *Journal of Business, Management, and Accounting*, 1(1), pp. 48-55.
- Elvie, M. (2019). The influence of organizational culture, compensation and interpersonal communication in employee performance through work motivation as mediation. *International Review of Management and Marketing*, 9(5), 133.  
<https://doi.org/10.32479/irmm.8615>
- Eversole, B. A., & Crowder, C. L. (2020). Toward a family-friendly academy: HRD's role in creating healthy work-life cultural change interventions. *Advances in Developing Human Resources*, 22(1), 11-22.  
<https://doi.org/10.1177/1523422319886287>
- Fischer, J., & Van de Bovenkamp, H. (2019). The challenge of democratic patient representation: Understanding the representation work of patient organizations through methodological triangulation. *Health Policy*, 123, 109-114. [https://doi: 10.1016/j.healthpol.2018.11.011](https://doi.org/10.1016/j.healthpol.2018.11.011)
- Froese, F. J., Peltokorpi, V., Varma, A., & Hitotsuyanagi-Hansel, A. (2019). Merit-based rewards, job satisfaction and voluntary turnover: Moderating effects of employee demographic characteristics. *British Journal of Management*, 30(3), 610-623.  
<https://doi.org/10.1111/1467-8551.12283>
- Fukui, S., Rollins, A. L., & Salyers, M. P. (2020). Characteristics and job stressors associated with turnover and turnover intention among community mental health

providers. *Psychiatric Services*, 71(3), 289-292.

<https://doi.org/10.1176/appi.ps.201900246>

Fukui, S., Wu, W., & Salyers, M. P. (2019). Mediation paths from supervisor support to turnover intention and actual turnover among community mental health providers. *Psychiatric Rehabilitation Journal*, 42(4), 350–357.

<https://doi.org/10.1037/prj0000362>

Galleno, R. M. (2021). Employee retention in the U.S. insurance marketplace. [Doctoral dissertation, Trident University]. ProQuest Dissertation Publishing.

<https://www.proquest.com/dissertations-theses/employee-retention-u-s-insurance-marketplace/docview/2569685047/se-2>

George, E., & Zakkariya, K. A. (2015). Job related stress and job satisfaction: A comparative study among bank employees. *The Journal of Management Development*, 34, 316. <https://doi:10.1108/JMD-07-2013-0097>

Gillan, P. C., Jeong, S., & Van der Riet, P. (2021). Undergraduate nursing students' transformative learning through disorientating dilemmas associated with end-of-life care simulation: A narrative inquiry study. *Nurse Education in Practice*, 55(3), 103174–103180. <https://doi.org/10.1016/j.nepr.2021.103174>

Gisbert-Trejo, N., Landeta, J., Albizu, E., & Fernández-Ferrín, P. (2019). Determining effective mentor characteristics in inter-organizational mentoring for managers: An approach based on academics and practitioners' perspectives. *Industrial and Commercial Training*, 51(2), 85–103. <https://doi.org/10.1108/ICT-06-2018-0051>



- Glišović, M., Jerotijević, G., & Jerotijević, Z. (2019). Modern approaches to employee motivation. *Ekonomika*, 65(2), 121–133.  
<https://doi.org/10.5937/ekonomika1902121A>
- Govender, P., Naidoo, D., & Naidoo, U. (2019). Participant incentives in rehabilitation research: a pilot study of researchers' perspectives. *African Health Sciences*, 19(3), 2778–2783. <https://doi.org/10.4314/ahs.v19i3.54>
- Guan, X., & Frenkel, S. J. (2019). Explaining supervisor–subordinate guanxi and subordinate performance through a conservation of resources lens. *Human Relations*, 72(11), 1752–1775. <https://doi.org/10.1177/0018726718813718>
- Guetterman, T. C. (2020). *Qualitative, quantitative, and mixed methods research sampling strategies*. Oxford University Press.
- Habib, N., Awan, H., & Sahibzada, A. (2017). Is Herzberg's Two Factor Theory Valid in the Context of Performance Management System? A Study of Private Banks of Pakistan. *Journal of Managerial Sciences, Special issue*, 11, 183-198.
- Hai, S., & Park, I. (2021). The accelerating effect of intrinsic motivation and trust toward supervisor on helping behavior based on the curvilinear model among hotel frontline employees in China. *Journal of Hospitality and Tourism Management*, 47(June 2021), 12–21. <https://doi.org/10.1016/j.jhtm.2021.02.009>
- Hall, J., & Martin, B. R. (2019). Towards a taxonomy of research misconduct: The case of business school research. *Elsevier*, 48(2), 414–427.  
<https://doi.org/10.1016/j.respol.2018.03.006>

Hammer, E. (2021). HRD interventions that offer a solution to the work-life conflict.

*Advances in Developing Human Resources*, 23(2), 142-152.

<https://doi.org/10.1177/1523422321991192>

Harper, R., Ward, L., & Silburn, K. (2020). The sum of us. Implementing a person

centred care bundle - A narrative inquiry. *Applied Nursing Research*, 55, 1–5.

<https://doi.org/10.1016/j.apnr.2020.151276>

Harwati, L. N. (2019). Ethnographic and case study approaches: Philosophical and

methodological analysis. *International Journal of Education & Literacy Studies*,

7(2), 150–155. <https://doi.org/10.7575/aiac.ijels.v.7n.2p.150>

Hayashi, P., Abib, G., & Hoppen, N. (2019). Validity in qualitative research: A

processual approach. *The Qualitative Report*, 24(1), 98–112.

<https://doi.org/10.46743/2160-3715/2019.3443>

He, H., Gao, J., & Yan, L. (2020). Understanding career advancement of newcomers

from perspective of organizational socialization: A moderated mediating model.

*Chinese Management Studies*, 14(3), 789–809. [https://doi.org/10.1108/CMS-03-](https://doi.org/10.1108/CMS-03-2019-0116)

[2019-0116](https://doi.org/10.1108/CMS-03-2019-0116)

Hemming, L., Pratt, D., Bhatti, P., Shaw, J., & Haddock, G. (2021). Involving an

individual with lived experience in a co-analysis of qualitative data. *Health*

*Expectations*, 24(3), 766–775. <https://doi.org/10.1111/hex.13188>

Hennink, M. M., Kaiser, B. N., & Weber, M. B. (2019). What influences saturation?

Estimating sample sizes in focus group research. *Qualitative Health Research*,

29(10), 1483–1496. <https://doi.org/10.1177/1049732318821692>

- Hermans, M. (2019). Perceived organizational change intensity and voluntary employee turnover in Latin America. *Academy of Management Proceedings*, 2019(1), 12–503. <https://doi.org/10.5465/ambpp.2019.12503abstract>
- Herzberg, F. (1985). One more time: How do you motivate employees? *Harvard Business Review*, 65(5), 247. <https://hbr.org/>
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The motivation to work*. Transaction Publishers.
- Hirschi, A., & Spurk, D. (2021). Ambitious employees: Why and when ambition relates to performance and organizational commitment. *Journal of Vocational Behavior*, 127, 103576. <https://doi.org/10.1016/j.jvb.2021.103576>
- Hoeve, Y., Brouwer, J., & Kunnen, S. (2020). Turnover prevention: The direct and indirect association between organizational job stressors, negative emotions, and professional commitment in novice nurses. *Journal of Advanced Nursing*, 76(3), 836–845. <https://doi.org/10.1111/jan.14281>
- Holbrook, R. L., Jr., & Chappell, D. (2019). Sweet rewards: An exercise to demonstrate process theories of motivation. *Management Teaching Review*, 4(1), 49–62. <https://doi.org/10.1177/2379298118806632>
- Holmes, A. G. D. (2020). Researcher positionality - A consideration of its influence and place in qualitative research - A new researcher guide. *Shanlax International Journal of Education*, 8(4), 1–10.
- Hom, P. W., Allen, D. G., & Griffeth, R. W. (2019). *Employee retention and turnover: Why employees stay or leave*. Routledge.

- Hong, W., Zhang, L., Gang, K., & Choi, B. (2019). The effects of expertise and social status on team member influence and the moderating roles of intragroup conflicts. *Group and Organizational Management, 44*(4), 745–776.  
<https://doi.org/10.1177/1059601117728145>
- Hosseini, S. A., Moghaddam, A., Damganian, H., & Shafiei Nikabadi, M. (2022). The effect of perceived corporate social responsibility and sustainable human resources on employee engagement with the moderating role of the employer brand. *Employee Responsibilities and Rights Journal, 34*(2), 101–121.  
<https://doi.org/10.17230/ad-minister.30.10>
- Hougaard, R. (2019, March 5). The power of putting people first.  
<https://www.forbes.com/sites/rasmushougaard/2019/03/05/the-power-of-puttingpeople-first/#3f65ad88aff>
- Houser, T. D. (2022). Strategies to retain bank tellers in the banking industry [Doctoral dissertation, Walden University]. ProQuest Dissertations Publishing.  
<https://www.proquest.com/dissertations-theses/strategies-retain-bank-tellers-banking-industry/docview/2638961992/se-2>
- Humayra, I., & Utami, N. S. (2019). Stay or out: Commitment and employee turnover intentions among Indonesian Employees. *In 4th ASEAN Conference on Psychology, Counselling, and Humanities (ACPCH 2018) (50-52). Atlantis Press.*  
<https://doi.org/10.2991/acpch-18.2019.12>
- Hunegnawu, A. K. (2019). Organizational learning: The only sustainable source of competitive advantage (An integrative critical review of competitive advantage

theories in lieu of the theory of organizational learning). *SSRN Electronic Journal*. 1-16. <https://doi.org/10.2139/ssrn.3459436>

Hurrell, A., & Keiser, J. (2020). An exploratory examination of the impact of vacation policy structure on satisfaction, productivity, and profitability. *The BRC Academy Journal of Business* 10(1) 33–63.

<https://dx.doi.org/10.15239/j.brcacadjb.2020.10.01.ja02>

Ichsan, R. N. (2020). Pengaruh Pelatihan terhadap Prestasi Karyawan Pada PDAM Tirtanadi Cabang Padang Bulan Medan. *Journal Ilmiah METADARA*, 2(1), 71-77.

Iqbal, S., Tian, H., Akhtar, S., Ahmed, U., & Ankomah, F. (2020). Impacts of supervisor support on turnover intentions: Mediating role of job satisfaction. *Asian Journal of Education and Social Studies*, 6(3), 1-9.

<https://doi.org/10.9734/AJESS/2020/v6i330174>

Jensen, J. (2018). Employee motivation: A leadership imperative. *International Journal of Business Administration*, 9(2), 93-98. Retrieved from

<http://www.ijba.sciedupress.com/>

Johnson, J. L., Adkins, D., & Chauvin, S. (2020). Qualitative research in pharmacy education: A review of the quality indicators of rigor in qualitative research. *American Journal of Pharmaceutical Education*, 84(1), 7120–7128.

<https://doi.org/10.5688/ajpe7120>

Jolly, P. M., McDowell, C., Dawson, M., & Abbott, J. (2021). Pay and benefit satisfaction, perceived organizational support, and turnover intentions: The

moderating role of job variety. *International Journal of Hospitality Management*, 95. <https://doi.org/10.1016/j.ijhm.2021.102921>

Junaid Khan, A., & Iqbal, J. (2020). Training and employee commitment: The social exchange perspective. *Journal of Management Sciences*, 7(1), 88–100. <https://doi.org/10.20547/jms.2014.2007106>

Kalyanamitra, P., Saengchai, S., & Jermittiparsert, K. (2020). Impact of training facilities, benefits and compensation, and performance appraisal on the employees' retention: a mediating effect of employees' job satisfaction. *Systematic Reviews in Pharmacy*, 11(3), 166–175. <https://doi.org/10.5530/srp.2020.3.19>

Kanchana, L., & Jayathilaka, R. (2023). Factors impacting employee turnover intentions among professions in Sri Lankan startups. *PLoS ONE*, 18(2), 1–20. <https://doi.org/10.1371/journal.pone.0281729>

Kaouache, R., Brewer, G. A., & Kaouache, D. E. (2020). Existing and preferred organizational culture in public organizations: The case of an electricity power plant in Algeria. *Journal of Transnational Management*, 25(2), 154–171. <https://doi.org/10.1080/15475778.2020.1734420>

Karasakaloğlu, N. (2018). Grammar attitude scale: A study of validity and reliability. *International Journal of Progressive Education*, 14, 14-21.

<https://doi:10.29329/ijpe.2018.157.2>

- Kartika, G., & Purba, D. E. (2018). Job satisfaction and turnover intention: The mediating effect of affective commitment. *Psychological Research on Urban Society, 1*(2), 100–106. <https://doi.org/10.7454/proust.v1i2.34>
- Kasdorf, R. L., & Kayaalp, A. (2021). Employee career development and turnover: A moderated mediation model. *International Journal of Organizational Analysis, ahead-of-print(ahead-of-print)*. <https://doi.org/10.1108/ijoa-09-2020-2416>
- Khaliq, A. (2020). Relationship of employee training, employee empowerment, teamwork with job satisfaction. *Journal of Arts & Social Sciences, 7*(2), 185–198. [https://doi.org/10.46662/jass-vol7-iss2-2020\(185-198\)](https://doi.org/10.46662/jass-vol7-iss2-2020(185-198))
- Khan, N., Imran, A., & Anwar, A. (2019). Destructive leadership and job stress: Causal effect of emotional exhaustion on job satisfaction of employee in call centers. *International Journal of Information, Business and Management, 11*, 135-144. <https://doi.org/10.31033/ijemr.8.5.20>
- Khuong, M., & Linh, U. (2020). Influence of work-related stress on employee motivation, job satisfaction and employee loyalty in the hospitality industry. *Management Science Letters, 10*(14), 3279–3290. <https://doi.org/10.5267/j.msl.2020.6.010>
- Kim, Y., Jeong, S. S., Yiu, D. W., & Moon, J. (2021). Frequent CEO turnover and firm performance: The resilience effect of workforce diversity. *Journal of Business Ethics, 173*(1), 185-203.

- Kingsley, J., Foenander, E., & Bailey, A. (2019). “You feel like you’re part of something bigger”: exploring motivations for community garden participation in Melbourne, Australia. *BMC Public Health*, *19*(1), 1–12. doi:10.1186/s12889-019-7108-3
- Kirk, M. (2017). *Strategies for Health Care Administration Leaders to Reduce Hospital Employee Turnover* (Doctoral dissertation). ProQuest Digital Dissertation and Theses database. (AAT10283032).
- Klotz, A. C., & Bolino, M. C. (2019, July 31). Do you really know why employees leave your company? <https://hbr.org/2019/07/do-you-really-know-why-employees-leave-your-company>
- Klotz, A. C., Swider, B. W., Shao, Y., & Prengler, M. K. (2020). The paths from insider to outsider: A review of employee exit transitions. *Human Resource Management*, *60*, 119–144. [www.wileyonlinelibrary.com/journal/hrm](http://www.wileyonlinelibrary.com/journal/hrm)
- Knechel, N. (2019). What’s in a sample? Why selecting the right research participants matters. *Journal of Emergency Nursing*, *45*(3), 332–334. <https://doi.org/10.1016/j.jen.2019.01.020>
- Komal, C. (2019). Vroom’s expectancy theory to motivate academic library users in India using grounded theory approach. *Global Knowledge, Memory and Communication*, *68*(4/5), 300–322. <https://doi.org/10.1108/GKMC-09-2018-0079>
- Koziol, L., & Koziol, M. (2020). The concept of the trichotomy of motivating Casey factors in the workplace. *Central European Journal of Operations Research*, *28*(2), 707–715. <https://doi.org/10.1007/s10100-019-00658-5>



- Kuknor, S., & Bhattacharya, S. (2021). Organizational inclusion and leadership in times of global crisis. *Australasian Accounting, Business and Finance Journal*, 15(1), 93–112. <https://doi.org/10.14453/aabfj.v15i1.7>
- Kurnat-Thoma, E., Ganger, M., Peterson, K., & Channell, L. (2017). Reducing annual hospital and registered nurse staff turnover - A 10-element onboarding program intervention. *SAGE Open Nursing*, 3(2017), 1-13.  
<http://doi:10.1177/2377960817697712>
- Kurniawati, S. A., & Wahyuni, S. A. (2019). Minimizing the turnover intention by employee development in garment companies. *Journal of Applied Management (JAM)*, 17(1), 171-178. <https://doi.org/10.21776/ub.jam.2019.017.01.19>
- Kurniawaty, K., Ramly, M., & Ramlawati, R. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management Science Letters*, 9(6), 877-886. <https://doi.org/10.5267/j.ms.2019.3.001>
- Kyei-Poku, I. (2019). The influence of fair supervision on employees' emotional exhaustion and turnover intentions. *Management Research Review*, 42(9), 1116-1132. <https://doi.org/10.1108/mrr-12-2018-0494>
- Ladge, J., & Greenberg, D. (2019). Making workplace flexibility work. *Maternal Optimism*, 133-160. <https://doi.org/10.1093/oso/9780190944094.003.0006>
- Lai, C. J., & Gelb, B. D. (2019). Another look at motivating – and retaining – salespeople. *Journal of Business Strategy*, 40(4), 11–17.  
<https://doi.org/10.1108/JBS-05-2018-0091>

- Larkin, M., Shaw, R., & Flowers, P. (2019). Multiperspectival designs and processes in interpretative phenomenological analysis research. *Qualitative Research in Psychology, 16*(2), 182–198. <https://doi.org/10.1080/14780887.2018.1540655>
- Lee, T. W., Hom, P. W., Eberly, M. B., Jason, J. L., & Terence, R. M. (2017). On the next decade of research in voluntary employee turnover. *Academy of Management Perspectives, 31*, 201-221. <http://doi:10.5465/amp.2016.0123>
- Lee, Y., & Chon, M. G. (2021). Transformational leadership and employee communication behaviors: The role of communal and exchange relationship norms. *Leadership & Organization Development Journal, 42*(1), 61–82. <https://doi.org/10.1108/LODJ-02-2020-0060>
- Lindstrom, L., Lind, J., Beno, C., Gee, K. A., & Hirano, K. (2020). Career and college readiness for underserved youth: Educator and youth perspectives. *Youth & Society, 1*, 1–19. <https://doi.org/10.1177/0044118x20977004>
- Liu, Y., Wang, S., Zhang, J., & Li, S. (2021). When and how job design influences work motivation: A self-determination theory approach. *Psychological Reports, 125*(3), 1573–1600. <https://doi.org/10.1177/00332941211027320>
- Lloyd, R., & Mertens, D. (2018). Expecting more out of expectancy theory: History urges inclusion of the social context. *International Management Review, 14*, 24-37. <http://www.imrjournal.org/>
- Lopez-Martin, E., & Topa, G. (2019). Organizational culture and job demands and resources: Their impact on employees 'wellbeing in a multivariate multilevel

- model. *International Journal of Environmental Research and Public Health*, 16(17), 3006. <https://doi.org/10.3390/ijerph16173006>
- Lyons, P., & Bandura, R. (2020). Employee turnover: features and perspectives, *Development and Learning in Organizations*, 34(1), 1–4. <https://doi.org/10.1108/DLO-02-2019-0048>
- Madubata, I. (2015). *The Influence of Nursing Home Administrator Turnover on Resident Quality of Life* (Doctoral dissertation). ProQuest Digital Dissertation and Theses database. (AAT3685386).
- Mahmood, A., Akhtar, M. N., Talat, U., Shuai, C., & Hyatt, J. C. (2019). Specific HR practices and employee commitment: *The mediating role of job satisfaction*. *Employee Relations*, 41(3). <https://doi.org/10.1108/er-03-2018-0074>
- Mainardes, E. W., Rodrigues, L. S., & Teixeira, A. (2019). Effects of internal marketing on job satisfaction in the banking sector. *International Journal of Bank Marketing*, 37(5), 1313–1333. <https://doi.org/10.1108/IJBM-07-2018-0190>
- Marshall, C., Rossman, G. B., & Blanco, G. (2021). *Designing qualitative research (7th ed.)*. Sage Publications.
- Martdianty, F., Coetzer, A., & Susomrith, P. (2020). Job embeddedness of manufacturing SME employees in Indonesia. *Employee Relations* 42(1), 180–193. <https://doi.org/10.1108/ER01-2019-008>
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50, 370-396. <https://doi:10.1037/h0054346>

- Matimbwa, H., & Ochumbo, A. (2019). Academic staff motivation and retention in higher learning institutions in Tanzania: Evidence from selected universities in Iringa region. *Journal of Business Management and Economic Research*, 6(3), 1-14. <https://doi.org/10.29226/tr1001.2019.129>
- May, T., & Perry, B. (2022). *Social research: Issues, methods and process*. McGraw-Hill Education (UK).
- Mayhew, R. (2019). *Employee turnover definitions & calculations*. Chron
- McCune Stein, A., Bell, C. M., & Ai Min, Y. (2020). Does “the servant as leader” translate into Chinese? A cross-cultural meta-analysis of servant leadership. *European Journal of Work and Organizational Psychology*, 29(3), 315–329. <https://doi.org/10.1080/1359432X.2019.1703681>
- McIlveen, P., Hoare, P. N., Perera, H. N., Kossen, C., Mason, L. M., Munday, S., Alchin, C., Creed, A., & McDonald, N. (2021). Decent work's association with job satisfaction, work engagement, and withdrawal intentions in Australian working adults. *Journal of Career Assessment*, 29(1), 18–35. <https://doi.org/10.1177/1069072720922959>
- McSweeney, B. (2021). Fooling ourselves and others: Confirmation bias and the trustworthiness of qualitative research – Part 1 (the threats). *Journal of Organizational Change Management*, 34(5), 1063–1075. <https://doi.org/10.1108/JOCM-04-2021-0117>
- Moore, J. R., Maxey, E. C., Waite, A. M., & Wendover, J. D. (2020). Inclusive organizations: Developmental reciprocity through authentic leader-employee

relationships. *Journal of Management Development*, 39(9/10), 1029–1039.

<https://doi.org/10.1108/JMD-05-2019-0211>

Mpofu, F. Y. (2021). Addressing the saturation attainment controversy: Evidence from the qualitative research on assessing the feasibility of informal sector taxation in Zimbabwe. *Technium Social Sciences Journal*, 19(1), 607–630.

Mthuli, S. A., Ruffin, F., & Singh, N. (2022). ‘Define, Explain, Justify, Apply’(DEJA): An analytic tool for guiding qualitative research sample size. *International Journal of Social Research Methodology*, 25(6), 809–821.

<https://doi:10.1080/13645579.2021.1941646>

Muhammad, I. K., Syed Haider, A. S., Haider, A., Aziz, S., & Kazmi, M. (2020). The role of supervisor support on work-family conflict and employee turnover intentions in the workplace with mediating effect of affective commitment in Twin Cities in the banking industry, Pakistan. *International Review of*

*Management and Marketing*, 10(6), 42-50. <https://doi.org/10.32479/irmm.10807>

Mulaudzi, N. P., Mashau, N. S., Akinsola, H. A., & Murwira, T. S. (2020). Working conditions in a mental health institution: An exploratory study of professional nurses in Limpopo province, South Africa. *Curationis*, 43(1), e1–e8.

<https://doi.org/10.4102/curationis.v43i1.2081>

Mumtaz, R., Bourini, I., Al-Bourini, F. A., & Alkhrebsheh, A. A. (2022). Investigating managerial and fairness practices on employee turnover intentions through the mediation of affiliation quality between organisation and employee. A comprehensive study of the metropolitan society of Malaysia. *International*

*Journal of Management and Decision Making*, 21(1), 1-27.

<https://doi.org/10.1504/IJMDM.2022.119577>

Mwaisaka, D. M., Kaol, G., & Ouma, C. (2019). Influence of directive and supportive leadership styles on employee job satisfaction in commercial banks in Kenya.

*International Journal of Research in Business and Social Science* (2147- 4478),

8(6), 168-174. <https://doi.org/10.20525/ijrbs.v8i6.468>

Myers, D. R., Rogers, R., LeCrone, H. H., Kelley, K., & Scott, J. H. (2018). Work Life

Stress and Career Resilience of Licensed Nursing Facility Administrators. *Journal of Applied Gerontology*, 37(4), 435–463.

<https://doi.org/10.1177/073346481666520>

Naizm, M., Nadeem, A., Sharif, M. S., Zeb, N., Ghazanfar, S., & Ali, M. (2021). Does

intrinsic motivation mediate the impact of employee training on employee

creativity? The moderation model of task complexity. *Ilkogretim Online*, 20(4),

1622–1632. <https://doi.org/10.17051/ilkonline.2021.04.185>

National Commission for the Protection of Human Subjects of Biomedical and

Behavioral Research. (1979). *The Belmont report: Ethical principles and guidelines for the protection of human subjects of research*.

<http://www.hhs.gov/ohrp/humansubjects/guidance/belmont.html>

Nelson, W., Yang, B. K., Carter, M. W., Monahan, E., & Engineer, C. (2020). Nursing

Home Administrator's Job Satisfaction, Work Stressors, and Intent to Leave.

*Journal of Applied Gerontology*. <https://doi:10.1177/0733464819896572>

Nursing Solutions Inc. (2019). 2019 national healthcare retention & R.N. staffing report.

- Oh, J., & Chhinzer, N. (2021). Is turnover contagious? The impact of transformational leadership and collective turnover on employee turnover decisions. *Leadership & Organization Development Journal*, 42(7), 1089–1103.  
<https://doi.org/10.1108/lodj-12-2020-0548>
- Ohly, S., & Schneijderberg, C. (2021). German professors' motivation to act as peer reviewers in accreditation and evaluation procedures. *Minerva: A review of Science, Learning & Policy*, 59(2), 217–236. <https://doi.org/10.1007/s11024-020-09430-5>
- Ohunakin, F., Adeniji, A., Ogunnaike, O. O., Igbadume, F., & Akintayo, D. I. (2019). The effects of diversity management and inclusion on organisational outcomes: A case of multinational corporation. *Business: Theory and Practice*, 20, 93.  
<https://doi.org/10.3846/btp.2019.09>
- Okpala, P. (2018). Innovative leadership initiatives to reduce the cost of health care. *Journal of Health care Management*, 63, 313-321. <https://doi.org/10.1097/jhm-d-16-0004>
- Olmos-Vega FM, Stalmeijer RE, Varpio L, Kahlke R. (2022) A practical guide to reflexivity in qualitative research: *AMEE Guide No. 149. Med Teach*. 2022 Apr 7:1-11. doi: 10.1080/0142159X.2022.2057287. Epub ahead of print. PMID: 35389310
- Otto, A. S., Szymanski, D. M., & Varadarajan, R. (2020). Customer satisfaction and firm performance: Insights from over a quarter-century of empirical research. *Journal*

*of the Academy of Marketing Science*, 48(3), 543–584.

<https://doi.org/10.1007/s11747-019-00657-7>

Ozsoy, E. (2019). An Empirical Test of Herzberg's Two-Factor Motivation Theory.

*Marketing & Management of Innovations*, (1), 11–20.

<https://doiorg.proxy1.ncu.edu/10.21272/mmi.2019.1-01>

Paltridge, B., & Starfield, S. (2020). Change and continuity in thesis and dissertation

writing: The evolution of an academic genre. *Journal of English for Academic*

*Purposes*, 48, Art. 100910. <https://doi.org/10.1016/j.jeap.2020.100910>

Park, C., McQuaid, R., Lee, J., Kim, S., & Lee, I. (2019). The impact of job retention on

continuous growth of engineering and transformational technology SMEs in

South Korea. *Sustainability*, 2019(11), 5005-5024.

<https://doi.org/10.3390/su11185005>

Pathiranage, Y. L., Jayatilake, L. V. K., & Abeysekera, R. (2020). Case study research

design for exploration of organizational culture towards corporate performance.

*Review of International Comparative Management*, 21(3), 361–372.

<https://doi.org/10.2481/RMCI.2020.3.361>

Pattnaik, S. C., & Panda, N. (2020). Supervisor support, work engagement and turnover

intentions: Evidence from Indian call centres. *Journal of Asia Business Studies*,

14(5), 621–635. <https://doi.org/10.1108/JABS-08-2019-0261>

Peltokorpi, V., Feng, J., Pustovit, S., Allen, D. G., & Rubenstein, A. L. (2022). The

interactive effects of socialization tactics and work locus of control on newcomer



- work adjustment, job embeddedness, and voluntary turnover. *Human Relations*, 75(1), 177–202. <https://doi.org/10.1177/0018726720986843>
- Persolja, M., Marin, M., Caporale, L., Odasmini, B., Scarsini, S., Fiorella, V., De Lucia, P., & Palese, A. (2020). Chief Nurse Executives involuntary turnover in times of health care reforms: Findings from an interpretative phenomenology study. *Health Services Management Research*, 33(4), 172–185. <https://doi.org/10.1177/0951484820923923>
- Posthuma, R. A., Brambila, C. N. G., Smith, E. D., & Zhang, Y. (2021). "Employee turnover and retention in Mexico and Latin America." Allen, D.G. and Vardaman, J.M. (Ed.) *Global Talent Retention: Understanding Employee Turnover Around the World (Talent Management)*, Emerald Publishing Limited, Bingley, pp. 133-147. <https://doi.org/10.1108/978-1-83909-293-020211007>
- Rahayu, M., Rasid, F., & Tannady, H. (2019). The effect of career training and development on job satisfaction and its implications for the organizational commitment of regional secretariat (SETDA) employees of Jambi provincial government. *International Review of Management and Marketing*, 9(1), 79–89. <https://www.econjournals.com/index.php/irmm/article/view/7439/pdf>
- Rajendran, J. A., Baharin, H., & Mohmad-Kamal, F. (2019, October 22). Understanding instant messaging in the workplace [Conference session]. *International Visual Informatics Conference*, Springer. [https://doi.org/10.1007/978-3-030-34032-2\\_57](https://doi.org/10.1007/978-3-030-34032-2_57)

- Ratnawati, A., Sudarti, K., Mulyana, M., & Mubarok, M. H. (2020). Job Embeddedness: A Strategy to Reduce Voluntary Turnover Intention. *JDM (Jurnal Dinamika Manajemen)*, 11(2), 271-282.
- Remijus, O. N., Chinedu, O. F., Maduka, O. D., & Ngige, C. D. (2019). Influence of organizational culture on job satisfaction and workers retention. *International Journal of Management and Entrepreneurship*, 1(1), 83–102. [www.ijmecoou.org](http://www.ijmecoou.org)
- Ritter, B. (2021). Senior healthcare leaders: Exploring the relationship between the rates of job satisfaction and person-job value congruence. *International Journal of Healthcare Management*, 14(10), 85–90.  
<https://doi.org/10.1080/20479700.2019.1615295>
- Roberts, R. E. (2020). Qualitative interview questions: Guidance for novice researchers. *Qualitative Report*, 25(9), 3185–3203. <https://doi.org/10.46743/2160-3715/2020.4640>
- Robinson, C. R. (2020). *Strategies insurance company managers use to retain employees* (Order No. 28152614. [Doctoral dissertation, Walden University]. ProQuest One Academic. <https://www.proquest.com/dissertations-theses/strategies-insurancecompany-managers-use-retain/docview/2458033709/se-2>
- Rogers, M. (2020, January 20). A better way to develop and retain top talent. <https://hbr.org/2020/01/a-better-way-to-develop-and-retain-top-talent?autocomplete=true>
- Rose, J., & Johnson, C. W. (2020). Contextualizing reliability and validity in qualitative research: Toward more rigorous and trustworthy qualitative social science in

leisure research. *Journal of Leisure Research*, 51(4), 1–20.

<https://doi.org/10.1080/00222216.2020.1722042>

Ryu, S., & Jinnai, Y. (2021). Effects of monetary incentives on teacher turnover: A longitudinal analysis. *Public Personnel Management*, 50(2), 205–231.

<https://doi.org/10.1177/0091026020921414>

Sadikin, M. R., Junaedi, J., & Prianti, A. R. (2020). What company can learn from employee turnover intention. Proceedings of the 4th International Conference on *Management, Economics and Business (ICMEB 2019)*, 120, 1-5.

<https://doi.org/10.2991/aebmr.k.200205.001>

Sarkar, J., Jena, L. K., & Sahoo, K. (2021). "Mediating role of need satisfaction on total reward management towards retention: a conceptual framework." *Vilakshan - XIMB Journal of Management*, Vol. ahead-of-print No. ahead-of-print.

<https://doi.org/10.1108/XJM-03- 2021-0083>

Sawaneh, I. A., & Kamara, F. K. (2019). An effective employee retention policies as a way to boost organizational performance. *Journal of Human Resource*

*Management*, 7(2), 41–48. <https://doi.org/10.11648/j.jhrm.20190702.12>

Scharp, K. M., & Sanders, M. L. (2019). What is a theme? Teaching thematic analysis in qualitative communication research methods. *Communication Teacher*, 33(2),

117–121. <https://doi.org/10.1080/17404622.2018.1536794>

Shahriai, P., & Rasuli, B. (2020). No study is ever perfectly flawless: Exploring research limitations in thesis and dissertations of Iranian higher education institutes.

*Iranian Journal of Information Processing & Management*, 36(1), 95–126.

[http://jipm.irandoc.ac.ir/index.php?slc\\_lang=en&sid=1](http://jipm.irandoc.ac.ir/index.php?slc_lang=en&sid=1)

Shannon, E. A. (2019). Motivating the workforce: Beyond the 'two-factor' model.

*Australian Health Review*, 43(1), 98-102. <https://doi.org/10.1071/ah16279>

Sharma, G. G., & Stol, K. J. (2020). Exploring onboarding success, organizational fit, and turnover intention of software professionals. *Journal of Systems and Software*, 159, 1–20. <https://doi.org/10.1016/j.jss.2019.110442>

Singh, R. (2019). Developing organizational embeddedness: Employee personality and social networking. *International Journal of Human Resources Management*,

30(16), 2445–2464. <https://doi.org/10.1080/09585192.2017.1326396>

Singh, S., & Chaudhary, N. (2022). Employee productivity: An analysis of dimensions and methodology through systematic literature review. *The Empirical Economics Letters*, 21(4), 183–204.

[https://www.researchgate.net/publication/363919302\\_Employee\\_Productivity\\_An\\_Analysis\\_of\\_Dimensions\\_and\\_Methodology\\_through\\_Systematic\\_Literature\\_Review](https://www.researchgate.net/publication/363919302_Employee_Productivity_An_Analysis_of_Dimensions_and_Methodology_through_Systematic_Literature_Review)

Sivasubramaniam, S., Dlabolová, D. H., Kralikova, V., & Khan, Z. R. (2021). Assisting you to advance with ethics in research: An introduction to ethical governance and application procedures. *International Journal for Educational Integrity*, 17(1), 1–

18. <https://doi.org/10.1007/s40979-021-00078-6>

- Siyanbola, T. O., & Gilman, M. W. (2017). Extent of employee turnover in Nigerian SMEs: employees'-owner/managers' standpoint. *Employee Relations*, 39, 967-985. <https://doi:10.1108/ER-02-2016-0046>
- Sodahl, A. (2019, August 20). 3 keys to building employee incentive programs. *WIPFLI*. <https://www.wipfli.com/insights/articles/op-3-keys-to-buildingemployee-incentive-programs>
- Soh, S. L. H., Lane, J., & Tan, C. W. (2020). Researcher as instrument: A critical reflection using nominal group technique for content development of a new patient-reported outcome measure. *International Practice Development Journal*, 10(2), 1–9. <https://doi.org/10.19043/ipdj.102.010>
- Soomro, D., Ahmed, M., Hussain, D. N., Maitlo, D. A., & Lashari, I. A. (2021). Motivation and compensation as predictors of employees' retention: An empirical study of a public sector organization. *Journal of Contemporary Issues in Business and Government*, 27(3), 67–73. <https://doi.org/10.47750/CIBG.2021.27.03.009>
- Stahl, N. A., & King, J. R. (2020). Expanding approaches for research: Understanding and using trustworthiness in qualitative research. *Journal of Developmental Education*, 44(1), 26-29.
- Steiner, A., Jack, S., Farmer, J., & Steinerowska-Streb, I. (2021). Are they really a new species? Exploring the emergence of social entrepreneurs through Giddens's structuration theory. *Business & Society*. <https://doi.org/10.1177/00076503211053014>

- Stewart, D. L. (2021). Performing goodness in qualitative research methods. *International Journal of Qualitative Studies in Education*, 35(1), 58–70. <https://doi.org/10.1080/09518398.2021.1962560>
- Stoecker, R., & Avila, E. (2021). From mixed methods to strategic research design. *International Journal of Social Research Methodology: Theory & Practice*, 24(6), 627–640. <https://doi.org/10.1080/13645579.2020.1799639>
- Stolz, S. A. (2020). Phenomenology and phenomenography in educational research: A critique. *Educational Philosophy and Theory*, 52(10), 1077–1096. <https://doi.org/10.1080/00131857.2020.1724088>
- Strijker, D., Bosworth, G., & Bouter, G. (2020). Research methods in rural studies: Qualitative, quantitative, and mixed methods. *Journal of Rural Studies*, 78, 262–270. <https://doi.org/10.1016/j.jrurstud.2020.06.007>
- Stutterheim, S. E., & Ratcliffe, S. E. (2021). Understanding and addressing stigma through qualitative research: Four reasons why we need qualitative studies. *Stigma and Health*, 6(1), 8–19. <https://doi.org/10.1037/sah0000283>
- Sundler, A. J., Lindberg, E., Nilsson, C., & Palmér, L. (2019). Qualitative thematic analysis based on descriptive phenomenology. *Nursing Open*, 6(3), 733–739. <https://doi.org/10.1002/nop2.275>
- Swygart-Hobaugh, M. (2019). Bringing method to the madness: An example of integrating social science qualitative research methods into NVivo data analysis software training. *IASSIST Quarterly*, 43(2), 1–16. <https://doi.org/10.29173/iq956>

- Taherdoost, H. (2022). What are different research approaches? Comprehensive review of qualitative, quantitative, and mixed method research, their applications, types, and limitations. *Journal of Management Science & Engineering Research*, 5(1).  
<https://doi.org/10.30564/jmsr.v5i1.4538>
- Tănăsescu, C. E., & Ramona-Diana, L. E. O. N. (2019). Human resources practices in the Romanian banking system: Rewards, job satisfaction, and job performance. *Management Dynamics in the Knowledge Economy*, 7(4), 469–483.  
<https://doi.org/10.25019/MDKE/7.4.02>
- Tefera, C. A., & Hunsaker, W. D. (2020). Intangible assets and organizational citizenship behavior: A conceptual model. *Heliyon*, 6(7), e04497.  
<https://doi.org/10.1016/j.heliyon.2020.e04497>
- Theriou, G., Chatzoudes, D., & Diaz Moya, C. A. (2020). The effect of ethical leadership and leadership effectiveness on employee's turnover intention in SMEs: The mediating role of work engagement. *European Research Studies*, 23(4), 947–963.  
<https://doi.org/10.35808/ersj/1725>
- Thornton, A. L., Hackett, E., Wilkie, A., Gallon, J., Grisbrook, T. L., Elliott, C. M., & Ciccarelli, M. (2021). A qualitative exploration of motivations and barriers for community leisure organisations' engagement with the Jooay™ mobile app. *Disabil Rehabil.* 3:1-9. doi: 10.1080/09638288.2021.1986581. Epub ahead of print. PMID: 34731065.

- Tomaszewski, L. E., Zarestky, J., & Gonzalez, E. (2020). Planning qualitative research: Design and decision making for new researchers. *International Journal of Qualitative Methods*, 19(4), 1–7. <https://doi.org/10.1177/1609406920967174>
- Tsai, Y.-H., Huang, N., Chien, L.-Y., Chiang, J.-H., & Chiou, S.-T. (2016). Work hours and turnover intention among hospital physicians in Taiwan: Does income matter? *BMC Health Services Research*, 16(1), 1-8. <https://doi:10.1186/s12913-016-1916-2>
- Tuohy, D., Cooney, A., Dowling, M., Murphy, K., & Sixsmith, J. (2013). An overview of interpretive phenomenology as a research methodology. *Nurse Researcher*, 2, 17-20. <https://doi:10.7748/nr2013.07.20.6.17.e315>
- U.S. Department of Health & Human Services. (2019). *Informed consent information sheet*. <http://www.hhs.gov>
- U.S. Department of Labor. (2019). *Job openings and employee turnover: January 2019*. <http://www.bls.gov>
- U.S. Office of Research Integrity. (2020). *Data analysis*. <http://ori.hhs.gov>
- Utari, W., Iswoyo, A., Mardiana, F., & Hidayat, W. (2021). Effect of work training, competency, and job satisfaction on employee productivity: A case study Indonesia. *Review of International Geographical Education*, 11(4), 696–711. <https://doi.org/10.48047/rigeo.11.04.63>
- Vrchota, J., & Rehor, P. (2019). The influence of a human resource strategy to the function of human resource processes in small and medium-sized enterprises



(SMEs). *Serbian Journal of Management*, 14(2), 299–314.

<https://doi.org/10.5937/sjm14-19588>

Vroom, V. (1964). *Work and motivation*. John Wiley & Sons

Wang, Q., Weng, Q. (Derek), & Jiang, Y. (2020). When does affective organizational commitment lead to job performance?: Integration of resource perspective.

*Journal of Career Development*, 47(4), 380–393.

<https://doi.org/10.1177/0894845318807581>

Wassem, M., Baig, S. A., Abrar, M., Hashim, M., Zia-Ur-Rehman, M., Awan, U.,

Amjad, F., & Nawab, Y. (2019). Impact of capacity building and managerial support on employees' performance: The moderating role of employees' retention. *SAGE Open*, 9(3), Article 215824401985995.

<https://doi.org/10.1177/2158244019859957>

Wei, J., Xiong, R., Hassan, M., Shoukry, A. M., Aldeek, F. F., & Khader, J. A. (2021).

Entrepreneurship, corporate social responsibilities, and innovation impact on banks' financial performance. *Frontiers in Psychology*, 12, 1–10.

<https://doi.org/10.3389/fpsyg.2021.680661>

Wen, T., Zhang, Y., Wang, X., & Tang, G. (2018). Factors influencing turnover intention among primary care doctors: A cross-sectional study in Chongqing, China.

*Human Resources for Health*, 16(1), 1-11. <https://doi:10.1186/s12960-018-0274-z>

White, A., & Littlepage, G. (2021). *Engagement, perceived leadership*

*effectiveness, and performance as predictors of voluntary and involuntary turnover among nurses*. <https://scholar.utc.edu/rcio/2021/posters/8/>

- Widodo, W., & Damayanti, R. (2020). Vitality of job satisfaction in mediation: The effect of reward and personality on organizational commitment. *Management Science Letters*, 10(2020), 2131-2138. <https://doi.org/10.5267/j.msl.2020.1.016>
- Widyawati, S. R. (2020). The influence of employee engagement, self-esteem, self-efficacy on employee performance in small business. *International Journal of Contemporary Research and Review*, 11(04).  
<https://doi.org/10.15520/ijcr.v11i04.799>
- Williams, A. L. (2020). *Financial advisor retention strategies* [Doctoral dissertation, Walden University]. ScholarWorks Database.  
<https://scholarworks.waldenu.edu/disstertations.9469>
- Wood, G., & Bischoff, C. (2019). Challenges and progress in integrating knowledge: Cases from clothing and textiles in South Africa. *Journal of Knowledge Management*, 24(1), 32–55. <https://doi.org/10.1108/JKM-10-2018-0608>
- Woodrow, C., & Guest, D. E. (2020). Pathways through organizational socialization: A longitudinal qualitative study based on the psychological contract. *Journal of Occupational and Organizational Psychology*, 93(1), 110–133.  
<https://doi.org/10.1111/joop.12285>
- Wright, E. S. (2021). The effects of organizational culture on employee turnover. *Performance Improvement Quarterly*, 34(3), 303–319.  
<https://doi.org/10.1002/piq.21372>
- Xu, A., Baysari, M. T., Stocker, S. L., Leow, L. J., Day, R. O., & Carland, J. E. (2020). Researchers' views on, and experiences with, the requirement to obtain informed

- consent in research involving human participants: A qualitative study. *BMC Medical Ethics*, 21(1), 93–103. <https://doi.org/10.1186/s12910-020-00538-7>
- Yasir, M., & Majid, A. (2019). Boundary integration and innovative work behavior among nursing staff. *European Journal of Innovation Management*, 22, 2-22  
<http://doi.org/10.1108/EJIM-02-2018-0035>
- Yildiz, V. A., & Kilic, D. (2021). Investigation of the relationship between class teachers' motivation and job satisfaction. *International Online Journal of Education and Teaching*, 8(1), 119–132. <http://iojet.org/index.php/IOJET/index>
- Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). Sage Publications.
- Yun, M. R., & Yu, B. (2019). Strategies for reducing hospital nurse turnover in South Korea: Nurses' perceptions and suggestions. *J Nurs Manag*;29(5):1256-1262. doi: 10.1111/jonm.13264. Epub 2021 Feb 10. PMID: 33486834.
- Yusuf, Z. M., & Yee, B. (2020). The impact of work environment on job satisfaction and stress among haemodialysis nurses in Malaysia: A concept paper. *International Journal of Psychosocial Rehabilitation*, 24, 888-897.  
<https://doi.org/10.37200/ijpr/v24i4/pr201062>
- Zahednezhad, H., Hoseini, M. A., Ebadi, A., Farokhnezhad Afshar, P., & Ghanei Gheshlagh, R. (2021). Investigating the relationship between organizational justice, job satisfaction, and intention to leave the nursing profession: A cross-sectional study. *J Adv Nurs*.;77(4):1741-1750. doi: 10.1111/jan.14717. Epub 2020 Dec 10. PMID: 33305518.

Živković, A., Franjković, J., & Dujak, D. (2021). The role of organizational commitment in employee turnover in logistics activities of food supply chain. *Logforum*, 17(1), 25–36. <https://doi.org/10.17270/j.log.2021.536>

## Appendix A: Recruitment Letter for Study Participants

[Date]

Re: A Research Study That May Interest You

Dear [Name]:

My name is Gabriel Ngunjiri, and I am currently a graduate student at Walden University pursuing a doctoral degree in business administration (DBA). I am conducting a study to gain insight on effective employee turnover strategies used by nursing home healthcare leaders to reduce nursing facility administrator turnover. The title of this study is: “Strategies for Reducing Turnover of Nursing Facility Administrators.”

I am interested in interviewing nursing home healthcare leaders who meet the following criteria:

- Have managerial experience in the nursing home healthcare industry
- Work as a nursing home healthcare leader in Virginia.
- Have experience implementing effective strategies to reduce employee turnover.

My intent is to interview participants who have experience implementing effective employee turnover strategies, who are 18 + years and over and meet the inclusion criteria. My research has sufficient protection to cater for some vulnerable adults and their perspective as they are protected by the informed consent process and the voluntary nature of the study. I hope that nursing home healthcare leaders who meet the criteria for this study might provide information on effective strategies that can help other healthcare leaders reduce nursing facility administrator turnover. I will conduct virtual

video conferencing interviews, preferably zoom interviews to collect data to get a thorough understanding of the problem under exploration. Once the research is complete, I will share results and findings with the participants and the research community. Individuals who are interested in participating and meet the above criteria can contact me via email.

Participation in this study is voluntary. If you are interested, please contact me via email.

Thank you for your time and consideration.

Sincerely,

Appendix B: Interview Protocol and Interview Questions:

- A. The interview session will begin with salutations, personal introductions, and an overview of the research topic.
- B. I will thank the participants for volunteering to participate in the study and for documenting their consent by replying to my email.
- C. I will ensure the primary and alternate audio recorders are turned on and note the date, time, and location of the interview.
- D. I will code the participant's identifiable information; I will use "Participant 1 through 10" for sequential interpretation of the interviews.
- E. I will document on the audio recorder that the participants consented to the study by replying "I CONSENT" to my email.
- F. Interviews will last approximately 30-40 minutes for responses to the seven interview questions, including any additional follow-up questions.
- G. When interviews end, I will remind participants that I will contact them later for transcript review and to verify the interpretations for member checking.
- H. At the end of the interview, I will thank the research participants for taking the time to participate in the study.

### Interview Questions

1. What strategies do you apply in your organization to reduce nursing facility administrator turnover?
2. How do you assess the effectiveness of the strategies for administrator retention in your organization?
3. Of the strategies you have used, which strategies have been the most effective in reducing administrator turnover in your organization?
4. Based on your experience, what has been the effect of the strategies on your organization's productivity?
5. What strategies do you use to enhance job satisfaction among your administrators?
6. Of the strategies that you applied to reduce turnover, which, if any, increased job satisfaction the most among nursing facility administrators?
7. What additional information about your organization's strategies for reducing nursing facility administrator turnover can you provide?