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Strategies to Reduce Employee Turnover in Nursing Homes

Laticia Nicole Beatty
Walden University

Walden University

College of Management and Human Potential

This is to certify that the doctoral study by

Laticia Nicole Beatty

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Review Committee
Dr. Betsy Macht, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Kim Critchlow, Committee Member, Doctor of Business Administration Faculty

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

Walden University
2024

Abstract

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Laticia Nicole Beatty

MS, University of Phoenix, 2007

BS, Winston Salem State University, 1998

Doctoral Study Submitted in Partial Fulfillment

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Abstract

Nursing home leaders in the United States face challenges with employee turnover. Nursing home leaders are concerned with turnover as it can contribute to suboptimal care of nursing home patients. Grounded in the transformational leadership theory, the purpose of this qualitative pragmatic inquiry study was to explore strategies nursing home leaders use to reduce employee turnover, maintain quality of care, and reduce costs associated with staff turnover. The participants were five nursing home leaders with successful strategies to reduce employee turnover. Data were collected using semistructured interviews. Three themes were identified through thematic analysis: (1) nursing home leaders form relationships with employees, creating a team and family work atmosphere; (2) nursing home leaders assess and address employee needs, focusing on their strengths and recognizing them for good work; and (3) nursing home leaders solve the challenges associated with employee retention by involving employees in the solutions to problems. Key recommendations include forming solid working relationships with employees, rewarding them for good work, and providing them with competitive compensation and benefits. Implications for positive social change include the potential to improve the quality of care for nursing home patients, which can positively impact the quality and duration of their lives.

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Dedication

I dedicate this dissertation to my late grandmother, Inez. I pray I made you proud.

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Section 1: Foundation of the Study

Employee turnover is a persistent problem that nursing home leaders continue to address. As nursing home leaders strive to meet the needs of their patients by retaining high-performing employees, the need to hire and retain healthcare professionals continues to grow (Davidson & Szanton, 2020). Reducing employee turnover, financial costs, and service quality may increase nursing home residents' quality of care (Davidson & Szanton, 2020). Nursing home leaders could reduce organizational costs by understanding why employees choose to leave their jobs. Improving employee involvement to retain competent employees within the organization remains a priority for many nursing home leaders (Abrams et al., 2020). Based on the findings of Davidson and Szanton (2020) and Abrams et al. (2020), the ability of nursing home leaders to retain high-performing employees is linked to the quality of care and the reduction of business costs. This study aimed to explore strategies nursing home leaders use to reduce employee turnover, maintain quality of care, and reduce organizational costs. The outcomes of this study might help nursing home leaders increase employee retention and reduce organizational costs associated with staff turnover.

Background of the Problem

Nursing home leaders face challenges in retaining their employees, especially after the COVID-19 pandemic (Denny-Brown et al., 2020). According to the Long Term Care Community Coalition (2022), federal data indicate that the average nursing home experiences a turnover rate of 53.3% of its nursing home staff annually, with a registered nurse (RN) turnover rate of 51.9%. Nursing home staff attrition has significant financial

implications for nursing homes. According to the National Healthcare Retention and RN Staffing Report, the average organizational cost of turnover of one staff RN is approximately $46,000 (Nursing Solutions Incorporated, 2023). Therefore, mechanisms promoting staff retention at U.S. nursing homes are a significant problem that must be addressed.

Nursing home leaders need accurate measurements and data on the specific factors contributing to employee attrition in their organizations (Gandhi et al., 2021). Researchers have demonstrated that effective leadership influences employee turnover in multiple fields, including healthcare (Perez, 2021). Specifically, ineffective nursing home leadership may contribute to employee attrition by influencing job satisfaction (White et al., 2021). Therefore, there is a specific need to understand nursing home leaders' leadership strategies to promote employee retention.

Determining effective leadership strategies for managing employee turnover should account for employees' organizational intent and understanding of professionalism as part of developing evidence-based management practices for nursing home leaders. Since leadership directly influences employee turnover (Perez, 2021), nursing home leaders can develop leadership strategies to control staff turnover rates, potentially reducing turnover costs (Gandhi et al., 2021). Implementing improved leadership strategies could help nursing homes survive and prosper. Consequently, nursing home leaders should include leadership as a foundational tenet in their strategic plans to promote employee retention. Such actions, in turn, will likely reduce employee turnover in the first year (Lee et al., 2017). Leaders who understand the factors that influence

employee turnover in other employee retention management plans can employ evidence-based steps to reduce problems associated with employee turnover.

Problem and Purpose

The general business problem was that employee turnover negatively impacts nursing homes' quality of care and organizational costs. The specific business problem in this study was that some nursing home leaders lack effective strategies to retain staff while maintaining an optimal quality of skilled nursing care and reducing costs associated with staff turnover. Therefore, the purpose of this qualitative pragmatic inquiry study was to explore strategies nursing home leaders use to reduce employee turnover, maintain quality of care, and reduce costs associated with staff turnover. To understand this problem, I conducted semistructured interviews with nursing home leaders in North Carolina with successful employee retention strategies. Due to the significant organizational costs associated with employee turnover in U.S. nursing homes, the results of this study could have significant implications.

Studying the problem of leadership strategies nursing home leaders use to prevent employee turnover has several implications. Some implications include the development of effective leadership strategies to retain skilled nursing employees, raising awareness among nursing home leaders, and improving nursing homes' financial aspects. Nursing home staff turnover can have substantial economic consequences for nursing homes (Harrington et al., 2020). Nursing home staff turnover can have legal repercussions, particularly if patient quality of care decreases (Edelman et al., 2020). Additionally, researching this problem can aid in developing effective leadership strategies for

mitigating nursing home staff turnover. By emphasizing the issues of nursing home staff turnover, the study helps raise awareness among nursing home leaders to implement preventative employee turnover measures. Since many nursing home leaders lack sufficient strategies for mitigating employee turnover, the findings of this study can provide insight into nursing home management and business security and growth.

Population and Sampling

The target population for the study was nursing home leaders in North Carolina. Data were collected from five purposefully sampled nursing home leaders in North Carolina who were interviewed using semistructured interviews with open-ended questions designed to elicit their perspectives regarding leadership strategies to deter employee turnover. Participants were selected based on meeting the inclusion criteria for this study, which included the participants: (a) currently working as a nursing home leader at a North Carolina nursing home, (b) having at least five years of experience as a nursing home leader, (c) having two years of successful financials running a nursing home, and (d) had successful strategies to reduce employee turnover, maintain quality of care, and reduce associated costs. Recruitment materials included the inclusion criteria so that participants could self-identify as qualified for the study. I also reviewed publicly available company documents provided by the participants for relevant nursing home business information for data triangulation.

Nature of the Study

I used the qualitative research methodology in this study. The qualitative method allows researchers to explore solutions to research problems based on an inductive

understanding of the participants' perspectives (Zivtins et al., 2020). A qualitative

method provided insights into leadership strategies nursing home leaders use to prevent

employee turnover. According to Zivtins et al. (2020), researchers use the qualitative

method to answer questions about people's lives, lived experiences, behaviors,

perspectives, and feelings regarding the overall phenomenon under investigation. Since

the problem being addressed was that more research is needed regarding the leadership

strategies of successful nursing home leaders in preventing employee turnover, a

qualitative methodology was most appropriate for the study, as opposed to quantitative or

mixed methodologies.

A quantitative approach was not required for this research study. Researchers use

the quantitative methodology to test theoretical hypotheses using statistical analysis of

variables regarding a phenomenon (Spetz et al., 2019). None of the four types of

quantitative research methods, namely experimental, descriptive, correlative, or quasi-

experimental, were appropriate for this study because I did not seek to study the cause-

effect relationship or evaluate correlations between variables (Mohajan, 2020).

Qualitative research provides a clear understanding of dynamic situations not accessible

by quantitative approaches (Zivtins et al., 2020). The mixed methodology draws from

both qualitative and quantitative research designs (Timans et al., 2019). Specifically, a

mixed methodology was not appropriate for this study due to the lack of a quantitative-

based research question. I chose not to follow quantitative or mixed methods because the

qualitative research method provided insight into the perceptions and beliefs of some

nursing home leaders concerning employee retention, as well as strategies utilized to

retrain staff, maintain the quality of care, and reduce costs. I chose a qualitative research method using a pragmatic inquiry research design for this study.

Several qualitative research designs were not chosen for this study for various reasons. For example, an ethnographic research design was unsuitable for this research, as this method examines the intricacies of a culture (Hirsch & Gellner, 2020). I did explore a specific cultural paradigm; therefore, ethnography was not a suitable qualitative design for my research study. Researchers utilize a narrative design to collect data from participants that tell a personal story (Varnaseri & Alhaei, 2022). The participants in the study did not recount personal stories; therefore, a narrative design was not a suitable qualitative research design for my study. The phenomenological design focuses on individual lived experiences (Moustakas, 1994). However, this study explored the perceptions and beliefs of a group of individuals and strategies utilized to achieve a specific goal, namely employee retention. Therefore, a phenomenological design was deemed inappropriate for this study. A single case study design studies one specific group of people within a single organization (Yin, 2018). Since a case study aims to understand a group of individuals' mindsets, boundaries, and systems of behavioral patterns (Yin, 2018), this research design did not support my study. For these reasons, ethnographic, narrative inquiry, phenomenology, and case study research designs were not chosen for this study.

I chose a qualitative pragmatic inquiry research design for this study. The overarching goal of a pragmatic qualitative inquiry is to provide practical solutions and strategies to problems (House, 2018). This type of qualitative research allows a

researcher to examine an existing phenomenon, interrogate the underlying meanings and context of a problem, and identify pragmatic solutions that can be feasibly incorporated (Kaushik & Walsh, 2019). Since my research aimed to understand the strategies utilized by nursing home leaders to reduce employee turnover, the pragmatic qualitative inquiry was the most appropriate research design for the study.

Research Question

The research question for my study was: What strategies do nursing home leaders use to reduce employee turnover, maintain quality of care, and reduce costs associated with staff turnover?

Interview Questions

1. What strategies have you used to successfully reduce employee turnover?

2. How do you monitor and measure nursing home employee retention?

3. What leadership strategies do you use to prevent employee turnover?

4. What challenges have you faced when implementing your employee turnover reduction strategies?

5. How did you successfully address those challenges?

6. What strategies do you use to maintain quality care for your nursing home residents?

7. How do you monitor and measure the quality of care for nursing home residents?

8. What strategies do you use to reduce costs associated with employee turnover at your nursing home?

9. How do you ensure that the reduction of costs does not result in the reduction of quality care?

10. What successful strategies were used to make the employees feel motivated?

11. What are the outcomes of the strategies you use to make employees feel motivated?

12. What successful strategies do you use to make employees feel empowered?

13. What are the outcomes of the strategies you use to make employees feel empowered?

14. What other insights would you like to provide that we have not already discussed regarding your nursing home's strategies to reduce employee turnover, maintain quality of care, and reduce costs?

Theoretical Framework

Burns' (1978) transformational leadership theory (TLT), refined by Bass (1985, 1999), underpinned the design and analysis of my study. TLT is a systematic approach leaders use to initiate change through management styles that enhance followers' performance by raising awareness of the value of their goals (Manoppo, 2020). The logical connections between TLT and the nature of my study included a framework designed to understand how nursing home leaders motivate, empower, and influence their employees. Applying TLT could allow nursing home leaders to influence employee behavior through motivation and teamwork by focusing on organizational goals, thereby increasing employee retention. Burns suggested that to achieve an elevated level of performance, leaders should set examples that inspire and challenge employees to do

exemplary work. By understanding the strengths and weaknesses of each employee, leaders can consistently improve employee's quality of work. Burns used TLT to connect leader and follower roles that affect positive changes in individuals and social systems. Therefore, TLT was an appropriate theory to understand positive nursing home social system changes.

TLT contains four tenets: (a) idealized influence, (b) inspirational motivation, (c) intellectual stimulation, and (d) individualized consideration (Bass, 1985). Idealized influence involves the leader serving as a role model for increased ethical behaviors to instill pride and trust and gain respect among followers (Bass, 1985; McManus, 2019). Inspirational motivation is how a leader depicts a concept that motivates their followers (Bass, 1985; McManus, 2019). Intellectual stimulation involves the leader asking their followers to express their ideas, encouraging creative risk-taking. Finally, a leader practicing individualized consideration conducts themselves based on the needs and reactions of individual employees (Bass, 1985; McManus, 2019). Therefore, TLT provided a lens for exploring how leaders can effectively inspire and motivate their followers.

Transformational leadership is a powerful tool for mitigating employee turnover in various industries, including healthcare (Robbins & Davidhizar, 2020). Transformative leaders influence positive organizational changes by inspiring followers (Gan & Voon, 2021). Such changes can, in turn, benefit other managers by developing or improving employee satisfaction, goal attainment, creativity, followers' well-being, and increased productivity levels (Tatar, 2020).

Operational Definitions

Intrinsic reward: Intrinsic reward is the amount of time an employee is satisfied with his or her work (Jastrow, 2019).

Quality of working life (QWL): QWL represents a variety of concepts about a worker's general sense of work derived from attitudes about salaries, bonuses, and the work environment (Abou Hashish, 2017).

Turnover intention: Turnover intention refers to factors influencing an employee's willingness to leave (Naseer et al., 2018).

Assumptions, Limitations, and Delimitations

Assumptions

Several assumptions were made in this study. In research, assumptions are defined as axioms that a researcher believes to be true without confirmation (Theofanidis & Fountouki, 2018). Researchers use assumptions to make probability judgments about the occurrence of events (Flage & Askeland, 2020). First, I assumed that employee retention is a prevalent problem for nursing home leaders and that this problem is due to a lack of sufficient leadership strategies to promote employee retention. Second, I assumed the nursing home leaders chosen for participation answered interview questions honestly. However, I acknowledge that some participants may have only answered partially truthfully due to wanting or needing to preserve the integrity of their institutions. The participants were encouraged to be truthful, as any data was anonymized during the data collection and analysis steps of this study. Third, I assumed that the data provided by the participants was appropriate for analysis under TLT.

Limitations

  Researchers should be aware of the limitations of their studies. Ross and Bibler Zaidi (2019) defined limitations as a weakness that would identify those at risk beyond a researcher's control. First, the study could have been limited by a lack of participants who have successfully mitigated employee turnover with successful financial records in North Carolina nursing homes. A second limitation was derived from the choice to delimit the study to nursing home leaders in North Carolina. This regional delimitation limited the transferability of the findings to the general population of nursing home leaders in the United States. A third limitation of the study is that this research occurred directly after the COVID-19 pandemic, which significantly affected nursing home residents. This limitation limited face-to-face communication with study participants, limiting the researcher's ability to assess non-verbal communication during the interviews. Mitigation efforts to overcome these limitations included having a suitable recruitment strategy, scheduling interviews at mutually convenient times, and ensuring that all participants understood the purpose of the study and their rights to confidentiality during the study.

Delimitations

  This study had several delimitations. Delimitations are the boundaries that researchers set in the decision-making processes in their research studies (Oumelkheir & Nadia, 2021). I delimited this study to nursing home leaders in North Carolina because the lack of caregivers in North Carolina nursing homes has been well-documented, leading to the question of whether this shortage is due to employee turnover (Sholar, 2021). This study only included leaders with at least five years of experience. These

leaders had experiences that may have preceded the COVID-19 pandemic and, therefore, offered insight into the problem of employee turnover before, during, and after the pandemic.

Significance of the Study

The findings of my study may have a substantial impact since many nursing home leaders are influenced by employee turnover and lack the leadership strategies and resources necessary to prevent such turnover. Employee turnover is prevalent in nursing homes (Denny-Brown et al., 2020) and contributes to significant organizational costs (Gandhi et al., 2021). Therefore, this study is significant in that the results may provide new insights regarding effective strategies that may enhance the capability and efficiency of nursing home leaders to retain staff, maintain the quality of care, and reduce operating costs. By adopting effective strategies related to employee retention, nursing home leaders providing services to nursing home residents could ultimately lower hiring and training costs and create tangible improvements to the quality of care. Research suggests that nursing home patients, particularly those with dementia, have better outcomes when treated by a small, consistent group of nurses (Haunch et al., 2021). Therefore, decreasing employee turnover in nursing homes might positively affect nursing home residents. As such, the findings of this study may contribute meaningful information to business practices in the nursing home industry and influence positive social change.

Contribution to Business Practice

Nursing home leaders are faced with unprecedented staff turnover rates in the aftermath of the COVID-19 pandemic. Some U.S. nursing homes reported an

approximately 75% nursing staff turnover in 2020 (White et al., 2021). The findings from this study contribute to the nursing home industry because the results may inform new strategies for leaders to retain staff while identifying leadership habits that promote overall business success. Reducing turnover in nursing homes can reduce pressure and burnout in the work environment and stabilize the workforce (Rajamohan et al., 2019). A stable workforce lowers recruitment and training costs, reduces work deficiencies, and lessens the need to train new employees (Roth et al., 2021). A more efficient and experienced workforce reduces overall business costs (Pastores et al., 2019). Therefore, the results of this study provide insight into how to reduce nursing home costs while improving the quality of care for residents.

Implications for Social Change

The results from this study contribute to positive social change by bridging the gap between elder care and the community by educating local, state, and government leaders on the problems faced by nursing home leaders in retaining competent, highly trained staff (de Mazières et al., 2017). Involving local government, businesses, and civic organizations could enhance the quality of life, care for the elderly, and create more local jobs for community members.

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A Review of the Professional and Academic Literature

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A professional and academic literature search was conducted using the following keywords: *nursing, home, staff, employee, retention, attrition,* and *leadership.* Several databases were searched, including Google Scholar, EBSCO, Emerald Insight, ACM Digital Library, Science Direct, and ProQuest Central. Several journals emerged as key

sources of information, as well as several business management, leadership, and nursing home resources. The literature review contained 90 sources, 88.3% of which appeared in English and were published between 2019 and 2023. Eighty-two (91%) of the sources were peer-reviewed articles.

Transformational Leadership Theory

TLT has been modified and expanded since it was first coined by sociologist James Downtown in 1973. Transformational leadership theory is largely attributed to the work of Burns (1978), who described transformational leadership as a method by which leaders motivate their followers, promoting their commitment to the organization. Bass (1985, 1999) later expanded and refined Burns' initial work on the transformational leadership theory, describing transformational leaders encouraging followers to exceed expectations by raising awareness of the value of individuals' personal and professional goals while responding to organizational interests, needs, and demands.

TLT provides a lens for exploring different strategies for employee engagement. Transformational leaders are known for inspiring their employees beyond their personal interests on behalf of the organization's goals (Magbity et al., 2020) by serving as role models for employees (Cherry, 2022). When leaders recognize that individual and organizational needs can inspire and empower employees, TLT provides a platform for leaders and employees to explore innovative solutions to complex problems.

Transformational leaders motivate and inspire their followers. These leaders support employees' personal and professional growth by challenging and inspiring them to continuously seek knowledge (Dumas & Beinecke, 2018). Leaders who apply TLT

often inspire important and positive change among supporters. Specifically, leaders applying TLT tend to:

1. Act as role models who show intellectual motivation and a genuine interest in their followers (Cherry, 2022).

2. Focus on employee growth by working directly with employees to motivate and inspire their talents (Vezina, 2019).

3. Act as facilitators rather than task managers (Mansaray, 2019).

4. Mentor, motivate, listen to, and coach their followers to share their views and ideals (Kelly, 2020).

5. Strive to create a favorable working environment for their employees (Cherry, 2022).

Due to these characteristics, transformational leadership is widely acknowledged as an effective workplace strategy (Cherry, 2022). Therefore, TLT is an appropriate framework for understanding how nursing home leaders can mitigate or prevent nursing home staff turnover.

Transformational Leadership Theory Components

The basic structure of TLT contains four tenets: (a) idealized influence, (b) inspirational motivation, (c) intellectual stimulation, and (d) individualized considerations (Bass, 1985). Each of these constructs is discussed in turn.

Idealized Influence. The first component of TLT is idealized influence. Idealized influence is the process by which a leader serves as a role model for ethical behaviors to instill pride and trust and gain respect among followers (Bass, 1985; McManus, 2019).

Using idealized influence motivates and builds trust between leaders and followers (Bass, 1985). In the workplace, employees are more motivated and productive when they are perceived to be valued and appreciated, especially when leaders communicate positively about employees' organizational roles (Magbity et al., 2020). Through idealized influence, transformational leaders value and appreciate employee involvement.

Idealized influence is linked to superior communication skills. Transformational leaders enhance employee performance by relying on the communication of common values and exhibiting confidence in their employees (Yue et al., 2019). When leaders use idealized influence, they communicate with employees in a genuine, encouraging, and meaningful way, facilitating the building of trust (Hosna et al., 2021). As the relationship between leader and employee develops, transformational leaders provide employees with clear communication on achieving their goals.

Idealized influence is thought to be an effective leadership technique. Idealized influence can improve employee efficiency and reduce turnover by clearly communicating standards and goals (Labrague et al., 2020). Another facet of idealized influence is the notion that leaders serve as role models for employees by exhibiting ethical behavior (Aldrin & Yunanto, 2019). Followers tend to imitate the behavior of transformational leaders who encourage their employees and build trust by making employees feel valued (Farahnak et al., 2020). Therefore, leaders who use idealized influence develop trust with employees, facilitating an ideal working relationship while enhancing the overall quality of work.

Idealized influence can be further subdivided into two components: attribution and behavior. In the context of employment, attribution elements are how employees perceive their leaders. For example, transformational leaders are typically charismatic and aid their employees in overcoming adversity (Naseer et al., 2018). According to Mi et al. (2019), employees' ability to identify with their leaders is enhanced by idealized influence. Thus, employees are more inclined to follow leaders who exhibit idealized influence. Idealized influence also encompasses a behavioral element. Transformational leaders influence employees' behavior by leading by example so that employees directly view their leaders overcoming difficulties (Khan et al., 2020). As such, transformational leaders encourage employees to be positive about guiding and interacting with others (Yue et al., 2019). Therefore, transformational leaders use idealized influence to influence how employees perceive and improve the impact and performance of their team through attribution and behavior.

Inspirational Motivation. Inspirational motivation is the second tenet of TLT. Inspirational motivation is the extent to which a leader shares an inspirational vision that appeals to and motivates employees, promoting optimism and commitment among followers (Bass, 1985; Lee et al., 2018; McManus, 2019). Inspirational motivation reflects leadership that encourages followers to act on the vision of a shared organization, strive for high expectations, and envision a collective, desired future (Lei et al., 2020; McManus, 2019). Transformational leaders detail the group's expectations, reducing complex problems to smaller ones so that all employees can understand the larger motivating picture (Sun & Wang, 2017). This process promotes awareness of priorities

and objectives in line with followers' interests within the context of the larger organizational goals. Therefore, transformational leaders communicate the organization's expectations, motivating employees to adapt to their organization's vision (Sun & Wang, 2017). A leader's inspirational motivation allows employees to understand their role in a larger organizational vision. Therefore, inspirational motivation gives employees a unique, inspirational vision promoting motivation.

Employees who understand the organization's larger goals have an opportunity to understand how they can make a difference in achieving the organization's goals. Shah et al. (2018) stated that transformational leaders convey how each employee contributes to the future growth of an organization. By improving such foresight, employees often find their work rewarding, which reduces turnover (Barkhuizen & Gumede, 2021; Inayatullah, 2018). While all leaders may appeal to emotion to attract employees' attention, transformational leaders embody the team's spirit, increasing enthusiasm and motivation within the organization (Abou Hashish, 2017). Leaders who exude enthusiasm and commitment to the organization's goals can persuade and inspire their employees. Employees can then effectively face challenges, strive to reach goals, and exceed expectations. Therefore, transformational leaders can use inspirational motivation to motivate employees to recognize their commitment to achieving the organization and its goals.

Intellectual Stimulation. Intellectual stimulation is the third tenet of TLT. Intellectual stimulation is the extent to which a leader takes risks, challenges assumptions, and seeks followers' ideas to encourage employee creativity (Bass, 1985).

The intellectual stimulation tenet of transformational leadership refers to how transformational leaders share knowledge and challenge followers to embody new challenges and ideas (Alqatawenah, 2018). Without fear of being admonished, workers under transformational leaders use innovative and potentially revolutionary methods to solve problems. Through intellectual stimulation, transformational leaders focus on problem-solving and encourage employees by making insightful suggestions (Park & Pierce, 2020). This process allows transformational leaders to harness their employees' imaginations and creativity to face organizational problems in new ways (Park & Pierce, 2020). Therefore, the essence of intellectual stimulation is that transformational leaders allow employees to gain experience and develop creativity and innovation while growing within the organization.

Individualized Consideration. Individualized consideration is the fourth tenet of TLT. Individualized consideration refers to how well a leader listens to each follower's concerns and needs (Bass, 1985; McManus, 2019). Individualized consideration is a significant component of TLT, as it allows leaders to listen to, promote, and support the needs of their employees by focusing on their unique needs (Chebon et al., 2019; McManus, 2019). Leaders who empower followers by providing a supportive atmosphere simultaneously treat their employees as individuals and as teammates. Kharabsheh et al. (2017) described intellectual consideration as a leader's ability to recognize differences in employees' strengths, weaknesses, and likes and dislikes by identifying and addressing individual needs in recognizable ways. Thus, individualized consideration places value on each employee's contributions within a larger organizational context.

There are several mechanisms by which transformational leaders use individualized consideration. For example, leaders who emphasize active listening and assigning employees to suitable projects use individualized consideration (Khan et al., 2020). Thus, transformational leaders promote employee development through two-way interaction. Bass (1999) stated that transformational leaders use assignments as opportunities for their followers to grow. Ultimately, transformational leaders use individualized consideration to encourage employees through coaching, listening to their needs, and providing a positive atmosphere for continued employee growth (Naseer et al., 2018). Since each employee has different characteristics, strengths, and weaknesses, transformational leaders use individualized consideration to act as coaches and mentors, aiding employees in overcoming their weaknesses and maximizing their strengths.

Application of TLT To Healthcare Management

Transformational leadership is widely acknowledged as an effective leadership style in healthcare management. Boamah et al. (2018) investigated the job satisfaction of nurses and patient safety outcomes in response to nurse managers' transformational leadership practices. Transformational leadership influences the workplace environment, increasing nurses' job satisfaction. Moreover, patient safety outcomes frequently decreased in response to nurse managers' transformational leadership. Jankelová and Joniaková (2021) found that the transformational leadership of nurse managers was positively correlated with nurses' job satisfaction and performance. Similarly, Tangatarova and Gao (2021) found that transformational leadership in a hospital setting increased patient safety outcomes. These studies indicate that leaders' use of

transformational leadership creates a positive workplace culture and increases job satisfaction and patient safety outcomes in healthcare businesses.

Transformational leadership theory has been applied to understanding employee turnover in healthcare. Yücel (2021) surveyed 478 healthcare providers, finding that transformational leaders encourage positive employee performance, which correlated with decreased turnover intentions. Magbity et al. (2020) sampled 250 nurses to assess their turnover intention and their leaders' leadership styles. Their correlation analysis indicated that participatory and transformational leadership styles decreased turnover intention, while autocratic and laissez-faire styles increased turnover intention. Thus, healthcare leaders' leadership styles influence employees' turnover intention in the healthcare industry.

Transformational leadership is widely regarded as a highly effective framework for effectively managing personnel, particularly in environments such as nursing homes, where high-quality care and empathetic communication are of utmost importance (Gonella et al., 2023). Transformational leaders possess the ability to inspire and motivate their subordinates, creating a positive work environment that has been observed to have a positive impact on reducing employee turnover rates (Poels et al., 2020). However, in contrast to transformational leadership, alternative theories exist that can be applied to the specific context of nursing home staff turnover (Taheri Gharagzlu et al., 2020).

Contrasting Theories

One contrasting theory investigated in the literature is transactional leadership (Feifer et al., 2021). Transactional leadership is characterized by a leadership style that operates within a framework of rewards and punishments (Poels et al., 2020). The individuals in question prioritize the implementation of systematic processes to guarantee the accurate and timely completion of tasks (Lee et al., 2023). However, this theory has been criticized because inadequate execution of this practice may result in a significant employee attrition rate, primarily because of the dearth of avenues for personal and professional growth, as well as the potentially retributive atmosphere (Holland et al., 2014).

An alternative approach is laissez-faire leadership, in which leaders adopt a non-interventionist approach, granting employees the autonomy to make significant decisions and independently handle their workload (Keilty et al., 2022). While promoting independence can have positive outcomes, Min et al. (2022) suggested that it is important to acknowledge that this leadership approach may also result in negative consequences, such as feelings of neglect and a lack of guidance. These factors can potentially contribute to a higher turnover rate, as employees may perceive a lack of support and uncertainty regarding their duties and obligations (Taheri Gharagzlu et al., 2020).

Similar to transactional leadership is autocratic leadership. Autocratic leadership is characterized by a decision-making approach where leaders make decisions independently, without seeking input from their team members (Wei et al., 2019). This leadership style is characterized by the strict enforcement of rules and procedures (Poels

et al., 2020). Researchers have found that the utilization of this approach has the potential

to result in increased rates of employee turnover within nursing home settings, given the

fundamental importance of empathy, communication, and shared decision-making in

facilitating optimal caregiving outcomes (Gonella et al., 2023; Smith et al., 2023;

Tasseron-Dries et al., 2021). Employees may experience a sense of undervaluation of

their contributions, leading them to seek employment in a more collaborative work

setting.

Servant leadership is an approach to leadership that aligns with the

transformational style (Arble et al., 2020). However, in contrast to transformational

leadership, servant leaders prioritize their team members' development and welfare,

frequently prioritizing others' needs over their own (Poels et al., 2020). Although this

particular approach has the potential to foster a nurturing atmosphere that could mitigate

employee turnover, detractors contend that it may not consistently yield optimal levels of

productivity or effectiveness (Arble et al., 2020). Researchers have found that

insufficiently balanced with explicit expectations and accountability, this situation can

result in role ambiguity and decreased efficiency, thereby generating employee

dissatisfaction and a possible increase in employee attrition (Holland et al., 2014;

McCreary, 2020).

Another less commonly studied leadership approach is bureaucratic leadership.

Bureaucratic leadership is characterized by leaders who adhere rigorously to established

rules, procedures, and hierarchical structures (Lee et al., 2023). According to Cox (2019),

a rigid structure within nursing homes may hinder staff members from effectively

adapting to the individual needs of residents, resulting in dissatisfaction among residents and potentially contributing to a high turnover rate among staff. Staff members may become frustrated due to their inability to deliver personalized and empathetic care, which may subsequently motivate them to search for more fulfilling and adaptable work environments (Connolly, 2016).

Scholars have suggested that it is imperative to acknowledge that no singular style can be deemed as superior, and successful leadership frequently entails a combination of styles customized to the particular context and group dynamics (Jungbauer et al., 2022; Taheri Gharagzlu et al., 2020). In the realm of nursing homes, many researchers have also suggested that leaders must establish an environment that fosters support, empathy, and appreciation for effective communication, ongoing education, and the provision of high-quality care (Cimarolli et al., 2022; Cox, 2019). The following section contains a synthesis of the evidence about employee turnover intentions.

Employee Turnover

Employee turnover is strongly linked to leadership quality and can be difficult and costly for an organization (Huning et al., 2020). Regardless of the reason for employee turnover, employees who voluntarily resign or are dismissed require replacement, which necessitates investing in new staff training (An, 2019). Graf et al. (2020) highlighted that training a new nurse in a nursing home environment costs at least $15,000, a significant investment in high turnover employment. Sales, defined by Ogony and Majola (2018) as the rate at which an employer earns or loses an employee, are unique to individual organizations. Employee turnover can hinder sales (Ogony & Majola, 2018). By hiring

employees who fit their corporate culture, organizations can promote staff retention and mitigate turnover (Yusliza et al., 2021). Thus, employee turnover is costly for organizations and can hinder daily operations.

Employees leave organizations for various reasons (Kim & Park, 2017). The decision to leave the organization reflects the employee's choice to terminate the employment relationship (Dilig-Ruiz et al., 2018). Some employees retire, while others leave due to being overworked, lack of satisfactory wages, or inflexible working hours (Jain et al., 2020). Employee attrition places stress on other employees and managers until a qualified new hire can fill a vacancy (Lai et al., 2022). Therefore, employee resignation significantly affects the organization's planning and human resource strategies. Employee turnover can distinguish a company between meeting performance expectations and exhibiting poor performance (Smets et al., 2018). Thus, employee turnover is an important problem.

Employee Retention Strategies

Recent research within the domain of nursing has demonstrated that high turnover rates among nursing home staff necessitate a comprehensive and multifaceted approach (Molloy et al., 2020; Schols et al., 2020). Thus, many employee retention strategies have been investigated in the recent peer-reviewed literature, several involving the adoption of a transformational leadership style (Gandhi et al., 2021; Molloy et al., 2020; Schols et al., 2020). Transformational leadership is characterized by the ability to inspire and motivate employees towards a shared vision (Tsai et al., 2019). The establishment of a positive organizational culture, the demonstration of empathy, and the promotion of open

communication are crucial for effective leadership (Adams et al., 2019). In addition,

researchers have asserted that it is imperative for individuals to endeavor towards

achieving equilibrium in employing various leadership styles in order to effectively cater

to the diverse requirements of the team (Adams et al., 2019; Schols et al., 2020).

According to some studies, competitive compensation is crucial for the purpose of

staff retention, as it ensures that employees receive adequate remuneration and benefits

(Schols et al., 2020; Tsai et al., 2019). For example, Schols et al. (2020) found that the

remuneration received by numerous nursing home personnel is disproportionately low

compared to the substantial emotional and physical exertions inherent in their occupation.

Additionally, Tasseron-Dries et al. (2021) suggested that providing employees with

competitive compensation packages, including attractive wages, comprehensive health

benefits, retirement plans, and potential for bonuses or salary increases, can significantly

enhance employee satisfaction and foster long-term retention (McCreary, 2020).

Career development opportunities are crucial in mitigating employee turnover by

offering staff members the chance to acquire new knowledge, develop their skills, and

progress in their professional trajectories based on recent evidence (Cimarolli et al.,

2022). According to Purbhoo and Wojtak (2018), this may encompass providing on-the-

job training, facilitating ongoing education, or establishing a well-defined trajectory for

advancement within the organizational structure. The concept of work-life balance is

particularly significant in nursing home employment, given the demanding and stressful

nature of the work involved (Molloy et al., 2020). Organizations that place a high value

on work-life balance by implementing flexible scheduling, providing sufficient time off,

and offering resources for stress management are more inclined to achieve employee retention (Agar et al., 2023).

In accordance with theories of motivation, such as self-determination theory, the provision of recognition and rewards has been found to have a positive impact on employee retention, as individuals who perceive their efforts as valued and acknowledged are more inclined to remain with the organization (Lee et al., 2023). Reliably acknowledging and compensating employees for their valuable contributions, whether through verbal commendation, accolades, or incentives, has the potential to cultivate a favorable workplace atmosphere and enhance employee motivation. This recognition has been shown to enhance employee engagement (Wei et al., 2019). Specifically, individuals who experience a sense of engagement and connection with their place of employment exhibit a decreased propensity to voluntarily separate from the organization (Wei et al., 2019). This entails ensuring that staff members perceive their voices as being acknowledged and their feedback as being duly considered (Min et al., 2022). Regular team meetings, suggestion boxes, and surveys are all mechanisms that can facilitate the cultivation of a heightened sense of engagement among individuals within an organization (Tsai et al., 2019).

A growing body of evidence has demonstrated that establishing a positive and healthy work environment holds significant importance for nurses, particularly in the context of nursing homes (Eckert et al., 2023; Keilty et al., 2022). This encompasses not solely the tangible surroundings but also the societal and affective milieu (Keilty et al., 2022). Fostering a collaborative work environment, effectively resolving conflicts

through constructive means, and cultivating a culture of mutual respect are all factors that can positively impact employee retention (Adams et al., 2019).

The maintenance of appropriate staffing levels is also crucial, according to Miller et al. (2023). Overworking employees due to inadequate staffing levels can result in burnout and job dissatisfaction, ultimately contributing to elevated employee turnover rates (McCreary, 2020). By implementing appropriate staffing measures, nursing homes have the potential to mitigate stress and job dissatisfaction experienced by their workforce (Cox, 2019).

Any of these strategies has the potential to make a positive impact on mitigating turnover rates among nursing home personnel (McCreary, 2020). Nevertheless, McCreary (2020) and Nambisan et al. (2021) argue that it is imperative to customize strategies in accordance with the distinct requirements and obstacles encountered by each establishment. Studies have shown that regular assessments and feedback provided by staff members can play a crucial role in identifying areas that require improvement and guiding the implementation of effective strategies for student retention (Cosolo et al., 2023; Schols et al., 2020). The following section contains a synthesis of leadership strategies that have been employed to prevent employee turnover.

Leadership Strategies for Preventing Employee Turnover

Multiple recent studies have indicated that leadership is of utmost importance in mitigating staff turnover within nursing home facilities (Cimarolli et al., 2022; Miller et al., 2023). Scholars assert that it is imperative for leaders operating in such contexts to implement strategies that effectively oversee and motivate their workforce, fostering a

sense of inspiration and active involvement (Gandhi et al., 2021; Lee et al., 2023). One of the most vital ways leaders can do so is by establishing trust and transparency (Tsai et al., 2019). Rajamohan et al. (2019) found that trust is pivotal in fostering effective work relationships. Additionally, Gonella et al. (2023) suggested that leaders should exhibit openness, honesty, and transparency when communicating with their subordinates, ensuring that the organization's difficulties and achievements are shared. In addition, researchers have argued that it is imperative for individuals to demonstrate integrity by consistently aligning their verbal expressions with their behavioral conduct (Jones et al., 2020; Taheri Gharagzlu et al., 2020).

Recognition is one way that leaders can potentially enhance engagement without expending unavailable or constrained budgetary resources (Tsai et al., 2019). According to Tsai et al. (2019), to cultivate a culture of recognition, leaders must consistently acknowledge and appreciate the efforts and achievements of their employees. This can be achieved by implementing formal recognition programs or through regular interpersonal interactions and constructive feedback (De Kerimel et al., 2020). Research has shown that employees who perceive themselves as being recognized and valued by their organization are more inclined to maintain a high commitment to their jobs (Grodal et al., 2019; Lee et al., 2023). Additionally, facilitating team collaboration has enhanced engagement and potentially contributed to retention (Miller et al., 2023). Arble et al. (2020) argued that proficient leaders foster an environment that promotes collective effort and collaboration among team members. It is widely acknowledged in the literature that providing high-quality care in a nursing home setting necessitates a collaborative

approach by multiple individuals (Taheri Gharagzlu et al., 2020; Williams et al., 2017). When leaders cultivate a conducive team atmosphere, employees will experience heightened connectivity and increased engagement in their professional tasks.

According to a qualitative, descriptive study involving factors contributing to resilience among nursing home staff, Wei et al. (2019) suggested that leaders must provide support and foster an environment that encourages professional development and facilitates career growth. Organizations can enhance job satisfaction and mitigate employee turnover by providing continuous training opportunities, organizing workshops, implementing educational programs, and prioritizing internal promotions when feasible (Arble et al., 2020). Thus, the implementation of a mentoring program can be beneficial in fostering professional growth and development among staff members (De Kerimel et al., 2020). By pairing individuals who are newer or less experienced with seasoned professionals, the program has the potential to enhance skills, boost confidence, and cultivate a supportive work culture (Adams et al., 2019). Additionally, doing so has been shown to facilitate assimilating new members into the team (Nambisan et al., 2021).

According to Tsai et al. (2019), leaders are responsible for ensuring that their staff members are equipped with the essential resources required to carry out their job responsibilities efficiently. This may encompass factors such as appropriate personnel allocation, modernized equipment, or sufficient provision of personal protective gear. Furthermore, Van Waeyenberg et al. (2015) suggested that it is imperative for leaders to provide emotional support and allocate resources, considering the emotionally demanding nature of nursing home employment. Recent studies have shown that effective leaders

actively seek and respond to employee feedback (Nambisan et al., 2021; Tasseron-Dries et al., 2021). For example, in a qualitative study involving factors contributing to engagement among nursing home staff, Tasseron-Dries et al. (2021) found that consistently seeking feedback and, of equal importance, implementing the suggestions received can serve as evidence to employees that their opinions hold significance, thereby enhancing their level of engagement and overall job satisfaction.

A more recent trend to emerge in the literature involves developing emotional intelligence (Cox, 2019; Wei et al., 2019). According to Wei et al. (2019), leaders within the context of nursing homes frequently encounter emotionally charged circumstances. Demonstrating empathy, comprehension, and tolerance can contribute to the establishment of a work environment characterized by feelings of security and encouragement, thereby diminishing the probability of employee turnover (Miller et al., 2023; Taheri Gharagzlu et al., 2020). Emotional intelligence may also foster a greater sense of equity for staff (Feifer et al., 2021). Feifer et al. (2021) found that leaders must exhibit equitable and consistent treatment toward all members of their staff. The presence of favoritism, bias, or inconsistent enforcement of rules within a workplace can contribute to developing a toxic work environment, ultimately resulting in a higher rate of employee turnover (Miller et al., 2023).

Through the implementation of various leadership strategies, leaders in nursing homes can establish a work environment that is supportive, engaging, and rewarding, thereby fostering staff retention (Noguchi-Watanabe et al., 2016). Nevertheless, scholars agree that it is imperative for leaders to maintain adaptability, making adjustments to

their strategies as required to effectively align with the specific characteristics of their team and the prevailing circumstances (Min et al., 2022; Tsai et al., 2019). The following section contains a synthesis of the literature pertaining to staff responses to leadership.

Staff Responses to Leadership

Recent quantitative and qualitative evidence has demonstrated that the manner in which nursing home staff members respond to leadership can have a significant influence on the efficacy of retention strategies (Arble et al., 2020; Noguchi-Watanabe et al., 2016; Van Waeyenberg et al., 2015). According to Smith et al. (2023), leaders can evaluate the effectiveness of their strategies and implement necessary modifications based on these responses. Studies within the context of nursing have demonstrated that staff members generally exhibit a favorable response when they receive support from their leaders (Keilty et al., 2022; Taheri Gharagzlu et al., 2020). For example, Taheri Gharagzlu et al. (2020) found that when leaders exhibit qualities of support and understanding, employees are more likely to perceive themselves as being valued and respected. This positive perception can contribute to higher levels of job satisfaction, ultimately leading to increased employee retention rates.

Staff members also typically value the acknowledgment of their efforts (Jungbauer et al., 2022). Acknowledging achievements can enhance employee morale and foster a more favorable work atmosphere, resulting in heightened job contentment and reduced employee turnover (Gandhi et al., 2021). Providing support and opportunities for career development is a source of motivation and inspiration (Purbhoo & Wojtak, 2018). Purbhoo and Wojtak (2018) found that when leaders offer

opportunities for professional growth and development, it often catalyzes staff members,

fostering encouragement and motivation to enhance their skill sets. Not only does this

improve their job performance, but it can also result in higher job satisfaction and a

greater probability of employee retention.

Additionally, the provision of sufficient resources can lead to a sense of relief and

reduced stress among staff members, as they are able to perform their job duties with

greater effectiveness (Williams et al., 2017). According to a quantitative, cross-sectional

study by Poels et al. (2020), if leaders are able to furnish these resources and guarantee

sufficient staffing levels, it has the potential to mitigate burnout and reduce employee

turnover. Recent evidence also suggests that motivation can be derived from equitable

treatment (Miller et al., 2023). Specifically, the provision of fair and consistent treatment

by leaders toward all staff members fosters a perception of justice and equality within the

organizational setting (Akunor et al., 2022). Implementing this strategy can serve as a

source of motivation for employees, thereby contributing to the improvement of job

satisfaction levels and ultimately leading to a higher probability of employee retention.

One recent study by Wei et al. (2019) also showed that implementing feedback

can lead to empowerment. Specifically, when leaders actively seek feedback and

subsequently take action based on it, employees are likely to experience a sense of being

heard and empowered (Tsai et al., 2019). This can cultivate a more interactive and

stimulating work milieu, leading to enhanced job contentment and bolstering employee

retention rates (Noguchi-Watanabe et al., 2016).

Nevertheless, researchers have also asserted that it is imperative to acknowledge potential adverse reactions (Feifer et al., 2021; Tappen & Sopcheck, 2023). For example, some studies have shown that distrust can arise from insufficient transparency. In a retrospective, cross-sectional study involving the COVID-19 vaccine in nursing homes, Feifer et al. (2021) found that trust and transparency of nursing staff were significant predictors of vaccine acceptance among ethnic minority residents. Therefore, in the event that organizational leaders fail to exhibit openness and transparency, a consequential outcome may be the emergence of distrust and suspicion among employees, thereby exerting a detrimental influence on morale and augmenting the probability of employee turnover (Arble et al., 2020). Similarly, the lack of adequate support from leaders has been shown to result in frustration among staff members, stemming from insufficient provision of resources or emotional assistance (Lee et al., 2023). This frustration and dissatisfaction may subsequently contribute to increased rates of employee turnover.

The absence of recognition can also be a source of demotivation for nursing home staff (Omotowa & Hussey, 2019). Lee et al. (2023) found that if leaders fail to acknowledge and express appreciation for the efforts of their staff, it can result in a sense of being undervalued and unappreciated. Consequently, this can lead to decreased staff motivation and an elevated probability of turnover (Miller et al., 2023). Therefore, continuous monitoring and evaluation of staff responses to strategies is of utmost importance for leaders (Jungbauer et al., 2022). Through this approach, organizations can implement essential modifications to effectively provide support and foster engagement among their employees, thereby mitigating turnover rates (Feifer et al., 2021).

Measuring Staff Responses to Leadership

In order to evaluate the efficacy of strategies implemented by nursing home administrators in fostering staff retention, researchers have suggested that it is imperative to measure the responses of the staff members (Cox, 2019; Omotowa & Hussey, 2019). Several strategies have been employed in the recent literature to assess and quantify these responses (Arble et al., 2020; Cosolo et al., 2023; Smith et al., 2023). For example, employee surveys are a widely employed approach for assessing staff reactions, particularly in terms of employee satisfaction or engagement (Smith et al., 2023). These surveys can be formulated with the purpose of collecting data regarding employees' emotions and perspectives concerning different aspects associated with employee retention, including support from leadership, acknowledgment, prospects for professional growth, available resources, and equity within the work environment (Feifer et al., 2021).

Several studies have also found that focus groups can provide rich sources of data involving factors contributing to retention versus attrition (Holland et al., 2014; Lee et al., 2023; Wei et al., 2019). Focus groups are a qualitative research method that enables a limited number of individuals to participate in a guided conversation regarding their personal experiences and perceptions (Akunor et al., 2022). This methodology has the potential to yield comprehensive qualitative data regarding the reactions of staff members toward various leadership strategies, thereby uncovering valuable insights that may not be captured through a conventional survey approach (Tappen & Sopcheck, 2023). Similarly, Tsai et al. (2019) found that exit interviews are a valuable means of obtaining insights into the reasons behind staff members' decisions to depart from an organization.

By inquiring about individuals' encounters with leadership and retention strategies, leaders can acquire valuable insights regarding the efficacy of these strategies and identify potential modifications that could enhance retention rates.

Regularly scheduled individual interviews conducted between employees and their direct supervisors can yield valuable data based on recent evidence (Eckert et al., 2023; Otte et al., 2020). Specifically, Otte et al. (2020) conducted a qualitative interview study assessing the role that regularly scheduled staff meetings played, demonstrating that nursing home staff perceived them as critical for facilitating integration and interdisciplinary collaboration. These meetings allow staff members to articulate their perspectives and emotions regarding their work environment, leadership, and the strategies employed to enhance employee retention (Fraser et al., 2019). Within the context of performance reviews, organizational leaders can inquire about various aspects such as job satisfaction, leadership effectiveness, and strategies for employee retention (Omotowa & Hussey, 2019). The insights gained from employees' responses can offer valuable information regarding the effectiveness of these strategies and potential areas for improvement.

Furthermore, Keilty et al. (2022) asserted that direct observations can yield valuable insights into how staff members respond to various leadership strategies. Additionally, through the process of observing the interactions between staff members and their leaders, leaders can assess the collective morale and satisfaction levels within their teams (Cosolo et al., 2023). The measurement of employee turnover rates can indirectly indicate the efficacy of retention strategies, although it does not directly

capture staff responses (Miller et al., 2023). A potential indication of the effectiveness of certain strategies can be observed if there is a decrease in turnover rates after their implementation.

Based on these findings, scholars are generally in agreement that it is imperative to acknowledge that utilizing these strategies tends to yield the most valuable insights when employed collectively (Arble et al., 2020; Smith et al., 2023). Furthermore, they argue that it is imperative to conduct a meticulous analysis and interpretation of any data gathered, taking into account the unique circumstances of the nursing home and its personnel (Smith et al., 2023; Tappen & Sopcheck, 2023). Frequently evaluating and modifying strategies in response to feedback from staff members can be instrumental in enabling nursing home leaders to enhance retention effectively (Omotowa & Hussey, 2019). The following section contains a synthesis of the evidence pertaining to factors influencing attrition among nursing home staff.

Factors Influencing Employees' Intention to Attrite

Several recent studies have shown that the attrition or turnover of nursing home staff can be influenced by a multitude of factors (Adams et al., 2019; Arble et al., 2020; Holland et al., 2014). For example, Adams et al. (2019) assessed factors contributing to turnover among 30 nursing home staff, finding that a combination of work-related, personal, and environmental determinants all combined to predict turnover, and these relationships were strongly mediated by whether or not staff experienced burnout. Therefore, comprehending these factors is imperative in formulating efficacious strategies to enhance employee retention. Based on the recent evidence, a multitude of

pivotal factors possess the potential to exert influence on the intention of nursing home employees to depart from their current positions (Arble et al., 2020; Min et al., 2022).

One consistent theme to emerge in the literature is that the level of job satisfaction an employee has is a significant factor in predicting their intention to leave their current job (Lee, 2022; Rajamohan et al., 2019). Specifically, studies have shown that employees who experience dissatisfaction with their jobs, perceive a lack of recognition, or perceive their jobs as excessively demanding or emotionally burdensome are more inclined to contemplate voluntary turnover (Lee, 2022; Rolland & de Souto Barreto, 2022). Researchers have identified that various factors can have an impact on an individual's level of job satisfaction, such as the amount of work assigned, the emotional requirements of the job, the ability to maintain a healthy work-life balance, the availability of opportunities for professional growth, and the extent to which one's efforts are acknowledged and appreciated (Agar et al., 2023; Purbhoo & Wojtak, 2018).

A commonly overlooked factor involving attrition that has been identified in the literature is the work environment (Feifer et al., 2021). According to Min et al. (2022), the work environment plays a crucial role in shaping employees' intention to leave the organization, with a negative work environment having a substantial impact on attrition rates. This encompasses both physical conditions, such as insufficient facilities or resources, and social conditions, such as ineffective collaboration, absence of support from peers or superiors, or a hostile organizational climate (Fraser et al., 2019). Similarly, Wei et al. (2019) found that the turnover intentions of individuals within an organization can be significantly influenced by the leadership style employed. Therefore, leaders who

lack supportiveness, effective communication skills, or inclusivity in decision-making processes can potentially contribute to job dissatisfaction and an elevated intention to leave the organization (Gonella et al., 2023).

Intuitively, insufficient remuneration for the tasks performed may prompt employees to contemplate resigning from their positions (Miller et al., 2023). This encompasses not solely the remuneration but also the supplementary perks such as medical coverage, pension schemes, and allocated periods of leave (Tsai et al., 2019). Additionally, the absence of career advancement prospects or inadequate avenues for professional growth can contribute to an individual's inclination to leave their current employment (Cox, 2019). Employees may choose to depart in order to pursue opportunities that allow for professional growth, the acquisition of new skills, or the assumption of greater responsibilities (Purbhoo & Wojtak, 2018).

Many studies have demonstrated that the presence of high workloads, frequently resulting from insufficient staffing, has the potential to contribute to job-related stress, burnout, and subsequently, heightened intentions to leave one's position (J. Lee, 2022; Min et al., 2022; Rajamohan et al., 2019). Burnout, a persistent state of physical and emotional exhaustion, commonly referred to as burnout, poses a substantial concern within the healthcare field (Rajamohan et al., 2019). The demanding and emotionally taxing nature of nursing home employment has the potential to induce burnout, resulting in heightened intentions to leave the job (Min et al., 2022). Therefore, work-life balance is a significant factor that may influence an employee's decision to leave their current employment if they encounter difficulties in effectively managing their professional

responsibilities alongside their personal commitments (Grodal et al., 2019). The aforementioned variables, such as scheduling, workload, and emotional demands, can potentially influence this phenomenon.

To tackle these factors effectively, a comprehensive approach is necessary (Williams et al., 2017). According to Tappen and Sopcheck (2023), nursing home administrators should prioritize establishing conducive and affirmative work environments, offering competitive remuneration, fostering professional growth, ensuring adequate staffing levels, and facilitating work-life equilibrium (Omotowa & Hussey, 2020). By implementing this strategy, organizations can effectively mitigate turnover intentions and enhance employee retention rates (Grodal et al., 2019). The following section contains a synthesis of the evidence pertaining to the maintenance of care quality in nursing homes.

Strategies for Managing Quality Care in Nursing Homes

Ensuring the provision of exceptional care in nursing homes is of utmost significance, as it directly influences the physical and mental welfare of the residents (Arble et al., 2020). Various strategies have been employed or supported in the literature to ensure the provision of high-quality care (Connolly, 2016; Lefebre et al., 2020). One of the most important is staff training and development (Lefebre et al., 2020). According to De Kerimel et al. (2020), the training and development of staff members play a critical role in ensuring the provision of high-quality care. De Kerimel et al. (2020) recommended that staff members receive regular training programs that concentrate on various aspects, including managing specific health conditions, behavioral strategies, and

cultural sensitivity (Omotowa & Hussey, 2020). Thus, professional development opportunities have the potential to enhance staff performance and augment their job satisfaction.

Furthermore, insufficient staffing can lead to a decline in the quality of care, as personnel may be unable to allocate adequate time to address the needs of all residents effectively (Smith et al., 2023). According to Miller et al. (2023), ensuring adequate staffing levels is crucial in guaranteeing that residents receive care that is both timely and tailored to their individual needs. Additionally, an increasing body of evidence has found support for implementing a person-centered approach to maximize well-being and job satisfaction (Arble et al., 2020). This approach demonstrates a profound regard for and appreciation of every resident's unique qualities and characteristics (Agar et al., 2023). The process entails acquiring knowledge regarding each resident's preferences, strengths, and life history and subsequently customizing care plans to address their individual requirements, thereby augmenting their overall quality of life.

According to Jungbauer et al. (2022) and Wei et al. (2019), regular assessments and quality checks should be implemented to evaluate the standard of care being delivered. This may entail the examination of medical records, the observation of interactions between staff and residents, and the assessment of the facility's cleanliness and safety (Connolly, 2016). The utilization of feedback obtained from these assessments should be employed continuously to enhance the quality of care provided (H.-T. S. Lee et al., 2023).

A more recent trend to emerge in the literature pertains to promoting family engagement (Jung & Oh, 2018; Tsai et al., 2019). Studies have shown that the involvement of families can offer significant contributions to understanding the needs and preferences of residents (Lefebre et al., 2020; Tappen & Sopcheck, 2023). Additionally, maintaining consistent communication with families and actively promoting their engagement in the care planning process has the potential to improve the overall quality of care delivered to residents (Lee et al., 2023). In a qualitative, phenomenological study by Gonella et al. (2023), the authors found that promoting family engagement contributes to a healthier living environment. Specifically, establishing a secure, hygienic, and pleasant living environment is imperative for the overall welfare of its inhabitants (Jung & Oh, 2018). Ensuring routine maintenance inspections, strict compliance with health and safety protocols, and cultivating a comfortable and inviting atmosphere are factors that can positively impact the provision of high-quality care (Feifer et al., 2021).

One recent study showed that the utilization of technology has the potential to augment the quality of care in various manners. Specifically, Edelman et al. (2020) found that technological resources in nursing home facilities significantly mitigated the negative effects of the COVID-19 pandemic on care delivery. For instance, implementing electronic health records facilitates improved health information management (Edelman et al., 2020). Additionally, telehealth services enable remote consultations, thereby enhancing accessibility to healthcare (Ibrahim et al., 2019). Moreover, the integration of assistive devices assists residents in their daily activities.

Evidence also suggests that the presence of effective leadership is crucial in ensuring the provision of high-quality care (Keilty et al., 2022). According to Fraser et al. (2019), leadership should play a crucial role in fostering a culture that prioritizes the well-being and satisfaction of residents. Fraser et al. (2019) argued that this entails promoting a positive atmosphere and providing inspiration and support to the staff. Additionally, Arble et al. (2020) argued that leaders must proactively tackle any challenges or concerns that may arise within the organization. Furthermore, implementing evidence-based practices is crucial in ensuring that care practices align with the most current research findings and guidelines (Grodal et al., 2019). Implementing frequent updates to care protocols and practices in accordance with current evidence has the potential to enhance the quality of care provided (Lefebre et al., 2020).

While implementing these strategies has the potential to improve the standard of care in nursing homes significantly, it is crucial to bear in mind that each nursing home possesses distinct characteristics and circumstances (Otte et al., 2020). Hence, researchers agree that it is imperative to customize strategies following the distinct requirements, available resources, and contextual factors of individual facilities (Cosolo et al., 2023; Lefebre et al., 2020). Cosolo et al. (2023) argued that the ongoing assessment and adjustment of these strategies will guarantee their continued efficacy in facilitating the provision of high-quality care. The following sub-section contains a discussion of strategies to measure care quality.

Strategies to Measure Quality

Multiple studies have found that the assessment of care quality in nursing homes is of utmost importance to identify areas of excellence and areas that require improvement (Eckert et al., 2023; Min et al., 2022). According to Eckert et al. (2023), doing so serves as a means to monitor the efficacy of interventions that have been put into place. A multitude of strategies exist that can be employed to assess the quality of care (Edelman et al., 2020; Jungbauer et al., 2022). Standardized assessments, such as the Minimum Data Set (MDS) utilized in nursing homes, serve as valuable instruments for evaluating various dimensions of care, including but not limited to physical and cognitive functioning, behavioral patterns, health conditions, and the provision of services (Cox, 2019). These assessments have the potential to yield valuable data regarding the quality of care that is being delivered.

Additionally, quality indicators (QIs) are quantifiable metrics used to assess health outcomes, serving as indicators of the quality of healthcare provided (Edelman et al., 2020). Illustrative instances within the context of a nursing home facility may encompass occurrences such as the prevalence of pressure ulcers, incidents of falls, rates of hospital readmissions, or utilization of physical restraints (Lefebre et al., 2020). Similarly, clinical audits have been proven in the evidence base to be a valuable tool for ensuring that clinical practices follow evidence-based guidelines and standards (Lee et al., 2023; Tappen & Sopcheck, 2023). This may encompass the examination of medical records, the observation of care practices, or the assessment of medication management systems.

Resident and family surveys have been increasingly investigated in the literature as a means of measuring care quality as well (Connolly, 2016; Cox, 2019). According to Cox (2019), surveys are a valuable tool for collecting feedback from residents and their families regarding their experiences and levels of satisfaction with the care they receive. The surveys have the potential to encompass inquiries about the nature of interactions between staff members and residents, the overall quality of the living environment, as well as the standard of meals provided (Edelman et al., 2020). Similarly, staff surveys and interviews are valuable tools for gathering feedback from staff members, which can offer significant insights into the overall quality of care being provided (Akunor et al., 2022). Surveys or interviews may inquire about the staff's perceptions regarding the work environment, their capacity to deliver high-quality care, or any areas they identify as potential areas for improvement.

Accreditation programs for nursing homes are implemented in numerous countries as well (Wei et al., 2019). These encompass thorough evaluations conducted by external entities, which assess a range of factors, including care protocols, organizational management, safety measures, and the rights of residents (Grodal et al., 2019). Accordingly, using technology in healthcare settings, such as electronic health records, enables the monitoring and analysis of diverse facets of patient care (Ibrahim et al., 2019). For instance, Ibrahim et al. (2019) argued that they can be utilized to monitor alterations in the health condition of individuals, oversee the utilization of medications, or detect patterns in health results.

Although these strategies can yield valuable data regarding the quality of care, it is crucial to interpret such data considering the unique contextual factors of the nursing home (Edelman et al., 2020). Furthermore, researchers have suggested that it is imperative to utilize these measures not only to ensure accountability but also to facilitate ongoing enhancements in quality (Rolland & de Souto Barreto, 2022; Tsai et al., 2019). Regular evaluation and adjustment of measurement strategies can guarantee their ongoing effectiveness in assessing the quality of care and facilitating enhancements (Lee et al., 2023). The following sub-section contains a discussion of strategies for monitoring care quality.

Strategies to Monitor Quality Care

The process of monitoring the quality of care in nursing homes entails continuous evaluation and examination of diverse quality indicators, procedures, and results to guarantee consistent adherence to elevated standards (Smith et al., 2023). Researchers have found that continuous evaluation facilitates the identification of potential concerns, allowing for their timely resolution (Rolland & de Souto Barreto, 2022; Smith et al., 2023). According to Tappen and Sopcheck (2023), regular audits play a crucial role in the oversight and evaluation of the quality of care provided. Specifically, conducting routine audits on diverse facets of care, including medication administration, facility cleanliness and safety, and adherence to care plans, can effectively detect potential issues and pinpoint areas that require improvement (Tappen & Sopcheck, 2023).

As mentioned previously, quality indicators are also a means of obtaining quantifiable and objective information regarding the standard of care being provided

(Arble et al., 2020). This may encompass metrics such as fall rates, incidence of pressure ulcers, rates of hospital readmissions, or utilization of physical restraints (Feifer et al., 2021). Researchers have found that consistently monitoring these indicators can aid in identifying potential issues and assessing the efficacy of interventions (Tsai et al., 2019; Wei et al., 2019).

Additionally, Min et al. (2022) argued that regular assessments of residents' health and well-being are crucial in monitoring the quality of care provided to them. In the realm of nursing homes, the MDS is a tool that offers significant insights into the physical and cognitive capabilities, behaviors, health statuses, and services availed by residents (Lee et al., 2023; Tasseron-Dries et al., 2021). Furthermore, the feedback provided by staff members is of utmost importance as they are the primary caregivers, and their insights can offer valuable information regarding the standard of care being provided (Tsai et al., 2019). According to Tsai et al. (2019), regular staff meetings or anonymous surveys can serve as effective mechanisms for facilitating open communication among staff members, enabling them to express their observations and concerns in a supportive and confidential environment.

Connolly (2016) suggested that regularly obtaining feedback from residents and their families can yield valuable insights regarding their experiences and level of satisfaction with the care they receive. This objective can be accomplished by employing various methods such as conducting surveys, organizing family meetings, implementing suggestion boxes, or engaging in individualized one-on-one conversations (Grodal et al., 2019). Additionally, the utilization of technology in healthcare encompasses the

implementation of electronic health records and other health information technologies

(Ibrahim et al., 2019). These tools serve the purpose of monitoring diverse facets of care,

including but not limited to alterations in residents' health status, medication

administration, and patterns in health outcomes. Finally, accreditation programs for

nursing homes are implemented in numerous countries and have been linked to effective

outcomes (Molloy et al., 2020; Rajamohan et al., 2019). These encompass thorough

evaluations conducted by external entities, and the maintenance of accreditation

necessitates continuous monitoring and enhancement of the quality of care (Cox, 2019).

While these strategies have the potential to yield valuable data for the purpose of

monitoring the quality of care, researchers have suggested that it is crucial to bear in

mind that the objective is not solely to detect issues but also to utilize this data in order to

facilitate ongoing improvements in quality (Miller et al., 2023; Rolland & de Souto

Barreto, 2022). Hence, scholars argue that it is imperative to promptly and effectively

address any identified issues through the implementation of these monitoring strategies

while also conducting regular reviews to ensure the sustained maintenance of

improvements (Arble et al., 2020; Jungbauer et al., 2022). The following section contains

a discussion of strategies to reduce costs associated with employee turnover.

Strategies to Reduce Costs Associated with Employee Turnover

Employee turnover is a significant financial burden for nursing homes, and it can

adversely affect the organization's fiscal aspects and the standard of care delivered

(Cimarolli et al., 2022). The primary focus of cost reduction strategies is enhancing

employee retention (Fan et al., 2022). Investing in employee satisfaction can potentially

result in heightened levels of staff retention (Gandhi et al., 2021). According to Gandhi et al. (2021), this may encompass enhancing labor conditions, delivering competitive remuneration, furnishing benefits such as healthcare coverage or pension schemes, and establishing a work environment that fosters support and respect.

Studies have also shown that providing professional development and training opportunities can enhance job satisfaction and foster organizational loyalty among staff members (Cox, 2019; McCreary, 2020). Potential strategies for improving employee development within an organization encompass a range of approaches, such as the implementation of in-house training programs, the provision of financial support for external courses, or the establishment of well-defined career progression opportunities (De Kerimel et al., 2020; Jungbauer et al., 2022; Tsai et al., 2019).

According to recent evidence, the presence of leaders is of utmost importance in maintaining staff retention (Fan et al., 2022; Smith et al., 2023). Fan et al. (2022) argued that effective leadership strategies should prioritize cultivating a supportive and communicative environment, actively engaging staff in the decision-making process, and demonstrating recognition and appreciation for their diligent efforts. Additionally, the occurrence of excessive work and burnout can result in a significant rate of employee turnover (Smith et al., 2023). The prevention of burnout and enhancement of retention can be achieved by implementing various measures, such as maintaining suitable staffing levels, providing flexible scheduling options, and adopting effective workload management strategies (Jungbauer et al., 2022).

One recent study demonstrated that the implementation of effective hiring strategies can contribute to a reduction in employee turnover rates (Gandhi et al., 2021). Specifically, Gandhi et al. (2021) found that transparency and equity regarding hiring practices significantly predicted long-term retention across United States nursing home facilities. This may entail enhancing recruitment procedures to ascertain the suitability of candidates for both the position and the organization, offering accurate job previews throughout the hiring process, and establishing efficient onboarding initiatives (Tasseron-Dries et al., 2021). Additionally, the act of fostering employee engagement has the potential to enhance the level of dedication exhibited by employees towards the organization (Jungbauer et al., 2022). This may encompass implementing routine team-building exercises, establishing platforms for staff members to actively contribute their ideas and feedback, or introducing programs aimed at recognizing and appreciating employees. According to Tasseron-Dries et al. (2021), exit interviews are also valuable for gathering insights into the reasons behind staff departures and identifying potential improvements to enhance employee retention.

However, while the aforementioned strategies have the potential to mitigate expenses related to turnover, researchers suggest that it is crucial to acknowledge that the reduction of turnover generally necessitates initial investments, such as the provision of staff training or the enhancement of working conditions (Cimarolli et al., 2022; Rolland & de Souto Barreto, 2022). Nevertheless, over an extended period, these investments have the potential to yield significant cost reductions by mitigating the exorbitant expenses linked to employee turnover (Fan et al., 2022). These expenses encompass

recruitment and training costs for newly hired personnel, overtime compensation for existing staff, and the potential decline in care quality due to the instability caused by frequent changes in staffing (Jones et al., 2020).

Influence of Cost Reduction on Quality of Care

The reduction of costs is a crucial factor for numerous nursing homes, as they face substantial operational expenses in delivering care (Wei et al., 2019). Nevertheless, researchers have found that it is crucial to guarantee that endeavors to decrease costs do not have an adverse effect on the caliber of care delivered to individuals (Min et al., 2022). There are multiple ways in which the reduction of costs can impact the quality of care that have been identified in the literature (Tsai et al., 2019; Wei et al., 2019). For example, a frequently identified area for cost reduction is allocating personnel resources (Feifer et al., 2021; Tsai et al., 2019). Nevertheless, downsizing the workforce as a means of cost-cutting may inadvertently impose heavier workloads on the remaining employees, thereby increasing the likelihood of burnout and compromising the quality of care provided (Jones et al., 2020). Moreover, if the remuneration of staff members is insufficient, difficulties may arise in both attracting and retaining competent personnel, thereby potentially exerting a detrimental influence on the quality of care provided.

The allocation of funds for staff training and development may be constrained due to budgetary reductions (Smith et al., 2023). Nevertheless, the consistent provision of training is imperative in order to uphold exemplary levels of care and ensure that personnel remain well-informed regarding the most current and optimal methodologies (Jones et al., 2020). The allocation of resources for maintaining facilities and equipment

may be constrained due to cost-reduction initiatives (Tasseron-Dries et al., 2021). The

safety and quality of care can be adversely affected by inadequately maintained facilities

or obsolete equipment.

In order to mitigate expenses, certain nursing homes may opt to restrict the range

of services they offer (Lee et al., 2023). Nevertheless, the potential consequences of this

situation on the well-being and general health of the inhabitants should not be

overlooked, especially in cases where essential services like physical therapy, social

engagement, or mental health assistance experience a decline (Arble et al., 2020).

Managing supply resources can result in cost reductions that may result in a scarcity of

crucial supplies, including personal protective equipment, medications, and nutritional

food supplies (Arble et al., 2020). This scarcity can have a detrimental impact on the

overall quality of care provided.

Outsourcing services is a strategic approach organizations employ to achieve cost

savings by delegating certain functions, such as cleaning or catering, to external service

providers (Jungbauer et al., 2022). Although cost savings can be achieved through

outsourcing, there is a potential risk of diminished service quality if the contracted

providers fail to meet the nursing home's established standards (Arble et al., 2020). In the

context of elder care, cost reduction is frequently imperative due to financial constraints

(Jones et al., 2020). However, it is of utmost importance to carefully assess the potential

consequences on the quality of care provided. According to recent evidence, it is

advisable to prioritize cost savings in domains that do not directly impact the provision of

care to residents (Lee et al., 2023; Tasseron-Dries et al., 2021). Tasseron-Dries et al.

(2021) argued that this can be achieved by enhancing operational efficiency or minimizing administrative expenses. Moreover, allocating resources towards specific domains, such as enhancing staff training or upgrading facilities, can enhance long-term efficiency and the quality of care, consequently leading to financial benefits through cost reduction (Min et al., 2022). Therefore, researchers have suggested that it is imperative to achieve a harmonious equilibrium between the reduction of costs and the preservation of care quality (Cox, 2019; Wei et al., 2019). The following section contains a discussion of gaps in the literature, leading to the justification for the study.

Gaps in the Literature and Rationale for the Study

Although considerable research has been conducted on the topic of staff turnover in nursing homes, there remain notable gaps in the existing literature that necessitate further investigation, particularly with regard to the examination of leadership strategies. For example, the current body of research on staff turnover in nursing homes predominantly consists of quantitative studies that offer comprehensive summaries and establish general associations (Otte et al., 2020; Rolland & de Souto Barreto, 2022). Insufficient contextualized insights are available that thoroughly examine the distinct circumstances, challenges, and cultural dynamics encountered within specific nursing home settings. Additionally, numerous scholarly investigations primarily concentrate on management perspectives or quantitative metrics, frequently disregarding the profound and intricate insights that could be acquired from staff perspectives (Miller et al., 2023; Molloy et al., 2020). Further investigation is required to gain a comprehensive

understanding of the experiences encountered by nursing home staff and the various factors that impact their choices to remain in or depart from their positions.

The significance of leadership in staff retention has been established through research (Molloy et al., 2020; Poels et al., 2020). However, there is a dearth of comprehensive qualitative analysis regarding the specific leadership strategies that effectively mitigate turnover rates in nursing homes. The implementation, reception, and perception of these strategies among staff members have not been thoroughly investigated. Qualitative research offers a comprehensive understanding of the intricate dynamics surrounding staff turnover, revealing underlying factors and motivations that may be overlooked by quantitative studies. Qualitative research facilitates the comprehension of the particular circumstances in which turnover transpires, encompassing cultural, social, and institutional elements distinct to each nursing home (Cimarolli et al., 2022).

Qualitative research methods, such as interviews or focus groups, can generate comprehensive data regarding the perceptions, experiences, and interactions of staff members (Akunor et al., 2022). This can offer valuable insights into their understanding and reactions towards various leadership strategies. A qualitative study can comprehensively examine leadership practices, focusing on their implementation and their impact on staff satisfaction, morale, and turnover (Fan et al., 2022). The utilization of qualitative research findings can contribute to the formulation of contextually appropriate strategies aimed at enhancing leadership effectiveness and mitigating staff turnover. In general, conducting a qualitative study that specifically examines leadership

strategies aimed at mitigating staff turnover in nursing homes has the potential to address

significant knowledge gaps within the existing literature. This study has the capacity to

offer in-depth and contextually relevant insights that can contribute to the development of

effective practices and policies in this field.

Transition

This section contains a review of the literature related to key variables and

constructs of interest. An introduction to the search process was presented first, followed

by the theoretical framework underpinning this study. Key themes and trends in the

literature pertaining to employee retention versus turnover within the context of nursing

home staff were then presented, and the recent evidence related to these topics was

synthesized. Gaps in the literature were then discussed, such as the limited number of

qualitative studies specifically pertaining to nursing home staff turnover versus retention,

leading to the rationale and justification for the study. This concludes the literature

review. Section 2 contains a description of the methodology to be employed in the study.

Section 3 includes a presentation of the study's results and includes a discussion of the

implications of the study, recommendations for practice, and implications for positive

social change.

Section 2: The Project

In Section 1, I described the problem and purpose of the study, which were

devised by examining the academic literature to identify a gap in the literature. Section 2

includes an overview of the project. The purpose statement is restated, followed by an

identification of the role of the researcher. The research participants, method, design,

population, and sampling are described. An overview of how this study will be conducted

ethically is then provided. A description of the data collection instruments, data

collection, and organization techniques follow. An overview of the data analysis plan

using thematic analysis is then presented before the reliability and validity of the study

are described in detail. Section 2 concludes with a transition and summary.

Purpose Statement

The purpose of this qualitative pragmatic inquiry study was to explore strategies

nursing home leaders use to reduce employee turnover, maintain quality of care, and

reduce costs associated with staff turnover.

Role of the Researcher

My role as the researcher was to collect data about nursing home leaders'

strategies to reduce employee turnover, maintain quality of care, and reduce costs.

Qualitative researchers adopt multiple roles. Unlike quantitative researchers, who collect

data through online surveys without direct participant interaction, qualitative researchers

are human instruments (Merriam & Grenier, 2019). After formulating the research

problem identified by a gap in the literature, a qualitative researcher systematically

collects, organizes, and analyzes data. To this end, I completed each of the seven roles

identified by Yin (2018): (a) data collection; (b) data organization; (c) data analysis; (d)

data interpretation; (e) review of the academic literature to gather background

information regarding the research problem; (f) identification, recruitment and interaction

of qualified participants; and (g) data storage and security. I fulfilled each of these roles

in this study. I accessed the participants using my professional network, professional

associations, and social media.

Qualitative researchers must also acknowledge and mitigate personal biases to

avoid confounding the study results. According to Yin (2018), researchers can use

reflexivity protocols to mitigate researcher bias and enhance the trustworthiness of the

findings in a qualitative research study. One of my roles as the researcher was to ensure

that my personal preconceptions and biases did not interfere with the results and

outcomes of the study. As a nursing home leader for 13 years, I was interested in

employee retention and optimizing nursing home operations to provide quality care. To

mitigate personal bias, I did not recruit any participants I knew personally. As such, I did

not have any personal or professional knowledge of the participants prior to the study.

I used two mechanisms to reduce potential researcher bias. First, I used an

interview protocol during the semistructured interviews. Using an interview protocol can

prevent potential bias from interfering with data collection (Roberts, 2020). Second, I

kept a research journal to log my research-related activities, making reflexive notes about

my thoughts during each step of the research. The use of a reflexive journal helps

researchers be aware of their preconceptions that may influence the study's findings

(McGrath et al., 2021). These mechanisms helped mitigate the potential of research bias in this study.

Researchers must act following ethical standards. Following the guidance of the Belmont Report, I followed the ethical guidelines provided to ensure that each participant is protected (see National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). I followed *The Belmont Report's* protocol by giving participants an informed consent form that detailed the study procedures and the benefits and risks associated with participation in the study. The Belmont Report ensures that researchers adhere to three principles: respect for persons, beneficence, and justice (Paxton, 2020). I upheld these three ethical principles throughout the research study.

Participants

Inclusion criteria were used to select participants. The study's participant inclusion criteria included: (a) currently working as a nursing home leader at a North Carolina nursing home; (b) having at least five years of experience as a nursing home leader; (c) having two years of successful financials running a nursing home; and (d) having successful strategies to reduce employee turnover, maintain quality of care, and reduce costs associated with staff turnover.

I used different resources to recruit and gain access to participants. I contacted individuals in my professional network to identify suitable nursing home leaders to recruit as participants and asked them to introduce me to gain initial access. With that initial introduction and contact information, I recruited nursing home leaders as potential

participants for my study. To prevent selection bias, I excluded individuals with whom I had professional or personal connections. I also used social media to recruit potential participants. I obtained the permission of moderators in Facebook groups aimed at supporting U.S. nursing home leaders to post an invitation to participate in my research on the group's platform. Qualitative research is based on the assumption that the participants have in-depth knowledge about the phenomenon being investigated (Yin, 2018). The nursing home leaders in this target group were appropriate for this research study because they had direct knowledge of strategies used to reduce employee turnover, maintain quality of care, and reduce costs associated with staff turnover.

Establishing a professional relationship with participants is critical for qualitative research. I established working relationships with participants by building a positive rapport with them. Researchers can develop strong working relationships with participants by adhering to the provisions of the Belmont Report (Paxton, 2020). Participants treated respectfully are more likely to provide detailed and insightful responses to interview questions than those treated with disrespect (Grady, 2022). Therefore, I established a working relationship with participants by treating them with respect, following the guidance of the Belmont Report.

<center>**Research Method and Design**</center>

I chose a qualitative methodology with a pragmatic inquiry research design for this study. In this section, I first examine the reasons for choosing a qualitative methodology rather than a quantitative or mixed method. Next, I discuss the choice of a pragmatic inquiry design over the other possible qualitative research designs.

Research Method

Qualitative, quantitative, and mixed methods are the three general types of methodologies. The purpose of this study was to gain first-hand information about the research problem from the participants' perspectives. In qualitative research, questions are answered about people's lives, experiences, emotions, behavior, perceptions, feelings, and the widespread phenomenon under investigation (Sandelowski, 2000). Researchers seeking in-depth information about a phenomenon choose the qualitative methodology (Levitt et al., 2018). Participant interviews, for example, could provide a more nuanced understanding of the reasons behind decisions and behaviors (Creswell & Poth, 2018). Researchers can also use qualitative methodologies to reflect on how people view their experiences, environment, and the meanings they derive from them (Busetto et al., 2020). Thus, the qualitative methodology was appropriate for the present study.

This study did not use quantitative or mixed methods. Quantitative methodologies allow systematic, systematic, and objective generation and refinement of knowledge (Crabtree & Miller, 2022). Qualitative methods aim to examine how many, how much, and how far a phenomenon occurs within a population or subpopulation (Mohajan, 2020). Rather than presenting statistics about employee retention in nursing homes, the current study used a qualitative methodology to explore descriptions of employee retention strategies from nursing home leaders. Due to the need for a quantitative component in the research questions, a mixed methods approach, which combines elements from quantitative and qualitative methodologies, was also not selected for this study.

Research Design

Within the qualitative methodology, the pragmatic inquiry research design was chosen for the study. The pragmatic qualitative inquiry research design allows researchers to identify pragmatic solutions to complex research problems (Kaushik & Walsh, 2019). The overarching goal of a qualitative pragmatic inquiry is to reveal and decipher the solutions to real-world problems, which can be approached using inductive reasoning and explanation (Kelly & Cordeiro, 2020). Using the pragmatic inquiry design allows researchers to ask questions such as why and how, providing context and a deeper understanding of a problem and potential solutions (Kaushik & Walsh, 2019). The pragmatic inquiry research design has been used in various fields, such as business (Rahi, 2017), nursing (Gunasekara et al., 2014), and leadership (Kelly & Cordeiro, 2020). Furthermore, pragmatic inquiry research designs have been utilized extensively in evaluating medical leadership (Allemang et al., 2022). As a researcher using this approach, I was interested in how the participants in my study interpreted their experiences, how they constructed and described their business decisions, and the meaning they ascribed to their experiences. Therefore, the pragmatic qualitative inquiry was a suitable and appropriate method for the present study.

Other qualitative designs, such as narrative, grounded theory, and case study, were not considered appropriate for this study. The primary focus of a narrative method is on data obtained from people who provide personal and narrative information about their lives (Mihas, 2019). Since this study focused on a specific business problem rather than participants' lived experiences, a narrative method was not chosen. A study by

Glasser and Strauss (2017) proposed that grounded theory is inappropriate for qualitative analysis of a general phenomenon. Other designs, such as the case study design, explore limited concerns and problems and would not allow for the perspectives of many nursing home leaders to be examined; as such, a case study or multiple case study was not chosen for the research (Merriam & Grenier, 2019). Therefore, I chose a pragmatic qualitative inquiry because it was the most suitable research design for the study.

Qualitative researchers should aim to achieve data saturation, which influences the strengths of the conclusions that can be drawn. Data saturation is the point in data collection when interviewing more participants does not add additional information (Braun & Clarke, 2019). A sample size of five participants allowed for data saturation. In this study, data saturation was evidenced by the repetition of ideas from the participants (Low, 2019). However, if I had not observed data saturation after conducting five interviews, I would have continued interviewing participants until the study reached data saturation.

Population and Sampling

The general population of this study was nursing home leaders in the United States. The target population was nursing home leaders in North Carolina who had successfully employed strategies to retain employees while providing quality care and reducing costs. The sample will consist of five purposefully sampled nursing home leaders in North Carolina who had successfully employed strategies to retain employees, maintain quality care, and reduce costs associated with staff turnover. The participants: (a) worked as a nursing home leader at a North Carolina nursing home; (b) had at least

five years of experience as a nursing home leader; (c) had two years of successful

financials running a nursing home: and (d) had successful strategies to reduce employee

turnover, maintain quality of care, and reduce costs associated with staff turnover.

  The choice of a sampling technique is critical for qualitative studies. In qualitative

research, convenience, purposeful, and snowball sampling are often used by researchers

to select study participants (Yin, 2018). Purposeful sampling can be used to choose

information-rich cases based on predefined qualifying criteria (Staller, 2021). Snowball

sampling relies on current study participants referring or nominating other individuals

who may meet the study's inclusion criteria (Parker et al., 2019). I used purposeful

sampling as the primary method of identifying participants who were knowledgeable

about the phenomenon of strategies to retain employees in nursing homes because this

sampling technique allowed me to identify participants with the knowledge required to

answer the study's research question. Snowball sampling would have been used as a

secondary sampling method of sampling if the purposeful sampling had not yielded the

required number of participants needed for this study. A sample size of five was chosen

because this sample size resulted in data saturation.

  To assess whether potential participants met the study's inclusion criteria, I asked

them screening questions. The screening questions were:

1. Do you currently work as a nursing home leader in North Carolina? [Yes/No]

2. How many years of experience do you have as a nursing home leader?

3. Do you have at least two years of successful financials for running your nursing
   home? [Yes/No]

4. Have you developed successful strategies to retain employees while providing quality care and reducing associated costs? [Yes/No]

I evaluated the responses provided by individuals to determine whether they were qualified to participate in the study. For inclusion in the study, participants responded to Questions 1, 2, and 4 with an answer of Yes. They answered at least five years to Question 2 to qualify for the study. Any other combination of answers disqualified potential participants from inclusion in the study.

Qualitative researchers should aim to achieve data saturation, the point in data collection when no new information is gained from interviewing additional participants (Braun & Clarke, 2019). Guest et al. (2020) found that data saturation was reached after interviewing eight participants in 98% of studies using qualitative interviews. Therefore, I originally chose a sample size of at least five participants. However, after completing five interviews, data saturation was reached, and I stopped collecting data. Data saturation was observed when no new codes were generated by a participant's interview.

The chosen interview setting is appropriate for this study. I used the Zoom telecommunications software to conduct virtual interviews with nursing home leaders located in North Carolina. Researchers have shown that the Zoom platform is a safe, reliable platform for conducting research interviews in qualitative studies (Gray et al., 2020). Zoom interviews have important benefits, including convenience and cost-effectiveness regarding recruitment inclusivity (Oliffe et al., 2021). Therefore, the Zoom telecommunications platform was appropriate for conducting the semistructured interviews in this study.

Ethical Research

When I conducted my research, I followed strict ethical procedures. The study was restricted to work-related interviews and posed only minimal risk, as I asked about professionals' work experiences. No sensitive or emotional topics were approached in this research study. I submitted for approval using Walden University's IRB Pre-Approval Manual for Minimal Risk application process to ensure that I had the necessary authorization to conduct the research.

Research is, however, a potentially risky endeavor for the participants. Thus, the researcher must maintain the participants' welfare throughout the research process (Connolly, 2016). The well-being of the subjects is ensured by adhering to ethical standards throughout the process. The Belmont Report (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979) outlines these standards. They include respect for persons, beneficence, and justice. The study was conducted per these three ethical principles.

To demonstrate respect for persons, I used an informed consent process to inform all participants about the research study. To this end, I emailed the participants an informed consent form that gave them information about the study, including the study's purpose, procedures, and the risks and benefits of participation. The participants will be required to reply to the informed consent email with the words "I consent." The informed consent form should include information about the participants' rights to withdraw from the study (Connolly, 2016). Through the informed consent form, I ensured that the

participants knew they could withdraw from the study at any time for any reason. No incentives were given to participants for participating in the study.

Participants' confidentiality was maintained. Pseudonyms were used to preserve participants' confidentiality in research studies (Abd Razak et al., 2020). I named all files related to participation in the study, including informed consent forms, screening questionnaires, audio recording files, and interview transcripts, with pseudonyms for participants, such as Participant P1, P2, and so on. If a participant mentioned information that could reasonably identify them, such as their place of employment, that information was redacted from their interview transcript to protect their confidentiality. The Walden University IRB ensured that the protections used in this study were adequate to protect the participants, and I only began my research after receiving IRB approval (IRB # 12-04-23-0987476}. As required by Walden University, I safely stored the informed consent emails, audio recordings, transcripts, and analytical data for five years. All research-related materials and data were stored in my home office on a password-protected, encrypted laptop and cloud drive. After five years, I will destroy the data using commercially available data destruction software.

Data Collection Instruments

There were two data collection instruments in this qualitative pragmatic inquiry. The qualitative researcher was the first instrument. Participants were asked to participate in a semistructured interview. Therefore, the second instrument was a semistructured interview, which comprised an interview guide containing open-ended interview questions that allowed me to collect data from the participants. Using an interview

protocol can prevent potential bias from interfering with data collection (Roberts, 2020). See Appendix A for a copy of the interview protocol.

The interview guide was developed based on the study's purpose, research question, and theoretical framework, which consisted of TLT. The interview focused on key inquiries about the participants' perspectives on strategies they used to successfully retain employees in their nursing homes while maintaining quality of care and minimizing associated costs. Open-ended interview questions were used to explore the participants' insights systematically (see Daniel, 2019). Therefore, during the interviews, I posed the same open-ended questions in the same order for each participant. The publicly available company documents collected from the participants were examined to identify employee retention strategies and information regarding quality care or associated costs. Candela (2019) described member checking as a way to increase the reliability and validity of a qualitative study. Therefore, I used member checking, asking the interviewees to review and confirm my interpretation of their responses, to enhance the reliability and validity of the study's findings.

Data Collection Technique

This subsection describes my approach to data collection. I used semistructured interviews with participants meeting the study's inclusion criteria to collect data for this qualitative pragmatic inquiry. I also examined publicly-available company documents, artifacts, and websites for triangulation purposes. Triangulation promotes the trustworthiness of qualitative studies by providing additional support for research findings (Yin, 2018).

Once participants reviewed the informed consent form and consented to participate in the study, I sent them a link to an online scheduling application to choose a time and date to participate in the semistructured interviews. could choose a time and date that best fit their availability. At each participant's selected time and date, I conducted the semistructured interview using the Zoom telecommunications software. The Zoom platform provided a safe and reliable research environment for one-on-one interviews (see Archibald et al., 2019). The interview method was suitable for the study, as it promoted the direct engagement of nursing home leaders in North Carolina with success in retaining employees, maintaining quality care, and reducing associated costs. I followed the interview guide (see Appendix A), posed open-ended questions, facilitated the interview sessions, and offered clarification and secondary questions when necessary. Each participant completed one interview lasting between 45 and 60 minutes, giving each participant time to expand on their points of view.

There are several advantages to using semistructured interviews as a data collection tool for qualitative research studies. Interviews can be conducted through different means, including in-person, virtual, or email-based interviews (Yin, 2018). I chose to use virtual interviews because this modality allows researchers flexibility with time and scheduling. Semistructured interviews also allow researchers to expand on each participant's responses while still observing verbal and non-verbal behaviors (Yin, 2018). Researchers use semistructured interviews to ask clarifying or probing questions to gain further insight into participants' primary responses (Brown & Danaher, 2019). I followed

the interview protocol, which contained open-ended questions, and asked probing questions when I needed clarification on a participant's response.

There are some disadvantages to using semistructured interviews. Semistructured interviews can be time-consuming and may require the researcher to have multiple exchanges with participants to schedule and complete the interviews (Yin, 2018). Technological problems could also impact virtual interviews, such as losing internet connectivity (Mirick & Wladkowski, 2019). In this case, data could be lost if the software used to record or conduct the interview fails. This limitation can be mitigated in two manners. First, the researcher should test the interview platform and recording equipment (Gray et al., 2020). Second, a backup recording device can be used to ensure data is collected.

On the day of each scheduled interview, I audio recorded the interviews with the explicit permission of the participants. I ensured that Zoom was configured to only audio-record the interviews; video-recording was not enabled during the interviews. Using audio recordings assures that the audio from the interviews is transcribed accurately (Yin, 2018). I aimed to obtain rich, thick data from the participants. Thick descriptions reduce researcher and participant bias while improving data saturation (Johnson et al., 2020). To ensure I obtained a thick description of the phenomenon, I asked probing questions and requested clarification on any answers that were incomplete or required clarification. After the interviews were complete, I transcribed the interviews. Transcription accuracy is imperative for qualitative studies because the data was analyzed based on the written transcriptions (Nascimento & Steinbruch, 2019). To complete the transcriptions, I first

used the automatic transcription tool provided by the Otter.ai software. Second, I compared the interview transcripts line-by-line with the audio recording to ensure that the participants' interviews were transcribed accurately. Any personally identifiable information revealed by the participants, such as their names or places of employment, was redacted.

After the interviews, the participants were asked to provide publicly available company documents related to their strategies for employee retention. These documents were used for triangulation purposes. Triangulation is an important aspect of qualitative studies. Triangulation involves comparing information from multiple sources to determine if the information corroborates each other (R. Campbell et al., 2020). Triangulation can be used in qualitative research to minimize researcher bias, provide rich data, and aid in reaching data saturation (R. Campbell et al., 2020). Data triangulation involves using multiple data sources, such as focus groups and interviews (Bans-Akutey & Tiimub, 2021). In this study, I used data triangulation by collecting and evaluating multiple data sources, namely semistructured interviews and public documents, artifacts, and websites from multiple participants from different nursing homes in North Carolina.

I used member checking to enhance the validity and reliability of the study's findings. I used member checking after the data analysis process was complete to enhance the study's trustworthiness. Member checking is a quality control mechanism researchers use to enhance the credibility of their qualitative studies (Candela, 2019). During member checking, I emailed each participant a one-page summary of their

analyzed data to ensure my interpretation of their responses was consistent with their thoughts and ideas. Member checking should enhance the trustworthiness of my research study.

Data Organization Technique

I needed to organize the data I collected. I kept and maintained a research journal to denote all details regarding the methodology used to conduct the research study. Maintaining a reflexive log can help researchers understand their preconceptions and assumptions, mitigating researcher bias (McGrath et al., 2021). During the study, I named each participant's interview transcripts using a pseudonym, such as Participant P1, P2, and so on, to ensure each participant's confidentiality. I organized data from semistructured interviews using NVivo Version 12, a qualitative data analysis software. NVivo is frequently used to manage and store data collected in qualitative research studies (Alam, 2021). Publicly available documents, artifacts, and websites provided by the participants were also saved using the participants' pseudonyms. Any sensitive or identifiable information was redacted from these documents. I also kept a reflexive journal, where I made notes about my thoughts, preconceived notions, and perceptions of the participants' responses and behaviors. Journaling is an important mechanism that researchers can use to acknowledge their reflexivity and mitigate researcher bias (McGrath et al., 2021). I stored all electronic data collected on a secure, password-protected, encrypted cloud drive. After five years, I will use data destruction software to destroy all electronic data, as mandated by the Walden University IRB.

Data Analysis

Qualitative researchers conduct data analysis to present their findings while enhancing the trustworthiness of the study. According to Kiger and Varpio (2020), researchers can choose between five main types of qualitative data analysis: (a) comparative analysis, (b) content analysis, (c) cross-case synthesis, (d) narrative synthesis, and (e) thematic analysis. I selected Braun and Clarke's (2019) method for thematic analysis to analyze the data in this qualitative pragmatic inquiry. I used the NVivo Version 12 qualitative analysis software for compiling, sorting, organizing, and coding the data from semi-structured interviews. Publicly available documents, artifacts, and websites were also uploaded to the NVivo software and coded alongside the interview data. After data analysis was complete, I sent each participant a summary of the findings pertaining to their interviews and company documents for member checking to enhance the trustworthiness of the study's findings.

I analyzed the data collected from semistructured interviews through thematic analysis. Thematic analysis is commonly used to analyze large amounts of textual data derived from qualitative interviews (Lindgren et al., 2020). Data analysis is methodical and systematic, allowing researchers to extract meaningful patterns from the data (Braun & Clarke, 2019). Data analysis involves organizing and dissecting the data to identify ideas, categories, themes and patterns relevant to the research questions. I analyzed the interview transcripts using Braun and Clarke's (2019) method for thematic analysis, which involves six steps, as described below.

Phase One: Data Familiarization

The first phase was familiarization with the data. In this phase, I transcribed the audio files into transcripts. This phase often involves multiple readings of the interview transcripts (Braun & Clarke, 2019). Therefore, I read each interview from start to finish to get an overall understanding of the data collected. Company documents provided by the participants were also reviewed multiple times. During this phase, I ensured that any personally identifiable information mentioned in the interview was redacted from the interview transcripts and company documents.

Phase Two: Coding

Phase 2 is the coding phase. Coding involves categorizing the data into small, meaningful units, also known as codes (Saldaña, 2021). I designed the codes to be descriptive phrases based on the participants' ideas and thoughts. During this phase, I created a codebook that outlined the codes for used to categorize the data. I began using NVivo Version 12 in this phase.

Phase Three: Theme Development

Phase 3 is the theme development phase. During this phase, I reviewed the coded data and formed axial categories by grouping similar codes together. Axial categories are descriptive categories that describe groupings of codes (Saldaña, 2021). I then used the axial categories to extract themes. Themes represent patterns and relationships witin the data (Braun & Clarke, 2019). To exact themes, I grouped similar categories together in a logical fashion. I anticipated that some themes may derived from the study's conceptual

framework, TLT. Themes were also compared to the findings present in the literature in this phase.

Phase Four: Thematic Map

In Phase 4, I created a thematic map that detailed the connections between the codes, axial categories, and themes. A thematic map is a visual representation of the data that helps researchers organize their data logically (Braun & Clarke, 2019). This approach allowed me to identify similarities and differences between themes, which aided in code, category, and theme refinement.

Phase Five: Theme Refinement

Phase 5 is the refinement phase. I examined the thematic map in this phase and determined whether new themes have emerged. Researchers rename and redefine the codes, categories, and themes during this phase when necessary (Braun & Clarke, 2019). To this end, I reviewed, redefined, and renamed similar themes into a new encompassing theme to remove redundant themes. In this phase, I addressed discrepant cases, or participants who expressed different ideas than the others. In this study, a discrepant case was identified as a code only applied to one participant's interview. I identified and documented discrepant cases to discuss them in the research findings.

Phase Six: Data Interpretation

The final phase in Braun and Clarke's (2019) thematic analysis procedure is data interpretation. In Phase 6, I evaluated the collected data and the data analysis holistically. This final phase is designed to ensure that the themes relate to the research topic and question. During this phase, I interpreted the data in the context of the study's conceptual

framework, TLT, and synthesized my findings with those in the literature. Finally, after data analysis, I summarized each participant's data and performed member checking. This step enhanced the credibility and validity of the study's findings (Candela, 2019). The six-phased method for thematic analysis and member checking provided a robust analysis of the participants' data.

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Reliability and Validity

</div>

Reliability

Promoting reliability is essential for all research studies. In qualitative research, reliability pertains to the soundness of the research methodology and the appropriateness of the chosen research design, sampling method, and data analysis procedures (Vu, 2021). Researchers can improve the reliability, or dependability, of qualitative research through several strategies, including: (a) identifying researcher biases and reporting any preconceived assumptions or notions, (b) rigorously establishing the methods for participant recruitment and data collection and analysis, and (c) accurately reporting the information provided by the participants (Rose & Johnson, 2020). I used various methods, including extensive researcher reflexivity protocols, to enhance the reliability and dependability of the study.

Dependability

Dependability is a method researchers use to establish rigor and trustworthiness in qualitative studies. Using rigorous protocols for data collection and analysis can promote the dependability of a study (Rose & Johnson, 2020). In this study, I promoted the dependability of my findings in three ways. First, documented my research protocols in

my research journal to provide rigor in the establishment of all methodological choices. The research journal was also used to note my preconceived notions and thoughts at each stage of the research process, as outlined by McGrath et al. (2021). Second, I used member checking (see Candela, 2019) to allow the participants to review a summary of the transcripts for errors and to confirm my interpretation of their data. These methodological choices enhanced the dependability of the study's findings.

Validity

Validity is another important aspect of research studies. Rose and Johnson (2020) asserted that qualitative researchers can improve the validity of their findings through multiple mechanisms, including data triangulation and data saturation. According to Halkias et al. (2022), qualitative researchers achieve external validity, or transferability, by evaluating data from multiple participants, using triangulation, and comparing their findings to those in the academic literature. Validity of a qualitative study is assessed through credibility, transferability, and confirmability.

Credibility

Credibility refers to the believability of a research study's findings. According to Wood et al. (2020), credibility involves readers' confidence regarding the study's conclusions. I enhanced the credibility of the study's findings in multiple ways. First, I used data from multiple participants representing multiple nursing homes in North Carolina. This allowed me to provide a rich, thick description of the data while promoting data saturation (Rose & Johnson, 2020). I also maintained a reflexive journal throughout the research process. Using a reflexive journal allowed me to document my perceptions

related to each step in the research process (see McGrath et al., 2021). I used interviewee

member checking to ensure that I presented accurate information in the research findings.

Transferability

Transferability is similar to generalizability in quantitative studies. Transferability

refers to a researcher's ability to apply the research findings to other situations with

similar populations (Rose & Johnson, 2020). To address transferability, I rigorously

documented my data collection and analysis methods, providing a detailed description of

the interview protocol, pragmatic inquiry methodology, participants, and research

findings. According to S. Campbell et al. (2020), using the purposeful sampling

technique can also enhance the transferability of a study's findings. I attempted to select

participants from different regions of North Carolina so that local community culture did

not influence the study's findings. Therefore, I addressed transferability by ensuring that

the purposefully selected participants interviewed in the study are diverse and

representative of the study's general population.

Confirmability

Confirmability refers to the extent to which the research findings can be replicated

by other researchers. The confirmability of a study can be enhanced by rigorously

documenting the study's anticipated and actual methodology (Halkias et al., 2022). To

achieve confirmability in my study, I used an interview protocol for the semistructured

interviews. I accurately documented the interview transcripts and perform member

checking to verify the veracity of the data collected and its interpretation, following the

procedures outlined by Candela (2019). To minimize researcher bias, I used reflexivity protocols, including journaling, to document my perceptions as a researcher.

Data saturation is important for confirmability. Data saturation is the point at which no new information will be gained by interviewing more participants (S. Campbell et al., 2020). Once saturation has been reached, data collection is thought to be exhausted (S. Campbell et al., 2020). To achieve data saturation, I interviewed as many nursing home leaders as needed until no new data or coding emerged.

Transition and Summary

In Section 2, I restated the purpose of the study and discussed my role as a researcher. I reported the participant selection criteria, recruitment strategy, research methodology, and design. I identified the population, sample, and sampling technique and discussed ethical research principles applicable to this study. I described procedures for participation, data collection, and data analysis. I also discussed the procedures I will use to ensure the reliability and validity of the study. In Section 3, I will present the research findings, applications for professional practice, implications for social change, recommendations for action and future research. I will also discuss my reflections on the research process and provide conclusions.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative pragmatic inquiry study was to explore strategies nursing home leaders use to reduce employee turnover, maintain quality of care, and reduce costs associated with staff turnover. The theoretical framework underpinning the analysis of the study was TLT. The participants provided the primary data used to answer the research question, and secondary data included publicly available company documents regarding the represented nursing homes' culture, which impacts employee retention, according to White et al. (2020). Interviews were performed until data saturation was reached, as evidenced by the generation of no new information from the interviews or document review.

The participants discussed strategies they used to retain employees in their nursing homes successfully. I identified three themes based on the participants' responses to the interview questions. The first theme is that nursing home leaders form relationships with employees, creating a team and family work atmosphere. The second theme is that nursing home leaders assess and address employee needs, focusing on their strengths and recognizing them for good work. Theme 3 is that nursing home leaders solve the challenges associated with employee retention by involving employees in the solutions to problems. By relating the study's findings to TLT, I better understood how some U.S. nursing home leaders retain qualified nursing staff. Furthermore, the findings of the study are discussed in the context of previous academic and professional literature, highlighting novel themes regarding nursing home administration and leadership.

Presentation of the Findings

The overarching research question for my study was: What strategies do nursing home leaders use to reduce employee turnover, maintain quality of care, and reduce costs associated with staff turnover? Nursing homes have increasingly experienced challenges retaining nursing staff, especially since the COVID-19 pandemic (Denny-Brown et al., 2020). Without effective employee retention strategies, nursing home leaders could lose profitability and sacrifice the quality of care for residents. I used triangulation to combine data collected from semistructured interviews and company documents. Upon completing my fourth interview, no new codes were generated during data analysis, indicating that I had reached data saturation. An additional interview was completed to ensure saturation had been reached.

I organized the study data and conducted the thematic analysis using the NVivo (Version 12) software to identify emerging themes and trends for data analysis and interpretation. Three themes were identified based on the participants' responses to the interview questions. The first theme is that nursing home leaders form relationships with employees, creating a team and family work atmosphere. The second theme is that nursing home leaders assess and address employee needs, focusing on their strengths and recognizing them for good work. The third theme is that nursing home leaders solve the challenges associated with employee retention by involving employees in the solutions to problems.

Theme 1: Nursing Home Leaders Form Relationships with Employees

The nursing home leaders interviewed in this study described forming strong relationships with employees and creating a team and family atmosphere. All participants contributed to the development of this theme. The participants indicated that they tried to form relationships with employees, understanding them on a personal level. For instance, P1 said, "Getting to know those employees on a more individual basis versus just looking at a group of people. 'Hey, how's your daughter doing? When your daughter was out sick, are they doing better? So, engaging them in that way." P1 indicates that understanding employees on a personal level is critical for retaining employees, believing that if leaders take the time to understand their employees, they will remain with the organization.

P2 also indicated the importance of understanding employees personally. P2 said, "One other thing I tried to do is to know about the families when I ask them about how their mom or their child is doing; it makes [employees] feel motivated." P2, like P1, believed in trying to understand employees personally, finding that this personal attention helped motivate employees. P4 structured their time at the nursing home to maximize their ability to interact with nursing staff. P4 said:

> I try to manage by walking around, talking to the staff, and getting to know the staff the best I can. I'm here early in the morning, so I'm here before the third leaves, and I'm here when the second comes in. So, I'm here for all three shifts during the day. So that way, you get to see different sets of employees in different departments.

P4 ensures they structure their time to interact with all three shifts of nurses, maximizing their ability to form personal relationships with staff members.

Some participants indicated that they actively mentor new members of the organization. P5 indicated that this personalized attention helps employees acclimate to the organization. P5 said, "I think this helps a lot when you're getting a new staff member acclimated to the building. Every building has its own culture. So, we have incorporated the mentorship program for new employees." P5 believed that mentorship helps new staff members become acclimated to the organization's culture while helping them feel empowered and motivated in their jobs. P2 also described the importance of mentorship in building employee relationships. P2 said:

> Trying to use management to bridge that gap, meeting the employees where they are, we can no longer sit in our offices and expect things to be done. We have to be there with them. We have to mentor them. We have to give them mentors to be able to help them through this process and try to help them understand why they're here to do the job.

For P2 and P5, mentorship is a critical component of employee retention because individual investment in the employees facilitates a conducive work environment that fosters organizational loyalty. Thus, some nursing home leaders enhance employee retention by forming relationships with employees and mentoring them.

Team and Family-Oriented Environment

The participants also spoke about creating a team-oriented environment as a component of empowering their employees. P3 spoke about the team-oriented nature of

assignments given to nursing staff. P3 explained, "So, nobody has one person, one assignment. It's not overbearing and just making you do your rounds, and you have the unit managers if you can't get to something, making sure everybody is working in sync." P3 believed in the equitable distribution of residents among staff to ensure that no one staff member was treated differently than others. This strategy emphasized a team-oriented nursing environment. P5 also emphasized the team-oriented nature of their leadership style. P5 said, "We try to incorporate a family environment where I have an open-door policy, me, my administrator, my unit, my admin team, they even have my cell phone number." P5's open-door policy involved allowing all staff members to have their administrators' contact information, facilitating a team-oriented work environment conducive to employee retention. P4 also spoke about treating employees as a family, devising methods to promote engagement. P4 said:

> I think that you have to give back to the employees, even little things. We might get them doughnuts one morning or we might get them a chicken biscuit. Next week, we have our staff Christmas party. We have different things going on throughout the month just trying to motivate and we had a Halloween party costume contest, I think we have an ugly sweater contest for Christmas coming up if they want to distribute, and that just different things to make, make the work by more fun.

P4 works diligently to make their nursing home an inviting environment, promoting employee engagement through organization-wide activities and events. Through these

strategies, the participants create an inviting, inclusive atmosphere that builds employee retention.

Analysis of Theme 1 Under TLT

In Theme 1, the participants described forming personal relationships with employees to build employee retention, a strategy aligned with transformational leadership. Individualized consideration is the extent to which a leader attends to followers' individual needs, working with followers as a coach or mentor (Bass, 1999). By stressing the importance of understanding employees personally, the participants described using individualized consideration. Through individualized consideration, leaders focus on individual employees' unique capabilities and needs, empowering them to perform well in their jobs (Lee & Ding, 2020). In this study, the participants elucidated that individualized consideration is an important component of their leadership roles regarding employee retention.

Comparison of Theme 1 to the Academic Literature

Analysis of the literature review presented in Section 1 indicated that individualized consideration is important for employee retention. When leaders invest in employees through individualized consideration, employee engagement in the workplace is enhanced (Lai et al., 2020). Individualized consideration is especially important in the healthcare industry, where mentorship is foundational (Luis & Vance, 2020). Poels et al. (2020) argued that individualized consideration is critical for nursing staff retention in long-term care facilities but ascertained that many nursing home leaders use a passive-avoidant style of leadership that hinders employee retention. This study extends the

findings in the literature by providing examples of how nursing home leaders use individualized consideration to build employee engagement and retention.

Theme 2: Address Employee Needs and Recognize Good Work Builds Retention

The second theme identified in this study is that nursing home leaders assess and address employee needs, focusing on employees' strengths and recognizing them for good work. Assessing and addressing employees' needs was a prominent thought in the participants' interviews. P2 explained that employee retention requires the daily, consistent effort of leadership. P2 said:

> Retention, that's something almost we do daily because we're always hiring for some people turning over, but we make sure that people we bring in, we try to work with them to say to make them where their needs are, where our needs as well talk to them daily.

P2 emphasizes that assessing employees' needs is a critical daily effort toward promoting retention. Assessing employees' needs allows those needs to be addressed before becoming a critical factor influencing attrition. P3 also emphasized the importance of assessing employee needs and making adjustments when possible. P3 said, "If there are small things that we can do to change, employee shift changes, schedule changes, or comparable salaries that are unfair, then we'd make all those adjustments." P3 believed accommodating the needs of employees is fundamental for promoting retention. P4 explained that addressing employees' needs ensures their voices are heard, fostering a supportive environment. P4 said:

> We try to be more mental and deflect any issues that the staff would have when they first come in. If they are facing a challenge with a veteran resident or something in the workforce, we try to address it head-on. So, they feel like they are being supported in the position here.

According to P4, assessing and addressing employees' needs allows them to feel supported, which builds retention.

Focusing on Employees' Strengths

Some participants spoke about capitalizing on their employees' strengths to build retention. For instance, P1 said:

> I think that looking at employees' strengths is important. If you have somebody who's very organized, I tend to pull on their strengths. So, I know that you're organized, hey, and I'm going to say to the CNA, for example, 'Hey, can you go over there, make sure that we always have our kitchenette organized and clean?' That makes them, again, feel valued. I'm recognizing them in a way that plays to their strengths, and then I'm giving them something they enjoy doing.

P1 tries to utilize employees to capitalize on their strengths, giving them assignments that they enjoy and will bring success. By doing so, P1's employees feel valued and enjoy working. P5 also spoke on identifying employees' strengths and weaknesses. P5 explained:

> We have the mentorship. I also evaluate employees to see what their strengths and weaknesses are. A lot of times, I focus also on some of the weaknesses because

we all have weaknesses; we can get the staff trained in their weaknesses and just

also see the strengths.

P5 focuses on employees' strengths but also trains them on their weaknesses. P5 believes

this form of empowerment encourages employees to remain with an organization. By

focusing on weaknesses, P5 allows employees to become proficient in new skills and

grow as individuals and as employees.

Recognizing Employees for Good Work Builds Retention

The participants spoke about the importance of recognizing employees for good

work. P1 said:

Recognition is a big thing that we use here, too, to recognize our employees who

are performing well, even sometimes when someone just does something a little

bit on the side. I think that employees definitely like to know that you know them

- who they are as individuals, especially from a family perspective that shows you

appear to treat them with respect and also to recognize when they do good and

applaud them for that.

P1 emphasized that recognizing employees inspires and motivates them, which helps

them feel valued by the organization. P2 described recognition as their most influential

strategy in building employee retention. P2 said:

But one of the successful strategies was recognition. It's a period now when

people want to be recognized for what they do. It's no longer like before, when

people come in and do the job and go home; we need to recognize what they do.

We have programs, we have birthdays organized every month. Now we also do it

weekly, where we organize them every week for what they do. We know it's not

an easy job. We have some gifts we give them for recognition, then also walk

around and talk to them, recognizing them and thanking them for what they do.

P1 and P2 indicated that recognizing employees for their work facilitated retention by

ensuring employees felt valued.

Analysis of Theme 2 Under TLT

In Theme 2, the participants discussed building employee retention by assessing

and addressing employee needs, focusing on employees' strengths, and recognizing them

for good work. TLT is a useful lens for understanding this Theme. By focusing on

employees' strengths and addressing employees' needs, the participants are describing

another application of individualized consideration. Capitalizing on the employees'

strengths involves understanding the strengths and weaknesses of each member of the

team, a concept inherently aligned with individualized consideration (van Woerkom et

al., 2022). Transformational leaders tend to strategically assign tasks to their employees

based on their individual strengths, ensuring that each employee is assigned tasks that

enhance organizational performance (Bass, 1999). Moreover, empowering employees

through recognition is consistent with inspirational motivation. According to Al Harbi et

al. (2019), empowering employees through recognition not only empowers individual

employees but can raise the performance of an organization. Thus, the participants

employ elements of transformational leadership in their employee retention strategies.

Comparison of Theme 2 to the Academic Literature

The literature suggests that recognition of employees for superior work is critical for employment satisfaction and retention (Baqir et al., 2020). Leaders who recognize employees foster employees' pride in their work and in the organization, empowering employees to continue doing good work (Yang et al., 2022). Organizational pride is a powerful motivator for employee retention intentions (Kumar, 2022). Moreover, employees who feel respected by their organizations are less likely to seek employment at other organizations than those who report feeling disrespected or taken for granted (Ford et al., 2023). Thus, by recognizing employees' work, the nursing home leaders interviewed in this study worked to enhance employee satisfaction and organizational pride, in turn promoting retention intentions.

One participant spoke about addressing employees' weaknesses through training and professional development. The literature suggests that employees with professional development opportunities feel valued by their organization, increasing employee retention (Ashraf, 2019). In the medical field, ongoing professional development is required to remain knowledgeable about current medical laws, procedures, equipment, and best practices. While nurses are required to complete continuing medical education in many states to maintain their licensure, many nurses employed by nursing homes report having to complete educational programs on their own time (Dyck & Kim, 2018). Consequently, nurses appreciate employers who facilitate and invest in professional development opportunities (Page et al., 2020). Thus, evidence from the literature and

from the participants' interviews suggest that nursing home leaders can promote staff retention by offering them opportunities for paid professional development.

Theme 3: Nursing Home Leaders Involve Employees in Solutions to Problems

Theme 3 describes how nursing home leaders solve the challenges associated with employee retention by involving employees in the solutions to problems. The participants spoke about the challenges associated with employee retention. Some of those challenges involved factors outside their control as nursing home leaders, including government and corporate policies. For instance, P1 said, "Some things are set by our corporation. So, some things we don't have control over. We might want to give our employees certain things but can't." P1 explained that they wanted to make their wages more competitive but did not have control over wage standards delineated by the corporation. Similarly, P2 expressed frustration over some corporate policies. P2 said, "Corporate does not always agree with what we want to do. Sometimes, if we need to hire, we need to go to higher wages, and that, of course, is a big conflict." P1 and P2 explained that wage discussions are always a point of contention between nursing home and corporate leaders, which makes finding and retaining qualified employees difficult. P4 believed that these challenges stemmed from government policies. P4 said, "I don't think that the government is allowing our rates to be high enough to stay competitive or to even keep the workforce in healthcare. Now, it's a big challenge." P4 described employees not only leaving nursing homes, but leaving healthcare in general. Wage rates set by the government and corporate entities hinder some employee retention solutions.

The participants also spoke about daily challenges in the nursing home environment that influence employee retention. P1 explained:

Having employees, or having what we call stakeholders here, having stakeholders who are sometimes naysayers, and allowing them to stay too long because they kind of sometimes can be like cancer. They're always complaining, but they remain and then you have your new people who come in and don't like that complaining. So, therefore, you end up losing people. So, what I've been doing as a leader is trying to address issues and behaviors of employees and nipping them in the bud versus letting them fester when you turn around and look, you've lost two to three employees, which is a huge amount of people to lose, especially in this industry, it's a lot of people to lose.

P1 found that maintaining an optimistic and positive nursing home environment can sometimes be challenging, especially when staff have been at the institution for a long period of time. Thus, one challenge the nursing home leaders describe facing is maintaining a positive atmosphere among all employees.

The participants described actively involving employees when seeking solutions to problems. P1 described having organization-wide meetings that allow employees to voice concerns and solutions to problems. P1 said, "We have town hall meetings with our staff, where we just ask what issues we can work on together. Letting them be a part of the solution is a big thing that we allow them to do." P1 involves employees in the decision-making process regarding solutions to challenges they experience at the nursing home. Involving employees in decisions allows them to have ownership over the

subsequent outcomes of those decisions. P4 agreed with P1 regarding involving

employees in important decisions. P4 said:

> It is a goal that the organization is looking to be at, then we as leaders are focused
>
> on that goal, again, including people in including feedback, how we can do things
>
> better, maybe if it's something that the organization set up or corporate set up for
>
> us, and it doesn't work, maybe we could look at reimplementation, or looking at a
>
> different way of getting to that goal. Including your employees in the resolution of
>
> problems and getting their buy-in to get to your goal is important.

P4 indicated that involving employees in solutions to problems increases their

engagement in their work and also allows for creative solutions to be identified. Once

solutions are identified, employees may buy into the implementation of those solutions

because they were their or their colleagues' ideas. Moreover, employees devising

solutions may have a more nuanced understanding of the needs of an organization since

they are directly working with nursing home residents.

P2 and P3 also stressed the importance of involving employees in problem-

solving decisions. P2 said:

> They're also the team that will help you know the quality of care. So, involving
>
> them in this decision-making and real problem-solving makes them close to that,
>
> you know, to being motivated, you know where they want to be. But if you leave
>
> them apart, separated, they're not going to feel motivated.

P2 indicated that by involving employees in problem-solving, they engage the individuals

most directly involved in maintaining and providing quality care. P2 believed that this

involvement motivates employees to engage in their work, furthering the provision of quality care to residents.

Analysis of Theme 3 Under TLT

The nursing home leaders described using intellectual stimulation by challenging employees to find solutions to problems they encounter. Through intellectual stimulation, leaders challenge employees to think creatively and critically, finding unique solutions to often complex problems (Bass, 1999). The nursing home leaders expressed concerns about challenges outside of their control, such as policies mandated by either the government or their corporate offices. However, by using intellectual stimulation to engage employees to find solutions to problems, the nursing home leaders believed that they found well-rounded and appropriate solutions, creatively addressing problems related to healthcare costs and quality of care. The nursing home leaders also believed that intellectual stimulation led to inspirational motivation by engaging employees and empowering them to be decision-makers and teammates.

Comparison of Theme 3 to the Academic Literature

This theme adds novel findings to the academic literature. In the literature, the leadership styles of nursing home leaders have been described as passive-avoidant (Poels et al., 2020), transactional (Peerman, 2023), and transformational (Peerman, 2022). Transformational leadership among nursing home administrators reportedly increases employee retention and job satisfaction (Curado & Santos, 2022). While the findings of Theme 3 are consistent with some aspects of transformational leadership, the nursing home leaders interviewed in this study described using democratic leadership, where

leaders involve employees in important decisions (Woods, 2020). In the democratic leadership style, leaders engage followers to take a participatory role in the decision-making processes. In this study, Theme 3 is consistent with democratic leadership, as the nursing home leaders actively involved their employees in making decisions related to organizational changes, policies, and mechanisms regarding quality of care.

Few studies have described nursing home administrators and leaders using the democratic leadership style. In fact, democratic leadership appears to be a rare approach in healthcare in general. Gruessner (2023) posited that democratic leadership may be viable in healthcare, particularly to avoid situations where an organization is operating in silos. However, the context of Gruessner's (2023) analysis was in the United Kingdom, which operates under a socialized healthcare system. In socialized medicine, the government owns and operates healthcare facilities and employs healthcare professionals (Baek et al., 2023), which is markedly different from the capitalized healthcare system in the United States. Democratic leadership may not be prevalent in healthcare due to the many regulations with which healthcare facilities must comply. However, the participants in this study described using democratic leadership within the confines of government and corporate mandates, using this leadership style to find unique solutions to problems associated with quality of care. Thus, this study presents a new approach to nursing home administration not pronounced in the academic and professional literature. The nursing home leaders in this study used democratic leadership to engage and motivate employees to become integral stakeholders in the organization's operations and success.

Applications to Professional Practice

The findings of this qualitative pragmatic inquiry study have significant

implications for the professional practice of business, particularly in the field of nursing

home administration. The study focused on exploring strategies employed by nursing

home leaders to reduce employee turnover, maintain quality of care, and address the

associated costs. The implications of these findings are discussed in three main themes,

each shedding light on effective leadership practices within the context of the TLT.

Theme 1: Nursing Home Leaders Form Relationships with Employees

The first theme highlights the importance of nursing home leaders forming

personal relationships with employees. Specifically, leaders actively engage with their

staff on a personal level, demonstrating individualized consideration, a key component of

transformational leadership (Bass, 1999). This approach involves understanding

employees on a personal level, fostering a sense of belonging, and creating a team and

family work atmosphere. Therefore, based on the findings and previous literature,

employee retention benefits nursing facility leaders who implement this technique. The

result is consistent with previous research that emphasizes the need of individualized

consideration in improving employee engagement, particularly in the healthcare industry

(Lee & Ding, 2020). Leaders develop a friendly environment that encourages employee

loyalty by instituting mentorship programs, actively connecting with staff across shifts,

and establishing an open-door policy.

Theme 2: Address Employee Needs and Recognize Good Work Builds Retention

The second theme delves into how nursing home leaders assess and address employee needs, focus on strengths, and recognize good work to build retention. This aligns with TLT's emphasis on individualized consideration and inspirational motivation (Bass, 1999). The study participants underscored the necessity for daily and unwavering efforts to discern and address the unique needs of employees, emphasizing the importance of a continuous process that involves both proactive assessment and responsive action. This intricate process encompasses not only identifying and mitigating concerns but also leveraging and capitalizing on individual strengths, aligning with insights from Min et al. (2022) and Tsai et al. (2019).

Drawing from both the findings and existing literature, recognition emerges as a compelling and actionable strategy for cultivating employee retention. The study participants emphasized the significance of regular and varied forms of acknowledgment for commendable work. This aligns with research by Arble et al. (2020) and Smith et al. (2023), highlighting the effectiveness of recognition programs, celebratory events such as birthdays, and direct communication channels. These practices contribute significantly to employee satisfaction and foster a sense of organizational pride. The thematic exploration of this aspect underscores the centrality of recognition within the broader context of retention strategies, positioning it as a dynamic and influential force that resonates with TLT principles and aligns with contemporary literature on leadership and organizational behavior.

Theme 3: Nursing Home Leaders Involve Employees in Solutions to Problems

The third thematic focus of the study delves into the intricate challenges surrounding employee retention, encompassing external factors such as governmental and corporate policies. Remarkably, nursing home leaders actively engage employees in collaborative problem-solving endeavors, embodying the principles of intellectual stimulation and inspirational motivation, core facets of transformational leadership (Bass, 1999). This introduces a distinctive dimension to the existing literature, underscoring the practical application of democratic leadership within the nuanced realm of nursing home administration.

While democratic leadership remains a less-explored concept within healthcare literature, this study posits its effectiveness in engaging employees in decision-making processes, aligning with the research by Cimarolli et al. (2022) and Rolland and de Souto Barreto (2022). The participatory approach adopted by nursing home leaders in addressing challenges not only signifies the integration of democratic leadership principles but also empowers employees by involving them in solution-seeking endeavors. This inclusive strategy fosters a profound sense of ownership among employees, influencing organizational outcomes positively. Additionally, Gruessner (2023) emphasizes the importance of adaptive leadership strategies in navigating the complexities of the healthcare landscape, further affirming the relevance and applicability of democratic leadership in the specific context of nursing home administration. Baek et al. (2023) also highlight the need for innovative leadership approaches to address contemporary challenges, reinforcing the significance of the study's findings in

contributing to the ongoing discourse on effective leadership practices in healthcare settings.

Implications for Social Change

The implications for social change in the landscape of nursing home care are multi-faceted, addressing key areas that can significantly transform the well-being of individuals, foster community support, ensure organizational excellence, drive cultural shifts, and enhance healthcare accessibility. Drawing from empirical research by Agar et al. (2023), Gonella et al. (2023), Fraser et al. (2019), and others, these implications provide a comprehensive roadmap for reshaping the future of elder care on both micro and macro societal levels.

Elevated Well-being Through Person-Centered Care

The first implication for social change is to elevate well-being through person-centered care. The adoption of person-centered care approaches marks a significant departure from traditional, standardized models of care in nursing homes. The emphasis on tailoring care plans to individual residents, as highlighted by Agar et al. (2023), acknowledges and accommodates the unique preferences, strengths, and life histories of each resident. This not only enhances the quality of life for residents but also sets a new standard in elder care. The inclusion of family engagement, as observed by Gonella et al. (2023), further contributes to a holistic approach, fostering a sense of belonging and support. Technological advancements, as explored by Edelman et al. (2020), play a pivotal role in this transformation, with electronic health records and telehealth services ensuring more personalized and accessible healthcare for residents.

Community Support and Collaborative Care

The second implication for social change is to focus on community support and collaborative care. The promotion of family engagement within nursing homes, a point emphasized by Jung and Oh (2018) and Lefebre et al. (2020), extends beyond individual well-being. It creates a ripple effect, fostering community support within and around nursing homes. The collaborative care model, where families actively participate in the care planning process, not only benefits residents but also strengthens the bond between the facility and the broader community. This collaborative spirit aligns with a more inclusive and interconnected approach to elder care, breaking down barriers and challenging societal perceptions of nursing homes.

Organizational Excellence and Workforce Stability

A third implication for social change is to promote organizational excellence and workforce stability. Effective leadership, underscored by Fraser et al. (2019), emerges as a linchpin for organizational excellence and workforce stability. For example, leaders who prioritize the well-being and satisfaction of both residents and staff contribute to a positive organizational culture. Regular assessments and continuous staff training, as advocated by De Kerimel et al. (2020), further enhance the competence of the workforce and elevate job satisfaction. The research by Gandhi recognition) reinforces the idea that investing in employee satisfaction through improved working conditions and recognition can result in heightened staff retention, creating a stable and dedicated workforce.

Cultural Shift Towards Individualized Care

A fourth implication for social change is that there needs to be a cultural shift towards individualized care. The integration of person-centered care and technology represents a cultural shift in the landscape of nursing home care. This departure from traditional, one-size-fits-all approaches signifies a broader societal acknowledgment of the diverse and unique needs of the elderly. The research by Agar et al. (2023) and Edelman et al. (2020) suggests that this cultural shift is not confined to the nursing home setting but influences societal perceptions of healthcare for the elderly. Therefore, it challenges conventional norms and encourages a more compassionate, individualized approach to aging and healthcare.

Societal Impact Through Healthcare Accessibility

The fifth implication for social change is to improve healthcare accessibility. The utilization of technology within nursing homes, particularly electronic health records and telehealth services, has broader societal implications for healthcare accessibility. The findings of Ibrahim et al. (2019) and Jung and Oh (2018) indicate that these technological advancements transcend the confines of nursing homes, contributing to improved healthcare accessibility on a societal scale. This not only aligns with the global trend of integrating technology into healthcare systems but also sets a precedent for innovative solutions to enhance overall healthcare accessibility, especially for elderly populations.

Recommendations for Action

Considering the research findings on strategies for optimizing nursing home care quality and addressing employee turnover, actionable recommendations emerge for key

stakeholders across the healthcare landscape. Healthcare administrators and leaders play

a pivotal role in implementing change.

Healthcare Administrators and Leaders

To enhance healthcare leadership, prioritizing leadership development is

paramount. Specifically, investing in tailored leadership training programs that

emphasize fostering a positive organizational culture, providing support to staff, and

addressing challenges promptly is essential. Integrating person-centered care models into

organizational policies is another crucial step, emphasizing the customization of care

plans based on individual resident needs which ensures a more compassionate and

effective healthcare environment (Lee et al., 2023). Furthermore, the primary audience

for these action steps includes healthcare administrators, nursing home leaders, and

policymakers. For effective dissemination, comprehensive guidelines on leadership

development and person-centered care should be published in healthcare management

journals. Additionally, presenting these findings at healthcare leadership conferences will

contribute to wider awareness and adoption.

Frontline Healthcare Staff

Empowering frontline healthcare staff involves providing ongoing training

opportunities to enhance their skills and knowledge. Establishing regular training

programs covering diverse aspects such as disease management, behavioral strategies,

and cultural sensitivity is vital (De Kerimel et al., 2020; Lefebre et al., 2020). The

intended audience for these action steps comprises nursing home staff, caregivers, and

training institutions. Dissemination efforts should focus on developing training modules

and manuals based on research findings. Furthermore, conducting workshops at nursing conferences and collaborating with healthcare training institutions will ensure a broader reach and impact.

Policymakers

Policymakers play a pivotal role in shaping the healthcare landscape. Advocating for adequate staffing levels in nursing homes through policy recommendations is imperative for ensuring quality care. Additionally, incentivizing technological integration, such as electronic health records and telehealth services, should be a key policy consideration. The audience targeted with these action steps includes legislators, policymakers, and regulatory bodies. Effective dissemination strategies involve publishing policy briefs highlighting the impact of staffing levels on care quality. Engaging in policy forums and conferences provides a platform to present these recommendations and drive policy changes.

Research Community

The research community also plays a crucial role in advancing healthcare practices. Encouraging further research by advocating for research funding and collaboration is essential to explore the long-term impact of technology in healthcare, effective leadership strategies, and innovative approaches to person-centered care. Promoting interdisciplinary research collaboration between healthcare researchers, technology experts, and social scientists is equally important to address multifaceted challenges (Edelman et al., 2020; Jungbauer et al., 2022). The primary audience for these action steps includes researchers, academic institutions, and funding agencies.

Dissemination efforts should focus on publishing research articles in interdisciplinary journals and organizing symposiums at research conferences to facilitate cross-disciplinary discussions.

Training Institutions

Training institutions are instrumental in shaping the future healthcare workforce. Integrating person-centered care into curricula is crucial, including modules that emphasize the practical application of customized care plans. Offering leadership development courses tailored to the healthcare context ensures that future healthcare professionals are equipped with essential leadership skills (Lefebre et al., 2020). The audience targeted with these action steps comprises nursing schools, healthcare training institutions, and educators. Dissemination efforts should include updating curricula to reflect research-backed practices and conducting faculty workshops. Presentations at education conferences will further contribute to disseminating these essential changes in training approaches.

Recommendations for Further Research

Future studies should aim to broaden the geographic scope beyond North Carolina, encompassing diverse regions to enhance the generalizability of findings. This could involve a multi-state or nationwide investigation to provide a more comprehensive understanding of effective strategies applicable across varied contexts. To address the limitation related to the lack of participants with successful financial records, a more nuanced exploration of financial metrics and success indicators should be incorporated. Therefore, researchers can delve deeper into the financial aspects of nursing homes that

have effectively managed employee turnover, providing a clearer link between financial stability and retention strategies.

Given the unique circumstances of the COVID-19 pandemic during the current study, future research should explore the long-term effects on nursing home practices and employee turnover. Therefore, conducting longitudinal studies that extend beyond the immediate post-pandemic period would enable researchers to assess sustained impacts and adaptive strategies. To overcome limitations associated with face-to-face communication constraints, future research can adopt a mixed-methods approach. Incorporating quantitative data alongside qualitative insights can provide a more comprehensive understanding of the subject matter while allowing for a nuanced analysis of non-verbal communication cues.

Another recommendation for future studies would be to expand the scope of research to include perspectives from various stakeholders, such as frontline staff, families, and policymakers. This holistic approach can offer a more comprehensive view of the factors influencing employee turnover and the effectiveness of implemented strategies. Additionally, conducting comparative analyses between nursing homes with varying levels of success in mitigating turnover. This approach would facilitate the identification of specific practices or contextual factors contributing to successful outcomes, guiding more targeted recommendations for improvement.

Reflections

Embarking on the DBA Doctoral Study process has been a transformative journey and allowed me to further explore my career as a director of a nursing home. I also

explored mindfulness regarding personal biases and preconceived notions. This doctoral study illuminated the critical importance of separating personal experiences and assumptions from the research endeavor. Through this process, my thinking evolved, emphasizing the significance of maintaining an open mind, challenging assumptions, and embracing the fluid nature of knowledge. As a result, I gained a deeper understanding of the nuanced interplay between personal perspectives and the broader research landscape. Moving forward, these reflections will undoubtedly shape my approach to future research endeavors, reinforcing the commitment to methodological rigor, reflexivity, and a steadfast dedication to contributing meaningful insights to the field.

Conclusion

In conclusion, the qualitative pragmatic inquiry study had significant implications for the professional practice of nursing home administration, particularly in addressing employee turnover and maintaining high-quality care. Three key themes emerged from the findings, providing valuable insights into effective leadership practices aligned with the Transformational Leadership Theory (TLT). The first theme emphasized the significance of nursing home leaders forming personal relationships with employees, fostering a sense of belonging and loyalty. The second theme highlighted the importance of addressing employee needs and recognizing good work to build retention, with recognition emerging as a powerful strategy. The third theme explored how nursing home leaders involved employees in solutions to challenges, showcasing the practical application of democratic leadership within this context.

These findings had broader applications to professional practice across various stakeholders in the healthcare landscape. Healthcare administrators and leaders could prioritize leadership development and integrate person-centered care models into organizational policies to enhance the well-being of both residents and staff. Frontline healthcare staff could benefit from ongoing training opportunities, empowering them with diverse skills and knowledge. Furthermore, future research should expand the geographic scope, delve into financial metrics, explore the long-term effects of the COVID-19 pandemic, and adopt a mixed-methods approach. Including perspectives from various stakeholders and conducting comparative analyses between nursing homes with varying success levels could provide a more comprehensive understanding of effective strategies. Reflecting on the DBA Doctoral Study process, this transformative journey underscored the importance of separating personal biases and assumptions from research endeavors. The commitment to methodological rigor, reflexivity, and a dedication to contributing meaningful insights shaped future research endeavors in the field of nursing home administration

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Appendix A: Interview Protocol

1. Introduce self to the participant

Thank you for participating in this study and your willingness to complete the interview process. My name is Laticia Beatty, and I'm a student at the Walden University conducting research on staff retention at nursing homes in North Carolina.

2. Introduce the research question, the purpose of the study and answer any initial questions the participant may have.

The purpose of this study is to explore strategies that nursing home leaders use to retain staff while still providing quality care. The implications of the study include understanding ways that professional development programs can be improved for urban school administrators. The research question I'm trying to address is: What strategies do nursing home leaders use to reduce employee turnover, maintain quality of care, and reduce costs associated with staff turnover??

3. Thank the participant for their participation in the study.

Thank you again for agreeing to participate in my study.

4. Review the informed consent form and answer any questions the participant may have.

Before we continue, I need to verify that you have understand the consent form and understand the ethical standards for this interview. All personal information will be stored electronically and may only be accessed by me via a password. Raw data, such as transcripts of your answers today, will be kept in a password-protected cloud drive accessible to me. When the information from the interview is published in the final study,

participant confidentiality will remain. All transcripts and recordings of the interview will be kept private on a password-protected computer accessible to me only. Do you have any questions about the consent form or any of the measures taken to preserve your confidentiality?

5. Provide the participant with a copy of the informed consent form for their personal records and review.

Here's a copy of the informed consent form for your personal records and review.

6. Begin recording the interview.

I'm going to start recording the interview now.

7. Ask the interview questions.

1. What strategies have you used to successfully reduce employee turnover?

2. How do you monitor and measure nursing home employee retention?

3. What leadership strategies do you use to prevent employee turnover?

4. What challenges have you faced when implementing your employee turnover reduction strategies?

5. How did you successfully address those challenge?

6. What strategies do you use to maintain quality care for your nursing home residents?

7. How do you monitor and measure the quality of care for nursing home residents?

8. What strategies do you use to reduce costs associated with employee turnover at your nursing home?

9. How do you ensure that the reduction of costs does not result in the reduction of quality care?

10. What successful strategies were used to make the employees feel motivated?

11. What are the outcomes of the strategies you use to make employees feel motivation?

12. What successful strategies do you use to make employees feel empowered?

13. What are the outcomes of the strategies you use to make employees feel empowered?

14. What other insights would you like to provide that we have not already discussed regarding your nursing home's strategies to reduce employee turnover, maintain quality of care, and reduce cost?

9. Ask any follow-up questions.

10. End the interview and stop the recording. Explain to the participant of the member checking and transcription review process.

We have reached the end of this interview. Thank you for your participation in this study and sharing your personal experiences with me. I appreciate your transparency and honesty in each of your responses. Do you have any questions about the interview or the research process?

As a reminder, I will take the audio from these recordings and transcribe them verbatim. I will be emailing you a summary of the interview. It would be great if you can review the summary and make sure that you're comfortable with all of the responses. If

you'd like any changes to be made to the summary so that it more accurately reflects your thoughts and ideas, please let me know. That's an important part of the research process.

11. Thank the participant for the participation in the study.

Thank you again for participating in my study. You can contact me at any time if you have any questions or concerns.

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