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Strategies for Reducing Employee Turnover Costs

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This is to certify that the doctoral study by

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has been found to be complete and satisfactory in all respects,
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Abstract

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Abstract

High employee turnover costs are prevalent in academic healthcare centers. Healthcare center leaders who experience high employee turnover also experience high operational costs. Grounded in Blau's social exchange theory, the purpose of this qualitative multiple-case study was to explore strategies executive and senior healthcare leaders utilized to minimize employee turnover costs. Through interviews with four academic healthcare center leaders on the East Coast of the United States, using Ming-Shu Yuan's (2019) narrative analysis, four primary themes were identified: (a) strategies, (b) implementation, (c) measuring success, and (d) leadership support. One key recommendation is for academic medical center leaders to increase senior leadership visibility and use acknowledgment and recognition to engage employees and reduce turnover costs. The implications for positive social change include the potential for reducing unemployment within local communities and increasing funding for social outreach programs.

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Section 1: Foundation of the Study

Background of the Problem

Employee turnover has undesirable results in operational business processes by decreasing profitability, performance, and productivity (De Winne et al., 2019). Leaders must remedy the effects of employee turnover by developing and implementing strategic plans. Trailblazers must understand what drives employee turnover in their business industry. As employee turnover increases, the research regarding employee turnover in academic healthcare centers remains stagnant (Sanchez-Youngman et al., 2023). In this multiple organization case study, I provide appropriate strategies for leaders to foster business operations that positively impact employee turnover. The subsequent section yields the specific problem this multiple organization case study addresses.

Problem Statement

Academic healthcare centers' operational business costs increase due to employee turnover (Friedman & Neutze, 2020). Employee turnover inflates operating costs by up to 8%, reducing net profit earnings (Burdett et al., 2020). The general business problem is that employee turnover increases operational costs. The specific business problem is that some academic healthcare center leaders lack strategies to reduce employee turnover.

Purpose Statement

In this qualitative multiple organization case study, I discovered strategies academic healthcare center leaders utilized to reduce employee turnover. The target population included four academic healthcare center leaders on the East Coast of the United States who successfully implemented strategies that improved employee turnover.

The information outlined in this multiple organization case study can provide academic medical center leaders insight into reducing employee turnover and increasing profits.

Population and Sampling

I interviewed four academic healthcare center leaders on the United States East Coast as part of the multiple organization case study research process. I selected participants with at least 5 years of senior leadership experience who possessed knowledge from past experiences that have successfully changed the organizational culture in academic healthcare centers (Robinson, 2023). Sampling ensures that the researcher captures a true reflection of the larger population (Farrugia, 2019). The sample size for this qualitative multiple organization case study was four leaders of academic healthcare centers. I interviewed various leaders of one healthcare center per the Site Agreement on file and solicited participants from multiple organizations via LinkedIn. The leaders worked for academic healthcare centers that operate on the East Coast of the United States of America. I used purposive sampling techniques to yield the best outcomes in this multiple organization case study to ensure that the participants meet the same criteria for successfully reducing employee turnover. A researcher achieves data saturation when all pertinent information is available, and all developments are uncovered (Fofana et al., 2020). I recorded the audio of each interview to check my transcription and analysis of the discussions. I used Microsoft Teams to interview participants. Using video conferencing allowed me to have face-to-face interactions with participants.

Nature of the Study

I considered qualitative, quantitative, and mixed methods for this research study. Quantitative research requires statistical or numerical data to draw conclusions and make recommendations (Ryu, 2020). Mixed methods research requires the researcher to combine quantitative and qualitative research methods in the same study, which is unnecessary to address this purpose statement (Molina-Azorin & Fetters, 2020). Mixed methods research includes quantitative and qualitative research to originate findings and recommendations (Morina, 2020). In comparison, qualitative researchers seek to understand decision-making reasoning and cultivate ideas (Batt & Kahn, 2021). Bounding the study through qualitative research design allows for capturing the research study's location, participant's experiences, practices, and the researcher to engage in ethical research (Bleiker et al., 2019). The qualitative method is the best for exploring leaders' motives and judgments to develop strategies to reduce employee turnover in academic healthcare center settings without extensive statistical data analysis.

Qualitative research design includes case studies, phenomenology, and ethnography. Each qualitative research design is a unique way to explore data (Kaeedi et al., 2023). Using the case study design, researchers reveal the rationale behind decision-making to determine a course of action (Pathiranage et al., 2020). Researchers used the phenomenology design to make conclusions regarding future activities (Urcia, 2021). Phenomenology gives insight into the personal meanings of the participant's experiences. Ethnography researchers study people and their cultural norms (Rakova & Fedorenko, 2021). Therefore, the ethnography design was not suitable for this research study. In contrast, researchers use case study designs to assemble data from actual human

experiences and decisions and not study human nature and cultural norms. In this multiple organization case study, I used data saturation to learn from leaders' decisions in academic healthcare centers to reduce employee turnover. A case study design was the most appropriate design to discover strategies academic healthcare center leaders use to reduce employee turnover. Using a multiple case study design ensured I represented the target population to compare leaders' findings in academic healthcare centers.

Research Question

What strategies do academic healthcare center leaders use to reduce employee turnover?

Interview Questions

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

2. What steps did you take to implement strategies that reduced employee turnover?

3. How did you measure the success of the strategies implemented?

4. What were the barriers to implementing successful strategies for reducing employee turnover?

5. How did your organization's leaders address the barriers to reducing employee turnover?

6. What additional insights do you want to share about your organization's strategies for reducing turnover?

Conceptual Framework

The social exchange theory, profoundly influenced by George Homans in 1962, is the conceptual framework for this study. The social exchange theory deals with reciprocal behavior that impacts an individual's actions and decision-making outcomes (Homans, 1962). The social exchange theory reveals the impact of the value of an incentive on decisions and actions (Moilanen & Ikäheimo, 2019). The social exchange

theory explores the positive and negative motivating factors that play a role in daily decision-making. Researchers can use the principles of social exchange theory to formulate strategies to reduce employee turnover through the lens of experiences, interactions, and internal influences. The principles of social exchange theory provide insights for leaders to develop strategies that reduce employee turnover.

Operational Definitions

Academic healthcare center: an organization that engages in clinical research, medically treats patients and trains future healthcare leaders (Sanchez-Youngman et al., 2023).

Cognitive behavior therapy combines behavior and cognitive therapy principles (Guercio, 2020).

Employee turnover: measures employees whose employment discontinues, and a new employee assumes the position (Suifan et al., 2020).

Organizational behavior (O.B.): the study of how people act in groups (Mackey, 2022).

Organizational citizenship behavior (OCB) is the study of how groups behave within an organization (Shareef & Atan, 2019).

Social exchange theory: the social exchange theory deals with motivators that impact an individual's actions and decisions (Vieira de Souza Meira & Hancer, 2021).

Turnover intention: a measurement of whether employees within a business or organization plan to leave their position (Shareef & Atan, 2019).

Assumptions, Limitations, and Delimitations

This multiple organization case study included details regarding research assumptions, limitations, and delimitations. Researchers define unsubstantiated truths they accept as factual as assumptions (Sebele-Mpofu, 2020). A limitation is restrictions that potentially impact the research study (Saville et al., 2019). Limitations include circumstances that are outside of the researcher's scope of control. A delimitation is a limitation that the researcher can control (Theofanidis & Fountouki, 2018). Researchers use delimitations to scale the research study's scope and establish controls (Sattar et al., 2021).

Assumptions

Researchers can impact research analysis outcomes by interpreting qualitative data. Assumptions can influence research outcomes by interpreting and analyzing information (Saville et al., 2019). Thus, researchers should document unsubstantiated truths as assumptions to avoid misguiding readers (Farrugia, 2019). Answering each question honestly and without bias in this research study is an assumption that can change the study's outcomes. My first assumption was that research participants had successful experiences reducing employee turnover in academic healthcare centers without substantial evidence, which can alter the research findings. My second assumption was that the selected participants had successfully managed change initiatives that had a long-term impact on employee turnover.

Limitations

Qualitative research can have limitations based on the data collection process. Limitations occur during the research process and are outside the researcher's control

(Sebele-Mpofu, 2020). The participant's ability to recall step-by-step details and strategies implemented was a limitation outside the researcher's control scope. The second limitation of this research study was remembering every detail regarding process failure when implementing strategies to reduce employee turnover.

Delimitations

Researchers have control over delimitations within the research project. Delimitations are limits that the researchers enact on a project to limit the research span (Farrugia, 2019). The number of academic healthcare center leaders participating in the research project was a delimitation. The second delimitation was the geographic location of the academic healthcare centers. The final delimitation was classifying healthcare organization leaders participating in the research study.

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Significance of the Study

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Leaders of academic healthcare centers endure the challenge of making business decisions that impact patient care outcomes and healthcare costs. Employee turnover negatively impacts operational profits, and research is necessary to improve employee turnover in academic healthcare centers. Understanding what strategies leaders can implement to reduce employee turnover can help decrease academic healthcare centers' expense costs. The social change impact of this multiple organization case study is reducing employee turnover and increasing wealth potential for employees and their families.

Contribution to Business Practice

This study gives leaders the tools to build standard operating procedures that incentivize loyalty and productive behavior while cultivating a positive work

environment. Employee turnover decreases profitability and causes organizations to reallocate revenue for growth and investments (Alterman et al., 2021). It is essential to understand the leaders' actions to determine reward systems that render value to their employees to increase engagement and reduce employee turnover in academic healthcare centers (De Winne et al., 2019). Study results can support leaders in creating strategies that nurture a work environment that supports employees' motivational needs, yielding employees who engage in their daily duties with high enthusiasm to improve employee turnover and reduce overhead costs.

Implications for Social Change

The study results include a blueprint for leaders to expand their knowledge of strategies to reduce employee turnover in academic healthcare centers. Reviewing the study's findings can influence academic healthcare centers' business environment by developing leadership approaches to show subordinates' motivational needs, increase employee satisfaction, and decrease employee turnover. According to Tews et al. (2021), gratifying interactions produce commitments that engage employees through a reciprocal experience between leaders and subordinates. Reducing employee turnover allows academic healthcare centers to escalate social change by increasing funding for social outreach programs that can impact the local community and employees.

A Review of the Professional and Academic Literature

During my review of social exchange theory, I completed a comprehensive comparison and contrast of behaviorism theories, citizenship behavior, and employee turnover intentions. The literature review includes academic peer-reviewed journal articles, primary sourcebooks, and online articles. I selected information based on its

relevance to understanding the impact of the social exchange theory, organizational change, and leadership style on employee turnover. Themes organize the literature review to represent the research comprehensively.

The following databases and search engines retrieved this literature review: Business Source Complete, ProQuest, EBSCOhost, Emerald Management Journal, SAGE Premier, Google Books, and Google Scholar. The terms that I used to complete the literature review information search included: *academic healthcare center, healthcare leadership, healthcare employee turnover, employee turnover, employee turnover intentions, employee turnover and performance outcomes, employee turnover and organizational knowledge, retention, employee retention, leadership retention, management retention, social exchange theory, exchange theory, behaviorism, behaviorism theory, employee motivation, organization reward system, organizational rewards, reward process, corporate reward design, employee bonus programs, employee bonus, incentive pay, incentive pay programs, interpersonal communication, corporate climate, organizational climate, organizational climate and employee turnover, organizational development, organizational behavior, change management, reciprocation, reciprocating, power, power exchange, job satisfaction, employee engagement, leadership, leadership styles, leadership impact, leadership and employee turnover, leadership and retention, transformational leadership,* and *ethical leadership*.

The social exchange theory communicates social interactions and reward exchange by interpreting loss and rewards. The social exchange theory's foundation comes from economic theories that link human behavior outcomes to the value perceptions of rewards (Homans, 1977; Sabatelli & Shehan, 2009). Adam Smith's

economic theory and Chavannes's sociology theory are credited as the origins of the

social exchange theory (Merton, 1968). Adamovic (2023) noted Chavannes as the

founder of the exchange theory and the first to link exchange and aftereffects. Weber

defined sociology as "a science that attempts the interpretative understanding of social

action to arrive at a causal explanation of its cause and effects" (Blau, 1964a, p.13;

Weber, 1947, p.88). The social exchange theory is a conceptual viewpoint in social

psychology (K. Cook et al., 1983). The makeup of the social exchange theory is social

association versus social action (Blau, 1960). Behaviorism and economic theories that

view social actions at a macro level are two robust frameworks of the principles of the

social exchange theory (Blau, 1995). Zhou et al. (2021) wrote that the social exchange

theory yields the anticipation of rewards with its roots in sociology and economic trade.

The social exchange theory allows decisions by determining the perception of rewards

and decreasing the value of the exchange costs.

Social Exchange Theory

George Homans is noted as the founder of the social exchange theory. George

Homans and Peter Blau were two prominent theorists who influenced the social exchange

theory in the late nineteen fifties and early nineteen sixties (Blau, 1964a; Homans, 1958).

Homans and Blau were not economists but were sociology experts (Blau, 1964a;

Homans, 1964). The founders of the social exchange theory suggest that social, economic

rank, and power directly impact interactions (Davlembayeva et al., 2020; Homans, 1962).

What makes people happy originates from what people do and experience in social

interactions. Individuals can experience gratification through social life when they

accomplish their goals, connect with others from a cultural standpoint, receive praise in

the workplace, exchange gifts at a holiday gathering, or rally with a group for a cultural cause (Heath, 1976). Due to individuals' varying backgrounds and experiences, what feels valuable to one person can be invaluable to another. Homans and Blau noted that social connections have an opportunity cost that affects the worth of the exchange (Blau, 1964a; Homans, 1964). The variance within the social exchange theory is that what one can yield to another may not place the value within the interactions that make the process worthwhile (Gergen et al., 1980). As business leaders seek to predict and influence employee behavior to reduce employee turnover, leaders will need the skills necessary to increase the perception of rewards one associates with maintaining employment within their organization. The influence of a social exchange is felt during developing relationships.

The social exchange theory expresses behavior by interpreting loss, such as failure, energy, defeat, unease, and dissatisfaction, and rewards, such as acceptance, achievement, pleasure, and acknowledgment. There are intermediate thought processes within the social exchange theory regarding an individual's actions and reactions toward the outlook of the reward's value and potential debt (Kokkula et al., 2020; Sabatelli & Shehan, 2009). The first component of the social exchange theory is that individuals alter their actions and decisions to gain rewards and avoid punishment. The second component of the social exchange theory is that increasing interactions will maximize beneficial outcomes and decrease adverse effects. The third component of the social exchange theory is that individuals are rational (Emerson, 1977). Individuals will estimate rewards and punishment according to their mental capacity and cultural background before acting and making decisions. The final component of the social exchange theory is the rationale

for determining the value of prizes and the cost of obligations that differ from person to person and can vary due to individual experiences and backgrounds (Emerson, 1976). Blau (1960) addressed the impact of educational, professional, spiritual, and genealogical experiences on individual decision-making outcomes. One of the founding authors of the social exchange theory noted that receiving relationship benefits is conditional on providing rewards (Blau, 1964a). The value of rewards depends on cultural norms such as justice and fairness, the development of trust and loyalty to maintain relationships, and relationship dynamics that can result from varying individual experiences (Blau, 1969; Homans, 1962). Social exchange theorist Peter Blau assumed that individuals bestow elevation and distinction to status and power (Blau, 1964a). Blau also implied that social exchange occurs because of equal forces that drive individual behavior based on exchanging privileges or resources (Blau, 1964a). Blau and Homans suggested that the gratification one experiences occurs due to social exchange interactions and the value felt towards what is given and taken (Blau, 1969; Homans, 1962). The effectiveness of social exchange theory lies in amplifying the value of rewards and decreasing the value of exchange costs. Increasing the opportunity to develop satisfying interactions occurs when those within the exchange have something of value to give and receive.

The theory of social exchange goes beyond the exchange of tangible resources and those with economic advantages. Heath and Blau challenged the notion that social exchange requires a financial advantage, resulting in a profitable trade (Blau, 1964b; Heath, 1976). Heath (1976) argued that social exchange theory does not depend on any monetary benefit, as there is a natural association between rewards and the process of building relationships. Social exchange can occur without monetary trade, such as when

someone picks up a cup of coffee for a colleague, lends a neighbor a cup of milk, or runs an errand for a friend (Blau, 1964b). The costs and benefits of social exchanges are felt in the development of relationships, where individuals experience tangible and intangible rewards and costs within their families and communities. Cultural norms include giving gifts for special occasions, expressing emotions through cards, and using one's skills and abilities to serve the community without expecting anything in return. In business environments, associates engage in social exchanges that reward the feeling of inclusion without any financial gain or monetary value.

Expanding the scope of the social exchange theory to include non-economic rewards enhances its usefulness within the business environment as a resource to reduce employee turnover, which in turn helps to decrease business costs. Relationships are built on social exchanges within the perception of prizes that yield gratification and consequences that deliver displeasure. Exchange theories use behavioral psychology concepts of rewards, value, and economic characteristics to form the foundation of interpersonal exchange (Sabatelli & Shehan, 2009). Exchanges occur during interpersonal interactions and will grow or diminish due to the value proposition. Relationships with lofty reward value perceptions have a higher probability of longevity and can yield positive performance outcomes within the business environment (Rojas et al., 2020). This is evident in human connections as individuals strive to reduce their negative experiences and increase their positive experiences. The perception and impact of a value position determines the depth of the social exchange and the tenure of the relationship. Applying the principles of social exchange theory within the business environment can give leaders a competitive advantage by developing rewarding

performance motivators such as incentives and punishments. Business leaders applying the social exchange theory can invest time and energy to establish and maintain relationships that drive performance. Organizational culture can increase the value of relationships between leaders and subordinates by rewarding performance and behavior outcomes. Leaders can boost morale, engagement, loyalty, performance, and productivity by using the principles of social exchange theory and establishing relationships and incentive programs that their employees value. The social exchange theory forecasts that individuals will maintain relationships when there is a perception that the rewards of the relationship weigh more than the cost.

The formation of social exchange theory originates from the mindset that relationship dynamics vary due to the perception of benefits and the cost of obligation. Individuals will feed more into relationships or situations if they believe that the reward outweighs the opportunity it costs to engage in the relationship, behavior, or condition (Blau, 1960). Yin (2018) explained that the social exchange theory varies from other relationship theories because it does not contemplate its emotional components. The social exchange theory relies on perceptions of value and reasoning to govern balance within a connection. The social exchange theory can add value to leadership impact by using the principles to determine how to engage subordinates in a manner that adds value and determines how employees will respond within organizational settings.

The social exchange theory is a valuable tool for predicting the outcomes of human interactions. This theory's fundamental principles are rooted in the concept of reciprocation, whereby individuals extend gratification to one another in exchange for similar treatment. (Vieira de Souza Meira & Hancer, 2021). Gratification is the outward

show of thankfulness (Moon, 2017). In return, one does not exhibit gratitude if they are not thankful for the reward during the exchange process. The theory implies that social networks have unspoken expectations (Krishnan et al., 2021). For example, it is natural for people to expect someone to be polite, give appropriate compliments, and exhibit culturally acceptable behavior when communicating (Vieira de Souza Meira & Hancer, 2021). When one engages in social interaction and does not experience their perception of fair exchange, that person will not find value or a benefit in the exchange process. Infusing gratitude into the foundation of organizational culture can provide valuable exchanges between leaders and employees. Fostering a culture of appreciation can increase the probability of rewarding interactions. Leaders seek to use their resource productivity hours to benefit the business; forecasting performance outcomes using the social exchange theory can provide a competitive advantage.

Leaders aim to forecast their employees' actions to boost efficiency and cut costs associated with labor and expenses. To achieve success in organizational settings, the social exchange theory can be employed to balance personal loyalty (Yin, 2018). The social exchange theory relies on critical assumptions about the nature of relationships, such as pursuing benefits and avoiding penalties (Vieira de Souza Meira & Hancer, 2021). To predict actions using this theory, leaders must offer something the employee desires or does not desire. Correctly identifying mutually beneficial exchanges is essential in influencing many individuals. By establishing rewards and consequences, a culture can be created that leads to predictable actions, which leaders can adjust to achieve desired productivity outcomes.

The social exchange theory assumes that people enter an interaction to receive maximum gains with minimal loss and that selfish motivations drive individuals. Individuals tend to calculate the profit and cost before engaging in relationship-building (Moon, 2017). The view of outcomes and past experiences often shapes individuals' actions, thoughts, and expectations (Blau, 1995). An example of this theoretical perspective in action is a person who starts a new job after a succession of weak interactions with their peers; this person's expectations at the beginning of employment will be lower than those of positive peer-to-peer interactions. Equally, if a former employer showered the employee with praise and rewards, the newly hired employee could enter the new employment expecting similar behavior. Using the social exchange theory can be beneficial to leaders in that they can proactively survey the demographic makeup of their employee's professional background and culture to increase the opportunity to shape valuable exchanges that can increase the value proposition of the relationships within the business environment.

The span of the business environment through virtual platforms increases the need for leaders with diverse leadership styles. Business globalization makes it increasingly important for leaders to understand varying cultural norms to drive value regarding demographic differences within a business employee mix. Hou and Zhang (2021) explored intercultural competency through the lens of the social exchange theory. Hou and Zhang (2021) saw the social exchange theory as a continuum that explains and predicts behavior by considering relationships as a process that requires upkeep, engagement to thrive, and social dealings to flourish. Researchers use the social exchange theory when exploring relationships that deal with human behavior from a rewards and

reciprocation perspective (Blau, 1964b; Pathiranage et al., 2020; Sabatelli & Shehan, 2009). Leaders managing performance and productivity through reciprocity warrant the development of an incentive program. Individuals are more likely to engage in behavior with rewarding benefits (Blau, 1964b; Hou & Zhang, 2021; Pathiranage et al., 2020; Sabatelli & Shehan, 2009). Incorporating cultural values within the business environment increases the likelihood of fostering a business environment that leads to employees engaging in actions based on the reward's value associated with their behavior. The social exchange theory accounts for individual satisfaction with relationships.

The purpose of the exchange process is to serve as a shared stimulus. Human connections will only break down if reciprocation does not meet individualized expectations. When there is no perception of value toward a reward, an imbalance in the exchange process can occur (Che et al., 2021). Beneficial social interactions require individuals to start and maintain interpersonal relationships because of their mutual expectations (Che et al., 2021; Pathiranage et al., 2020; Sabatelli & Shehan, 2009). Researchers found that the social exchange theory views human behavior and interpersonal interactions as phenomena touching all facets of social life (J. Kim et al., 2022). The social exchange theory is paired with performance outcomes to explain how interactions and expectations directly impact performance, burnout, and turnover. The social exchange theories seen through the lens of job engagement show the benefits resulting in employees generating different outcomes according to the degree to which the action or decision can benefit the individual (Yin, 2018). The higher the degree of justice in an organization, the higher the degree to which employees psychologically expect their job engagement to receive some form of benefit from the organization (Blau,

1964a; Yin, 2018). Yin (2018) noted a direct correlation between the social exchange theory that predicts employee job commitment, task function, and job burnout. Twenge and Campbell (2008) pointed out that the social exchange theory arose to demonstrate shared human relationships in attitudes and behaviors. Leaders who seek to impact their business culture and outcomes can use the principles of social exchange theory to appreciate the demographic makeup of their employees. The social exchange theory links culture, ethnicity, and social normalization to individual sensitivities. Awareness of employee demographic data such as location, nationality, generational age mix, religion, and other information about employee's places leaders in a more significant position to create and foster rewarding business cultures.

Individual experiences, community values, and standard ways of thinking and behaving impact what forms individual self-interest. The social exchange theory motivates self-interest while taking on individual communicative rationality (Burgess & Huston, 2013). The social exchange theory proposes that individuals are self-centered, and exchange behaviors are self-centered. Yin (2018) suggested that individuals evaluate positive and negative rewards before engaging in a specific action. Using the social exchange theory, one can predict behavior to determine whether the prize is valuable to drive positive performance, productivity, and employee turnover (Chiat & Panatik, 2019). According to the social exchange theory, employees will weigh the cost of workplace benefits while developing relationships (Moon, 2017; Yin, 2018). A definition of social exchange theory is the "voluntary actions of individuals motivated by the returns individuals expect to gain" (Blau, 1964a, p. 91). The social exchange theory explains how organizational fairness perceptions influence work-related outcomes. Employee

behavior directly impacts performance outcomes that affect an organization's opportunity to generate profits.

External changes place demands on business leaders to make decisions that result in lean performance, productivity outcomes, and efficient use of resources to increase consumer value experiences and profits. The social exchange theory combines the job, demand, and resources (JD-R) model to understand job characteristics and outcomes (Cheung et al., 2021). Incorporating the JD-R model with principal components of the social exchange theory expands the social exchange theory's perspective to interpret behavior through meeting expectations (Birtch et al., 2016; Cheung et al., 2021). There is an inherent expectation that employers will reward employees with positive performance outcomes. Employees who do not receive suitable rewards tend to have low-performance results. The JD-R model's focus is that job demand leads to expectations of psychological fulfillment of job support, increasing job satisfaction (Cheung et al., 2021). Afzal et al. (2019) used the social exchange theory to investigate various organizational relationships between employers, employees, and coworkers. The social exchange theory focuses on interactions between leaders and subordinates. The perception of support between leaders and employees creates a high work-life balance and ensures that the work environment yields value (Zagenczyk et al., 2021). Leaders can influence team decision-making by rewarding positive actions and behaviors and understanding what drives value for most of the team. Developing an incentive program with multiple reward categories can increase the decision makers' ability to deliver value within the team environment. Using the voice of the employees as an outline to determine value is critical to implementing the fundamental concepts of social exchange theory.

Rewards are present in varying forms within the exchange process, and internal ranking of position and power helps form individual perceptions. The social exchange theorist suggested that an employer and an employee exchange includes psychological and economic connections (K. Cook & Emerson, 1978). Social interactions are not solely based on monetary rewards but also on non-monetary ones, such as gaining status and building emotional connections with other individuals. Business interaction includes exchanges of physical rewards, such as pay for performance, advancement, and other benefits that financially impact one's place of employment (Afzal et al., 2019). Employees tend to desire to reciprocate loyal behavior when they perceive the rewards are in their favor. Researchers note that employee organizational behavior change often comes from showing appreciation, leading to positive behavior changes, engagement, and increased performance outcomes (Alqudah et al., 2022). Afzal et al.'s (2019) research has identified specific trends in predicting employee turnover intentions and organizational commitment. The researchers suggested that social exchange theory attributes can be applied and monitored to understand these trends better.

Leaders must know their positional influence, especially when they have superior corporate authority. The social exchange theory highlights how employees may be inclined to please their superiors, which can impact their decisions and behavior. Rewards such as market standard wages, approval of paid time off work requests, and general conversations can influence employees to make decisions that might not be in their best interest to please their leader. Therefore, when designing rewards and incentive programs, leaders must associate the bonus with the organization rather than themselves.

Doing so will improve the perception of rewards and help to disassociate the individual leader from the reward.

The social exchange theory explains why individuals exhibit loyalty and commitment within relationships. Mackey (2022) explored the social exchange theory from a loyalty perspective at the collegiate level. Mackey (2022) noted that an elevated level of student satisfaction stems from identifying specific personal reasons for selecting a higher-learning institution. Research findings show that marketing strategies for colleges tap into the social exchange theory traits by focusing on building ties through the development of social interactions that tap into cultural familiarity, aptitude, connection, and buoyancy (Mackey, 2022). A person's background, cultural norms, values, and ethnicity contribute to behavioral outcomes (W. Kim et al., 2022). The social exchange theory allows investigators to understand how one's values and perceptions intertwine internal needs that drive decision-making and actions because of the worth of a commitment or reciprocation value. Incentivizing decision-making and actions can drive desirable employee behavior and engagement.

Behaviorism

The decisions individuals make and why help to shape organizational behavior. To maintain consistency in team behavior, businesses must retain the services of their employees. Understanding employee turnover is essential for business leaders to develop processes that help reduce turnover intentions (Hur, 2022). While searching for a deeper understanding of employee turnover, I explored behaviorism to predict human behavior. Watson et al. (2009) defined psychology as the study of behavior. Behaviorism emerges when theorists and researchers debate whether one's behavior is predictable through

internal or external events and influences. Attempting to predict employee behavior is a phenomenon that has been explored for years and has yet to be a specific conclusion to finding a one-size-fits-all approach. Human behavior is challenging to study from a qualitative framework because it requires individuals to make conclusions without personal biases (Farrugia, 2019). Past research proves that people often view situations and circumstances from varying viewpoints based on past experiences, stimuli, and internal and external possibilities (Watson et al., 2009). Kirby et al. (2022) encouraged leaders to engage and help solve global issues to present behaviorism in action. A leader's positional power must include humility to increase leadership impact (Kirby et al., 2022). Leaders who possess humble characteristics and show empathy towards social occurrences that affect their employees can enhance the quality of their interpersonal interactions and strengthen organizational commitment. Such interactions generate a sense of respect and transparency, providing opportunities to improve employee satisfaction and perceived value.

Combining principles of the social exchange theory and behaviorism allows leaders to see that individual contributions directly impact business outcomes. The use of behaviorism to predict behavior incorporates applying observable conduct to interpreting human behavior (Guercio, 2020). Using behaviorism theories also means ignoring the influence of human consciousness when attempting to predict behavior (Huppert & Levine, 2023). Ensuring that leadership decisions are made to control the impact of team contributions is critical to leadership success. Behaviorism principles allow leaders to view human actions and choices externally. Predicting behavior requires planning,

surveying, implementing, monitoring, and reconfiguring employee incentives to increase the value of social interactions within the business setting.

Leadership styles emerge from beliefs and experiences and directly impact a business leader's ability to create an engaging employee culture. Behaviorism theorists explored human actions using stimuli and repetitive reactions (Guercio, 2020). The principles of behaviorism do not include awareness of past and current influences when making decisions and acting. Behaviorism roots incorporated cognitive behavior therapy and the beginning of mental upheaval (Skinner et al., 1953). Incorporating cognitive behavior therapy (CBT) includes the introduction of mediation to behaviorism. CBT combines behavior and cognitive therapy (Guercio, 2020). CBT uses the strengths of past research findings regarding behavioral interactions and hypothesized reasoning of behavior. Leaders who predict the value and cost of interactions can tailor rewards to the behavior the leader seeks to influence.

Behaviorism is focused on the inner causes of behavior change. Guercio (2020) noted that the primary goal of behaviorism is to measure behavioral change. Huppert and Levine (2023) indicated that behavior is linked to values, and as beliefs are challenged because of life occurrences, an individual's opinions of what is true can shift. Behaviorism does not account for past experiences influencing present decisions and actions. The social exchange theory is an applicable theory for the multiple organization case study because it explores theories regarding how perceptions and external and past experiences influence decision-making. In contrast, behaviorism focuses on the internal reasons for decision-making and does not include human consciousness.

Organizational Behavior

A team's success in achieving its goals is linked to its level of engagement and relationship depth. Leaders can promote team cohesion by understanding group behavior. According to Mackey (2022), organizational behavior (O.B.) is the study of how people behave in groups. O.B. methods are used in business environments to improve job performance, job satisfaction, and leadership effectiveness and to create environments that encourage innovation and creativity (Duarte & Silva, 2023). Researchers identified behaviors that enhance employee productivity and improve organizational and group effectiveness (Shareef & Atan, 2019). Oruh et al.'s (2020) research found that leaders with strong ethical and servant leadership traits foster healthy O.B. norms that lead to peak performance and productivity. Leaders who understand their subordinates' ethical, moral, and cultural needs can implement strategies that boost team morale and reduce employee turnover.

Employee interactions are like those within family dynamics, so leaders must balance rewards and consequences for sound decision-making. Similar to family cultural norms and values, employee groups have their own set of values and standards that drive their interactions and responses to external factors. The outcomes of leadership directly affect employee performance and productivity. A study by Joplin et al. (2021) found that leaders who take the time to listen to their employees, assist them with job tasks, and show interest in them have lower attendance issues, and team members find their daily duties and responsibilities more rewarding. The culture of an organization has an impact on organizational behavior. A turnover culture can cause employees with corporate behavior bias to leave an organization (Joplin et al., 2021). Accountable leaders who

create a positive culture can attract employees who uphold responsible values as a cultural normalization. Establishing guidelines regarding decision-making and behavior sets consistent expectations.

How leaders engage their subordinates directly impacts a team's culture and behavior. Ethical leadership consists of two main aspects: the leader's perception as someone who holds everyone to the same standards and the leader's ability to make decisions that align with organizational policies and procedures (Mackey, 2022). Leaders who empower their employees with the problem-solving tools needed to make decisions and complete their daily tasks will tap into their natural motivators, team cohesion, and loyalty (K. Cook et al., 1983). The impact of the leadership culture within an organization is critical to healthy employee outcomes because rewarding cultures leads employees to perform effectively. Employee commitment hinges on effective leadership (Salas-Vallina et al., 2022). Many researchers explored the perception of interrelations between leaders and their teams (Haque et al., 2019). The researchers noted that diligent leaders who made ethical decisions were approachable and transparent with employees and had a higher perception of team commitment than their peers (Salas-Vallina et al., 2022). Organizational commitment is a practical attachment to an organization. Sufficient passion leads individuals to share corporate values and increases the desire to remain within the organization (Mackey, 2022). Unethical behavior is often perceived as selfish and against organizational culture, which is not usually trustworthy. Leaders make decisions based on their perception of value exchange and can act unethically to increase followership (Cai et al., 2023). Cultural boundaries need to exist to deter leaders from engaging in unethical behavior when there is a perception of value (Cao et al., 2023).

Honesty is seen in everyday behavior and is a foundation for building moral leadership actions that encourage ethical organizational behavior. Huppert and Levine (2023) noted the importance of acknowledging honesty as a foundational and significant mortal value. Leaders can establish policies and model behavior that create continuous opportunities to achieve success by helping to achieve a team goal and receiving fellowship and acceptance through shared organizational values.

Leadership engagement strategies have a direct impact on how employees behave within an organization, as well as their willingness to stay with the organization. According to Haque et al. (2019), organizational behavior and commitment comprise emotional attachment, the opportunity cost of leaving the organization, and individual values. Employee behavior can either increase or decrease their perception of the advantages and disadvantages of staying with their current employer or leaving for external opportunities. Although there is no strong correlation between leadership style and employee commitment (Sungu et al., 2019), leadership styles such as servant, authentic, transformational, and ethical leadership consider employees the primary stakeholders. While there is not much research linking employee turnover to organizational behavior and employee turnover intentions (Haque et al., 2019), leaders who aim to drive efficiency in the workplace must vary their leadership style to meet the needs of a diverse group of associates and foster employee loyalty, which in turn, increases employee retention. Given the differences in cultural customs within the workforce, the impact of leadership is essential.

Employee Turnover

Attracting and selecting candidates who share and invest in a company's core values is crucial for maintaining employee loyalty and delivering value. Research has shown that organizational fitness directly impacts employee turnover (Moon, 2017). Fang et al. (2020) found that aptitude growth, motives, and opportunities drive employee turnover. Several factors can contribute to employee turnover, including lack of internal advancement, perception of unfairness, inadequate development opportunities, low job satisfaction, and the availability of external job options (Brougham & Haar, 2020). To maintain employee loyalty and peak performance, it is essential to offer a fair hourly wage. Ju and Li (2019) noted that employee education level and opportunities for advancement, development, and internal growth significantly reduce turnover intention. Leaders can increase their influence and improve organizational commitment by adopting a leadership approach that meets the relational needs of their teams. Engaging positively with employees can help create a work environment that meets their professional development needs and fosters a sense of fairness.

Selecting candidates who align with a company's core values can yield greater value and foster employee loyalty. Employee turnover is influenced by organizational fitness (Moon, 2017) and factors such as aptitude growth, motives, and opportunities (Fang et al., 2020). Predictors of turnover include limited internal advancement, perceptions of fairness and development opportunities, low job satisfaction, and the availability of external employment (Brougham & Haar, 2020). To maintain employee loyalty and peak performance, it is essential to offer fair compensation and opportunities for professional growth. Employee education level and internal advancement

opportunities negatively impact turnover intention (Ju & Li, 2019). Leaders can increase their influence by adapting their leadership style to meet the relational needs of their teams. Positive engagement with employees can enhance organizational commitment.

Maintaining a highly effective and knowledgeable workforce is crucial for business leaders to achieve their goals and objectives while minimizing labor costs. Organizations should aim to reduce employee turnover since it can lead to significant losses in revenue. According to Tews et al. (2020), employee engagement, knowledge, skills, and abilities are essential for businesses to succeed. Researchers have found that even a small percentage increase in staff turnover can cost between $5 and $15 million in lost revenue (Ge & Sun, 2020). Low employee turnover is also linked to higher profits, as noted by Maus (2021). Retaining skilled employees can reduce operational costs while preventing institutional knowledge and experience loss. However, organizational leaders may find it challenging to track employee turnover due to budget constraints for specific departments versus centralized accounts (Zivkoci et al., 2021). In conclusion, retaining employees with high skill sets is critical for organizations to maintain their competitiveness and profitability.

Maintaining employees' engagement, knowledge, skills, and abilities is crucial for business leaders to ensure high performance and productivity. It is important to reduce employee turnover rates as this can lead to a loss of capable employees, which is a significant concern for any organization (Tews et al., 2020). High-skilled employees are valuable assets to an organization as they play a significant role in achieving business goals without driving up labor costs. According to research, every percentage increase in staff turnover can cost organizations between $5 to $15 million in lost revenue (Ge &

Sun, 2020). Studies have also shown a strong correlation between low employee turnover and increased profits (Maus, 2021). Retaining employees can create efficiencies that decrease knowledge loss and employee turnover costs. However, tracking employee turnover can be challenging, especially when comparing the costs of a specific department's operations budget versus a centralized account (Zivkoci et al., 2021). Losing employees with high skill sets can also result in losing institutional knowledge and experience, leading to higher labor costs.

Employee turnover can significantly impact a business's ability to generate profits. A study by Pathiranage et al. (2020) explored the relationship between employee turnover and organizational performance. The research found that organizations with a high turnover rate of employees who have not worked for a long time do not experience the same level of corporate knowledge loss or budgetary impact as those with a lower turnover rate. However, business leaders must investigate why associates leave their jobs voluntarily, as some turnover is acceptable when it is due to performance or policy violations. Conducting exit interviews with departing employees can help business leaders understand the reasons behind involuntary turnover.

Workers with a wealth of work experience have a more significant monetary impact on organizations and have a high overall turnover of employees at any work history level. Pathiranage et al. (2020) noted that organizations with lower turnover levels could often experience low levels of idea production due to stagnation versus turnover, yielding opportunities to obtain fresh talent that can increase creativity and innovation. Organizations with a global top-level turnover do not experience high institutional knowledge loss. In contrast, those organizations with a high turnover ratio experience

high institutional failure levels due to employee turnover. The authors also considered the effect of turnover on creativity and innovation. Employee turnover can positively impact individuals socially by increasing exposure and development and accelerating career growth.

Previous research provides valuable insights into the impacts of employee turnover in business settings. A study by Alexander et al. (1994) examined the effect of turnover on hospitals and found that high turnover rates are associated with lower profit margins and decreased care continuity. Similarly, Pathiranage et al. (2020) proposed that employee turnover negatively affects operational outcomes and increases labor costs. Another study by Shareef and Atan (2019) noted that leadership plays a significant role in employee turnover. Researchers recommend exploring the mental processes that link ethical leadership to employee perceptions of the workplace, performance, and productivity (Pathiranage et al., 2020; Shareef & Atan, 2019). Leaders who encourage autonomy and proficiency, provide feedback, and recognize the importance of diverse perspectives can earn the favor and respect of their teams (Berkery et al., 2020). Building positive relationships with employees can help reduce the likelihood of employee turnover. By understanding employees' intentions to leave, leaders can adjust incentive programs to meet their employees' needs.

Organizations must develop mechanisms to track wanted and unwanted employee turnover. Employee turnover is an inevitable aspect of organizational dynamics. Internal promotion of employees can lead to turnover at the department level while still preserving institutional knowledge at the organizational level (Ju & Li, 2019). However, some organizations find that although employees remain employed, they exhibit a sense

of disengagement (Bas & Çinar, 2021). This lack of engagement can lead to employee turnover, as Haque et al. (2019) noted. Gathering data that captures the reasons for voluntary turnover can provide leaders with valuable information to develop effective strategies to reduce employee turnover. By doing so, organizations can help maintain internal business knowledge and expertise, essential for sustainable growth and success.

Researchers found that demographic factors like age and job tenure can significantly impact an employee's intention to leave. Tews et al. (2020) defined employee turnover intentions as individuals withdrawing from their occupation or organization and actively searching for other jobs or professional opportunities. The concept of employee turnover intention is a topic researchers seek to understand to provide insight into handling internal and external employee issues that directly impact workplace issues that affect performance (Shareef & Atan, 2019). Organizations spend millions of dollars on building the knowledge base and skill set of their human capital, and some have begun to view reducing employee turnover as a strategy for increasing revenue (Haque et al., 2019). Maintaining key talent presents opportunities to improve efficiency through collaboration and leveraging knowledge from past experiences. Operational excellence can increase by utilizing past experiences of long-tenure employees to develop programs that decrease employee turnover intentions.

Leadership styles such as servant, authentic, transformational, and ethical leadership consider employees the primary stakeholders. Literature links leadership's impact on employee turnover (Shareef & Atan, 2019). However, more research is needed to link employee turnover to organizational behavior and employee turnover intentions (Haque et al., 2019). In recent studies, employee turnover intention has received

increasing attention because of the growing interest in predicting behavior and behavioral outcomes. Organizational leaders have the daunting task of creating strategies to retain talent amidst competing companies in an increasing culture that often needs more loyalty based on traditional years of service. Many employees seek to obtain something reciprocally to use knowledge, skill, and abilities.

Job Satisfaction

Labor shortages impact academic healthcare centers, and a significant contributor to documentation is the need for job satisfaction among many healthcare workers. Academic healthcare centers need help retaining healthcare workers, which poses a concern because of the cost of hiring and training new employees (Duarte & Silva, 2023). Retention issues are directly associated with service and system performance, and healthcare leaders scramble to improve retention outcomes. Research proves that employees are more satisfied when they have leadership invested in their career growth and engage in activities that allow them to develop their talents (Ju & Li, 2019). Job satisfaction is one of the most dominant and consistent predictors of employee turnover for healthcare workers (Duarte & Silva, 2023). Employees with high employee satisfaction are more likely to remain with an organization. The outcome of retention efforts can increase when employees experience value from organizational benefits.

Leadership behavior has a significant impact on the satisfaction and loyalty of employees within an organization. Ofei et al. (2023) have highlighted that negative leadership behavior can affect how employees view their organization, and there is a correlation between leadership behavior and employee performance outcomes. Leaders who exhibit toxic behavior tend to prioritize their needs over those of others, engage in

demeaning behavior while interacting with their team, and lack ethical conduct. Edwards and Solomon (2023) studied the impact of employee-led support groups within the business environment and how these groups affect job satisfaction. Edwards and Solomon (2023) have found that employee-led groups with a common focus can help build relationships and create a rewarding internal community. This sense of community can lead to increased job satisfaction, which can be perceived differently by employees and can increase based on how valued they feel within the corporate atmosphere. Individuals who possess technical and subject matter expertise are valuable assets for challenging businesses. Many employees do not feel pressured to maintain their employment because they can freely use their skills and strengths in their workplace (Duarte & Silva, 2023). However, employees who feel micro-managed or underutilized are more likely to seek employment elsewhere to attain higher job satisfaction (Shareef & Atan, 2019). The employment market has significantly shifted as Generation X and millennials entered the market, while the volume of baby boomers decreased (Arefieva & Arefiev, 2023). Baby boomers value job stability and are known for maintaining long tenures of employment, which is a form of job satisfaction. On the other hand, Generation X shows loyalty to their employer when there is a reasonable return, whereas millennials prioritize their quality of life and work-life balance (Easton & Steyn, 2023). Leaders who can differentiate their leadership style to cater to the needs of different generations can gain a competitive edge while engaging in social interactions with employees. Varying leadership styles increase the opportunity to engage employees as a resource that provides a reward.

Low job satisfaction mitigation can occur when leaders develop strategies to deal with the root cause of employees' intentions to leave. Workplace conditions are a key contributing factor that impacts employee job satisfaction. Feeling unsafe work conditions can cause a decline in work performance and decrease employee satisfaction (Duarte & Silva, 2023). Job satisfaction levels are lower among males than females, but the reasons are unclear. However, in some cases, cultural norms and equal opportunity for females can be contributing factors (De Winne et al., 2019). Research indicates that employees with low job tenure and pay are more likely to have intentions of leaving their jobs (Athanasiadou et al., 2023). Leaders need to find a balance in the decision-making process to attract talent. This includes offering competitive pay and benefits while meeting financial goals. Additionally, efforts to retain talent can be increased by offering rewards that outweigh the cost of maintaining employment within a business environment.

Leaders play a significant role in creating a positive work environment for their team and can influence how they interact and function. Employees who perceive their leaders as fair and ethical are more satisfied with their jobs and more engaged (Shareef & Atan, 2019). Moreover, leaders who consistently make the right decisions even under pressure earn the trust and loyalty of their subordinates (De Winne et al., 2019). Interestingly, employees often feel more loyal to their ethical leaders than to the organizations they work for (Shareef & Atan, 2019). By demonstrating moral values that employees admire and respect, leaders can foster a culture of trust and positive relationships within their teams.

Ethical leadership is crucial to organizational success, as it inspires employees and maintains consistency in decision-making. Such leadership involves proper behavior in interpersonal relationships and decision-making, encouraging followers to emulate similar conduct (Haque et al., 2019). Additionally, ethical leaders seek to enhance subordinates' job characteristics by promoting job autonomy and task significance (Shareef & Atan, 2019). The attributes of ethical leadership include exhibiting integrity, fairness, people orientation, power-sharing, moral guidance, concern, and rewarding ethical actions while providing role clarity to their associates (Kilbane et al., 2022). By creating a consistent and fair environment, ethical leaders encourage employees to reciprocate ethical behavior and decision-making (Shareef & Atan, 2019). Ethical leaders support their associates and promote a learning environment where employees care. The positive impact of ethical leadership is significant, as it enhances employees' job satisfaction and commitment to the organization. Such leadership also fosters a culture of trust and respect, which can lead to improved organizational performance and increased employee retention. Therefore, ethical leadership is essential for achieving long-term success and sustainability, and organizations should prioritize its development and implementation.

Leadership Impact on Employee Turnover

Leaders in every organization directly impact the environment where employees perform their daily tasks. Poor leadership can lead to an environment that does not foster high engagement, performance, or productivity (Suifan et al., 2020). Efficient administration is necessary to develop talent, grow a cohesive team, and create a positive accountability level that yields highly productive employees. Leaders develop structural

plans that define tasks to accomplish organizational goals, and effective leadership inspires employee loyalty and engagement (Ouyang et al., 2020). Inspiring leaders allow their subordinates to obtain more than a paycheck from their employer through professional development and growth. Moon and Park (2019) noted that building solid teams through effective leadership attaches employees' intentions to their daily tasks and responsibilities. Employees who have faith in their leaders are more likely to exceed their job responsibilities and demonstrate a higher level of commitment to their organization. Employees who believe in their leaders tend to feel more connected to their team and the organization, resulting in a lower employee turnover rate. According to recent studies conducted by Rojas et al. (2020) and Suifan et al. (2020), this connection is crucial for the success of any organization. In the healthcare industry, leadership presents an exceptional opportunity to serve the community by making decisions that benefit all. Leaders who lead by example inspire employees to follow the same principles, which can result in a more rewarding experience for everyone involved. Healthcare leaders who prioritize their employees' well-being and promote a culture of teamwork and collaboration tend to see higher levels of job satisfaction, employee engagement, and patient outcomes. Therefore, healthcare leaders must foster an environment that encourages interpersonal connections between team members, promotes open communication, and recognizes and rewards employees' contributions. By doing so, leaders can build a team of resolute and motivated employees committed to achieving the organization's goals and serving their community.

Effective leadership is a multifaceted concept that involves understanding and adopting unique styles to motivate and engage employees. Leaders can use their

leadership style to increase their enthusiasm and influence over their team. Business conditions can significantly impact employee performance and productivity, so choosing the right leadership style to address those factors is essential. According to R. Ali et al. (2023), business conditions include everything that affects employee performance, such as the company's goals, objectives, structure, and culture. Leadership styles can improve employee happiness, well-being, and sense of community. For example, transformational leadership styles encourage employees to think beyond their daily tasks and focus on the larger picture. Leaders who use transformational leadership styles motivate their teams to embrace change, take risks, and be innovative. This leadership style fosters a sense of connection and trust between the leader and the employees, enhancing their job satisfaction and productivity. Leaders can motivate their team to make productive choices and engage people with integrity and respect. By instilling corporate values and training individuals and groups, leaders can increase their ability to exhibit positive behavior and enhance organizational loyalty.

Leaders who model internal values can help influence employee behavior and remove obstacles. Successful leadership involves understanding followers' values and cultural experiences, which can serve as a tool for building relationships. Senior leaders must set expectations regarding how individuals, teams, and resources should be treated to support employee retention efforts. Leadership styles that align with the organization's cultural values and mission can help reduce employee turnover and improve execution outcomes. Leaders who communicate effectively, listen actively, and act based on feedback can create a positive work environment that fosters employee growth and development. By using the right leadership style, leaders can create a sense of purpose

and belonging among their employees. This, in turn, can lead to increased morale, productivity, and profitability for the organization.

Optimistic leadership can increase the results of employee contributions, the environment, and commitment. In contrast, poor leadership can cause a superior level of stress, low engagement, and poor-performing employees who lack loyalty and commitment (Moon & Park, 2019). Employees terminate their employment because of their hourly wage, lack of promotional opportunities, work-life balance, geographic location, retirement, and low working environments (Rojas et al., 2020). Consequently, poor leadership can harm strategic planning outcomes (Beirl, 2021). Employee turnover affects the continuity of care patients receive performance, and productivity (Pathiranage et al., 2020). Reducing employee turnover is vital to an academic healthcare center's success and sustainability (Park & Joo, 2022). Poor leadership hurts institutional knowledge due to volunteer turnover within academic healthcare centers. Leaders can adjust their decision-making through the social exchange theory by evaluating the impact of decisions and adjusting through real-time feedback.

Transition

Healthcare organizations struggle to retain talent, directly impacting employee turnover (Willard-Grace et al., 2019). Section 1 provided foundational information to build this case study. I provided detailed information about various study aspects in the research work I presented. Firstly, I have mentioned the background of the problem, which sets the context for the research. Then, I provided the problem and purpose statements that clearly defined the research problem and the study's objectives. I have also described the population and sampling techniques used in the research. Additionally,

I have explained the nature of the exploratory study, which aims to uncover new insights into the factors that influence employee turnover. Furthermore, I have provided a theoretical framework that serves as the foundation for the research and explains the relationships between different variables. I have also provided operational definitions for the key terms used in the research to ensure clarity and consistency of meaning. Additionally, I have mentioned the assumptions and limitations of the research, which are essential to consider when interpreting the findings. Moreover, I have delimitated the scope of the research to focus on the successful senior leaders' decisions that effectively increase retention rates and maintain institutional knowledge. I have also explained the significance of the study, which can help business leaders understand the factors that impact employee turnover and devise strategies to reduce it. In summary, my research investigates the internal and external factors that impact employee turnover and how business leaders can retain talent and improve profits by reducing turnover. The study explored successful senior leaders' decisions that effectively increase retention rates and maintain institutional knowledge.

In Section 2, you will find a comprehensive research study overview. It begins with a detailed purpose statement that explains why the study is being conducted. The role of the researcher is also discussed, outlining their responsibilities throughout the study's various stages. Furthermore, Section 2 provides essential compliance information related to finding and collaborating with participants. This includes details on how participants were recruited, how their consent was obtained, and how their privacy and confidentiality were protected throughout the study. The research method and design are also discussed in this section, outlining the approach taken to collect and analyze data.

The steps taken to engage participants ethically are described in detail, including any potential risks or challenges identified and addressed. Furthermore, this section describes the process used to collect and protect data during and after the study's conclusion. It explains the measures taken to ensure the data was collected accurately and securely and how it was organized to facilitate analysis. Finally, Section 2 provides information on how the data was analyzed, including any statistical methods used, as well as the reliability and validity of the data. This information is essential to understanding the study's findings and their conclusions. In

In section 3, you will find a comprehensive analysis of the case study's findings. The discussion delves into the various aspects of the study, highlighting the potential of these findings to reduce employee turnover in organizations. Furthermore, the section explores the implications of the study's results for social change, emphasizing the significance of these findings for broader societal issues. Additionally, this section provides recommendations for acting based on the study's conclusions. These recommendations are based on the identified factors that contributed to employee turnover and can guide organizations in implementing effective strategies to retain their employees. Finally, the section concludes with reflections on the study's outcomes and its relevance to the relevant field of research. It also provides critical insights that can guide future research about employee retention and related fields.

Section 2: The Project

Purpose Statement

In this qualitative multiple organization case study, I explored strategies academic healthcare center leaders used to reduce employee turnover. The target population included four academic healthcare center leaders on the East Coast of the United States who successfully implemented strategies that improve employee turnover. The information outlined in this study can escalate social change by decreasing employee turnover, leading to new employment opportunities, and stimulating economic growth for communities.

Role of the Researcher

Qualitative research is a method that aims to gain a deeper understanding of the real-life experiences of individuals and involves exploring complex phenomena that are difficult to measure using quantitative techniques. Qualitative researchers use various tools to gather data, including interviews, observations, reviewing documents, and group discussions. Collins and Stockton (2022) suggested that interviews are crucial to qualitative research. Researchers use interviews to gather information that is relevant to a particular field. The interviewer plays a vital role in the research process and must maintain impartiality when discussing research topics (Collins & Stockton, 2022). Researchers must be skilled in asking open-ended questions that allow participants to express their opinions and experiences fully. The role of the researcher in qualitative research is to observe behavior, collect data, interpret and analyze data, and communicate research findings (Cluley et al., 2020).

The data collected through qualitative methods are typically rich and detailed, and the researcher must be able to manage and analyze enormous amounts of data. Qualitative research requires an important level of engagement with the data, and researchers must be skilled in identifying patterns and themes in the data (Frazer et al., 2023). One of the critical responsibilities of the researcher is to maintain confidentiality, accuracy, and integrity of data collection during the research process. Participants must be assured that their data is secure and will not be disclosed to third parties without their consent. The researcher must also ensure that the data collected is accurate and representative of the participants' experiences. In summary, qualitative research is a valuable method for gaining insights into complex phenomena. It requires skilled researchers who are proficient in a range of data collection tools and analytical techniques. Qualitative researchers can produce trustworthy and meaningful results by maintaining confidentiality, accuracy, and integrity.

Throughout my interview process, I took great care to ensure I approached each interviewee without preconceived notions or biases based on their race, gender, background, or other factors. I made it a point to include them in the discovery phase, acknowledging their vital role in their businesses. Qualitative research involves the transfer of past experiences, living conditions, and life occurrences from the interviewee to the interviewer (Emanuela, 2021). This type of research is beneficial for gaining insight into the experiences and perspectives of the interviewee, as researchers can delve deeper into the interviewee's thoughts and feelings. To conduct successful qualitative research interviews, the researcher must reduce their bias during the interview and research phases. This can be done by actively listening to the interviewee, asking open-

ended questions, and avoiding leading questions. While quantitative research focuses on the "why" of a particular phenomenon, qualitative researchers focus on the "how." This approach helps researchers discover a more profound understanding of experiences. By exploring the "how" of a particular phenomenon, researchers can gain insights into the complex and nuanced factors that contribute to that phenomenon. In summary, my approach to qualitative research involved actively involving the interviewee in the discovery phase, reducing my bias, and focusing on the "how" of their experiences.

It is crucial to acknowledge that several factors, such as past experiences, traumas, living conditions, and specific stimuli like sounds, smells, and communication topics, can significantly impact our negative and positive emotions. Moreover, researchers have personal biases that may influence the research process due to their unique backgrounds, traditions, and influences (Xin, 2022). Cultural norms also significantly shape research practices (Perez Villa et al., 2022). Therefore, it is the ethical responsibility of researchers to minimize their biases by taking necessary steps to reduce the occurrence of personal biases. To minimize personal biases, researchers can adopt specific measures such as being mindful during the review, transcription, coding, and analysis of qualitative findings (Collins & Stockton, 2022; Perez Villa et al., 2022). These steps can reduce the impact of personal biases on the research process. In my research, I followed the Walden University research ethics approval checklist to ensure the highest ethical standards. I listened carefully to the participants' responses during the interview and refrained from interjecting my ideas. I engaged in discussions with the participants to explore strategies leaders can use to reduce employee turnover. I audio-recorded each interaction to ensure accuracy and transcribed the information without

altering it. I also asked the participants to confirm the accuracy of their interviews and the research results obtained from the multiple organization case study.

Overall, researchers need to remain aware of their personal biases and take necessary steps to minimize them to ensure the highest level of accuracy and ethical standards in their research work. I conducted a research study using the resources provided by Walden University's Office of Research and Doctoral Services' IRB case study manual. This manual contains essential documents that guide researchers in conducting a multiple-organization case study (Walden University, 2021a). I followed the Walden University approved case study manual and the research ethics checklist to ensure that my research was conducted ethically and professionally. I used this checklist to ensure that I gathered, analyzed, and formulated the research data accurately to make recommendations that could help academic medical center leaders reduce employee turnover. Before conducting interviews with participants, I disclosed all research study phases. I presented the benefits of contributing to the qualitative research study, including how it could help inform policies and improve working conditions. To ensure that participants understood the research process, I also explained the steps I took to maintain the confidentiality and security of the research data. I provided all the necessary information to allow every prospective contributor to participate independently and willingly.

As required by ethical research practices, I obtained permission from every research participant before disclosing the information I obtained (Thunberg, 2021). I conducted the interviews using Microsoft Teams, which meant I could reach participants in separate locations. I ensured that each participant's interview setting was comfortable,

and I tried to minimize potential distractions. Moreover, I introduced myself, provided my demographic information and academic and professional background, and established a standard connection with each participant to build rapport. To ensure the confidentiality of their identity, each participant was associated with a participant identification number. I collected professional demographic information for each participant and kept their professional information confidential. I obtained consent from each participant using the Walden University approved consent form, which included information about the research study, its purpose, and the rights of the participants. This form also outlined the potential risks and benefits of participating in the study and the measures taken to ensure confidentiality.

My study had a nonclinical scope and did not pose any physical harm to the participants. As a researcher, I was responsible for conducting research that did not intentionally harm the participants and ensured their confidentiality (Hagues, 2021). To avoid causing any emotional or mental harm to the participants, I standardized the interview questions and used coding to maintain the confidentiality of their personal information. Based on the site agreement on file, I interviewed the leaders and solicited four participants from various academic healthcare centers who implemented successful employee turnover initiatives. To ensure that I did not cause any emotional or mental harm to the participants, I was careful in my approach and made sure to follow ethical guidelines. Based on the site agreement on file, I interviewed the leaders and solicited four participants from multiple academic healthcare centers who had successfully led employee turnover initiatives. These leaders were selected based on their experience and expertise in implementing strategies to reduce employee turnover. To ensure that my

research was comprehensive, I interviewed multiple leaders within the host organization who had impacted reducing employee turnover per the Site Agreement on file. The signed site agreement allowed me to interview more than one leader within one organization (Walden University, 2021b). Overall, my study was conducted with great care and diligence to ensure that it was ethical, safe, and did not cause any harm to the participants.

Efficient interviewing requires researchers to exercise self-discipline and actively listen to participants without imposing their firsthand experiences on the discussion (Al-Jaradat, 2021). To ensure that my personal biases did not influence the interview process, I developed an interview protocol (Appendix A) consisting of six standard questions to gain insights into how leaders can reduce employee turnover in organizational settings. The questions were designed to elicit detailed responses from participants, enabling me to comprehensively understand the issue at hand. I recorded each session during the interviews to ensure I captured all the essential details. I also took detailed notes to ensure I had an accurate transcription of the discussions. Additionally, I provided participants with a summary of their interview account to review, thus ensuring that their perspectives were accurately represented. Overall, this approach helped me to conduct thorough and unbiased interviews that provided valuable insights into the issue of employee turnover in organizations.

Participants

A part of the research process guarantees the ethical pertinence of research that involves human subjects. The researchers are responsible for engaging participants with honest practices and reducing harmful risks for participants (Wendler, 2020). It is vital to

select research participants with knowledge and experience to yield insight into the topics essential to ensure practical research conclusions. I used purposeful sampling to identify and select research participants for the multiple organization case study. The researcher used purposeful sampling to consider whom to include in the research sample and how many participants would reflect the truth (Guetterman, 2020). Research participants in this study consisted of administrative leaders on the East Coast of the United States who (a) had 5 or more years of experience working in an academic healthcare center, (b) had 5 or more years of leadership experience, (c) were responsible for employee retention or engagement, and (d) had success improving employee turnover.

Research studies often fail to yield results due to the complexities surrounding finding qualified participants, so expanding the candidate pool can be critical to completing a research study (McSweeney et al., 2019). Social media sites reach more potential participants by crossing geographical boundaries. I used the Site Agreement to interview more than one leader within the same organization and used LinkedIn to recruit participants for the multiple organization case study. Upon completing the eligibility phase, I engaged participants in a one-on-one interview and gained insight into the academic healthcare center's business success. I used standard interview questions during the process and used my interview protocol in Appendix A. The interview questions were used to discuss strategies to reduce employee turnover to answer the research question. The participants discussed how their background allows them to share insightful knowledge to help other leaders minimize employee turnover in academic healthcare centers.

Research Method

Researchers must identify the most applicable research method for answering the research question. Methodologies considered for this research study included qualitative, quantitative, and mixed methods. Qualitative researchers seek to understand decision-making reasoning and cultivate ideas (McDermott et al., 2020; Ryu, 2020). Quantitative research uses statistical or numerical data to draw conclusions and make recommendations (Fofana et al., 2020). Mixed methods research combines quantitative and qualitative research to originate the findings and recommendations (Fabregues et al., 2021). Denzin and Lincoln provided the following definition for qualitative research: "Qualitative research is a situated activity that locates the observer in the workplace" (Denzin & Lincoln, 2011, p. 3). Observations of repetitive habits and reactions transform the world. Qualitative research consists of critical factual comments that make the world visible (McDermott et al., 2020). Qualitative research outcomes turn the world into a series of presentations that include field notes, interviews, conversations, photographs, recordings, and memos. Qualitative research involves an interpretive, naturalistic approach in which qualitative researchers study things in their natural settings.

Qualitative research is a research method that focuses on understanding the subjective experiences of individuals and their interpretation of the world around them. Researchers use this method to explore how people make sense of their lives, the meaning they attach to their experiences, and the culture and context in which they exist. This approach can benefit leaders by allowing them to gain insights into human behavior, emotions, and attitudes. By understanding the perspectives and experiences of the

employees they lead, leaders can develop a deeper understanding of their needs, motivations, and expectations, which can help them to make more informed decisions.

Qualitative research involves collecting data through in-depth interviews, focus groups, and observation. Researchers use various techniques to analyze the data, including thematic, content, and discourse analysis. By analyzing the data, researchers can identify patterns and themes that emerge from the participants' responses, which can provide valuable insights into their experiences and perspectives. Qualitative research findings can be used to make recommendations and conclusions grounded in the participants' experiences and perspectives. This can be particularly useful for leaders as it allows them to develop strategies and initiatives more likely to resonate with those they lead. By incorporating the insights gained from qualitative research into their decision-making processes, leaders can develop a competitive advantage by better understanding their employees, customers, and stakeholders. Qualitative research comes from the desire to understand how things happen. As with all types of research, qualitative research has naturally occurring characteristics (Slettebo, 2021). An assumption is the beginning point of qualitative research. Some of the traits one can use to explain qualitative research are:

- Qualitative research occurs in organic settings.

- The researcher is a crucial resource in the process.

- Data collection occurs through multiple sources such as in-person interviews, virtual interviews, shadowing, reading, and listening to verbal communications.

- Qualitative research has a multi-dimensional perspective (Frazer et al., 2023).

When conducting research, there are two main approaches that researchers can choose from qualitative and quantitative research. Qualitative research is an approach that involves gathering data from a natural setting and relies on observation, interviews, and other open-ended methods to explore and understand a particular phenomenon. Qualitative research is preferred when researchers want to gain insight and understanding within a natural environment. According to Fofana et al. (2020), this approach is ideal when researchers seek to uncover the underlying reasons behind a problem. It allows researchers to explore complex issues and phenomena by observing and listening to individuals and groups in their natural environment. Through this approach, researchers can gain valuable insights that are impossible through other methods. One of the critical strengths of qualitative research is that it provides researchers with the tools to impact complex issues. This is because it allows researchers to engage with the real-world context of the phenomenon being studied and to gain an in-depth understanding of the perspectives and experiences of those involved.

Furthermore, qualitative research is often used to generate hypotheses and theories, which can be tested and refined through further research. In summary, qualitative research is a powerful approach best used when the researcher aims to gain insight and understanding within a natural setting. It provides researchers various tools and techniques to explore complex issues and phenomena. It can help to generate hypotheses and theories that can be tested and refined through further research. Qualitative research develops while the researcher gathers data. The purpose of engaging with participants while conducting qualitative research is to understand the impact of the problem from the participants' point of view. During the qualitative research data

collection process, the researcher can witness the trials and reactions in real time and within the environment.

The qualitative research method was the best option for my research study because it allowed me to interview participants, review public documents, and learn from past experiences to identify strategies leaders use to reduce employee turnover. Quantitative research was not appropriate for my research study because I did not analyze statistics to predict theories or use numerical variables as measurements to determine research outcomes (Ryu, 2020). Quantitative research requires the researcher to gather data that explores relationships among variables by testing hypotheses, sampling, and using standardized methods to collect data (Yamagishi & Cook, 1990). Since my research required finding solutions to reduce employee turnover within academic healthcare centers, using the quantitative research method is inappropriate for this multiple organization case study.

Mixed methodologies allow the researcher to learn from a phenomenon and use statistical analysis to conclude their findings. Mixed methods research incorporates qualitative and quantitative methods in a singular study (L. Cook et al., 2019; Kokkula et al., 2020). Mixed methods research yields understanding from smaller-scale and broader-scale perspectives by allowing the researcher to collect data about experiences, observations, and statistics (L. Cook et al., 2019). I did not need to use a mixed-methods approach because I learned from the leader's past experiences in academic healthcare centers how the carefully selected leaders reduced employee turnover without collecting statistical analysis. The best way to explore past experiences through research is to use qualitative research methods (Guetterman, 2020; Kokkula et al., 2020). Mixed methods

research combines observing behavior, learning from individuals' and groups past experiences, and using statistical data analysis to make recommendations and conclusions.

My qualitative research focused on academic healthcare center leaders' strategies to reduce employee turnover. The qualitative research method aims to explore, explain, or describe an experience (Guetterman, 2020). The qualitative approach is best for this study to explore leaders' motives and judgments to develop strategies to reduce employee turnover in academic healthcare center settings without extensive statistical data analysis. I used qualitative research methodology to provide a comprehensive and accurate response to my research question. This approach allowed me to delve deeper into the subject matter and further explore the topic. I conducted interviews, carefully analyzed the responses, and reviewed various processes identified during the data collection phase. By taking these actions, I gathered valuable insights and developed a more nuanced understanding of the research question at hand.

Using qualitative research, I conducted an in-depth analysis of the various strategies employed by leaders within academic healthcare centers to reduce employee turnover rates effectively. This method allowed for a comprehensive exploration of the different methods used to improve employee retention and an explanation and description of their effectiveness. The insights gained from this study can help inform future decision-making processes within similar organizations and industries. Researchers noted that using qualitative research methods in the management industry allows researchers to explore and determine ways to fix problems (Tuncalp, 2021). Qualitative research methods allowed me to interview participants, ask questions to learn from their past

experiences, review the organization's public documents, and conduct follow-up interviews. The qualitative design has a variety of boundaries and restrictions for collecting statistical data (McDermott et al., 2020). Researchers collect data in formal and informal settings, which leads to revelations, conclusions, and recommendations (Frazer et al., 2023). The research was conducted in an informal setting using the Microsoft Teams platform. The interviews were conducted through audio-video, and the audio portion was recorded for further analysis. Additionally, notes were taken to ensure accurate and comprehensive documentation of the gathered participant data. Data was collected by reviewing public performance management and benefits documents to obtain a more complete understanding of the topic. The data collection process was carried out with utmost care and precision to capture all relevant information.

Qualitative research methods allow researchers to investigate leadership theories in natural settings and gain insight into how they impact employee outcomes. This type of research methodology primarily focuses on comprehending the research participants' responses to external and internal circumstances (Delgado-Hito & Romero-García, 2021). Qualitative research is as rigorous as quantitative research and requires a prominent level of time and energy from the researcher (Urcia, 2021). The researcher places themselves within the research study by communicating their background and how their past experiences can impact their experiences.

Researchers put time into reading, writing, and analyzing data to provide a broad perspective on the research topic. At the beginning of each research study participant interview, I made it a point to introduce myself in detail so the participants could get to know me better. I started by stating my name and where I currently reside, and then I

gave a comprehensive overview of my professional and educational background. I wanted to ensure that the participants understood my qualifications and expertise in the field. After that, I explained why I was conducting the research study and the business problem I was trying to solve. I wanted the participants to know that their input was valuable and would contribute to a solution to a real-world problem. This would help them understand the importance of their participation and encourage them to share their thoughts and ideas with me. I wanted to establish a good rapport with the participants and create a comfortable and safe environment for them to share their experiences and insights. By providing a detailed introduction at the beginning of each interview, I hoped to achieve this goal and make the interviews more fruitful and insightful.

Research Design

This case study aimed to gather insights from leaders in academic healthcare centers to reduce employee turnover. I used multiple case study to develop strategies based on human experiences and decisions, instead of studying human nature or cultural norms. Qualitative research was the chosen method, which allowed me to explore situations, places, and things as they occur, learn from different perspectives, develop explanations based on past experiences, and learn from groups. The qualitative research method was suitable for studying individuals or groups (Pathiranage et al., 2020). Case study designs are appropriate when the researcher tries to find answers to understand what influences individual and group decision-making and actions (Pathiranage et al., 2020). The primary objective of this research was to delve into the various effective strategies implemented by leaders of academic healthcare centers to minimize employee turnover. The study also aimed to assist other leaders in similar roles in reducing the costs

associated with employee turnover in business settings. To ensure the accuracy and relevancy of the findings, a case study design was deemed the most appropriate course of action. This design allowed for an in-depth exploration of the different strategies used by academic healthcare center leaders to decrease employee turnover, thereby highlighting the best practices that leaders can adopt in their organizations. A multiple organization case study design was employed to ensure that the research findings represented the target population accurately. This approach compared leaders' insights in several academic healthcare centers, providing a comprehensive understanding of the most effective strategies for minimizing employee turnover. Overall, this research aimed to provide academic healthcare center leaders with the necessary tools and knowledge to reduce employee turnover and improve the organizational performance of their institutions.

This research explored the strategies leaders used to reduce employee turnover by asking interview questions to gather an account of past experiences. The grounded theory method seeks to understand why a phenomenon occurred (Ariyani et al., 2021). This study aimed to learn from past experiences and did not seek to understand a phenomenon to reduce employee turnover, so grounded theory was not the best research design for this study. Ethnography research design allows researchers to develop recommendations about how groups and individuals function from observations and interviews (Cluley, 2023). Researchers using ethnographic research design make observations and can interact with participants during the research process. Ethnographic research was not the best research design for this study because the study does not seek to learn through observing behavior in real time but seeks to learn from past experiences that have

successfully reduced employee turnover. Historical research design studies culture by reading past documents, compositions, legislative documents, past interview transcriptions, and photographs to understand past events (Harun & Biduri, 2022). Historical design was not appropriate for this research because this research does not seek to understand an event but seeks to understand the past experiences of academic medical center leaders.

Case study design is a research technique that focuses on an in-depth understanding of a specific case or phenomenon by collecting and analyzing extensive data from various sources (Molina et al., 2020). The researchers actively involve themselves in the resources they are exploring to obtain detailed and comprehensive results. This technique is often used in social sciences, and it can help researchers gain an in-depth understanding of a particular situation, event, or individual. One of the most unique features of the case study design is that it is limited by time and the extent of the data collection process. The researcher must collect data within a specific period and are limited to the scope of the case being studied. This means that the researcher must carefully choose the case they want to study and ensure it is relevant to their research question. The case study design allowed me to understand academic healthcare center leaders' successful strategies to reduce employee turnover. A case study design was the research design used to interview academic medical center leaders to learn about past experiences and successful strategies implemented that positively impacted employee retention.

Another critical aspect of case study design is the role of the participant. The research outcomes depend on the participant's ability to accurately recall events from

specific periods and be aware of their internal and external influences when making decisions and taking action. The researcher must establish a good rapport with the participants and create a comfortable environment to encourage them to share their experiences openly and honestly. Finally, the case study design combines data from various sources, including interviews, document reviews, and observations. The researcher must carefully analyze and interpret the data to draw meaningful conclusions. The insights gained from this case study design may help researchers and healthcare leaders better understand the case being studied and provide valuable insights into broader research questions.

The first step in developing qualitative research is to assume that researching the problem leads to inquiry. The assumption guides the researcher toward literature and gathering data illuminating the issue (Frazer et al., 2023). To ensure data saturation was reached, this qualitative research study involved conducting interviews, observing virtual settings, and reviewing policies, procedures, and organizational corporate benefits documents publicly available on the academic medical center's website. Additionally, the audio recordings of the interviews were also reviewed. The researcher asked the interviewees to provide specific details about how decisions were made, the level of team involvement, and the outcomes achieved to ensure that all relevant data was captured during the interview process. The researcher identified key themes from the organization's documents and benefits data by categorizing similarities and discrepancies. The data collected from the interviewees and information obtained by reviewing policies, procedures, and corporate benefits were used to communicate research findings and recommendations. Qualitative researchers use descriptions, incorporate tables, and use

parallels to create a complete story (Caggiano & Weber, 2023). Qualitative research is a method of inquiry that focuses on exploring and understanding people's experiences, perceptions, and behaviors. It involves the author's perspective and personal views on the topic, which are integral to the research process. During the data collection phase, the researcher gathers a large amount of data, often through interviews, observations, or documents (Wilderink et al., 2020). The data is then analyzed and presented as a story, which helps provide a rich and detailed account of the research topic. In this research study, academic medical center leaders were interviewed about their past experiences and actions taken to reduce employee turnover. The study asked participants to describe their steps to develop, execute, and monitor employee turnover initiatives.

Wilderink et al. (2020) study aimed to gain an in-depth understanding of the strategies used by these leaders to address the issue of employee turnover in their organizations. The research provides valuable insight into the challenges faced by these leaders and their efforts to create a positive work environment for their employees. Furthermore, the research report includes recommendations based on analyzing rewards and costs to increase the perception of organizational value. The study highlights the importance of understanding the factors that motivate employees to stay with an organization and the costs associated with high turnover rates. The report provides valuable insights into how organizations can create a positive work environment that fosters employee retention. Overall, the qualitative report presents different viewpoints on the research topic and provides a detailed account of the experiences and strategies used by academic medical center leaders to reduce employee turnover.

Population and Sampling

Qualitative research requires a meticulous approach in selecting participants with the knowledge and proficiency to impact the research topic positively. According to Elliott (2022), population sampling is a crucial step in qualitative research that involves selecting a sample of participants who represent the entire population of interest. Researchers can use initial screening questions to determine if potential participants have the requisite expertise and experience to provide insightful knowledge (Atanga et al., 2021). In my study, I selected healthcare leader participants with a history of successfully reducing employee turnover within their organization.

The healthcare industry is known to have a high employee turnover rate, which can have a detrimental effect on patient care and organizational performance. Identifying and learning from healthcare leaders who have successfully tackled this issue is vital to improving healthcare delivery and outcomes. The participants were selected based on strict criteria, including their years of experience in healthcare leadership, success in implementing strategies to reduce employee turnover, and willingness to share their insights and experiences. The chosen participants were then interviewed using a semistructured approach that allowed a deeper understanding of their strategies, challenges, and successes. By selecting a sample of healthcare leaders who have successfully tackled the issue of employee turnover, this study aims to provide valuable insights and knowledge that can be used to address this problem in other healthcare organizations. The goal is to improve patient care, enhance organizational performance, and promote a positive work environment for healthcare employees.

Population

As part of a rigorous case study research process, I conducted in-depth interviews with four leaders from academic healthcare centers on the United States's East Coast. The purpose of this research was to gain valuable insights from the participants' past experiences and to understand the strategies they use to reduce employee turnover in their academic medical centers. To ensure the study's accuracy, I selected a sample size of four academic medical center leaders, considered a representative sample of the total population of academic medical center executive leaders who were willing to participate in the study. The participants were chosen based on their expertise, experience, and availability to provide detailed insights into the research questions. The interviews were conducted using an open-ended approach to allow the participants to share their experiences and insights freely. I asked various questions about the strategies to reduce employee turnover, including the research participants' challenges, the approaches used, and the outcomes achieved.

The interviews were recorded, transcribed, and analyzed in detail to identify common themes and patterns across the responses. I hope to contribute to the academic literature on employee retention strategies in academic medical centers by conducting this research. This study's findings can inform best practices and guide future research in this area. I interviewed leaders per the Site Agreement on file (Appendix B) and solicited participants from multiple organizations via email. The researcher selected participants who could provide valuable examples of actions, processes, and reward systems that can yield change within the reader's organization (Azeem et al., 2021). Study participants were available, lived within the East Coast and US region, worked in the academic

healthcare industry, and their roles and responsibilities aligned with the multiple organization case study. Participants completed a survey to determine eligibility for the multiple organization case study. The pre-research survey asked broad questions about the prospective participants, years of work experience, and years of leadership service, confirming leadership authority and involvement in developing strategies to reduce employee turnover. Researchers have an ethical obligation to ensure participants have relevant past experiences in the subject the researcher is exploring (Robinson, 2023). I selected participants with at least five years of senior leadership experience who possessed knowledge through their understanding of leading organizational culture change in academic healthcare centers.

One of the most effective methods for researchers to gain insights into leaders' strategies to reduce employee turnover is using the multiple case study approach, which involves conducting interviews with industry experts. This qualitative research technique allows researchers to obtain knowledge and information from a sample population that can help bring about impactful changes in similar organizational settings (Atanga et al., 2021). To ensure that all available information was gathered, multiple organization case study participants were asked to provide detailed information about their past actions and reactions to changes that resulted in reduced employee turnover. The researchers used recall and storytelling to encourage participants to share their experiences. Additionally, public organizational documents and benefits information were reviewed to provide a comprehensive understanding of the strategies employed. The participants in the case study were leaders of academic medical centers with successful employee turnover outcomes. The research participants had similar professional backgrounds and

proficiencies, making it easier for researchers to explore their actions and thought processes. The objective of this approach was to understand the strategies that these leaders employed to reduce employee turnover and to gain insights that can be used to help other organizations achieve similar outcomes.

Sampling

Qualitative research is a type of research that aims to provide an in-depth understanding of human behavior, experiences, and perspectives. One of the crucial steps in qualitative research is the selection of participants. Researchers use various sampling techniques to recruit participants who can provide valuable insights into the research question. Sampling techniques used in qualitative research include purposive sampling, snowball sampling, convenience sampling, and theoretical sampling. Each sampling technique has its advantages and disadvantages, and the choice of sampling technique depends on several factors, such as the research question, the availability of participants, and the research design. Nanjundeswaraswamy and Divakar (2021) noted that convenience and purposeful sampling techniques are the most prevalent when engaging in a qualitative case study. With convenience and technology, researchers can quickly identify and select participants based on specific criteria. This process has become more straightforward, and as an example, researchers can now target leaders within their organization who fit the research criteria, thanks to technological advancements (Curtis & Keeler, 2021). This multiple organization case study used a purposeful sampling method because this method allowed the researcher to select candidates that best met the research study's criteria. Purposeful sampling was suitable for this research study because it allowed the researcher to sample academic medical center leadership decisions

selectively. Population sampling allowed the researcher to make conclusions and recommendations based on the participant's leadership techniques, expertise, and ability to recollect past occurrences. It can increase the volume of data available while collecting data.

The sample size for this qualitative multiple case study was four leaders of academic medical centers. Population sampling ensures that the researcher reflects the more considerable population leadership impact and outcomes by making swift, evidence-based findings and recommendations. Academic healthcare centers on the East Coast of the United States employed the leaders under consideration. Research studies must identify a specific target audience that the study is intended to affect (source for this adamant statement?). To enhance the likelihood of the results reflecting the participants' prior experiences, the multiple organization case study design, which entails studying several organizations, is recommended.

The purposive sampling technique is the most efficient approach when conducting multiple organization case studies, as it guarantees that the participants meet the same criteria and have comparable experiences with the subject being investigated (Farrugia, 2019). In this study, I carefully selected research participants with experience implementing strategies to reduce employee turnover in academic healthcare centers. I wanted to collect comprehensive data, so I used a mixed methods approach to ensure the accuracy and reliability of the information collected. To gather qualitative data, I asked participants to recall and share stories about actions, decisions, and reactions to changes made in the past that resulted in lower employee turnover. In order to ensure that all relevant information was captured and no vital details were missed, I used a method

called data saturation. This involved an exhaustive review of various public organizational documents and benefits information, allowing for a more comprehensive data collection. By analyzing these materials in detail, I gathered all the necessary information to support the research project. This approach also helped to avoid any gaps or inconsistencies in the data, ensuring that the conclusions drawn from the research were accurate and reliable. I reviewed public organizational documents and benefits information to achieve data saturation to ensure comprehensive data collection.

I used qualitative interviewing techniques to conduct the research in formal and semi-formal environments. The interviews were conducted virtually using Microsoft Teams, and participants used a private office location to maintain confidentiality. The audio and visual functionality of the Teams platform was used to capture verbal and non-verbal communication. To ensure the accuracy of the information collected, participants were asked to dedicate at least 45 minutes of uninterrupted time to answer interview questions. This allowed them to recall micro-details regarding strategies to reduce employee turnover without distractions. The study participants were chosen based on their experience implementing successful strategies to reduce employee turnover in academic healthcare centers. The data collection process was iterative, meaning that the data collected was reviewed and analyzed in real time to identify any gaps in the information collected. Overall, this study aimed to understand the experiences and strategies used by academic healthcare centers to reduce employee turnover and improve retention rates. The data collected will inform future research and provide recommendations for academic healthcare centers looking to reduce employee turnover.

Ethical Research

I obtained approval from the IRB before starting any research for this qualitative multiple organization case study. The Walden University Institutional Review Board (IRB) governs ethical research standards (Walden University, 2021b). Degree programs can have varying standards, and the IRB team is in place to inform and enforce research practices and to ensure that each researcher engages with their participants according to the ethical standards of Walden University (Walden University, 2021a). The research study's formal application process included submitting the applications and information about my research that communicated how the researcher would interact with participants. The IRB rules require researchers to provide participants with a complete statement of facts about the investigation, intended accomplishment, adverse effects the process has the potential to cause, and anything else the researcher knows that can have a direct or indirect impact on the participant (J. Ali et al., 2021). I followed the Institutional Review Board (IRB) criteria to guide how I transparently communicated the research problem statement, an overview of the entire research process, reviewed the consent form (Appendix C), and the process of withdrawing from the study at any time and the time commitment required to participate. This is important because the IRB rules provide a blueprint for ethically engaging with participants and mitigating any identified risks associated with participating in this qualitative multiple-organization case study. To ensure that the participants fully understood the research, I provided clear and concise information about the study and the expectations, allowing them to make an informed decision about their participation. I also ensured that the participants were aware of their right to withdraw from the study at any time without any negative consequences.

Additionally, I obtained the Walden IRB approval # 10-18-22-0124010, which expired on 10/17/2023, allowing me to interview leaders and learn from their experiences for this qualitative multiple organization case study.

The IRB approval process is rigorous, which helps safeguard the participants and ensure that the research is conducted ethically and responsibly. By obtaining the IRB approval, I demonstrated my commitment to conducting this research with professionalism and integrity. Once I received approval from the Institutional Review Board (IRB), I provided each participant with a thorough and detailed informed consent document. This document included all the information regarding the study, including the terms and conditions for participating and withdrawing from the research. It is important to note that the document provided to the participants, which contains all the research study details, is referred to as a complete disclosure or informed consent form (Slettebo, 2021). In addition, the document's appendices and table of contents were designed to include the informed consent and research withdrawal forms. I also provided participants with a confidentiality statement, ensuring their details and any information gathered during the study would remain confidential. To help the participants make an informed decision, I provided them with a list of the benefits and risks of participating in the case study, as well as the contact information for Walden University. It is important to note that the participants were not given any monetary or value incentive for participating in the research study. Instead, the participants' motivation was to equip other leaders with the skills and knowledge necessary to reduce employee turnover, which is a common issue in many organizations.

The responsibility of researchers towards human participants is paramount, and the researcher has an ethical obligation not to cause harm in any way during research collaborations. As Huang et al. (2021) noted, researchers are responsible for providing a comprehensive explanation of the research process, including the study's context and objective, to ensure that the participants understand the purpose of the study and how it will be conducted. Furthermore, the researchers must consider the views of all stakeholders when developing research criteria. In this multiple-case study, I interviewed each participant to gather data. Although this research was not clinical, it was necessary to maintain ethical standards in all research endeavors to ensure that the participants were treated with respect and dignity. To uphold ethical standards, I was honest with the participants during the interviews, explaining the research process and ensuring their complete understanding of the study's objective. The information gathered from each participant was recorded neutrally during the interview analysis process to ensure that personal biases or opinions did not influence the data. During the interviews, I treated each participant with respect for their culture, race, gender, and any other differences that may have been present. It is essential to protect the participants' privacy by coding their demographics and any identifying information in the research findings. This ensures that the participant's confidentiality is maintained and that participants are not exposed to any risks that could harm them. In conclusion, the ethical standards that researchers must adhere to when collaborating with human participants are crucial to the integrity and quality of the research findings. Researchers must be honest, respectful, and transparent in all their interactions with the participants to ensure that the research is conducted trustworthy and ethically.

The IRB requires the researcher to ethically oversee participants' personal information, role in the research process, data collection, storage, and access to all data (Huang et al., 2021). Proper ways I engaged in ethical research were (Marshall & Rossman, 2016):

1. Searched for varying explanations.

2. Searched for discrepant information and negative cases.

3. Checked the participant data to ensure it was coded accurately.

4. Achieved data saturation.

5. Compare the information.

I did not use a code database to link participants and organizations in the coding table. I had each participant sign a confidentiality statement that included information regarding withdrawing from the study without cause. Ethical research protocols require a researcher to notify all participants of the necessary steps to withdraw from a research study. Participants could withdraw from this multiple organization case study through hard copy or email written communication. I protected the research data by saving the interview recordings, personal information, and anything relative to the case study on encrypted USB flash drives, and I uploaded the data to cloud storage that is passcode protected. The flash drives and passcode information are in a secure safe that requires fingerprint access. Each participant received a participant number that coincided with their name. The participant was referred to as their participant number to ensure the privacy of their identity. I will securely store all data and forms for this research study for five years to protect the confidentiality of each participant. The USB flash drive containing identifying

research participant information was stored separately from the research data and destroyed after member-checking.

Data Collection Instruments

In this multiple case study, my role was critical as the primary data collection instrument. As defined by Haseski and Ilic (2019), data collection instruments refer to the tools researchers use to collect information. As described by Kokkula et al. (2020), qualitative researchers collect data in real-life settings, requiring researchers to use a combination of formal and informal interviews, shadowing, electronic or hard copy questionnaires, reviewing documents, audio recordings, and surveys. In qualitative research, the researcher is often the primary data collection mode, as Wray and Barrett (2022) highlighted. As the primary data collection instrument, I was responsible for gathering information from participants while maintaining a neutral position throughout the study. To ensure the success of the data collection process, I developed a pre-interview questionnaire that was sent to potential participants. This questionnaire aimed to determine leaders' success in developing strategies to reduce employee turnover. It also provided a framework for the following interviews, which allowed for a more comprehensive understanding of the participants' experiences and perspectives. I played a critical role in this multiple case study by collecting reliable and valid data through various techniques while maintaining a neutral position.

During the research process, I used a list of interview questions that were carefully crafted to extract relevant information from the participants. According to Beirl's (2021) research, using interviews to conduct qualitative research strengthens the legitimacy of the research outcomes. Researchers can collect detailed data by conducting

interviews, allowing participants to share their thoughts in their own words and improving the credibility of the research. I conducted semistructured interviews in an audiovisual environment to collect data from the research participants. The semistructured interview approach allowed me to ask open-ended and follow-up questions in response to the participants' answers. This approach enabled me to gather comprehensive data that was not limited to pre-determined questions but also influenced by the participants' responses. Audiovisual technology was also a crucial aspect of the research process. It allowed me to record the interviews, which I later used to transcribe the interviews. The audiovisual technology helped me capture the nuances of the participants' responses, including their tone of voice, facial expressions, and body language. This allowed me to better understand the participants' perspectives and experiences. Using semistructured interviews in an audiovisual environment was an effective data collection method. It allowed me to gather in-depth data from the research participants, crucial to achieving the research objectives.

I conducted a series of interviews during the research study using the Microsoft Teams video platform. To ensure privacy and confidentiality, I conducted the interviews in a closed office, behind closed doors. Participants were also asked to join the interview from a confidential space, such as an office, to minimize distractions and ensure confidentiality. As researchers, we are responsible for maintaining the accuracy and confidentiality of all data received from participants. This is why I took extra care to ensure that all information received during the interviews was private and confidential. I followed the guidelines set forth by Spry and Pich (2021) to ensure that the research participants were comfortable and felt safe sharing their experiences. I used

semistructured open questions during the interviews to avoid negatively affecting information sharing. This allowed participants to share their experiences and knowledge openly without feeling constrained by the questions asked. The questions were designed to be open-ended and flexible, allowing participants to elaborate on their experiences and provide detailed responses. As part of the multiple organization case study, I asked each research participant six questions listed in Appendix A. These questions were designed to learn from academic medical center leaders' past experiences and extract valuable insights. By asking these questions, we better understood the challenges faced by academic medical center leaders and how the research participants overcame these challenges.

Finally, I want to stress that our ethical duty as researchers is to provide an accurate account of the data we collect. This is why we followed the guidelines Batt & Kahn (2021) set forth to ensure that the data collected was accurate and unbiased. By doing so, we could provide a comprehensive and accurate account of the experiences of academic medical center leaders. As part of my research process, I captured the audio recording of each participant's interview to ensure the accuracy of the data collected. This helped me to capture the exact words spoken by the participants, allowing me to review the transcriptions by listening to the interview recordings and correct any errors in the data transcription. During the interviews, I took detailed notes regarding pertinent information. I wrote down questions I wanted to ask to ensure I did not interrupt the participant while they shared their experiences. I also allowed each participant to share additional information about their past experiences in reducing employee turnover.

The interviews lasted up to 45 minutes, giving the participants enough time to provide detailed answers to the questions. To validate the research data, I performed member-checking by asking each participant to confirm the accuracy of the data I captured while taking notes on their verbal and non-verbal communication. As part of the member-checking and transcription review process, I sent each participant an electronic copy of the questions and their responses. I reviewed the transcriptions with the participants to increase accuracy and ensure the collected data was dependable. To achieve data saturation, I had a signed site agreement to schedule interviews with associates identified within the same organization. I also checked the organization's public documents relevant to the work done to minimize employee turnover, which helped me better understand the company's practices and policies. To consolidate and assist me in connecting themes and ideas, I used Microsoft Word to transcribe data, Microsoft Excel to code interview data, and MAXQDA to consolidate and analyze the research data. These tools helped me to identify patterns and connections between the different themes and ideas, allowing me to draw insightful conclusions from the data collected.

Data Collection Technique

While conducting my multiple organization case study, I employed the listening technique to gather relevant data. This technique allowed me to learn from past experiences and observe non-verbal communication, which is a key factor in collecting qualitative data. Qualitative data enables researchers to describe, predict, and estimate outcomes and scenarios based on their experiences (Karaki et al., 2019). I used active listening to gather data from multiple organizations, enabling me to relay their past

experiences accurately. (Kokkula et al., 2020). However, it is worth noting that the listening technique has some limitations. The accuracy of the information gathered through this technique depends on the ability of the participants to convey their experiences, both verbally and non-verbally, accurately. The researcher's ability to relay the information in its actual context can also be a limiting factor. Despite these limitations, the listening technique remains valuable for gathering qualitative data and learning from past experiences. Qualitative research is a methodology that aims to gather data on people's experiences, behaviors, and attitudes. One of the most used techniques in qualitative research is interviews and observations. In this research method, researchers engage with participants in conversations and observe them in their natural settings to capture their thoughts, feelings, and behaviors. As a researcher, I took great care to ensure the data collection process was ethical, confidential, and transparent. Before conducting any interviews or observations, I informed the participants of the research objectives, the data collection techniques I would use, and their right to withdraw from the study at any time. I also explained how I would store and secure their personal information to protect their privacy.

To ensure confidentiality, each participant was assigned a unique identification number to anonymize their data. I also coded the organizations where the participants worked with different identification numbers to keep their names and places of employment private. I developed additional coding techniques to ensure that participants could not be identified by anyone else. In conclusion, qualitative research methods can provide valuable insights into how people think, feel, and behave. As a researcher, it is essential to respect the participants' privacy and confidentiality and take measures to

protect their personal information. Coding included but was not limited to a unique

identifier for participants, such as RP001, RP002, RP003, RP004, and O1, O2, and O3, to

identify organizations. I collected data by asking the questions below:

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

2. What steps did you take to implement strategies that reduced employee turnover?

3. How did you measure the success of the strategies implemented?

4. What were the barriers to implementing successful strategies for reducing employee turnover?

5. How did your organization address the barriers to reducing employee turnover?

6. What additional insights do you want to share about your organization's strategies for reducing turnover?

During the interview, I observed the participants' non-verbal communication to

ensure that I captured the full impact of their verbal and non-verbal communication. I

took note of their facial expressions, body language, tone of voice, and other cues that

could help me understand the research participant's message. This was important because

non-verbal communication can often provide insights not communicated through words

alone. Collecting data through interviews is a standard method of research that relies on

the participant's ability to recall past experiences accurately. To help the participants

remember their experiences, I asked open-ended questions that allowed them to reflect on

their strategies to reduce employee turnover. I encouraged them to provide specific

examples and to describe their thought processes and the outcomes of their actions. I

asked follow-up and clarifying questions to ensure I recorded the information correctly. These questions helped me to understand the information that was shared and to fill in any gaps that may have existed. Additionally, I took detailed notes during the interview to ensure I did not miss any essential information. By doing so, I was able to create a comprehensive account of the participants' past experiences, which would help develop effective strategies to reduce employee turnover.

I anticipated that the differences in participants from varying cultures would influence their perceptions of situations. Researchers are ethically obligated to record and transcribe facts to reduce the probability of intersecting their personal biases (Spry & Pich, 2021). To ensure I did not make assumptions while analyzing data, I emailed participants a summary of their interview transcript (member checking). I asked the participant to provide written confirmation to acknowledge that my transcription of their accounts was accurate to increase the data's accuracy, validity, and confidence. Researchers frequently need to check the accuracy of their interview transcriptions to ensure their recordings of the facts are accurate (Matovic & Ovesni, 2021). I encrypted electronic data to ensure transmission confidentiality.

Data Organization Technique

Organizing data to yield accurate analysis and recommendations for leaders in academic healthcare centers to reduce employee turnover is vital. Categorizing data showing recurrent themes impacting employee turnover will directly affect the research outcomes (Badia, 2020). I carefully examined the gathered data during my analysis to identify and categorize trends using Ming-Shu Yuan's (2019) framework for data analysis. To categorize the data, I searched for similarities and discrepancies. I noticed

instances where multiple participants described similar experiences, actions, development, and differences. This process helped refine my understanding of the data and identify patterns that could inform my conclusions. To transcribe verbal and non-verbal communication accurately, I used Microsoft Word. This allowed me to create a detailed record of the interviews, ensuring that I could refer to specific comments and observations as needed.

I also used Microsoft Excel and MAXQDA to classify and group data, creating a structured framework to compare different data elements. Software programs used to store data are constantly evolving with technological advancements (Grant, 2020). As such, I stayed current with the latest tools and techniques to ensure my analysis was as thorough and accurate as possible. By taking a meticulous and meticulous approach to my work, I was able to gain a comprehensive understanding of the data and draw meaningful conclusions that could inform future research and decision-making. I provided a title for all the trends present during my data analysis and noted individual accounts of these trends. I made sure that the data flowed in a manner that could captivate the reader's attention. Research indicates a direct correlation between structuring the flow of written communication and the probability of the reader implementing the study's recommendations to reduce employee turnover.

I followed the IRB data collection and storage guidelines to ensure the confidentiality of participant information. I downloaded electric data on USB drives to the virtual cloud. Participant demographic and employment information was downloaded and stored away from other research data. I safeguarded the USB drives by locking them USB drives in separate file cabinets. Walden University requires the researcher to store

data for at least five years (Walden University, 2021a). I have stored the data for five years per IRB requirements. Researchers are bound to follow requirements for storing and destroying participant data (Aoki et al., 2019). I followed proper protocol for destroying participants' data for this multiple case study by shredding hard copies and emerging the USB drive in liquid to ensure the data was inaccessible. I communicated to the participants the steps I would take to destroy data via written communication.

Data Analysis

I used a narrative data analysis method to explore the data gathered during this multiple-organization case study. Narrative analysis is the appropriate qualitative data analysis method when the researcher uses numerous outlets to collect data and focuses on using the participant's past experiences and lessons learned to answer the research questions (Haruta et al., 2020). Using narrative data versus content analysis focuses on using past known experiences versus documenting research findings from text, media, and other physical items (Homayuni et al., 2021). Researchers use discourse analysis to break down interactions with people, focus on the social context of the participant's communication, and analyze the participant's environment. The focus of this multiple organization case study was not to explore the context of communication or the setting of the participants. The study aimed to obtain strategies for reducing employee turnover by learning from past experiences. Narrative qualitative data analysis is recommended to learn from past experiences. This involves analyzing data in the form of stories or narratives to identify patterns, themes, and insights. By analyzing the stories of employees who have left the organization, for example, researchers can better understand

why employees left and what factors contributed to their decision. This can inform the development of strategies to reduce employee turnover and improve retention.

I analyzed all the data I gathered from interviews in a semistructured environment and reviewed the notes taken regarding participants' responses. Ming-Shu Yuan's (2019) framework for data analysis was used to investigate data, create stories, and reveal themes. I analyzed relevant attendance and performance policies and health and well-being benefits documents available online. Researchers provide insight to solve problems through written communication that yields positive outcomes (Zelčāne & Pipere, 2023). The data within this multiple organization case study includes the past experiences of participants and an exhaustive literature review of the social exchange theory and employee turnover. I accurately recorded and categorized data and themes within the data. I validated my recordings of data and themes to ensure optimal outcomes. To input data and statistical coding, I used MAXQDA software to assist in my identification of the emergent themes and generate premises regarding the structure within the research data. I grouped repetitive themes into categories to learn strategies that can be implemented to reduce employee turnover in academic medical centers. I used the information in the literature review to structure themes that correlate with reducing employee turnover.

Reliability and Validity Reliability

Reliability

Qualitative research requires a high level of commitment from the researchers to ensure data reliability. This is because the nature of qualitative research involves gathering the insights and memories of participants, which can be subjective and prone to error. Data reliability in qualitative research can be achieved when the coding of

participants' responses is consistent (Krawczyk et al., 2019). Qualitative research data often includes the participant's insight and recall of past experiences. During the analysis phase, the researcher must ensure the accuracy of the data. I ensured data accuracy by using audio recordings of the interviews and notes taken during the interview. Black et al. (2020) noted the importance of validating participants' responses to ensure accuracy. Researchers must fact-check the transcription of interviews to ensure the skewing of data does not occur during transcription and to ensure the study results are trustworthy. Fact-checking, also known as member checking, is a process in research where the researcher requests feedback from the research participants on their understanding and transcription of their data (Motulsky, 2021). To ensure data dependability, I performed member checking with each participant by reviewing interview notes and transcriptions with each participant.

I reduced my bias as much as possible during the research process. I reviewed the interview questions to uncover my unconscious bias and wrote down any biases regarding the topic before conducting any research. I communicated to each participant how I achieved data reliability during the research process. I asked each participant to review the accuracy of the interview interpretation to ensure the data I conveyed was within the context in which the information was presented. The multiple organization case study included reliable research study data and recommendations for insight into the interview process.

Validity

According to Smith and Smith (2018), research validity is the process of validating the accuracy of the information provided by respondents. Validating data is

crucial to establish the strength of the research study (Abuzied & Nabag, 2023). In qualitative research, the way data is translated can have a significant impact on research validity. Therefore, during the validation process, I ensured the soundness of utilizing a qualitative multiple case study, which allowed me to investigate the research question in-depth and capture a range of perspectives. To ensure data credibility, I engaged in member checking, which involved asking each research participant to confirm the accuracy of the data I recorded while taking notes of verbal and non-verbal communications. This process helped me to identify any discrepancies and improve the accuracy of the data.

Additionally, as part of the member-checking and transcription review process, I sent each research participant an electronic copy of the questions and their responses. I reviewed the transcriptions with the participants to increase the accuracy of the data captured. To minimize employee turnover, I checked the organization's public documents relevant to the work done. This allowed me to better understand the company's operations, policies, and procedures. Additionally, I had a signed site agreement that enabled me to schedule interviews with associates identified within the same organization to achieve data saturation. Throughout the research study, I ensured that the methodology used to collect data remained consistent. This helped to ensure that the data collected was dependable and valid. In conclusion, validating research data is critical in establishing the accuracy and strength of a research study.

I used data triangulation to collect data for this qualitative multiple organization research case study. Haruta et al. (2020) defined data triangulation as using various data sources, which can include the environment, time, and the research participants as a

resource to gather data in a research study. This approach uses multiple data sources to gather information for a research study, including the environment, time, and research participants. To gather comprehensive data for my study, I conducted participant interviews, listened to audio recordings, analyzed researcher notes taken during the interview process, and reviewed public documents. The main objective of my research was to identify successful strategies leaders used to reduce employee turnover. Using data triangulation, I gathered diverse and rich data from various sources, which provided me with a comprehensive understanding of the research topic. I analyzed the data and charted each theme to identify common patterns and trends. To ensure the credibility of the data, I allowed participants to fact-check the information I gathered. I included all the information gathered during the research process that permitted leaders to develop successful strategies to reduce employee turnover. By adopting a data triangulation approach, I was able to provide a detailed and comprehensive analysis of the research topic. To support data transferability, I placed reoccurring experiences and themes into categories to increase future researchers' and readers' ability to understand and learn from the past experiences of academic medical center leaders' strategies to reduce employee turnover. Researchers seek to explore and share information that drives change and future research (M. J. Kim et al., 2020). I communicated data in the multiple case study to allow future researchers a scope of qualitative research that one can utilize for further research that positively impacts employee turnover. Information is presented fluently to enable readers to learn from past experiences.

Repetitive themes emerged during this multiple organization research case study that increased the confirmability of academic medical center leaders' strategies to

improve employee retention. Researchers are responsible for confirming and transmitting accurate information and documenting steps to ensure the integrity of the data they capture (Lau et al., 2021). I verified all audits I completed of the research and transcription of the interviews. I asked each participant the same questions in similar settings to increase the opportunity to develop factual themes in the qualitative research study. I made sure to refrain from infusing any biases into the research. Data saturation was achieved by exploring all new information and themes until no additional information was available.

I conducted the research by interviewing four academic medical center employees who have successfully reduced employee turnover. A researcher achieves data saturation when all pertinent information is available, and there are no further developments to uncover (Fofana et al., 2020). Researchers emphasize the importance of the researcher's concentration on data saturation over the sample size (Hennink & Kaiser, 2022). To gather enough information, I reviewed the organization's public documents and talked to leaders who have successfully reduced employee turnover. I asked them to refer me to leaders from academic healthcare centers who have done the same. Then, I conducted interviews with these leaders to uncover new information. I recorded each interview to ensure that my analysis of the discussions was accurate. I used Microsoft Teams, a video conferencing software, to interview participants. This allowed me to interact with the participants face-to-face, even though we were not in the exact physical location. The software also enabled me to record the interviews, making it easier to transcribe them later. I carefully checked my transcriptions to ensure the accuracy and reliability of the information presented. I ensured that the transcriptions were true to the participant's

words and that there were no errors or omissions. This process helped to guarantee that the information presented was credible and could be used for further analysis and research.

Transition and Summary

This qualitative multiple organization case study research process involved a comprehensive exploration of the social exchange theory, employee turnover data, and other pertinent information for a qualitative case study conducted across multiple organizations. To ensure the reliability of the study, I conducted a thorough screening of all participants to ensure they met the criteria for participation. I then conducted teleconference interviews with a semistructured approach, taking great care to accurately record and transcribe every detail. After the interviews were completed, I provided the participants with a summary of the analysis to ensure that the data's content, voice, and tone were accurately captured. This member checking process helped to ensure the integrity of the study. In Section 3 of the report, I explored the key data themes and research findings that emerged from the study. I also provided practical recommendations to help leaders develop effective strategies to reduce turnover in academic medical centers. This report will significantly benefit leaders looking to improve employee retention and create a more positive work environment.

Section 3: Application for Professional Practice and Implications for Social Change

Introduction

I interviewed multiple academic healthcare center leaders in this qualitative case study to uncover effective strategies for reducing employee turnover. The research participants had over 5 years of senior leadership experience at an academic medical center and residing on the East Coast of the United States. Through a series of semistructured interviews, I was able to record their past experiences and gain insights into the decisions and actions that led to decreased employee turnover. The research study was conducted voluntarily, with no compensation for the participants. Each participant was allowed to share their valuable experiences, which could aid leaders in lowering employee turnover rates and improving overall business operations. I attained data saturation using a thorough methodology that involved conducting interviews, observing the non-verbal cues of research participants in virtual environments, and reviewing publicly available organizational records. To maintain accuracy, I diligently recorded and transcribed the responses to all six interview inquiries. Additionally, I conducted member checking by presenting each participant with a summary of the interview outcomes to confirm the reliability of the findings. Finally, I utilized MAXQDA to verify my analysis of the numerous organizational case study data findings.

The data revealed four primary themes to reduce employee turnover: (a) strategies, (b) implementation, (c) measuring success, and (d) leadership support, which indicated that leaders must intentionally create an environment that employees find rewarding. Section 3 includes my presentation of results for the qualitative multiple organization case study, application to professional practice, implication for social

change, recommendation for action, recommendation for further research, reflections, and conclusion.

Presentation of Findings

The research question for this qualitative multiple organization case study was: What strategies do academic healthcare center leaders use to reduce employee turnover? I interviewed two executives and two senior leaders of academic healthcare centers. I used themes to present connections uncovered within the data. As the primary data collection resource, I analyzed the data obtained from the interviews. The data revealed four primary themes to reduce employee turnover: (a) strategies, (b) implementation, (c) measuring success, and (d) leadership support. The findings of the qualitative multiple organization case study align and build upon the foundational information presented in the literature review in Section 1. The results of this qualitative multiple organization case provide evidence in support of the principles of social exchange theory. As per the feedback received from the study participants, two key strategies emerged as effective in reducing employee turnover.

The first involved actively seeking and implementing employee feedback, while the second required increasing senior leadership presence through skip-level meetings. Furthermore, the study participants emphasized the importance of investing in development and growth opportunities and recognizing individual and team performance outcomes. Such measures fostered a fulfilling work culture, contributing to a decline in employee turnover rate. These efforts resulted in cultures that were perceived as rewarding, lowering employee turnover rates. The social exchange theory emphasizes the importance of creating a positive organizational culture that benefits all parties involved,

leading to increased engagement and loyalty (Sawan et al., 2020). This theory is founded on reciprocation through the extension of gratification (Vieira de Souza Meira & Hancer, 2021).

The literature review highlights how interactions and communications can result in mutually beneficial exchanges, providing individuals with something of value. The findings from this qualitative multiple organization case study support the notion that perceptions of interactions and communication can lead to rewarding social exchanges. Participants in the study reported experiencing an increase in followership as senior leaders communicated through several channels. The literature review also discussed the delicate balance between decision-making and the perception of rewards and punishments. Interestingly, the research participants noted a marked improvement in their subordinates' performance outcomes and increased retention as communication and leadership requests for employee feedback increased. Frequent communication and employee engagement can influence how rewards are perceived, leading to positive decision-making.

Social Exchange Theory First Component

The results of this research, including a comprehensive literature review, provide compelling evidence supporting the social exchange theory's connection between an individual's decision-making and their perception of rewards and punishments. According to the theory, people are motivated to modify their actions and choices to receive rewards and avoid negative consequences (Kokkula et al., 2020; Sabatelli & Shehan, 2009). The study's participants reported implementing policies and procedures to encourage desirable behavior and performance while enforcing penalties for inadequate

outcomes. Through this qualitative analysis of multiple organizations, a clear correlation emerged between using and perceiving rewards and punishments as tools to shape employee behavior and leader decision-making. The literature review and the findings from this research confirm the social exchange theory linkage of individual association between decision-making and the perception of rewards and punishments. The first component of the social exchange theory is that individuals alter their actions and decisions to gain rewards and avoid punishment. The research study participants described using policies and procedures to influence employee decision-making by supporting behavior and performance that met and exceeded expectations and imposing negative consequences for behavior and performance outcomes that did not meet expectations. This qualitative multiple organization case study shows a link between the use and perceptions of rewards and punishment to influence behavior and decision-making.

Social Exchange Theory Second Component

According to the social exchange theory, increasing individual interactions can lead to positive outcomes and minimize adverse effects. The results of this qualitative multiple organization case study supported this theory. Participants reported that they could increase interactions with employees through one-on-one meetings, monthly newsletters, and regular team meetings. This enhanced communication ensured that employees understood the organization's mission and goals while providing valuable feedback. Leaders who implemented strategies to reduce employee turnover found that increasing interactions with their employees was a practical approach.

Social Exchange Theory Third Component

According to the social exchange theory, individuals make rational decisions by assessing potential rewards and punishments based on their mental capacity. In this qualitative multiple organization case study aimed at reducing employee turnover, participants did not comment on whether they believed employees to be rational or irrational. Instead, the research participants focused on understanding employees' logical thought processes by examining employee demographic data to understand their employee population before implementing strategies to increase retention. By gaining insight into employees' baseline data, the research participants aimed to develop reward systems that incentivize positive behavior and decision-making while decreasing employee turnover.

Social Exchange Theory Fourth Component

According to social exchange theory, the value of rewards and the costs of obligations vary between people and can be influenced by individual experiences and backgrounds. The fourth component of the social exchange theory is the logic for determining the value of prizes and the cost of obligations. The findings of this qualitative multiple organization case study do not directly correlate the value perception of rewards and opportunity cost. The research participants described differentiating strategies to reduce employee turnover based on the variances of the feedback received from their employees and performance outcomes. The research participants communicated that implementing rewards would increase positive behavior and decision-making, as well as punishment that would deter unwanted behavior and decision-making. Figure 1 is a visual representation of the various strategies employed by the interviewed

leaders to successfully reduce employee turnover. The figure includes specific tactics and techniques to create a more positive and fulfilling work environment for employees, thereby improving retention rates and reducing overall attrition. This figure is a valuable resource for understanding the best practices and proven methods for addressing the issue of high employee turnover in the workplace.

Figure 1

Emergent Themes to Reduce Employee Turnover

Emerging Themes to Reduce Employee Turnover		
Description	Frequency	Percentage
Strategies		
Strategies - Professional Growth and Development	4	100%
Strategies - Executive Leadership Visibility/Team Meetings	4	100%
Strategies - Acknowledgement and Recognition	3	75%
Strategies - Communication /Seek Feedback	4	100%
Implementation		
Implementation - Team Communication	4	100%
Implementation - Adjust Based on Feedback	2	50%
Implementation - Training Communication	1	25%
Leadership Support		
Leadership Support - Created Time	3	75%
Leadership Support -Funded/Initiated Initiative	3	75%
Leadership Support - Created Urgency	2	50%
Leadership Support - Created Visibility	2	50%
Leadership Support - Coaching and Training	1	25%
Leadership Support - Lack of Care-Entry Level Employee	1	25%
Measure Success		
Measure Success - Quality of Feedback Increase	4	100%
Measure Success - Retention Increase	4	100%
Measure Success - Termination of Bad Apples	3	75%
Measure Success - Engagement Survey Score Increase	2	50%

Theme 1: Strategies

Drawing from the experiences of successful leaders who have reduced employee turnover, leaders of academic medical centers can positively impact the cost of turnover

while retaining an organization's most valuable assets. During my research, I posed six questions to participants in academic medical centers to uncover effective strategies for reducing employee turnover. The interviews yielded a wealth of information, including the following strategies: (a) increasing executive leadership visibility and team meetings, (b) providing employer-funded opportunities for professional growth and development, (c) improving communication and seeking feedback from associates, and (d) acknowledging and recognizing employee performance contributions. All participants identified increasing leadership visibility, implementing growth and development programs, and routine communication through various channels while seeking employee feedback as strategies that decreased employee turnover (100%, $n = 4$). Most participants also agreed that acknowledging and recognizing team and individual performance outcomes was a successful strategy for reducing turnover (75%, $n = 3$). Table 1 is a clear and easy-to-understand visual representation of the frequencies at which leaders used different strategies to reduce employee turnover. The table includes valuable insights into the most popular strategies employed, allowing readers to understand the relative effectiveness of each strategy. The information presented in the table can inform future decision-making processes and develop effective retention strategies that best suit the needs of an organization.

Table 1

Strategies Implemented to Reduce Employee Turnover Subtheme Frequencies

Strategies Subthemes	Frequency	Percentage
Executive Leadership Visibility/Team Meetings	4	100%
Professional Growth and Development	4	100%
Communication/Seeks Feedback	4	100%
Acknowledgment and Recognition	3	75%

Leadership Visibility/Team Meetings

RP001 aimed to break down organizational barriers by inviting senior and executive leaders to attend associates' team meetings. RP001 reported that after several months of having an executive leader attend at least bimonthly, employees began to express positive sentiments towards leadership. RP002 highlighted their executive leadership team's dedication to increasing employee interactions, which reduced turnover rates. RP002 shared that the leadership team demonstrated care and concern by investing time in conversations with all levels of employees. RP002 explained that during these interactions, the team would discuss ways to improve operations and team engagement. However, RP002 acknowledged that there were some trial-and-error experiences in the process of engaging with employees. RP002 noted:

Initially, no one was talking, but the executive and senior leaders would jump in to ask a question, and the room would quiet again. Over four months, a shift occurred, and one person after another began asking questions and giving the executive leadership team feedback. At the end of a hall-style meeting, an executive leader asked the audience what had changed to allow them to start

talking. A young gentleman stood up and responded that you constantly attended our meetings. We started believing that you cared about our thoughts and feelings.

During their account of past experiences, RP002 shared valuable information and actively engaged with employees to obtain feedback. RP002 communication was transparent, capturing employees' attention and creating an environment where their opinions mattered.RP002 communication was explained as transparent and captured their team's attention, creating an environment where employees felt that their opinions mattered. Two participants in the research disclosed that meetings were held with multiple levels of employees within their organization. RP003 discussed the process of having over thirty monthly meetings with individual employees and their direct reporting team, deliberately using the forums to increase executive leadership visibility, and inviting peers to address employees. RP003 emphasized the importance of ensuring the team meeting environment was comfortable and not nervous. RP003 explained how their C-suite leaders routinely met to share information about their teams' achievements and opportunities for improvement, presenting this information to their teams to drive value within the organization. RP003 also spoke of senior leaders hosting strategy sessions that included team-building retreats and planning time, which helped to reduce employee turnover. The organization that owns RP003 holds biannual conferences for managers and executives to increase leadership visibility and provide networking opportunities for employees.

Communication and Seeking Feedback

During the interview, all four leaders provided valuable insights into effective communication and feedback-seeking strategies that can help reduce employee turnover.

However, RP001 stood out with their enthusiasm while discussing the importance of communicating with employees and seeking feedback. RP001 highlighted the importance of effective leadership, which involves actively seeking feedback from others. By proactively seeking feedback from colleagues, mentors, and team members, a leader can gain valuable insights into their strengths and weaknesses and identify areas for improvement. This feedback seeking approach can help a leader to develop and grow in their role, build stronger relationships with their team, and contribute to the success of their organization. RP001 stated that effective leadership requires frequent feedback-seeking and cannot wait for it to come to you. To cultivate a supportive work environment, RP001 hosted monthly town hall-style meetings to keep employees informed about company updates and gather feedback from them. RP001 had one-on-one meetings with their direct report employees to gain insights into their front-line employee experience and address their concerns. One of the key takeaways from RP001's approach is the belief in the power of frequent feedback-seeking to address any issues and improve employee retention. RP001 mentioned that team meetings were a popular feedback-seeking approach among the leaders in this study. Overall, RP001's communication and feedback-seeking strategies effectively reduce employee turnover. Their focus on frequent feedback-seeking and creating a positive work environment could be a notable example for other leaders looking to improve their leadership skills.

During the meeting, RP002 emphasized its commitment to addressing employee turnover by utilizing employee engagement feedback. RP002 company's leader believed that the best way to uncover the root cause of employee turnover is by listening to their employees' feedback. To ensure the feedback is used effectively, the RP002 leader

facilitates meetings to teach other leaders how to interpret and utilize the data collected from employee engagement surveys. This approach allows leaders to make informed decisions that positively impact employee satisfaction and retention. RP003 highlighted the significance of regularly seeking feedback from employees and their direct reports. RP003 emphasized the importance of monthly meetings to discuss the team's satisfaction levels, potential organizational changes, and team acknowledgments. By doing so, RP003 believes the organization can create a culture of open communication and continuous improvement. Additionally, RP003 mentioned that these meetings should be collaborative and provide a platform for employees to voice their opinions and suggestions. RP003 believes that soliciting feedback and holding regular meetings can help the organization identify areas for improvement and create a positive work environment for all employees. RP003 intentionally seeks input from employees regarding (a) what employees were satisfied with, (b) what organizational changes the employees would make, (c) and if there were employees leaders should acknowledge.

RP004 stressed the value of listening and understanding their teams, even when leaders cannot meet all their needs. RP004 spoke passionately about the impact of transparently sharing information with employees and creating experiences that foster trust. RP004 highlighted the importance of seeking feedback to gauge the effect of the employee experience. RP004 relayed the importance of considering the experiences that leaders created for employees and the potential impact on employee turnover. Based on my research, receiving feedback can lead to better performance and make employees feel valued. Leaders can shape employees' experiences by their actions and behaviors. By creating a positive experience, job satisfaction and retention can be increased.

Professional Growth and Development

The research participants shared insightful feedback regarding utilizing professional growth and development opportunities to reduce employee turnover effectively. RP001 conveyed that implementing a career ladder system within their department decreased employee turnover, enabling employees to broaden their expertise and progress within the organization. Meanwhile, RP002 highlighted the positive influence of employer-funded continuing education and development opportunities in mitigating employee turnover. RP002 communicated:

Employees often became stagnant because of their perspective and skill set. The executive leader conducted a survey to determine how leaders could increase employee engagement. RP002 learned from the results that employees desired professional development but could not afford the associated cost.

RP002 revealed that during a recent employee feedback session, many expressed appreciation for the organization's support in their professional development. This research finding shows that employees felt that having their employer cover the expenses for their development showed the organization's commitment to their career growth and upward mobility within the company. RP003 shared an example of how the organization supports employee development by allowing them to work on projects outside their typical responsibilities. These projects are designed to challenge employees and help them acquire new skills, which benefits the employees and contributes to the organization's success.

This qualitative multiple organization case study research confirms that when organizational leaders provide opportunities with a positive perception, it encourages

employees to expand their skill sets and take on new challenges, which helps them grow professionally. RP004 provided a detailed account of their organization's approach toward creating employee professional growth opportunities. The organization has initiated the development of a career ladder, offered cross-training, and implemented a succession plan. The executive leadership team has promoted succession planning and encouraged discussions on who is best suited to take on leadership roles in the future. RP004 relayed that the organization's leaders have assisted employees in identifying areas for professional development and have prioritized providing training and development opportunities to boost employees' chances of securing promotional opportunities as available. The organization's commitment to employee growth and development is evident in its culture, which fosters an environment of continuous learning and development.

According to RP004, employees value being part of a team committed to their professional development, even if employees are unaware of being part of a succession plan conversation. The organization's commitment to developing employees' skills and promoting them internally is a significant value proposition. My research results assess that employees who receive such support from their employers are more likely to be engaged and satisfied, leading to higher retention rates. In conclusion, RP004 provided an in-depth account of how their organization is dedicated to creating employee professional growth opportunities. My research findings show that organizations with an initiative-taking approach toward succession planning and career development create a culture that promotes continuous learning and development, which is valuable to employees.

Acknowledgment and Recognition

During this qualitative case study of an organization, many participants shared impactful stories about the positive effects of recognizing and acknowledging employee achievements. One participant, RP001, provided a detailed account of successfully implementing a non-monetary employee incentive program. This program involved regular team meetings focused on recognizing individual and team contributions, followed by celebratory team lunches. The research findings highlighted the importance of employees feeling valued and revealed that the organization's success in reducing turnover was attributed to the emphasis on employee recognition. Using this strategy to increase employee retention can help foster a greater sense of community and motivation among employees.

RP002 stressed the importance of acknowledging and recognizing employees' contributions in the workplace. According to RP002, such recognition is crucial and should be considered a top priority by leaders. RP002 went as far as to compare it to the necessity of making oneself available for a meeting with one's boss. RP002 emphasized that leaders should make acknowledgment and recognition a natural part of their communication with employees. This means that leaders should take the time to send personalized messages, recognizing each employee's specific contributions. RP002 explained that employees who feel appreciated and acknowledged are more likely to be motivated, productive, and engaged in their work. This research proves that leaders should aim to create a workplace recognition and appreciation culture. Leaders should encourage employees to recognize and appreciate each other's contributions. Leaders should lead by example and regularly acknowledge their team's contributions. By doing so, leaders can create a positive work environment that fosters success and growth for

both the individual employee and the organization. During the interview, RP003 highlighted the importance of acknowledging and recognizing employees' contributions in reducing employee turnover. RP003 pointed out that recognizing and acknowledging employee success is crucial in fostering a sense of value and purpose among employees, leading to higher job satisfaction and better performance. Moreover, it ties individual and team contributions to achieving organizational goals, creating a sense of alignment and shared purpose. According to this research study, organizations can cultivate a culture of excellence and continuous improvement among their employees by acknowledging and rewarding desired behavior and performance outcomes. This qualitative multiple organization case study research concludes that this can be achieved by providing employees with clear guidelines and expectations, offering constructive feedback and growth opportunities, and recognizing and rewarding exceptional performance.

The study's findings also suggest that a positive perception of organizational commitment can significantly impact employee motivation, engagement, and satisfaction. When employees feel their contributions are valued and appreciated, employees are more likely to feel a sense of belonging and commitment to the organization. Creating a work culture that recognizes and celebrates employee contributions can benefit the organization, such as increased productivity, improved morale, and decreased turnover rates. It is, therefore, essential for organizations to prioritize the recognition and acknowledgment of their employees' contributions and to create a positive work environment that fosters collaboration, creativity, and innovation. By doing so, organizations can create a successful and sustainable workplace for their employees.

Connection to the Conceptual Framework and Current Literature

This study is a comprehensive qualitative analysis of multiple organizations grounded in the social exchange theory. The social exchange theory provides a conceptual framework for analyzing and understanding how reciprocal behavior and gratification extensions influence human actions and responses. According to the research conducted on social exchange theory, it has been observed that an individual's actions are often influenced by their perception of the potential reward and how valuable it is to them. It is also noted that they tend to evaluate the potential cost or debt involved before making a decision. Kokkula (2020) and Sabatelli and Shehan (2009) delved into the intricacies of social behavior by analyzing the give-and-take nature of rewards and costs in social interactions. They explained how individuals' social behavior is shaped by the rewards they receive for their actions and the costs they may incur. The exchange of rewards and costs plays a pivotal role in determining how individuals interact with others, and understanding this dynamic is crucial for developing a comprehensive understanding of social behavior. The founder of the social exchange theory explored how individuals' actions and responses were influenced by their perception of the value and potential debt of the reward. The theory proposes that increasing interactions can lead to positive outcomes and minimize negative value perceptions. Therefore, positive experiences with leaders lead to positive outcomes and minimize negative value perceptions. Recent research indicates that the perceived balance of benefits and losses impacts decision-making. In the academic healthcare industry, retaining top talent is essential, as turnover can drive up financial costs significantly. The research participants in this study highlighted the impact of executive leadership's investment in time and routine meetings on employee turnover. The study participants emphasized the importance of executive

leadership's investment in time and routine meetings in reducing employee turnover. The findings of this study align with the social exchange theory, highlighting the significance of positive experiences with leaders in shaping how employees respond. Furthermore, the perceived equilibrium of benefits and losses impacts decision-making. Therefore, creating a work environment that fosters positive experiences with leaders to minimize negative value perceptions and retain top talent in the academic healthcare industry is essential.

When individuals establish meaningful connections with their colleagues, receive recognition for their efforts, and work together towards a common objective, employees often experience a profound sense of fulfillment. Research has shown that our happiness is significantly influenced by our actions and experiences in social contexts, known as the social exchange theory (Yazdan et al., 2022). Effective communication and employee feedback are crucial components that directly impact employee retention (Saleh et al., 2022). However, it can be pretty challenging to meet the communication needs of a diverse workforce, as different employees value different forms of communication (Gergen et al., 1980). Therefore, it is vital to solicit employee feedback to ensure that communication is effective and well-received by all employees. It is important to note that social interactions come with a cost, affecting the perceived value of the exchange between employers and employees. As such, leaders must prioritize communication between themselves and their employees. The results of a qualitative multiple organizational case study revealed that effective communication significantly reduces employee turnover. This highlights the importance of communication between leaders

and employees and its impact on employee retention, especially in organizations with diverse workforces.

In today's workplace, employee retention and satisfaction are critical concerns for employers. Effective communication and employee feedback are two essential elements that contribute significantly to achieving these objectives. Recent research has shown that social interactions and recognition are crucial in fostering a sense of fulfillment among employees (Yazdan et al., 2022). However, meeting the communication needs of a diverse workforce can be challenging for organizations. Therefore, it is essential to solicit employee feedback to ensure effective communication (Gergen et al., 1980). Employers must recognize the impact of the cost of social interactions on the perceived value of the exchange between employers and employees. The results of a qualitative multiple organizational case study have shown that effective communication between organizational leaders and employees positively links with employee retention. Therefore, organizational leaders must prioritize effective communication strategies to create a healthy and productive work environment. By prioritizing effective communication strategies, organizational leaders can create a workplace where employees feel valued and heard. It can foster a sense of belonging and commitment to the organization, increasing employee satisfaction and retention. Therefore, organizations must recognize the importance of communication and feedback in creating a healthy and productive workplace culture.

The research findings show the benefit academic healthcare center leaders can achieve when they tailor employee development and growth opportunities to what their employees perceive as valuable to reduce employee turnover and maintain their

institutional knowledge. The social exchange theory considers numerous factors that influence an individual's actions and reactions, including their perception of the value of rewards and potential debt (Kokkula et al., 2020; Sabatelli & Shehan, 2009). Ertan and Sesen (2022) examined the relationship between employee turnover and perceptions of professional development. Their findings revealed a positive correlation between the perceived development benefits, growth, and retention. Additionally, the study showed that employee communication feedback and performance outcomes played a crucial role in reducing turnover rates. As a result of implementing retention strategies, participants reported increased employee productivity and engagement.

According to the principles of social exchange theory, employees tend to base their expectations of rewards on prior experiences. Academic healthcare leaders can foster a culture that promotes worker satisfaction by applying this theory to determine the perceived benefits. As one of the founders of this theory observed, receiving relationship benefits is contingent on providing rewards (Blau, 1964a). Acknowledgment and recognition are potent means of expressing gratitude to employees and can positively impact business outcomes (Chenevert et al., 2022). The social exchange theory is premised on the principle of reciprocation, with the value of social interactions driving decision-making and behavior (Vieira de Souza Meira & Hancer, 2021). Leaders who communicate appreciation, recognition, and acknowledgment can reduce employee turnover (Honda et al., 2022). Conversely, those who fail to express gratitude and relay value exchange perception can experience a lack of reciprocity and employee loyalty.

Theme 2: Implementation

Each research participant discussed finding and prioritizing the time to dedicate to implementing strategies to reduce employee turnover. RP004 relayed that implementing strategies to reduce employee turnover is an "evolving space that you never get done with." Each participant mentioned the importance of frequent and consistent team communication during the implementation phase (100%, $n = 4$). The use of communication to ensure employees understood the organization's mission and goals as a mode to receive feedback was a strategy each of the research participants used when implementing strategies to reduce employee turnover. RP001, RP002, RP003, and RP004 relayed taking steps to communicate with teams to get their feedback regarding the impact of strategies implemented to reduce employee turnover because the leaders believed "employees own what the employees help to create." RP003's priority during the implementation phase was ensuring associates felt comfortable "speaking up to communicate their opinions." RP004 deployed a monthly team newsletter focused on varying change efforts and discussed implementation initiatives during routine team meetings. Two research participants communicated adjusting strategies to reduce turnover during the implementation phase based on employee feedback (50%, $n = 2$). RP001 and RP002 indicated that they had frequent check-ins with their teams to determine the impact of strategies implemented on employee performance and behavior. RP001 and RP002 adjusted the strategy to align leadership's actions and expectations with employee's perception of value. Finally, RP001 highlighted the importance of increasing communication around implementation training, stating that a lack of training communication and engagement can lead to implementation sabotage.

Barriers to Implementing Strategies

During research for this qualitative multiple organization case study, various participants reported facing obstacles while trying to implement strategies meant to reduce employee turnover. RP001 indicated that human resource employee management policies and procedures are a significant barrier to effectively managing employee performance and productivity while implementing these strategies. It was stated that these policies and procedures are complex and challenging to navigate, making it difficult to achieve positive results. The individual shared an example of how a long-term employee lost their organizational time of service after accepting a promotional opportunity that was not a "union position" within the organization. This meant the employee's previous years of service were erased, and the employee had to begin from nothing. This research proves that creating promotional opportunities is a successful strategic plan to increase employee retention. However, this organization's policy made it difficult to retain employees seeking growth and advancement within the organization. RP001 suggested revising these policies and procedures to be more flexible and accommodating, which would benefit employees and the organization. In contrast to the challenges faced by some of the other teams, RP002 successfully implemented its strategies aimed at reducing turnover. This was made possible due to the unwavering support and sense of urgency communicated to them by the executive management team. The team members were provided with the necessary resources and guidance, enabling them to execute their plans smoothly without any hindrances. The research study's results support the idea that employees who receive rewards from their leaders can exceed their targets and achieve remarkable performance results.

RP003 and RP004 offered their help as resources to remove the barriers that leaders have reported. RP003 highlighted the importance of leaders communicating their ideas and finding alternatives to eliminate these barriers effectively. RP003 emphasized the need for leaders to engage with their teams and listen to their feedback to better understand employees' challenges. By doing so, leaders can find creative solutions to help remove the barriers and improve team performance. Meanwhile, RP004 identified funding as a significant obstacle to implementing strategies to reduce employee turnover. This individual stressed the importance of providing adequate financial resources to support the implementation of these strategies. RP004 also emphasized the need for leadership alignment in financing and allocating these resources. The findings from this research study show that having all leaders on board and working together can ensure that resources are being used effectively and efficiently to support the implementation of strategies that can reduce employee turnover. Overall, the insights shared in this qualitative multiple organization case studies can help leaders better understand employees' challenges and provide them with the resources needed to overcome these barriers.

Connection to the Conceptual Framework and Current Literature

The social exchange theory delves into the relationships leaders can share with their employees. Sungu et al. (2019) conducted a study that utilized this theory to examine the organizational relationships between leaders and subordinates. According to the social exchange theory, the relationship between an employer and an employee involves psychological and economic connections (K. Cook & Emerson, 1978). Silva et al. (2019) highlighted that leaders must comprehend the beliefs and opinions of their

subordinates to implement strategies that can effectively decrease employee turnover. With the changing work environment, leaders must employ strategies that are well-received by employees.

The perception of support between leaders and employees can foster a sense of loyalty and create significant value in the work environment. Table 3 provides an overview of the critical factors most likely to impact employee retention, as identified by the participants positively. The data in the table has been collated and organized comprehensively, which helps to provide a clear and concise understanding of the various sub-themes and their relevance to employee retention.

Table 2

Implementation Subtheme Frequencies

Implementation Subthemes	Frequency	Percentage
Team Communication	4	100%
Adjust Based on Feedback	2	50%
Training Communication	1	25%

Theme 3: Measuring Success

All four respondents noted that the key to measuring success was retaining their most engaged employees over time and receiving increased positive employee feedback (100%, n = 4). One of the respondents, RP001, analyzed employee turnover data to determine if it had decreased. RP001 also kept track of terminated employees since implementing initiatives to decrease employee turnover to ensure that the organization retained high performers and reduced "bad apples." RP001 stressed the importance of positive communication about the organization and collaboration amongst internal teams. RP001 stated, "you must look for the non-numerical measures". I wanted to hear team

members speak highly of their place of employment and the department. " RP002

emphasized the need to seek employee feedback to measure the success of strategies to

reduce employee turnover. RP003 accounted for employees leaving for several reasons. It

recalled collaborating with leaders to determine the actions that executive leaders would

support to maintain the top talent and turn those actions into a strategy. RP003 also

believed that measuring success included the organization's ability to recruit top talent,

stating, "It is essential for the organization to be known as a healthcare system people

want to work at."

Most research participants recalled measuring success by capturing the number of

"bad apples" that terminated because of strategies implemented to reduce employee

turnover (75%, $n = 3$). RP001 noted that "it may sound crazy to want employees to

terminate while trying to reduce employee turnover, but it is not. The caliber of

employees we want to maintain behave according to our code of conduct and are

engaged." RP002 noted the importance of maintaining employees that want to be a part

of the organization and believe in its mission and values". RP004 noted tracking the

termination of unproductive and disengaged employees. RP004 communicated believing

that eliminating disengaged employees increased employee morale because the "daily

negative energy was gone." Half of the research participants recalled measuring success

using employee engagement survey results (50%, $n = 2$). RP002 communicated that their

organization tracked success based on employee satisfaction results. RP002 and RP003

communicated an increase in the voice of the employee engagement survey results.

RP002 and RP003 remembered measuring success by capturing feedback from employee

surveys, word of mouth, interpersonal interactions, and departmental developed feedback forms.

Connection to the Conceptual Framework and Current Literature

The results of a recent study provide insights into how leaders can use the social exchange theory to measure their success in reducing employee turnover and improving employee perception in academic healthcare settings (Zakiah et al., 2022). The study highlights that effectively measuring the success of strategies aimed at reducing employee turnover in such settings requires leaders to draw conclusions based on several types of data (Zakiah et al., 2022). Based on the social exchange theory, people's actions are motivated by what they expect to receive in return (Blau, 1964a). Alolayyan and Alyahya (2023) found that enhancing employee engagement and retention positively impacts business operations. By using the social exchange theory in the work environment, leaders can improve retention and employee engagement and obtain better feedback on job satisfaction by enhancing the perception of the organization's value.

My research suggests that using social exchange theory can positively impact the work environment in academic healthcare organizations. This can increase retention, employee engagement, and the quality of feedback regarding job satisfaction. Table 4 visually presents the subthemes that leaders used to measure and evaluate the success of strategies to reduce employee turnover, making it easier for organizations to implement effective retention strategies. Overall, the study highlights the importance of using the social exchange theory to improve employee engagement and retention in academic healthcare settings and provides valuable insights for leaders in this field to develop

effective strategies for reducing employee turnover and enhancing organizational performance.

In Table 4, you can find a clear and concise visual representation of the subthemes and frequencies that the research participants used to measure success. It is a valuable tool that helps better understand the study results and how the participants perceived success. By examining the subthemes and frequencies identified, one can better understand the factors that contributed to the study's success. This information can help develop future research studies or programs to achieve success in similar contexts.

Table 3

Measuring Success Subtheme Frequencies

Measuring Success Subthemes	Frequency	Percentage
Retention Increase	4	100%
Quality of Feedback Increase	4	100%
Termination of Bad Apples	3	75%
Engagement Survey Score Increase	2	50%

Theme 4: Leadership Support

The research participants noted the organization's leadership support's impact on strategies to reduce employee turnover. Most of the research participants recalled leadership support through (a) funded initiatives, (b) creating visibility of initiatives to reduce employee turnover, (c) creating a sense of urgency to reduce employee turnover, (d) creating time through allocating resources to support reducing employee turnover (75%, $n = 3$). RP002, RP003, and RP004 communicated that their executive leadership teams allotted funding and led initiatives that positively impacted employee turnover. RP004 noted the importance of supporting and "spearheading the communication and

accountability efforts" for initiatives that reduced employee turnover. RP002, RP003, and RP004 explanations of leadership support included an executive leader announcing the strategies to reduce employee turnover to their leadership teams and a senior leader initiating communication with front-line employees to increase visibility and create urgency regarding the initiatives.

RP002, RP003, and RP004 recalled executive and senior leaders providing people resources with dedicated time to reducing employee turnover. The social exchange theory suggests that people are more likely to engage in positive behaviors when their efforts are being rewarded. When reducing employee turnover, leaders must create a rewarding experience for their employees. This can be achieved by providing necessary resources, setting clear expectations, and promoting communication and accountability. By promoting communication and accountability, employees feel more engaged and valued. The accounts from the research participants validate that employees are more likely to stay with their current employer as the employees perceive that their efforts are being recognized and rewarded. Effective communication also helps foster a positive work environment, which can lead to increased job satisfaction and a lower employee turnover rate. In addition, this research shows that leaders who dedicate time and effort to reducing employee turnover are more likely to see positive results. The research findings highlight the need for leaders to take responsibility for identifying the underlying causes of employee turnover and taking necessary measures to address them. This can involve implementing new policies or procedures, providing training and development opportunities, or offering incentives for employees who meet specific performance standards.

As part of the research study, one of the participants emphasized the importance of coaching and training front-line leaders to support efforts to reduce employee turnover. RP004's insights were precious regarding experience in coaching team members to think about obstacles that hinder engagement with employees in a more comprehensive way. RP004 trained leaders to solve these obstacles and taught them the importance of collaborating to achieve a common goal. According to RP004, front-line leaders who understood strategies to reduce employee turnover could better connect with the organization's mission and the bigger picture. To improve front-line employees' leadership outcomes and minimize employee turnover, RP004 utilized scenario-based leadership coaching and training methods. RP004 demonstrated the importance of effective communication, team-building, and other essential leadership skills through these methods. These skills proved critical in fostering a sense of ownership and accountability among front-line leaders, who were then able to create a more supportive and engaged work environment. However, another research participant (n = 1) noted the lack of leadership support for strategies to reduce employee turnover.

RP001 felt that more support was needed from senior or executive leaders to implement plans to reduce employee turnover successfully. RP001 believed that the lack of support was because senior or executive leaders did not value entry-level service positions, which were particularly vulnerable to high turnover rates. According to RP001, the perceived lack of value for entry-level positions also affected the visibility into the value of entry-level job functions that supported hospital operations. This lack of visibility was a significant obstacle to creating meaningful organizational change. The themes within this research study affirm the importance of providing growth and

development opportunities to employees to develop skills and progress within the organization. Employee turnover can significantly impact an organization, including decreased productivity, higher recruitment costs, and reduced employee morale. To address these challenges, leaders should be equipped with a multifaceted approach to reduce employee turnover effectively. One of the key ways to decrease employee turnover is to promote effective communication and accountability in the workplace. Leaders should encourage open and honest communication between employees and management, provide feedback, and offer opportunities for employees to voice their concerns and ideas. This can help build trust and improve job satisfaction, which, in turn, can reduce employee turnover. Providing necessary resources and growth and development opportunities is another critical strategy for reducing employee turnover. Leaders should ensure employees can access the tools, training, and other resources to perform their jobs effectively. Additionally, providing opportunities for growth and development can help employees feel valued and invested in their jobs, increasing job satisfaction and reducing turnover.

Finally, leaders should dedicate time and effort to creating a positive work environment. This can include creating a culture that values diversity and inclusion, offering competitive compensation and benefits packages, and promoting work-life balance. By creating a positive work environment, leaders can help employees feel supported and engaged, reducing turnover and promoting overall organizational success. In conclusion, reducing employee turnover is a complex process that requires a multifaceted approach. By promoting communication and accountability, providing necessary resources and growth and development opportunities, and creating a positive

work environment, leaders can reduce employee turnover and create a workplace that fosters employee retention, job satisfaction, and overall organizational success.

Employee Benefits

I reviewed public organizations' benefits and employee management policies. The organizations that employed each leader during the research interviews had similar employee health insurance, employee well-being, and employee educational benefits that were free or at a minimal cost. The research participant's organizations offered each organization employee healthcare, behavioral health, vision, and dental insurance. Each organization provided employees with free short-term disability insurance, short-term therapy services, lifestyle and life management courses, and support groups. The organizations all provided retirement plans and optional retirement savings plans. The organizations offered employer-funded development opportunities and tuition and certification reimbursement. Leaders can increase the perception of the value of employment within academic healthcare organizations by ensuring subordinates know and leverage employment benefits to enhance their professional and personal endeavors.

Connection to the Conceptual Framework and Current Literature

The social exchange theory is based on the premise that interpersonal interactions involve non-monetary rewards that allow leaders to add value to their organizations through time, meeting consistency, recognition of employee performance and productivity, and other organizational benefits. In contrast, business structures typically involve a trade-off of physical rewards, such as monetary compensation, promotions, and other benefits in the workplace. These rewards are intended to motivate employees to perform at their best. However, research has shown that employees tend to reciprocate

loyal behavior when they perceive that the rewards are in their favor. Studies have shown that demonstrating appreciation for employees often leads to positive changes in their behavior, increased engagement, and improved performance outcomes. For example, leaders who take the time to acknowledge employee accomplishments and contributions to the organization are likelier to foster a sense of loyalty and commitment among their staff. This, in turn, can lead to increased job satisfaction, higher levels of motivation, and a greater willingness to go beyond their work. Moreover, Tews et al. (2020) demonstrated the effectiveness of the social exchange theory in predicting employee turnover intentions and organizational commitment by examining its attributes. By understanding the factors that drive employee turnover and organizational commitment, leaders can develop strategies to reduce turnover and improve retention rates. For instance, leaders in academic healthcare organizations have successfully reduced employee turnover by implementing approaches aligned with the principles of the social exchange theory.

Table 5 visually represents the leadership support subthemes and the use of each subtheme. The table shows how different leadership approaches can be used to support the principles of the social exchange theory and foster a positive work environment that promotes employee engagement, loyalty, and commitment. By understanding the importance of social exchange theory in the workplace, leaders can create a more productive and sustainable work environment that benefits the organization and its employees. Table 5 provides a clear and concise visual representation of the frequency of subthemes related to leadership support that have been identified as effective in reducing employee turnover based on the experiences reported by the research participants. The subthemes represent a range of strategies and approaches that leaders can adopt to

support and retain their employees, including providing opportunities for professional growth and development, offering flexible work arrangements, recognizing and rewarding employee contributions, and fostering a positive and inclusive workplace culture. By analyzing the data presented in Table 5, organizations can gain valuable insights into the specific leadership practices that are most effective in reducing employee turnover and improving overall employee satisfaction and retention.

Table 4

Leadership Support Subthemes

Leadership Support Subthemes	Frequency	Percentage
Funded/Initiated Initiative	3	75%
Created Visibility	3	75%
Created Urgency	3	75%
Created Time	3	75%
Coaching and Training	1	25%
Lack of Support-Entry-Level Employees	1	25%

Applications to Professional Practice

The results of the case studies conducted by multiple organizations have shown a strong correlation with the components of the social exchange theory. The social exchange theory is a theoretical framework based on the principle that individuals will make rational decisions and use their past experiences and expectations to perceive value and make decisions (Ren & Ma, 2021). Social exchange theorists suggest that people engage in social interactions that are beneficial to them and evaluate each interaction by associating a value and a cost to it (McLeod et al., 2021). The social exchange theory assumes that people have different perceptions of the value and cost of social

interactions, which can lead to different outcomes based on their individual experiences and expectations.

Furthermore, this theory posits that people will engage in social interactions that offer them the most value while minimizing cost. In this qualitative case study involving multiple organizations, the leaders made decisions based on their years of experience observing and attempting to predict human behavior and responses. Leaders can use the social exchange theory to understand the value and cost of each social interaction and make decisions that benefit their organization. The leaders' experiences, coupled with their understanding of the social exchange theory, can help them make rational decisions based on realistic expectations and perceptions of the value and cost of social interactions within their organization.

The professional practice application is designed to help leaders of academic healthcare centers reduce employee turnover. This is a crucial issue for healthcare centers as high employee turnover can lead to challenges such as decreased productivity, increased overhead costs, and knowledge loss. The application provides leaders with valuable tactics that can help them reduce employee turnover and increase net profits. Healthcare centers can improve their business operations and boost their performance by implementing these tactics. The application's effectiveness has been backed by a recent qualitative case study that involved multiple healthcare organizations. The study found that reducing employee turnover can lead to peak performance, lower overhead costs, and knowledge sharing. The findings of this study can be highly beneficial to academic healthcare center leaders as the results allow leaders to learn from the experiences of other leaders who have successfully reduced employee turnover. Overall, the professional

practice application and the insights gained from the study can help academic healthcare centers improve their business operations and create a positive work environment for their employees. By taking proactive steps to reduce employee turnover, healthcare centers can increase their net profits and create a sustainable business model. The ever-changing business environment increases the need for leaders to possess the skills necessary to engage and retain their workforce.

The findings of this qualitative multiple organization case study established that academic healthcare center leaders could reduce employee turnover through (a) strategies, (b) implementation, (c) measuring success, and (d) leadership support. The research participants were successful in reducing employee turnover by (a) increasing executive leadership visibility and use of team meetings, (b) offering professional growth and development opportunities, (c) increasing communication and seeking feedback from associates, (d) acknowledgment and recognition of performance impact, (e) measuring turnover by retention of engaged employees, and termination of "bad apples," (f) increase in positive employee feedback, (g) executive and senior leader support of employee engagement initiatives through funding, initiation of strategies, creation of visibility, urgency and time. One key strategy was to increase executive leadership visibility and hold regular team meetings. This helped to create a sense of community and foster open communication between team members and leaders. Additionally, offering employees professional growth and development opportunities helped increase job satisfaction and engagement levels. Another effective strategy was to improve communication and seek feedback from associates. Providing regular feedback and creating an open communication culture helped build trust and strengthen relationships between

employees and their leaders. Additionally, acknowledging and recognizing reliable performance helped to boost morale and motivation. The study also found that measuring turnover by retaining engaged employees and terminating "bad apples" was an effective way to reduce employee turnover rates. Leaders created a more positive and productive work environment by focusing on retaining top-performing employees and removing those who were negatively impacting the team. Other strategies that were found to be effective included receiving more positive employee feedback and receiving executive and senior leader support for employee engagement initiatives through funding, the initiation of strategies, and the creation of visibility, urgency, and time. These findings suggest that reducing employee turnover rates in academic healthcare centers requires a multifaceted approach that includes leadership support, effective communication, professional development opportunities, and a focus on retaining top-performing employees.

The information discovered during the interviews with the research participants explained how intertwining the social exchange theory and strategies to reduce employee turnover yielded a leadership outcome for subordinates that increased engagement and reduced employee turnover. The social exchange theory allows leaders to anticipate the value employees will receive and the potential impact on their performance and productivity (Xu et al., 2022). Unilaterally, the research participants accounted for experiences with deliberately implementing programs throughout the organizations that increased leadership visibility and communication through team meetings and company retreats. Wang et al. (2022) noted that employees who interacted with leaders by giving feedback were often more innovative and productive and made invaluable contributions

to business practices. The research participants provided practical strategies to reduce employee turnover, such as increasing interactions with subordinates and receiving feedback regarding improvements and what is going well within the organization to increase the perception of organizational value.

The information discovered during the interviews with the research participants explained how intertwining the social exchange theory and strategies to reduce employee turnover yielded a leadership outcome for subordinates that increased engagement and reduced employee turnover. The social exchange theory allows leaders to anticipate the value employees will receive and the potential impact on their performance and productivity (Xu et al., 2022). Unilaterally, the research participants accounted for experiences with deliberately implementing programs throughout the organizations that increased leadership visibility and communication through team meetings and company retreats. Wang et al. (2022) noted that employees who interacted with leaders by giving feedback were often more innovative and productive and made invaluable contributions to business practices. The reciprocation from interactions between leaders and subordinates links to the attributes of the social exchange theory. The research participants provided practical strategies to reduce employee turnover, such as increasing interactions with subordinates and receiving feedback regarding improvements and what is going well within the organization to increase the perception of organizational value.

The findings of this research study included implementing strategies that created professional growth and development opportunities for employees. Galuska et al. (2023) noted that leaders must apply a strategic approach to increase employee engagement and retention and decrease the cost associated with employee turnover. Such strategies

included alternative role assignments, stretch performance goals, and promotional opportunities based on past and current performance (Galuska et al., 2023). Participants of this research study noted that acknowledgment and recognition impacted employee turnover within academic healthcare center environments. Honda et al. (2022) research reported the impact of recognizing performance achievements within the workplace as a tangible way to boost morale and engagement. This research study provides robust evidence that acknowledging and rewarding employee performance outcomes can significantly contribute to an organization's success in achieving its goals. Through a carefully designed performance management system that recognizes and incentivizes high performers, companies can motivate their employees to go beyond their job requirements, resulting in improved productivity, quality of work, and overall employee satisfaction. Furthermore, the study highlights the importance of establishing clear performance metrics and goals that align with the organization's strategic objectives and providing timely and constructive feedback to employees to help them continuously improve their performance. Overall, the study emphasizes the significance of performance management practices in driving organizational success and acknowledging and rewarding employee contributions to achieve it.

Implications for Social Change

Reducing employee turnover allows academic healthcare centers to escalate social change by increasing funding for public health outreach programs that can impact the local community and employees. Academic healthcare centers employ medical personnel who can help communities in their demographic area by offering free access to diagnostic testing, prevention screenings, care, and self-help classes to teach people how to make

healthier choices. Urban community residents lack medical insurance and access to the resources the community residents need to live a healthy lifestyle (Koempel et al., 2022). The findings of this qualitative multiple organization case study can increase the availability of healthcare resources and education in urban communities that can improve the quality of life for community residents. Research has shown that free mobile testing, treatment, and healthy lifestyle education and resources positively impact health outcomes within resident communities (Sun et al., 2023). Increasing healthcare education and resources can positively impact employees, their families, their lives, and their surrounding communities (Liu & Varshney, 2020). Reducing the cost associated with employee turnover within academic healthcare center business operations yields higher funding for community outreach.

Decreasing employee turnover can also directly impact communities by reducing the number of unemployed community members. The loss of employment affects individual households and the volume of economic revenue that funds other employment within local communities (Lawes et al., 2022). Access to employment and the ability to generate income increases the opportunity for families to live and foster the community environment that creates safe neighborhoods. An increase in unemployment can damage the quality of life for community members (Lawes et al., 2022). Ensuring the reduction of employee turnover costs through strategies outlined in this case, the study can contribute to the community by increasing healthcare resources and employment, which will positively impact community members' lives.

Recommendations for Action

Academic healthcare centers can benefit from developing and implementing strategies to reduce employee turnover. Academic healthcare organization leaders can improve patient care, retain their employees, and maintain institutional business knowledge. This study was conducted across multiple organizations, and its findings can equip leaders with the necessary strategies to minimize employee turnover. The specific business problem is that some academic healthcare center leaders lack strategies to reduce employee turnover. The findings of this multiple organization case study can equip leaders with strategies to reduce employee turnover. The below research findings are the recommendations I offer to aid academic healthcare organizations in reducing employee turnover:

1. Increase executive and senior leadership visibility within the organization, ensuring a platform with all levels of personnel through team meetings, town-hall meetings, and virtual meetings to receive feedback and increase communication. Seek employee input regarding accomplishments, challenges, resource needs, and opportunities for improvement and create a comfortable environment for knowledge sharing.

2. Executive leaders must take responsibility for providing funding, creating visibility, a sense of urgency, and the time necessary for leaders within the organization to spend on initiatives to reduce employee turnover. Executive leadership's commitment to reducing employee turnover can be felt throughout the organization as they dedicate their time and energy to initiating and supporting initiatives.

3.   Intentionally create dynamic training and development programs, growth opportunities, and internal succession plans to increase employees' skills, knowledge, and abilities while creating opportunities for internal promotions. Creating growth and learning opportunities can escalate the mindfulness of a rewarding culture and the investment in improving employees' agility and decreasing employee turnover.

4.   Standardize and fund an acknowledgment and recognition program that rewards tenure and performance outcomes. Rewarding and acknowledging employees for milestone years of service and developing a pay-for-performance structure can incentivize employees to meet and exceed performance criteria(s).

5.   Increase awareness of employee benefits such as tuition reimbursement/advancement, certification, continuing education funding, membership contributions, and corporate discount programs.

The findings of this case study will be disseminated by providing executive summaries to the research participants and allowing the research participants to forward the executive summary to their colleagues. The research findings will be available to future doctoral program students through Walden University's ProQuest dissertation database.

This qualitative multiple organization case study aimed to discover strategies academic healthcare center leaders used to reduce employee turnover. To learn from the past experiences of academic healthcare leaders, I interviewed four executive and senior leaders within the East Coast of the United States with successful experience in reducing employee turnover. To address the issue of participants' limited ability to recall the step-by-step details related to the strategies implemented to reduce employee turnover, it is

recommended that future researchers obtain approval to review internal documents related to the strategies. These documents may include reports, memos, and other records that provide insight into the strategies used, the process of implementation, and the outcomes achieved. In addition, to address the second limitation of participants' ability to recall process failures, future researchers should obtain approval to interview all the leaders who implemented the strategies to reduce employee turnover. These interviews can provide valuable insights into the challenges faced during the implementation process, the factors contributing to its success, and the lessons learned. Finally, to advance future research studies on lowering employee turnover within academic healthcare centers, it is recommended that researchers receive approval to interview employees who worked directly or indirectly for the leaders who implemented the turnover reduction strategies. These interviews can provide a more comprehensive understanding of the impact of the strategies on employees, including their satisfaction with their jobs, their motivation to stay, and their perceptions of the organizational culture. By taking these steps, future research studies can overcome the limitations related to participants' ability to recall the details of turnover reduction strategies and provide a more complete picture of the strategies' effectiveness and impact on employees.

Recommendation for Future Research

In academic healthcare centers, employee turnover is a concern that requires urgent attention. It is crucial to devise effective strategies to address this problem and ensure that patients and employees benefit from the continuity of care and the preservation of institutional business knowledge. However, some academic healthcare center leaders lack such strategies, exacerbating the problem. Therefore, there is a

pressing need to conduct a comprehensive case study that can offer valuable insights and equip these leaders with practical methods to curb employee turnover. The findings of this case study can provide a roadmap for academic healthcare centers to create a positive and supportive workplace culture that fosters employee loyalty and engagement, which are essential for the organization's success. The below research findings are the recommendations I offer to aid academic healthcare organizations in reducing employee turnover:

1. To improve communication and engagement among employees, it is important to increase the visibility of executive and senior leadership within the organization. This can be achieved through various methods, including regular team meetings, town hall meetings, and virtual meetings. These meetings should allow employees to share their thoughts and ideas and for leaders to provide updates on the company's progress and goals. In addition to these meetings, creating a comfortable environment for knowledge sharing is important. This can be done by encouraging employees to share their experiences and expertise and fostering a culture of open communication and collaboration. To ensure that everyone has a chance to be heard, it is important to actively seek input from employees regarding their accomplishments, challenges, resource needs, and opportunities for improvement. This can be done through surveys, suggestion boxes, or one-on-one employee conversations. By soliciting feedback and acting based on it, leaders can demonstrate their commitment to creating a positive and productive workplace. Ultimately, organizations can foster a more engaged

and productive workforce by increasing the visibility of executive and senior leadership and creating a culture of open communication and collaboration.

2. Reducing employee turnover is a critical goal for any organization. However, achieving this objective requires a concerted effort from all levels of the organization. Executive leaders play a crucial role in this regard. Senior leaders must take responsibility for providing adequate funding, creating visibility, and instilling a sense of urgency to reduce employee turnover. To achieve this goal, executive leaders must ensure that leaders within the organization are adequately supported with the time and resources necessary to focus on initiatives to reduce employee turnover. This commitment can be seen and felt throughout the organization as leaders dedicate their time and energy to initiating and supporting such initiatives. Moreover, the executive leadership's commitment to reducing employee turnover can profoundly impact the organization's overall success. When employees feel valued, supported, and respected, they are likelier to remain with the organization and contribute positively to its growth and success. Therefore, executive leaders must prioritize reducing employee turnover and provide the necessary support to achieve this goal. By doing so, leaders can create a culture of success and growth within the organization, leading to long-term success and sustainability.

3. Creating dynamic training and development programs, growth opportunities, and internal succession plans should be a priority for companies looking to invest in their employees. These initiatives can help increase employees'

skills, knowledge, and abilities while providing opportunities for internal promotions. By offering such growth and learning opportunities, companies can create a culture that values employee development and invests in their workforce. Additionally, providing employees with opportunities for growth and development can lead to increased mindfulness and job satisfaction. Such initiatives can also help to improve employees' agility and reduce employee turnover. Companies prioritizing training and development can create a workforce better equipped to meet the challenges of a rapidly changing business environment. Internal succession plans can also be a key component of a company's talent development strategy. Companies can ensure a steady supply of qualified and capable leaders by identifying and grooming employees for leadership positions. This can help to mitigate the risks associated with leadership transitions and enable companies to maintain their competitive edge. In summary, creating dynamic training and development programs, growth opportunities, and internal succession plans should be a key priority for companies looking to invest in their employees and create a culture of growth and development.

4. To improve employee performance and retention, it is recommended to implement a standardized acknowledgment and recognition program. This program should aim to reward employees for both their tenure and performance outcomes, as employees who feel valued and recognized are more likely to stay with their organization and perform at their best. The acknowledgment program can be structured to reward employees for

milestone years of service, such as 5, 10, or 20 years. Additionally, the program can include a pay-for-performance structure that incentivizes employees to meet and exceed performance criteria. This pay-for-performance structure can be based on objective metrics such as sales targets, customer satisfaction scores, or project completion rates. By implementing this program, organizations can create a culture of recognition and incentivize employees to improve their performance continuously. Proper recognition can also boost employee morale and motivation, improving overall job satisfaction and engagement.

5. One of the key areas that the company can focus on to enhance the employee experience is improving awareness of the available benefits. Specifically, the organization can promote the various employee benefits that can help employees advance in their careers. These benefits include tuition reimbursement, which can help employees pursue further education and skill development; certification programs, which can help employees gain recognition for their expertise in their field; continuing education funding, which can provide financial support to employees for attending conferences, seminars, and other educational programs, as well as corporate discount programs that can help employees save money on various products and services. Additionally, the company can encourage employees to contribute to membership programs that can help them network with others in their industry and stay updated on the latest trends and developments. Overall, by promoting these benefits, the company can help employees feel more valued

and supported, leading to improved job satisfaction, retention rates, and overall business success.

Once the case study is completed, the findings will be disseminated to all research participants, including those who participated and contributed to the research. The participants will receive comprehensive executive summaries highlighting the study's key takeaways and results. This will make it easier for the participants to understand the study's implications and how it can benefit their organizations. I will also encourage the research participants to forward the executive summaries to their colleagues and other stakeholders. This will help reach a wider audience and ensure that the research findings significantly impact the industry. Furthermore, the research findings will be available to future doctoral students through Walden University's ProQuest dissertation database. This will enable students to access the study's results and use them as a reference for their research projects.

Reflections

When I began the doctoral process, I was excited but also apprehensive. I had no preconceived notions and decided to start by completing my coursework. The coursework was a revelation, and I learned many valuable lessons, including research methods, critical thinking, and critical thinking skills that would be helpful in my doctoral study. One writing-intensive course had a significant impact on me. Thanks to Dr. Gene Fusch's invaluable feedback, I improved my writing style significantly. He was patient, supportive, and always available to answer my questions. The doctoral study writing process was a unique experience. It challenged me in ways I had never experienced before. I had to develop mental vigor and endurance to keep up with the rigorous

demands of the program. Sometimes, I felt overwhelmed and doubted my ability to complete the process. However, I was determined to succeed. The journey was not easy, and I had to face numerous setbacks along the way. These setbacks increased my fear of not completing the doctoral process. I had to dig deep to find the strength and courage to keep going. Despite the obstacles, I persevered. My dream and commitment to improving the living conditions of the community I grew up in kept me going. I knew my research and social change work could help many people in the United States. In conclusion, my doctoral journey was a challenging but rewarding experience. It taught me valuable lessons, increased my mental strength, and helped me develop essential skills for future endeavors.

Conclusion

High employee turnover can have a significant impact on any organization. It can increase operational costs, decrease institutional knowledge, and reduce employee engagement. The healthcare industry is particularly affected by employee turnover, as losing experienced and skilled employees can negatively impact patient care and lead to higher operating costs. In a healthcare setting, employee turnover can result in losing institutional expertise, especially damaging patient care. Patients rely on the knowledge and expertise of healthcare professionals to receive proper care and treatment. When highly skilled and engaged employees leave, the remaining staff may struggle to maintain the same level of care. To address this issue, academic healthcare center leaders should learn from the experiences of other leaders who have successfully reduced employee turnover. By improving employee retention, healthcare organizations can ensure leaders have a skilled and knowledgeable workforce to provide the best possible care to their

patients. This can also help to reduce operating costs associated with recruiting and training new employees. In summary, addressing employee turnover is crucial for any organization, especially those in the healthcare industry. Academic healthcare center leaders must proactively reduce employee turnover and improve retention, ensuring high-quality patient care. The findings of this qualitative multiple organization case study uncover that employee turnover can be reduced by:

1. Increasing executive and senior leadership visibility for front-line employees and hosting routine team meetings.

2. Acknowledging and recognizing employees for their team and individual contributions.

3. Motivate high performance through a pay-for-performance program.

4. Increasing communication and seeking employee feedback with all levels of employees.

5. Leadership creation of visibility, urgency, and time to support initiatives to reduce employee turnover within the organization.

6. Offering professional development and growth opportunities to employees at no cost.

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Appendix A: Interview Protocol

Research Participant Code: _____   Date:_____   Time:_____

Preliminary Questions

- Do you have at least five years of leadership experience?

- Do you have at least five years of experience at an Academic Medical Center?

- Do you have experience overseeing employee retention and engagement?

- Have you successfully impacted employee turnover?

- Do you live on the East Coast, USA?

<u>Interview Questions</u>

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

2. What steps did you take to implement strategies that reduced employee turnover?

3. How did you measure the success of the strategies implemented?

4. What were the barriers to implementing successful strategies for reducing employee turnover?

5. How did your organization's leaders address the barriers to reducing employee turnover?

6. What additional insights do you want to share about your organization's strategies for reducing turnover?

Appendix B: Site Agreement

Partner Organization Agreement for DBA Case Study

Employee Name
Organization Name
Email Address
Phone Number
Date

The doctoral student, Karen Coates, is conducting a case study involving our organization and is therefore approved to collect interview data from one or more of our organization's leaders (managers, directors, or decision-makers whom I will identify to the student).

INTERNAL RECORDS (OPTIONAL):
The signer of this agreement should indicate which internal documents, if any, can be shared with the researcher.

☐ Our organization cannot allow access to internal records.

☐ Our organization will allow this student to analyze the following internal records that I deem appropriate (*and shall be de-identified or redacted, as needed*):

☐ *training materials*

☐ *protocols*

☐ *manuals*

☐ *reports*

☐ *agreements*

☐ *operational records*

☐ *meeting minutes*

☐ *digital/audio/video documents*

☐ *other internal documents:_____*

STUDENT RESPONSIBILITIES
I understand that, as per the student doctoral program requirements, the student will publish a scholarly report of this case study project in Proquest as a doctoral capstone (withholding the names of the organization and participating individuals), as per the following ethical standards:

a. In all reports (including drafts shared with peers and faculty members), the student is required to maintain confidentiality by removing names and key pieces of evidence/data that might disclose an organization's/individual's identity or inappropriately divulge proprietary details. If the organization itself wishes to publicize the findings of this project, that is the organization's judgment call.

b. The student will be responsible for complying with the organization's policies and requirements regarding data collection (including the need for the partner organization's internal ethics/regulatory approval, if applicable).

c. Via an Interview Consent Form, the student will describe to interviewees how the data will be used in the doctoral project and how all interviewees' privacy will be protected.

d. The doctoral student will not use these data for any purpose other than the doctoral study outlined in this agreement.

I confirm that I am authorized to approve research activities in this setting.

Signature _____

Partner Organization Leader's Name and Title

_____