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Employee Perception of Administrator Leadership Behaviors in Southeastern U.S. Hospitals That May Contribute to Employee Turnover

Kim Steele
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Walden University

College of Management and Human Potential

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Kim Steele

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Walden University
2025

Abstract

Employee Perception of Administrator Leadership Behaviors in Southeastern U.S.

Hospitals That May Contribute to Employee Turnover

by

Kim Steele

BA, Savannah State University, 2007

Dual MBA, American InterContinental University, 2011

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management—Leadership and Organizational Change

Walden University

November 2025

Abstract

Given the increasing significance of employee turnover, administrative leadership in U.S. Southeastern hospitals stands at a critical turning point. The specific research problem is that leadership behaviors may create an intolerable environment for employees, leading to an intent to leave and turnover. The purpose of this descriptive phenomenological study was to explore administrative leadership behaviors that contribute to employee turnover, with a specific focus on leadership behaviors in U.S. Southeastern hospitals. The conceptual framework included grounded theory, which examines underlying social processes, and behavioral theory, focusing on leadership practices and behavior change. Fifteen administrative employees, four men and 11 women, were randomly selected from a pool of 30 participants across Southeastern U.S. hospitals. Colaizzi's seven-step method guided the analysis of interview transcripts, leading to the emergence of seven themes: (a) leadership behavior, (b) job satisfaction, (c) advancement opportunity, (d) retention and turnover, (e) salary or pay, (f) communication, and (g) relationships. The findings revealed that negative leadership behaviors and traits such as partiality, lack of support, retaliation, rudeness, disrespect, unreliability, and poor communication were closely linked to employee turnover. Healthcare administrative leaders could implement these insights to inform the design of leadership development programs aimed at reducing employee turnover. The implications for positive social change include the potential for healthcare administrative leaders to focus on raising awareness, improving leadership practices, and enhancing understanding of turnover and retention in the healthcare sector.

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Dedication

This dissertation is dedicated to God because he carried me through the good and challenging times to complete this journey. I dedicate this to my unwavering support system, which includes my beloved husband, children, grandson, family, and friends. To my incredibly supportive husband, Darien Steele—thank you for your encouraging words and steadfast support throughout this journey. You have truly been my rock. To my loving and beautiful children—Tahjai, Kiante, Jireh, Darien Jr., and Desai—you are my motivation and my reason to keep pushing forward. Your presence in my life reminds me every day to never give up on my dreams. To my amazing parents, James and Carrie Smart—I am forever grateful for your guidance, wisdom, and encouragement throughout this entire process. To my sister and brother, Renee and Timothy Smart—thank you for your love and support. I also dedicate this work to my extended family—my cousins, aunts, uncles, nieces, nephews, and grandparents—your love has always meant so much to me. A special dedication goes to my precious grandson, Zayn Pitts, who has been a constant source of inspiration and joy. Your belief in me has helped make this dream a reality. I appreciate and love you all.

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Chapter 1: Introduction to the Study

Leadership has been a major topic among all industries, especially in the healthcare sector. Unprofessional leader behaviors create job dissatisfaction, which in turn results in employees' decision to leave the organization (Bakkal et al., 2019). Employers hire leaders to play a major role within any organization because they oversee conducting the mission, realizing the vision, and creating new, innovative ideas. Leadership behaviors contribute to turnover within the healthcare industry. Some nurses have described narcissistic behavior whereby leaders think they are always right, do not accept accountability, and are not transparent to staff (Labrague et al., 2020). This study is needed to assist healthcare organizations in eliminating costly turnovers and negative leadership behaviors in the workplace. Management should be concerned about employee turnover and positive behavior because the latter may improve productivity and job performance, decrease turnover cost, and create a better work culture.

In this chapter, I present background information on the study, describe the purpose of the study, outline data collection, depict the social problem addressed by the study, explore leadership behaviors and turnover, and introduce the research questions and methodology. Healthcare leaders in a hospital setting impact not only employees, but also quality patient care. They make sure that employees are maintaining safe organizational practices. Hospitals' main priority is to take care of their patients' needs with qualified leaders implementing processes and procedures. Healthcare leadership consists of clinical and administrative, or nonclinical leadership. Clinical leadership

consists of doctors and nurses. Administrative leadership consists of the CEO, human resources (HR) managers, and medical billing leadership.

Leadership issues have been a major problem within hospitals globally, which is the reason that this study needed to be conducted. Research shows not much literature addressing administrative leadership but more information on clinical nurse leaders. According to Jian et al. (2022), research has proved that ethical leadership would reduce the employee's intent to leave an organization. Administrative leadership behaviors in Southeastern U.S. hospitals that contribute to employee turnover was this research study's topic. Leadership behaviors are a determining factor that may affect productivity, job satisfaction, and workplace relationships (Huyghebaert-Zouaghi, et al., 2023; Labrague et al., 2020). Ineffective leadership in addressing hospital problems should be monitored due to potential employee turnover risks.

This research study may promote positive social change and improve communities within the United States. There may be leadership programs and training to improve future leaders in healthcare. In healthcare institutions such as hospitals, there are clinical and administrative leadership roles. Administrative leadership roles may handle HR functions, food service, supplies, admissions, billing, coding, and finance, which do not require hands-on patient care. Clinical leadership such as nurse leadership handles direct patient care. People in all leadership roles must work together to achieve quality patient care to make the organization successful. The focus of this research is to explore administrative leadership behaviors that may create employee turnover. This study views

real-life experiences from an employee's perspective to bring awareness to the healthcare industry.

Turnover within the hospital sector has been a major problem that has created a challenge. According to Ravangard et al. (2021), employee turnover may create costly expenses for hospitals such as those related to the hiring process, training, and retention. There may be several reasons that employees decide to leave an organization, such as no advancement opportunity, salary, benefits, job stress, job dissatisfaction, burnout, leadership issues, and job security. In previous literature, researchers have discussed the higher cost, whether direct or indirect, that organizations pay yearly. This cost has been shown to be in the higher thousands of dollars that are wasted due to turnover. Organizations may not track the cost of each employee who leaves and the reasoning behind turnover. Researchers have addressed the need for future research on leadership behaviors, leadership styles, employee turnover, job dissatisfaction, and burnout (Agazu, et al., 2022). In the review of previous literature, the authors have added new gaps and items that were recommended for further research. As a result, providing more education on leadership topics has created a need for social change globally.

Many researchers have expressed the need for ethical leadership that will improve the employee's intent to leave. In a recent study, Chang et al. (2021) expressed the recommendation for companies to include additional training and development on the value behavior theory within leadership. The VBL should be included in the processes and policy of the organization. It is imperative that organizations find new, innovative ways to maintain effective leadership and lower employee intent or turnover. This study

on behaviors has the potential to contribute to further research on leadership behaviors and the impact of turnover.

Hospitals and healthcare facilities face challenges with retaining qualified employees for various reasons. This seems to be a global issue with turnover and retention of employees. Several research studies have addressed reasoning for leadership issues, but few have elaborated on leadership as why employees decide to leave an organization. According to NSI Solutions Inc. (2023), the cost of turnover within hospitals can be in the thousands and is considered an indirect or direct cost. Organizations spend time training and onboarding new employees with the necessary resources to be able to carry out their specified job duties. There are other costs such as health insurance, 401k, background checks, employment verification, and drug screening that organizations are also responsible for.

Leadership must encourage, motivate, and assist with the development of employees. Organizations have employee appreciation days, recognition letters, free meals, team building events, and holiday bonuses to attempt to retain employees. Morale is a hot topic that organizations may want to pay closer attention to. Challenges with leadership and turnover intentions seem to be a continuous obstacle that hospitals may need to address now and in the future.

In a study conducted by Kelly and Hearld (2020), an investigation was undertaken to explore the association between burnout and the leadership style exhibited by healthcare professionals in the mental health sector. Research approaches, such as mixed methods, quantitative analysis, and qualitative investigations, were utilized to examine

the correlation between leadership styles and burnout. Extant literature offers empirical evidence to substantiate the proposition that various leadership styles can significantly influence the manifestation of burnout. Employee burnout has been investigated in many research studies employing an analytic approach. The study's results suggest that applying leadership styles may be associated with the development of staff burnout. There is a pressing requirement for further research on the phenomenon of employee burnout and its relationship with different leadership styles, particularly within the healthcare sector.

Background of the Study

Healthcare leadership has played a major key role in today's organizations, no matter what industry. There is a gap between organizations and literature that focuses on ineffective leadership that few organizations acknowledge. The majority reason that most employees leave their jobs is insufficient leadership. According to Fibuch (2011), a test of Google searches of failed leadership showed that 750,000 were in the healthcare industry. Leaders are in place to carry out an organization's mission and vision, as well as to create innovation in the organization. Leadership creates the rise or fall of the organizational culture.

Favoritism and micromanagement represent a major issue within bad leadership behavior that causes employees' intent to leave. Leaders must perform a self-evaluation of their behavior, attitude, and lack of concern (Fibuch, 2011). Some of the qualities in an ineffective leader are lack of communication, inappropriate leadership style for the organization, bad integrity, and inability to adapt (Tracy, 2017). There has been some

literature on ineffective leadership that has been utilized to assist with ineffective leadership development programs in healthcare (Fischer et al., 2021; Groves, 2019). Leadership behaviors may negatively or positively impact employees, which creates a workplace environment. This will be discussed in this research study because leadership behaviors may be a reason why employees decide to leave that has not been addressed in depth in previous research. There are various reasons employees intend to leave, which indicated in previous research a need to expand further on leadership behaviors as a gap in the literature.

There has been a major problem with efficient and effective leadership in hospitals. Previous literature from Bush et al., 2020; Lyu et al., 2018; Pedrosa et al., 2021; Watkins et al., 2019 has failed to address all management issues and challenges within hospitals. Buriro et al. (2022) research study hospital employees in Pakistan exploring bullying in the workplace and its impact on turnover. The results showed employees were bullied more by leadership than their co-workers. The study indicated that employee turnover was due to leadership bullying and the company need to investigate the reasoning behind bullying. Turnover from bullying impacts the organization financial costs and quality patient care.

This study is needed and may help leaders of hospital organizations better understand leadership behaviors that could be detrimental to employees and the company. They may also create leadership training programs and competency tests for current and future leaders within the organization. Leaders must possess certain skills to be able to successfully maintain a positive workplace culture. Culture is a major part of what

leaders must understand because beliefs and values have an impact on the workplace environment. Language barriers could result in misunderstandings and communication issues. Leaders who have different leadership styles must remain ethical, motivate employees, listen to them, and encourage them. Leaders would benefit from exploring new cultures and other languages. Team building events can help bridge gaps and create relationships among leaders.

Leaders may need good analytical skills and be able to think outside of the box with innovation. Critical thinking would be a beneficial skill to help with decision making and environmental changes (Jenkins, 2012). Educating and leadership development programs may assist with critical thinking skills, which may result in better decision making. Organizations should invest in their leaders, which will help improve processes and new ideas of problem solving in the healthcare industry.

Leaders can provide successful ways of dealing with diversity, problems, global business, and good leadership skills. Social change is being able to make a positive difference in the community by helping others. Social change helps improve societal conditions with better opportunities (Lechner et al., 2017). This research study addressing different leadership styles' effectiveness may help other organizations choose the best style to make the organization successful. Leaders may promote social change through experiences that can be shared to help upcoming leaders develop effective skills. Some organizations utilize a leadership competency assessment (LCA) to observe any potential needs for development that would improve relationships. An LCA can provide a detailed view of strengths and weaknesses of a leader, which will help with making improvements

(Ecoff & Stichler, 2020). The assessment was utilized on nurse leadership but could be used on administrative leadership in hospitals.

Some previous research by Aurukawa and Kashiwagi (2021) and Mekonnen and Bayissa (2023) discussed leadership styles playing a role in job satisfaction, relationship building, and turnover with an organization. I have briefly mentioned leadership styles in order to give a brief overview of some characteristics that may be displayed by leadership. Behavior or leadership will be the focus of the research and how it contributes to employee turnover and intent to leave.

Leadership styles play a role in effectiveness due to determining whether employees will be engaged, motivated, dedicated, and retained in the workplace (Mulenga et al., 2018). Leaders should inspire, motivate, and encourage their employees with positive behavior. There are different styles utilized in today's organizations. Some may be effective in certain industries, and others may be the reason for failed organizations. Leaders can encourage, motivate, and guide employees, and help make organizations successful (Lazzari, 2018). Leaders must learn about their employees and determine what style of leaders they should use. Personalities will be different within the team, and leaders should always be a positive influence in the organization.

Autocratic leadership is a controlling factor type style, which is a more aggressive approach (Lazzari, 2018). For example, military life has this approach due to being told what to do and having limited power. As a former veteran, military life is not a normal 9–5 civilian job that one can voluntarily quit. This style has led to retention issues, costly

turnover, job satisfaction problems, and slave-type work without feedback (Lazzari, 2018).

The transformative leadership style seems to be more popular because leaders motivate, encourage, inspire, and create a whole picture for employees to follow (Lazzari, 2018). Organizations need this type of style to help with the growth and development of employees. This will eliminate turnover and retention problems. Innovation is a goal of most organizations to maintain a competitive advantage. Healthcare organizations could benefit from this style because it shows a teamwork approach by helping others meet goals.

The participative style of leadership allows employee voice to be heard within making decisions in the organization (Lazzari, 2018). This allows the employee and leader to work together as a team. Employees will feel part of something, and it is good to know that their input matters in daily operations. This style may not work in all industries of business operations, but Toyota has used this approach to manufacturing automobiles Sayyadi and Provitera (2024). The leadership team believe in mentoring, good communication, developing future leaders that have the ability to maintain good leadership traits and behavior in the workplace. The leaders believe in allowing the employees to be involved in meetings and decision making in the organization.

The transactional style of leadership is a reward approach in which leaders look at the work of employees (Lazzari, 2018). The leader looks at the productivity of employees and either disciplines those doing bad work or gives incentives for good work. This type of leadership would be beneficial, for instance, in a collection agency organization that

depends on collecting revenue for past-due accounts. Hospitals may utilize this style if it is beneficial and improves organizational growth.

According to *Merriam-Webster's Dictionary* (2023), behavior is defined as the way a person conducts themselves or acts. When one thinks of behaviors displayed in the workplace, one thinks of employees/leaders working together to obtain organizational goals. Sometimes, behavior may not be pleasant and may create a difficult work environment. A previous study by Buriro et al. (2022) analyzed clinical leadership behaviors and employee turnover in a hospital setting.

Employee turnover has had a negative impact on healthcare organizations. In a research study conducted by Collins et al. (2015), the cost of employee turnover for organizations in the United States ranged from the high thousands to billions yearly. There are direct and indirect costs associated with turnover, such as recruiting, unemployment fees, training, and a decrease in production workflow. Mathisen et al.'s (2021) research showed that turnover cost is high globally, with the United States showing turnover rates of 27%, which directly impacts the quality of patient care. The cost of turnover for organizations and retaining qualified employees. There are many reasons that employees intend to leave, and organizational stress is a key factor in decision making.

Workplace stress, ineffective leadership, job dissatisfaction, burnout, family issues, desire for salary increases, lack of advancement opportunities, and location, among many other reasons, lead to the intent to leave or turnover. Previous literature assessed the reasons for turnover and indicated that further investigation is needed

regarding turnover or intent to leave. The methods of past research in the literature include quantitative, mixed methods, cross-sectional, and qualitative research. A cohort study conducted by Mathisen et al. (2021), which included 4,430 administrative leaders, administrative employees, and nurses, indicated a high turnover rate, which was the third highest for doctors and other healthcare employees in a 1-year timeframe.

The behaviors of nurse leadership are self-awareness, advocacy and empowerment, decision making, quality, and safety and teamwork (Al Anwer Ashour et al., 2022). These behaviors are very important in the workplace because it creates a positive environment. Behaviors in a healthcare setting impact employees, leadership, and patient care. Hospitals create policies and procedures regarding employee rules within the workplace that apply to all employees. In my research study, I reviewed some of the behaviors from previous studies but from administrative leadership in hospitals. Previous research has demonstrated the need to further evaluate the different leadership behaviors in the healthcare industry.

Leaders should encourage, motivate, inspire, maintain fairness, and treat everyone with respect in the teams that they are managing. Leadership behavior influences the group of employees and makes changes within the employees' behavior (Demirhan et al., 2020). There have been several research studies regarding leadership behavior but not relating to administrative leadership factors related to turnover. Most research has focused on nurse leadership within healthcare systems. Leadership is held to a higher standard to lead by example, communicate effectively, develop an expert skillset, and carry out company goals. The behavior displayed by leadership may positively or

negatively affect employee morale, which may allow an employee to make the decision to leave or stay with the organization.

According to the NSI Solutions Inc.'s (2023) healthcare and RN staffing report, retention and staff recruitment have been a major problem within the healthcare industry. There was a national average among U.S. hospitals of a 22.7% turnover rate. Employee voluntary separation made up 94.7% within all hospitals. Employees may intend to leave an organization for various reasons, such as salary, staffing issues, advancement opportunities, and other reasons. In 2022, the turnover rate at Southeast region hospitals (AL, FL, GA, KY, MS, NC, SC, TN, VA, and WV) was high at 23.5% compared to North region hospitals (NSI, 2023).

Hospitals may need to consider innovative ways to retain employees to reduce turnover. Leadership must control labor costs and focus on creating a positive work culture and environment. The cost of turnover can add to the direct and indirect costs of the organization. For example, according to NSI Solutions Inc. (2023), the cost of turnover for a RN position is \$52,350, which has a huge impact on a hospital budget. Turnover and its cost have a detrimental impact on a hospital, and administrators must create strategies to lower turnover. There may be an impact on the quality of patient care due to the hospital turnover rate. The research study was needed to address the gap of administrative leadership in hospital settings that may decrease the employee turnover rate.

Problem Statement

The problem addressed in this study was leadership behavior effectiveness and employee turnover, which have been a major issue within healthcare and hospital settings. Poor or ineffective leadership in hospitals may be costly, decrease efficiency, create dissatisfied staff, and decrease patient quality care (Asiabar et al., 2020). The social problem is that leadership has created a challenge among all industries, especially healthcare. The specific research problem is that leadership behaviors may create an intolerable environment for employees, leading to an intent to leave and turnover. According to Omanwar and Agrawal (2022), leadership behaviors and styles often contribute to employee turnovers. In this research study, employee turnover affects organizations' resourcing and developmental costs, workforce stability, daily operations, care quality, and efficiency (Dechawatanapaisal, 2018).

Managers who exhibit unprofessional behaviors create job dissatisfaction, which causes employees to leave (Bakkal et al., 2019). There have been previous studies on the relationship between poor leadership and job satisfaction, turnover, employee under- and nonpayment, and lack of growth opportunities (Omanwar & Agrawal, 2022; Pedrosa et al., 2021). Hospitals experiencing leadership problems may end up spending thousands due to employee turnover.

Some employees face obstacles and mental health issues due to leaders in healthcare. Employee turnover impacts the whole organization, and factors such as abuse of power, favoritism, disrespect, and unequal opportunities to advance play a significant

role. Overall, hospital organizations have neglected to address the issues within leadership that cause turnover.

Purpose of the Study

The purpose of this descriptive phenomenological study was to explore administrative leadership behaviors that contribute to employee turnover, with a specific focus on leadership behaviors in U.S. Southeastern hospitals. The goal is to bring awareness to these issues so that hospital organizations may be better able to identify and prevent this problem. Exploring and analyzing this question will allow for a detailed review of the different traits or behaviors that commonly appear in healthcare industry leaders. It will also focus on poor leadership's impact on an employee's decision to leave. There may be other factors for employees to decide to leave an organization, but administrative leadership will be carefully investigated. In this manner, the study may bring awareness to the healthcare industry, help eliminate ineffective leadership behavior, and decrease costly turnovers.

The target participants for this research study were employees in Southeastern U.S. region hospitals. Most research has examined the clinical side, but this research analyzed the administrative section of the hospital. Participants shared lived experiences within the workplace throughout their healthcare career. The participants included in the study needed to have at least 3 years of hospital experience and an age range between 25 and 65.

The research study may create positive social change and training opportunities within the healthcare industry, which could impact the community. There are numerous

research studies about nurse leadership behaviors but few explanations from administrative leaders within a hospital setting. Also, the geographic location of focus, the southeastern United States, is underexplored in the literature. Future research in other geographic regions is necessary to reform administrative leadership behaviors. Most of the literature addresses nurse leadership, which makes up the patient care aspect of a hospital, but there is not much research on administrative leaders who handle business operations. The leadership in the study are supervisors, managers, and midlevel managers who handle the administrative duties in healthcare.

The purpose of the study was to explore administrative leadership behavior that contributes to employee turnover. The qualitative case study will collect hospital workers' views of leadership behaviors and intentions to remain or leave the organization. Specifically, the target group consists of hospital workers with at least 3 years' experience. There will be 30 employee participants. The methodology for collecting their perceptions will consist of interviews and questionnaires within a case study.

Research Question

There has been a major problem with effective leadership in hospitals. To explore leadership in depth, it is necessary to ask pertinent questions.

The primary research question was as follows: What contributing administrative leadership behaviors may result in employee turnover in Southeastern U.S. region hospitals?

To address this topic, I focused on reviewing the leadership styles, traits, behaviors, and experience level of administrative leadership. Employee perception was displayed and analyzed within the study and in reviewing previous literature. Employees provided real-life situations of how they perceived their leadership behavior portrayed in the hospitals to create their intent to leave or turnover.

Conceptual Framework

Conceptual framework of administrative leadership behavior that contributes to employee turnover such as favoritism, disrespect, job dissatisfaction, and limited to no advancement opportunities. Self-awareness, positive leader behaviors, and leadership effectiveness are key components needed that helped the framework for this research study (Devakirubai, 2020). The leadership theories of transformational, transactional, and participative correlate with effective positive leadership behaviors. Leadership competency will also allow a clear picture of what is needed to be an efficient and effective leader. In the previous chapter, there was a brief overview of the framework used in this research. The concepts will show the relevance within the healthcare leader within a hospital setting.

Grounded theory will be utilized because it will help analyze the data collected regarding the contributing traits within the research study (Noguchi-Watanabe et al., 2016). Grounded theory will retrieve the employee perspective or experiences that encountered administrative mismanagement traits and behaviors in the United States southeastern regional hospitals that result in turnover (Sherman, 2007). The original work

was performed by Upenieks in 2003 study that consisted of reviewing the effectiveness of leadership by reviewing the traits in the healthcare industry.

The concept of utilizing grounded theory through the lived experiences of employees discussing leadership behaviors was conducted by Mousa et al. (2023), Torres-Landa et al. (2022), and Turesky et al. (2020). The theory allowed the participants to describe in-depth the ineffective leadership behaviors observed such as no supportiveness, not being a team player, limited management skills, lack of emotional intelligence and no communication skills, disrespectfulness, and favoritism. In a qualitative research study conducted by Turesky et al., 35 general surgeon residents participated in a focus group to investigate leadership behaviors displayed and reactions. Grounded theory was utilized with ineffective and effective leadership as the themes for the study. The effective leadership behaviors were great support, good management skills, team player, and empowerment. The results showed a positive influence on effective leadership behavior and negative for ineffective leadership behavior that impacts employee morale, performance, well-being, and intent to leave an organization.

This study may show that maintaining leadership effectiveness is important to maintaining employees and having a positive organizational culture. This research study used grounded theory with real-life experiences to explore administrative leadership traits that contribute to employees leaving the organization. Leadership styles, culture, behavior and attitudes contribute to the failure of leadership success (Upenieks, 2003). The data obtained from the study were analyzed and used to assist with leadership programs in the healthcare industry. The goal of the study was to categorize the

leadership traits that have caused intent to leave and turnover for hospitals. Employee and leadership traits have been researched for nurses, but nonclinical or administrative leaders need to be researched.

Nature of the Study

The phenomenon of interest is individuals who have experienced mismanagement behaviors and other factors in a hospital setting. Having real-life views of people that have faced these issues to explain why it happens and how it can be changed.

Phenomenology was the best suited for this research study. A study conducted by Urcia (2021) showed support that within a qualitative research study the grounded theory and phenomenology are the most popular utilized. It is very important to choose an appropriate research method that aligns with the research study.

The investigation by Urcia (2021) explained the methods of grounded theory and phenomenology in which the best practices of utilization. The research study conducted will allow employee perception of their lived experiences within the workplace environment, which demonstrates the need for a phenomenology approach (Neubauer et al., 2019). Grounded theory within the study will analyze the type of interaction and leadership behaviors displayed to create turnover intention among employees.

The study will explore why employees leave an organization because of their leadership. Turnovers and administrative leadership behaviors have been an issue in the healthcare industry which will be the research study variables. I have decided to utilize the basic qualitative inquiry using a framework approach. The reason the method was

chosen is because it was the best fit for having interviews and analyzing real life cases to have a better understanding of what is happening and why.

According to Smith and Firth (2011) the framework approach is a vital key for data analysis within the healthcare industry for researchers. This approach allows a guide with the personal experiences of real-life events from the participants to be analyzed carefully. This would be beneficial in my research study in a hospital setting and having real life experiences. Administrative leadership and employees in hospitals in the Southeastern U.S. region participated in this research study. I plan to have a sample of 30 participants from a hospital setting. Administrative employees and leadership were the intended population.

Having interest in the participants is the major point of the aspect of the interviewing technique (Seidman, 2012). The interviewee should be comfortable sharing information and want to know that you care about their issues or concerns. I have managed to keep biases away from my research study by maintaining a neutral attitude. The target group of interest are people with at least 3 years of hospital experience. There will be a random sample of the first 30 participants that meet the inclusion guideline.

The criteria will be at least years of hospital experience and between the ages of 25-65. The random sample request will be performed via email contacting at least 60 participants. The first 30 to respond, meet the criteria, and agree to participate will be included in the research study. The participants will be acknowledged by a number instead of names or demographic information to keep them protected. I intend to utilize content analysis and theme coding which is best for this research study (LaPelle, 2004).

The best method was fit with having interviews, analyzing real life cases to have a better understanding of what is happening and why. The research study conducted will be similar to a research clinical trial within the hospital systems. The outcome and data from the questions will be carefully reviewed, coded and kept in a secure location. The research study will allow further researchers the data and knowledge to continue investigate leadership behaviors related to employee turnover or intent to leave.

Definitions

Administrative leadership: This is also called nonclinical leadership that focuses on daily company operations, support clinical staff, Human resource functions, patient billing, and all other functions that do not require patient care (Hogan, 2020).

Leadership Competency Assessment (LCA): LCA can provide a detailed view of strengths and weaknesses of a leader which will help with making improvements (Ecoff & Stichler, 2022). This has been used to observe the leadership effectiveness and may provide feedback to assist with changes. Leadership competency is a valuable tool that organizations use sometimes in pre-screening potential leaders.

Leadership style: The type of behavior or characteristics that a leader displays with their employees and the organization. The style will vary according to the personality of the leader and will have a negative or positive impact on organizational culture. Mehrad et al. (2020) studied workplace interactions with different leadership styles and support that may create job dissatisfaction for employees.

NSI Solutions INC Healthcare and RN Staffing Report (2023): Consists of over 2,000 hospitals within the United States that participate in a survey to report employee

turnover, retention strategies, vacancy ratios, recruitment, and staffing planning. This is a yearly report that utilizes the data provided from the hospital facilities to inform, track trends, and assist with improvements.

Assumptions

The primary assumption is that a few hospitals in the United States Southeast Region would grant the approval to participant in the research study. Hospital organizations may not allow employee participation due to exposing truths within their leadership. They may feel that employee privacy may be violated by sharing personal experiences regarding leadership issues. HIPPA concerns with sharing personal experiences may be a concern because employees will expand on situations that happened within the workplace. An informed consent document will be provided to each participant and no employee name, date of birth, or address is needed to participate in the research study.

Second, have adequate administrative employee participants that will meet the inclusion criteria to participate in the study. Making sure that the employees have worked for the organization for more than 5 years and experience with the job duties. I want to make sure that the employees provided the information previous work experience in the field such as revenue cycle management when checking claim status with insurance companies. Having qualified employees will make a difference in job satisfaction because they will have the knowledge base to maintain workflow processes. If a leader has to train an employee with no experience may create an obstacle if the employee is not

grasping the job functions. The assumption that an employee understands the task without proper training can decrease productivity among the team.

Third, the assumption is that the study participants would provide truthful and detailed responses to the interview questions without feeling scared. To minimize the risk, I will promise the organizations that the research participants and locations will be kept confidential. Also, it will be comparable to a clinical research trial in which every participant will be acknowledged by a number instead of demographic information. All research study information will be locked and secured during and after the research study. Utilizing multiple facilities may provide more data for the Southeastern region. I plan to provide open-ended interview questions that will allow participants to share their story with confidence. Some employees may feel a sense of possible retaliation if they explain truth information that could be identified. This is understandable in the workplace due to the personality or behavior of the leader in charge. No names will be used, only numbers such a “#25884” showed a negative behavior to the team such as favoritism. This information will help support my research study and the data will be accurate in exposing leadership behavior displayed.

Scope and Delimitations

The theories and concepts utilized in the research study of exploring administrative leadership mismanagement traits and how they determine employee perceptions to leave the organization. The scope of this research study includes administrative employees working in Southeastern hospitals. The purpose of the research study is to analyze leadership behavior that may contribute to an employee’s intent to

leave the organization. Selection criteria delimited the research study utilizing random sampling method and inclusion criteria. Data collection consists of interviews and questionnaires.

Exploring real life experiences from the view of employees in the hospital and assisting with costly turnover will allow educational opportunities for healthcare organizations. Leadership behaviors set the tone for the organizational culture and research assists with creating corrective action to avoid issues. The purpose of research is to bring awareness to hospitals and other healthcare organizations that have faced these challenges and have not fixed the detrimental issue. The qualitative research study of leadership mismanagement aligns with previous research and provides continued information on leadership behaviors.

Limitations

Some limitations of the research study include having enough participants that will provide enough data for a good analysis and making sure that the information is accurate and consistent. Challenges could entail having face to face interviews due to the present pandemic in the world with COVID-19. Lastly, my background in healthcare leadership is for over 15 years in the administrative sector. To reduce the risk of bias, I documented my views in a journal and will refrain from any influence on participants and the research study. I have a mentor and committee that will observe my research throughout the dissertation process. Another limitation is making sure the participants is provided with enough time to complete the questions fully.

Significance of Study

The research addresses the negative leadership behavior traits displayed that create an unhappy workplace for employees. The research will provide feedback from real-life people in the healthcare field which could be used in internal leadership classes to improve future leaders. Leadership effectiveness would be a great learning tool for other industries and what to look for in hiring new leadership. Organizations can take precautions and make changes to leadership roles and assist employees that are experiencing this type of treatment. This will create positive social change by educating and creating a better workplace environment in any organization.

There have been many research studies on nursing leadership but not much on administrative leadership behaviors. Some of the behaviors from leadership may cause employees intent to leave or turnover within hospital systems. Ineffective leadership behaviors in hospitals may be costly, create low efficiency, dissatisfied staff, turnover and decrease patient quality care (Asiabar et al., 2020). Since this has been understudied which, the research may minimize the gap in administrative leadership behaviors in hospitals.

Turnover is a major issue with hospitals globally and have previously researched to determine the contributing factors. Not much research that focuses on leadership behaviors displayed but job dissatisfaction, salary, benefits and more. Effective leadership may bring awareness to all leaders and future leaders within the healthcare industry. This study contributes to helping better understand and acknowledge leadership behaviors that are being displayed.

Significance to Theory

Effective leadership behavior may lead to positive leader-member relationships, increase productivity, motivate employees to reach their goals, and increase longevity. Employees look up to leadership, have high expectations, and follow the lead by example. My study raises awareness of administrative leadership behaviors that employees perceive which may result in turnover. The research may allow hospitals to periodically evaluate their leadership team's behavior. According to (Cantarino & Oliveira de Araujo, 2022). The theme of leadership behavior, characteristics, and styles is underdeveloped and needs more clarification of the technical skills. More awareness of leadership behaviors may contribute to leadership programs and training within the healthcare systems).

Significance to Practice

The study is expected to contribute to the professional body of knowledge using conceptual frameworks and empirical tests to explain how stakeholders influence the relationship between VSR and the CFP of the A&D industry. The study will focus on how researchers choose between variables and methods and their relationship proportions to sustainability activities. When organizations take care of diverse stakeholders, they respond positively and have an excellent assessment of the organization (Chen & Kelly, 2015; Javed et al., 2020; Oruh, et al.,2020). According to Javed et al. (2020), the instrumental view of stakeholder theory explains why having favorable interactions with various stakeholders is advantageous. For the A&D sector, this study is anticipated to close the gap between SR and CFP. The primary goal of this study is to investigate the

stakeholder and legitimacy theory by linking the stakeholder effect on the A&D industry's performances. Nonetheless, few scholars have made considerable progress in the field of stakeholders' influence on CFP. By addressing the changes as part of CFP, the study's findings may advance knowledge and comprehension in support of professional practice in sustainability reporting by businesses.

Significance of Social Change

Walden University believes in helping and educating to provide positive social change within the communities. The research study may potentially educate small and large hospitals around the world and could develop a great leadership program. The goal in the program is to create social change by educating my community which will create improvements. The research study presented may allow hospitals to make necessary improved leadership changes that improve organizational growth and help educate the community. Effective leadership may reduce stressful workplace, build healthy relationships with staff, and provide a positive influence within the organizational culture. Competent leadership and staff awareness within the healthcare industry may contribute to positive social change by providing education through this research for healthcare facilities.

Summary and Transition

The purpose of the study was to explore the factors of the leadership or managers behaviors employed in hospitals in the Southeast United States on the intent to stay of their followers. The turnover in United States Southeastern hospital will be analyzed and leadership behaviors that play a critical role. This research reviews leadership

competency and mentions the various leadership styles that are displayed by each leader. Reviewing previous leadership studies supported the need for this research study and will contribute to future research in leadership.

The research study presented may allow hospitals to make necessary improved leadership changes that improve organizational growth and help educate the community. Walden believes in helping and educating to provide positive social change within the communities. My research will educate small and large hospitals around the world and could develop a great leadership program. My goal in the program is to create social change by educating my community which will create improvements.

This research study will elaborate on the key factors of what may contribute to employee turnover as it relates to leadership behavior. Leaders portray different leadership styles, attitudes, traits, and behaviors that the employee have experienced that created the informed decision to leave or stay. Organizations have an obligation to maintain a healthy and safe work environment for all employees which is located in the employee handbooks which is a contract. Previous literature on behaviors will be carefully reviewed throughout this research study and observing the viewpoints of other researchers.

Chapter 1 provided support an overview of the research study. The investigated background provided of previous research that may have contributed to the problem and identified the purpose of the study. The methodology and framework help show how the results will allow the original research question to be answered. The literature shows results from previous research that will allow more detailed information to elaborate on

why further research is needed in the healthcare industry. Chapter 2 will provide a closer view of leadership behaviors, leadership styles, retention and turnover intentions, and research literature on leadership within the healthcare sector. Chapter 3 will view a descriptive inquiry with the phenomenology methodology, hospital leadership, data, and ethics within the research sector.

Chapter 2: Literature Review

Introduction

This qualitative research study aims to explore administrative leader behaviors that contribute to employee turnover in Southeastern U.S. hospitals. The purpose of this study was to explore administrative leadership behavior that contributes to employee turnover leadership behaviors in U.S. Southeastern hospitals that may bring awareness and educate the healthcare industry. Employee turnover has been a challenging issue among hospitals. Healthcare leadership consists of a combination of administrative or nonclinical leadership and clinical leadership. The research question for this study will explore the various behaviors or traits of administrative leadership within a United States hospital setting that may have resulted in employee turnover or retention issues.

Chapter 2 is an examination of previous and present literature on the problem of leadership behaviors, hospitals, and employee turnover. A detailed analysis of the history of administrative leadership behavior supports employee intent to leave an organization within a hospital setting review, justified with supportive literature. The literature will identify the gap in similar literature, which is why this study exists. Previous and current research literature (Jian al et al., 2022; Özkan 2022; Bush et al.,2020), focuses mainly on nurse clinical leadership rather than more on administrative or nonclinical leadership. Both leadership roles make up the entire hospital system.

The literature review contains sections that clarify the concepts and theories related to the research study, supporting the conceptual framework approach. The chapter includes leadership competency, leadership behaviors and traits, self-awareness, turnover

or intent to leave, and relatability within the hospital organization. The literature review concludes with theories of leadership behaviors, competency, self-awareness, employee perceptions, and leadership behavior models.

The literature expresses the detrimental impact of toxic leadership behaviors that lead to employee retention and turnover problems. For instance, Jantijies and Botha (2024) study investigated how toxic leadership behavior impacted employee retention and turnover relationships in a clinical research company. The findings showed that there was a huge impact of leadership behavior on employee turnover and the workplace environment. Some of the factors from employee perceptions were self-promotion, abusive supervision, narcissism, uncertainty, and authoritarian leadership that led to turnover. The study implied that organizations need to address this issue of toxic leadership behavior and develop programs to decrease retention and turnover. Periodic leadership assessments throughout the year and building better relationships with employees were mentioned in the study. Future researchers may analyze toxic leadership and turnover in different industries and various cultures.

Lee et al. (2024) study analyzed toxic leadership, team support, and social support and their relations with job performance, work needs, and engagement in the Malaysian organization. The findings showed that there was a negative influence on job performance but a good relationship with job demands. The study advised that employees need clear and precise role descriptions and responsibilities to be successful in their job roles. The toxic leaders are controlling and may create stressful job conditions for their employees. Some of the toxic leadership behaviors mentioned were intimidation, a

decline in employee growth, difficult goals, and job insecurity, which decreased productivity and job satisfaction. Team support allows employees the resources to perform great in their work roles and duties.

The review of the literature on what employees perceive of administrative leadership behaviors in U.S. Southeastern hospitals contributes to employee turnover. The purpose of the research study is to explore leadership behavior. It may bring awareness to the healthcare industry, create programs to eliminate ineffective leadership behavior traits and decrease costly turnovers. The literature examines the psychological effects that abuse creates on clinical nurses in a hospital setting in China. According to Lyu et al. (2018), only a little previous research discusses abusive leadership in depth, reasoning why it occurs, and addresses the negative behaviors such as bullying, favoritism, stress from heavy workloads, nonexistent advancement opportunities, rudeness, and disrespect. The study's findings showed that psychological empowerment intercedes abusive supervision and turnover, which mentioned that the Chinese culture plays a role. Lyu et al. (2018) stated that reducing abusive leadership is essential in avoiding the intent for employees to leave. Upon review of the research, abusive leadership behaviors and styles affect employees' success in healthcare.

The previous and current literature provides evidence of the significant problem of employee turnover related to leadership behaviors. Lyu et al. (2018) studied 1127 nurse perceptions to determine the impact of abusive leadership and turnover. The research takes a closer look at the psychological effects that abuse creates on the clinical nurses within the healthcare industry. Lyu et al. (2018) suggest that future research must

explore an in-depth aspect of abusive supervision. This study is relevant to utilize the evidence related to leadership abuse within a healthcare system.

In the research study conducted by Araujo and Figueiredo (2018) studied 171 nurses and 274 nurse techs analyzed the work environment in Brazil hospitals that lead to job satisfaction, loyalty, and behavior within the nursing field. Araujo and Figueiredo (2018) study may contribute to leadership challenges and maintaining retention within the hospital organization. The research study found that displaying effective communication, clear goals, and objectives, and building healthy, trustworthy relationships contribute to positive behaviors and attitudes for nurse leadership. Leadership behaviors will allow organizations to view the leadership of their staff and what leaders should display to the employees.

Leadership behavior is a continuous topic among researchers. Employee perception of leadership behavior is analyzed through multiple lenses of reviewing positive and negative aspects within different industries. Vadi and Kasemaa (2023) research study focused on hospital employees' perception of leadership behavior (transformational and Transactional style) and its impact on emotional intelligence. The study findings indicated that 231 healthcare employees' data showed a positive relationship with emotional intelligence and transformational leadership. Results showed that emotional intelligence skills help leadership behaviors and the skills to successfully manage employees.

Behavior in the workplace should remain professional among all staff members. Leadership and employee relationships are very important to maintain a positive

organizational culture. Watkins et al. (2019) focused on abusive leadership behaviors toward employees, which include a lack of positive communication, manipulation, disrespect, and micromanagement in the organization. Watkins et al. (2019) studied how leaders perceive the contributing benefits of how abusing employees shapes their reasoning for the behavior. The research showed that leaders abuse employees to help with organizational goals. The research aligns with the significant problems of abusive leadership behaviors and the display of manipulative behavior toward employees. Leadership acknowledgment of displaying abusive behavior towards employees shows that negative leadership behavior exists in the workplace and the traits displayed in my research study.

Organizations should focus on the culture of the departments and leadership styles that being displayed. A study conducted by Mehrad et al. (2020) explored the workplace interactions within different leadership styles and support that may create job dissatisfaction for employees. The research study found that transformational and transactional leadership style and support within the company showed a positive outcome in the organizational culture. The results showed the challenges among leadership and employees, which may create negative vibes in the workplace. Mehrad et al. (2020) stated that organizations should strive for continuous improvements within leaders, employees, and processes to create a healthy work environment. The evidence showed that having a great leadership team will assist with eliminating costly turnovers and negative behaviors in the workplace.

A study by Bush et al. (2020) studied the transformational, transactional, and passive-avoidant leadership styles, leadership outcomes, and self-efficacy, including nurse leadership, such as clinical supervisors and nurse directors in U.S. Regional Medical Facilities. The research found that the most widely used leadership style was transformational, a need for professional development that includes practical communication skills, respect for values and beliefs, company mission, and confidence in the organization. The research included forty nurse leaders using the Multifactor leadership questionnaire that showed the consistency of the leadership behaviors. The literature review supports my research study because it focuses on the problems and challenges employees face with negative leadership behaviors in the workplace, such as poor communication, favoritism, lack of respect, and lack of advancement opportunities in U.S. Healthcare Facilities. Bush et al. (2020) concluded that future studies may include more diverse races, a mixed age range of leaders, and administrative leadership.

The COVID-19 pandemic changed organizational operations throughout the world. The research study by Yue et al. (2023) investigated empathetic leadership communication in relation to employee turnover, trust between leader and employee, and employee-organization relationships (EOR). The findings showed that leaders being empathetic by showing concern and caring towards employees during organizational changes make a huge difference in turnover and intent. The results showed that EOR quality was negatively related to employee intent to leave the organization. During the COVID-19 pandemic, leaders were concerned with the health and safety of employees by taking the necessary precautions.

The study by Caringal-Go et al. (2021) analyzed behavior and traits of leadership from employee perceptions during COVID-19 outbreak. Leadership competency determines how successful the rate will be. The study results showed that employee perceptions of leadership traits and behavior that existed included being supportive, prayerful, open communication, compassionate, truthful, consultative, collaborative, positive, and decisive. The employees expressed gratitude that their leader was flexible, provided face masks, decreased work hours, paid on time, and decreased job duties. This study recommends future research on leadership traits and behaviors during the stages of the COVID-19 pandemic or another crisis. Leadership programs within the organization need revamping to help improve leaders during crises or daily operations

A research study conducted by Labrague et al. (2020) analyzed the poor leadership behaviors of nurse managers within the healthcare system utilizing psychometric testing using the ToxBH-NM scale. The research on toxic leadership views the behaviors that create toxic leaders within a 2-month data collection period. Labrague et al. (2020) found that using the ToxBH-NM scale resulted in viewing behaviors such as narcissistic, selfish, humiliating, favoritism, lousy communication, and excessive negative behaviors, which impacted the toxic behavior of nurse leadership. This research study is relevant to having an in-depth view of organizational leadership traits in hospitals among administrative leadership, which results in employee turnover.

Leadership styles have been observed and researched to have a better understanding of the characteristics being displayed. Creel et al. (2021) research studied transformational and transactional leadership styles' relationship with employee safety

and turnovers in hospitals. The author mentions that organizational culture is determined by the leadership styles and behaviors displayed in the workplace. The findings include that transformational leadership improved employee turnover and safety results, but transactional showed adverse effects. This study justified continued leadership research to improve turnover in the hospital sector by having effective leadership. It relates to my study because analyzing the negative leadership behaviors that create turnover will assist with my problem statement.

The organizational culture is maintained by the leaders and managers of the company. Pedrosa et al. (2021) studied factors of organizational culture that relate to the result of nurse turnover. The authors found that organizational and individual factors influence nurse turnover, such as organizational culture, climate, leadership style, communication, demographic information, and processes within the hospital. Pedrosa et al. (2021) recommend that turnover be taken seriously because it will impact production and patient care in the hospital as it relates to nurses. It relates to my research because leadership behavior is discussed and how it impacts employee turnover with many other causes. The evidence in the study is justified, and that future research in other regions is needed.

Ethical behavior within the workplace should be displayed by all employees, especially leaders due to setting an example of your staff. Jian et al. (2022) studied the relationship between ethical leadership and turnover in hospitals in the Global South. The research results concluded that positive ethical leadership decreases employee turnover and their intent to leave. The research will assist with my study due to reviewing the

costly turnover rates resulting from bad leadership practices in a hospital setting. Jian et al. (2022) mentioned that healthcare turnover impacts different business components, such as employee retention, patient care, and loss of revenue. The study's evidence justifies continued research into leadership challenges and turnover in healthcare.

Leader member exchange is important with building relationships because individual behaviors may impact the having a positive or negative outcome. Özkan (2022) research study investigates relationships between followers' intent to leave and abusive leaders in Turkey's hospital organization's culture. The study results found that abusive leadership and hostile work environments positively affect employees' intent to leave an organization. Özkan (2022) proposes that upper management should review abusive leadership within their organizations and provide corrective action. This study suggests that toxic leadership traits result in turnover in the healthcare industry. The evidence in the research shows justification to continue expanding on ineffective leadership behaviors that result in hospital turnover. The research in leadership behaviors will allow organizations to view the leadership of their staff and what leaders should display to the employees. Chapter 2's previous research discussion will include administrative (nonclinical) and clinical leadership roles within various hospital settings.

Literature Search Strategy

The study relates to the healthcare industry, and previous literature reviewed similar concepts in different global locations. Limited research studies focused on leadership behaviors of administrative leaders and turnover in the United States. Leadership is a significant concern and a hidden topic in the forefront of organizations.

The literature review keyword search included relevant databases such as Academic Search Premier, ABI/INFORM Global (ProQuest), Business Source Complete, and Health Science. Co, ProQuest Health & Medical Collection, and CINAHL Plus with Full Text, MEDLINE/PubMed, Business Source, CINAHL, PsycInfo, SocIndex, ScienceDirect, Google Scholar, Education Source, Gale Academic OneFile Select, Emerald Insight, Computers & Applied Sciences Complete, International Security & Counter Terrorism Reference Center, Communication & Mass Media Complete, Political Science Complete, ERIC, and Military & Government Collection. The search terms included but were not limited to *leadership, management, administration, turnover, retention, hospitals, healthcare, health care, hospital administrat*, hospital manage*, self-awareness, leadership competency, phenomenology, leadership styles, human resources employees, non-clinical or nonclinical or non-clinical, leader* styles or leader* behavior, nurs* or doctors, job satisfaction, abuse, mistreatment, leadership behavior theory, grounded theory, mismanagement, toxic, qualitative, ethnograph, phenomem, lived experience, and healthcare facilities.*

The Walden University Library was the primary source for retrieving the peer-reviewed articles and books. I reviewed and saved hundreds of sources found in the Walden University Library. Table 1 displays those sources included in this literature review, type of category, and the number of relevant documents. Several pieces of literature were reviewed that were not included in the literature because it lacked relevancy and dates were out of 5-year range. The research chosen is relevant and within the guideline of 5 years. The support previous literature allowed and assisted with my

research study evidence. There was more literature on clinical leadership behavior, and few focused on administrative leadership behaviors.

Table 1

Literature Source Categories

Category	Date range	Number of sources
Peer reviewed	2018 and earlier	75
	2019–2023	214
Non-peer reviewed	2018 and earlier	18
	2019–2023	55
Dissertations	2018 and earlier	40
	2019–2023	64
Other	2018 and earlier	15
	2019–2023	23

Conceptual Framework

The theories and/or concepts that ground this study include a conceptual framework of the administrative leadership behavior contributing to employee turnover, such as favoritism, disrespect, job dissatisfaction, and limited to no advancement opportunities. Grounded theory will be utilized because it will analyze the data collected regarding the contributing traits within the research study (Noguchi-Watanabe, et al., 2016). Grounded theory will retrieve the employee perspective or experiences that encountered administrative mismanagement traits and behaviors in the U.S. southeastern

regional hospitals that result in turnover (Sherman, 2007). Upenieks (2003) performed the original work study consisting of reviewing leadership effectiveness by reviewing the traits in the healthcare industry.

My research study may demonstrate that leadership effectiveness is essential to maintaining employees and having a positive organizational culture. The research study will utilize grounded theory with real-life experiences to explore administrative leadership traits contributing to employees leaving the organization. Leadership styles, culture, behavior, and attitudes contribute to the failure or success of leadership (Upenicks, 2003, Mostafaet al., 2021, and Thompson, et al., 2022). The data obtained from the study will be analyzed and used to assist with leadership programs in the healthcare industry. The study aims to categorize the leadership traits that have caused intent to leave and turnover for hospitals. Employee and leadership traits have been researched for nurses, but nonclinical or administrative leaders need to be researched.

Literature Review Related to Key Concepts

Theories

According to Kumar (2022), several leadership theories of what makes a leader successful have been discussed. The examination of behavioral theory, great man theory, trait theory, and contingency theory were reviewed. These theories all possess different aspects of what good leaders should possess. Great man theory implies that leaders are born and not made as if this comes naturally, which cannot be taught (Kumar, 2022). Trait theory suggests that traits are unable to be learned, such as being direct and the ability to adapt. Behavioral theory focuses on the leader's behavior and style that they

show. A similar research study analyzed by Azeez (2023) examined leadership theories such as transactional, transformation, contingencies, great man, behavioral, functional, and integrated psychology in Sub-Saharan Africa with comparable views to Kumar (2022). Leadership is continuing to face challenges around the world. The impact of leadership roles may dictate the success or failure of an organization. The author concluded that theories have pros and cons, but the healthcare industry struggles to maintain effective leadership. Behavior theory analyzes the behavior characteristics portrayed by leadership (Azeez, 2023). Leaders should be aware of behavior and promote encouragement among their employees.

Leading by example is an excellent way for leaders to show employees that positive approaches and behaviors should be displayed within the workplace. Employees are paying close attention to the actions and behaviors of leadership, which have either positive or negative consequences. Trait theory believes that great leaders are born but can be trained, which could be more effective (Azeez, 2023). Theories provide support and evidence to the research study by analyzing characteristics of effective leadership from different angles. Contingency theory states that great leaders find strategies, no matter the situation, to handle employees effectively (Kumar, 2022). People have different personalities, values, and cultures that may impact their leadership abilities. Previous literature indicates the importance of maintaining a positive approach to having successful leaders within an organization.

Administrative Leadership

Administrative leadership or nonclinical leadership is a role that handles the business operations within a hospital system, such as accounting, finance, billing, and human resources departments. Do the Human Resources department oversee the issues of ineffective leadership effectively, or does it get ignored? Exit interviews display what the former employee thought of ineffective leadership behavior. The research study displayed the characteristics of ineffective leadership but no corrective action. The organization must take responsibility for having an ineffective leader who displays terrible behavior. Organizations must be able to hire and maintain good leaders to conduct the mission and vision. Injurious behavior may harm employees and cause legal matters within the organization.

Clinical Leadership

Clinical leadership consists of nurses, doctors, and other clinical positions. These positions are responsible for maintaining quality patient care. According to Kumar (2022), effective leadership among clinical leaders is vital because they have complex roles and are responsible for treating patients and managing staff. The study by Zhou et al. (2020) examined the manifestation of Servant leadership behaviors in both work and family domains in China. Notably, the study shed light on prevalent issues such as the absence of positive behaviors and the adoption of harsh treatment towards employees. This research holds significance for my study as it will support my problem statement, which pertains to the detrimental effects of toxic leadership traits on employee retention

within organizations. This investigation may further incorporate the viewpoints of both leaders and employees.

Evaluating leadership behaviors by leaders and members inside an organization will be an ongoing process to enhance and refine effective leadership practices. The authors demonstrated that influential leaders cultivate a pleasant work atmosphere and refrain from employing authoritarian leadership styles that dictate the actions and behaviors of their subordinates. In summary, this study and future investigations conducted by SLB may effectively address the existing gaps in the literature by including more factors and theories, thereby making valuable contributions to the field of research.

Behaviors

Previous research studies have examined and shown unacceptable leadership behaviors that have created job dissatisfaction, burnout, internal transfers to other departments, and turnover. Some behaviors among leadership or management may need to be more welcoming and could create a hostile work environment (Surawy-Stepney, et al., 2023). Behaviors in the workplace should remain professional and respectful and display teamwork to complete the organizational goals. Leadership oversees setting the tone and environment within the workplace. We will review several studies that will support the need for further examination of leadership behaviors within the hospital sector.

Abuse can cause lasting negative impacts on employees, such as mental stress. Watkins et al. (2019) focused on abusive leadership behaviors from the leader's standpoint and found issues of abusive leadership, lack of positive communication, and

micromanagement. Furthermore, this is important concerning my study because it explains the problem of toxic leadership behaviors and employee views on ineffective treatment to make them leave the job. Watkins et al. (2019) reviewed abusive leaders, trying to determine the root causes. Abuse should never happen or be tolerated in any organization. Leaders who abuse employees should be reprimanded and terminated. Leaders may feel that this is a punishment, but it causes more harm than good.

Leaders have stressful tasks to maintain daily operations and lead employees. Leaders are employees and should never display abusive behavior in the workplace at one point. Watkins et al. (2019) received feedback from leaders and employees about abusive behavior. Leaders are in place to motivate employees to achieve organizational goals. Organizations have policies explaining abuse and harassment. Some leaders feel that they are above the rules and regulations within the organization.

Watkins et al. (2019) utilized social learning theory within the research, which may be expanded and utilized in other research studies. The leaders who display abusive behavior should be examined. Some leaders are not meant to lead people or do not like dealing with others. Teamwork being mandatory brings out some of the destructive behaviors of leaders and employees. The research closely aligned to abusive leadership behaviors portrayed to the employee turnovers. Watkins et al. (2019) argue that the reason for abusing the employees is to assist with organizational goals. Leaders may have other reasons for abuse, including personal gains. They challenged the motivation of what causes leaders to abuse their employees. Leadership behaviors have an impact on how they treat their employees.

Abuse is dysfunctional no matter what reasons are provided by leadership.

Watkins et al. (2019 and Chang, et al.,2021). mention utilizing abuse to improve the employee's performance, which seems out of touch. Maslow's theory of needs includes safety and health promised within organizations. Mental health may impacted by abusive behavior. Watkins al et. (2019) have provided several reasons behind leadership abuse and attempted to clarify why it happens. Argue that there are benefits from abusive leadership because it causes negative actions. People should be treated equally and fairly in a work environment, especially with the Covid pandemic (Tolksdorf, et al., 2022). Organizations ignore the topic of abusive leadership as if it does not exist, and the employee is always considered the problem. In conclusion, research clarifies leadership mismanagement and experiences from the employee perspective, and future research is needed. Leadership abuse happens every day and should be examined closer to eliminating this behavior in organizations.

Nursing is majority of the research literature in relation to leadership behaviors and its impact on employees. Labrague et al. (2020) research study analyzed the ineffective leadership behaviors of nurse managers within the healthcare system utilizing psychometric testing using the ToxBH-NM scale. The research on toxic leadership views the behaviors that create toxic leaders within a 2-month data collection period. Labrague et al. (2020) found that using the ToxBH-NM scale resulted in viewing behaviors such as narcissistic, selfish, humiliating, favoritism, lousy communication, and excessive negative behaviors, which impacted the toxic behavior of nurse leadership. This research study may relate to my research study to have an in-depth view of organizational

leadership traits in hospitals among administrative leadership, which results in employee turnover.

Labrague et al. (2020) research consisted of 313 nurses focused on toxic nurse leadership behavior using psychometric testing. Results showed favoritism and neglect, lack of effective communication, and decline in quality patient care, which is vital concerning my study because it may explain the problem of effective leadership in the hospital system and the costly turnovers which helps support the need for future research. Labrague et al. (2020) research study analyzed the ineffective leadership behaviors of nurse managers within the healthcare system. The toxic leadership behaviors resulted in turnover and damage to the organization. Some leaders display unwanted negative behavior toward employees, according to the authors. Organizations must be cautious about whom they allow in leadership roles. This study was nurse leadership accountable for patient care, which may be damaging.

Leadership is essential because it oversees the organization's mission and policies. According to Labrague et al. (2020), few research studies have discussed leadership behaviors. Unruly behavior should never happen to leaders or employees. This research study on toxic leadership may expand on negative leadership behaviors. Healthcare has critical tasks to take care of patients, and when leaders display ineffective behavior, it impacts essential tasks in the organization. Leadership behaviors may cost the organization revenue and may negatively impact its reputation. Aravena (2019) study analyzed an employee's standpoint of a destructive and immoral leader. The author's conclusion seems that harmful and destructive leadership is not the same.

Decision-making and ineffective treatment of employees create a toxic workplace environment. The study was conducted in an educational structure and used in the healthcare industry. As a result, organizations need to pay more attention to leadership traits and behavior. Leader-member exchange plays a considerable part in the perception of the relationship. Employee viewpoints on their leadership concluded that communication and fair treatment might create a better workplace environment. Aravena (2019) suggested leadership training, but only some leaders may be good leaders, which includes leadership practice with respect, effective communication, respect, and consistency, which makes employees follow their leaders positively.

The research on toxic leadership views the behaviors that create toxic leaders within a 2-month data collection period, and the ToxBH-NM scale was utilized. Labrague et al. (2020) covered one region, which was a limitation due to not viewing toxic leadership behaviors in other regions. The behavior of leadership may create a negative or positive organizational culture. Organizations need to observe the behaviors and actions of their leaders. The results of the research study showed behavior issues such as favoritism, neglect, and unfair treatment, which created a toxic work environment. This scale may be utilized in a research study to have an in-depth view of hospital organizational leadership behavior.

Aravena (2019) focused on destructive behaviors displayed by leadership within the learning environment and found three issues: toxic leadership behavior and attitudes, lack of decision-making and communication skills, and mistreatment of employees. Aravena (2019) qualitative study explored the ineffective behavior of leadership within

the educational industry. The behaviors are analyzed within the behavior trait test, but only if the individual is honest. The leaders who display destructive behaviors tend to hide it from their upper management leaders, but employees must deal with the negative behavior. Some employees will leave the organization or transfer to another department.

Negative behaviors can happen, which result in a domino effect within the organization. In a study conducted by Michalak, Kiffin-Petersen, and Ashkanasy (2019), an exploratory investigation on the behaviors of individuals and how it impacts the organization observes in this qualitative study. Ineffective communication, disrespect, job dissatisfaction, and stress result from ineffective behavior that leaders and employees display. Organizations must hire and maintain good workplace behavior from qualified employees. Michalak et al. (2019), analyzed ineffective behavior and looked at effective corrective action. The study observed the negative behaviors and some of the causes.

Leaders may display and cause more harm than good with the behavior. This research may expand to elaborate on the negative issues. This research study may be utilized in a study, and it would be helpful to view employee turnover. They failed to include a diverse population of gender by only including women in the research study. It was helpful to add to the literature regarding job satisfaction and stress within the workplace. Negative behavior of any kind may be detrimental to any organization. Future research will include more variables and gender to analyze deviant behavior. The research may utilize a leadership research study to analyze attitudes and behavior. Leadership may only take accountability for negative behavior once organizations realize

a significant problem. In conclusion, just as this research added to the literature, a study may help educate the leadership population.

Van Kleeff et al. (2024) study analyzed the relationship between lean leadership behavior and employee engagement within a hospital from an employee perspective. The findings showed that lean leadership behavior influenced employee engagement, productivity, and job requirements through employee perception. Some of the leadership behaviors observed by employees were providing clear job roles and guidelines for tasks, mentoring, delegating, and pushing for change. Employees were able to have a clear direction and manage daily assignments with the help of their leadership, which created a positive relationship.

Leadership behavior has been a challenge within the healthcare industry for years. The previous literature of Jian et al. (2022); Özkan (2022); Bush et al. (2020); Pedrosa al et. (2021); Creel al et. (2021) mention the adverse outcomes of leadership behaviors and styles such as ineffective communication, disrespect, and unable to effectively manage employees which results in costly turnovers for hospitals. The research will carefully review employee perception of their leaders with the support of previous literature of past experiences. There are many other reasons employees choose to leave an organization, such as lack of advancement opportunities, salary, job dissatisfaction, stressful workload, and relocating, which are other reasons not mentioned. The leadership behavior can create a negative or positive organizational culture.

The clinical nursing sector has experienced behavior challenges globally. Silva Araujo and Figueiredo (2019) focused on conducting research on nurses in Brazil

leadership behavior and attitude within the healthcare industry, the authors found that negative behavior and attitude will devastate an organization, positive healthy workplace relationship, and leadership should display positivity with employees and patients, this is important about my research study because provides supporting evidence of a significant problem with leadership behaviors and toxic traits that displayed within the work environment. The research study viewed leadership behavior and the betrayed attitudes. The leadership behaviors will positively or negatively impact the company's organizational culture.

This research study included a large population in Brazil among nurses but did not include demographic information of the participants which would have provided more details about the participants. Further research on behaviors and attitudes is needed and recommended by Silva Araujo and Figueiredo (2019). Leaders will continue to face challenges when dealing with multiple people personalities. Silva Araujo and Figueiredo (2019) research leadership behavior and managing people within a hospital setting. Leaders should remain positive and encourage the employees to achieve organizational goals. Teamwork will play a significant part in working together and building a good relationship. Leadership must treat the staff fairly and keep a positive outlook for the organizational culture. Silva Araujo and Figueiredo (2019) study focused on nurse leadership within the hospital but did not include administrative leadership behavior. The employee must be treated fairly and motivated to have job satisfaction. The leadership team should encourage organizational growth within the staff should be encouraged for

nurses by the leadership team. The research study was conducted in Brazil and may expand in the United States.

Employee perceptions of their leadership is barely discussed but is necessary to assist with organizational changes. Heimann al. (2020) explored leadership behaviors from employee perceptions; some issues found a lack of positive relationships and communication, lack of skillset or experience, and ineffective leadership styles. These are important to my research study because they may help explain employee perception of leaders, destructive behaviors within leadership, and traits that create a hostile work environment. Heimann et al. (2020) research reviewed leadership behaviors via interviews with multiple participants, including subordinates. Rating leadership is a common task within organizations that view effectiveness and efficiency. Behaviors are sometimes better seen from the views of others because leaders may not recognize or accept their behavior. Leadership behavior may have a negative or positive impact on the organizational culture.

Organizations must pay close attention to leadership behavior. Heimann et al. (2020) study reviewed behaviors but not attitudes of the leaders. Positive behavior is excellent for the organization and can influence a positive relationship with the employees. Leaders may create a toxic work environment when destructive behaviors are displayed. A leader's behavior will dictate the type of leadership style conducted. The research addressed the need for future research that may expand on leadership behaviors. Leader and employee relationships are vital to the success of the organization. It takes

teamwork to make a healthy work environment. The research of leader behavior should be included in all leader training and development programs.

Leadership behavior may create a toxic environment if portrayed negatively. Heimann et al. (2020) confirmed those leadership behaviors but had limitations requiring further research. Some individuals are unaware of unruly behavior that continues throughout their careers. Assessments may bring to light the bad characteristics that a leader displays. Research has been going on for years regarding leadership, in which there has always been room for future research. The research will analyze leadership attitudes, behavior, and employees' perceptions of their leadership.

The behavior and attitude of leaders drives the culture in which organizations must monitor to make sure goals are being reached. Zhou et al.,(2020) research focused on servant leadership behaviors within work and family life in China. Known issues include a lack of positive behavior and harsh treatment of employees. this is important concerning my study because it will support my problem statement of toxic traits with leadership, which may result in employees leaving the organization. Zhou et al. (2020) research study on servant leader behavior examines how this impacts their family and work life. Leaders must have a work-life balance to be able to succeed. Leaders have a responsibility to manage employees and maintain a family. They may become exhausted mentally by trying to help everyone.

Zhou et al. (2020) explored the relationship and behavior of leadership. Mental issues have been a concern for years, and leaders must maintain healthy relationships. Most leaders and employees spend more time at work than at home. Work-family

becomes close, and leaders oversee maintaining this relationship. The research may be continued within other leadership styles to view the behaviors. Building relationships is essential in daily life and should remain positive. Employees depend on leadership, and family life does the same. Balance is sometimes hard to maintain, and leaders should take care of themselves also. Training and development may assist in leadership self-care.

Behavior is the main focal point of why leaders behave positively or negatively. Zhou et al. (2020) study focused on the leader with Servant leadership behavior but reasons of employee treatment. Employees must maintain a work-life balance as well as leadership. Especially today, dealing with COVID-19 has been incredibly stressful for everyone. Researchers have focused on many different elements within leaders, and the study will take a closer look at the employees' perspective on leaders. Zhou et al. (2020) indicated different variables for future research and other methods to examine the research. The research evaluated in China has different laws and rules. This study may further include both leaders' and employees' perspectives. Leaders and member exchange will continually evaluate due to the need to improve good leadership behaviors. The authors showed that leaders must provide a positive environment and not dictate how they lead their employees. In conclusion, SLB presented in this research and future research may address gaps, such as other variables and theories to contribute to the research.

In a recent study conducted by Al-Khasawneh and Abu Khadar (2021), an examination was undertaken to assess employee conflicts at Jordan Hospital that were attributed to leadership issues and subsequently led to employee attrition. Ravangard et

al. (2019); Peter, et al. (2020) conducted studies identifying leadership behavior and support as significant determinants. In their study, Al-Khasawneh and Abu Khadar (2021) examined eight private hospitals in Jordan, focusing on a sample of 289 employees.

Their research findings revealed that internal reasons were the predominant source of conflict inside these hospitals. The company's primary factors contributing to employee attrition were work stress and pressure, job stability, respect, and trust. These conflicts were more prevalent among top leadership and direct supervisors, indicating that organizational culture had a significant role in staff turnover within the hospital.

This study can contribute to the current knowledge on leadership behaviors related to the contributing factors of employee turnover within hospital settings. The existing scholarly literature has identified significant concerns about the leadership traits and actions exhibited toward employees. Some factors contributing to employee turnover or resignation include employee disrespect, lack of trustworthiness, absence of support, instances of bullying, favoritism, and limited opportunities for career advancement within the organization.

According to Burr et al (2022), research study analyzed different factors of burnout of the perception of respiratory therapists pertaining to their leadership. The findings showed majority of 66% of the participants in the study had a positive view of their leadership, and 34% had negative views of their leadership. Some of the employee perceptions were long hours, burnout, understaffing, missed work, and lack of communication. The leadership that was promoted received minimal to no training in

their new roles. Further research was recommended on leadership styles; leadership practice changes will improve burnout.

Taking the ethical lead: Predicting the behavior of business leaders (2020); focused the research on ethical leadership and behavior displayed within the organization in China, some issues include unethical behavior, ineffective communication, little to no experience, and attitude problems; and this is important to my study it will provide more support to my problem statement. The authors utilized the Theory of Planned Behavior to observe leadership behaviors. Leaders' attitudes and behavior will determine the organizational culture within the department. Ethical leadership should be a priority, but sometimes, self-interest may hinder critical business decisions. Organizations have policies and procedures related to ethics that all employees must follow. Leaders who are unethical and portray ineffective behavior will make bad organizational decisions.

Organizations such as Exxon with the oil spill of ineffective leadership decisions of ethics. Leadership must take accountability for their actions and positively represent organizations. Every business decision may not be in the organization's best interest. The authors focused on ethical leadership and utilized the Theory of Planned Behavior to analyze leaders and employees. The authors argued that there will be a unique perspective because people may not realize and acknowledge their behavior. Attitudes within an individual will predict how the day will go, which should never be negative. This behavior and attitude may spread to others within the organization. Leaders within organizations that have displayed unethical behaviors should be held accountable. Analyzing the author's research utilized an organization in China, which implies future

studies in other countries in other industries. Ethical leadership views the attitude and behavior in which training and development programs would be beneficial. Organizations can utilize this research and other leadership studies to help improve leaders.

In conclusion, ethical leadership may be used in a research study to view behaviors and attitudes. A personality test would be a helpful tool to evaluate current and future leaders within organizations. An individual's behavior and attitudes will always vary, making an organization fail or succeed entirely. The previous literature explained leadership behaviors, traits, reasoning for intent to leave, and employee turnover.

Review of the literature of another qualitative case study of organizational failure within the NHS hospital trust displayed poor leadership, organizational financial issues, and impaired performance as key factors of failure (Ravaghi et al., 2015). Leadership impacts the organizational culture, morale, communication, and workflow. This case managed to target the negative issues within the hospital setting, which were leadership issues that created a hostile workplace environment. There was an indication for future research on the research. The research indicated that employees need to be more trusting and confident in leadership. Employees want strong and consistent leadership that will support them. The literature highlights the critical concerns of poor leadership related to negative workplace behaviors. Leadership training programs are made available in some hospitals, but are they helping improve the skillset of the leader?

Leadership in a hospital setting not only impacts employees but patient quality care is jeopardized. I was reviewing a research article in which poor leadership practices and being short-staffed resulted in the attempted murder of two patients in a hospital

(Duffin, 2006). Nurses have a job to maintain patient safety and quality care. Leaders oversee making sure employees are maintaining safe practices. This was very disturbing due to mistreatment of the patients. Hospitals main priority is to take care of their patients' needs with qualified leaders implementing processes and procedures. Poor leadership in hospitals seems to be a discussion topic that needs to be in the forefront of hospital literature and policies. Leadership is a significant key role within any organization because they oversee carrying out the mission and vision and creating new innovative ideas. The literature displays the importance of good leadership practices, but do leaders display these behaviors in the organization.

They reviewed a qualitative study that targets leadership effectiveness in hospitals in Iran among 30 managers (Asiabar et al., 2020). The study interviews managers to get their views on effective leadership. The results of the study display that the personality traits, skillsets, behaviors, and attitudes of the leaders were essential factors in leadership effectiveness (Asiabar et al., 2020). Leadership experience is something that organizations should investigate because it will determine qualified from not qualified leaders. There are several studies in other countries in which laws and policies are different than those in the United States. Leadership will be a continuous topic that can continuously be researched and improved. This study implicated further research is needed. Leadership effectiveness has been a concern and has a detrimental impact on organizations. My research study will contribute to the previous and current literature to examine contributing factors of administrative leadership behaviors related to employee turnover in U.S. Southeastern hospitals.

Leadership Styles

There are many different styles that leadership portrays in a healthcare organization. Previous literature from Westbrook et al. (2022) and Mehrad et al. (2020) has shown which style is beneficial and which is not recommended for leaders. These are based on employee feedback and perceptions of how their leader or manager treats them. Leader and employee relationships are essential to the workplace environment. According to Westbrook et al. (2022), leadership behavior and styles influence employee intent to leave an organization. They observed that Servant leadership is more beneficial than authoritative to the employees. Servant leadership characteristics are encouraging, empowering, allowing employee decision-making, and assisting employees in reaching their goals.

The challenges of leadership styles have been challenged for years due to employee retention and job satisfaction. A research study by Mehrad et al. (2020) studied the workplace interactions within different leadership styles and support that may create employee job dissatisfaction. The research study found that transformational/transactional leadership style and support within the company showed a positive outcome in the organizational culture. Westbrook et al. (2022) and Mehrad et al. (2020) both agreed that leadership styles have a result on employee turnover intentions; the results will assist with my research study because they will help view the challenges among leadership and employees, which may create negative vibes in the workplace. Mehrad et al. (2020) stated that organizations should strive for continuous improvements within leaders, employees, and processes to create a healthy work environment. The

evidence showed that having a great leadership team will assist with eliminating costly turnovers and negative behaviors in the workplace.

Organizational culture takes teamwork and good behavior to maintain a healthy workplace. Mehrad et al. (2020) focused on leadership styles, behaviors, and the organization's work environment and found issues such as a lack of influential leaders, ineffective communication skills, bad attitudes and behavior displayed, and unfair treatment to followers and the importance of my study because it explains ineffective leadership and the conflict it causes within the organization as it relates to employee intent to leave. Mehrad al et. (2020) observed the many leadership styles displayed within an organization and how they impact the workplace.

Leaders' ineffective behavior can make organizations lose good employees and high-cost turnovers. The organization must hire and maintain qualified candidates with positive behavior to help grow the company. The review of leadership styles displayed is a significant factor in the treatment of employees, production, and workplace culture. Good leaders will allow teamwork and encourage employees to follow the organizational goals. Leadership is the organization's heart because they are supposed to help improve the company. Destructive behaviors should never be tolerated, but they exist in all industries. Leadership behaviors may be utilized in research to allow organizations to see the challenges this will create.

The behavior and attitude of the leader are more important. The style of leadership will also depend on the organizational culture. Mehrad et al. (2020) explained that leadership styles play a huge role in managing people. Transformational leadership is

widely utilized and more successful among employees. Leaders must treat employees fairly and not result in unfair treatment, such as favoritism. The research mentions that future research is needed, and it will continue if leaders display negative behaviors. An employee's perspective of leadership sometimes is viewed as being a troublemaker.

Improvements within the leadership spectrum are needed, and research will be added to the literature just as this study. There will always be a gap in research because we have different obstacles to view. In conclusion, leadership styles, behavior, and attitude will play a massive role in an organization's culture.

The different styles of leadership seem to change according to the personality of the individual. Bush et al. (2020) studied the transformational, transactional, and passive-avoidant leadership styles, outcomes of leadership, and self-efficacy that include nurse leadership, such as clinical supervisors and nurse directors in U.S. Regional Medical Facilities. The research found that the most widely used leadership style was transformational, a need for professional development that includes practical communication skills, respect for values and beliefs, company mission, and confidence in the organization. The research included forty nurse leaders using the Multifactor leadership questionnaire that showed the consistency of the leadership behaviors. Bush et al. (2020) concluded that future studies may include more diverse races, a mixed age range of leaders, and administrative leadership. The literature review supports this because it focuses on the problems and challenges employees face with negative leadership behaviors in the workplace, such as ineffective communication, favoritism, lack of respect, and lack of advancement opportunities in U.S. Healthcare Facilities.

This study needed a diverse population to see if the results would be similar. The study results showed that effective leadership is a significant issue within hospitals, and leadership programs will be more effective with having a more diverse outlook on leadership issues. Bush et al. (2020) utilized more Caucasian participants than other races. Some leadership behaviors and attitudes will impact how they will lead employees. The research study shows the different leadership styles that result in abusive leadership. Leaders must be able to lead by example and treat employees with respect. The research study consisted of only thirty-three nurses, most over forty-one, but a few younger nurses were included. The study limitations did not show that detailed transformational leadership factors proved to be more successful than the other leadership styles.

Organizational culture is critical in ensuring that leaders communicate and provide professional development. Despite age, gender, education, and experience, the study showed that leaders might not have the communication skills to be influential leaders. Leadership training is recommended in the study to maintain great leaders. Bush et al. (2020) and Siangchokyoo, et al. (2020). found that transformational leadership was most effective compared to transactional and laissez-faire styles of leadership per. Hospitals must view leadership in other areas that impact communication, effective leadership, and professional development. The study limitations did not show that detailed transformational leadership factors proved to be more successful than the other leadership styles. Organizational culture is critical in ensuring that leaders communicate and provide professional development. There were few younger nurses in the study. Despite age, gender, education, and experience, the study showed that leaders might not

have the communication skills to be influential leaders, and Leadership training is recommended to maintain great leaders. The literature review supports my research study because it focuses on the problems and challenges employees face.

Westbrook et al. (2022); Sungar et al. (2019); Mehrad et al. (2020) agreed that leadership styles have a result on employee turnover intentions. The results will assist with my research study because they will help view the challenges among leadership and employees, which may create negative vibes in the workplace. Mehrad et al. (2020) stated that organizations should strive for continuous improvements within leaders, employees, and processes to create a healthy work environment. The evidence showed that having a great leadership team will assist with eliminating costly turnovers and negative behaviors in the workplace.

Sungar et al. (2019) agreed with Mehrad et al. (2020) that healthcare organizations must reduce negative occurrences and provide effective leadership to decrease the turnover ratio. The study investigation showed that employees' perception of their leadership showing empathy, caring, respect, and protection allows them to feel a sense of belonging to stay. The organization should value employee and leadership commitment and dedication. Furthermore, providing the necessary resources, structure, and professionalism will allow employees the security to decrease the intent to leave.

A similar research study by Zaheer et al. (2021) indicated employees' preference for a participative leadership style with behaviors consisting of being team-oriented, approachable, good communicator, listening, and respecting employee feedback. The organization must hire and maintain qualified candidates with positive behavior to help

grow the company. Reviewing leadership styles is a significant factor in treating employees, production, and workplace culture. Good leaders will allow teamwork and encourage employees to follow the organizational goals. Leadership is the organization's heart because they are supposed to help improve the company. Destructive behaviors should never be tolerated, but they continue to exist in all industries. Leadership behaviors may be utilized in research to allow organizations to see the challenges this will create.

Leaders must treat employees fairly and avoid unfair treatment, such as favoritism. The research mentions that future research is needed, and it will continue if leaders display negative behaviors. An employee's perspective of leadership sometimes is viewed as being a troublemaker. Improvements within the leadership spectrum are needed, and research will add to the literature just as this study. There will always be a gap in research because we have different obstacles to view. In conclusion, leadership styles, behavior, and attitude will play a massive role in an organization's culture.

More research conducted by Bush et al. (2020) studied the transformational, transactional, and passive-avoidant leadership styles, outcomes of leadership, and self-efficacy that include nurse leadership, such as clinical supervisors and nurse directors in United States Regional Medical Facilities. The research found that the most widely used leadership style was transformational, a need for professional development that includes practical communication skills, respect for values and beliefs, company mission, and confidence in the organization. The research included forty nurse leaders using the Multifactor leadership questionnaire that showed the consistency of the leadership

behaviors. Bush et al. (2020) concluded that future studies may include more diverse races, a mixed age range of leaders, and administrative leadership. The literature supports this because it focuses on the problems and challenges employees face with negative leadership behaviors in the workplace, such as ineffective communication, favoritism, lack of respect, and lack of advancement opportunities in United States Healthcare Facilities.

Some leadership behaviors and attitudes will impact how they will lead employees. The research study shows the different leadership styles that result in abusive leadership. Sungar (2019) research agreed with Bush et al. (2020) that a positive workplace with effective leadership styles should be implemented to support all employees. Leaders must be able to lead by example and treat employees with respect. The research study consisted of only thirty-three nurses, most over forty-one but a few younger nurses. The study limitations did not show that detailed transformational leadership factors proved to be more successful than the other leadership styles.

Organizational culture is critical in ensuring leaders communicate and provide professional development. Despite age, gender, education, and experience, the study showed that leaders might not have the communication skills to be influential leaders. Leadership training is recommended in the study to maintain great leaders. Bush et al. (2020) and Yao, J. J. (2021), found that transformational leadership was most effective compared to transactional and laissez-faire styles of leadership per. Bush et al. (2020) concluded that future studies may include more diverse races, a mixed age range of leaders, and administrative leadership. Hospitals must view leadership in other areas that

impact communication, effective leadership, and professional development. The study limitations did not show that detailed transformational leadership factors proved to be more successful than the other leadership styles. There were few younger nurses in the study. Despite age, gender, education, and experience, the study showed that leaders might not have the communication skills to be influential leaders, and Leadership training is recommended to maintain great leaders. The literature review supports this because it focuses on the problems and challenges employees face with negative leadership behaviors in the workplace, such as ineffective communication, favoritism, lack of respect, and lack of advancement opportunities.

Employee Turnover

Job satisfaction, stress, and burnout are also issues that employees encounter in the workplace that may contribute to the intent to leave. Pedrosa et al. (2021) studied factors of organizational culture that relate to the result of nurse turnover. The authors found that organizational and individual factors such as organizational culture, climate, leadership style, communication, demographic information, and processes within the hospital influence nurse turnover. Pedrosa et al. (2021 and Pillay, et al., 2022). recommend that turnover be taken seriously because it will impact the production of patient care in the hospital as it relates to nurses. Similar findings by McKenna and Jeske (2020) showed that hospital turnover proposes a high shortage of staff, low morale, and a stressful work environment that healthcare organizations must monitor to decrease turnover intention. Concerning my research study, leadership behavior investigated and

how it impacts employee turnover is a significant challenge. The evidence in the study is justified and that future research in other regions is needed.

Ethical leadership practices within an organization may eliminate or decrease the turnover rates within the healthcare industry. A study by Jian et al. (2022) investigated the relationship between ethical leadership and turnover in hospitals in the Global South. The research results concluded that positive ethical leadership decreases employee turnover and their intent to leave. The research will assist with reviewing the costly turnover rates resulting from bad leadership practices in a hospital setting. Jian et al. (2022) mentioned that healthcare turnover impacts different business components, such as employee retention, patient care, and loss of revenue. The evidence in the study justifies continued research into leadership challenges and turnover in healthcare.

A comparative study by Özkan (2022) investigated relationships between followers' intent to leave and abusive leaders in Turkey's hospital organizational culture. The study found that abusive leadership and hostile work environments positively affect employees' intent to leave an organization. Özkan (2022) proposes that upper management review abusive leadership within their organizations and provide corrective action. This study is imperative to my research to display the toxic leadership traits that result in turnover in the healthcare industry. The evidence in the research shows justification to continue to expand on ineffective leadership behaviors that result in hospital turnover. The behavior and attitudes relate to my study because they help support my study on ineffective leadership behaviors that result in turnovers. The research in

leadership behaviors will allow organizations to view the leadership of their staff and what leaders should display to the employees.

Burnout can lead to turnover has been a problem in the healthcare industry. The study conducted by Johnson and Shamroukh (2024) with clinical and nonclinical employees on burnout and the hospital organizational culture. The researchers mentioned not much literature on employee burnout within the nonclinical roles compared to clinical employees. The results showed that the majority of the employees held administrative positions and indicated that the organizational culture can lead to burnout. The researchers mentioned that leadership should look for early signs of burnout, such as absenteeism and disengagement, to make improvements.

The challenges faced by nurses are vast, from turnover to burnout has been addressed frequently throughout the years. In a recent study, McKenna and Jeske (2021) analyzed emotional exhaustion, work engagement, and intent to leave within nurses in an Irish hospital by viewing ethical leadership and decision-making. The results found that ethical leadership in the hospital proved to make a better workplace environment and decrease the intent to leave among nurses. McKenna and Jeske (2021) and Zaheer et al. (2021) stated that leadership styles and behaviors are essential in employee perception and leader-member exchanges. The research utilized eighty-nine participants using different scales such as Ethical leadership scales with questionnaires which showed that ethical leadership and decision-making were major factors that employees felt were intent to stay or leave an organization. Leadership styles and training may benefit hospitals within the study, and the results concluded that it would benefit hospitals to observe their

leadership. Leadership behaviors and styles have been discussed throughout the literature, which supports the need for further research.

There are many factors that employees may intend to leave, but leadership behavior has been analyzed in several studies, which indicates that further research is needed. Peter et al. (2020) research consisted of over 3,000 healthcare professionals viewing job stressors and symptoms, job satisfaction, intent to leave the organization, and health issues in Swiss hospitals within a month. There is a strong relationship between burnout, the behavior of the leadership, unfair behavior, quality of leadership, lack of reward, clear job role, and job satisfaction that causes employees to leave. Peter et al. (2020), participants, including clinical employees who experienced work-related stress, concluded that leadership behaviors played a negative role and showed that leaders could contribute to helping reduce the effects of the stressors. Peter et al. (2020) indicated that more research could be obtained from different healthcare professions instead of the clinical employees, which is why administrative leadership may be analyzed to view behaviors and work stressors in more detail. The study indicated a strong need to improve leadership quality within the healthcare industry.

Leadership support and empowerment can create a positive environment in which employees feel wanted may decrease turnover. Ravangard et al. (2019) research study explained the impact of social support and several factors, such as burnout, support of management, empowerment, and organization commitment to employees, which creates their intent to leave an Iran hospital. A similar mixed-method study by Zaheer et al. (2021) investigated the nurse's perception of leadership and showed that turnover hurts

patient care. The administrative and finance employees in the study showed that having good leadership behavior and support decreases job stress. This cross-sectional and descriptive-analytic research study utilized questionnaires for 61 employees within 11 teaching hospitals.

It showed a positive relationship with social support and company commitment Ravangard et al. (2019). The employees want to feel valued, cared for, and treated fairly, which, if negative behavior such as ignoring or no support, will increase turnover. The literature and others regarding leadership behavior play a vital role in employees' intent to leave an organization in the healthcare industry. The study by Omanwar and Agrawal (2022) employed a quantitative research approach to investigate the influence of servant leadership style on employee turnover. The research sample consisted of 226 participants from private hospitals in India. The study's results indicated that implementing servant leadership had a detrimental impact on employees' intention to remain within the firm. Prior studies have demonstrated that this type of leadership contributes to employee turnover within organizations. Similarly, Quek et al. (2021) conducted a study on the impact of distributed leadership on lowering turnover among nurses in UK hospitals. The findings of the research indicate that modifying leadership behavior has the potential to bring about a positive change in staff turnover rates.

Other countries and the United States have faced multiple challenges with employee turnover rates. In Collins et al. (2015) research study within the United States investigated turnover within U.S. hospitals and concluded that healthcare leadership must take a proactive approach to decrease turnover. There was a clear indication that more

research is needed to understand turnover and the impact on healthcare facilities that reflect on leaders' competency level Collins et al. (2015). In the present day, turnover has shown to still be problematic, according to the literature.

According to NSI Solutions INC. 2023, in United States hospitals the turnover rate is 19.5% which is a 1.7% hike from 2020. The 2023 NSI retention and staff report an increase in turnover rate in the United States Southeast Region of 23.5% which shows an increase from previous years. The statistics prove that there is a major problem of employee turnover in hospitals within the United States. The literature from (Sarabi al et., Safari, 2020; Labrague al et., 2020; Bakkal al et., 2019; Selma Demirhan al et., 2020) indicated a need for further research is needed on the problem of employee turnover and leadership behaviors.

Layne et al. 2019 research has determined leadership adverse behaviors impacted employee job satisfaction, turnover, retention, performance, and others job functions. The results show that hospitals' experience of leadership problems resulted in spending thousands due to employee turnover. Labrague, et al. 2021 stated limited research studies present mismanagement leadership as a topic which has been nonexistence and financial turnover problem in healthcare. According to Jian et al. (2022) found that leadership behaviors have contributed to the costly turnovers within the healthcare industry.

Leadership Competency

In a recent study conducted by Al-Khasawneh and Abu Khadar (2021), an examination was undertaken to assess employee conflicts at Jordan Hospital that were attributed to leadership issues and subsequently led to employee attrition. Ravangard et

al. (2019) and Peter et al. (2020) conducted studies identifying leadership behavior and support as significant determinants. In their study, Al-Khasawneh and Abu Khadar (2021) examined eight private hospitals in Jordan, focusing on a 0 of 289 employees.

A further examination of relevant scholarly sources about a qualitative case study about organizational failure inside an NHS hospital trust revealed that inadequate leadership, financial challenges, and subpar performance emerged as significant contributing causes to the observed failure (Ravaghi et al., 2015). The influence of leadership extends to various aspects of a company, including its culture, morale, communication, and workflow. This case effectively addressed the adverse elements prevalent in the hospital context, namely, leadership deficiencies contributing to a detrimental work atmosphere. There was a suggestion for further investigation in the study. The existing body of literature highlights the primary difficulties associated with inadequate leadership, which are intricately linked to the manifestation of undesirable behaviors within the workplace. McKenna and Jeske's (2020) study proved that ethical leadership was a positive component of nurses' decisions to decrease exhaustion and intent to leave or turnover.

Productivity and engagement in the hospital environment are vital for providing quality patient care and servicing the community. The provision of leadership training programs at certain hospitals raises the question of their efficacy in enhancing the skills of leaders. Their research findings revealed that internal reasons were the predominant source of conflict inside these hospitals. The company's primary factors contributing to employee attrition were work stress and pressure, job stability, respect, and trust. These

conflicts were more prevalent among top leadership and direct supervisors, indicating that organizational culture had a significant role in staff turnover within the hospital.

This study can contribute to the current knowledge of leadership behaviors related to the contributing factors of employee turnover within hospital settings. The existing scholarly literature has identified significant concerns about scholarly literature has identified significant concerns of the leadership traits and actions exhibited toward employees. Some factors contributing to employee turnover or resignation include employee disrespect, lack of trustworthiness, absence of support, instances of bullying, favoritism, and limited opportunities for career advancement within the organization.

A qualitative research study conducted by Wang et al. (2023) explored the CFO leadership competencies and responsibilities within a China hospital. Competency is vital to understand and make necessary revisions to improve healthcare development. The results showed, utilizing content analysis, that 17 competencies would assist in creating a better leadership plan. Hospitals may create training and development plans from research on effective leadership components needed to succeed. The study's leadership and manager competencies included critical thinking, communication, learning, organizing, expertise, knowledge management, and risk management. Previous literature has addressed leadership effectiveness and continues to be a challenging research topic.

Healthcare

Mehrad et al. (2020) studied the workplace interactions within different leadership styles and support that may create employee job dissatisfaction. The research study found that transformational/transactional leadership style and support within the

company showed a positive outcome in the organizational culture. The results will assist with my research study because it will help view the challenges among leadership and employees, which may create negative vibes in the workplace. Mehrad et al. (2020) stated that organizations should strive for continuous improvements within leaders, employees, and processes to create a healthy work environment. The evidence showed that having a great leadership team will assist with eliminating costly turnovers and negative behaviors in the workplace.

Mehrad et al. (2020) observed the many leadership styles displayed within an organization and how they impact the workplace. Organizational culture takes teamwork and good behavior to maintain a healthy workplace. Leaders' ineffective behavior can make organizations lose good employees and high-cost turnovers. The organization must hire and maintain qualified candidates with positive behavior to help grow the company. Reviewing leadership styles is a significant factor in treating employees, production, and workplace culture. Good leaders will allow teamwork and encourage employees to follow the organizational goals. Leadership is the organization's heart because they are supposed to help improve the company. Destructive behaviors should never be tolerated, but they exist in all industries. Leadership behaviors may be utilized in research to allow organizations to see the challenges this will create.

Leaders have stressful tasks to maintain daily operations and lead employees. Leaders are employees and should never display abusive behavior in the workplace at one point. Mehrad et al. (2020) explained that leadership styles play a huge role in managing people. The behavior and attitude of the leader are more important. The style

of leadership will also depend on the organizational culture. Previous research found that transformational leadership is widely utilized and more successful among employees. Leaders must treat employees fairly and not result in unfair treatment such as favoritism. The research mentions that future research is needed, and it will continue if leaders display negative behaviors. Improvements within the leadership spectrum are needed, and research will be added to the literature just as this study. There will always be a gap in research because we have different obstacles to view. In conclusion, leadership styles, behavior, and attitude will play a massive role in an organization's culture.

Organizational culture is critical in ensuring that leaders communicate and provide professional development. Despite age, gender, education, and experience, the study showed that leaders might not have the communication skills to be influential leaders. Leadership training is recommended in the study to maintain great leaders. Bush et al. (2020) that transformational leadership was most effective compared to transactional and laissez-faire styles of leadership per. Bush et al. (2020) concluded that future studies may include more diverse races, a mixed age range of leaders, and administrative leadership. Hospitals must view leadership in other areas that impact communication, effective leadership, and professional development. The study limitations did not show that detailed transformational leadership factors proved to be more successful than the other leadership styles. Organizational culture is critical in ensuring leaders communicate and provide professional development. There were few younger nurses in the study. Despite age, gender, education, and experience, the study showed that leaders might not have the communication skills to be influential leaders,

and Leadership training is recommended to maintain great leaders. The literature review supports my research study because it focuses on the problems and challenges employees face with negative leadership behaviors in the workplace, such as ineffective communication, favoritism, lack of respect, and lack of advancement opportunities.

A study performed by Aravena (2019) focused on destructive behaviors displayed by leadership within a learning environment and found three issues: toxic leadership behavior and attitudes, lack of decision-making and communication skills, and mistreatment of employees. The behavior trait test analyzes the behaviors, but only if the individual is honest. Leaders who display destructive behaviors tend to hide it from their upper management leaders, but employees must deal with the negative behavior. Some employees will leave the organization or transfer to another department.

Does the human resources department oversee the issues of ineffective leadership effectively, or does it get ignored? Exit interviews display what the former employee thought of ineffective leadership behavior. The research study displayed the characteristics of ineffective leadership but no corrective action. The organization must take responsibility for having an ineffective leader who displays terrible behavior. Organizations must be able to hire and maintain good leaders to conduct the mission and vision. Injurious behavior may harm employees and cause legal matters within the organization.

Aravena (2019) study analyzed an employee's standpoint of a destructive and immoral leader. The author concludes that harmful and destructive leadership is not the same. Decision-making and ineffective treatment of employees create a toxic workplace

environment (Hwang, et al., 2022). The study was concluded in an educational structure and used in the healthcare industry. As a result, organizations need to pay more attention to leadership traits and behavior. Leader-member exchange plays a considerable part in the perception of the relationship. Employee viewpoints on their leadership concluded that communication and fair treatment might create a better workplace environment. Aravena (2019) suggested leadership training, but only some leaders may be good leaders. Which includes leadership practice with respect, effective communication, respect, and consistency, which makes employees follow their leaders positively.

Creel et al. (2021) studied transformational and transactional leadership styles' relationship with employee safety and hospital turnovers. The author mentions that organizational culture is determined by the leadership styles and behaviors displayed in the workplace. In similar research by Pedrosa, similar results indicated that turnover and leadership are significant challenges for healthcare organizations. Creed et al. (2021) findings include that transformational leadership improved employee turnover and safety results, but transactional showed adverse effects. This relates to my study because analyzing the negative leadership behaviors that create turnover will assist with my problem statement. This study justified continued leadership research to improve turnover in the hospital sector by having effective leadership.

Pedrosa et al. (2021) studied factors of organizational culture that relate to the result of nurse turnover. The authors found that organizational and individual factors influence nurse turnover, such as organizational culture, climate, leadership style, communication, demographic information, and processes within the hospital. Pedrosa et

al. (2021) recommend taking turnover seriously because it will impact production and patient care in the hospital as it relates to nurses. This relates to my research because leadership behavior and how it impacts employee turnover with many other causes are discussed. The evidence in the study is justified, and that future research in other regions is needed.

Michalak et al.'s (2019) research study on the behaviors of individuals and how they impact the organization were observed in this qualitative study. Negative behaviors can happen, which result in a domino effect within the organization. Ineffective communication, disrespect, job dissatisfaction, and stress result from ineffective behavior that leaders and employees display. Organizations must hire and maintain good workplace behavior from qualified employees.

The authors analyzed the ineffective behavior and looked at strategies for corrective action. The study observed the negative behaviors and some of the causes. Leaders may display and cause more harm than good with their behavior. This research may expand to elaborate on the negative issues. This research study may be utilized in a study, and it would be helpful to view employee turnover. They failed to include a diverse population of gender by only including women in the research study. It was helpful to add to the literature regarding job satisfaction and stress within the workplace. Negative behavior of any kind may be detrimental to any organization. Future research will include more variables and gender to analyze deviant behavior. The research may utilize a leadership research study to analyze attitudes and behavior. Leadership may only take accountability for negative behavior once organizations realize a significant

problem. In conclusion, just as this research added to the literature, a study may help educate the leadership population.

Özkan (2022) research study investigates relationships between followers' intent to leave and abusive leaders in Turkey hospital organizations. culture. The study found that abusive leadership and hostile work environments positively affect employees' intent to leave an organization. Özkan (2022) proposes that upper management review abusive leadership within their organizations and provide corrective action. This study relates to my research to display the toxic leadership traits that result in turnover in the healthcare industry. The evidence in the research shows justification to continue to expand on ineffective leadership behaviors that result in hospital turnover. The behavior and attitudes relate to my study because they help support my study on ineffective leadership behaviors that result in turnovers. The research in leadership behaviors will allow organizations to view the leadership of their staff and what leaders should display to the employees.

The extant literature by Jian et al. (2022); Özkan (2022); Bush et al. (2020); Pedrosa et al. (2021); and Creel et al. (2021) highlights the adverse consequences associated with leadership behaviors and styles, including ineffective communication, lack of respect, and inadequate employee management. These adverse outcomes have been found to contribute to costly turnovers within hospital settings. The research will thoroughly examine employees' perspective of their leaders, drawing on existing literature and historical experiences as supporting evidence. Several additional factors prompt employees to go from a business, including limited prospects for career

progression, inadequate remuneration, discontent with job responsibilities, excessive work demands, and the need to relocate, among other unmentioned rationales. The behavior exhibited by leaders can potentially shape the company culture, either positively or negatively.

The behavior exhibited by leaders possesses the potential to impact the company culture, either positively or negatively. The primary objective of this study endeavor is to conduct an in-depth examination of the perspectives of employees about their leaders. The results will be achieved by drawing upon relevant scholarly literature and historical cases as corroborative evidence. These detrimental outcomes have been found to contribute to costly turnovers within hospital settings. Additional factors contributing to employee turnover encompass limited prospects for career progression, inadequate remuneration, discontentment with job responsibilities, excessive work demands, and the need to relocate. This study aims to comprehensively examine the perception of employees and their leaders, drawing upon relevant literature to inform the analysis of previous experiences.

Leaders' actions can potentially influence the company culture favorably or unfavorably. The primary objective of this study endeavor is to conduct an in-depth examination of employees' perspectives on their leaders. This will be achieved by drawing upon relevant scholarly literature and historical cases as corroborative evidence.

Additional factors contributing to employee turnover encompass limited prospects for career progression, inadequate remuneration, discontentment with job responsibilities, excessive work demands, and the need to relocate. This study aims to comprehensively

examine the perceptions of employees and their leaders, drawing upon relevant literature to inform the analysis of previous experiences. In a study by, McKenna & Jeske (2021) analyzed emotional exhaustion, work engagement, intent to leave within nurses in an Irish hospital by viewing ethical leadership and decision-making. The results found that ethical leadership in the hospital proved to make a better workplace environment and decrease the intent to leave among nurses.

McKenna & Jeske (2021) stated that leadership styles and behaviors are important in employee perception and leader-member exchanges. The research utilized eighty-nine participants using different scales such as Ethical leadership scales with questionnaires which showed that ethical leadership and decision making are major factors that employees felt were intent to stay or leave an organization. Leadership styles and training may benefit hospitals within the study, and the results concluded that it would benefit hospitals to observe their leadership. Leadership behaviors and styles have been discussed throughout the literature, which supports the need for further research.

Peter et al. (2020) research consisted of over 3,000 healthcare professionals to view job stressors and symptoms, job satisfaction, intent to leave the organization, and health issues in Swiss hospitals within a month. There is a strong relationship between burnout, the behavior of the leadership, unfair behavior, quality of leadership, lack of reward, clear job role, and job satisfaction that causes employees intent to leave. Peter et al. (2020) participants including clinical employees who work related stress concluded that leadership behaviors played a negative role and showed that leaders can help reduce come of the number stressors. Previous research mentions unfair behavior and ethical and

leadership quality are stress factors contributing to employee turnover. There are many factors that employees may be intent to leave, but leadership behavior has been analyzed in several studies, which indicates further research is needed. Peter et al. (2020) indicated that more research could be obtained from different healthcare professions instead of the clinical employees, which is why administrative leadership may be analyzed to view behaviors and work stressors in more detail. The study indicated a strong need to improve leadership quality within the healthcare industry.

Ravangard et al. (2019) research study explained the impact of social support and several factors such as burnout, support of management, empowerment, and organization commitment to employees which creates their intent to leave an Iran hospital. Leadership support and empowerment can create a positive environment in which employees feel wanted may decrease turnover. The administrative and finance employees in the study showed that having good leadership behavior and support decreases job stress. This cross sectional and descriptive analytic research study utilized questionnaires for 61 employees within 11 teaching hospitals showed a positive relationship with social support and company commitment Ravangard et al. (2019). The employees want to feel valued, cared for, and treated relatively, which if negative behavior such as ignoring or no support, will increase turnover. The literature and others regarding leadership behavior play a vital role in employees' intent to leave an organization in the healthcare industry.

In a research study conducted by Al-Khasawneh and Abu Khadar (2021), an examination was undertaken to assess employee conflicts at Jordan Hospital that were attributed to leadership issues and subsequently led to employee attrition. Ravangard et

al. (2019) and Peter et al. (2020) conducted studies that identified leadership behavior and support as significant determinants. In their study, Al-Khasawneh and Abu Khadar (2021) examined eight private hospitals in Jordan, focusing on a sample of 289 employees.

Their research findings revealed that internal reasons were the predominant source of conflict inside these hospitals. The primary factors contributing to employee attrition within the company were identified as work stress and pressure, job stability, respect, and trust. These conflicts were more prevalent among top leadership and direct supervisors, indicating that organizational culture had a significant role in staff turnover within the hospital.

This study can contribute to the current knowledge on leadership behaviors related to the contributing factors of employee turnover within hospital settings. The existing scholarly literature has identified significant concerns about scholarly literature has identified significant concerns about the leadership traits and actions exhibited toward employees. Some factors contributing to employee turnover or resignation include employee disrespect, lack of trustworthiness, absence of support, instances of bullying, favoritism, and limited opportunities for career advancement within the organization.

The study by Omanwar and Agrawal (2022) employed a quantitative research approach to investigate the influence of servant leadership style on employee turnover. The research sample consisted of 226 participants from private hospitals in India. The study's results indicated that implementing servant leadership had a detrimental impact on employees' intention to remain within the firm. Prior studies have demonstrated that type

of leadership contributes to employee turnover within organizations. Similarly, Quek et al. (2021) conducted a study on the impact of distributed leadership on lowering turnover among nurses in UK hospitals. The findings of the research indicate that modifying leadership behavior has the potential to bring about a positive change in staff turnover rates.

Heimann et al. (2020) explored leadership behaviors from employee perceptions; some issues found a lack of positive relationships and communication, lack of skillset or experience, and ineffective leadership styles. These are important to my research study because they may help explain employee perception of leaders, bad behaviors within leadership, and traits that create a hostile work environment. Heimann et al. (2020) research reviewed leadership behaviors via interviews with multiple participants, including subordinates. Rating leadership is a common task within organizations that view effectiveness and efficiency. Behaviors are sometimes better seen from the views of others because leaders may not recognize or accept their behavior. Leadership behavior may have a negative or positive impact on organizational culture.

Heimann et al. (2020) study reviewed behaviors but not attitudes of the leaders. Organizations must pay close attention to leadership behavior. Positive behavior is excellent for the organization and can influence a positive relationship with the employees. Leaders may create a toxic work environment when destructive behaviors are displayed. A leader's behavior will dictate the type of leadership style conducted. The research addressed the need for future research that may expand on leadership behaviors. Leader and employee relationships are vital to the success of the organization. It takes

teamwork to make a healthy work environment. The research of leader behavior should be included in all leader training and development programs.

Leadership behaviors have been a continuous research topic for years, which indicates a need. Heimann et al. (2020) confirmed those leadership behaviors but had limitations requiring further research. Leadership behavior may create a toxic environment if portrayed negatively. Some individuals are unaware of unruly behavior that continues throughout their careers. Assessments may bring to light the bad characteristics that a leader displays. Research has been going on for years regarding leadership, in which there has always been room for future research.

The research will analyze leadership attitudes, behavior, and employees' perceptions of their leadership. In a similar research study by Zhou et al. (2020) focused on servant leadership behaviors within work and family life in China, known issues include a lack of positive behavior and harsh treatment of employees. This is important concerning my study because it will support my problem statement of toxic traits with leadership, which may result in employees leaving the organization. Zhou et al. (2020) research on servant leader behavior examines how this impacts their family and work life. Leaders must have a work-life balance to be able to succeed. Leaders have a responsibility to manage employees and maintain a family. They may become exhausted mentally by trying to help everyone.

Toxic leadership behaviors in the healthcare field have been a major problem. A study by Mrayyan (2024) explored toxic nurse leadership and its impact on turnover, job satisfaction, and engagement in Jordan hospitals. The study consisted of 384 nurses and

found that toxic nurse leadership exists in the workplace. There were a high number of nurses who intended to leave the hospital due to the poor work environment, heavy workload, leadership, and stress. Some of the behaviors of toxic leadership include micromanagement, lack of communication, favoritism, disrespect, and untrustworthiness, as mentioned by the study participants. The study indicated a need for leadership training, better communication, positive engagement, and building team relationships to decrease toxic leadership, turnover, intent, and job satisfaction within hospitals.

Organizations have policies and procedures related to ethics that all employees must follow. Leaders that are unethical and portray ineffective behavior will make bad organizational decisions.

The authors mention organizations such as Exxon with the oil spill of ineffective leadership decisions of ethics. Leadership must take accountability for their actions and positively represent organizations. Every business decision may not be in the organization's best interest. The authors focused on ethical leadership and utilized the Theory of Planned Behavior to analyze leaders and employees. Attitudes within an individual will predict how the day will go, which should never be negative. This behavior and attitude may spread to others within the organization. Leaders within organizations that have displayed unethical behaviors should be held accountable. Analyzing the author's research, utilized an organization in China which implies future studies in other countries in other industries. Ethical leadership views the attitude and behavior in which training and development programs would be beneficial. Organizations can utilize this research and other leadership studies to help improve leaders.

In conclusion, ethical leadership may be used in a research study to view behaviors and attitudes. A personality test would be a helpful tool to evaluate current and future leaders within organizations. An individual's behavior and attitudes will always vary, making an organization fail or succeed entirely. The previous literature explained leadership behaviors, traits, reasoning for intent to leave and employee turnover.

Review of literature of another qualitative case study of organizational failure within the NHS hospital trust displayed poor leadership, organizational financial issues, and impaired performance as key factors of failure (Ravaghi, Mannion, and Sadat Sajadi, 2015). Leadership impacts the organizational culture, morale, communication, and workflow. This case managed to target the negative issues within the hospital setting that were leadership issues that created a hostile workplace environment. There was an indication for future research on the research. Employees not trusting and not be confident in leadership was indicted in the research. Employees want strong and consistent leadership that will support them. The literature seems to point out the critical concerns of poor leadership, which relate to negative workplace behaviors. Some hospitals make Leadership training programs available, but are they helping improve the leader's skill set?

Leadership in a hospital setting not only impacts employees, but patient quality care is jeopardized. I was reviewing a research article in which, due to poor leadership practices and being short staff, resulted in the attempted murder of two patients in a hospital (Duffin, 2006). Nurses have a job to maintain patient safety and quality care. Leaders oversee making sure employees are maintaining safe practices. This was very

disturbing due to mistreatment of the patients. Hospitals' main priority is to take care of their patients' needs with qualified leaders implementing processes and procedures (Pio & Lengkong, 2020). Poor leadership in hospitals seems to be a discussion topic that needs to be in the forefront of hospital literature and policies. Leadership is major key role within any organization because they oversee carrying out the mission, vision, and creating new innovative ideas. The literature displays the importance of good leadership practices, but do leaders display these behaviors in the organization?

Reviewing a qualitative study that targets leadership effectiveness in hospitals in Iran among 30 managers (Sarabi Asiabar et al. 2020). The study interviews managers to get their views on effective leadership. The results of the study display that personality traits, skillset, behaviors, and attitude of the leaders were essential factors to leadership effectiveness (Sarabi Asiabar et al. 2020). Leadership experience is something that organizations should investigate because it will determine qualified from not qualified leaders. There are several studies in other countries where laws and policies differ from the United States. Leadership will be a continuous topic that can continuously be researched and improved. This study implicated further research is needed. Leadership effectiveness has been a concern and has a detrimental impact on organizations.

Literature Related to the Methodology

This research study utilizes a qualitative phenomenology descriptive approach by interviewing participants for their lived experiences. The current literature supported the use of a qualitative descriptive phenomenology study to provide a detailed in-depth view of the lived experiences (White, 2021; Oshodi al et., 2019; Nene, 2021; Muktar al et.,

2022). This approach may provide the information needed to add to the current literature of administrative or nonclinical leadership and turnover within healthcare.

In a similar qualitative descriptive phenomenology research study by Oshodi et al. (2019) exploring perceptions and experiences of autonomy from nurses working in a hospital in England. The results showed that to be properly supported these themes were needed that included being able to work independently, teamwork, professionalism and experience, engagement, clear boundaries and development of autonomy (Oshodi et al., 2019). The 48 participants of nurses in the study concluded that further research is needed, and policies and procedures should be clear and provide additional training. The sole purpose for utilizing the descriptive phenomenology approach was to get an understanding of the nurse's experience within the workplace.

Phenomenological study seems to be a common approach within the healthcare field especially with nurse's experiences in hospitals. White (2021) conducted a phenomenological qualitative study that consists of 26 managers in U.S. hospitals during COVID to explore their experiences by interviews via audio and video teleconference for data collection. The pandemic has been a challenging time for not only nurses but for people all over the world. The results showed themes that were mentioned consisted of teamwork, challenges within leadership, coping skills, stress and issues, and finding strength to handle day to day activities. The study concluded that additional research is needed on the leadership challenges faced during this difficult time and staff perceptions of being afraid and uncertain. There were suggestions that administrative staff should provide an emotional support plan to assist staff.

Covid-19 has impacted healthcare and individuals drastically with higher medication costs, fear, and inflation, protective measures throughout the world, and change in labor. According to Owens 2023, Covid has changed the daily lives of healthcare employees and individuals to wearing protective mask and maintaining a 6ft distance from each other. Several businesses sent employees to work from home to minimize the spread of Covid-19 and still maintain productivity. Hospitals were not able to close due to increase of patients that contracted the Covid-19 virus. Even today, Covid-19 still exists and still has a huge impact on healthcare and costs.

There were two studies utilizing phenomenological qualitative research study that focused on challenges within leadership within the healthcare industry. Nene (2021) conducted a study exploring and elaborating on issues of nurse leadership in healthcare located in South Africa. In a similar study Muktar et al. (2022) wanted to explore and describe the experience of female leadership in the healthcare industry. They both wanted to collect data from shared experiences via interviews. In conclusion, reducing ineffective leadership behaviors and turnover is a priority to assist healthcare organizations, and patient care, and help employees and leadership work together in a positive manner.

There were several qualitative research literatures relating to leadership behaviors and turnover intentions that showed that ethical leadership behaviors may reduce the turnover rate. According to yu al et., 2018; Watkins al et. 2019; Labrague, et al. 2020; Ozkan 2022; Cecchini et al. 2022 had different research methods but the study results showed that ineffective or unethical leadership within the nurses' field will create a negative environment and has caused turnover. The qualitative research studies from

Tolli et al. 2021; Borde et al. 2022; Varga, 2023; Horstmann, 2019; Streeton, 2021 explore leadership behaviors in one or more hospitals, leader skillset, competency level, experience, leadership styles were believed to determine success or failure. Several theories used such as self-concept theory, stakeholder theory, leader member exchange, leadership behavior in the research.

Transformational leadership style was popular among the literature to address leaders that display characteristics of a good listener, supportive, mentor, motivate the staff are the essential elements needed in leadership behavior (Borde et al., 2022 and Varga, 2023). Healthcare turnover, retention rates, and leadership have been challenging for many years in the healthcare industry. In a study by Jian et al. 2022; Lyu et al. 2018; and McKenna & Jeske, 2021 the 3 highest reasons shown in the study that employee leave are job dissatisfaction, inappropriate manager style, and advancement opportunities. They all recommend organizations to adapt a leadership program and training to assist with leadership competency. The reduction rate of turnover has been mentioned that employees must feel valued and not overwhelmed with stress to want to remain in the organization.

Known and Unknown Aspects of Leadership Behavior

Upon researching the literature, it is known that leadership styles, behavior traits and skillset play a huge role in the success of the workplace environment. It was mentioned that majority of the literature was employee perception, leadership self-evaluation of clinical leadership from various global hospitals. Transformational leadership style showed to be the most successful with employees because the

characteristics were based on having good communication, motivating the team, mentor, great listener, expert skills, team oriented and creating a safe work environment.

Mekonnen and Bayissa (2023) study results showed that when transformational and transactional leadership behaviors are displayed there is a positive organizational culture within the hospital. Within the literature, *lassisez faire* was the least leadership style due to the traits included (Bush et al., 2020). The turnover rates in healthcare have been overwhelmingly high for various reasons. The research literature showed that employee's intent to leave or have left due to leadership behaviors. The turnover rates and the cost to organizations showed themselves to be in the thousands, which is a loss in revenue. The indications showed that to reduce the cost of turnover, leadership effectiveness is the key to obtaining success in healthcare organizations. Ethical leadership characteristics such competency, empowerment, caring about the employees and trustworthiness will increase productivity and satisfaction among the employees Varga et al. (2023). It is known that administrative leadership is understudied and not much research addresses this topic. Clinical leadership is the majority of the previous and current literature.

The literature has indications for further research review in which some items are unknown such as limited information on administrative leadership with behaviors, turnover, self-awareness and competency. Clinical leadership is the majority and analyzing abusive behavior, turnovers, job satisfaction, competency, and patient care within healthcare. This issue exposed the literature gap of exploring administrator leaders' behavior and being able to receive perceptions from employee intent to leave.

Upon reviewing multiple sources, the literature consisted of majority clinical leadership roles and not much administrative leadership such as Human Resources and Billing leadership. In a study by Dupe et al. (2022), analyzed retention strategy from the leadership perspective included all clinical and nonclinical roles such as human resources. The team was able to evaluate employee experiences of retention, belonging and their wellbeing. The recommendations for leadership included staff engagement, available support and resources, effective communication, and establishing a trusting relationship with staff. Leaders must be self-aware and competent within their roles to understand the bigger picture of the organization culture.

There are multiple departments and responsibilities within a hospital setting that work together to achieve the organizational goals. Most of the research studies were conducted in other countries with limited studies within the U.S. Southeast region. The research gap showed further research is needed within administrative leadership roles and the employee turnover within the hospitals in the Southeastern United States. The basis for this study is to educate, add to the literature, and help create leadership competency programs and training for possible turnover reduction.

My research study will contribute to the literature to examine contributing factors of administrative leadership behaviors related to employee turnover in United States Southeastern hospitals. Turnover and leadership behaviors will remain an issue for healthcare organizations if they investigate and have a corrective action plan. Behaviors in the workplace create the culture and impact positive or negative consequences. Negative behaviors may create a hostile work environment and lead employees to

consider leaving the organization. An article by Rosentein (2023) investigated the disruptive behavior regarding physicians in stressful workplaces, and burnout as a result. Some negative behaviors displayed were bullying, mental abuse, screaming, belittling, harassment, and poor communication.

These behaviors impact the organization, creating unnecessary turmoil for employees to leave and compromising quality patient care. Disruptive behaviors must never be tolerated within the workplace, no matter the industry. Leadership and employees should be educated regarding inappropriate behaviors and face disciplinary actions or terminations in severe cases. Organizations must make every staff member accountable for disruptive or inappropriate behavior.

Summary and Conclusions

The research study will contribute to the literature to examine contributing factors of administrative leadership behaviors related to employee turnover in United States Southeastern hospitals. Turnover and leadership behaviors will remain an issue for healthcare organizations if they investigate and have a corrective action plan. The literature review provided extensive and exhaustive overview of the concepts of leadership behaviors, competency, awareness understanding with themes, and theories. The competency levels that should be possessed by effective leadership to manage employees.

This chapter addressed the dire need for efficient and effective leaders within the hospital system. Though research in the literature is massive, but previous researchers failed to include the population of administrative leadership and employee perception.

Competency with having the skills to manage the job and lead employee correctly has been a challenge throughout all industries. Behaviors and traits of leadership was discussed, and further research will be needed. This research study fills the gap in the healthcare industry with provided a better understanding of the administrative leadership population and bring awareness. In conclusion, reducing ineffective leadership behaviors and turnover is a priority to assist healthcare organizations, and patient care, and help employees and leadership work together in a positive manner. Chapter 3 will provide more details on the methodology, data collection, research design and rationale for this study.

Chapter 3: Research Method

This qualitative study explores how administrative leadership contributes to employee turnover leadership behaviors in Southeastern U.S. hospitals that may bring awareness and educate the healthcare industry. The research question for this study will analyze the behaviors or traits of administrative leadership within a hospital setting that may have resulted in employee turnover or retention concerns. The themes mentioned in this research study have been included in previous other studies such as communication, leadership behavior, turnover, and leader-member relationships (Upadhyay, et al., 2022). This chapter discusses the rationale for selecting the descriptive phenomenological approach used in this research study. The chapter explains the research question and approach, presenting the sample participants used, the data collection method, and the analysis for the research study. Some theories, including Barney Glaser's grounded theory, Kurt Lewin's behavior theory, and social learning theory, will help support and align with the research study.

The sample participants will be in a hospital within the Southeastern region to address the experience of leadership behaviors that created intent or turnover. Data collection is essential and will be done through interviews that will remain confidential. The qualitative study was the best option for retrieving participant data with open-ended questions.

Research Design and Rationale

The research question that guided this study was the following: What contributing factors administrative leadership behaviors result in employee turnover in U.S. Southeast

region hospitals? Addressing this question included experience, skill set, knowledge, ability, respect, and behaviors of leadership that administrative leadership and employee's perception of competency and experiential evidence. The research method used in this study is a descriptive phenomenological approach. The research study will view the human behavior of leadership through the lens of employees. The study may provide a deeper understanding of negative and positive behaviors and what contributes to turnover within the healthcare industry. Leadership competency, behaviors, effective leadership, and leadership styles in this study assist with the conceptual framework. A qualitative research study was found to be appropriate usage for evaluating leadership behaviors.

According to Umanilo (2021), descriptive phenomenology describes the thoughts and actions of people in various situations. It was described as a three-step process that includes intuiting, analyzing, and describing to help elaborate on a better understanding of human being actions. This approach allows a guide with the participants' personal experiences of real-life events to be analyzed carefully. The research gap in Chapter 2 discussed the various behaviors or abuse received by employees that resulted in a decision to leave the organization—initially started with a basic qualitative approach method for this study.

Qualitative research consists of data collection, recording, interpretation, and analysis of behaviors and experiences people have faced (Renjith et al., 2021). In healthcare industry research, targets have transparent results and evidence of current issues. Qualitative research is broad in that having a specific problem to address

contributes to the current research. After carefully reviewing the basic qualitative approach, the best choice for this study is a descriptive phenomenology approach.

Qualitative research methods are utilized to gather a clear understanding of the life of people's behavior, interactions, life experiences, values or beliefs, and reactions. Bhangu et al. (2023) describe qualitative research as investigating and analyzing people's experiences with the hope of receiving an understanding. Most qualitative researchers utilize the phenomenology approach to view the lives of people, experiences, themes, and events that happened, which is always for the nonnumerical data to be collected. This study will include a phenomenology descriptive or transcendental approach by originator Edmund Husserl (Neubaur et al., 2019). This method has been advised to educate healthcare professionals about real-life experiences. Researchers have provided feedback from the leadership perspective, and including the employees' perceptions would be beneficial.

Several researchers after Husserl, such as Heidegger, Vagle, Sartre, Merleau-Ponty, and Van Manen, also utilized and discussed phenomenology within the literature (Van Manen, 2021). The study will utilize descriptive phenomenology to investigate and analyze the perceptions of employees' view of their administrative leadership behavior within the workplace, which may create turnover. The phenomenology approach is widely used and may continue to be analyzed in the future due to its ability to analyze people's life experiences, which could benefit other researchers in the field.

There are different types of phenomenology studies by various philosophers, such as Heidegger's interpretive and hermeneutical phenomenology, which is how people

engage in life with their surroundings (Van Manen, 2021). Upon reviewing all the phenomenology approaches, descriptive was the best choice for this research study due to its analysis of leadership behavior and competency (Labre & Lauzier, 2021). Leadership behavior in the lens of an employee looks different when the leader must perform a self-evaluation (Upadhyay, et al., 2022). Also, competency as a leader has many items to ensure the leader is experienced, influential, knowledgeable, tech-savvy, and can maintain professionalism throughout their tenure.

Employees providing a descriptive interpretation of the experiences with their leadership is a reason Husserl's descriptive phenomenology was chosen among the others most used within the healthcare sector. The Husserl approach includes bracketing, which is no bias, opinion, or influence from the researcher, the initial phase, also called the transcendental stage (Neubaur et al., 2019). In contrast, Heidegger's hermeneutic phenomenology approach does not separate bias, past experiences, or the researcher's opinion but still views lived experience. This approach was not an appropriate choice due to researching the lived experience of others in the healthcare industry.

According to Hassan (2023), findings of a phenomenological approach will conclude if the researcher fully understands the interpretation to the reader. The researcher must be able to provide clear and concise findings for future scholars in qualitative research. This approach would be beneficial in my research study in a hospital setting and having real-life experiences. I plan to have a sample of 30 participants from a hospital setting. I have included content analysis and theme coding, illustrated in my excel spreadsheet (LaPelle, 2004). The method was chosen because it was the best fit for

having interviews and analyzing real-life cases to understand better what is happening and why.

Role of the Researcher

Qualitative research has been included in previous works about healthcare leadership and turnover. According to Sofaer (1999) and Kibe, N., & Kihara, A. (2022), qualitative research has been popular in the healthcare services industry and provides a clear view of complex phenomena, events, and experiences to incorporate theories. Bias must be removed from the qualitative study, and evidence that will not prove the beginning hypothesis must be provided. I have kept biases from my research study by maintaining a neutral attitude. Researchers have a task to investigate, analyze, not influence or have a bias, and the phenomena to the current literature to assist further researchers. Interest in the participants is the central point of the interviewing technique (Seidman, 2012). The interviewee should feel comfortable sharing information and want to know that you care about their issues or concerns.

My career consists of over 20 years in healthcare leadership, which may influence or bias this study. Some participants are former co-workers or employees within the hospital and healthcare sector. I have kept biases from my research study by maintaining a neutral attitude. A few participants are friends and old supervisors from a regional hospital. I have been self-employed, owning my own medical business company and hiring employees to work under me, which has provided me with leadership knowledge at a young age. Also, working in hospital facilities, surgery centers, physician practice, and mental healthcare companies has created various knowledge and skills to lead people

and an organization. My experiences and observations with leadership behavior and competency have led to studying leadership to continue improving competency and bringing awareness to the healthcare industry.

Leadership, continuous training, and development are essential to improve the changes over time. As the observer, it is important to ask open-ended questions to allow the participants to be comfortable sharing experiences from their leadership. Closed questions may provide less data, especially with yes or no answers. The participant's role is to provide feedback to the questions and feel confident that their experiences will not be shared. The study's participants are current or former hospital facility employees.

The employees will share experiences with leadership that will add to the current literature. The topic is important to me because, in my healthcare career, I have faced unfair leadership behavior, which led to my decision to leave an organization. I voiced my concerns as an employee to bring awareness of the situation and to help others who have experienced negative behaviors from leadership. My situation impacted my mental health and over life balance.

Some of the participants are former co-workers or employees. A few participants are friends and old supervisors from a hospital in the region. There are no issues of having the power of intimidation over any of the participants in the study. Having worked in the healthcare industry for over and a former employee of the hospital facility, biases will be eliminated from the study. There will be no influence on the participants, and my opinions will never be disclosed. To have a successful outcome, bias should be removed, and relationships are not compromised.

There are no issues of having the power of intimidation over any of the participants in the study. Having worked in the healthcare industry for years and being a former employee of the hospital facility, biases will be eliminated from the study. There will be no influence on the participants in the research study. I have recently transitioned my career to teaching math at a local high school. I no longer have a leadership role in healthcare, which will help eliminate bias or influence. The career change was a personal choice due to family obligations.

In this research study, I will be heavily responsible for all aspects and analyze the data. As a previous healthcare administrative leader in the healthcare sector, I have benefited due to my prior experience, such as the healthcare business perspective and participants' views. After careful consideration, I have chosen to target participants from my previous hospital employer. My experience and knowledge of the healthcare system will impact the responses or results due to this being a great organization. It has been over 4 years since being employed, which means minimal risk and no harmful exposure to the participants.

Methodology

Participant Selection Logic

The population for this leadership behavior research study will consist of administrative healthcare leaders and employees within a hospital facility. Several factors influenced the decision, including the population size due to being able to show the original healthcare system, the behaviors of leaders being understudied, the study being relatable, and providing growth opportunities within the healthcare industry. Since the

COVID-19 pandemic, zoom interviews are standard, saving time and money during the collection of data, and email interviews and personal experience have influenced the decision to include a hospital facility. The selection of hospitals in the U.S. Southeastern region provided a large number, but I limited it to the Atlanta, Georgia area, where my residence is 45 miles away.

Participant selection included the target group of interested people with at least 3 years of hospital experience. There will be a snowball sampling of the first 30 participants who meet the inclusion guidelines. According to Gill (2020), snowball or chain sampling is currently individuals seeking others to agree to participate. I chose this method due to my previous experience with individuals willing to participate in the research study and have co-workers who may join. In healthcare, networking will allow you to meet hundreds of people from all walks of life and experiences. Gill (2020) mentioned utilizing more than one sampling method within a research study in which I may utilize purposive sampling for employees I have known for over 5 years.

The criteria will be at least 3 years of hospital experience and between the ages of 25-65. The random sample request will be performed via email, contacting at least 60 participants. The research study will include the first 30 to respond, meet the criteria, and agree to participate. Qualitative research studies have a large population, but no sample size is suggested for a phenomenology study. The sample from the participants must be enough to achieve data saturation (Renjith et al., 2021). A 6-digit number, like a clinical research trial, will identify the participants in the study. A \$10 gift card will be included for all participants who have completed the research study. The participants will sign an

informed consent to participate. I will provide an extra incentive for participants who elect for a face-to-face interview, allowing me to collect more data, such as body language and facial expressions.

The intended population will consist of administrative leadership and employees. Administrative leaders are hospital staff who do not handle patient care but are responsible for business aspects such as human resources, food service, accounting/finance, maintenance, billing/collections, and information technology departments. The hospital system is extensive, with three regional facilities that handle over 1500 patients. I chose to utilize random sampling, which allowed for an increased sample size. According to Maxwell (2021 and Utama I K.A.B., & Wibawa I M.A. (2022), random sampling is complex due to the sample size, but I increased my sample size to ensure enough data was collected. According to (Shorey & Ng, 2022), there are no detailed guidelines for the sample size within a phenomenological study.

A research study by Peng et al. (2023) found that providing possible populations or samples creates fewer errors, regardless of the sampling size. According to Gill (2020), no guideline or rule has been established for establishing a sample size, but the research question must be answered with the data collected within the study. Quality and reliable data should be obtained from each participant. Data saturation details that enough data has been found regarding the phenomenon studied that the researcher has presented (Renjith et al., 2021). The sample size and saturation within the study differ in having the correct number of participants and ensuring the research study can be completed. Table 2

presents some leadership competencies that will be evaluated within the research study of leadership behaviors.

Table 2

Leadership Competencies

Motivating	Communication skills
Mentorship	Encouraging
Conflict resolution	Inspiring
Innovative ideas	Respectful
Offer advancement opportunities	Delegating duties
Coaching	Experience
Listening skills	Change management
Positive role model	Compromise/Teamwork

This research study is analyzing administrative leadership behaviors in Southeastern U.S. hospitals that contribute to employee turnover. The focus organization is a hospital in the Southeastern region of the United States. Leadership has a very important role within an organization. A hospital should hire competent and experienced leadership that will motivate employees to achieve organizational goals.

Instrumentation

This research study explored the lived experiences of handling leadership behaviors and intent to leave or turn via face-to-face or Zoom interviews. There are several ways to obtain data collection, including interviews, focus groups, videos, audio,

observation, and surveys (Renjith et al., 2021). Because I chose to perform a descriptive phenomenological study, in-depth interviews with open-ended questions were the best option. This allowed the participants to share more details regarding their personal experiences. Exploring the different leadership behaviors, styles, competencies, and awareness allowed the phenomenon to be subjected to an in-depth review. Due to COVID-19 still existing, emailed interviews were conducted to gather data. It was helpful to clearly understand the employee job description and expectations, some leadership feedback, and the experience level of all participants.

Interview Guide

Renjith et al. (2021) stated that in-depth interviews would provide more data with the personal real-life experiences of participants within the research study. The interview guide will give the participants an overview of the study, open-ended questions, and consent. The research questions will be presented to provide clarity for a better understanding of the participants. The guide will be able to assist the organization of responses and confirm that all participants are emailed or provided with detailed questions to assist with data saturation and accuracy.

The interview questions listed below will be provided to each participant to answer according to their personal experience. Let us start with some challenges that you have faced as employees.

1. Tell me how you were negatively impacted by your leader or manager and how did it made you feel?

2. Tell me about a time when you experienced poor leadership. How did it make you feel?
3. What are your intentions in staying within the organization?
4. Tell me how is or was your relationship with your leader or manager.
5. What would make you stay in the organization?
6. How has your experiences impacted your daily life?
7. What advanced opportunities were presented or that you have taken advantage of since your start of employment.

Ethical Procedures

Procedures for Recruitment, Participation, and Data Collection

Initially, recruitment will be conducted via email flyer via social media because it may attract a larger audience in the area. Social media such as Facebook and Instagram have been a very successful tool for marketing. Word of mouth will be a valuable tool to recruit individuals to participate in the study. I am still connected within the healthcare industry through past co-workers and leadership who may participate. The inclusion criteria will be displayed and shared with everyone wanting to be included to ensure everything is transparent initially.

The inclusion criteria will allow only the participants to be qualified to participate. I will highlight the importance of being transparent and remove any bias that may arise. The plan is to send out flyers via social media platforms and contact potential participants who will be great candidates. Once I have at least 60 inquiries, I will carefully review them to ensure they qualify for the research study. All participants will

be provided with a number in which they will be identified, and no legal names will be used for confidentiality.

Since I have experience with clinical trials in healthcare, my participants will be protected similarly. The informed consent will detail any risks and the potential benefits that will occur. This form will be carefully read to the participants, and I will answer any questions or concerns. This process may assist with trust and building relationships to make participants comfortable with sharing their experiences. The names of the hospital organizations will not be disclosed. The data collection process will be the beginning phase of the research study for analysis and findings. This process will occur after receiving Institutional Review Board (IRB) approval from Walden University and the hospital facility.

According to Clark and Veale (2018), qualitative data will include field notes, transcripts from interviews, journals, and themes that will be coded. These items should be organized and secure in a confidential place throughout the research study. Once approval is obtained, the data collection process begins with the participants chosen according to the criteria. The data collection will take approximately 3-6 weeks. The interviews could take between 30-60 minutes, depending on the participants' willingness to share in-depth experiences.

Data collection may also have some challenges that researchers must be aware of during the study. Shrivastava and Shrivista (2023) stated that researchers may face trust issues, not receiving consent for the recording of data, and participants may choose to stop participation during the data collection. Clark and Veale (2018) and Magbity et al.

(2020) emphasized that the researcher is the main instrument of data collection, disclosing any biases or personal experiences, coding, analyzing, and presenting the research study. It shows that researchers must be mindful of the pros and cons throughout the research study. The goal is to follow all the necessary steps and precautions to obtain successful data collection.

The plan is to create a flyer to be posted on social media and email participants who have shown interest. Once participants have met the study's criteria, I will set up a meeting to discuss the informed consent letter requiring their signature. The data will then be collected through email and interviews with the participants. Due to Covid concerns, telephone and Zoom sessions will be available.

The backup plan for insufficient participants is offering eligible participants a \$20 gift card. Also, target other social media sites and place an ad in the local newspaper to recruit more participants. This technique may increase the number of participants if the participant count needs to be higher. Once the participants have completed the study requirements, there will be an exit interview advising them how their participation helped provide results for the study. Also, reiterating that the information provided will always remain confidential. I will sincerely thank you for participating and give them a gift card as a token of appreciation. Please contact me if any questions or concerns arise. If I have any questions, I will contact them within one week. These processes and procedures will be followed carefully throughout the research study.

Data Analysis Plan

The qualitative analysis plan has different steps for the phenomenology utilized in the study. Colaizzi's seven-step descriptive phenomenology data analysis will be utilized. This details each step of the process, including getting data familiarity, verifying relevant participant statements, formulating meanings while bracketing misconceptions and cluster themes, highlighting the inclusive descriptions of phenomenology, developing fundamental structure by minimizing descriptions, and contacting participants to verify structures (Ataro, 2020). These steps provide a guide to maintain data and eliminate errors accurately.

The data will be collected over the phone via conversations for the interview. I noted everything the participant stated in each question. The second interview will involve phone and email questions. The duration of data collection was 1 1/2 hours. There was an additional 2 hours to analyze the data received. The data was recorded in a journal/computer via handwriting and typing. The participants were debriefed by phone. I explained the details of the research and the interview process. I only used the participants' last name and email during the recruiting process. In the data collection processes, the participants were each given a number like a clinical research trial. The debriefing process only utilized the participant's number with no personal information included.

Table 3*Interview Questions, Answers, and Themes*

Org ID	Role ID	Theme code	Interviewer questions Interviewee answers	Sequence#
A	1	Challenges	Interviewer: Let us start with some challenges that you have faced as employee.	95
A	1	Lack growth	Lack of growth and development in certain areas. Everything I brought me with me I utilized. No educational growth was able to take educational prior to current leadership. Witnessing unfairness for lack of training for others that wanted to learn and grow. Positions were not equally displayed to everyone.	94
A	2	Negative impact	Interviewer: Tell me how you were negatively impacted by your leader or manager and how did it make you feel?	82
A	2	Bad experience	Someone received a job that they were not qualified for. My manager got the job but was not qualified. It made me not want to give 100%. It cut my motivation down. Tell me about a time when you experienced ineffective leadership. During a meeting, a leader will answer incorrectly but will ask for assistance. They will not go to experienced people to help with the question.	81
A	3	Retention	Interviewer: What are your intentions on staying within the organization?	76
A	3	Work/life balance	40 hours weekly, close to retirement, and it is a work life balance not taking work home. Plan on staying because only work	75
A	4	Relationships	Interviewer: Tell me how is or was your relationship with your leader or manager.	64
A	4	Better exchange	Now the relationship is good because she knows that I do my work and get it down efficiently	63
A	5	Intentions to stay	Interviewer: What would make you stay in the organization?	57
A	5	Improvements	A new manager, morale booster, encouraging things, and teamwork motivation	56
A	6	Life impact	Interviewer: How has your experiences impacted your daily life?	49

Org ID	Role ID	Theme code	Interviewer questions Interviewee answers	Sequence#
A	6	Prayer and closure	I pray a lot, and it get me through, and I am close to retirement. Light at the end of the tunnel.	48
A	7	Share information	Interviewer: Please feel free to share any issues or concerns that I have not addressed that you feel is important.	33
A	7	Negative experiences	Ineffective leadership should motivate everybody on the team and not play favorites. This may cause ill feelings. Do not train one person and not the whole.	C32
B	8	Challenges	Interviewer: Let us start with some challenges that you have faced as employee.	98
B	8	Negative experiences	I have faced many obstacles such as favoritism, racism, unfairness, no advance opportunities, and limited educational training opportunities.	97
B	9	Negative impact	Interviewer: Tell me how you were negatively impacted by your leader or manager and how did it make you feel?	85
B	9	Bad experience	I was negatively impacted by a supervisor, as a Generalist Registered Nurse (RN), of advancement opportunities and was disappointed.	84
B	10	Retention plan	Interviewer: What are your intentions on staying within the organization?	73
B	10	Positive outlook	My intentions to stay with the organization are twofold: to provide optimum patient care and to be an asset.	72
B	11	Relationships	Interviewer: Tell me how is or was your relationship with your leader or manager.	67
B	11	Professionalism	My relationship with my supervisor was professional.	66
B	12	Retention	Interviewer: What would make you stay in the organization?	54
B	12	Dedication	To provide optimum patient care and to be an asset.	53
B	13	Work/life balance	Interviewer: How has your experiences impacted your daily life?	25
B	13	Impacts	My experiences impacted my daily life informatively.	24

The qualitative analysis plan has different steps for the phenomenology utilized in the study. Colaizzi's seven-step descriptive phenomenology data analysis will be utilized. This details each step of the process, including getting data familiarity, verifying relevant participant statements, formulating meanings while bracketing misconceptions and cluster themes, highlighting the inclusive descriptions of phenomenology, developing fundamental structure by minimizing descriptions, and contacting participants to verify structures (Ataro, 2020). These steps provide a guide to maintain data and eliminate errors accurately.

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Issues of Trustworthiness

Trustworthiness in qualitative research should show validity and the ability to replicate data (Pratt et al., 2019). No perceptions or personal opinions will be included in the research for a phenomenological study. The framework of the trustworthiness concept

from Lincon and Guba for qualitative research explained findings that the readers would possibly believe (Riazi et al., 2023). For the research to have interested readers, it must provide evidence and a clear picture of the topic (Vignato, et al., 2022). The four critical criteria, credibility, transferability, dependability, and confirmability are listed below to explain the importance of trustworthiness (Renjith et al., 2021).

Qualitative researchers have utilized the Lincoln and Guba (1985) concept of how the research measures quality. The research must contain accurate and quality data to justify the preciseness of the research study. According to Ernest (2020), the validity of a qualitative research study prompted the utilization of measuring the criteria with trustworthiness, and the same is true for a quantitative study. Researchers maintaining trustworthiness is vital within a study to help prove the data is valid and provide a clear picture to the readers.

Role of the Researcher

Qualitative research has been included in previous works about healthcare leadership and turnover. According to Sofaer (1999) and Kibe, N., & Kihara , A. (2022)., qualitative research has been popular in the healthcare services industry and provides a clear view of complex phenomena, events, and experiences to incorporate theories. Bias must be removed from the qualitative study, and evidence that will not prove the beginning hypothesis must be provided. I have kept biases from my research study by maintaining a neutral attitude. Researchers have a task to investigate, analyze, not influence or have a bias, and the phenomena to the current literature to assist further researchers. Interest in the participants is the central point of the interviewing technique

(Seidman, 2012). The interviewee should feel comfortable sharing information and want to know that you care about their issues or concerns.

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Leadership, continuous training, and development are essential to improve the changes over time. As the observer, it is important to ask open-ended questions to allow the participants to be comfortable sharing experiences from their leadership. Closed questions may provide less data, especially with yes or no answers. The participant's role is to provide feedback to the questions and feel confident that their experiences will not be shared. The study's participants are current or former hospital facility employees.

The employees will share experiences with leadership that will add to the current literature. The topic is important to me because, in my healthcare career, I have faced unfair leadership behavior, which led to my decision to leave an organization. I voiced

my concerns as an employee to bring awareness of the situation and to help others who have experienced negative behaviors from leadership. My situation impacted my mental health and over life balance.

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There are no issues of having the power of intimidation over any of the participants in the study. Having worked in the healthcare industry for years and being a former employee of the hospital facility, biases will be eliminated from the study. There will be no influence on the participants in the research study. I have recently transitioned my career to teaching math at a local high school. I no longer have a leadership role in healthcare, which will help eliminate bias or influence. The career change was a personal choice due to family obligations.

In this research study, I will be heavily responsible for all aspects and analyze the data. As a previous healthcare administrative leader in the healthcare sector, I have benefited due to my prior experience, such as the healthcare business perspective and participants' views. After careful consideration, I have chosen to target participants from my previous hospital employer. My experience and knowledge of the healthcare system

will impact the responses or results due to this being a great organization. It has been over 4 years since being employed, which means minimal risk and no harmful exposure to the participants.

Credibility

Credible information from the collected data is critical in a research study. According to Ernest (2020), having confidence in your data collection and being able to provide clear interpretations is the basis of credibility. This will assist with the validity of each researcher's study and help others believe in the topic. After reviewing the strategies for credibility, I have chosen to utilize prolonged engagement, reflexivity, and member checks. Prolonged engagement by spending extra time collecting data assists with a clear understanding of the phenomenon, ensuring data saturation and helping with building trust (Ernest, 2020). Also, the reflexivity journal will assist with the entire start and finish of collecting data. This will allow self-reflection of any healthcare-related biases or experiences related to the topic. Renjith et al. (2021) emphasized that reflexivity focuses on self-awareness of bias, values, and opinions regarding the analyzed phenomenon. I would never influence or persuade any of the participants involved in the study. Keeping a journal to help organize the research study data and document my thoughts through the process is vital.

Transferability

According to Ernest (2020), Transferability is when the research study's findings can be transferred to other settings. This qualitative descriptive phenomenology research will utilize a thick description, which details the complete research process, including the

setup, transactions, and observations during the investigation. As a researcher, detailed analysis and observation will help with the validity of the research phenomenon.

For example, the participants will be interviewed, and components of their lived experiences will be collected, leaving no room for speculation. I will conduct all interviews and record all data involved.

Dependability

According to Ernest (2020), this references the stability of the data in the future and any conditions that may change. Data from the participants must be reliable and accurate for the results to be dependable. I plan to utilize an audit trail to track the entire research study process. Transparent documentation, decisions, and recordings will be carried out in this study. As a previous healthcare auditor, the experience needed to evaluate data will be helpful. The detailed observations, concise field notes, and transcripts from the interviews will assist with providing accuracy. These strategies will help improve the dependability and quality of the research study.

Confirmability

According to Ernest (2020), this consists of individuals coming together for the accuracy and relevance of the participants' information provided. This research will include several strategies, such as reflective journals, interviews, and observations to help confirmability. Ernest (2020) suggested removing bias and opinions from the study to justify why this study is essential. There is a relevant methodology, research question, theories, journaling, and participants within hospitals that will strengthen this concept of

confirmability. All participant information will be carefully analyzed, and any bias will be excluded from this research study.

Ethical Procedures

The participants in the research study are fully protected by informed consent and ensure all documentation is kept safely locked away. The participants in the study will be provided with a consultation that will provide all details and processes of the research study first. I will provide the informed consent and ask participants for any questions that may arise. I will be transparent regarding the study and let them know this is voluntary. The participants in the study will be recognized by numbers, which is like a clinical research trial. The protection of all participants is a number one priority.

Email-format Consent Form for Practice Interview (edits not permitted)

To be emailed to, the invited interviewee: You are invited to take part in an interview for a research course that I am completing as part of my doctoral program. The purpose of the interview is to help me hone my interviewing and data analysis skills.

Interview Procedures:

I am requesting that you permit me to conduct an audio-recorded interview for about 45 minutes. Transcriptions of interviews will be analyzed as part of my course. Copies of your interview recording, and transcript are available from me upon request.

Voluntary Nature of the Interview: This interview is voluntary. If you decide to take part now, you can still change your mind later. Risks and Benefits of Being Interviewed: Being in this interview would not pose any risks beyond those of typical daily life. There is no benefit to you.

Privacy: Interview recordings and full transcripts will be shared with each interviewee, upon request. Transcripts with identifiers redacted will be shared with my university faculty along with my analysis. Please share any questions or concerns you might have at this time. If you agree to be interviewed as described above, please reply to this email with the words, "I consent."

Ask the participants if they have any questions or concerns.

Start Interview Questions

Participant #1001

Let us start with some challenges that you have faced as employees.

1. Tell me how you were negatively impacted by your leader or manager and how did it made you feel?
2. What are your intentions in staying within the organization?
3. Tell me how is or was your relationship with your leader or manager.
4. What would make you stay in the organization?
5. How have your experiences impacted your daily life?
6. Please feel free to share any issues or concerns that I have not addressed that you feel are important.

Conclusion

This study may provide different perspectives and experiences of leadership behaviors within the hospital setting. Leadership plays a vital role in any organization and should be the backbone. Leaders have accountability to motivate, encourage, and mentor their employees. Ineffective leadership harms the entire organization, which could lead to

costly turnovers, decreased productivity, low morale, retention issues, and decreased patient care quality (Cziraki, et al.,2020). This research study could be utilized in leadership training programs to improve ineffective leadership.

Closing Statement

Thank you so much for your time. Please feel free to contact me with any questions or concerns. Have a wonderful day.

Peer Debriefing Feedback

Review of Kim Steele's Interviews

Question 1. Did you read the entire informed consent form, even though it was emailed to them, or just highlights?

Question 2. Asking for permission to record is important, so you might want to add a note in where that is appropriate.

Question 3. Do you need to collect any demographic data? I did, but I asked it at the same time as the interview recording, but it might be better to do it on the initial contact phone conversation. This would give some time to tailor or adjust questions prior to the recorded interview.

Summary

The study aims to examine the factors of the leadership or managers employed in hospitals in the Southeastern United States with the intent to stay of their followers. What are the contributing factors for administrative leadership in hospitals in the Southeast Region intent to stay of their followers? The research study I presented will allow hospitals to make necessary leadership changes to improve organizational growth and

help educate the community. This chapter discussed this qualitative descriptive phenomenological study's methodology, IRB, ethical procedures, and research design. Emphasizing data collection and plans on how the study proposal will be conducted and the need for adding administrative leadership behaviors to the literature. The chapter provided a roadmap from the beginning to the end of the research study, allowing the organization and others to follow the research.

The research study may provide positive social change through education. Walden believes in helping and educating to provide positive social change within the communities. My research will educate small and large hospitals worldwide and develop a great leadership program. My goal in the program is to create positive social change by educating my community, which will create improvements.

Chapter 4: Results

Introduction

In this study, I explored how administrative leadership behaviors may contribute to employee turnover in United States Southeastern hospitals. I analyzed the behaviors or traits of administrative leadership within a hospital setting that may have resulted in employee turnover or retention concerns. This chapter will include results from the data analyses illustrating participants lived experiences with administrative leadership behaviors. Tables are displayed with the themes and codes from the participants' data. The data collection and analysis processes and research settings will be described. Evidence of trustworthiness will be also provided. I will then discuss the findings.

The findings presented in this chapter encompass participants' experiences and discussions of their views on leadership, turnover, behavior, life choices, and possible resolutions. The participants met the following eligibility criteria: have at least 3 years of hospital experience, be 25–65 years old, be an administrative employee, and live in the United States Southeast region. For confidentiality reasons, I gathered minimal demographic information. Furthermore, I assigned each participant a 6-digit number.

During their interview, I asked seven open-ended questions to allow each participant the opportunity to share their experiences. The participants explained their experiences in detail. I used Colaizzi's seven-step process to analyze the transcripts from fifteen individual interviews and to identify codes and themes (Ataro, 2020). This process involved familiarizing myself with the data, verifying relevant participant statements, formulating meanings while bracketing misconceptions, clustering themes, highlighting

the inclusive description of phenomenology, developing fundamental structure, and contacting participants to verify structures (see Ataro, 2020). I carefully read and compared the collected data to establish the codes and identify the themes. I concluded that there were enough participants to meaningfully analyze the data and draw conclusions, which I will present in Chapter 5.

Research Setting

To collect data, I conducted face-to-face and videoconference interviews with 15 participants about their experiences with leadership behaviors within the hospital setting. I posted flyers on Facebook and Instagram. The interviews were conducted from October 2024 to February 2025. It was challenging scheduling interviews during the holiday season, and several participants asked to wait until the holidays were over. Participant 2 experienced a family death 2 weeks before the interview but was able to complete the interview process. Another participant had to reschedule the interview due to a family emergency and had to travel out of town. The participant was able to reschedule the following week.

I conducted four of the 15 interviews in person at a scheduled time convenient for the participants in a private library meeting room. Participant 1 stated that they felt that this library location was private and felt comfortable expressing experiences they had while working at the hospital. They did not want me to record their interview, and I advised that it would be documented in a Microsoft Excel spreadsheet that is password protected. I conducted the other 11 interviews via videoconference utilizing Facetime and

Facebook Messenger. The participants whom I interviewed via videoconference all indicated that their interviews were convenient and fit their schedule.

Participant 1 shared personal information about their family, career choices, and self-care options. This information helped me to develop a relationship with the participant, which made the interview process go smoothly. Building trust, relationships, and rapport allows the participants to feel that they can express themselves openly (Ernest, 2020). The remaining three face-to-face interviews were conducted at different library locations in private study rooms.

Participant 2 shared some brief information about their career and goals that they want to achieve in 5 years. It was mentioned by Participant 2 that felt comfortable expressing their expressing in hopes that it will help someone else. The interview process went smoothly, and the participants provided background information on their journey in healthcare. They shared good and bad relationships with leadership in multiple organizations.

The interview with Participant 3, took longer than 45 min because I asked some follow-up questions to provide more clarity. The participant had so many stories to share about their experiences with different leaders in the organization. I was able to capture the main points and details that were observed by the participants. I took notes and reviewed these after the interviews to analyze the collected data. The participant seemed excited to share their experiences. I feel confident that I maintained participants' confidentiality and privacy. All data is stored on my personal computer in a Microsoft

Excel password-protected worksheet. The data are kept in a safe place and will be available for 5 years after the research study is complete.

Participant 4 was a little shy during the introduction of the study. I provided brief details about myself and some background information about my education and career. The participants then began to share information about their career journey and family life. The participants talked about the start of the healthcare career until their recent experiences. We stopped for 10 minutes for the participant to take a break but continued shortly after. There were tons of emotions noted with the participant about their experiences with leadership. The interview went close to one hour and the participant were happy to share their experience and contribute to my research study. I will move now to the chapter summary.

Demographics

Thirty participants responded to the flyer but only 15 met the inclusion criteria. The 15 participants agreed and acknowledged or signed the informed consent form. The participants' age range to participate is 25-65 years old. They must have at least 3 years of hospital experience within the U.S. Southeast Region. The research participants were administrative employees, including medical billers, HR employees, cafeteria employees, payroll, customer service employees, and more. To protect the research participants minimal demographic information was disclosed. The overall goal was to allow the participants to share their experiences with leadership or management. Table 4 shows the participants' demographics.

Table 4*Participant Demographics*

Demographics	Number of participants
Age	
25–35	5
35–45	7
55–65	3
Gender	
Male	4
Female	11
Hospital experience	
3–5	4
5–10	4
10–15	5
20+	2
Years in healthcare	
3–5	2
5–10	4
10–15	7
20+	2
Years in current position	
3–5	9
5–10	4
10–15	2
20+	0

Data Collection

Social media platforms such as Facebook and Instagram were utilized during the recruitment process with my flyer. The data collection took longer than expected due to holidays, family death, traveling. The time frame was October 2024–February 2025, which included initial and follow up interviews. I received private messages from a few interested participants, and I emailed the consent forms. The participants either signed or just replied that I consent via email. It took several weeks to months to get the interviews completed due to the Thanksgiving and Christmas holidays. I shared my flyer on

Facebook to my community page, which was approved. I had two participants reach out via messenger but didn't meet all the criteria to participate in the study. They were working in the clinical aspect of healthcare and the research study consisted of administrative employees.

I read each participant's consent form to ensure they understood the research study and requirements. I reminded each participant that they could discontinue the research study at any time and were not obligated to continue. The interviews were conducted at the participants' availability and rescheduled if needed. The interview process was split according to participant preferences for videoconferences with no recording and face-to-face interaction. No participant wanted their interview recorded, so I wrote down the experiences of all participants. Due to the holidays, the interview process took longer than expected. Participants wanted to wait until after the holidays and experienced death in the family, personal illness, and other family obligations.

The face-to-face interviews were conducted in a private, quiet library setting and in the home office without any interruptions or available times. Participants were interviewed from November until February, during which holidays impacted convenient days and times. Interviews were manually recorded on a password-protected Excel spreadsheet. The participant interview times ranged from 20-45 minutes. I advised participants that they would receive a copy of the transcripts of the interview.

I re-read all the responses from each participant and reviewed my notes taken during the interview. I began color-coded words and similarities to find themes and coding. I read and read over the data collected carefully and began finding themes.

Before each interview, I started by introducing myself and the purpose of conducting the research study. I reassured the participants that this was confidential and private and that no names would be shared with anyone. They will be assigned a 6-digit number instead of using their names. I advised the participants not to say the name of the leader, manager, employee, or organization. I created an icebreaker before the interviews, so the participants feel comfortable and express their experiences with no judgment. The interview questions were open-ended to allow the participants to share their experiences.

During the interviews, I carefully wrote responses, took additional notes, and observed facial expressions, voice tones, excitement, sadness, and frustration. I carefully listened and observed the behavior that was displayed during the interviews. I gained knowledge and understanding through the participant's lived experiences. I asked for clarification and re-read the responses to the participants for accuracy. After each interview, I re-read the questions and answers from the participant to create codes, themes, and categories. This process took longer due to going back and forth to minimize the themes.

Data Analysis

The data results in the research study contained lived experiences from participants who recalled their workplace experience with leadership or management. I utilized Colaizzi's seven-step Phenomenological data analysis for this research study. According to Praveena, K. R., & Sasikumar, S. (2021). phenomenology analysis consists of obtaining participant statements, placing them in categories, and gathering the meaning of the phenomenon. This approach was consistent with my descriptive

phenomenology research study. The Colaizzi (1978) data analysis process consists of these seven steps: 1. Read all the provided information, 2. Extract significant statements, 3. Create meanings, 4. Group meaning into themes, 5—exhaust description of the phenomenon, 6. Describe the fundamental structure of the phenomenon, and 7. Validate information with the participants.

Step one consisted of reading the transcript data a few times to understand the content better. Bracketing was used so that feelings, expressions, thoughts, experiences, ideas, and interactions with the participants did not impact the research study (Halcomb and Davidson, 2006). During this phase, I highlighted repeated words or phrases within the data collection of the first interview. I made additional notes in my journal of each interview and actions observed during the process.

In the second stage, detailed statements from the data collection regarding the research participants' lived experiences were carefully identified (Colaizzi, 1978). Observation and note taking was the key to capturing the participants' experiences. Carefully making to repeat what was written down to make sure everything was being captured during the interview process for each participant. In step three, the meanings of the participant interview statements are carefully compared and found.

In step four, themes and codes were created from the participant statements to look for similar meanings. Next is step five, which provides detailed themes and information on the phenomenon of a descriptive phenomenological research study. Step six is developing a fundamental structure by minimizing descriptions (Ataro, 2020). In the final seventh step, the study's findings were validated utilizing member checking.

Identification of Themes

During this process of developing themes from the data collection provided elevated my understanding of the phenomenon of study. After deep diving into the data collected, several themes were found. Several interview responses were similar in nature. The questions allowed participants to share openly, and some experiences were different. Seven themes were found from the data, and a table is created below. I read the data multiple times to develop meaningful themes and to see the similarities and differences. The themes emerged with reviewing the research questions and observed experiences with leadership from the participants. I started out with the themes below and minimized themes after re-read the data. The sample table 5 shows the themes and descriptions provided for each.

Table 7 shows the actual data of the participants mentioned of the themes listed. The number 1-5 describes how many times the participant discussed each item during the interview process. The data was carefully reviewed multiple times to capture the themes.

Table 5*Example of Data Analysis Process of Identifying Themes*

Excerpt	Category	Code	Theme
Better support from my manager, better pay and obtaining the necessary equipment, wear that would make my job smoother.	Management	5	Leadership behavior Support
The relationship was horrible and he was intimidated and he did not like it	Leader and member exchange	2	Relationship
I was negatively impacted by being passed over for jobs. I was trying to advance in my career, and although overqualified, I would never be considered or even given a chance to interview for some positions.	Career	1	Advancement opportunity
Respect and more pay are a major issue	Compensation	6	Salary

Table 6*Themes Identified by the Participants*

Participants	Leadership behavior	Job satisfaction	Advancement opportunity	Retention/turnover	Salary or pay	Communication	Relationship
P 1	5	3	2	3	2	2	3
P 2	2	4	2	3	2	2	2
P 3	2	3	2	3	2	2	2
P 4	1	2	4	3	3	2	2
P 5	3	2	3	3	3	5	2
P 6	1	1	3	1	5	5	3
P 7	4	1	3	1	5	4	5
P 8	3	1	2	4	4	3	2
P 9	3	1	1	5	1	2	2
P 10	3	1	1	2	1	1	1
P 11	2	1	1	2	1	3	1
P 12	1	4	0	1	2	2	1
P 13	5	3	1	1	5	1	2
P 14	5	3	1	0	4	1	3
P 15	5	2	1	1	2	3	1

Note. The numbers 1–5 represent occurrences of participants discussing the items listed in the chart.

Table 7*Participants' Feedback From Research Questions*

Leadership behavior	<p>P1: I quit a job packed up my stuff and gave away what I did not want because of a liar. I had a doctor appointment that I had been following up with for weeks waiting for this account to request a refund and that manager gave my account to someone else, and that person told the patient that I lied to them, This made me angry and disappointed in the manager.</p> <p>P2: When my leadership compare me to others in our department that exceeding but offers no proper training</p> <p>P4: I was impacted due to people some managers had a problem with authority and no communication and hostile environment, no teamwork. It made me feel bad that I gave it my all.</p> <p>P10: I was impacted by the upper manager makes me do more work for not upgrade the pay. I felt horrible and like I am not fighting for myself, but I need my job.</p> <p>P13: I applied for a manager's position due to a manager leaving. My manager felt that I didn't have enough experience but asked me to train a new manager. It irritated me a lot and I will not seek a manager role while this director was in position. It left a bad taste in my mouth</p>
Job satisfaction	<p>P2: It affects my daily life because I'm not comfortable with how this organization has our goals set up. It feels like it a set up for failure.</p>
Advancement opportunity	<p>P11: I was negatively impacted by being passed over for jobs. I was trying to advance in my career, and although overqualified, I would never be considered or even given a chance to interview for some positions.</p>
Retention/turnover	<p>P12: I left the organization because they would not allow me to transfer to another department. I was there 6 months and they wanted to hold me for a year. I put in a 2 week notice after 7 months.</p> <p>P4: At the moment, I'm staying put but also still applying for opportunities and a company that values their subordinates at a high level.</p>
Salary/Pay	<p>P10: I was impacted by the upper manager makes me do more work for not upgrade the pay. I felt horrible and like I am not fighting for myself, but I need my job.</p>
Communication	<p>P3: I applied for a manager's position due to a manager leaving. My manager felt that I didn't have enough experience but asked me to train a new manager. It irritated me a lot and I will not seek a manager role while this director was in position. It left a bad taste in my mouth P9: Currently there is distrust. Hiring practices have been into question as of late. I'm looking into how to confront an issue head on without being disrespectful.</p>
Relationship	<p>P12: The boss thought that I was listening to her conversation, and she called you in the office to reprimand me. You went over her head to her and complained. It made me mad and pointed the finger.</p> <p>P13: The relationship allowed me to function and allowed me to come up with processes. Previous managers were not open to watching me grow with the company. We had our issues. The new manager is a micromanager with physician billing but not hospital billing experience.</p>

Evidence of Trustworthiness

In qualitative research, trustworthiness is a very important factor and shows validity to other researchers in the field. According to Pratt et al. 2019 and Ernest (2020), the validity of the research study shown accuracy and replicating the data results. In this descriptive phenomenological qualitative study, trustworthiness was maintained and the four criteria's which include credibility, transferability, dependability, and conformability were taken into serious consideration. Lincoln and Guba (1985) trustworthiness concept is highly utilized in research studies to provide accurate data to the readers to show informational evidence. My bias or perceptions were eliminated throughout the entire research study. In this section, I explored and explain strategies utilized for the four criteria of trustworthiness.

Credibility

The credibility of data collection for this research study was based on the utilization of member checking, reflexivity, and prolonged engagement of data analysis throughout the interview process. In chapter 3, it was mentioned regarding member checking was a great tool to validate the findings and get clarification from the participants. This approach assisted with the accuracy and interpretation of the manual data collected (Ernest, 2020). The open-ended research questions allowed the participants to share as much of their experiences as desired. During the interview process, I repeated some of the answers to make them more transparent and ensured I captured all the information from the participants. A reflexive journal was used during the interview, and time was allowed for a response to each research question. The research questions were

repeated twice to each participant to provide clarity and make sure they understood what was being asked. Credibility is very important in a research study to provide readers and future researchers with accurate information from the data findings.

Transferability

I used a thick description during the data collection process of each research participant. According to Ernest (2020), transferability is when the research study's findings can be transferred to other settings. The findings of this phenomenological research may be transferable. The data analysis process was heavily documented by each participant and notes were gathered in my journal. Phenomenology is gathering a deeper understanding from people's lived experiences.

Dependability

During the research process, the utilization of multiple strategies improves the dependability and quality of this research study. According to Ernest (2020), dependability is the stability of the data in the future and any future changes that may occur. I tracked the entire research process from start to finish. I documented all interviews manually without any recording devices per participant request. Observation of each participant, including facial expression, voice tone, hand moments, and eye contact, was documented during the interview. I took detailed fields notes and did not use a transcription service. I have read the data collection multiple times, and no changes were made during the interview process.

Confirmability

Methods utilized to strengthen the confirmability in this research study were detailed field notes and reflective journaling. According to Ernest (2020), this consists of researchers being able to follow the research process, check concise data, and understand the findings of the research study. It was helpful to capture the participant's detailed experiences to include in the data analysis process. All data was carefully obtained, analyzed, and bias was removed in the process. Accuracy and relevance were obtained through direct quotes from each participant that will be included in the research.

Study Results

The research question: What contributing administrative leadership behaviors may result in employee turnover in United States Southeast region hospitals? My research study showed that leadership behaviors and treatment toward employees resulted in the intent to leave. The results of this research study may not be generalized due to the small sample size. Some of the behaviors and treatment that led to turnover included intimidation, disrespect, mistrust, lack of communication, bullying, talking down too, inexperience, and little or no relationship. However, other factors such as pay, advancement opportunities, and job dissatisfaction played a role with employees' intent to leave. The conceptual framework showed relationships with the research question and leadership behaviors and employee intent or turnover decisions. This section includes the themes and participant feedback from the research study questions.

In the process of developing themes in reviewing the research question numerous times, I analyzed and came up with several themes according to the participant data. I

made sure to remove any bias or influence from this research study. As a previous administrator in the healthcare field, it was important not to influence the participants but to obtain transparent in detail feedback from their experiences being an administrative employee working in the hospital setting. I made a mental note in my journal during the interview phase to keep a straight face minimal hand movements and don't include my personal views to the participants.

After reviewing the data carefully looking at repeated words expressions descriptions, I noticed there were several categories in mind to include leadership, job satisfaction, advancement opportunity, retention, salary or pay, communication and relationships. Color coded all the data, which was a way to keep organization and make sure nothing was missing. The data sheet and notes taken during the process are password protected. The feedback received from the participants created noticeable themes listed below. I started out with 11 themes and re-read the data to minimize seven themes. According to Mishra and Dey (2022), themes are perceptions, feelings, experiences, values, and emotions that require in-depth interviews to detect.

Theme 1: Leadership Behavior

This theme was developed with question number 2, which addressed the unwelcoming experience with their leader and how it made them feel. This theme was a component in the researching question of leadership behavior of factors that may contribute to employee turnover. The 15 participants supported the results by experiencing leadership behavior issues that include unfair treatment and incompetence at a point in their career. Leadership behaviors from an employee perception are the reason

for this research study. The participants expressed their experiences with leadership and pointed out several different behaviors and treatments. Below is the direct participants' feedback from the research questions that were asked during the interview process. These are direct quotes from 7 participants' statements regarding this leadership theme listed below.

Participant 1: I have had many but one time I had a manager from the outside and she seemed to be a gem. However, I soon realized why the company could not keep anyone in that department. I was hurt and disappointed because I wasn't sure if she did what she did to secure him a position or if it was just who she was or both. The manager hired him and asked me to train him. I found out that he had no healthcare experience. I felt that this was favoritism, and she did not want really to like me.

Participant 4: I was performing all the scopes of work as expected but when it came to my Lead performing my review, there were items in there that were not true and had not been discussed. This made me feel betrayed.

Participant 7: I was impacted due to people who some managers had a problem with authority and no communication and hostile environment, no teamwork. It made me feel bad that I gave it my all.

Participant 10: We had a lot of changes being made and tried to get a meeting with leadership about the changes. The leader refused to meet with the employees. I felt disrespected.

Participant 11: There were plenty of times where I experienced poor leadership. One time in particular, our system went down and there was no backup plan other than to hand write things out for over 500 patients throughout the entire hospital. It made me feel as though the leaders were not equipped to lead properly, especially without having a proper contingency plan in place. The leaders always seemed to think they knew all of the right answers without ever speaking with their staff to get the opinions of those who would be directly affected by their decisions and the ones who actually are doing the work. It has totally changed my outlook on how I view leadership and how I move to advance in my career through the organization/agency. I will not stay in the same position for more than 2-3 years. I am more vocal and volunteer more to help the department and/or organization by speaking and working directly with leadership.

Participant 12: The boss thought that I was listening to her conversation, and she called me in the office to reprimand me. She stated that I went over her head to her and complained. It made me mad, and she was pointing the finger at me. This situation made me angry.

Participant 14: The leadership didn't want you to leave, and the organization had high turnover. Any little mistake made; the leadership would write you up. I knew that I could leave and not be miserable. I was always uncomfortable watching how leadership handled the department.

During the interview phase participants identified leadership behavior and issues that have impacted employees wanting to remain in their jobs. Participant 14 mentioned

the high turnover rate and leadership presenting written disciplinary action to employees for minor mistakes within the organization. The participant expressed that leadership didn't want the employees to leave but was uncomfortable with how leadership was maintaining the department. There were several strong emotions throughout the interview process with each participant regarding leadership. The impact that leadership has on the organization is tremendous, and it is shown through the data that was collected during interviews. In every participant's situation, they felt that leadership disappointed them, displayed displeasing behavior, lack of support, and lack of competence that led to turnover or retention issues.

Theme 2: Job Satisfaction

Several of the participants identified themselves as unhappy with their current job, duties, and responsibilities. Some of the feedback mentioned a need for growth within the organization. During the interview process, I made a note of each participant's body language, tone of voice, hand movements, and the feelings they express regarding the question. Job satisfaction is the theme that was identified. Several participants provided feedback that the job has been stressful and they are currently looking for employment.

Listed below is feedback from a few participants regarding their thoughts of job satisfaction in their roles.

Participant 2: I have outgrown my current employer and am seeking growth from another company that will appreciate my experience and skill set.

Participant 3: My experiences have impacted on my life by being patient with people, listening to what they have to say, just being empathic to people's

situations, and keeping an open mind. The job duties and extra responsibilities have made me really dislike working here.

Participant 7: It made me angry, and I took the job home. I was upset daily which impacted me. They tried to provoke me, and I started disliking the job. My mental health was suffering due to me not wanting to go to work.

Some of the participants expressed their issues of job dissatisfaction and some of the reasons. Job satisfaction is one of the key factors why employees remain in an organization. The research topic and this theme show from participant data that not being satisfied with job duties and not being challenged influenced decisions to look for other job opportunities. For example, Participant 2 stated that they outgrow the job and want to leave to expand their skills. This shows that employee planned to leave the job, which would create turnover for the organization.

Theme 3: Advancement Opportunity

Advancement opportunities became a theme after highlighted quotes all participants wanting to grow the wanting to grow within the organization, play some of the investment opportunities examples may include additional training, obtaining a certification, promotion a higher paying position, and transferring to a new department. During the data collection process, several words and sentences were highlighted regarding advancement opportunities on the job. Some engines there was no room for advancement and now there is what temperature steak advancement opportunities within the organization. Below is some feedback from six participants in regard to the theme created from the data regarding advancement opportunities.

Participant 2: I have attempted to move to other departments, but my manager has refused to allow me to go because of the need she has in her own department.

Participant 7: I started as an employee and went to a lead within 8 months. I became the supervisor within 2 years. I was able to move up within the company.

Participant 10: Work from home was the only opportunity that was presented. I would like to advance in my career, but this organization doesn't have many options for me.

Participant 11: There were no opportunities presented to me directly while there. I applied and tried to take advantage of many opportunities that were out there. In the 10 years I was there out of all the positions I applied for; I had one interview. I received that interview because I reached out to the director to inquire about the position, and she set up the interview for me with the manager.

Participant 11: I was negatively impacted by being passed over for jobs. I was trying to advance in my career, and although overqualified, I would never be considered or even given a chance to interview for some positions.

Participant 13: I applied for a manager's position due to a manager leaving the organization. My manager felt that I didn't have enough experience but asked me to train a new manager. It irritated me a lot and I will not seek a manager role while this director is in the position. It left a bad taste in my mouth.

Advancement in a career is a goal that most people work towards. In this study, Participant 11 was overqualified for other career opportunities within the company. This led to not advancing and being stagnant in a job in which this led to intent to leave to

pursue a career in another company. Participant 13 mentioned their leader did not see the experience of obtaining a manager position, which had a negative impact. The examples in this study lead back to the purpose of factors that may lead to turnover and displays of leadership behavior. Leadership is responsible for encouraging, motivating, mentoring, and allowing employees to growth within the organization. The lived experience of the participants explains some of the issues behind leadership and turnover issues that arise in a company.

Theme 4: Retention/Turnover

This theme developed from question number 3 that addressed the intentions on staying or leaving the organization. Turnover addresses the research question on how leadership behaviors may contribute to turnover. There were 10 employees that expressed their reason for leaving the organization or the intent to leave. The other 5 employees decided to stay for various reasons such as longevity, needing the job, and under new leadership. There are several things in common with each participant including wanting to grow feelings of outgrowing the organization leadership issues waiting on a better opportunity. After reviewing the data there were several similarities and some differences within the participants' views. Listed below is the feedback from the participants and they are direct quotes.

Participant 1: I quit my job, packed up my stuff and gave away what I did not want because of a liar. I had a doctor appointment that I had been following up with for weeks waiting for the is to be the account to request a refund and that manager gave my account to someone else, and that person told the patient that I

lied to them, This made me angry and disappointed in the manager. When I first came to that company, I wanted to move up the ladder and I felt it was a small department, so it works for my life. I say at least 2-4 years.

Participant 2: I have outgrown my current employer and is seeking growth from another company that will appreciate my experience and skill set.

Participant 3: If there is a new Administrator who cares about you and your wellbeing. Work life balance, flexibility, and a good environment.

Participant 4: Now, I'm staying put but also still applying for opportunities and a company that values their subordinates at a high level.

Participant 7: I would have stayed if we were about to work as a team and authority.

Participant 9: Honestly, at this stage, more compensation would make me stay in the organization.

Participant 10: I put so much time in the company and have gone back to school to further my education. I will stay until I finish school to find a better opportunity.

Participant 11: I stayed for over 10 years, when I saw my chances to advance within my career were slim, I left the organization.

Participant 12: I left the organization because they would not allow me to transfer to another department. I was there 6 months, and they wanted to hold me for a year. I put in a 2 week notice after 7 months.

Participant 13: I am going to stay but they have new leadership, and I like the organization's culture. I have revisited moving back in leadership due to new management. 2 directors change within 2 years. The new director and I have worked together before. Bonuses, incentives, benefits such as invest in our culture, health classes, wellness class, music learning, Pay and office environment but only in the office once a month. Having a new director made a difference.

Turnover and retention have been a huge problem throughout healthcare fields for many years. Employees perception of the reasons for leaving may not be displayed of discussed with Human Resource at the organization. Turnover impacts the organization as a whole and could cost thousands per year. Participant 1 left the job for a better opportunity after experiencing a situation with leadership in which she felt the leader was not transparent about the handling of a patient's account. Participant 13 decided to stay after a change in leadership. Participant 11 is a long-term employee but doesn't see room for growth, which is the reason why they left the organization. These examples show why employees decide to stay or leave an organization. The turnover intent and leadership behavior that was experienced is a major reason for this study to show why this occurs.

Theme 5: Salary or Pay

Salary is a huge component to an employee at the beginning of hiring with the intent to have pay increases in the duration within the organization. During the interview, the participants expressed concerns over their financial compensation at the organization. Participant 2 has been at the organization for over 10 years and mention they would remain if they could make a higher pay in comparison Participant 10 was asked to

perform more duties without a pay increase join the interview, I made notes of the body language and tone of voice for each of the participants when they express their displeasure their salary. Below are their direct quotes of the theme salary or pay.

Participant 2: Currently, I have been at the organization for 13 years and there has been no change. It would take more money to make me consider staying.

Participant 10: I was impacted by the upper manager and made me do more work to not upgrade the pay. I felt horrible and like I am not fighting for myself, but I need my job.

As the cost-of-living changes, people find employment to take care of their families with a high cost of rent, mortgages, gas, food, clothing and supplies. Increasing salary or pay is what organizations have in their processes to motivate employees to stay or join. This study showed the experiences of employees and reasons for intent to leave or leadership behaviors that contributed. Participant 10 did not receive more pay for doing additional job tasks but needed the job. This could eventually lead to this participant seeking employment at another organization in the future. This study provided the many factors that could lead to turnover and leadership behaviors displayed. The leader could have tried to advocate for the employee or look for a pay increase for their hard work. Leadership must display compassion and care about their employees' well-being.

Theme 6: Communication

This theme emerged from the data of participants that expressed either little to none or a lack of communication with leadership. The objective was to connect

communication issues to employee retention or turnover intentions. The identification of communication was perceived by the participants as a major factor in the workplace. Several participants expressed the need for better communication among the staff and leadership. Communication is important because it provides clear and precise guidelines for work duties. Also, it helps when employees have personal and family issues to be able to communicate effectively with leadership. This theme was seen across all participants regarding the workplace and daily operations. Below is a list of direct quotes from participants regarding communication in the workplace environment.

Participant 2: It affects my daily life because I'm not comfortable with how this organization has our goals set up. It feels like it was a set up for failure. The communication is terrible, and the leadership doesn't ask for employee feedback. There is no open-door policy to express employee concerns without feeling that you will be negatively judged.

Participant 3: Administrator that I had a couple of years ago would always forget everything. They never made it a point to communicate with doctors or any patients that he needed to. It was just not good leadership because there was no communication on his end, and it just made you feel bad and not want to be at work.

Participant 9: As a new employee, I was added to a group where there was a lot of tension. The leadership used intimidation tactics versus open communication. The team would constantly complain about the things that were done, but no one ever addressed it. This experience helped to strengthen my confidence and

communications skills in a work environment. I attempted to communicate to no avail. I went to the next level with documentation and my concerns. It started on a bad note but led to changes. I felt empowered. Communication has improved. It is imperative to receive and distribute accurate information. There's a cliché, that two things can be true at the same time. By using this logic daily, it allows more dialogue, more understanding and knowing that the same result can be achieved by utilizing various methods.

Communication is an important part of our daily lives in the workplace, relationships with family or friends, and travel. The participants in this study expressed concerns about communication in the workplace. For Example, Participant 2 explained lack of communication with leadership which caused stress in daily living. This study explored factors of leadership behavior and turnover in which lack of communication with the leader is an issue. Participant 9 showed through experience that their leader used intimidation instead of open communication which creates problems and stress. Leadership must be able to have open communication with employees to effectively achieve organizational goals.

Theme 7: Relationships

This theme emerged from the participant data and may be a deciding factor of turnover intention from the research question. Identifying relationships as a theme was viewed in the data collection among the participant statements. Nine participants identified their relationships with their leadership as stressful, nonexistent, good, or bad. Building relationships between employees and leaders is very important. The leader and

employee should maintain a good quality work relationship to have a positive outcome (Afota, M.-C., Ollier-Malaterre, A., & Vandenberghe, C.,2024). If the relationship is not good, it could negatively impact workplace performance, the environment and may be a deciding factor of turnover. Below is feedback from the question asked, “how is your relationship with your leader or manager?”.

Participant 2: I don't have a good relationship with my manager due to several past issues. I do my job and try to stay out of her way.

Participant 3: My relationship with my manager is a pretty good relationship, we work very well together

Participant 4: At first, it was good but when I questioned certain actions of my manager, things began to take a turn for the worse.

Participant 7: The relationship was horrible, and he was intimidated and he did not like it.

Participant 9: Currently there is distrust. Hiring practices have been into question as of late. I'm looking into how to confront an issue head-on without being disrespectful.

Participant 10: I have a good relationship with my immediate leader, and she understands because she is working hard and treats me accordingly.

Participant 11: My relationship with my managers was good. It was not great, nor was it bad, it was just good. It could have been better in my opinion.

Participant 12: The relationship was foggy because she accused me of something that I didn't do. I had to get from under her leadership.

Participant 13: The relationship allowed me to function and allowed me to come up with processes. Previous managers were not open to watching me grow with the company. We had our issues. The new manager is a micromanager with physician billing but not hospital billing experience.

This showed from participant experience that some were good with their leader but some not so great. It is great to have a positive working relationship between leader and employee. In this study, Participants 3 and 10 have a good relationship with their leaders which makes the workplace and productivity better. It was not the case for Participant 2 and 9, which had some trust issues and previous negative experience that caused a not so good relationship. As Participant 12 explained that they had issues with their leader and had to result in leaving due to accusations made by the leader. This study on leadership behaviors has shown that relationships can create positive or negative experiences. Sometimes the last resort is to leave the organization which is intent or turnover. This research showed participants experiences of leadership behavior that may result in turnover reasons.

The Results in Relation to the Conceptual Framework

The grounded and behavior theory approach was utilized in this study to obtain lived experiences from participants feedback on leadership behaviors, workplace culture, and intent to stay or leave the organization. The themes included leadership behaviors, retention communication, and training of development play a key role in addressing the research question. The data supported leadership behaviors as the theme communication and retention which was addressed in the previous section as a strong indicator from the

participants statements. Several participants indicated characteristics that leaders portrayed such as favoritism, no teamwork, lack of communication, Leadership refusing to meet with employees.

Leadership behaviors were discussed among the participants during the interviews. There were several that went in depth regarding the leading behaviors they observed.

Participant 14: As an employee that has been here for 5 years, I have noticed my leader displays negative behavior amongst the team of individuals that she does not like. However, show favoritism towards the employees that she does like. I have been impacted due to the employee that she does not like which is me in which I have to do more task, monitored more carefully, and I have been written up for small mistakes in my performance evaluation. My experience with my leader has been horrible Temperature transfer to a new department but my leader blocked my transfer I feel discouraged because I need my job to take care of my family. I have attempted to speak with HR regarding my feelings hoping that my situation with my leader will change. If the situation does not change, I will be forced to leave the organization.

Participant 15: I have experienced my leader having an aggressive attitude, will talk down to you, and has little patience when asked the question". This behavior has created a hostile environment amongst the team. The style of leadership is do as I say, and she doesn't ask employees opinions. I've never experienced this type of behavior until I came to this organization. I like to work in a good team and

provide input to make improvements. Due to the behavior of my leader, it has created strain and stress and lack of productivity. I attempted to speak with the leader in private regarding my concerns, but I felt the leader was not listening. I'm planning to start looking for new employment where there is a new positive environment.

Participant 4: I worked for a company that their leadership was awful, I had to intervene and challenged them on certain scopes that required safety precautions. The work that was asked of me was not in line with OSHA safety regulations.

Summary

In this descriptive phenomenological research study, I explored the lived experiences of 15 administrative hospital employees to answer the question: What contributing administrative leadership behaviors may result in employee turnover in United States Southeast region hospitals? To analyze the data, I used Colaizzi's seven step descriptive phenomenology approach (see Ataro, 2020). Throughout this detailed process of reviewing and analyzing the data, I was able to develop clarity in answering the research question. Leadership behaviors can be positive and negative. Some participants reported experiencing negative behaviors that resulted in turnover, and some of the participants decided to remain and are now under new leadership. Some of the behaviors mentioned by the participants were distrust, bad relationships, favoritism, lack of communication, poor attitude, and aggressive behavior.

The data analysis yielded seven themes that include leadership behavior, job satisfaction, advancement opportunity, retention or turnover, salary or pay,

communication, and relationships. I initially had 11 themes but eliminated four themes leaving seven total themes. The findings from the study provided new insight knowledge on leadership behaviors that may contribute to turnover in hospital organizations. In Chapter 5, I will further discuss the findings in relation to the themes and the research question. I will present the interpretations of the findings, the limitations of the study, offer recommendations, consider the study's implications for positive social change, and provide a conclusion to this research study.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

The purpose of this descriptive phenomenological study was to understand how administrative leadership behaviors may contribute to employee turnover in U.S. Southeastern region hospitals. The study consists of participants who had experiences of negative leadership behaviors in a hospital that have resulted in intent to leave or turnover. The participants in the study are administrative employees. The exploration of employee perception of administrative leadership behaviors has minimal research, and most research pertains to clinical leaders, such as nurses. The study was conducted to expand research on administrative employees' perception of turnover and leadership behaviors.

In this qualitative descriptive phenomenological research study, I explored the lived experiences of 15 administrative employees who answered the research question: What contributing administrative leadership behaviors may result in employee turnover in United States Southeast region hospitals? Husserl's descriptive phenomenology approach was chosen in this research study (Neubaur et al., 2019). Husserl's descriptive phenomenology focused on people's lived experiences, which was appropriate for obtaining employee perception of leadership.

Data were collected through four face-to-face and 11 videoconferencing interviews. During the interviews, employees described their workplace experiences with their leadership. The research participants shared detailed perceptions of leadership behaviors, relationships, and intention to leave or stay at the organization. Participants

contributed evidence to support knowledge of leadership behaviors that may contribute to employee turnover. They openly shared past and present experiences that contributed to answering the research question.

The group of participants shared experiences that resulted in the creation of seven themes: leadership behavior, job satisfaction, advancement opportunity, retention or turnover, salary or pay, communication, and relationships. In this chapter, I will provide an interpretation of the themes. Also, I will present the limitations, recommendations, and implications of the study.

Interpretation of the Findings

This descriptive phenomenological qualitative research study confirmed and extended the research on administrative leadership behaviors' contributions to turnover in U.S. Southeast Region hospitals from an employee perspective. The results of this study may not be generalized. This study consisted of a small sample size population of 15 individuals. It may be beneficial to increase the samples to obtain generalization or by utilizing a quantitative study to include a greater sample size. The themes discovered within the data collected implicated the knowledge and nature of the phenomenon. Research results revealed that some of the leadership behaviors that may contribute to turnover from employee perception include favoritism, intimidation, lack of communication, relationship issues, disrespect, untrustworthiness, limited advance opportunities provided, bullying, and unfair treatment. In this study, a qualitative method allowed employees to share experiences through face-to-face and videoconference interviews in which data were obtained.

My study extends knowledge and understanding of how leadership behaviors may contribute to employee intent to leave or turnover. Every leader has different values, morals, and behaviors that are perceived in a positive or negative manner (Leider, et al., 2021). Leadership behaviors such as building trust, being open to new ideas, listening to employees, showing respect, and making improvements to productivity may decrease turnover and improve job satisfaction (Moore & Hanson, 2022 and Majeed & Jamshed 2021). Whether positively or negatively, leadership behaviors have a strong and direct impact on their employees and organization. The employee perception of leadership data obtained revealed new knowledge about behaviors and characteristics that led them to leave and may benefit the organization to make leadership improvements.

Organizational culture is determined by the leadership styles and behaviors displayed in the workplace. A similar study by Creel et al. (2021) researched transformational and transactional leadership styles' relationship with employee safety and hospital turnovers. The findings include that transformational leadership improved employee turnover and safety results, but transactional leadership showed adverse effects. The research findings relate to my study because analyzing the leadership negative behaviors that create turnover will assist with my problem statement. This study justified continued leadership research to improve turnover in the hospital sector by having effective leadership.

There have been toxic leadership in healthcare in which nurses have confirmed toxic leadership exist in the workplace. The major effect of toxic leadership of nursing leaders was on nurses' intention to leave (Mrayyan, 2025). This study showed that a

negative workplace environment resulted in employee turnover. The toxic leadership creates stressful situations, job dissatisfaction, impact on patient care, and turnover issues. The researcher suggests mediations with leadership and leadership training programs to reduce issues with leadership and turnover.

The seven themes identified in this research study addressed the research question with the participants' feedback. The following leadership behaviors and characteristics were identified from the participants' feedback as potentially contributing to turnover:

- disrespectful
- untrustworthy
- bad attitude
- favoritism
- lack of communication
- intimidation
- relationship issues
- limit advancement opportunity
- bullying
- unfair treatment -(inexperience)
- negative feedback with a lack of support

Discussion

The purpose of this research study was to identify leadership behaviors that may contribute to turnover from the employee's perception. The feedback of some of the participants included leadership not having a backup plan when things go wrong,

retaliation, unable to express feelings, no decision making in workflow process, negative attitude, lack of empathy, and no motivation. Leadership behaviors are important in healthcare industry whether it is positive or negative. A study by Li et al. (2024) analyzed negative leadership behavior in relation to nurses' silence, turnover, and decline in work performance. The researchers mentioned that hospital should identify and corrective negative leadership immediately. The negative leader behavior included authoritative leadership, demeaning, abusive mentally, unsupportive, and destructive to the nurses. The nurses tended to be silent to not create unwanted criticism from leadership. This study concluded that hospitals need to be aware of negative leadership behavior which impact mental, emotional, mental health of staff and increase training to help improvements to leadership behavior

Nurse turnover has been a major issue in the healthcare sector. According to Alsaleh et al. (2025), quantitative research study analyzed transformational, transactional, and passive-avoidant leadership styles effectiveness in hospitals. This study consisted of 192 nurses in relation to intent or turnover. The findings showed that the nurses experienced challenges with the leader that implemented the passive avoidant style and have a greater turnover intent. The preferred leadership styles were transactional and transformational with less nurse turnover intent. This study provided a better understanding leadership behavior, workplace culture, and turnover.

A study by Spector et al. (2025) analyzed employee perception with similar variables, job satisfaction, commitment, and trust of leadership in 3 studies in healthcare facilities using authentic leadership theory. The findings showed that additional

leadership training improved leadership behavior and trust in the hospital. However, it did not improve job satisfaction and commitment to stay in the organization. Some other variables in this quantitative study included balanced processing, kindness, relational transparency, vulnerability, and behavior. Some other individual leader behavior noted from the employees, honest feedback from leaders, consistency, mistake admission, employee input, and decision making that the employees mentioned from their experience. The future research indicated to obtain why new hires notice leadership behavior and treatment quickly and their commitment to stay or leave the organization compared to tenured employees.

In the literature, several research studies analyzed leadership behaviors such as abusive behavior, manipulation, micromanagement, and how they impacted the organization, in which these previous researchers confirmed and mentioned, also factors by the research participants in this study (Araujo & Figueiredo, 2018; Heimann et al., 2020; Jian et al., 2022; Labrague et al., 2020; Lyu et al., 2018; Watkins et al., 2019). The previous and current studies aligned with the participants' perceptions in this research study of the characteristics of leadership behavior being a huge contributing factor for turnover.

Al-Khasawneh and Abu Khadar (2021) agreed with my study participants that the internal issues of upper leadership and supervisors' behaviors, respect, trust, and stress played a major role in the turnover rate. The participants in this study mentioned similar issues at the workplace, such as retaliation, overwork, distrust, and unfair treatment by the leadership, as a means for the intent of leaving or turnover. Further, the previous

literature from Zhou et al. (2020) and Heimann et al. (2020) agreed with my research participants that negative leadership behavior and toxic traits may create a toxic workplace environment. The participants in this study specifically identified issues concerning negative attitudes and conversations, unprofessionalism, and favoritism.

Dyrbye et al. (2020) research study investigated the relationship of frontline leadership behavior and employee burnout and job satisfaction. The study consisted of 39,896 healthcare employees excluding doctors. The study found that leadership behaviors have an adverse impact on employee daily lives and job satisfaction. It showed that younger and tenured employees had a higher number of signs of burnout and smaller chances of job satisfaction in the company. It was suggested that leaders should respect, engage, inspire, develop, motivate, encourage, and recognize their employees to have a better outcome with productivity, relationships, decrease burnout and job satisfaction. Leadership training programs in the organization may consider listening to the employee feedback to make necessary improvements. Since this study was conducted in the Mayo Clinic organization, recommendations to further research in other healthcare organizations and use other variables.

The reason why I chose a qualitative research study is to get a better understanding of employee perception from their lived experiences of encounters with leadership in a hospital setting. I started with a quantitative study but not much literature on administrative employees in hospitals. It was important to share and describe human experiences rather than to test data. The participants would be allowed to express themselves so readers would be able to understand a different point of view regarding

leadership behavior and intent to leave organizations. Some of the themes in the study are general and the gap in the literature is administrative employee perception of leadership behaviors. The goal of this research is to provide an understanding of lived experiences that may create positive changes in healthcare and add to existing literature to assist future researchers.

Job Satisfaction

Job satisfaction was a determining factor in whether an employee chooses to remain in an organization. According to Labrague et al. (2020), Araujo and Figueiredo (2018), and Pedrosa et al. (2021), along with some research participants, job satisfaction may contribute to intent to leave. The previous literature by Peter et al. (2020) mentioned that employees must enjoy their workload, environment, and team for them to have job satisfaction. The participants in this study mentioned how the organization has goals set up, and it seems it is designed for failure. The work responsibilities and duties that participants mentioned seemed to complicate their daily lives. The research showed a similar response to the participants who were unhappy in their job positions and were thinking of leaving the organization. The research findings in this study were confirmed with previous research by Mehrad et al. (2020) and Araujo and Figueiredo (2018), further clarifying the reasons employees experience job satisfaction or dissatisfaction.

Advancement Opportunity

Some of the research participants mentioned that minimal or no advancement opportunities were presented. A participant mentioned that a leader blocked a transfer to a different department due to organizational needs, which created displeasure for the

employee. In previous literature, Ravangard et al. (2021) confirmed that little or no advancement opportunities may contribute to employee turnover. Comparing the participant feedback from my research to the Ravangard et al. study, both identified employees not having adequate opportunities for growth to advance in the organization as a fundamental problem. A participant mentioned that the leader would not provide a recommendation for a higher position in the organization. Advancement opportunities within an organization are what some employees strive for to achieve continued growth and development.

Turnover and Retention

This study confirmed and extended the research on employee turnover. The participants agreed that leadership behavior had an impact on their decision to leave the organization. Some participants chose to stay in the organization because they needed the income to care for their families until another opportunity became available. Participant data contributed to understanding the reason for intent to leave and turnover. According to Watkins et al. (2019), Labrague et al. (2020), Creel et al. (2021), Jian et al. (2022), and Pedrosa et al. (2021), leadership behaviors can result in employee turnover; this claim was further supported by the participants in my research. Thus, my study extends the research through highlighting the understanding of how leaders' behavior may influence employee turnover. The employee's perception of how they view their leadership provides awareness and understanding of how leadership may improve behavior within the workplace.

Employee perception of leadership increases understanding of concerns or issues that employees have that may help organizations should view to bring awareness. The employees are a potential component to how organizations grow their businesses. This study allowed participants to express their perception of leadership through their lived experiences, and it will contribute to the literature. According to Sarabi et al. (2020), Safari (2020), Labrague et al. (2020), Bakkal et al. (2019), and Selma Demirhan et al. (2020), behaviors that create adverse workplace include favoritism, lack of experience, lack of leader support, negative attitudes, retaliation, bullying, rudeness, and disrespectful treatment. Similar concerns were expressed by this study's participants.

Salary or Pay

Salary or pay is a determining factor in accepting a job position. Some have the intention of climbing the ladder at the organization for increased financial compensation. One of my research participants mentioned that leadership increased the workload but did not upgrade the pay. Another participant had over 10 years at the organization but was not satisfied with the salary.

Bush et al. (2020) and Martinussen, et al. (2020). confirmed in their research regarding advancement opportunities that pay increases for employees should be yearly. Pay increases are dependent on several factors relating to performance reviews and advancement opportunities. According to the 2023 NSI Healthcare &RN staffing report, salary has been found to be a reason that some employees decide to leave an organization. A few participants were currently looking for other employment opportunities due to wanting a pay increase due to recent inflation costs.

Communication

Effective Communication is a key aspect of any relationship between individuals. This study's participants mentioned issues of communication with their leadership, and Aravena (2019); Heimann et al. (2020), Mehrad et al. (2020), and Bush et al. (2020) agreed that lack of communication skills is a serious issue with leadership. The participants in this study mentioned that communication was limited and, and leaders were not always clear about work duties and responsibilities. A participant described their experience asking for a meeting with leadership to discuss their concerns, but it was declined and never happened. This experience made the employee feel undervalued and not able to express concerns openly and be heard by the leadership. As a result, the employee started looking for other job opportunities with other organizations. Pedrosa et al. (2021), Michalak et al. (2019), and Creel et al. (2021) agreed with my study participants that leadership should display good communication with their employees.

Relationship

The relationship was identified by several participants that created a theme. The participant in this research study mentioned "that their relationship with their leader was a good at one point but became nonexistent over time." Some of the participant's mentioned leadership was not honest and stopped sharing important work information. This impacted productivity and work relationships between the employee and leader. One employee mentioned that the leader thought she overheard her conversation and called her into the office to reprimand her. As a result, the employee escalated her concerns to upper management, which in turn created an unstable work environment between her and

the leader. Research studies by Ravangard et al. (2019) and Heimann et al. (2020) confirmed that relationships play a key role in leader member exchange and should be positive with mutual respect and employees being valued as a part of the team.

Limitations of the Study

The research study was conducted in the U.S. Southeast Region, which is a limitation of the study results. However, other regions and healthcare organizations may benefit from this research study. The research study discovered several limitations. I previously was concerned about not having enough participants as a limitation to have a good data analysis, but I was able to obtain adequate data from the 15 participants. During the participant interviews, I observed and documented the body language and emotions expressed. According to Pratt et al. (2019), trustworthiness shows validity and data replicate the information in the study. The open-ended questions allowed the participants to feel comfortable sharing their experiences with no restrictions.

Another limitation involved my familiarity with the phenomenon. My personal experience as a former healthcare administrator posed a potential risk of bias. Another limitation was not having more face-to-face interviews. A few participants wore masks during the interview and disclosed that they have a weakened immune system. I did not have a problem with it because COVID-19 still is going around, and people still continue to contract the virus.

More participants opted for the videoconference interview for many reasons such as convenience, time management, location, scheduling, holidays, and other family obligations. Another limitation was participants having enough time to answer the

research questions in their entirety. Some interviews required additional time, but clarity was needed on the questions, and more information was shared by the participants.

The COVID-19 pandemic changed how organizational operations throughout the world. The research study by Yue et al. (2023) investigated empathetic leadership communication in relation to employee turnover, trust between leader and employee, and employee-organization relationship. The findings showed that leaders being empathetic by showing concern and caring towards employees during organizational changes make a huge difference in turnover and intent. The results showed that EOR quality was negatively related to employee intent to leave the organization. During the COVID-19 pandemic, leaders were concerned with the health and safety of employees by taking the necessary precautions.

Recommendations

This qualitative descriptive phenomenological research study has several recommendations for further research. This study sample size consists of 15 administrative employee participants that shared their experiences of administrative leadership behaviors and their contributions to turnover in the U.S. Southeast Region hospitals. This study may be replicated in the future research using a quantitative methodology and obtaining a greater sample size to generalize this research study. The study could be replicated in different regions with other administrative employees. A greater sample size may provide a more in-depth view of the research questions. It would be interesting to include some leader interviews doing a self-assessment of their behavior.

The leader may address some of the issues that contribute to turnover. It would be interesting to have other themes created within a future research study.

The literature expresses the detrimental impact of toxic leadership behaviors that lead to employee retention and turnover problems. For instance, Jantijies and Botha (2024) study investigated how toxic leadership behavior impacted employee retention and turnover relationships in a clinical research company. The findings showed that there was a huge impact on leadership behavior on employee turnover and the workplace environment. Some of the factors from employee perceptions were self-promotion, abusive supervision, narcissism, uncertainty, and authoritarian leadership that led to turnover. The study implied that organizations need to address this issue of toxic leadership behavior and develop programs to decrease retention and turnover. Periodic leadership assessments throughout the year and building better relationships with the employees was mentioned in the study. Future researchers may analyze the toxic leadership and turnover in different industries and various cultures.

In previous literature, Lyu et al. (2018) suggested that future research is needed to explore an in-depth aspect of abusive supervision. Bush et al. (2020) concluded that future studies may include more diverse races, a mixed age range of leaders, and administrative leadership. Further research on behaviors and attitudes is needed and recommended by Silva Araujo and Figueiredo (2019). Also, Heimann et al. (2020) and Mehrad et al. (2020) confirmed leadership behaviors as an issue but had limitations requiring further research. Sungar et al. (2019) agreed with Mehrad et al. regarding the need for further research on how healthcare providers' effective leadership can decrease

turnover ratio. McKenna and Jeske (2021), Peter et al. (2020), and Zaheer et al. (2021) mentioned leadership behaviors and styles requiring further research. The recommendations of further research needed on leadership behaviors and turnover may continue to evolve and expand in the literature.

Key recommendations are as follows:

- leadership training programs that detail behaviors
- psychological testing during hiring procedures
- leader and employee team building events
- advancement opportunity track during the onboarding process
- webinars for relationship building in the workplace
- weekly team meetings

Implications

This research may create positive social change within the healthcare industry by bringing awareness and understanding on leadership behaviors and turnover or retention from employee perception. My research study findings contribute to an understanding of what leadership behaviors may contribute to turnover within hospitals from the employee perception. This study may provide positive improvements in the community by educating individuals on leadership behaviors and turnover or retention. The employees expressed their lived experiences throughout their career journey in administrative positions. Healthcare organizations do improvement surveys on how to make things better, and this study may bring a deeper understanding of employees and reduction in turnover.

The study may allow organizations to implement new policies and procedures that will allow a positive leader member exchange program. This research study may provide positive social change and improve the communities within the United States and globally. Educating individuals, communities, and organizations on enhancing the work environment within this study may impact positive social change. Positive social change through providing evidence, experiences and literature may help support the need for change in hospitals, physician offices, dental offices, and other healthcare specific fields.

The previous and current recommendations for further research are an indication of continued positive social change in the healthcare field relating to leadership and turnover. According to the 2023 NSI INC., National Healthcare Retention & RN Staffing Report, Healthcare organizations spend thousands each year on high turnover cost. Education is a great tool to bring awareness and training to healthcare organizations and individuals. Heimann et al. (2020) and Mehrad et al. (2020) mentioned that future research may assist with positive improvements with leadership programs in the healthcare industry. There may be future research on the study of leadership behaviors and turnover that may improve society as a whole. Positive social change can be created through leadership training programs, personality tests, open communication, and employee training programs (Chu, et al 2022 and Tsarouha, et al., 2021). The findings of my study showed that the behaviors portrayed by leadership may be improved to reduce retention and turnover intent. Improving leader and employee relationships in the workplace through positive exchanges and eliminating negative behaviors.

Positive social change within the community of the U.S. Southeast Region will allow organizations to have a deeper understanding of retention and turnover. This may decrease turnover costs in organizations and make room for improved hiring processes. Organizations may reorganize budgets and bring educators to help staff navigate issues or concerns. This study may allow states to create new laws protecting employees and organizations. Change is sometimes difficult but is necessary for improvements in society. I hope that my research study brings positive social change in the United States, globally, in the community, in the healthcare industry, and in other industries that have issues in leadership and turnover. The implications for positive social change include the potential for healthcare administrative leaders to focus on raising awareness, improving leadership practices, and enhancing understanding of turnover and retention in the healthcare sector.

Conclusions

This research study findings showed leadership behaviors that may contribute to turnover. This descriptive phenomenological qualitative study presented data through the lens of administrative employees regarding experiences with leadership in the hospital setting. The findings indicate a need for improvements in administrative leadership behaviors in hospitals to avoid costly turnover. This study focused on hospitals and other healthcare facilities such as physicians' practices and mental health facilities.

The healthcare industry has a huge impact on the community that we live in. Leadership has a key role in organization and workplace culture. Leadership behavior should always serve as a role model, motivator, encourager, mentor, and support that

displays positive behavior Hattab, et al., 2022 and Khraim, 2023). This study supported evidence that leadership behaviors play a part in employee intent to leave and turnover in hospitals. The literature evidence shared within the study supported the need and helped address the gap of administrative leadership behavior in regard to turnover. This study contributes to bringing awareness through the lived experience of individuals that have faced obstacles in healthcare settings. Organizations should be aware of all employees' feedback, concerns, issues, and skills. The healthcare industry is continuing to grow and expand, which this study may support by facilitating necessary improvements in leadership and reducing employee turnover. This research study not only educates but brings awareness to the healthcare industry to reduce unnecessary costs and improve lead-member exchange.

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