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Strategies Used by Healthcare Supervisors for Employee Retention

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Walden University

College of Management and Technology

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Serrita Chaney

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Walden University
2019

Abstract

Strategies Used by Healthcare Supervisors for Employee Retention

by

Serrita Chaney

MS, Walden University, 2015

MS, Walden University, 2013

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

April 2019

Abstract

Healthcare supervisors who lack effective employee retention strategies could negatively affect patient well-being, employee performance, and organizational functions. The purpose of this single case study was to explore strategies that healthcare supervisors used to improve employee retention in 1 health care organization in southeast Georgia. Vroom expectancy theory was the conceptual framework for the study. Data were collected from semistructured interviews with 5 healthcare supervisors in a medium-sized healthcare organization who had hiring responsibilities and a history of implementing successful strategies to improve employee retention. Data were analyzed using coding and word frequency to discern patterns. Three significant themes emerged from analysis of the data: communication, job satisfaction, and compensation. The results of this study might contribute to social change by increasing healthcare supervisors' understanding of employee retention strategies that can improve human and social conditions by maintaining productive healthcare organizations.

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Section 1: Foundation of the Study

Background of the Problem

Healthcare supervisors manage the issue of retaining employees (Hauff, Richter, & Tressin, 2015). Therefore, healthcare supervisors often implement metrics that track determining factors that influence employee retention (Griffin, Hogan, & Lambert, 2014; Hauff et al., 2015; Jadoo et al., 2015). Over a 12-month period ending December 2015, the number of voluntary separations in the healthcare industry increased from 247,000 to 282,000 in the southern region of the United States (Bureau of Labor Statistics, 2016). Heavy workloads caused unjustifiable work conditions and negatively affect the delivery of qualified health care and leads to burnout (Selden & Sowa, 2015). Heavy workloads resulted in 40% of employees voluntarily leaving their jobs. Bormann and Abrahamson (2014) noted that the increasing U.S. population over age 65 and the newly insured citizens resulting from the requirements of the Patient Protection and Affordable Care Act requires facilities to increase staffing levels for patients to receive timely and proper care. The ability to implement, deploy, and improve effective retention strategies is important for organizational success.

Problem Statement

Retention strategies are a main contributor to organizational success (Spetz, Trupin, Bates, & Coffman, 2015). Healthcare supervisors retain employees through retention strategies (Spetz et al., 2015). Eighty-nine percent of organizations have lost top performing employees because of healthcare supervisors' ineffective retention strategies (Soundarapandiyam & Ganesh, 2015). The general business problem was that some retention strategies may negatively affect organizational function. The specific business

problem was that some healthcare supervisors lack effective employee retention strategies.

Purpose Statement

The purpose of this qualitative single case study was to explore the strategies that healthcare supervisors use to improve employee retention. The targeted population for this purposed study included five healthcare supervisors in southeast Georgia who had experience implementing successful employee retention strategies. This study might affect social change by providing healthcare supervisors with strategies for improved employee retention in the healthcare industry. The employee retention strategies could improve the lives of citizens in southeast Georgia by ensuring quality healthcare is available at the time of need.

Nature of the Study

Qualitative, quantitative, and mixed methods are research methodologies that I considered for this study. Yin (2018) suggested that researchers should select a research methodology based on the research question. I selected the qualitative case study approach to explore the participants in their environment for a better understanding of contributing factors of a present situation. Researchers use qualitative methods in real world settings with observation, focus groups, and interviews instead of an experimental hypothesis as in the quantitative method (McManamny, Sheen, Boyd, & Jennings, 2014). Quantitative researchers focus on understanding complex processes (Goldman et al., 2015). A quantitative research method was inappropriate for this study because I did not examine deductive testing. Researchers use the mixed method to understand an issue by

integrating qualitative and quantitative techniques into a single study (Goldman et al., 2015). A mixed method was not appropriate for my study because I did not collect and analyze both quantitative and qualitative data. The inclusion of qualitative data was appropriate for this study to build a holistic understanding of the strategies some healthcare supervisors use for effective employee retention.

The appropriate design for this study was a case study. A case study design is a detailed examination of individuals or groups of individuals, allowing researchers to explore specific phenomenon (Yin, 2018). A case study was best suited for this study because my objective was to explore the strategies that some healthcare supervisors use to improve employee retention. Ethnographic design allows for the observation of a culture or particular group over an extended period with a focus on interaction, language, and collective behavior (Dhar, 2014). Exploring cultural aspects of a specific group was not the intent of this study.

Research Question

What strategies do healthcare supervisors use to improve employee retention?

Interview Questions

1. What successful strategies did you implement to retain employees?
2. What were the key barriers to implementing the strategies for improving retention?
3. How did you address the key barriers to implementing the strategies for retention?
4. How did you measure the effectiveness of your strategies for retention?

5. Do you have any additional information that you would like to contribute toward the strategies you used for improved employee retention?

Conceptual Framework

I selected the lens of the Vroom expectancy theory that was developed in 1964 (Vroom, 1964). Employee performance is dependent upon the components that motivate employees to achieve goals (Vroom, 1964). Extrinsic or intrinsic motivators are the values that employees relate to tasks and outcomes (Vroom, 1964). According to the expectancy theory, the amount of effort put into performance will transpire to achieve positive rewards or outcomes (Vroom, 1964). The effect of the expectancy theory includes acting as a predictor of how someone will react after they have acknowledged the outcome (Malik, Butt, & Choi, 2015; Vroom, 1964). The discussion of the expectancy theory was relevant to how supervisors can retain employees with retention strategies through the outcome. Vroom's (1964) expectancy theory centered on three components: (a) expectancy, (b) valence, and (c) instrumentality. Vroom stated that an employee's beliefs about expectancy, valence, and instrumentality create a motivational occurrence, where the employee acts in a manner that produces gratification over pain. Based on my literature review, Vroom's theory provided the lens for me to understand the process from the participants and provide a potential means for analyzing the relevance of the study to understand the research question.

Operational Definitions

Employee retention: Employee retention is a result of actions that business managers take to encourage employees to maintain employment with their organization (Deeba, Usmani, Akhtar, Zahra, & Rasool, 2015).

Expectancy: Expectancy is an individual's belief that they will or will not succeed in a specific task (Vroom, 1964).

Extrinsic motivation: A variety of behaviors performed for reasons beyond those inherent in the activity is extrinsic motivation (Zhao, Detlor, & Connelly, 2016).

Instrumentality: Instrumentality is the outcome or reward that an employee obtains for meeting performance expectations (Vroom, 1964).

Intrinsic motivation: A behavior performed based on self-interest and connects to an internal reward is intrinsic motivation (Zhao et al., 2016).

Rewards: Rewards are a recognition given to employees for achievement, effort, or service (Woolley & Fishbach, 2016).

Valence: Valence is a determination of attractiveness or value of an outcome (Vroom, 1964).

Assumptions, Limitations, and Delimitations

The purpose of this subsection is to discuss assumptions, limitations, and delimitations. Empowerment comes from researchers recognizing their shortcomings and adjusting the best way possible (Ward et al., 2015). Assumptions are facts that I assume true but cannot prove them. Limitations are potential weakness of the study. Delimitations are in my control and bound the study.

Assumptions

For this study, I assumed that the healthcare organization I selected in southeast Georgia to conduct the study would produce adequate results. Grant (2014) indicated that assumptions are things accepted as true or at least credible. A further assumption was that the supervisors I interviewed were truthful when sharing their perceptions and experiences. An additional assumption was the participants' abilities to convey their effective retention strategies through a semistructured interview instrument. A final assumption was the time needed to complete each interview.

Limitations

Limitations are the potential weaknesses that are not in the researcher control (Canales & Caldart, 2017). The first limitation of this study was the differing viewpoints of the supervisors who participated in the study. The second limitation of the study was the limited personal experience I had for conducting research for a qualitative case study.

Delimitations

Defining boundaries and focusing the scope of the study are characteristics of select delimitations by researchers (Canales & Caldart, 2017). Participants were limited to a hospital in the southeast region of the state of Georgia. Healthcare supervisors were the only participants for this study. The focus of this study was to gather healthcare supervisors' effective retention strategies. The study participants did not receive monetary incentives for their participation.

Significance of the Study

The participants of this study provided personal views of their challenges and experiences related to retention. Findings from this case study may serve as a foundation for improving retention in the healthcare industry. Healthcare supervisors experience an uninterrupted workforce by retaining employees (Nancarrow, 2015).

Contribution to Business Practice

Healthcare supervisors who experience employee retention strategies may value this study. Healthcare employee vacancies will reach 800,000, or 29% by 2020; it is likely that healthcare supervisors will continue to face retention challenges without successful employee retention strategies (Nancarrow, 2015). Healthcare organizations can successfully operate with efficient employee retention strategies (Nancarrow, 2015). More than 40% of new nurses may leave their first job within the first 2 years (Hofler & Thomas, 2016). Healthcare supervisors can use effective employee retention strategies to contribute to business practice by retaining employees.

Implications for Social Change

The results from this study could contribute to social change by providing healthcare supervisors with a better understanding of employee retention strategies in the healthcare industry. Healthcare supervisors could offer uninterrupted care for patients, reduce burnout, and sustain daily operations with the awareness of improved employee retention strategies (Backhaus, Verbeek, van Rossum, Capezuti, & Hamers, 2014). Healthcare supervisors can develop strategies to retain employees, maintain quality patient care, and lower health care cost (Van Bogart, Van Heusden, Timmermans, &

Franck, 2014). Healthcare supervisors could also reduce talent recruitment efforts, labor shortages, and training costs with good employee retention strategies (Nancarrow, 2015). The findings from this study can help healthcare supervisors improve retention by ensuring quality care is readily available at the time of need.

A Review of the Professional and Academic Literature

The purpose of this qualitative study was to identify strategies healthcare supervisors need for employee retention. In this literature review, I provide a comprehensive summary of the research topic. I explore successful strategies that healthcare supervisors have used to improve employee retention. The literature review consists of strategies healthcare supervisors have used to improve employee retention and is grounded by the expectancy theory. The literature review also includes summaries of supporting and alternative theories. Finally, the literature review includes summaries of the connection between the conceptual framework and employee retention strategies. I explored strategies that influence employee retention through a qualitative case study and a qualitative research method by interviewing healthcare supervisors in a medium size healthcare organization in southeast Georgia. My goal was to contribute to the success of healthcare supervisors who manage the issue of retaining employees by providing successful retention strategies to improve employee retention through the findings of this study. I used the following research question to support this study: What strategies do healthcare supervisors use to improve employee retention?

The literature review consisted of peer-reviewed articles primarily published between 2014 and 2018 from various databases. The review of supporting literature

consisted of using the following databases: Business Source Complete, EBSCO, Google Scholar, ProQuest Dissertations & Theses, and ProQuest Nursing & Allied Health Source. I used the following keywords to locate peer-reviewed articles: *employee retention, job satisfaction, job demands, employee engagement, organizational commitment, and communication.*

Some healthcare supervisors lack strategies to improve employee retention, which is a main contributor to organizational success. Bhattacharya (2015) stated that employees remain with an employer when influenced with enticement. As a result, retention strategies were tailored to influence an employee job satisfaction. Demerouti, Bakker, Arnold, and Leiter (2014) stated that job resources, job demands, and work characteristics are essential retention predictors. Employers could identify top talent who are likely to resign and take an active role in mitigating the employees' concerns (Grzenda & Buczynski, 2015). Healthcare supervisors could improve employee retention by implementing key strategies might prevent employees from leaving an organization.

Vroom's Expectancy Theory

Vroom's (1964) expectancy theory was the selected theory and the conceptual framework for this study. In 1964, Vroom introduced the expectancy theory that focused on the outcome of employee motivation (Vroom, 1964). Vroom's expectancy theory is a theory of motivation due to an individual perception of a situation and actions in response to the individual perception. Vroom's theory includes three constructs: expectancy, instrumentality, and valence.

Healthcare supervisors might use the expectancy theory to determine the employee's behavioral intentions. Vroom (1964) suggested that people choose courses of action based on attitudes, beliefs, and perceptions. Vroom argued that the perception and behavior of employees are just as valuable as the perception and behavior of the leader. Vroom stated that decision-making should be a shared process among employees and leadership. In the expectancy theory, Vroom highlighted why leaders should share the decision-making process with employees; no one knows what the employee wants more than the employee. Vroom suggested that employees change according to situations and circumstances. In the expectancy theory, Vroom stated that expectancy relates to the level of confidence that an individual has to achieve a task. Vroom highlighted how all employees have different needs. As a result, leaders must be aware of the modes of motivation for individual employees. Vroom's expectancy theory stated that people make decisions to increase pleasure and decrease pain. Healthcare supervisors could apply Vroom's theory in the workplace along with the concepts of extrinsic and intrinsic rewards as motivators in work-related decisions (Chang, Hsu, & Wu, 2015; Gould-Williams et al., 2014). Vroom's theory could provide healthcare supervisors with strategies to improve employee retention.

The expectancy theory is different from other motivational theories because Vroom focused on the outcome of an employee's motivation and not on the satisfaction of the employee's needs. Healthcare supervisors could focus on the relationships among salary, motivation, and performance when implementing Vroom's theory as a lens (Baumann & Bonner, 2016). Harris, Murphy, DiPietro, and Line (2017) used Vroom's

theory to evaluate the motivation of 755 managers and employees. They revealed a connection between extrinsic valence and motivation, depending on an employee's length of employment (Harris et al., 2017). Healthcare supervisors can influence employee behavior by incorporating expectancy, instrumentality, and valence in the workplace to improve employee retention (Wood, Logar, & Riley, 2015).

Munoz, Miller, and Poole (2016) found support for Vroom's theory by conducting a study to determine the possibility of healthcare professionals participating in career development programs. They revealed healthcare professionals who took an active part expected rewards that leadership offered (Munoz et al., 2016). Vroom's contended motivation is a function of values of effort performance and performance rewarded. Managing employee expectations can improve employee retention (Aruna & Anitha, 2015; Selesho & Naile, 2014).

Criticism. Vroom's (1964) underlying principle was that employees perform in the workplace because they expect a reward, a factor called expectancy. Vroom suggested that individual components such as knowledge, skills, abilities, and personality are what determine the employee's performance, not his or her needs. Some researchers criticized Vroom's theory for lacking value (Heneman & Schwab, 1972). For example, Vroom's theory could be inherently rational by assuming that the employee's actions are purely for rewards and out of self-interest. Vroom's theory omits the possibility that the employees are motivated by other factors such as being a team player or doing the right thing. Some researchers criticized Vroom's theory for having a core issue (Lawler & Suttle, 1973). For example, instead of describing the complexities of the employee's

motivation, Vroom's theory used complex language to describe the reason behind an employee's actions. Some researchers criticized Vroom's theory for assuming the employees are encouraged by rewards to expand greater efforts obtaining the rewards (Hackman & Porter, 1968). However, Vroom's theory did not mention that the reward may cause a negative effect for the employee. For example, after increasing an employee salary, the employee must pay a higher tax bracket. Another criticism of Vroom's theory was the simplicity (Lawler & Suttle, 1973). For example, healthcare supervisors could face several issues when applying Vroom's theory.

Vroom's theory will not work without active participation from management (Hackman & Porter, 1968). Vroom's theory assumes management is aware of the employee's motivational factors (Hackman & Porter, 1968). In reality, healthcare supervisors must make an effort to discover what each employee values as a reward (valence) (Chang et al., 2015). Healthcare supervisors must assess the employee's capabilities (expectancy) and provide resources that help the employees be successful (Chang et al., 2015). Finally, healthcare supervisors must keep their promises. The employee's need to trust that if they put in the effort, they will receive the promised reward (instrumentality) (Chang et al., 2015).

Contrasting Theory: McGregor's Theory X and Theory Y

Researchers should remain aware of the importance of contrasting theories. Understanding employee retention in the workplace is an important beginning in creating a healthy organization (Singh & Behera, 2016). The underlying principle of theory x and y is the assumption that management views the employees in one of two ways, as theory

x or as theory y. Managers who viewed the employees from the theory x standpoint assume that the employees do not value accountability and do not like to work (Sager, 2015). Management who view the employees in the theory x category consider the employees hard to motivate. If management views the employees from the theory y standpoint, management assumes that the employees are innovative, accept accountability, and like to work (Gurbuz, Sahin, & Koksall, 2014). Theory x stated that the average employee does not like to work. Therefore, to maintain productivity, management should simplify the work process and monitor the employee closely (Singh & Behera, 2016). According to theory x, managers should micromanage employees, and financial incentives could be used as a motivator. According to theory y, employees are creative and self-motivated (Singh & Behera, 2016). Managers who are driven towards organizational objectives rather than the preservation of personal power can grasp the implications of theory x and y (Singh & Behera, 2016). Researchers can use theory x and y to highlight the connection between human behavior and organizational culture. Healthcare supervisors could use theory x and y to gain insight into exploring the impact of improving retention.

Supporting Theory: Maslow's Hierarchy of Needs

A significant amount of research on factors that influence employee retention often applies Maslow's (1943b) theory of the hierarchy of needs. Maslow's theory is a supporting theory that has been a useful tool to assess employee retention (Clegg, Kornberger, & Pitsis, 2016). Maslow's (1943b) theory stated that humans have specific needs that they seek to satisfy in a particular order. Maslow's views on employee

retention are still widely accepted and influential in the healthcare industry. One way healthcare supervisors use employee retention strategies in their daily operation is to retain and meet the needs of an employee. Maslow developed the hierarchy of needs theory based on how people satisfy personal needs in the workplace. Maslow used the theory to suggest that people have five types of needs: (a) physiological, (b) security, (c) love and belonging, (d) esteem, and (e) self-actualization. Physiological and security are the most essential needs, followed by the higher needs, love and belonging, and esteem, and at the top of the hierarchy, self-actualization, or the need for an individual to grow, learn, and reach his or her potential (Maslow, 1943a). Understanding the needs of employees helps supervisors implement different strategies to improve retention.

Supporting Theory: Herzberg Two-Factor Theory

Supervisors implement retention strategies in their daily operations to motivate and retain employees. Herzberg, Mausner, and Snyderman (1959) developed the two-factor theory by collecting data through interviews to explore what made employees feel motivated, satisfied, or dissatisfied. Communication, job satisfaction, job dissatisfaction, and motivation were components that influenced retention. Herzberg's motivation factors included (a) achievement, (b) work, (c) recognition, (d) growth, (e) responsibility, and (f) advancement. Hygiene factors included (a) salary, (b) work conditions, (c) personal growth, (d) relationships with subordinates, (e) company policy, (f) management, (g) job security, and (h) job status (Herzberg et al., 1959). Motivation factors cause long-term job satisfaction, whereas hygiene factors tend to cause short-term pleasure (Herzberg, 1959). Mathieu, Fabi, Lacoursiere, and Raymond (2016) stated that

job satisfaction and motivation improve employee retention through organizational strategies. In addition, Deeba et al. (2015) stated that managers who create stable work environments motivate employees to perform better. Supervisors could develop favorable workplaces that promote working relationships and job satisfaction. By understanding how employees' goals influenced their efforts, supervisors could implement strategies to improve employee retention.

Supervisors used Herzberg's hygiene factors to retain employees. Kate, Graham, McCaughan, Angus, and Bauld (2015) suggested that managers are directly responsible for meeting the needs of employees. Salary and job security are hygiene factors that satisfied and motivated employees to stay with their jobs (Herzberg et al., 1959). George (2015) stated that the lack of retention strategies force supervisors to face the challenge of employee retention. McManamny et al. (2014) suggested that organizational climate, working conditions, and salary are factors that influenced job satisfaction. Herzberg's (1959) two-factor theory provided a framework that highlighted how supervisors' behavior influenced an employee's satisfaction. The healthcare industry has a revolving door and supervisors should be aware of motivation and hygiene factors that improved employee retention. Herzberg (1959) suggested that recognition and rewards, the work itself, responsibility, and advancement are factors that improved employee retention.

Work. Human capital influenced the employee's performance in the workplace. In a study conducted by Felicio, Couto, and Caiado (2014), findings revealed that human capital influenced organizational performance. Human capital is composed of knowledge, experience, and education (Felicio et al., 2014). In a similar study, Wren, Berkowitz, and

Grant (2014) concluded that education and job involvement had a significant influence on retention. Employees used human capital to obtain quality jobs and feel valued (Wren et al., 2014). Healthcare supervisors used human capital such as training to increase the employee's performance, competencies, knowledge, and skills. When organizations provide on the job training, the employee's performance and retention improved.

Advancement. Employees who had an extensive educational background can increase the value of an organization. Parsa, Idris, Samah, Wahat, and Parsa (2014) suggested that employees who invested in education earned rewards in their jobs. When an employee learned a new skill set, the employee improved the opportunity to advance in the workplace (Parsa et al., 2014). Mihail and Kloutsiniotis (2014) revealed employees invested in themselves for opportunities leading to advancement. Healthcare supervisors offered advancement through promotional opportunities that influenced the employee's job satisfaction.

Healthcare industry. I reviewed other research studies to determine the effectiveness of the expectancy theory in the healthcare industry. Scholars considered the expectancy theory to explain an employee's motivation and work performance. The healthcare industry encountered different challenges and employee retention was an issue worldwide (Jeon & Yom, 2014). Concerns about quality patient care remained when employee retention influenced patients and staffing in healthcare facilities. Healthcare supervisors use the expectancy theory to gain an understanding of retention challenges while focusing on the welfare of patients (Moradi, Maghaminejad, & Azizi-Fini, 2014). Many health care workers worked long shift hours, which led to employee exhaustion. In

a study conducted by Tsai, Huang, Chien, Chiang, and Chiou (2016), employee exhaustion led to decreased production and compromised patient and employee welfare. Tsai et al. (2016) noted how the use of the expectancy theory increased the workforce, which prevented overworking available staff. Healthcare supervisors increased the workforce, which increased productivity and produced profitable companies.

Healthcare facilities must have strong, effective leadership. Anonson et al. (2014) conducted a study that highlighted how effective leadership maintained a productive healthcare work environment and quality patient care. Lievens and Vlerick (2014) conducted a similar study that argued that supervisors use their leadership skills in their working environments to retain employees. Healthcare supervisors used the expectancy theory to implement monetary and non-monetary strategies that retained employees. Employee retention maintained a productive work environment by preventing interruptions in daily operations. Zaheer, Ginsburg, Chuang, and Grace (2015) conducted a study that noted how supervisors use interviews to obtain recommendations and concepts from subordinates and assimilated the information into policymaking procedures. The interviews revealed that most employees remained with an employer who utilized extrinsic motivators (Zaheer et al., 2015). Healthcare supervisors use the expectancy theory to implement extrinsic motivators such as salary, pensions, and benefits to improve employee retention (De Gieter & Hofmans, 2015). Organizations no longer assume that employees need them. Employees accepted employment with organizations that offered the best fit financially and culturally.

In a study conducted by Jeon and Yom (2014) research highlighted how management practices and perceived organizational support through empowerment influenced healthcare professionals to remain in their jobs and professions. Healthcare supervisors used the expectancy theory to empower employees to adopt a leadership role instead of remaining in an individual contributor position (Jeon & Yom, 2014). Employees were motivated with assignments they accomplished (Vroom, 1964). Healthcare supervisors created working relationships with effective communication, which improved employee retention when interacting with staff, as posited by Eberechukwu and Chukwuma (2016). Effective communication by healthcare professionals was a priority to ensure patients were safe while receiving quality care. Healthcare supervisors improved employee retention by implementing monetary and non-monetary strategies.

Communication. Healthcare supervisors used communication as a retention strategy to influence the functioning and the effectiveness of an organization. Communication was an essential portion of patient care (Kitson, Muntlin Athlin, Elliott, & Cant, 2014). Organizations faced the challenge of developing and implementing effective communication strategies to help ensure success. Mattson, Hellgren, and Goransson (2015) stated that communication was essential to organizational and patient safety. Based on the variations of communication methods, supervisors had a direct influence on patient care and employee's safety behaviors (Auer, Schwendimann, Koch, De Geest, & Ausserhofer, 2014). Healthcare facilities communication strategies were important to patient safety.

Lack of communication was connected to decreased patient safety in healthcare facilities (Auer et al., 2014). The lack of communication in healthcare had a negative influence on the success of an organization (Kroning, 2015). Patient safety was a motivator for supervisors and staff to use effective communication for constant improvement (Blosky & Spegman, 2015). The focus on continuous improvement provided opportunities for employees to speak up about concerns, ideas, and issues that are both positive and negative. Encouraging employees to voice their opinion helped build morale and improve patient care (Auer et al., 2014). Communication drove trust; trust was driven by loyalty, and loyalty was driven by employee retention.

Qualitative researchers have explored effective communication strategies to determine if the use of visualization or text is a better communication strategy. Communication was a critical area of management that influenced organization effectiveness (Hume & Leonard, 2014). In healthcare organizations, communication strategies were necessary to develop and maintain relationships (Feeley & O'Mally, 2015; Wooding, 2016). Organizations had a higher chance of retention when the employees feel connected to the organization.

Employee Retention

Retaining experienced and qualified employees was a challenge for organizations because of the competitive workforce. This review provided various studies that focused on employee retention and factors that increased employee retention within healthcare organizations. Research in a study conducted by Vasquez (2014) highlighted the benefits of retaining skilled employees in the competitive workforce. Employees' skills and

knowledge were central to an organization ability to be competitive and successful. Key components surrounding employee retention equipped healthcare supervisors with strategies needed to retain quality employees. In a study conducted by Joao and Coetzee (2014) a successful retention approach included implementing a highly visible career planning strategy. Schlechter, Syce, and Bussin (2016) conducted a similar study that suggested career mobility showed employees that the organization was committed to developing beneficial talent. A career planning strategy provided an organization with a talent pipeline that improved employee retention. When employees unexpectedly resign, employers faced the challenge of replacing the employee with similar talent. In a study conducted by Harmon, Kim, and Mayer (2015), performance rewards, harmonious working relations, and creating a safe and healthy work environment were strategies used to maintain retention. Healthcare supervisors implemented multiple retention strategies that are appealing to an employee's desires and goals. In a study conducted by Pittino, Visintin, Lenger, and Sternad (2016) employee retention developed environments that made an employee feel valued. Valued employees created a strong culture. An employer culture set its business apart from competitors. In a study conducted by Haider et al. (2015) retirement benefits improved employee retention.

A pension is a retirement benefit that employers offered to employees at different periods of employment. Atefi, Abdullah, Wong, and Mazlom (2014) suggested that employee retention included components that had a positive influence on employees work environment, motivation, and spiritual feeling. Surrounding employees with positivity improved productivity. Some employees were more likely to remain with an

employer who made them happy. Darkwa, Newman, Kawkab, and Chowdhury (2015) identified employee retention as organizational succession planning that influenced employees to remain productive. Productive employees were better for any business. McKee and Froelich (2016) conducted a study that identified employee retention as investing time and resources to retain top talent. Employees were the most important assets in a company. Investing in employees was an investment in the business. Failure to retain top talent damaged productivity, disrupted operations, and decreased morale. Failure to retain top talent helped competitors. Having to make an offer to retain top talent was not a retention strategy. Matching job offers motivated employees to seek outside jobs, which forced the current employer to match the offer. Felfe and Schyns (2014) stated that decision makers addressed employee retention because it influenced workplace morale and productivity. George (2015) identified employee retention as focusing more on current talent and less on recruiting new talent.

Talent managers focused on current talent. Talent management enabled healthcare supervisors to execute strategies through employees. Rogers, Jiang, Rogers, and Intindola (2016) identified employee retention strategies as leadership strategies. Leaders motivated, influenced, and brought the best from followers for the betterment of the business. Effective leaders were equipped with skills and tools to inspire employees. Cosgrave, Hussain, and Maple (2015) identified targeted strategies and system strategies as two types of retention strategies for healthcare professionals. A system strategy such as technology promoted innovation and improved operational efficiency. Systemic strategies assisted employees with working towards accomplishing a common goal.

Targeted strategies focused on the root cause of an issue (Darkwa et al., 2015).

Healthcare supervisors used systemic and targeted strategies to improve employee retention. Healthcare supervisors focused on job satisfaction as a retention strategy for healthcare professional (Cicolini, Comparcini, & Simonetti, 2014). Leaders used job satisfaction as a reliable predictor of employee retention.

Career mobility and promotions were retention strategies for advancement in the workplace (Grissom, Viano, & Selin, 2015). Some employees wanted internal career opportunities that led to positive personal change within their organization. Career advancements and promotions provided employees with a range of freedom to use their knowledge, skills, and abilities in the workplace (João & Coetzee, 2014). Healthcare supervisors improved employee retention through career mobility and promotions by motivating employees to take on challenging assignments. Career mobility and promotions were part of high-performance workplaces (Karatepe & Vatankhah, 2014). Cascio (2014) suggested that employee retention improved by promoting internally and helped employees develop the expertise that increased their potential and innovative approaches. Healthcare supervisors implemented training programs to help employees maximize their potential. Healthcare supervisors used career planning to improve retention and secure employee commitment.

Recognition was one of the strongest motivating factors used in organizations for retention (Katsikea, Theodosiou, & Morgan, 2014). Employees responded to appreciation expressed through recognition because recognition confirmed valued work. Valuing employees and their work motivated the employees and increased productivity.

Employee recognition came in different forms. Employee recognition could be in the form of a handwritten note or verbally (Knight & Kleiner, 2015). Zwickel et al. (2016) conducted a study that revealed the employees preferred handwritten notes over verbal recognition. Healthcare supervisors used employee recognition to motivate, satisfy, and improve employee retention.

In a study conducted by Lyon (2016) findings revealed that employees felt responsible when managers empower them to complete tasks. One way to empower an employee was by providing freedom to apply the right approach when a task goes wrong. Some employees demand responsibility (Onkila, 2015). Wisse, van Eijbergen, Rietzschel, and Scheibe (2015) noted that corporate social responsibility influenced external satisfaction of seasoned employees. Delegating responsibilities provided the employees with an opportunity to learn and build new skills. An employees' sense of belonging increased when supervisors consider them responsible. Employees wanted to feel like they have choices in the workplace (Duffy, Autin, & Bott, 2015). Healthcare supervisors increased employee satisfaction by making decision-making part of their daily responsibilities.

Organizational leaders are important to retention strategies (Al Hussami, Darawad, Saleh, & Hayajneh, 2014). Leaders used coaching to influence employee retention. Leaders elevated their organizations by using available resources, such as compensation and rewards (Dugguh & Dennis, 2014). Facilitating a conducive relationship with employees built on trust and support to achieve performance goals improved retention. Leaders influenced retention by providing training, rewards, and

responsibilities to satisfy an employee's expectations and needs. The success of an organization depended on the ability to retain a stable workforce (Mandhanya, 2015). The essence of any retention strategy was beneficial for an organization and its employees. Johnson (2014) argued that leaders improved retention by shaping organizational culture. Leaders shaped their organizational culture by hiring the right applicants who had characteristics compatible with the organization culture.

Managing for employee retention involved strategic actions that kept employees focused. Word and Park (2015) noted that a training and development plan was a strategy that gained employee commitment and improved retention. Training and development opportunities showed organizational support for current and emerging employees. Training and development programs attracted and retained key employees. In support of Word and Park, Vasquez (2014) used Vroom's theory as a lens to assess employee retention and found that supervision, leadership skills, and professional development were factors to improve employee retention. Retaining key employees was more efficient than recruiting and training a replacement employee.

Engaging employees with work that was fulfilling and challenging provided employees with a sense of growth and accomplishment. Employee engagement was a strategy used by healthcare supervisors to improve employee retention (Munish & Agarwal, 2017). Listening to employees' suggestions and insights for improvement provided organizations with valuable information that was used to increase employee engagement. Employee engagement improved when employees perceive a transparent, trusting, and cooperative workplace (Baldrige Performance Excellence Program, 2017).

Employee engagement was an indicator of employee dedication and showed commitment to the organization. Engaged employees were productive and loyal. Engaging and retaining employees was important to an organization's survival and success.

External employee retention factors. Healthcare supervisors managed the challenge of employee retention when the talent pool was minimized by external factors. Employee burnout was an external factor that had a negative influence on employee retention (Stewart & Terry, 2014). In 1974, Freudenberger introduced the term *burnout* to the research community. Burnout was composed of three dimensions: emotional, mental, and physical exhaustion (Freudenberger, 1974). Sometimes employee burnout was caused by the inability to attract and retain enough employees. Burnout led to or increased employee absenteeism (Rahim & Cosby, 2016). Employee retention was difficult within service organizations because of the rapid employee burnout (Su, Bonn, & Cho, 2016).

Although employee burnout continued to rise, employers implemented employee retention strategies to counteract burnout. Working remote was an employee retention strategy that counteract burnout. Working remote increased productivity and alleviated fatigue (Su et al., 2016). Creating fair workloads was an employee retention strategy that counteract burnout. Fair distribution of job responsibilities improved employee retention and prevented employee burnout (Kwon, Farndale, & Park, 2016). Leaders used additional employee retention strategies, such as weigh priorities, as an employee retention strategy to counteract burnout. Leaders who had a clear understanding of their top priorities prevented burnout and motivated the employees' performance (Demerouti

et al., 2014). When employees understand that every task is not of equal value, it was easier to know how to distribute their time. Understanding the issue, identifying factors, and taking proactive steps for prevention helped healthcare supervisors improve employee retention.

Coping strategies. Chronic stress in the workplace caused employee burnout. Coping was a self-care strategy to counteract burnout (Montero-Marin, Prado-Abril, Demarzo, Gascon, & Garcia-Campayo, 2014). Without coping strategies to manage stressful working conditions, employees were emotionally vulnerable to burnout (Montero-Marin et al., 2014). Coping was cognitive efforts used to manage stressful situations. There were two dimensions of coping: problem-focused and emotion-focused (Shin et al., 2014). Problem-focused coping was used to proactively change the situation by eliminating the stressor (e.g., resolve or compromise; Shin et al., 2014). Emotion-focused coping was used to manage or decrease the stressor (e.g., exercise or mediate; Shin et al., 2014). Without effective coping strategies, burnout negatively influenced one's well-being. Healthcare supervisors used coping strategies to decrease or eliminate stressors that increase employee absenteeism to improve employee retention.

To decrease and eliminate burnout, research was ongoing to identify factors from both an organizational and individual perspective. Burnout influenced the quality of service in the healthcare industry (Suner-Soler et al., 2014). A sign of burnout that healthcare supervisors were aware of was when the employees had less energy to execute daily responsibilities (emotional exhaustion), minimal compassion toward patients' issues

(depersonalization), and feelings of dissatisfactions with one's work (reduced feelings of personal achievement; Green, Albanese, Shapiro, & Aarons, 2014).

Work-life balance. Work-life balance was an important component of a healthy environment in the workplace. A growing interest existed to understand work-life balance and its influence on employee retention (Coetzee & Stoltz, 2015). By creating a work environment that prioritized work-life balance, employers-maintained employee retention (Umamaheswari & Krishnan, 2016). Work-life balance programs were implemented to help stimulate productivity. Employers experienced employee retention challenges when employees were not able to balance commitments between work and family (Pattusamy & Jacob, 2015). Over the years, work-life balance was evolving and meant something different to each generation. For example, born between 1945 and 1960 baby boomers were exposed to hardship at a young age. As a result, work-life balance was not a main concern.

Baby Boomers required a high degree of responsibilities and tended to stay at companies for long periods of time (Umamaheswari & Krishnan, 2016). Another example, born between 1961 and 1980, Gen X grew up witnessing long work hours of their parents. As a result, this generation applies more emphasis on spending time with their families and was more likely to utilize their paid time off (PTO) (Umamaheswari & Krishnan, 2016). Millennials were born between the years of 1981 and 2000. Millennials were interested in finding careers that supported their lifestyle (Umamaheswari & Krishnan, 2016). Employees experienced ongoing challenges with work-life balance; some leaders created a flexible work environment as a way to satisfy work-life balance

needs. No matter which generation an employee belongs to, healthcare supervisors used a flexible work environment to decrease stress and improve employee retention.

Job satisfaction. Understanding job satisfaction helped healthcare supervisors understand what employees desired to satisfy their needs. Healthcare supervisors used Vroom's theory to ignite an employee's internal motivational drive and improved employee job satisfaction. Employers in different industries noted that employees are their most valuable resource (Arekar, Jain, Desphande, & Sherin, 2016). Employers measured employees' job satisfaction to ensure employees maintained or increased productivity (Hanaysha & Tahir, 2015). Understanding what satisfies employees was difficult because everyone is different. Employee job satisfaction influenced both work behavior and the work environment. Employees with high job satisfaction experienced increased flexibility, creativity, and organizational loyalty (De Mesquita & Carvalho, 2015). Effectively identifying what improved job satisfaction and its contributions to employee retention improved employee retention.

Employees achieved job satisfaction through institutional and personal needs. Job satisfaction was a top determinant when employees contemplated leaving their organization (Tarvid, 2015). Having a clear direction increased job satisfaction, which encouraged employees to work harder and pursue organizational interests. Dusek, Ruppel, Yurova, and Clarke (2014) highlighted how job satisfaction affected employees' performance. Having satisfied employees was important to the success of organizations in terms of service delivery.

Retention strategies improved job satisfaction (Hanaysha & Tahir, 2015).

External and internal components influenced job satisfaction. Job satisfaction was a combination of an employee's emotional and mental outlook of a job (Pomirleanu & Mariadoss, 2015; Tepret & Tuna, 2015). Employee relationships played a major role in job satisfaction in the workplace (Carvalho & Chambel, 2014). Cohen, Blake, and Goodman (2016) suggested that when employee satisfaction increased, so did retention. When employees were unhappy with their jobs, some employees would leave to search for other opportunities. Molina (2015) suggested that dedicated employees led to increased job satisfaction. Some dedicated employees went the extra mile to achieve goals and organizational objectives. Identifying factors of job satisfaction was important when improving retention.

Financial and structural bonds were integral factors to improve retention and job satisfaction of healthcare professionals (Dahl & Peltier, 2014). Compensation was a financial integral that healthcare supervisors used to improve retention. Mathieu et al. (2016) stated that job satisfaction was an individual desire for growth and development. Career development programs equipped employees with skills to meet organizational long-term goals. Deeba et al. (2015) suggested that job satisfaction acted as an antecedent of employee retention, which was a determinant of organizational success. A satisfied employee was not just a retained employee but an ambassador for the brand—internally and externally.

Karatepe and Shahriari (2014) suggested that investing in employee satisfaction enabled organizations to create a competitive advantage. Cascio (2014) argued that

satisfied employees were emotionally motivated to be committed to their jobs. Huffman, Casper, and Payne (2014) stated that job satisfaction promoted better work performance and improved employee retention. Van De Voorde and Beijer (2014) suggested a clear understanding of one's purpose in the workplace created job satisfaction. McManus and Mosca (2015) stated that employees experience different levels of emotional labor variability that influenced their job satisfaction. Habib, Aslam, Hussain, Yasmeen, and Ibrahim (2014) stated that job satisfaction was part of an organizational system that influenced an employee's performance and attitudes. Tschoop, Grote, and Gerber (2014) argued that job satisfaction resulted from a successful career orientation that promoted employee retention. Healthcare supervisors applied the appropriate employee retention strategies when they understood the reasons why employees were leaving organizations.

Saeed, Waseem, Sikander, & Rizwan (2014) found that increasing job satisfaction decreased an employee's inclination to leave their employer. Healthcare supervisors developed strategies to enhance job satisfaction and improved employee retention. Lee, Back, and Chan (2015) suggested that employee satisfaction with pay and a sense of autonomy improved job satisfaction. Jobs with a high degree of autonomy engendered a sense of responsibility and greater job satisfaction in the employee. Katuma and Kwasira (2015) applied Vroom's theory to assess successful retention strategies and found that to contribute to job satisfaction, healthcare supervisors understood employees' career concerns, community, education, and family. Implementing retention strategies in the workplace satisfied employees' expectations and needs (Earl & Taylor, 2015; Inabinett &

Ballaro, 2014). Healthcare supervisors improved employee retention via job satisfaction by implementing employee retention strategies.

Herzberg (1959) described job satisfaction as of how employees like or dislike their jobs. Gozukara and Çolakoglu (2015) supported this theory by suggesting job satisfaction involved the good and bad feelings employees had about the jobs. Job satisfaction was an influential factor of retention (Chaudhary & Chaudhari, 2015). Job satisfaction influenced an employee to decide to exit or remain with an organization. Job satisfaction was simple or complex depending on the employee's expectations (Bocuzzo, Fabbris, & Pacagnella, 2015). In a study conducted by Wilson (2015) findings revealed that intrinsic and extrinsic strategies influenced retention and job satisfaction. Therefore, understanding intrinsic and extrinsic factors was important to improve retention and job satisfaction.

Intrinsic Job Satisfaction

Employees' job satisfaction resulted from intrinsic factors that influenced employees' performance in the workplace. Kim (2015) noted how intrinsic factors were necessary to maintain and improve job satisfaction. Employees' intrinsic job satisfaction resulted from the employee's enjoyment in performing an activity (Li, Sheldon, & Liu, 2015). Some organizations lacked strategies to improve employee's job satisfaction resulting in poor employee performance (Raziq & Maulabakhsh, 2015). Achievements influenced the employee's intrinsic job satisfaction, which motivated the employees to increase effort in their performance (Preez & Bendixen, 2014). Supervisors were responsible for maintaining and increasing an employee's job satisfaction (Mafini, 2014).

Knowing what factors influenced job satisfaction was beneficial and allowed an organization a chance to correct retention issues (Purba, Oostrom, Born, & van der Molen, 2016). Therefore, healthcare supervisors used intrinsic factors as strategies to improve retention and job satisfaction.

Extrinsic Job Satisfaction

Employees' job satisfaction resulted from extrinsic factors that influenced employees' performance in the workplace. Belias and Koustelios (2014) noted that extrinsic factors such as salary, job security, and benefits were necessary to maintain and improve job satisfaction. The absence of extrinsic factors influenced job satisfaction and negatively influenced retention (Peachey, Burton, & Wells, 2014). Employees who were satisfied with extrinsic factors were not likely to depart from their organization.

Organizations that provided favorable extrinsic factors to employees sustained and built a successful brand (Merriman, Sen, Felo, & Litzky, 2016). Healthcare supervisors used extrinsic factor to remain competitive in the market and improved employee retention.

Transition

In Section 1, I included the problem statement and the purpose statement, where I justified selecting the qualitative method and a single case study. Section 1 of the study contained interview questions, conceptual framework, assumptions, limitations, and delimitations of the study. Furthermore, Section 1 of the study contained the significance of the study and a review of academic and professional literature. To complete Section 1, I included a comprehensive analysis of (a) the conceptual framework, (b) supporting and

contrasting theories, (c) healthcare industry, (d) communication, (e) employee retention, and (f) job satisfaction.

In Section 2, I include a summary of nine components: (a) the project, (b) the purpose statement, (c) participants, (d) research method and design, (e) population and sampling, (f) ethical research, (g) data collection instruments, (h) data analysis technique, and (i) reliability and validity. In Section 3, I present the findings of my research. I compare themes that emerged from my findings and results from other qualitative researchers' studies. I identify benefits for social change and recommendations for future research. To complete Section 3, I include a discussion on my reflections within the DBA doctoral process.

Section 2: The Project

Purpose Statement

The purpose of this qualitative single case study was to explore the strategies that healthcare supervisors used to improve employee retention. The targeted population for this purposed study included five healthcare supervisors in southeast Georgia who had experience implementing successful employee retention strategies. This study could affect social change by providing healthcare supervisors with strategies for improved employee retention in the healthcare industry. The employee retention strategies could improve the lives of citizens in southeast Georgia by ensuring quality healthcare care is available at the time of need.

Role of the Researcher

Researchers can have several roles in a case study, such as observing, conducting interviews, and analyzing data (Chereni, 2014). The researcher's role is to minimize any known bias that may potentially affect the data ((Zhao, Zhou, He, Cai, & Fu, & 2014). One of the main roles of the researcher in a qualitative study is collecting data while remaining unbiased (Batura et al., 2014). I was the primary data collection instrument. My role in this study included (a) recruiting research participants, (b) collecting data by interviewing the research participants, (c) analyzing the data collected from the participants, (d) addressing the research question of the study, and (e) formulating a synthesis of the data.

Researchers are responsible for ethical dilemmas when conducting a study (Johnson, J., 2015). Therefore, researchers must understand and implement ethical

guidelines from the Belmont Report to protect the rights of the participants (Belmont Report, 1979). The Belmont Report includes guidelines that are useful for avoiding issues that surround the conduct of research involving human participants (Belmont Report, 1979). As the primary data collection instrument, I conducted an ethical interview process and maintained confidentiality in alignment with Walden University Institutional Review Board guidelines. Sometimes it is difficult for researchers to understand the viewpoint of others (Cornelius, 2014). However, when researchers accept their personal bias, they can understand the viewpoint of others (Batura et al., 2014). During the completion of the study, I used a bracketing technique to eliminate bias. Moustakas (1994) emphasized that qualitative researchers use bracketing by documenting their experience regarding the phenomenon before exploring the phenomenon from a fresh perspective. Minimizing bias is a requirement in qualitative research, especially when the researcher has direct contact with the participants (Malone, Nicholl, & Tracy, 2014). Researchers can ask valid questions, listen to responses, and be perceptive to eliminate bias (Zhao et al., 2014). I received approval from the Walden University IRB before conducting the interviews. The IRB approval number for this study is 01-08-19-0303704. Researchers conduct ethical studies to produce quality findings (Yin, 2018).

Participants

Participants were part of a specific population and were identified by me. Selecting an appropriate population for the study was important to collect rich data that answered the research question. Researchers determine the targeted population based on individuals with similar characteristics (Robinson, 2014). The eligibility requirements for

participants in this study included supervisors who (a) worked in the healthcare industry, (b) were in southeast Georgia, (c) had a healthcare supervisory position with hiring responsibilities, (d) were employed within a medium size healthcare organization, (e) and had successfully implemented employee retention strategies. There were no criteria for ethnicity and gender requirements; both men and women from all ethnic groups were eligible for participation within the study if they were supervisors with hiring responsibilities from a medium size healthcare organization who had successfully implemented employee retention strategies. Researchers may use the same setting to conduct a qualitative study with multiple participants (Yin, 2018). I conducted all semistructured interviews in the same setting.

I used e-mail as the initial method of contact with the participants. I did not have an existing connection with the participants who were supervisors with knowledge and skills to provide successful strategies for employee retention. The host organization was not my employer. The initial contact is a researcher's first opportunity to build a working relationship with participants (White & Hind, 2015). Researchers can use the following techniques to access eligibility criteria: via e-mail, in person, or by phone (Canales & Caldart, 2017). The success of a study depends on gaining access to participants who meet the eligibility criteria (Yin, 2018). Researchers select participants who have experienced the phenomenon and can articulate their experiences (Valentine, Nam, Hollingworth, & Hall, 2014). In this study, I used the purposeful sampling technique to gain access to the population (see Yin, 2018).

I provided the participants with a summary of study and recruitment procedures with an e-mail to invite them to voluntarily participate in the research after I received approval from the IRB. Researchers can explain the interview process, the purpose of the study, and the value of the findings via e-mail to establish trust and rapport with participants (Auer et al., 2014). Participants can withdraw from a study at any time (White & Hind, 2015). The ethic-of-care approach included communicating with participants and maintaining the researcher's responsibility to the participants. A researcher relationship with the participants is critical to the success of a study (Robinson, 2014). Thus, I built a relationship of trust through introductory phone calls with participants to conduct semistructured interviews.

Research Method and Design

Research methods used by investigators are qualitative, quantitative, and mixed methods (Yin, 2018). Through evaluation, I determined that the appropriate research method to explore the specific business problem was a qualitative research method with a case study design. A qualitative method with a case study design provided a detailed opportunity to explore strategies used by healthcare supervisors for employee retention.

Research Method

The three research methodologies are quantitative, qualitative, and mixed methods (Yin, 2018). In quantitative studies, numerical data test hypotheses, quantify variables, and lead to statistical results (Whiffin, Bailey, Ellis-Hill, & Jarrett, 2014). In qualitative research studies, researchers use a descriptive method to explore a given phenomenon and observed behaviors (Makrakis & Kostoulos-Makrakis, 2016).

Qualitative researchers extract contextualized descriptions of the phenomenon under investigation (Nassaji, 2015). A qualitative research method was appropriate for exploring participants in a natural setting. Therefore, I selected the qualitative research method to present data using descriptive details to obtain an in-depth understanding of the strategies healthcare supervisors use for employee retention.

Babones (2015) explained that the quantitative research method requires researchers to examine correlations between variables by formulating and testing hypotheses. My objective was not to test hypotheses; therefore, the quantitative research method was not appropriate for this study. Mixed method researchers use qualitative and quantitative research to produce numerical quantitative data and subjective qualitative data (McKim, 2015). Therefore, the mixed method was not appropriate for this study.

Research Design

Possible qualitative research designs included case study, ethnography, and phenomenology (Grossoehme, 2014). A case study design was the most applicable for the objective of the research. I used the case study design to gather the detailed data necessary to identify and describe potential strategies healthcare supervisors used for employee retention. Cronin (2014) stressed the value of a case study during the exploration of participants in healthcare settings by exploring real-life experiences to understand modern phenomena. Case studies are beneficial when expanding on the description of the phenomenon (Yin, 2018). Researchers use a case study to explore people and to hear their stories (Yin, 2018).

Qualitative researchers can conduct research using additional designs such as ethnographic design and a phenomenological design (Malagon-Maldonado, 2014). The phenomenological design was inappropriate for this study because phenomenology researchers use a comprehensive understanding of an event based on individual experiences (see Ezeobele, Malecha, Mock, Mackey-Godine, & Hughes, 2014). Christensen and Whiting (2018) suggested that phenomenology is suitable when researchers seek to uncover assumptions of individuals' lived experiences. Researchers use the phenomenological method to focus on lived experiences (Ezeobele et al., 2014). I did not choose the phenomenology design because I did not seek to understand individual perceptions of a specific phenomenon.

The ethnographic design was inappropriate for this study because ethnographic researchers use a routine comprehensive evaluation of individuals for data collection (see Eika, Dale, Espnes, & Hvalvik, 2015). Ethnographic researchers must become part of a group to study individuals of that culture (Yusop & Correia, 2014). The focus of ethnographic research is to understand the behavior of a culture (Eika et al., 2015). I did not choose the ethnography design because I did not explore peoples' lives based on values within a culture.

I considered ethnography, phenomenology, and case study qualitative designs for relevance of the business problem. Researchers use the case study designs to explore participants as well as observe a situation within a contextual framework (Cronin, 2014; Ramthun & Matkin, 2014). Therefore, I concluded a case study design was the best

suited for this study because I explored strategies healthcare supervisors used for employee retention.

Population and Sampling

In this case study, the target population consisted of healthcare supervisors with hiring responsibilities who had successfully implemented employee retention strategies. The target population consisted of healthcare supervisors in a medium size healthcare organization who were located in southeast Georgia. The healthcare supervisors had knowledge and experience with the implementation of employee retention strategies, which represented a population appropriate for this study. Teeuw et al. (2014) recommend alignment of the research purpose, research questions, and the population in a case study design. Therefore, healthcare supervisors who had successfully implemented employee retention strategies aligned with the purpose of this case study and provided the data necessary to answer the research question.

Scholars should consult with interviewees to select the best interview setting. Deakin and Wakefield (2014) suggested that comfortable environments are best for conducting qualitative interviews. It was important for the participants to be at ease during the interview process to prevent physical and emotional discomfort. Similarly, researchers should allow participants to select the interview setting to provide a means for participant preparation to comfortably answer the interview questions (Canales & Caldart, 2017). Participants tend to be honest about personal experiences in nonthreatening interview settings (Shahgholian & Yousefi, 2015). I found the ideal interview setting was quiet and private with a comfortable seating.

The process of selecting suitable participants for this study was purposeful sampling. A purposeful sampling technique involves the belief that participants for the study are transparent, honest, and willing to share data (Leonidou, Christodoulides, Kyrgidou, & Palihawadana, 2015). Purposeful sampling allows researchers to select participants who meet specific requirements of the study (Boardman & Ponomariov, 2014). Purposeful sampling also allows researchers to select participants who are knowledgeable about a research topic (Christensen & Whiting, 2018). One of the benefits of using purposeful sampling is the ability to compile vast amounts of information using a range of various data collection techniques (Echoles, 2016). For this reason, purposeful sampling was appropriate for this study.

Data saturation was more important than the sample size. A researcher uses in-depth interviews as a strategy to collect data from participants to ensure data saturation (Morse, Lowery, & Steury, 2014). Data saturation occurs by collecting rich and thick data from participants (Fusch & Ness, 2015). Rich data refers to the quality of the data and thick refers to the amount of data (Fusch & Ness, 2015). Therefore, I sampled participants for this study until I reached data saturation.

Ethical Research

While conducting this study, I adhered with the standards for ethical academic research. I conducted this study in compliance with the regulations of Walden University Institutional Review Board (IRB), which protects the welfare of participants in research studies. To comply with these regulations, I provided the participants with an informed consent form to review and sign if they decide to participate. Researchers use an

informed consent form to justify exposing participants to all possible risks in a study (Resnik, 2015). The informed consent was an important part of ethics in research. Researchers should give participants the consent form before any data can be collected from participants (Mahnaz, Bahramnezhad, Fomani, Mahnaz, & Cheraghi, 2014). Furthermore, researchers have the duty to inform participants of their role in research studies (Cugini, 2015). The informed consent form was an agreement that ensured I adhered to ethical principles of the study. I sent each individual participant the informed consent form as an attachment to the invitation letter. The National Institute of Health offers training on the ethical guidelines surrounding the welfare of human research participants, which I completed on September 5, 2018. The inclusion criterion for participants in this qualitative study was health care supervisors who successfully implemented retention strategies to improve employee retention. Male and female participants were eligible for this study. The exclusion criterion was non-health care supervisors without decision making capability. Participants did not receive financial incentives. Participants received a thank you letter and a summary of the final study.

The informed consent form outlined participant's potential ethical concerns about the research, benefits, confidentiality, and the right to withdraw from this study at any time. Researchers must ensure confidentiality and maintain integrity of the study (Petrova, Dewing, & Camilleri, 2016). Therefore, if a participant wanted to withdraw, I honored the request without ramifications.

Ethics goes far beyond a consent form. Researchers should minimize risks, maximize benefits, and respect participants privacy, dignity, and autonomy (Yin, 2018).

Researchers should be able to obtain and report data without revealing participant's identities (Cheng & Phillips, 2014). Failure to protect participants from risk, can lead to severe consequences for researchers and the scientific community (Resnik, 2015).

Alphanumeric codes replaced participants' names. I protected each participants' identity and partner organizations' name to maintain confidentiality. I stored paper documents and electronic data in encrypted files in a locked cabinet to ensure compliance with the Walden University IRB. After 5 years have elapsed, I will permanently destroy paper documents by shredding and erasing all electronic files associated with the study.

Data Collection Instruments

In this study, I was the primary data collection instrument. In qualitative research, the researcher is the data collection instrument due to their direct observation and interpretation of the data (Bailey, 2014). Researchers use semistructured interviews to collect knowledge about a phenomenon occurring in an organization (Cairney & St. Denny, 2015). Likewise, Ozer and Douglas (2015) suggested using semistructured interviews, observations, member checking, focus groups, or a combination of these approaches to conduct qualitative studies. Yin (2018) argued that the semistructured interview technique is an appropriate method that allows participants to elaborate on interview questions. Yin (2018) noted that the interview protocol consists of six steps to ensure consistency of the study: (a) introduction, (b) purpose of the study, (c) discussion of confidentiality, (d) follow up questions to address concerns, (e) conducting the interview, and (f) wrap up. Therefore, I used the semistructured interview technique to explore strategies health care supervisors used for employee retention.

Researchers use member checking to confirm that the information captured is truthful and aligns with data process. Researchers use member checking to evaluate data collected from participants (Onwuegbuzie & Byers, 2014). Researchers use member checking to validate and enhance findings to ensure researchers do not leave gaps in understanding the phenomenon (Onwuegbuzie & Byers, 2014). Harvey (2015) suggested four steps for member checking: (a) conducting an interview and synthesize the collected data, (b) provide participants with a printed copy of the synthesized data, (c) ensure participants agree that the data syntheses denotes their responses, and (d) continue the process until data saturation.

Data Collection Technique

One of the data collection techniques for this study included conducting, recording, and transcribing semistructured interviews. Scholars use data collection techniques to gather information in qualitative health care studies (Palmer, Thomas, & McGregor, von Wagner, & Raine, 2015). I used bracketing and a smartphone as the audio device to record the face-to-face interviews. As I listened to the recording, bracketing occurred using Microsoft Word. Marineau (2017) suggested that bracketing is useful tool for collecting data. After the interviews were conducted, I reflected on the collected data and identify patterns.

Ziebland and Hunt (2014) highlighted how semistructured interviews offer an opportunity for follow-up questions when completing a case study. Semistructured interviews offer an opportunity to address the primary research question along with additional insights from participants (Manhas & Oberle, 2015). Semistructured

interviews offer an opportunity to introduce aspects of the topic under investigation that might not have emerged (Yin, 2018). Researchers can use four different types of interviews for data collection (a) phone interviews, (b) electronic mail, (c) face-to-face, and (d) focus groups (Cleary, Horsfall, & Hayter, 2014). For this qualitative study, I used a face-to-face semistructured interview technique (see Appendix A). Semistructured interviews were the primary technique for data collection. Yin (2018) suggested that interviews are an effective data collection technique for a case study.

Yin (2018) noted that interview process can collect information on *how* and *what*. Participants interviewed for one hour at the agreed upon location in southeast Georgia. After completing the interviews, I analyzed and synthesized participants' responses. Wiederhold (2014) suggested that a semistructured face-to-face interview is an ideal data collection technique for a qualitative study. Manhas & Oberle (2015) suggested semistructured interviews allow participants to respond to and expand relevant lines of inquiry in a qualitative study. Researchers use semistructured interviews to ask probing questions that are deemed meaningful to the study (Yin, 2018). Next, I used member checking to improve data accuracy. Ziebland and Hunt (2014) noted that qualitative researchers use member checking to achieve data saturation. I ensured that the participants in the study reviewed and validated their transcriptions. During this time, participants could provide updates or corrections to inaccurate data. After the participants' confirmed valid data collection, I thanked the participants' and ended the interview session.

Chi, Bulage, Urdal, and Sundby (2015) stated that there are advantages and disadvantages of data collection techniques. An advantage of a semistructured face-to-face interview is the ability for the researcher to physically view participants' body language and facial expressions (Chi et al., 2015). Researchers can use semistructured face-to-face interviews to hear the vocal pitch of participant's voices and determine if the questions asked should be rephrased to omit uneasiness or confirm understanding (Chi et al., 2015). Another advantage of a semistructured face-to-face interview is researchers have the ability to rephrase interview questions to enhance the clarity of the responses (Cole & Harbour, 2015). A disadvantage of a semistructured face-to-face interview is that nonverbal gestures could unintentionally influence participant's responses (Cole & Harbour, 2015). Another disadvantage of a semistructured face-to-face interview is that researcher's body language could affect participant's behavior and responses (Cole & Harbour, 2015).

After receiving approval from Walden University IRB, I used the following interview protocol to conduct the proposed study. First, I gathered contact information of potential participants and made initial contact. Then, I explained the purpose of my study and addressed any concerns. Next, I presented the informed consent forms and collected the forms after participants signed acknowledging voluntary agreement to participate in the study. Afterward, I scheduled interviews. At the beginning of each interview, I reiterated participant's rights. Participants had the right to withdraw from the study and have their data destroyed upon request. Additionally, I recorded all interviews with the permission of the participants and conduct bracketing. I used member checking before

importing textual transcripts into NVivo for data analysis. Bellhouse, Crebbin, Fairley, & Bilardi (2015) stated that member checking and transcript reviews verify data accuracy. Canales and Caldart (2017) stated that member checking can help researcher's improve study credibility and increase data accuracy. Andraski, Chandler, Powell, Humes, and Wakefield (2014) stated that member checking allows participants to verify the accuracy of the researcher's interpretations. Therefore, member checking is the method I used to confirm credibility of data.

Data Organization Technique

Organizing data is an important component in case study research (Yin, 2018). Researcher's should develop a structure to mask and safeguard participants' identities throughout the data collection process (Charles, Dobbs, Triscott, & McKay, 2014). Researchers mask and safeguard information to gain participant's trust. The data organization technique that I used was alphanumeric codes such as S1, S2, S3, S4, and S5 to mask and safeguard the identity of the participants. Johnson, T. P. (2015) suggested that qualitative researchers assign a generic code to maintain the secrecy of each participant's identity. I stored all raw data in an encrypted folder, which included participants' interview protocols, consent forms, and voluntary audio recordings. Yin (2018) noted a coding system is a way to protect the disclosure of participants' identity. To maintain confidentiality, I stored participants' encrypted files on a password protected database that only I can access. Maintaining confidentiality of participants' information by encrypting data prevents the risk of disclosure (Mealer & Jones, 2014). I used computer assisted qualitative data analysis software (CAQDAS) to organize data

obtained from the interviews. Yin (2018) suggested that CAQDAS is an efficient way to store and arrange data. I stored all collected, encrypted, transcribed and analyzed data in password protected vault. I have sole access to the protected vault. After 5 years, I will permanently destroy all data.

I selected NVivo as the CAQDAS to organize data into codes and themes. First, I used bracketing to provide additional insights into the interview data. Written records of researchers are a bracketing technique composed of notes of interactions, events, and concepts over a period to explore insights and learning experiences (Soares, Bastos, Rodrigues, Pereira, & Baptista, 2015). Next, I uploaded interview data and notes into NVivo software to assist with decoding, organizing, and storing data. Qualitative data organizing techniques requires the use of data storage and data categorization (Soares et al., 2015). Researchers can use a CAQDAS to work efficiently, save time, and rigorously back up findings with evidence. I inserted the interviews and notes into NVivo to assist with organizing the data into codes and themes.

Data Analysis

In a qualitative study, researchers can use the semistructured interview technique to collect data required to answer the research question (Yazan, 2015). Data analysis includes compilation, disassembling, and reassembling data using analytic software (Yin, 2018). Data analyzing includes identifying and examining emerging and recurring themes (Theron, 2015). Yin (2018) highlighted that data analysis allows researchers to discover meaningful themes, patterns, and descriptions.

Data collected from semistructured interviews from multiple participants working in southeast Georgia, in combination with transcribing, provided information needed for data analysis in this study. I used multiple data sources to analyze themes from the interviews. Researchers can use interviews and multiple data collection methods to achieve methodological triangulation (Mata & Portugal, 2015). Triangulation of data, using multiple data sources, enhances the trustworthiness of the analytical findings that result from content analysis applied to data in qualitative studies (Brooks & Normore, 2015). I used the data from interviews and transcribing for triangulation during data analysis, using Yin's five step process.

Following Yin's five-step process can help researchers conduct an objective analysis of qualitative data, with the understanding that there are biases inherent to human researchers (Baškarada, 2014). Analyzing data by applying Yin's five-step process can lead to valid findings obtained from qualitative data (Crowe, Inder, & Porter, 2015). Yin (2018) explained the five-step process includes: (a) compiling, (b) disassembling, (c) reassembling (and arranging), (d) interpreting, and (e) concluding. Compiling occurs with the intent to organize data (Haines, Summers, Turnbull, Turnbull, & Palmer, 2015). I started compiling data within 24 hours after the interview sessions. Disassembling occurs by analyzing textual content (Oleinik, Popova, Kirdina, & Shatalova, 2014). Baskarada (2014) advised to disassemble distinct data into individual groups. Reassembling and arranging occurs by linking the same coding categories together (Yin, 2018). Baskarada (2014) stated researchers can make sense of data by interpreting the data. Member checking was the next step, which consisted of interpreting

participant's interview data and sharing my findings in a one-page summary with each participant. Each participant had the opportunity to modify any misinterpreted data. A discussion of the findings was the final process of the data analysis. I used tables and narrative text to report the findings. I addressed the research question by using emergent themes, findings from peer-reviewed research, and the conceptual framework for this study.

Reliability and Validity

Scholars use the terms reliability and validity to highlight the quality in a study. Reliability and validity confirms the accuracy of research (Auer et al., 2015). Qualitative researcher uses various strategies to achieve reliability and validity (Acaster et al., 2015). In qualitative research, reliability and validity rely on various techniques such as interview protocol to ensure that research findings are consistent.

Reliability

All participants received the same interview questions, to guarantee the reliability of this study. Reliability relates to the evidence and integrity of researcher's findings (Noble & Smith, 2015). Researchers produce replicable findings with similar conditions for dependability (Grossoehme, 2014). The reduction of error and study bias achieves reliability (Yin, 2018). The assessment of reliability within the topic area ensures the quality of social science research (Yin, 2018). Elo, Kaariainen, Polkki, Utriainen, and Kyngas (2014) indicated that reliability, confirmation, dependability, and credibility are the criteria to assess validity, soundness, and trustworthiness in qualitative research. I used (a) the same open-ended interview questions for each participant, (b) maintained

bracketing to document decisions, (c) validated participants' responses, and (d) used triangulation to generate conclusions to maintain the reliability of this study.

Validity

Qualitative study validity refers to the credibility, transferability, and confirmability of the findings. Data saturation is confirmation of the credibility, transferability, and confirmability of the findings (Yin, 2018). Triangulation is a technique used to ensure the validity of a study's findings (Fusch & Ness, 2015). Theories, personal values, and opinions of the researcher can influence the validity of the study (Yin, 2018). Qualitative researchers strive to achieve validity in their research to promote accuracy when explaining a phenomenon.

Credibility involves authentic research findings from participants' assessments. Interviews, direct observation, or member checking are methods researchers can use to enhance credibility. Researchers conducting case studies have the responsibility to decrease misunderstanding and misrepresentation (Yin, 2018). Demonstrating qualitative credibility ensures the audience that one is addressing the findings from the perspective of the participants (Leighton, 2016). Researchers can achieve credibility with rich data that provides a detailed description of a phenomenon.

Transferability is the potential for reoccurrence of a study's effectiveness in different settings. Transferability refers to findings applied to other situations under different settings (Brooks & Normore, 2015). Transferability is achievable in qualitative studies when the study findings are sufficiently general or mimic other backgrounds and settings (Cope, 2014). Thelwell, Wagstaff, Rayner, Chapman, and Barker (2016)

suggested that the transferability of a review relies upon the reasonable judgments of the reader. Researchers can use transferability in their study to ensure transparency for future research.

Researchers can use confirmability to highlight accuracy of research data in qualitative research. Confirmability is a standard for assessing the accuracy of the findings obtained from the data and observation of the participants (Carter, Bryant-Lukosius, DiCenso, Blythe, & Neville, 2014). Researchers can increase the confirmability of a study by using semistructured interviews (Kaczynski, Salmona, & Smith, 2014). Probing while interviewing and triangulation are techniques researchers may use to enhance confirmability (Cope, 2014). Researchers can use multiple strategies to enhance confirmability.

Data Saturation

Researchers obtain data saturation in qualitative research to ensure valid data. Data saturation occurs when the collected information becomes repetitive (Konieczna & Robinson, 2014). Data saturation transpires when study participants do not offer new themes or patterns (Yin, 2018). Researchers achieve data saturation when no new data are collected and there is enough data to replicate the study (Murgatroyd, Lockwood, Garth, & Cameron, 2015). To ensure data saturation, I continued the population sampling protocol until no new themes emerge. Repetitive responses offer the ability to replicate a study (Orri, Revah-Lévy, & Farges, 2015). The number of participants does not guarantee data saturation. Researchers can reach data saturation and gain a deeper understanding of

a phenomenon when data overlap (Tran, Porcher, Tran, & Ravaud, 2017). Data saturation is important in research studies to demonstrate content validity.

Transition and Summary

Section 2 provided a detailed description of the research process. The purpose of this qualitative case study was to explore strategies healthcare supervisors use to improve retention. In Section 2, I restated the purpose statement, discussed the role of the researcher, participants, research method and design, population and sampling, ethical research, data collection instrument, data collection technique, data collection organization, data analysis, and reliability and validity. Section 3 begins with an introduction of the purpose of my study. Section 3 includes a presentation of the findings applicable to professional practice, and the implications for social change recommendation for action and further research, and a conclusion of the research.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative single case study was to explore the strategies that healthcare supervisors used to improve employee retention. Healthcare supervisors can implement employee retention strategies to target top talent (Dhanpat, Madou, Lugisani, MaboJane, & Phiri, 2018). The data in this study came from conducting five interviews, off-site, with healthcare supervisors located in southeast Georgia. The study participants included healthcare supervisors with hiring responsibilities and who had a history of implementing successful strategies to improve employee retention. Through the interviews, a plethora of data emerged as each participant shared his or her experience on strategies that improved employee retention. Three themes emerged from the data analysis: (a) communication, (b) job satisfaction, and (c) compensation. The participants viewed employee retention strategies as best practices designed to strengthen healthcare organization's ability to attract and retain quality employees.

Presentation of the Findings

The overarching research question for this study was as follows: What strategies do healthcare supervisors use to improve employee retention? The primary sources for data collection were semistructured interviews to gain an understanding of the strategies used by five healthcare supervisors to improve employee retention. The interview findings provided an understanding of employee retention strategies used by healthcare supervisors. Following the interviews, I used alphanumeric codes S1, S2, S3, S4, and S5 to identify participants. The three main themes that emerged from the data analysis and

coding process were (a) communication, (b) job satisfaction, and (c) compensation (see Table 1). Evidence from the literature review coincided with the themes that emerged from the data collection. Below is a discussion of the findings that relate to the emerging strategies and conceptual framework of Vroom's theory.

Table 1

Frequency of Themes and Number and Participants

Themes	Frequency	Participants
Communication	33	5
Job satisfaction	31	5
Compensation	20	5

Theme 1: Communication Improved Employee Retention

The first theme that emerged from the analysis of participant's responses was that communication improved employee retention. All participants in this study acknowledged the importance of using communication to improve employee retention. Gandolfi and Stone (2017) also noted that communication strategies could improve employee retention. By engaging in ongoing conversation, all participants agreed that communication improved employee retention. All participants' responses provided information to all interview questions.

S1 discussed the importance of effective communication to improve employee retention. Effective communication begins with recruitment and is a strategy implemented to improve employee retention (Jauhari, Singh, & Kumar, 2017). Due to the competitive market, top talent is hard to attract and retain. Healthcare professionals are critical to retention because of the shortage of talent (Jadon & Upadhyay, 2018). An

employee may select an organization based on the treatment they receive during the hiring process. Healthcare supervisors can apply employee retention through initial contact (Dhanpat et al., 2018). S1 stated, “Someone should always respond and acknowledge candidates even if it is just an automated response.” Effective communication is a strategy to retain new and current employees by advising them of the expectations and how to address any concerns. Employees can align with organizational objectives and goals when communication is established in the workplace (Ackerson & Stiles, 2018). Effective communication keeps the current staff and potential candidates informed about organizational challenges, updates, and changes. Moreover, effective communication is-critical when leading any workforce (Gan et al., 2018).

S2 discussed the importance of internal communication to improve employee retention. Internal communication enables employees to share their ideas, increase efficiency, and maintain a connection between departments within this organization. Internal communication can be used to influence an employee’s behavior and improve employee retention (Kang & Sung, 2017). Internal communication can encourage employee engagement. S2 stated, “Employee engagement can increase revenue.” Increasing revenue can result in an organizational profit. Organizational profits can be used for merit increases, which is another strategy that can improve employee retention (Kumar, Jauhari, Rastogi, & Sivakumar, 2018). Internal communication is an essential element to improve employee retention, specifically a communication process that is designed to emphasize, inform, and reiterate to the employees that their workplace contributions are valued.

S3 discussed the importance of creating an environment of open communication to improve employee retention. S3 addressed concerns, provided feedback, listened to questions, and implemented suggestions to maintain open communication. Open communication can have a positive influence on employee retention (Kim, Tam, Kim, & Rhee, 2017). S3 stated, “Using open communication can help employees understand goals and what resources are available to accomplish those goals.” Healthcare supervisors can use open-door policies to influence the employee’s decision to communicate (Metz & Sokmen, 2016). It is important for leadership to be available to address questions and concerns 24 hours a day. According to S3, healthcare supervisors could use open communication to maintain creative and vibrant workplaces.

S4 discussed the importance of constant communication to improve employee retention. S4 stated, “There is no such thing as over-communicating.” Using various communication tools to distribute information keeps employees informed and improves retention. Instant messages, e-mails, the intranet, and cell phones make it possible for the employees to receive or retrieve regular communication (Cope & Murray, 2017). S4 used different communication tools for communication because different generations (i.e., Millennials, Generation X, and Baby Boomers) interpret communication differently in the workplace. S4 confirmed that employees are appreciative of frequent updates, even when nothing has changed.

S5 discussed the importance of individual communication sessions to improve employee retention. S5 used individual communication sessions to provide employees with an opportunity to express their concerns about issues they were reluctant to discuss

in the team meetings. Individual sessions are a form of employee engagement that can enhance an employee attitudinal and behavior outcome that improve retention (Kang & Sung, 2017). S5 stated, “One-on-one communication sessions were used to address the employees’ concerns, for coaching, and to provide feedback to help the employees be successful. Specific topics are not necessary, and employees should ask questions as well.” The goal of the one-on-one sessions is to get to know the employees better (Sarker & Ashrafi, 2018). S5 confirmed that individual communication was important in maintaining working relationships at all levels.

Communication barrier. All participants experienced the same challenge mastering multigenerational communication in the workplace. The current healthcare industry is diverse and includes Millennials, Generation X, and Baby Boomers (Fujimoto & Hartel, 2017). All participants discussed how each group had characteristics that can add complexity to the workplace. Complexity in the workplace has increased challenges in providing optimal patient care (Jin, Lee, & Lee, 2017). All participants declared that complexity eroded organizational morale and disrupts patient care. According to all five participants, generational differences, left misunderstood, could increase turnover, resulting in subpar patient care. Communication is important for organizational success (Hom, Lee, Shaw, & Hausknecht, 2017), and perceptions inherent to generational cohorts may lead to miscommunication.

Communication in the workplace was an important aspect of business practices and is consistent with the literature. Within the communication theme, each participant provided a response that broadened the understanding of how healthcare supervisors

communicate in ways that create and maintain constant interaction in the workplace. Communication has a significant role in altering an employee's decisions to stay with an organization (Baciu & Virga, 2018). The findings indicated that communication helps foster working relationships that improve commitment, morale, and productivity. The analysis of the participants' data is consistent with existing literature on effective business practice by confirming that healthcare supervisors' responses regarding communication is a strategy that improves employee retention.

The communication theme and the participant's responses aligned with the conceptual framework, which was Vroom's theory. Vroom (1964) theorized that employees would do the necessary work to meet the outcome. In this study, all healthcare supervisors used communication to motivate the employees to achieve an outcome. Based on the participant's responses, communication was a successful strategy that was used to improve employee retention.

All participants' responses in this study aligned with Ahlin, Strandberg, Norberg, Ternestedt, and Ericson-Lidman (2017), who asserted that using a communication protocol would further the exchange of information, resulting in improved employee retention. Additionally, all participant responses in this study aligned with literature by Gazzola, Ratti and Amelio (2017), who claimed that communication in the workplace helps employees understand the values, mission, vision, and fit within an organization. Cho and Auger (2017) discovered that two-way communication where two parties talk, listen, and learn maintain long-standing relationships that improve employee retention. Each participant in my study agreed that communication is an important strategy of

success or failure based on the management level of communication skills. Some successful communication strategies include active listening, consistency, feedback, and clarity of expression (Kwiakowski, 2017). Aligning with Kwiakowski (2017), all participants were equipped with communication strategies that were successful that improved employee retention.

Theme 2: Job Satisfaction Improved Employee Retention

The second theme that emerged in this study from the analysis of participant's responses was that job satisfaction improves employee retention. All participants in this study acknowledged the importance of job satisfaction to improve employee retention. Malik, Javed, and Hassan (2017) suggested that employees are satisfied with their job if they can obtain outcomes considered important in their personal and professional life.

S1 discussed the importance of job matching to influence job satisfaction. S1 stated, "When using job matching techniques, the result was an employee who was satisfied with the job from Day 1." Employees with higher job satisfaction enjoy their job more (Potgieter, Coetzee, & Ferreira, 2018). S1 declared that the job matching technique consisted of passion. When the employees are passionate about their job, they consistently look for ways to improve the business and themselves (Wilczyska, Batorski, & Sellens, 2016). S1 emphasized that passion is a long-term fix that outranked a short-term fix such as an employee engagement initiative. S1 asserted that there was a difference between being an employee who lives to work and an employee who works to live. Healthcare supervisors could hire passionate employees to improve employee retention.

S2 discussed the importance of continuing education to influence job satisfaction. S2 asserted that continuing education programs were beneficial for an organization and the employees. Healthcare supervisors can offer career opportunities to reinforce positive behaviors in their subordinates (Mukherjee & Chatterjee, 2017). Continued education can improve an employee's marketability, chances of a promotion, and personal development (Tourangeau, Patterson, Saari, Thomson, & Cranley, 2017). As a result, the organization will have internal candidates who are readily available for future positions and leadership roles. S2 stated, "I have supervised the same team for eight consecutive years. The only changes to my team are their titles and salaries. I stand behind my decision to say that my team is satisfied and their intention to leave is slim to none." S2 confirmed that continuing education is important for employees to stay equipped with the latest skills required for their jobs.

S3 discussed the importance of culture fit to influence job satisfaction. According to S3, the organization culture should match the type of employees' you want to attract. Hiring employees that does not connect with an organizations current or desired culture leads to decreased job satisfaction (Suriyah, 2016). S3 stated, "During the hiring process, we can quickly become attracted to the candidate resume and subject matter expertise." S3 declared that in addition to assessing the candidate ability to perform specific tasks, it was important to assess the candidate essential fit needed to work effectively. S3 stressed that healthcare organizations require teamwork and employees who thrived and worked better alone was not a good candidate for the organization that supports teamwork. Hiring employees' whose belief and behavior system appear congruent to the organization

culture can create a satisfactory environment where everyone feels empowered to be successful (Burke, Flanagan, Ditomassi, & Hickey, 2017). S3 confirmed that culture fit was an important strategy that influenced job satisfaction.

S4 discussed the importance of employee empowerment as a tool to influence job satisfaction. S4 asserted that employee empowerment was beneficial for the employee and the organization. Employee empowerment can increase employee commitment and job satisfaction (Crawford, Omery, & Spicer, 2017). S4 stated, “Employee empowerment was used to reduce the control hierarchy and allowed the front-line the employees to make decisions.” S4 stressed that in the healthcare industry, there were times when instant decisions were needed to save patients’ lives. Employee empowerment will show employees that they are valued, trusted, respected, and increased their job satisfaction (De Simone, Planta, & Cicotto, 2018). According to S4, when the employees were satisfied, they went above and beyond the call of duty. S4 confirmed that satisfied employees were happy, productive, and willing to go the extra mile for the benefit of the organization.

S5 discussed the importance of information technology to influence job satisfaction. S5 stated, “Time is money.” According to S5, technology has been a great component to make work easier and more productive. Technology could improve productivity and business efficiency (Waxman, Roussel, Herrin-Griffith, & D’Alfonso, 2017). Healthcare organizations have evolved from using paper charts in a filing cabinet to Electronic Health Records that record and store patient data (Waxman et al., 2017). S5 declared that tasks that use to take several hours to complete, now take minutes to

complete. Technology has enabled healthcare professionals to practice telemedicine from the comfort of their home (Ju & Oh, 2016). Healthcare professionals can consult with patients by phone or video then provide prescriptions for minor illnesses (Ju & Oh, 2016). According to S5, information technology enabled physicians to diagnosis patients and streamline workflow processes with minimum human errors. S5 confirmed that innovative and effective technology influenced job satisfaction by eliminating repetitive tasks and assisting the employees with completing their jobs efficiently.

Job satisfaction barrier. All participants acknowledged that employees were satisfied by different factors. According to S1 through S5, factors that are meaningful to one employee was inconsequential for another employee. Employees' can view the significance of their job in a variety of ways (De Simone et al., 2018). All participants suggested that some employees derived meaning not from the job itself, but from the fact that the job was a way that provided for their family. Factors that influence job satisfaction can be negative or positive (Naidoo, 2018). Employers can influence job satisfaction and improve employee retention (Naidoo, 2018) only if the organization can identify the factors that are influencing job satisfaction.

Job satisfaction was an important finding in this study because the participants responses were consistent with the literature. Within the job satisfaction theme, each participant provided a response that broadened the understanding as to how healthcare supervisors used job satisfaction as a predictor of employee retention. Job satisfaction has a significant role in altering employee's intent to stay with an organization (Yelamanchili, 2018). The findings indicated that employees who were satisfied with

their jobs were committed and remained with the organization that fostered workplace knowledge. The analysis of the participant's data was consistent with existing literature on effective business practice by confirming healthcare supervisor's responses regarding job satisfaction was a strategy that attracted and retained key employees.

The job satisfaction theme and the participants responses aligned with the conceptual framework, which was Vroom's theory. Vroom (1964) theorized that job satisfaction reflects how desirable the employees find their job. Job satisfaction was used as a measure of the employees' valence of their work situation. Based on participants responses, job satisfaction was a successful strategy that improved employee retention.

All participants' responses aligned with literature by Tao, Ellenbecker, Wang, & Li (2015) that job satisfaction is an employee's perception about the job or the compilation of feelings toward aspects of the job. Additionally, all participants responses in this study aligned with literature by (Ravid, Malul, & Zultan, 2017) that multiple factors influenced job satisfaction. Kumar et al (2018) discovered that employees who were satisfied with their jobs stayed with the organization, which was a critical strategy for healthcare supervisors to apply when preventing burnout. Each participant in this study agreed that job satisfaction was an important strategy of success based on identifying what was important to employees as an individual. Aligning with Ravid et al. (2017) all participants in this study used different strategies that influenced employees job satisfaction which resulted in higher levels of employee retention.

Theme 3: Compensation Improved Employee Retention

The third theme that emerged in this study from the analysis of participant's responses was that compensation packages improved employee retention. All participants in this study acknowledged the importance of using compensation packages to improve employee retention. All participants agreed that compensation packages consisted of salary and other employee benefits such as training and development, flexible schedules, and rewards. According to Dhanpat et al. (2018) compensation includes all benefits that employees receive from their organization to perform specific job duties.

S1 discussed the importance of a good pay scale to improve employee retention. S1 stated, "Pay scales helped improve employee retention." According to S1, employees were willing to stay with the organization if they were well-paid. Fair compensation influences the employee's decision to stay (Green, 2016). S1 declared that pay scales were the focal point for improving employee retention. Pay scales have different ranges of pay, depending on the employee's experience, performance, and education (Bibi, Pangil, Johari, & Ahmad, 2017). S1 asserted that this strategy provided the employees with a base pay and future salary goals. S1 confirmed that pay scales were an important component of effective compensation programs that attracted and retain key employees.

S2 discussed the importance of flexible scheduling to improve employee retention. Organizations have part-time employees and ensuring they have enough work hours helps meet their financial needs (Dizaho, Salleh, & Abdullah, 2017). Organizations have full-time employees and flexible scheduling helps them attend to their family needs (Dizaho et al., 2017). According to S2, flexible scheduling balanced employees personal

and professional needs. Organizations can use flexible scheduling to improve employee retention (Lozano, Hamplova, & Le Bourdais, 2016). S2 declared that was important to remember that there was life outside of work. Sometimes employees faced inevitable life occurrences and S2 confirmed that flexible scheduling was an option that resolved those unforeseen issues.

S3 discussed the importance of performance rewards to improve employee retention. S3 stated, "Performance rewards were great for acknowledgment." Organizations can use rewards to acknowledge employees work and improve employee retention (Kundu & Mor, 2017). According to S3, the employees' performance was acknowledged with rewards on a monthly or quarterly basis. When the employees' performance is outstanding, they can be given monetary or non-monetary rewards such as a chance to be recognized company-wide or bonuses (Kundu & Mor, 2017). As a result, the company could maintain a positive, productive workplace (Kundu & Mor, 2017). S3 confirmed that when employees and their work was valued, their productivity increased, and they were motivated to keep up the good work.

S4 and S5 individually discussed and defined training and development as a non-monetary incentive with monetary benefits that improved employee retention. Training and development opportunities could increase employees' length of time in their position (Becker & Bish, 2017). According to S4, training and development allowed employees to learn new skills and pursue advancement opportunities with higher pay. S4 stated, "Training and development showed the employees support of furthering their career goals and had a positive influence on employee retention." Similarly, S5 declared that

training and development promoted growth and stability. The lack of advancement can increase an employee's decision to leave the company (Fugener, Pahr, & Brunner, 2018). S5 asserted that all new hires are trained with a mentor for the first 90 days. According to S5, this partnership provided the mentor with a feel for the new employee's strengths and areas that needed improvement. S4 and S5 confirmed that training and development were an opportunity for employees to be better tomorrow than they were today.

Compensation barriers. All participants expressed that compensation packages were limited, but the number of challenging tasks were not limited. All participants faced the challenge of employees' comparing their compensation to the organization competitors and co-worker's compensation. These comparisons could create confusion with the employees', and they can decide to leave the company in search of better pay (Sitzmann & Weinhardt, 2018). According to S1 through S5, compensation was important to retain skilled workers but going over the budget to retain skilled workers negatively influenced the organization operations and its finances.

Compensation was an important aspect of business practices and was consistent with the literature. Within the compensation theme, each participant provided a response that broadened the understanding as to how healthcare supervisors used monetary and non-monetary strategies to influence employee retention. Leaders use compensation as a significant role in altering employee's intent to stay with an organization (Pregnoiato, Bussin, & Schlechter, 2017). Employee compensation was a beneficial factor within this study. Furthermore, employees were dedicated, motivated, and attentive when receiving the desired compensation. The analysis of the participant's data was consistent with

existing literature on effective business practice by confirming healthcare supervisor's responses regarding compensation was a strategy that influenced an employee's decision to stay or leave the organization.

The compensation theme and the participant's responses aligned with the conceptual framework, which was Vroom's theory. Vroom (1964) theorized that employees are driven from the perception that if they perform well, the valued outcome will be received. In this study, all healthcare supervisors used compensation to drive the employees' performance. Based on the participants' responses, compensation was a successful strategy that was used to improve employee retention.

All participants' responses in this study aligned with literature by Vidal-Salazar, Cordon-Pozo, and De la Torre-Ruiz (2016) that compensation is an investment that will yield employee retention. Additionally, all participants responses in this study aligned with literature by Bennett and Levinthal (2017) that there is a positive correlation between employee retention and compensation. Beck, Leider, Coronado, and Harper (2017) discovered that employees across generations remain in their organization because of remuneration. Each participant in this study recognized that compensation positively influenced the employee's longevity within the organization, along with the ability to hire qualified employees. Aligning with Green (2016), all participants in this study used multiple compensation strategies that improved employee retention.

Measuring the Effectiveness of Employee Retention Strategies

S1 discussed how using the vacancy rate formula measured the effectiveness of employee retention strategies. S1 asserted that any open position was a vacancy.

According to S1, the vacancy rate formula helped determine if there was a trend in a job position or a trend in the organization. The vacancy rate provided insight into who was leaving and when they were leaving, which provided information to determine how to intervene (Wilkinson, Whittington, Perry, & Eames, 2017). S1 declared that the following formula was used to calculate the vacancy rate: the number of vacant job-specific positions, divided by the total number of job-specific positions, multiplied by 100. For example, 7 divided by 25 multiplied by 100 equal 28%.

S2 and S3 individually discussed how using the average tenure for current employees, measured the effectiveness of employee retention strategies. S2 stated, "Examining the average tenure revealed how long the employees remained at the organization." Similarly, S3 stated, "Satisfied employees had longer terms of employment." Tenure can be calculated in months, years, or other time periods (Fu, Guo, Bai, & Chui, 2017). S3 declared that the following formula was used to calculate the average tenure: the sum of months worked divided by the number of employees who were currently employed equaled tenure. For example, if 10 employees were employed for a total of 122 months, 122 divided by 10 equaled the average tenure which was 12.2 months.

S4 discussed how the retention rate formula measured the effectiveness of employee retention strategies. S4 stated, "The retention rate formula was used at the beginning or the end of the month." According to S4, if there were 100 employees starting the first day of the month, and 90 employees at the end of the month, that means that 10 employees were lost. S4 asserted that the retention rate was 90%. The retention

rate formula identifies motivations, challenges, and employment trends within an organization (Chen, Zhang, Petersen, & Muller, 2017).

S5 discussed how using the turnover rate formula measured the effectiveness of employee retention strategies. The turnover rate formula can be used as an indicator to determine areas of improvement (Liu, Liu, & Li, 2017). According to S5, if 175 employees were active in December and 50 employees' left by the end of the month, the turnover rate was 50 divided by 175, which equaled 28.6%.

Applications to Professional Practice

Healthcare supervisors in the healthcare industry use contemporary research findings to develop and implement strategies some healthcare supervisors use to improve employee retention. This research is applicable to the sustainability of healthcare organizations because the objective of this study was to explore strategies healthcare supervisors use to improve employee retention. Healthcare supervisors who understand the factors that influence employee retention could achieve business success. Healthcare supervisors may consider advice of Kolar, Skilton, & Judge (2016) who noted that creating a work environment that foster employee retention will result in a business that operate efficiently and effectively. Implementing employee retention strategies is an advantageous activity for healthcare supervisors to thrive in a changing, competitive marketplace (Yelamanchili, 2018). The findings of this study may prove helpful to healthcare supervisors with hiring responsibilities who have been unsuccessful in implementing strategies to improve employee retention. The findings of this study may also encourage healthcare supervisor to modify their current employee retention.

Healthcare supervisors might implement the recommendations from this study to develop the strategies needed to improve employee retention.

Healthcare supervisors might apply the findings of this study regarding implementing a communication strategy to improve employee retention. Leaders who have a successful communication strategy in place may act as a catalyst to an employee's success. Qatawneh (2018) ascertained that healthcare supervisors must constantly communicate with the employees to extract the best out of them. When the employees feel indispensable for the organization and know what is expected of them, they will perform their best (Prince, Nagar, & Chacko, 2017). Based on my findings within this study, communication is a factor to consider when developing employee retention strategies.

Healthcare supervisors could apply the findings of this study regarding job satisfaction to attract and retain employees. The job satisfaction of healthcare employees has a profound influence on productivity as well as on the quality of patient care (Kumar et al., 2018). The factors that influence job satisfaction are often categorized as extrinsic or intrinsic. Khalid, Pahi, and Ahmed (2016) noted that intrinsic factors are related to the work itself (i.e., achievement, control, and success); whereas extrinsic factors are not directly related to work (i.e., work relationships or salary). Employees who have their expectations met are more likely to stay on the job. Based on my findings within this study, job satisfaction is a factor to consider when leaders develop employee retention strategies.

Healthcare supervisors might apply the findings of this study regarding implementing a compensation strategy to improve employee retention. Leaders who have a successful compensation strategy in place has a major role in the caliber of talent an organization attract and retain. Dhanpat et al. (2018) ascertained that healthcare supervisors must implement compensation strategies to recruit and retain the best talent in the market. The best candidates have a choice where they work. As the market for top talent becomes more competitive, employee retention could be positively influenced by providing employees with a desirable compensation (Jadon & Upadhyay, 2018). Compensation is a factor to consider when developing employee retention strategies.

The application of the findings from this study could enhance patient care. Healthcare supervisors might implement employee retention strategies to enhance patient care. Patient-centered care has various benefits, and all can improve the quality of life for both the caregiver and the patients. Patient-centered care has a variety of positive effects beyond health outcomes (Gan et al., 2018). Vroom (1964) presented the need for several factors to work together as a whole to achieve goals. Healthcare supervisors who are seeking to improve employee retention may use the strategies identified in this study. Healthcare supervisors can use the findings of this study by applying these strategies to attract and retain top talent. Healthcare supervisors who implement the detailed, actionable tactics, strategies, and recommendations from the findings of this study might develop the strategies necessary for improving employee retention.

Implications for Social Change

Healthcare supervisors with hiring responsibilities have an important role in attracting and retaining caliber talent in the healthcare industry (Sarker & Ashrafi, 2018). Successful employee retention strategies improve job satisfaction, which leads to an increase in patient satisfaction (Kirby, 2018). Similarly, Prince et al. (2017) confirmed that healthcare supervisors who apply successful employee retention strategies may increase job satisfaction, which improves employee retention. Conversely, healthcare supervisors who do not apply successful retention strategies may jeopardize daily operations and decrease productivity (Kirby, 2018). Healthcare supervisor who attract and retain caliber talent can improve the quality of life for both the employees and patients in southeast Georgia.

The implications for positive social change include the potential for healthcare supervisors to generate employment, maintain quality patient care and prevent employee burnout. Healthcare supervisors with hiring responsibilities, who implements successful employee retention strategies are essential for an organization growth and success (Ackerson & Stiles, 2018). Healthcare supervisors who do not apply successful employee retention strategies may limit an organization's ability to grow (Sarker & Ashrafi, 2018). Additionally, the findings in this study may have a positive effect on healthcare supervisors who are seeking a competitive advantage in the healthcare industry. The application and implementation of recommendations may contribute to the daily operation and success of healthcare organizations. Communities may benefit economically because of lower unemployment rates, improved standard of living for

residents, and local economic stability. Healthcare supervisors could implement effective employee retention strategies that potentially could reduce burnout, increase growth, maintain quality care, sustain daily operations, and in turn strengthen economic development.

Recommendations for Action

I offer recommendations for action to novice healthcare supervisors and existing healthcare supervisors. Newly existing or future healthcare supervisors might implement the recommendations from this study to improve employee retention. The key themes that emerged included: (a) communication, (b) job satisfaction, and (c) compensation. Employee retention strategies include communication, job satisfaction, and compensation that are all necessary for organizational success (Dhanpat et al., 2018).

I recommend that new, existing, or future healthcare supervisors develop and implement various communication strategies. All participants expressed the importance of communication to improve employee retention. One participant discussed how creating an environment of open dialogue is essential in the workplace to attract and retain top talent. Another participant stressed the importance of listening, providing feedback, and implanting suggestions are benchmarks for employee retention. All participants in this study indicated that there is no correct way of communicating, but healthcare supervisors need to have awareness about what communication method is appropriate and in which situation.

I recommend that new, existing, or future healthcare supervisors develop and implement strategies to influence job satisfaction. Job satisfaction is a major component

of employee retention (Potgieter et al., 2018). In this study, I discovered the importance of healthcare supervisor's ability to identify, tailor, and implement individual components that influence employees job satisfaction. I recommend that healthcare supervisors use intrinsic and extrinsic factors to influence an employee's job satisfaction. All participants in this study indicated that job satisfaction is important and relevant for the development of the employee as well as the organization.

Compensation strategies is the final recommendation of this study for new, existing, or future healthcare supervisors develop and implement. The findings of this study indicated that the development of a compensation strategy could positively influence employee retention. Healthcare supervisors use compensation strategies to retain staff for organization to remain successful (Vidal-Salazar et al., 2016). I recommend that healthcare supervisors use monetary and non-monetary strategies to improve employee retention. All participants in this study indicated that a well-crafted compensation plan is imperative to the success to an organization.

The implementation of successful strategies could contribute to the healthcare industry by improving employee retention, which can holistically sustain daily operations. The holistic approach is the concept that healthcare supervisors can use to implement strategies for long-term sustainability (Fiandaca et al., 2017). I recommend that healthcare supervisors use Vroom's theory as a guiding concept to improve employee retention.

Researchers who publish in academic journals experience a challenge, yet disseminating scholarly findings is a goal for most researchers to contribute to scholarly

literature (Ahlstrom, 2017). Healthcare supervisors can access this study through Proquest/UMI dissertation database. Additionally, I will disseminate the findings through professional conferences and business journals. I will network with HR Professionals for opportunities to enhance training and development as it relates to employee retention strategies.

Recommendations for Further Research

The purpose of this qualitative single case study was to explore the strategies that some healthcare use to improve employee retention in southeast region of the state of Georgia. The study included rich information about successful employee retention strategies from 5 participants. The findings of the study are limited to the 5 participant's knowledge and experience in improving employee retention. I relied on the information that the purposefully selected 5 participants provided as successful employee retention strategies that healthcare supervisors may consider for employee retention in the healthcare industry. Future research consideration is to expand the number of participants and enrich the findings of this study. Future research that considers increasing the targeted population combined with this research findings may have a more rounded outcome of employee retention strategies that healthcare supervisors can apply.

The purposefully selected participants were all from the same health care industry and location. I conducted the study in Georgia, which is another weakness in generalizing the findings to other geographical locations. Future research may involve a multiple case study design in different geographical locations to enhance the generalization of this study's findings. Furthermore, researchers could consider future research to purposefully

selects participants beyond the health care industry can broaden and increase the generalization of this study's findings. A limitation of the qualitative research method is the challenge of the generalization of the findings (Flick, 2014). I recommend a quantitative study to broaden the targeted sample population and consider other industries than health care.

A quantitative study is a recommendation for future research to determine the relationship of this study's findings with improving employee retention. Furthermore, future research may include the exploration of fundamental employee retention strategies that healthcare supervisors could consider before broader and more costly employee retention strategies are applied. Communication, job satisfaction, and compensation are strategies that could improve employee retention (Green, 2016; Kim et al., 2017; Malik et al., 2017; Mete & Sokmen, 2016; Potgieter et al., 2018). The results of such a study can provide leaders more focus on the order and importance of strategies to retain employees.

Reflections

The Walden University Doctor of Business Administration Program was a challenging but rewarding experience. I faced the daily challenges of balancing my work, family, health, and school throughout the program. My momentum was at its highest during the beginning of the DBA program and I was ready to take on any obstacles. I often felt discouraged, frustrated, and overwhelmed as time progressed. The support received from my chair, mentor, and support group helped me remain focused. I connected with another Walden student who had the same momentum and together we supported each other and made it through the hard times. I did not realize that the

doctoral study journey would be like an obstacle course. I used the comparison of an obstacle course because the experience had a series of physical and mental challenges that tested my endurance.

As the primary data collection instrument of this study, I found it was important to prevent my personal bias from influencing the results of the research. I had preconceived notions of effective strategies to improve employee retention as a human resource professional. I ensured that the findings of this study were from the perspective of the participants by being aware of my personal bias, conducting semistructured interviews with the same questions and providing the equal opportunity to all participants who met the criteria for this study. I realized that a semistructured interview was effective for collecting qualitative data that led to a better understanding of the research problem. The participants were willing to share their experiences and provided enough data from five semistructured interview questions as shown by the responses collected from the interviews. My completion of this study influenced the change in my thinking to include the understanding employee retention is an ongoing challenge that researchers should consider to explore effective strategies used by healthcare supervisors to improve employee retention.

Conclusion

The purpose of this qualitative case study was to explore the strategies that some healthcare supervisors use to improve employee retention. I conducted semistructured interviews with healthcare supervisors who provided insight into effective strategies that might influence employee retention. I used multiple data collection methods to achieve

methodological triangulation. In this study, I identified the following themes: (a) communication, (b) job satisfaction, and (c) compensation. The themes align with the conceptual framework of this study and have implications for social change, further research, and professional practice. Inherent in the findings of this study is the suggestion that communication, job satisfaction, and compensation could help healthcare supervisors improve employee retention, and in turn, improve the lives of citizens in southeast Georgia by ensuring quality healthcare is available at the time of need.

Employee retention strategies are important components that healthcare supervisors implement to strengthen business practice. The findings of this study provide healthcare supervisors with an understanding of the importance of applying effective employee retention strategies, which drive business performance. Developing employee retention strategies starts with finding out how the current employees feel about their job, the company, and why they feel that way. The benefits of applying employee retention strategies found in this study is understanding what employees need, want, and to make a strategic decision to fulfill them, before the employees look to leave.

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Appendix: Interview Protocol

For the interview preparation, I will use e-mail as the initial method of contact with the participants. I will introduce myself to the participant, explaining I am a student working on my doctoral study in the Business Administration program in the Management and Technology School of Walden University. I have an existing connection with the participants who are supervisors with knowledge and skills to provide successful strategies for employee retention; however, the host organization is not my employer.

Opening the interview, I will advise the participant that in my opinion, retention strategies are a main contributor to organizational success. I will advise the participant that this study might affect social change by providing healthcare supervisors with strategies for improved employee retention in the healthcare industry. I will advise the participant that employee retention strategies might improve the lives of citizens in southeast Georgia by ensuring quality healthcare care is available at the time of need. There will be a discussion of the purpose of my study; to explore strategies to improve retention. The interview should take approximately one hour at an agreed upon location in southeast Georgia. The audio recording device will be a Galaxy smartphone and I will take detailed notes in case the smartphone has an audio recorder failure.

Before participants data is collected, I will send each individual participant the informed consent form as an attachment to the invitation letter. I will advise that the interview will be recorded for transcription purposes. The participants must review and sign the inform consent form if they decide to participate. We will discuss any question

the participant may have. I will ensure the participant understands they can withdraw from the interview at any time without penalty.

After receiving permission to record the interview from the participant, and informing the participant the interview is beginning, I will verbally cite the date and time of the interview. Paper and pencil will be assessible at the beginning of the interview for notes, and the start of the smartphone audio recorder. Participants will be introduced using an alphanumeric code to ensure confidentiality of the participant. The beginning of the code will be a "S" and the ending of the code will be a number, i.e., S1. Interviews will be conducted using semistructured interview. Additional questions may follow to clarify responses.

At the end of the interview, we will discuss the member checking process. I will explain that I will paraphrase the interview responses and provide the participant with a copy for verification of their responses. I will request that the participant review the document and provide any corrections back to me within 5 days to ensure accuracy. I will ensure the participant understands that no response to this request will confirm their agreement with my interpretation.

I will thank the participant for taking part in the study and provide any contact information for any questions or concerns the participant may have. End of protocol.