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Strategies to Reduce Employee Turnover in Clinical Logistics

Brenda Marc Simon
Walden University

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Walden University

College of Management and Technology

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Brenda Marc Simon

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Review Committee

Dr. Irene Williams, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Teresa Jepma, Committee Member, Doctor of Business Administration Faculty

Dr. Judith Blando, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer
Eric Riedel, Ph.D.

Walden University
2019

Abstract

Strategies to Reduce Employee Turnover in Clinical Logistics

by

Brenda Marc Simon

MS, Troy University, 2007

BS, Park University, 2006

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

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Abstract

Clinical supply chain managers who do not apply effective employee turnover strategies could negatively affect team performance, employee morale, employee well-being, patient outcomes, productivity, profitability, and the sustainability of organizational activities. The purpose of this multiple case study was to explore strategies that supply chain managers used to decrease employee turnover in clinical logistics organizations. The targeted population consisted of 6 clinical logistics supply chain managers working in 6 community hospitals located in Maryland who had experience implementing successful strategies to decrease employee turnover. The servant leadership theory served as the study's framework. Data collection included semistructured interviews and a review of company records. Data were analyzed according to Yin's comprehensive data analysis method, including categorizing and coding words and phrases, word frequency searches to categorize patterns, and organizing the data to interpret recurring themes. Five main themes emerged from the data analysis: understanding employee turnover, proactive leadership, employee professional development, motivating employees, and effective communication. The findings from this study might contribute to social change by providing strategies that clinical logistics supply chain managers can implement to reduce employee turnover, which might sustain organizational profitability, improve the quality of life for employees, quality of service to patients, lower unemployment rates, and promote community health, wealth, and sustainability.

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Dedication

I give thanks and praise to God and His Son, Jesus, my Savior, Counselor, and Provider forever and ever. Thank you, God, for giving me wisdom, knowledge, patient, and strength to overcome all my challenges and allowing me to complete the Doctor of Business Administration program. I would like to dedicate this research study to God and my husband, San Xavier-Selig Simon, for his love, support, and encouragement throughout my doctoral journey. I would also like to dedicate this study to my parents, Germanie and Reynold Marc, thank you for inspiring me to achieve my educational goals and to my family members for their encouragement and motivation.

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Section 1: Foundation of the Study

Organizational leaders invest a large amount of money to acquire skilled employees and to support and develop the employees' abilities to achieve the organization's objectives. Employee turnover, whether voluntary or involuntary, is regarded as a business problem because of the high cost associated with replacement (Van den Heuvel, Freese, Schalk, & van Assen, 2017). In a clinical logistics environment, leadership is the key to encouraging high levels of organizational commitment among employees and reducing the high rate of turnover (Overstreet, Hazen, Skipper, & Hanna, 2014). Clinical supply chain managers recognize the importance of supply chain integration, which includes the flow of information, services, and medical supplies to improve profitability (Jacobs, Yu, & Chavez, 2016). Jacobs et al. (2016) found that clinical supply chain managers who are knowledgeable of the supply chain integration systems can still fail at developing a culture of commitment within the organization, and failing to develop a culture of commitment leads to higher turnover rates. Mathieu, Fabi, Lacoursière, and Raymond (2015) indicated the reason for high turnover rates is because leaders lack strategies to reduce employee turnover. Exploring factors and leadership strategies that clinical supply chain managers use to improve the impact of employee turnover may provide other managers with information to help address the problem of employee turnover.

Background of the Problem

Clinical supply chain managers experience the challenges of managing supplies and delivering goods and services to providers and patients in community hospitals

(Abdulsalam, Gopalakrishnan, Maltz, & Schneller, 2015). Given the importance of these responsibilities, employee turnover creates a need for new leadership strategies for clinical supply chain managers. To address some of these leadership challenges, supply chain managers must focus their efforts on employee turnover because employee turnover directly influences the organization's supply chain performance, strategic goal, and operation (Jacobs et al., 2016). Losing qualified clinical supply chain professionals is damaging and disrupts the effectiveness of the supply chain operations.

Several researchers found that employee turnover is a problem that negatively impacts the productivity, quality, and profitability of the supply chain in community hospitals (Abdulsalam et al., 2015; Jacobs et al., 2016). Management's ability to encourage and promote strategies for retaining skilled professionals can lead to operational advantages related to lower turnover costs and improved services (Hom, Lee, Shaw, & Hausknecht, 2017). A positive relationship exists between management and employees leads to job satisfaction, loyalty, a higher level of productivity and service quality, and a higher retention rate of skilled professionals (Nichols, Swanberg, & Bright, 2016; Rivera, Gligor, & Sheffi, 2016). Clinical supply chain managers should focus on management's relationship with employees and identify which factors are most important when examining turnover. In this study, I focused on factors related to employee turnover to provide successful strategies clinical supply chain managers can use to address turnover challenges.

Problem Statement

Employee turnover increases costs, reduces efficiency, and affects the well-being of employees (Khan & Aleem, 2014; Mafini & Dlodlo, 2014). The U.S. Bureau of Labor Statistics (BLS) revealed that 5.8 million employees separated from employment in 2016, had either been laid off, quit, separated or discharged (U.S. Bureau of Labor Statistics, 2017). The general business problem is that high employee turnover adversely affects business profits. The specific business problem is that some supply chain managers lack strategies to decrease employee turnover in clinical logistics organizations.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies that supply chain managers use to decrease employee turnover in clinical logistics organizations. The targeted population consisted of six clinical logistics supply chain managers working in six community hospitals located in Maryland who have implemented successful strategies to decrease employee turnover. When the turnover rate is low, employees are much happier and are more likely to contribute effectively to their local community (Khan & Aleem, 2014). The implications of this study for positive social change include the potential to offer supply chain managers and professional's business strategies that they can apply to improve healthcare outcomes such as quality of life and quality of care for citizens living in Maryland. The findings may assist efforts to decrease patients' length of stay so that they can return to the workforce as productive citizens, thus increasing productivity within their community.

Nature of the Study

I used a qualitative research method for this study to explore successful strategies supply chain managers use to decrease employee turnover in clinical logistics organization. A qualitative research method was the most appropriate for this study because it allowed me to explore how supply chain managers adopt successful strategies to decrease employee turnover. Researchers use a qualitative research method to provide a detailed description of a phenomenon from the perspective of the participants (Park & Park, 2016). Quantitative methods are useful for generalizing populations through statistical analysis of variables' relationships or differences (Singh, 2015). A quantitative methodology was not suitable for this study because I did not use statistical data to test hypotheses about variables' relationships. Using the mixed method approach requires time to draw the strengths of both quantitative and qualitative approaches (Golicic & Davis, 2012). The mixed method approach was not appropriate for this study because I did not need quantitative data to answer the research question about strategies to reduce employee turnover.

I chose a multiple case study design. A key focus of a multiple case study design is to answer what, how, and why questions relevant to a researcher's study (Singh, 2015). A multiple case study design was the most appropriate design for this study because I wanted to identify the common themes among participants' experiences to help clinical supply chain managers' decrease employee turnover. The objective of an ethnographic design is to study the culture of a particular group of people (Park & Park, 2016). The ethnographic design was not suitable for this study because I did not study an entire

culture of individuals to gain perspectives of their experiences. The narrative design study includes stories of individuals and relies on the information through their stories (Hickson, 2016). The narrative design was not appropriate because I did not collect individuals' stories to understand the phenomena. A phenomenological design is to study the views of people living the phenomenon (Park & Park, 2016). I did not plan to study views of people living the phenomenon; a phenomenological design is not the best choice for my study.

Research Question

What strategies do supply chain managers use to decrease employee turnover in the clinical logistics organization?

Interview Questions

Several interview questions were proposed to interview supply chain managers who use proven strategies to reduce turnover. I used the following interview questions:

1. What strategies did you use to improve employee turnover in clinical logistics?
2. What barriers did you experience as you incorporated new strategies to improve employee turnover?
3. How did you address the barriers to decrease employee turnover in your organization?
4. How did you communicate your turnover reduction strategies to your employees?
5. What reasons did employees give for leaving the organization?

6. What are some of the benefits of implementing a turnover reduction strategy in your organization?
7. What other additional information would you like to add regarding this topic?

Conceptual Framework

The conceptual framework for this proposed study was the servant leadership theory proposed by Greenleaf in 1970. Servant leadership theory is a model that offers employee-leader sharing of power and emphasizes the need to put others first (Hanse, Harlin, Jarebrant, Ulin, & Winkel, 2015; Parris & Peachey, 2013). Health care leaders use the theory for effective communication and collaboration, which are critical to providing high-quality health services to patients (De Bono, Heling, & Borg, 2014; Hanse et al., 2015; Parris & Peachey, 2013). Servant leaders are characterized by 10 factors: (a) listening, (b) empathy, (c) healing, (d) awareness, (e) persuasion, (f) conceptualization, (g) foresight, (h) stewardship, (i) commitment to the growth of others, and (j) community-building (Dutta & Khatri, 2017). Leaders use the theory of servant leadership to demonstrate their ability to enhance employee motivation through developing employees' strengths and intrinsic motivation to increase job satisfaction among employees. Servant leaders are aware of their moral responsibilities, including the success of their followers and other members of the organization (Hanse et al., 2015; Javed, Moulder, & Mohsen, 2015; Parris & Peachey, 2013). Servant leadership theory aligns with this study for exploring and understanding the strategies that some supply chain managers use to reduce employee turnover in the healthcare clinical logistics.

Operational Definitions

The following operational definitions are technical terms used throughout this study:

Clinical supply chain managers: Clinical supply chain managers are individuals who have management responsibilities, directly affect operational and financial performance, and manage the flow of medical supplies in a fast and efficient manner within the hospital (Lamberti, Hsia, Mahon, Milligan, & Getz, 2016).

Direct cost: Direct cost of high employee turnover includes the costs of advertisement, recruitment, selecting candidates, background screening, reference checking, temporary coverage, orientation and training cost, and severance cost to replace the leaving employee (Ariza-Montes, Arjona-Fuentes, Han, & Law, 2018; Fisher & Connelly, 2016).

Employee turnover: Employee turnover refers to a group of supply chain professionals who decide to leave, totally separate, from their current position based on external or internal factors, or the employer's decision to terminate their employees (BLS, 2017; Li, Lee, Mitchell, Hom, & Griffeth, 2016).

External turnover: External turnover occurs when an employee leaves the organization for a new position in a different organization (Collini, Guidroz, and Perez, 2015).

Indirect cost: Indirect cost of high employee turnover includes the loss of valuable knowledge and experience, loss of productivity, and poor morale of employees

while at work (DeConinck & DeConinck, 2017). Indirect cost could also include the cost of overtime to cover the vacant position.

Internal turnover: Internal turnover occurs when an employee is changing positions, receives a promotion or transfer to another position within the organization (Collini et al., 2015).

Involuntary turnover: Involuntary turnover occurs when the employer initiates the process of termination or dismissal (Al Mamun & Hasan, 2017). Involuntary turnover can also occur when an employee is discharged or let go because of poor job performance, conduct, death, develops health issues that may prevent them from doing their job, or if the employer is downsizing because of budget cuts (Al Mamun & Hasan, 2017; Hussain & Deery, 2018).

Servant leadership: Servant leadership is a type of leadership focusing on serving the needs of others first, while developing relationships, building trusts, and promoting open communication to reach organizational goals with ethical and modest use of power (Dutta & Khatri, 2017).

Voluntary turnover: Voluntary turnover occurs when the employee decides to leave a company (Hussain & Deery, 2018).

Assumptions, Limitations, and Delimitations

Researchers who identify their assumptions, limitations, and delimitations offer future researchers the opportunity to improve their discipline (Brutus, Aguinis, & Wassmer, 2013). Assumptions are statements researchers believe to be true without proof of verification (Berger, 2015). Limitations are potential weaknesses that might impact or

influence the quality of results or clarity of the study (Brutus et al., 2013). Delimitations are boundaries that researchers use to control the scope of the study (Svensson & Dumas, 2013).

Assumptions

According to Berger (2015), when a researcher is conducting his or her study he or she will never be free from assumptions because of the inability to eliminate bias from research in which they are intimately involved. An assumption is what researchers believe to be the truth without substantial supporting research (Grant, 2014). I assumed clinical supply chain managers would have rich data to share. Another assumption was that participants would be honest and would share their real-life experiences during their interview process. I assumed that all participating hospitals would share employee turnover documents as a secondary source. The final assumption was that the servant leadership theory is appropriate and useful for understanding the strategies clinical supply chain managers use to reduce employee turnover.

Limitations

Self-reported limitations are presented during research to bring forth a study's weaknesses (Brutus et al., 2013). Researchers report their limitations by describing weaknesses within their study to offer future researchers direction to possible solutions for their shortcomings (Brutus et al., 2013). The first limitation of this study was exclusive to only clinical supply chain managers in Maryland. The second limitation, the study only involved six community hospitals in the Maryland area. Participants from other geographical areas did not participate in this study. The third limitation involved the

lack of knowledge on behalf of the participant and their inability to provide honest responses about their turnover strategies during the interview process. The fourth limitation involved the potential lack of qualifying and relevant participants.

Delimitations

Delimitations are a set of boundaries and choices that the researcher set when conducting their study (Svensson & Doumas, 2013). Delimitations would be under the control of the researcher. The first delimitation is that I only interviewed participants currently working in a clinical supply chain management position. The second delimitation of my research was the geographic location of the study, Maryland. A third delimitation was that all participants must be currently employed by a community hospital for at least one year. Clinical supply chain managers must have experience in executing employee turnover strategies. A final delimitation of this qualitative multiple case study was that the participant pool would derive mainly from six community hospitals.

Significance of the Study

This study is of value to the practice of businesses within the same industry because this study will provide strategies for business managers to reduce employee turnover. A lack of employee turnover strategies is a potential threat to the business process (Al Mamun & Hasan, 2017). Business leaders could use the results of this study to improve and implement business processes that may cause employees to remain employed with the organization. Community hospitals depend on supply chain professionals to provide consistent and superior service.

Turnover among supply chain employees' affects the ability of the hospital to deliver supplies and provide quality care to the community. This study may add value by providing suggestions on how to improve the performance of clinical logistics of organizations and strengthen the commitment of employees through an increase in retention rates among the supply chain employee population. High employee turnover directly affects the financial performance of organizations; an effective strategy could result in fewer turnovers, and a reduction in the associated costs (Mulki, Caemmerer, & Heggde, 2015). The findings from my study may contribute to positive social change by increasing employees' opportunities for continued employment, so they can maintain health insurance benefits for family members and continue improving their quality of life.

A Review of the Professional and Academic Literature

A professional review was conducted to identify studies on employee turnover and to explore the strategies clinical supply chain managers used to reduce employee turnover within community hospitals. This literature review served as the foundation for exploring reasons for employee turnover in the clinical logistics organizations and in other industries. The literature review focused on the conceptual framework of the servant leadership theory and factors that relate to employee turnover, and perceived strategies managers can implement to help improve the employee turnover rate, employee commitment, and job satisfaction.

The literature review included scholarly journal articles, books, and federal government publications. The following databases provided referenced articles: Walden University Library, Emerald Insight, Sage Journals, Business Source Complete, Google

Scholar, EBSCOhost, and ProQuest Central. The following keywords were used in searches: *employee turnover, turnover strategies, turnover intentions, organizational commitment and turnover, organizational culture and turnover, job satisfaction, healthcare logistics, clinical logistics, employee turnover and healthcare, healthcare logistics turnover, employee satisfaction, servant leadership, supply chain professionals and turnover, supply chain management and turnover, leadership and turnover, servant leadership theory, servant leadership theory and turnover, servant leadership and employee turnover, organizational leadership and turnover, leadership and turnover strategies, and clinical supply chain managers and turnover*. The federal government publications were retrieved from the Bureau of Labor Statistics to gain descriptive statistics on total separations in the United States. The D.B.A. doctoral study rubric and handbook states that researchers must use a minimum of 85% peer-reviewed sources published within 5-years from the date the Chief Administrative Officer (CAO) approves the final study (Walden University, 2016). The literature review consists of 118 peer-reviewed journals and publications, of which 114 (94%) of the journals have a publication date between 2013 and 2018. The remaining 4 (6%) peer-reviewed journals have publications dates between 1970 and 2012. The entire study consists of 188 peer-reviewed journals. Of the total 197 sources referenced, 190 citations from these sources (accounting for 96%) are within the last five years.

Organization of the Literature Review

The objective of this study was to identify strategies that supply chain managers use to decrease employee turnover in clinical logistics organizations. Previously

published research will serve as a foundation for understanding the problem of employee turnover in various industries and geographical locations. Managers looking to implement employee turnover strategies must have an understanding of the components related to turnover. Incorporated in this section are summaries of published findings about how various factors influence employee turnover. The literature review includes the following sections: (a) the background of the servant leadership theory, (b) a description of two additional leadership theories, (c) employee turnover, (d) organizational culture, (e) organizational commitment, (f) job satisfaction, (g) leadership, and (h) turnover strategies that could be employed in the clinical logistics industry to reduce turnover. Sources from various fields of business and management provided an understanding of the factors linked to employee turnover. The following section provides a critical analysis and synthesis of the literature related to this study.

Servant Leadership Theory

Servant leadership is rooted in the biblical teachings of Jesus Christ (Greenleaf, 1977; Sendjaya & Sarros, 2002). Scholars use the theory to explore leadership, to explain how leaders can motivate and develop employees, influence positive employee performance, bring positive organizational change, and provide guidance to meet organizational goals (Jaramillo, Bande, & Varela, 2015; Suifan, Abdallah, & Diab, 2016). Greenleaf (1977) was inspired to develop servant leadership theory while reading a Herman Hesse story about a spiritual pilgrimage entitled *Journey to the East*.

Greenleaf (1977) suggested that servant leaders deliberately chose to place other's needs and aspirations above their own. Servant leadership involves a deliberate act to

transform their followers to grow healthier, wiser, self-directed, and become servants themselves (Greenleaf, 1977). The fundamental shift in servant leadership theory is the shift from *I lead* to *I serve*. Greenleaf originally introduced the concept of servant leadership in an essay titled *The Servant as Leader*. In his thesis, Greenleaf (1977) envisioned a servant leader as a person who desires to be a leader and believes that it is a leader's responsibility to first serve the interests of the individuals they are leading (Overstreet et al., 2014). Greenleaf (1977) suggested servant leadership was a means to enhance and maintain a community of committed individuals.

Various researchers tried to define servant leadership, but the literature revealed that there is no consensus on the definition of servant leadership among practitioners and researchers (Gutierrez-Wirsching, Mayfield, Mayfield, & Wang, 2015; Jorge Correia de Sousa & Van Dierendonck, 2014; Parris & Peachey, 2013). Since Greenleaf (1977) introduced the servant leadership theory, researchers have defined and redefined the characteristics of servant leadership. Gutierrez-Wirsching et al. (2015) suggested that servant leaders: (a) take an active interest in listening to employees; (b) are aware and mindful of subordinates; (c) commit to the growth of subordinates; (d) place community interest over personal interests; (e) strive to understand and empathize with fellow employees; (f) build and maintain communities; and (g) rely on persuasion rather than positional authority in making decisions. Researchers have developed various interpretations of servant leadership, however, Spears (1995) offered the core principles of servant leadership (i.e., listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and

building community) (Jit, Sharma, & Kawatra, 2016). Jit et al. (2016) believed the 10 characteristics of servant leadership are likely to influence the organizations culture, employees' organizational commitment and performance.

Jones (2012) completed a study of 16 organizations and reported that servant leadership had a positive impact on organizational profit, employee satisfaction, and employee performance. Additional studies by researcher such as Yildiz and Yildiz (2016), Jaramillo et al. (2015), and Carter, Bryant-Lukosius, DiCenso, Blythe, and Neville (2014) supported and substantiated the findings of Jones (2012) servant leadership affects profitability, employee empowerment, and job satisfaction (Coetzer, Bussin, & Geldenhuys, 2017; Mahembe & Engelbrecht, 2014). The studies conducted concluded employees are more productive when their leaders utilize the servant leadership principles such as empowerment, stewardship, humility, authenticity, and providing guidance.

Correia De Sousa and Van Dierendonck (2014) delineated the core process of servant leadership for understanding of the effects of servant leadership and employee engagement better while a merger was taking place in an organization of high uncertainty. According to Correia De Sousa and Van Dierendonck (2014), servant leadership is correlated with maintaining employee engagement during an organizational merger process. The benefits resulting from servant leadership are feelings of accomplishment, vigor, and empowerment, which create a sense of identify with both management and the goals of the organization (Correia De Sousa & Van Dierendonck, 2014). Correia De Sousa and Van Dierendonck (2014) observed that a leader who

subscribes to a leader-first philosophy has a higher level of personal drive to acquire material possessions versus a servant leader who places the needs of their followers above their own.

Skilled leadership is one of the major factors of organizational success.

Organizations employ skilled leaders to improve productivity, enhance team effectiveness, and increase their competitive advantage (Mahembe & Engelbrecht, 2014). Researchers and business leaders are now devoting their efforts and attention to servant leadership, as a potential leadership theory to pave the way for organizational success through satisfying the needs of employees (Jit et al., 2016; Mahembe & Engelbrecht, 2014). Mahembe and Engelbrecht (2014) defined a servant leader as someone who desires to serve the needs of others and facilitate the advancement of community among team members of an organization. Developing a strong organizational culture and supporting inspirational leaders may improve organizational performance.

Servant leaders are better at identifying and managing the emotional states of their subordinates (Barbuto, Gottfredson, & Searle, 2014; Coetzer et al., 2017; Davenport, 2014). Emotional intelligence is the ability to identify and understand emotions. Managing and understanding the feelings of others is an important character that leaders should exhibit to lead effective performance. Barbuto et al. (2014) studied the effect of emotional intelligence and servant leadership. The findings confirmed the positive relationship between emotional intelligence and four servant leadership characteristics: (a) altruistic calling, (b) emotional healing, (c) wisdom, and (d) stewardship. Coetzer et al. (2017) and Barbuto et al. found servant leaders who show high levels of emotional

intelligence takes responsibility for their mistakes, forgives others for mistakes, provides honest feedback, and shows empathy in the workplace. The lack of emotional intelligence may impact organizational performance.

Servant leaders present a highly integrated personal code, act ethically, and are capable of recognizing the moral value of actions to promote subordinates personal and professional growth. Greenleaf (1977) founded servant leadership on the idea that leaders must serve first and success with employees will follow. During a systematic literature review of 24 literature reviews, Coetzer et al. (2017) found eight characteristics that reoccurred through the literature. The eight servant leader characteristics identified are (a) authenticity, (b) humility, (c) compassion, (d) accountability, (e) courage, (f) altruism, (g) integrity, and (h) listening. Managers who want to achieve high levels of engagement and decrease dissatisfaction must focus on providing all dimensions of servant leadership.

The principles of servant leadership are (a) prioritizing the employees' needs, (b) giving importance to interpersonal and caring leadership, and (c) inspiring people to engage so they can focus on the organization's goals and outcomes is effective (Irving, & Berndt, 2017). Parris and Peachey (2013) conducted a systematic review on the available literature on servant leadership to evaluate how servant leadership is applied in various organizations. Findings indicated that servant leadership is a practical leadership theory that can be utilized in improving the culture of organizations of varying size and industry (Parris & Peachey, 2013).

Servant leadership is effective in increasing employee well-being, regardless of the environment or context in which it is applied. The review revealed that servant

leadership includes all aspects of leadership, including, ethical, relational, and outcome dimensions (e.g., individual, team, and organizational) (Coetzer et al., 2017; Gunnarsdóttir, 2014; Liden, Wayne, Liao, & Meuser, 2014). Servant leaders' behaviors promote effective working relationships with employees, ensure continuous growth and development, enhance organizational citizenship behavior, and reduce turnover intentions (Coetzer et al., 2017; Irving & Berndt, 2017; Jaramillo et al., 2015). These factors require leaders to take a personal interest in employees' needs to determine concerns related to employee satisfaction. AbuKhoua, Al-Jaroodi, Lazarova-Molnar, and Mohamed (2014) suggested that organizational leaders explore the different strategies to reduce employee turnover. The findings from this study adds to the body of knowledge on servant leadership by addressing some of the common characteristics of servant leadership.

Other Theories Considered

In addition to the servant leadership theory, researchers used several theories to explore employee turnover. The most common theories researchers use to understand employee turnover and employee outcomes include transactional leadership theory and transformational leadership theory. The transactional leadership theory is a style of leadership in which leaders use incentives to motivate employees to perform at a higher level (Washington, Sutton, & Sauser, 2014).

Transactional leadership differs from the servant leadership theory because transactional leaders use a reward system and their power of influence to motivate employees to achieve short-term goals within an organization as opposed to using individualized evaluation and recognition (Trastek, Hamilton, & Niles, 2014).

Researchers who examined the transactional leadership theory found that transactional leaders use contingent rewards such as pay, appreciation, and recognition in order to increase performance (Afshari & Gibson, 2016; Gokce, Guney, & Katrinli, 2014). Some researchers suggested that servant leaders are more efficient than transactional leaders when it comes to valuing their employees (Van Dierendonck, Stam, Boersma, De Windt, & Alkema, 2014; Washington et al., 2014). Leadership behaviors associated with transactional leadership could help manufacturing organizations overcome production challenges and encourage employees in the healthcare organizations while satisfying the employees' physiological needs (Afshari & Gibson, 2016).

Many researchers use the transformational leadership theory as a basis to gain new information and demonstrate effective and supportive leadership to understand employee turnover (Mulki et al., 2015). The studies on transformational leadership indicated high levels of performance relates to higher job satisfaction (Bellé, 2013). The transformational leadership style allows leaders to encourage and transform employees to perform at high levels to achieve the organizations goals without providing rewards (Coetzer et al., 2017). Prior researchers studied the effects of transformational leadership to explain organizational commitment and employee outcomes. Cheng, Bartram, Karimi, and Leggat (2016) observed that transformational leaders have a stronger effect on employees' quality of work life, which in turn reduces the turnover rate, improves productivity and performance, as well as promotes organizational commitment.

Transformational leadership and servant leadership share similarities as compared to transactional leadership (Chan & Mak, 2014; Coetzer et al., 2017; Overstreet et al.,

2014). Transformational leaders focus on building commitment to organizational goals and inspire employees to accomplish organizational goals (Washington et al., 2014). Cheng et al. (2016) recently confirmed that the transformational leadership is an appropriate leadership style for healthcare organizations because transformational leaders tend to have a stronger effect on the functions of teams than individuals. Washington et al. (2014) also compared servant leadership and transformational leadership. Servant leadership principles could be applied even in organizations primarily relying on transformational or transactional leadership. Washington et al. (2014) found that servant leadership is a good alternative to transformational leadership because servant leaders consider the development of the employee to be significant. Comparable to transactional and transformational leadership styles, servant leadership has been shown to relate positively to organizational citizenship behaviors and performance outcomes. This servant leadership theory was incorporated into this study and used as one of the variables because it possessed the following characteristics: a) may encourage clinical supply chain managers to focus on responsibility beyond the hospital's objectives, b) improve the well-being of employees and in the process improve performance and c) create a distinction between other leaders by focusing on the needs or interest of others, which could lead to a reduction in employee turnover rates.

Employee Turnover

Employee turnover continues to attract the attention of scholars and practitioners because of the cost associated with employees leaving the organization (Huang & Su, 2016; Mathieu et al., 2015). Studies on employee turnover, such as the one conducted by

Sun and Wang (2016) and Shaukat, Yousaf, and Sanders (2017) defined turnover intentions as the employees' desire to leave or attempt to leave an organization because there is a better opportunity available. Grissom and Mitani (2016) described turnover intention as the employees' pathway out of the current position or attempt to exit the organization. Employee turnover occurs in every industry resulting in a financial loss, loss of knowledge, and negatively affecting the organization's long-term performance (Al Mamun & Hasan, 2017). Additional research is needed within the area of research pertaining to the employee's experience and the ongoing employee turnover within organizations (Mathieu et al., 2015).

Types of Turnover. Employees leave the organization for various reasons. A variety of employee turnover features are applied to evaluate the cause of employee turnover. Grissom, Viano, and Selin (2015) asserted that the process of employee turnover begins with recognizing that every employee represents different values to the organization. The experiences and values employees have before joining the organization are expected to sustain the organization. Collini, Guidroz, and Perez (2015) discussed four different types of turnover: voluntary vs. involuntary and internal vs. external. Employees who choose to leave their current job refer to voluntary turnover (Collini et al., 2015; Hom et al., 2017). Voluntary turnover is widely studied because it has numerous negative consequences compared to other types of turnover.

Cronley and Kim (2017) noted that voluntary turnover affects job satisfaction, organizational performance, and organizational culture. According to Cahill, McNamara, Pitt-Catsouphes, and Valcour (2015), voluntary turnover decreases when management

provides continual and substantial support to employees within the workplace.

Involuntary turnover is when the employer initiates and decides to discharge or dismiss the employee, and because of this, the employee unwillingly leaves the organization (Cronley & Kim, 2017). Internal turnover occurs when an employee receives a promotion or transfers to a new position within the same company (Collini et al., 2015). External turnover occurs when an employee resigns and finds a new job in a different company (Collini et al., 2015).

According to Al-Emadi, Schwabenland and Wei (2015) employee turnover consists of these four types of turnover: (1) functional, (2) dysfunctional, (3) avoidable, and (4) unavoidable. Functional turnover occurs when top performing employees remain with the organization while low performing employees leave the organization (Al-Emadi et al., 2015; Strojilova & Rafferty, 2013). Although, dysfunctional turnover occurs when low performing employees' stay and high performing employees or employees who have difficult to replace skill sets leave the organization (Al-Emadi et al., 2015; Hom et al., 2017; Strojilova & Rafferty, 2013). High performers add value to the organization, but their decision to leave disrupts daily operations. Low performers who decide to leave the organization provide an opportunity for the employer to hire experienced employees.

Eighty-three percent of top performing employees quit their job because of the lack of leadership support and professional development within the organization (Strojilova & Rafferty, 2013). Sources of avoidable turnover include employees leaving because of insufficient pay, poor working conditions, or poor leadership style within an organization (Bilau, Ajagbe, Sholanke, & Sani, 2015). Unavoidable turnover is

unpreventable because employees leave the organization because of life decisions such as medical reason, moving to a new area, retirement, or transferring to accompany a spouse (Al Mamun & Hasan, 2017; Bilau et al., 2015). Some employees may inform management that they are leaving to keep a positive relationship with the organization.

Abdulsalam et al. (2015) found that the advantage to employee turnover is that organizations can terminate unproductive employees but Abdulsalam et al. also added that the loss of any employee causes additional work stress and lowers motivation for the employees that remain behind. Lim, Loo, and Lee (2017) agreed with Abdulsalam et al. reporting sometimes employee turnover does not always affect the organization, as poor performers are likely to be replaced by better performers. Though employee turnover creates an opportunity for the organization, when turnover occurs it will always affect the organization financially. Leaders who are aware of what causes employees to leave can develop strategies to prevent employee turnover (Anvari, JianFu, & Chermahini, 2014).

Employee turnover of any type has different causes and effects. All forms of employee turnover not measured by management can result in increased expenses, loss of productivity, and performance (Holtom & Burch, 2016). The effects of employee turnover can also create a negative image of the organization (Burke, Koyuncu, Ashtakova, Eren, & Cetin, 2014). By understanding the common types of employee turnover, managers can reflect on the related issues and improve the rate of employee turnover.

Cost of Turnover. When employees decide to transfer, leave or are pushed out, companies experience financial loss. The average cost of turnover in some community

hospitals may range from \$10,098 to \$88,000 depends on the size of the organization and employee type (Kurnat-Thoma, Ganger, Peterson, & Channell, 2017). Researchers discovered that the cost of employee turnover differs by the organization and continues to rise (Dechawatanapaisal, 2017; Mathieu et al., 2015).

Two types of turnover are direct and indirect. Direct cost includes advertising, recruiting, interview and background screening, sign-on bonuses, and termination payouts (DeConinck & DeConinck, 2017; Fisher & Connelly, 2016). According to Aldatmaz, Ouimet, and Van Wesep (2018), the cost of hiring and training a new employee ranged from 150-175% of the employee's annual salary. Indirect costs are associated with areas such as, customer service interruptions, the time needed to train the new employee, and loss of productivity from other employees filling in for vacant positions (Al Mamun & Hasan, 2017; DeConinck & DeConinck, 2017). Indirect costs of turnover are unavoidable because of low productivity among the population of new employees and the decrease in employee morale and group productivity that turnover imposes (Fisher & Connelly, 2016).

Leaders should be mindful of factors associated with the cost of employee turnover. Fisher and Connelly (2016) considered the cost and benefits of hiring contingent workers to identify which type of employment could help minimize the cost of employee turnover. Contingent labor, also known as contingent employment, consists of employees who serve as temporary agency workers, consultants, self-employed, or independent contractors (Fisher & Connelly, 2016). They found that out of the four types of work arrangements, independent contractors were the most cost-effective for

maintaining the turnover average and improving performance. Fisher and Connelly also noted that supply chain managers should carefully consider implementing a workplace transition plan to help make decisions about the use of contingent workers to balance the cost of employee turnover and the value of performance and organizational citizenship behaviors.

From a different perspective, Li (2017) suggested that in addition to the cost of employee turnover some scholars classify turnover cost as tangible and intangible. Some of the tangible costs of employee turnover include (a) vacancy cost, (b) training cost, (c) replacement cost, and (d) intangible costs include the loss of knowledge and skills, loss of production, loss of business opportunities, and customer loss (Li, 2017). The costs organizations incur when losing a skilled employee is high and affects the organization's success and effectiveness (Nichols et al., 2016). The cost of turnover among clinical supply chain professionals impacts the ability to function as a team. Goffnett, Cook, Williams, and Gibson (2012) examined career choice factors in relation to supply chain management career satisfaction and contended that the cost of turnover among supply chain professionals deserves the attention of leading supply chain leaders and exploration.

Turnover Intention. Organizational leaders are responsible for developing and improving the employee workforce to its full potential to help lower employee turnover (Van den Heuvel et al., 2017). The additional cost of employee turnover is not quantifiable. Some of the factors, which influences an employee to search other employment opportunities are: (a) career development, (b) job satisfaction, (c)

performance, (d) promotional opportunities, (e) management involvement, (f) employee-employer relationship, (g) feelings of being powerless, (h) work-life balance, and (i) aspirations (Al-Emadi et al., 2015). Other sources of higher turnover intention are because of organizational reasons such as poor communication, poor recruitment practices, organizational instability, and lack of recognition (Nahar, Islam, & Ullah, 2017). Turnover intentions are factors that influence the employee's action to quit (Dutta & Khatri, 2017). Turnover intentions are a strong indicator of projected turnover rates.

Van den Heuvel et al. (2017) argued that turnover intention is a cognitive process that employees go through when contemplating whether to leave an organization. Lim et al. (2017) described the cognitive process in four ways: (1) evaluation of the current job position, (2) assessment of the level of satisfaction with the job, (3) consideration of the cost and consequences of actually leaving, (4) review of other available jobs to compare the cons and pros to their current job position, and (5) the decision to either stay in their current position or transition from turnover intent to actual turnover.

Organizational leaders need to understand why employees leave their organization for different opportunities and benefits (Hussain & Deery, 2018). Dechawatanapaisal (2017) analyzed organizational embeddedness and employee turnover. Researchers defined organizational embeddedness as the number of connections with other employees, the fit or comfort level within the organization, and the beliefs about what the employee would have to sacrifice if they decide to leave the organization (Hom et al., 2017). Leaders use organizational embeddedness strategies to increase employee commitment, effectiveness, and employee performance.

Dechawatanapaisal (2017) assessed the attitudes and preferences of 422 healthcare professionals using a confirmatory factor analysis model and structural equation modeling as a primary method for testing the association between organizational embeddedness and employee turnover. Results indicated organizational embeddedness is negatively related to employees' intention to leave and actual turnover. Further modeling results showed that the three components of quality of work-life (e.g., career opportunities, work-life balance and job characteristics) was a predictor of organizational embeddedness.

Dechawatanapaisal (2017) suggested that leaders that increase the antecedents of organizational embeddedness in the workplace would reduce turnover intentions and actual turnover. Likewise, Marasi, Cox, and Bennett (2016) suggested manager's concentrate on job embeddedness among employees because job embeddedness might help create a positive situation such as lowering employee turnover within organizations. Conversely, Mosadeghrad (2013) used a cross-sectional, descriptive and correlational design and survey data from 608 hospital employees did not identify organizational embeddedness but instead identified nine dimensions of quality of work-life as the driver behind an employee's intention to stay or leave the organization.

Nazir, Shafi, Qun, Nazir, and Tran (2016) examined the mediating effects of various intrinsic, social and extrinsic rewards on the relationships between employee commitment and turnover intentions in the Chinese organizations. The survey consisted of 202 employees working in the Chinese public-and-private sectors. The collected data was analyzed using the structural equation modeling (SEM). When measuring extrinsic,

social, intrinsic rewards, organizational commitment and turnover intention, Nazir et al. applied the five-point Likert scale (5 = strongly agree to 1 = strongly disagree), four-item scale, five-item scale, three-item scale, and six-item scales to assess the reliability and validity of the scales. Nazir et al. found that commitment is negatively correlated with employee turnover intentions. The results also indicated that the provision of extrinsic benefits, leadership support, employee support, autonomy, training and participation in decision making has a significant impact on employee's commitment.

Organizational leaders should use the Herzberg's intrinsic and extrinsic factors of work to understand and manage employee job satisfaction (Goffnett, Divine, Williams, & Cook, 2013). Kim (2015) established that turnover intentions could lead to alienation, loss of identity, lower job satisfaction, decreased organizational commitment, and emotional exhaustion. Kim also reported that a combination of both intrinsic and extrinsic motivation is essential and could help managers' lower turnover rates and increase retention among the employees. Several scholars such as Goffnett et al. (2013), Kim (2015), and Nazir et al. (2016) provided reviews about the association between turnover intentions, organizational commitment, and job satisfaction, but these researchers did not reveal a consistent theme on which of these factors had a stronger influence on decreasing employee turnover intention.

In addition to the discussion about which factors increased or decreased turnover intention, Tsai, Huang, Chien, Chiang, and Chiou (2016) established the connection between the number of work hours and intention to leave, indicating that long work hours contribute to the turnover rate. Tsai et al. collected data from 2,423 physicians working in

hospitals in Taiwan also noted that higher pay did not stop the employees' intent or desire to leave the hospital because of long work hours. Fatima (2016) conducted a study to explore the impact of organizational culture and job satisfaction. The results indicated that organizational culture has a significant impact on job satisfaction and turnover intentions. Employees who have trouble adapting to the culture of an organization are flourish and perform to their best; therefore, having a significant impact on the employee's and organization's performance (Fatima, 2016). Organizational culture is directly linked to employee performance and is necessary to obtain organizational success.

Managers must focus more on developing and inspiring employees to accomplish organizational goals. Washington et al. (2014) emphasized that active and effective leadership involves communication, which affects employee behavior. Communication allows managers to create a working environment that encourages employees to work and perform as a team. Cho and Poister (2014) asserted employees leave their job when there is a lack of communication and trust with management. Chan and Mak (2014) indicated that organizational trust mediated the relationship between servant leadership and job satisfaction, as well as employees with trust in their leaders had higher job satisfaction. If leaders in organizations can understand organizational trust factors, organizational leaders could potentially help improve communication, trust, leadership practices, and organizational performance. Shaukat, Yousaf, and Sanders (2017) noted that relationship conflict also affects turnover intentions. When employees experience any conflict with management and other employees' turnover intentions arise when there is an unresolved

conflict. Managers should assist with conflict resolution because unresolved conflict may lead employees to cut off their social ties and disengage uncaring attitude that decreases their contextual performance (Shaukat et al., 2017).

Lu and Gursoy (2016) indicated in their cross-sectional quantitative study analyzing the impact of job burnout, job satisfaction, and turnover intention across three generations that generational differences might affect how employees value their jobs and such variance may lead to work-related outcomes (e.g., job satisfaction and turnover intention). Yarbrough, Martin, Alfred, and McNeill (2016) determined that the factors such as age, family, and experience impacts the employees' decision to remain with the organization. Researchers have recognized that job satisfaction, and turnover intentions are not the same for every generation (Anderson, Baur, Griffith, & Buckley, 2017; Yarbrough et al., 2016). Organizational leaders who understand generational needs and differences in the workplace can expect increased employee productivity, strengthen job satisfaction, organizational commitment, and decreased turnover intent (Anderson et al., 2017; Hillman, 2014). Most of the research on employee turnover focuses on job satisfaction, organizational culture, organizational commitment, leadership, and turnover intentions because of the inability of employees to identify with the organization's mission and perform to the highest standard (Cronley & Kim, 2017; Mathieu et al., 2015). According to the existing literature, scholars found that each of these factors can affect the employees work performance.

Organizational Culture

Many researchers have completed studies on organizational culture and revealed how it affects many dimensions including the satisfaction of employees at work and employee engagement (Cao, Huo, Li, & Zhao, 2015; Cascio, 2014; Chen & Manning, 2015). Researchers have examined the topic of organizational culture from a range of angles, especially in the employee turnover literature. Turan and Bektas (2013), for example, defined organizational culture as a process that involves many variables (i.e., language, authority structure, habits, economy, technology, and influence). Turan and Bektas also noted that the formation of a culture dependent on the level of interaction among a group of individuals.

Belias and Koustelios (2014) argued that organizational culture refers to shared beliefs, assumptions, and values which guide the employees' behavior within an organization. Culture conveys a sense of identity in organizations through the values, practices, and norms that determine the way employees and leaders conduct business in an organization (Fatima, 2016). Specifically, organizational culture is shaped by traditions continuously shared among all employees for organizational effectiveness. Organizational culture is difficult to define (De Bono et al., 2014). De Bono et al. stated that various researchers tried to define organizational culture and determine its key components, however, organizational culture is widely accepted as learned behaviors. Chen and Manning (2015) noted that organizational culture forms when employees' work independently as well as collectively to achieve the organization's goals. Hartnell, Kinicki, Lambert, Fugate, and Doyle Corner (2016) reported that organizational culture

consists of a combination of conditions such as standards, norms, and values, which are exhibited and encouraged by management. Leadership behaviors and practices are factors within the organization's culture that promotes job satisfaction, organizational performance, and commitment (Belias & Koustelios, 2014).

Managers must strive to create a working environment useful to a culturally diverse workforce (Hillman, 2014). Employees that do not connect their values and ideals with the culture of an organization are likely to develop a turnover intention (Correia de Sousa & van Dierendonck, 2014). The disconnect between employee population and the organization's culture impacts the employees' level of commitment and perception because of the sense of loss of identity with the organization (Mulki et al., 2015). Cao et al. (2015) found a positive correlation between organizational culture and the supply chain integration process. The results indicated that managers should use open channels of communication to encourage a culture of teamwork and to accelerate the supply chain integration process.

Because limited information is available from studies about employee turnover in the supply chain industry (Maloni, Campbell, Gligor, Scherrer, & Boyd, 2017). Gómez-Cedeño, Castán-Farrero, Guitart-Tarrés, and Matute-Vallejo (2015) suggested that organizational leaders and human resource personnel focus their efforts on commitment among and with supply chain professionals managing and operating business processes because a lack of organizational culture can directly and indirectly influence supply chain performance. Managers can evaluate organizational culture by many dimensions, resulting in different outcomes producing different or similar results. Organizational

culture has visible and invisible dimensions. According to Jacobs, Mannion, Davies, Harrison, Konteh, and Walshe (2013) and Cherlin, Curry, Thompson, Greysen, Spatz, Krumholz, and Bradley (2013), organizational culture can manifest at both the visible and invisible levels. Visible dimensions or surface manifestations of organizational culture include visible symbols, slogans, behaviors, stories, dress, and settings. Invisible aspects of culture include beliefs, feelings, assumptions, underlying values, and attitudes (Fatima, 2016).

Jacobs et al. (2013) determined that a leader's willingness to communicate, be flexible, listen to employees, and remain mindful of employees creates a positive organizational culture. Given that these characteristics are fundamental to servant leadership, an organizational culture providing these attributes to employees will foster a positive work environment (Jacobs et al., 2013). There is a strong relationship between organizational culture and the leadership structures in an organization, and the management of organizational culture is an important leadership function (Jacobs et al., 2013; Jit et al., 2016). Researchers throughout the years have used organizational culture as a variable in studies to examine relationships associated with organizational effectiveness (Hartnell et al., 2016).

According to Fatima (2016), organizational culture impacts employee performance and perception. When considering the relationship between organizational culture and organizational outcomes, managers must consider evaluating the organization's culture (Cao et al., 2015). Researchers have examined various types of organizational culture (Chen & Manning, 2015). Organizational culture plays a

significant role to determine the success of the company (Abdulsalam et al., 2015).

Consequently, managers need to know how to identify and align the existing culture with the needs and goals of the organization. Belias and Koustelios (2014) identified four types of organizational cultures for assessing culture types and diagnosing organizational effectiveness, which are: (1) clan culture, (2) hierarchy culture, (3) market culture, and (4) adhocracy culture.

Organizations with a clan type culture share employee knowledge through trust, teamwork, communication, and collaboration (Heritage, Pollock, & Roberts, 2014). When employees identify with one another's traditions, they are more proactive, committed, and engaged in their work. The leaders in this type of cultural organization are mentors, facilitators, and team builders (Fatima, 2016). The hierarchy culture includes structural and formal rules for maintaining order in the organization (Heritage et al., 2014). The leadership practices are considered to demonstrate organizing, coordinating, and observing effectiveness. They emphasize the long-term importance of stability, predictability, and efficiency. Market culture exist within results-driven organizations and the employees within are competitive and goal oriented (Belias & Koustelios, 2014). The leaders within these organizations are concerned with reputation, competition and the success of measurable goals. According to Belias and Koustelios (2014), the adhocratic culture focuses on creativity and innovation. Employees within an organization with an adhocratic culture are risks takers and the leaders are continuously looking to make changes and improvements to ensure the company meets the needs of their customers and remain competitive within the industry (Fatima, 2016).

Various studies in different industries and countries revealed that organizational cultures had a positive effect on commitment and job satisfaction (Belias & Koustelios, 2014; El-Nahas, Abd-El-Salam, & Shawky, 2013; Faitma, 2016). Organizational cultures based on organizational justice, unity, socialization, rewards, and other organizational practices are likely to produce high levels of employee commitment (Gokce et al., 2014). Jit et al. (2016) assessed the importance of organizational culture and how the characteristics and behavioral patterns of servant leadership could positively impact the organization's culture.

El-Nahas et al. (2013) conducted a study with 455 participants who were employees from Egypt and identified activities that directly influence job satisfaction including leadership behaviors and organizational culture. El-Salam et al. also found a positive relationship between adhocracy type and hierarchal type of organizational culture and employees' job satisfaction. El-Salam et al. indicated organizational culture is linked to higher levels of performance and commitment. Researchers demonstrated that turnover intentions and actual turnover are affected by organizational culture and employee satisfaction (Hernandez, Stanley, & Miller, 2014; Mulki et al., 2015; Mosadeghrad, 2013; Tong, Tak, & Wong, 2015). Organizational leaders must recruit and hire employees willing to embrace the organization's culture, mission, values, and ideas (Strojilova & Rafferty, 2013). According to Jacobs et al. (2016), continuous communication among an organization's culture has a positive impact on turnover intentions and the turnover rates. Vasquez (2014) concluded that a combination of

leadership strategies to manage problems with a communicated culture works toward an improved employee turnover rate.

Organizational Commitment

Organizational commitment is another key component to addressing the employee's level of commitment to an organization or team (Strojilova & Rafferty, 2013). Belias and Koustelios (2014) suggested that the measurement of organizational commitment allows researchers and managers to identify how well an employee identifies with the organization. Researchers previously found that organizational commitment from the organization is necessary for implementing the long-term sustainability of organizational activities and for determining the organization's success (Nazir et al., 2016; Shaukat et al., 2017).

Hanaysha (2016) defined organizational commitment as the individual's desire to maintain employment with the organization. Hanaysha described employees emotionally attached or loyal to an organization. Employees who become committed enjoy being part of the organization, believe and accept the organization's goals and values, and are more productive and accountable (Amdan, Rahman, Shahid, Bakar, Khir, & Demong, 2016). Similarly, El-Nahas et al. (2013) viewed organizational commitment as an active relationship with the organization in constant need of development.

Organizational commitment is important because replacing employees is expensive (McCallum, Forret, & Wolff, 2014). Scholars have identified three components of organizational commitment: (1) affective, (2) normative, and (3) continuance (Amdan et al., 2016; Afshari & Gibson, 2016; Joung, Goh, Huffman, Yuan,

& Surles, 2015). Affective commitment applies to employees who identify with, are involved in, and feel emotionally attached to the organization (Joung et al., 2015). Top, Akdere, and Tarcan (2014) noted that employees who demonstrate high effective commitment levels benefits the organization because they are willing to learn, grow, and compete. Employees with strong normative commitment have a passion for their work and the organization (Yahaya & Ebrahim, 2016). Continuance commitment refers to the employees' desire to remain a member of an organization because he or she is aware of the costs and risks associated with leaving the organization (Yahaya & Ebrahim, 2016).

Employees with high levels of continuance commitment will enjoy the benefits related to the job but will wait until they can find a more suitable position. Consequently, organizational commitment is regarded as a psychological state that consists of different levels of commitment (Strojilova & Rafferty, 2013). According to Afshari and Gibson (2016), regardless of the high or low levels of these three components of organizational commitment, all are related to employee performance. Donia, Raja, Panaccio, and Wang (2016) added understanding to the reasons why the employees' level of commitment changes helps managers develop strategies for reducing employee turnover, which may also help increase employee commitment.

According to Faloye (2014) organizational commitment is a predictor of turnover intentions. Faloye also revealed the results of all three components of organizational commitment on turnover intentions. The findings showed a positive relation between affective and continuance commitment while normative commitment had a weaker but significant effect; however, continuance commitment had no significant effect on intent

to leave. Neelam, Bhattacharya, Sinha, and Tanksale (2015) stated that of the 218 information technology professionals in India that high affective commitment influenced employees' career decisions in the workplace because of their commitment to their family and stake in the organization. Teimouri, Izadpanah, Akbariani, Jenab, Khoury, and Moslehpour (2015) stated that affective commitment is an important factor of organizational commitment compared to normative and continuance because affective commitment is robust and consistent to predict many consequences such as understanding task characteristics, job satisfaction, and turnover decisions.

Increased performance and high levels of organizational commitment results in improved employee tenure, higher job satisfaction, reinforces the feelings of belongingness, achievement of the organization's goals, and lowers turnover (Hanaysha, 2016). Chan and Mak (2014) conducted a survey of 218 employees working in a service-oriented private company in China indicated that organizational trust mediated the relationship between servant leadership and job satisfaction, and that employees who trusted their leaders had higher job satisfaction. Demirtas and Akdogan (2014) in their study of 447 employees in the aviation industry assessed the degree to which perceived ethical leadership behaviors work collaboratively with ethical climate, turnover intention and affective commitment of employees. Ethical or unethical leadership behaviors can affect the employee's commitment to leaders, the organization, and their intention to remain with the organization. The findings of Weng (2014) indicated that through the process of ethical leadership behaviors, employees' are more committed to the organization's goals, mission, and vision adopted by their leader. A need exists for

leaders to maintain working relationships with their employees so to be committed and involved in their work.

Job Satisfaction

In addition to organizational commitment, employee (job) satisfaction is another key reason why many employees develop intentions to leave their job (Hom et al., 2017). Job satisfaction is the strongest predictor of turnover intentions and actual turnover in all organizations (Bilau et al., 2015). Job satisfaction is defined as the internal state and the total well-being of an employee at work (Lim et al., 2017). According to Bilau et al. (2015), job satisfaction refers to the employees' positive or negative attitude, which could result in the employee feeling satisfied or dissatisfied with their job.

According to Tomažević, Seljak and Aristovnik (2014), employee job satisfaction is contingent on internal and external organizational factors such as: (a) personality, (b) salary, (c) promotions and reward systems, (d) leadership, (e) organizational culture, (f) professional development activities, and (g) working conditions affected job satisfaction. Nahar et al. (2017) suggested that the disagreement between promised and received outcomes leads to employee dissatisfaction. Employee dissatisfaction leads to employees leaving the organization, absenteeism, negligence, low performance, and a decline in morale (Tomažević et al., 2014). Employees with a high level of job satisfaction increased performance and contributed to the success of the organization (Mafini, 2014). Job satisfaction consists of different levels determined by various motivators, and each employee reveals various reaction and behaviors toward the organization (Belias &

Koustelios, 2014). Higher job satisfaction combined with motivators remains important to the growth of employees (Van Dierendonck & Patterson, 2014).

Based on a survey of one hundred and sixty employees, Boon and Biron (2017) discovered that person-environment fit is positively related to organizational commitment, job satisfaction, and turnover. Two types of person-environment are person-organization, the match between the employee and the organization, and person-job fit, the match between the employee and the job (Boon & Biron, 2017). When the level of job satisfaction is high employees are likely to adapt to the organization's culture, but when the employee's job satisfaction level is low, they are likely to leave the organization in the hope of finding a job that match (Rivkin, Diestel, & Schmidt, 2014). When employees identify with an organization's environment and culture, they experience higher levels of satisfaction and are more committed.

Employees who feel a sense of achievement, job stability, and work-life balance are significant factors in job satisfaction (Van den Heuvel et al., 2017). Mosadeghrad (2013) indicated expected outcomes like pay, promotions, teamwork, and participation in decision-making, communication influence job satisfaction. Welty, Peachey, and Burton (2017) found that servant leadership enhances the satisfaction of followers. Satisfaction is a psychological need, and satisfied followers tend to have a higher sense of well-being.

The findings from Kumar, Dass, and Topaloglu's (2014) indicated that job satisfaction and dissatisfaction levels are different across subgroups of employees. Employees leave the organization when their threshold level of satisfaction reaches 100%, and uncertainty surrounding turnover intentions falls beneath zero (Kumar et al.,

2014). An employee threshold level of satisfaction model provides a way for leaders to observe and study turnover behaviors of employees. Low levels of job satisfaction can lead to many negative consequences on the stability of operations, the quality of service management, engagement, organizational commitment, and employee job satisfaction (Bello, Ajayi, & Asuzu, 2018). When an employee is satisfied and committed to their job he or she will exhibit no turnover intentions (Kumar et al., 2014). Organizational leaders should distinguish the effective motivators on job satisfaction. Organizational leaders should recognize effective motivators that increase level of job satisfaction and determine the cause of lower levels of job satisfaction to help reduce turnover.

Leadership

The leadership style of an organization's management team is important because they communicate, empower, and shape the employees perceptions (Nazir et al., 2016). The ability of a leader to communicate and empower employees is important when transforming the lives of employees (Yahaya & Ebrahim, 2016). Yahaya and Ebrahim revealed that effective leadership is likely to reduce employee turnover intentions.

Hohenstein, Feisel, and Hartmann (2014) revealed that the employee's perception of leadership have a positive relationship with their job satisfaction. Leadership support contributes to improved organizational commitment, job satisfaction, and reduced turnover (Belias & Koustelios, 2014; Hartnell et al., 2016; Hayward et al., 2016). According to Hohenstein et al. (2014), when leaders lack the skills, training, and tools to manage employees' effectively the organizations' employee turnover rate increases. Valentine, Nam, Hollingworth, and Hall (2014) suggested that managers should always

consider their actions because employees perceive their actions, as important. Ethical and unethical behaviors displayed by managers have different effects on employees, which affect employee job satisfaction levels and turnover intentions because managers can influence the behaviors of employees (Valentine et al., 2014). Weng (2014) added that a correlation exists between ethical leadership and leader integrity, trustworthiness, fairness, and concern for employees. Ethical leadership has a significant impact on the attitudes and commitment of employees (Demirtas & Akdogan, 2014).

A leadership approach that communicates trust can improve the employees' relationship and generate positive responses from the employees, which reduces turnover intentions (Dutta & Khatri, 2017). When leaders do not value employee empowerment, collaboration, decision-making, and are unwilling to listen to and respond to the employee's need, the morale of the organization is diminished (Hartnell et al., 2016). Al-Emadi et al. (2015) indicated that stress caused by management impacts turnover intentions. Similarly, Shaukat et al. (2017) examined the consequences of relationship conflict among employees. Shaukat et al. validated employees attributed relationship conflict (e.g., stress, burnout, frustration, poor task performance, lack of team satisfaction, reduced productivity, unpredicted behaviors, with management and organizational culture). Organizations in which leaders perceive themselves as servants have higher levels of organizational trust and employee satisfaction (McCann, Graves, & Cox, 2014).

Demirtas and Akdogan (2014) discussed the importance of communication as a key to sharing organizational values. Leaders in organizations should communicate

honestly and should create an organization that involves employees so they can add value to the organizations culture (Rivkin et al., 2014). Leaders who do not allow their employees to voice their ideas in the practice of participation are self-focused (Fatima, 2016). Self-focused leaders do not value employees' opinion or concerns; therefore, employee dissatisfaction increases and financial stability decreases (Fatima, 2016; Mulki et al., 2015).

According to Lim et al. (2017), a well-balanced communication system between managers and employees can reduce turnover intentions. Leader's communication skills can impact employees' perception of leadership, and their relationships within the organization are critical when considering turnover intentions (Gómez-Cedeño et al., 2015; Mosadeghrad, 2013). In addition to communication, knowledge and experience impacts performance. Wilson-Wünsch, Beusaert, Tempelaar, and Gijsselaers (2015) concluded that experienced leaders' are knowledgeable of their position and responsibility enhances organizational performance, which is a factor for organizational success (Wilson-Wünsch et al. 2015). Katsikea, Theodosiou, and Morgan (2015) confirmed that knowledge and experience positively affect employee performance. The lack of organizational support, unethical behaviors, experience, and communication are contributing factors that influences turnover intention.

Leadership is an essential factor in developing and maintaining job satisfaction and depending on the style, affects the factors that influence the degree of satisfaction. When employees are satisfied with their position, they begin to gain organizational trust, which is key component of servant leadership (Gunnarsdóttir, 2014). Servant leadership

enhances organizational citizenship behavior (OCB) and team effectiveness (Mahembe & Engelbrecht, 2014). These factors are critical to organizational success. By focusing on subordinates, managers can create an environment of OCB and team effectiveness (Mahembe & Engelbrecht, 2014). The servant leadership style positively impacts employee and organizational performance (Newman, Schwarz, Cooper, & Sendjaya, 2017). Van Dierendonck and Patterson (2015) noted that the attitudes of leaders influenced the attitudes of subordinates, servant leadership was found to enhance empowerment and stewardship.

Several scholars indicated that reducing employee turnover intentions and actual turnover is challenging and requires continuous research (Al-Emadi et al., 2015; Lu, Lu, Gursoy, & Neale, 2016; Nahar et al., 2017). Other scholars found that leaders are having trouble reducing employee turnover because high performing employees are always looking for better job opportunities (Al Mamun & Hasan, 2017; Hom et al., 2017). Several different factors and causes of turnover intention among experienced workers exist, but the focus of this present study is to identify strategies managers can use to reduce employee turnover.

Turnover Strategies

Organizational leaders are required to invest time and resources to mitigate turnover among professionals (Cascio, 2014). Implementing an effective turnover strategy is important for any organization to help reduce financial challenges related to employee turnover. Researchers are not concerned only with the factors of employee turnover but also with the development of management strategies to reduce employee

turnover (Hom et al., 2017). Most research results disclosed that managerial practices likely to promote employee turnover (Kurnat-Thoma et al., 2017).

According to Ralston, Blackhurst, Cantor, and Crum (2014), properly developed strategies can increase productivity in the organization and improve organizational effectiveness. Ralston et al. also expressed that employees can easily identify what is important to the organizations based on the implemented strategies. Turnover strategies are only effective when strategies align with the organization's value (Tong et al., 2015). Organizational leaders have higher turnover rate when turnover strategies are not implemented (Harrison & Gordon, 2014).

Several studies have addressed turnover strategies managers can use to decrease turnover in the workplace. Kurnat-Thoma et al. (2017) recommended that managers provide training opportunities for their employees to increase their performance and confidence in their abilities. Nahar et al. (2017) found that implementing an effective training program influences the employee's decision to apply increase commitment. Training programs improves the employees' knowledge, encourages knowledge sharing, challenges top performers, and keeps employees engaged (Dubey & Gunasekaran, 2015; Hanaysha, 2016; Lu et al., 2016; Nahar et al., 2017).

Organizations cannot remain competitive if the company continues to lose valued employees (Lim et al., 2017). To decrease the cost associated with turnover, managers should implement a performance-based rewards program to recognize employees for their achievements (Top et al., 2014). Nazir et al. (2016) identified recognition and rewards as a motivational driver to boost organizational commitment. Abdulsalam et al.

(2015) found that employees were more committed to an organization when a combination of pay, promotion, bonus, and other types of rewards are available to them.

Another strategy used by managers to retain top performing employees include (a) proper recruitment, (b) proper selection of employee, and (c) strong managerial relationships (Kaliannan & Adjovu, 2015). Managers directly involved in the recruitment and retention efforts within an organization can participate and have a significant effect on quality outcomes and reduce operational costs for organizations (Montgomery & Oladapo, 2014). Hom et al. (2017) recommended that leaders implement a validated selection process, such as biodata, to screen out employees likely to leave. A manager's behavior can help decrease the turnover rate by developing relationships with their employees (Hayward et al., 2016). Other scholars discovered that employee mentorship programs are an opportunity to assist younger employees to take on responsibilities, strengthen commitment and productivity (Coetzer et al., 2017; Lu et al., 2016).

As a strategy to reduce employee turnover, Dechawatanapaisal (2017) reported that the quality of life and the employees' intent to remain with an organization was based on offering employees intrinsic resources such as growth opportunities and a healthy and caring work life environment. The quality of work life as a management strategy is essential for organizations to continue to attract, motivate, and retain employees (Dechawatanapaisal, 2017). Other strategies used throughout the literature include: (a) family-friendly policies, (b) keeping productive employees engaged, (c) recognition of birthdays and professional recognition, (d) providing employees with knowledge and opportunities for future positions, and (e) profit sharing helps improve

turnover intentions (Lu et al., 2016; Zhou & Miao, 2014). Al-Emadi et al. (2015) and Kurnat-Thoma et al. (2017) noted employee needs vary and management should carefully monitor all turnover strategies used within the organization to ensure that the strategies are effective.

Transition

Revealing successful strategies implemented by clinical supply chain managers can help reduce turnover while improving performance and profitability. In Section 1, I explained and identified the need to solve an organizational problem such as employee turnover and revealed strategies that some managers use to decrease employee turnover. Section 1 also includes the background of the business problem, problem statement, and the purpose statement. I described and justified the nature of the study, defined my central research question, which aligns with my interview questions. I documented the conceptual framework, operational definitions, assumptions, limitations, delimitations, and significance of the study. The literature review included an intensive review of the academic and professional literature on the theory of servant leadership and current research relevant to employee turnover to gain an in-depth understanding of the business problem.

Section 2 of this study includes a restatement of the purpose statement, provides details of my role as a researcher, and explains the recruitment processes for finding study participants. Section 2 includes the research method and qualitative designs, which expands the nature of the study provided in Section 1. I conclude with the population, sampling, the importance of ethics for conducting research, reliability and validity, and

the data collection process. Section 3 of this study reveals the results and responses from interviewees. Section 3 also provides the recommendations for future research and addresses employee turnover strategies to improve business practice.

Section 2: The Project

In the clinical logistics setting, the organizational cost of employee turnover ranges from 20% to 150% of an employee's annual salary (Goffnett et al., 2012). The lack of employee turnover strategies in the clinical logistics community prevents clinical supply chain managers from achieving high employee retention percentages, as well as other desired operational and financial results. Clinical supply chain leaders in support of turnover strategies can present opportunities to improve a hospital's marketplace position as a preferred community hospital (Volland, Fügener, Schoenfelder, & Brunner, 2017). Leaders should provide turnover strategies to minimize the threat of supply chain professionals leaving the organization (Overstreet et al., 2014). Section 2 contains a detailed description of the following: my role as the researcher in this study, the participant selection process, research methods and design procedures, population and sampling, ethical research, data collection instruments, data collection techniques, data organization techniques, and reliability and validity of the study.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies that supply chain managers use to decrease employee turnover in clinical logistics organizations. The targeted population consisted of six clinical logistics supply chain managers working in six community hospitals located in Maryland who have implemented successful strategies to decrease employee turnover. When the turnover rate is low, employees are much happier and are more likely to contribute effectively to their local community (Khan & Aleem, 2014). The implications of this study for positive

social change include the potential to offer supply chain managers and professional's business strategies that they can apply to improve healthcare outcomes such as quality of life and quality of care for citizens living in Maryland. The findings may assist efforts to decrease patients' length of stay so that they can return to the workforce as productive citizens, thus increasing productivity within their community.

Role of the Researcher

My role as the researcher in the data collection process is to gather, observe, organize, and evaluate reliable and valid information (Collins & Cooper, 2014). I did collect data to evaluate in detail the strategies that clinical supply chain managers use to reduce employee turnover and how these strategies affect organizational success. My professional experience includes serving in the U.S. Navy as a logistics supply chain specialist for 11 years and working as a senior logistics consultant for 5 years in the private sector. I became familiar with the topic of this study during my last 3 years working in the U.S. Navy, when I served as a logistics supply chain professional at the Naval National Medical Center in Bethesda, Maryland. I conducted this study in the state of Maryland; however, the study site will not be where I was previously employed. I did not know any of the participants professionally or personally.

The job of a researcher is to connect with participants in ways that strengthen the findings while minimizing any bias that might affect the results (Kaliannan & Adjovu, 2015). My role as a qualitative researcher will be to follow and uphold the basic ethical guidelines for the protection of human subjects as reflected in the Belmont report (U.S. Department of Health and Human Services, 1979) when collecting data. Miracle (2016)

stated that adherence to the three principles presented in the Belmont report - (a) respect for the person, (b) beneficence, and (c) justice - helps researchers to prevent any form of bias when conducting clinical research.

I respected my participants by allowing them to express their ideas. I made every effort to protect and secure the well-being of the supply chain managers who did take part in the interview process by providing each manager with a written informed consent form. The informed consent form will confirm that participants agree to the research procedure and are aware of any risks that might be involved (Miracle, 2016). I treated all participants equally and avoided asking inappropriate questions by using the same questions in all interviews. During data analysis, names and organizations were coded to protect the identity of the participants involved. For privacy purposes, I used a coding structure for each participant aligned with the six community hospitals that participated. Using SCM1H1 coding, I did indicate the first participant interviewed at the first community hospital and continued until the last participant completed the interview.

Researchers use interview protocols as guides to support structured or nonstructural interviews and to increase the quality of data obtained from interviewees (Castillo-Montoya, 2016). An interview protocol consists of an introduction, questions to guide the interview process, and an invitation for the interviewee to provide feedback (Baškarada, 2014). To mitigate researcher bias for this study, I used the interview protocol included in Appendix A. Baškarada (2014) described the importance of ensuring consistency, accuracy, equality, credibility, significance, and accountability throughout the interview process. To mitigate bias and avoid viewing data through a personal lens, I

did not select clinical supply chain managers who have a personal or professional connection to me. A researcher conducting a high-quality case study must be able to ask good questions, be a good listener, stay adaptive, avoid bias, and have a firm grasp of the business problem under study (Yin, 2017). The intent was to use the interview protocol script as a guide to create an inquiry-based conversation, show consistency, and increase the quality of interview data.

Participants

I conducted a qualitative study using a multiple case study design to understand the differences and the similarities between cases and clarify whether the findings are applicable across organizations. A multiple case study is useful to predict similar results, or predicting reasons for inconsistencies across several cases (Baškarada, 2014; Kotula, Ho, Kumar Dey, & Lee, 2015). The eligibility criteria for this study require that each participant be (a) over the age of 18, (b) employed by a community hospital in Maryland for at least 1 year, (c) currently working in a clinical supply chain management position, and (e) experienced with applying strategies successfully to reduce a high employee turnover rate. The objective was to recruit people who mirror the characteristics of the sample to be interviewed to achieve an appropriate sample size and generate a collection of rich data (Baškarada, 2014; Castillo-Montoya, 2016). Participants who meet the requirements were eligible to participate in the study and received an informed consent form that clearly explains the study's purpose. The Belmont report (1979) states that participants should have the opportunity to choose what will or will not happen to them before a study begins.

I gained access to participants by using public information from the Internet. I reviewed the selected hospitals' websites to obtain contact information, and when I could not retrieve any information in this manner, I obtained information on potential participants from the hospitals' Materials Management departments. I approached and emailed clinical supply chain managers individually with a letter of invitation, explained the purpose of the research study, and answered any questions they had. After a clinical supply chain manager agreed to participate, he or she received an informed consent form and a copy of the hospitals' Institutional Review Board (IRB) approval letter via email. Fleiszer, Semenic, Ritchie, Richer, and Denis (2016) claimed that credibility, dependability, confirmability, and transferability could help researchers build successful relationships with participants. I developed working relationships with qualified participants by describing the purpose of the study, making them feel comfortable, by communicating my intentions before and after my study was completed, and by actively communicating with each participant throughout the process to build trust.

Research Method and Design

A researcher may choose from several types of research methods and designs to systematically investigate a research question (Yin, 2017). After formulating my research question, I selected a qualitative method and a multiple case study design to focus on the strategies employed by clinical supply chain managers to reduce employee turnover. In the following section, I provided a justification for selecting a qualitative research method and a multiple case study design for my research study.

Research Method

The three types of research methods available to explore a research topic are qualitative, quantitative, and mixed methods (Yin, 2017). A qualitative researcher's objective is to inquire into and discover the truth about a social phenomenon (Johnson, 2015). The following key characteristics associated with the qualitative research method support my purpose of exploring strategies that clinical supply chain managers practice to decrease employee turnover. First, a qualitative method is holistic. The holistic approach highlights and combines multiple perspectives created by a group of individuals to address a specific research question within a particular environment (Singh, 2015). Second, the researcher is the primary tool for data collection in a qualitative study. The interaction of the researcher with the participants fosters the development of in-depth understanding, which can prove valuable to a detailed analysis and interpretation of the results (Collins & Cooper, 2014). Third, the researcher sets aside assumptions or pretensions to capture the participants' points of view and form a richer representation of their experiences and situations. Qualitative researchers are required to have strong analytical abilities, and a commitment to thoroughness and accuracy so that they can meet the demands of data analysis (Baškarada, 2014). Researchers use the qualitative method to ask questions of participants who have experiences about what, where, and how the phenomenon under study affects them (Collins & Cooper, 2014). A qualitative method is of value to the practice of business because researchers can use it to explore strategies to address an existing business problem. Gergen, Josselson, and Freeman (2015) noted that researchers use the qualitative method when the goal of the research is

to investigate community participants and improve organizational development practices and performances.

A quantitative research method was not chosen for this study because quantitative researchers test predetermined hypotheses or examine relationships between two or more variables (Hodis & Hancock, 2016). According to Park and Park (2016), the quantitative method of research is focused on predictability and controlling variables to interpret data using a statistical approach. A mixed methods approach focuses on connecting the features of both qualitative and quantitative methods. Researchers who favor mixed methods believe that drawing on the strength of both quantitative and qualitative methods affords an advantage, but they may fail to realize that quantifying qualitative data can be time consuming and expensive (McCusker & Gunaydin, 2015). Researchers also may find it difficult to use a mixed methods approach because time constraints may reduce sample sizes or limit the time spent interviewing (McCusker & Gunaydin, 2015). A mixed method does not meet the needs of this study because my goal of exploring the leadership strategies that clinical supply chain managers practice to reduce employee turnover does not require quantitative components or statistical data.

Research Design

Four qualitative research designs that a researcher can use to answer research questions are case study, ethnography, narrative, and phenomenological design (Park & Park, 2016). With a case study design, a researcher can explore a single case or multiple cases. Researchers use multiple case study design to understand the individual experiences and perceptions of participants or a situation to provide meaningful data

(Park & Park, 2016). I selected a multiple case study design for this study to explore the strategies that clinical supply chain managers within six community hospitals need to address the problem of employee turnover successfully. Yin (2017) stated that a multiple case study allows a researcher to use replication logic and use the same research questions several times to strengthen the study's findings. A multiple case design also benefits the researcher when the objective of the research is to extend a theory (Baškarada, 2014). A multiple case study method was appropriate for this study because it allowed me to obtain information from participants while contributing to the data analysis to discover similarities or differences from participants working in different locations (Vohra, 2014).

Researchers use the ethnographic design as a research strategy to study social issues, learned patterns of behavior, interactions, beliefs, and the language of a cultural group (Fusch & Ness, 2015; Gergen et al., 2015). Ethnographic researchers immerse themselves into the participants' day-to-day lives as they observe events and look for consistency, documenting social behaviors (Arino, LeBaron, & Milliken, 2016). Yin (2017) stated that an ethnographic researcher typically requires a large group of 20 or more individuals who have interacted with each other for an extended period. The ethnographic design was not appropriate for this study because I did not explore the managers' beliefs or immerse myself into the hospital's culture for an extended time. I wanted to explore successful strategies used by clinical supply chain managers to reduce employee turnover. Narrative researchers encourage individuals to tell stories about important events that have occurred in their lives. The process for implementing the

narrative technique consists of collecting and documenting personal stories from one or two individuals (Gergen et al., 2015). The narrative researcher analyzes the participant's story and rewrites it to link the person's ideas in chronological order (Yang & Hsu, 2017). The narrative research design is not appropriate for this study because it would include personal stories from one or two individuals. Likewise, the phenomenological design would not be a good fit for this study. Pick, Mellers, and Goldstein (2016) noted that a phenomenological researcher attempts to focus on the emotional expression of the participants' experience. The ethnographic, narrative, grounded theory, and phenomenological designs offer research benefits, but a multiple case study design was the best option to answer my research question concerning the strategies that supply chain managers use to decrease employee turnover in a clinical logistics organization.

Researchers must determine data saturation to promote transparency and trustworthiness (Hancock, Amankwaa, Revell, & Mueller, 2016). Data saturation occurs when the researcher begins receiving repetitive responses from the participants (Tran, Porcher, Falissard, & Ravaud, 2016). During the data collection process, the researcher has to decide when new information is no longer obtainable. When the researcher can no longer obtain new information, this is an indication to stop the interview process and analyze the data collected (Tran et al., 2016). Case study researchers use data triangulation to ensure quality and corroborate evidence by gathering information from multiple sources (Fusch & Ness, 2015). My strategy for achieving data saturation included conducting in-depth interviews with various sources and repeating interviews until there was no new information.

Population and Sampling

Researchers use purposive sampling to establish qualifications that participants must meet to represent the research phenomena (Grossoehme, 2014). Before a researcher creates a sampling strategy for a multiple case study, he or she must identify the population (Yin, 2017). The sample population for this study consisted of six clinical supply chain managers in six community hospitals in Maryland. The process of selecting the appropriate population improves transparency and maintains the continuity of evidence of a study (Baškarada, 2014). Eligibility criteria for clinical supply chain managers were as follows: (a) over the age of 18, (b) employed by a community hospital in Maryland for at least 1 year, (c) currently working in a clinical supply chain management position, and (e) able to provide information and insight on how to successfully reduce employee turnover. A chosen population is acceptable when participants can provide in-depth data and insight in relation to the central research question (McCusker & Gunaydin, 2015). I selected the purposeful sampling strategy because qualified employees would have more information relevant to employee turnover and I would have the opportunity to communicate face to face and follow-up with qualified participants in my study. According to Palinkas (2014), purposeful sampling maximizes the information gained from qualified participants.

Yin (2017) noted there are three steps a researcher needs to take when applying a purposeful strategy in qualitative research. They must select participants, identify the type of sample, and determine the sample size. I used purposeful criterion sampling for this study. Purposeful criterion sampling strategies are non-random, allowing researchers

to focus on specific characteristics of individuals of interest, which will best support their research questions (Palinkas, 2014; Yin, 2017). The purposeful criterion sampling strategy is appropriate for my study because I wanted to interview qualified participants to answer my central research question. Palinkas also stated that criterion sampling reduces the amount of change and limits the researcher's chance of collecting information not directly related to the research question.

Sample size refers to the number of participants the researcher will interview to collect data for a study (Malterud, Siersma, & Guassora, 2015). Park and Park (2016) stated that the number of interviews for a qualitative case study is usually small. Malterud et al. (2015) specified that a purposive sample size of six to 10 participants is sufficient to achieve data saturation. For this study, I interviewed a sample size of six experienced clinical supply chain managers from six community hospitals located in Maryland. These six participants allowed me to collect sufficient data to identify common themes and patterns associated with participant experiences. To ensure data saturation, I was prepared to interview three additional participants to meet the goals of data saturation.

Castillo-Montoya (2016) stated researchers must consider the entire interview process, which includes selecting the interview location because the interview location also impacts the quality of data, especially if the researcher decides to use a recording device. The location of the interview must be quiet and free from distractions to ensure the quality of voice recording (Yin, 2017). I conducted interviews in a comfortable environment free from distractions such as a private meeting room at a local library or conference room. I gave participants the option to choose a friendly and convenient

location. When participants have the choice of a quiet and convenient location, the researcher enhances openness and minimizes nervousness (Fusch & Ness, 2015). I did schedule interviews with each participant for about 1 hour.

Ethical Research

Ethical research is the application of ethical choices or moral considerations that originate from a researcher's daily practice (Woodgate, Tennent, & Zurba, 2017). Before conducting a research study, researchers must correctly adopt and follow ethical procedures and guidelines to determine the difference between acceptable and unacceptable behaviors when protecting human participants. The document, which serves as a guide for every researcher, is the Belmont Report (1979). For this study, I complied with Walden University's ethical standards and the Belmont Report. I completed a web-based training course on protecting the rights of research participants and have successfully earned my certificate of completion from the National Institute of Health's (NIH) Office of Extramural Research, Certification Number: 1723053.

Another measure in place to protect the rights of human subjects is Walden University's Institutional Review Board (IRB) (Miracle, 2016). Prior to data collection and selection of potential participants, I did obtain approval from the Walden University IRB. After receiving approval from Walden University IRB (IRB, no. 06-04-18-0541607), I ensured that each participant received an informed consent form. Miracle (2016) stated the informed constant form strengthens the ethical basis for research. The consent form will fully disclose the study's purpose, possible risks and benefits, compensation, and specific protections for all individuals. I asked each participant to sign

the consent form to confirm his or her willingness to participate in the study and their agreement to voice recording during their interview. Each participant received a copy of the consent form before his or her scheduled interview. Participants received a coded number to maintain confidentiality and anonymity. Their names did not appear on any documents anywhere in this study. I labeled each name using the coding structure SCM1, SCM2, SCM3, until the last participant was interviewed and H1, H2, and H3 for the recorded hospital to connect with the identity of each participant.

I followed the interview protocol process (see Appendix A) for every interview. Data from the study were stored in a locked file cabinet and will be shredded after five years, and I deleted electronic data from all secure databases, following the study. Participants could drop out of the study at any time. If a participant wanted to withdraw their participation, any data provided by the participant I did destroy. White and Hind (2015) stated a participant is free to withdraw at any time throughout the interviewing process without giving any reason. My study was voluntary, and participants did not receive any incentive or compensation for their participation. Upon receipt, I included the Walden's IRB approval number, 06-04-18-0541607, and the expiration date of June 3rd, 2019 in the consent form.

Data Collection Instruments

For this qualitative multiple case study, my role as the researcher was to recognize my personal role in the study. The primary instrument used to collect and analyze qualitative data is the researcher (Fusch & Ness, 2015). My role as the researcher also included observing and describing the participants' responses to ensure validity and

reliability within the study. I used a semistructured interview technique and follow-up questions to obtain information regarding the strategies clinical supply chain managers use to reduce employee turnover.

When collecting qualitative data, I followed my Interview Protocol Guide (see Appendix A), which contains the interview questions. With the approval from each participant's, I asked each participant the same set of seven open-ended questions, and each interview session was voice recorded with an Olympus digital voice recorder to minimize errors during the data collection process and transcription. The Livescribe smartpen is a digital recording pen that uses Bluetooth to send written notes to a smartphone or tablet (Anoto, 2018). Later the notes can be played back on the smartphone or tablet using the Livescribe software, but the Livescribe smartpen was expensive to purchase personally. A cell phone is another type of digital communication device that could be used to record interviews, but using a personal cell phone may cause distractions (e.g., incoming text messages and phone calls) and could lose battery power during the interviewing process, which may disrupt the recording process. Malterud et al. (2015) noted it is best to record each interview and later transcribe the recordings for analysis because each discussion could deviate from the interview guide. Using open-ended questions gave clinical supply chain managers the chance to share their ideas and explain problem-solving strategies openly. I enhanced the reliability and validity of the data collection process by actively listening to interviewees and provide an accurate transcription of their responses.

Birt, Scott, Cavers, Campbell, and Walter (2016) recommended using several data collection methods, triangulation, and member checking techniques for a multiple case study to validate the credibility of qualitative results and to avoid bias within the study. During the interview process, the researcher will ask participants follow-up questions to ensure that participants provided information relevant to the business problem, and research question. According to Vicsek (2016), follow-up questions used by researchers increase the response rate to research questions, add more details, and correct qualitative data. When I finished interviewing and transcribing my data, I demonstrated member checking by emailing each participant a copy of the transcribed data from the interviews and afford them an opportunity to review and verify their responses on the interview transcript. Each participant received five days to review and provide feedback. On the third day, participants received a reminder email alerting them that they only have two days left. If participants did not reply during the five days, I assumed the transcribed data was correct. If the participant replied to the email and wanted to make changes to the transcript, I revised the interview transcript and document notes based on how the participant changed the response. Member checking is a method to validate results and provide clinical supply chain managers the opportunity to reflect on their personal experience and creates an opportunity for them to share more information (Birt et al., 2016).

Triangulation, a cross-reference technique, will also afford me an opportunity to facilitate validation of data across two more sources. I used several sources of data such public documents, archival records, interviews, and digital documents from each

community hospital to describe themes regarding clinical supply chain managers' strategies for decreasing turnover. My use of semistructured interviews, member checking, and triangulation assure that the participant understood and could fully answer my research questions.

Data Collection Technique

The data collection technique process allows researchers to collect data systematically to help answer the research question (Castillo-Montoya, 2016; Gibson, 2017). For this study, the data collection process included semistructured face-to-face interviews, open-ended questions, direct observations, audio recordings, and the review of the organization's document. Each data collection technique has unique advantages and disadvantages. The benefits of using semistructured face-to-face interviews posited by Doody and Noonan (2013) and Yin (2017) includes: (a) allowing the researcher to prepare their questions ahead of time, (b) empowering participants to express their views in their terms, (c) researchers can capture emotions, and certain behaviors during each interview, (d) provides reliable and comparable qualitative data, and (e) encourages two-way communication. The disadvantage of using semistructured face-to-face interviews is that the researcher is inclined to introduce bias in their study (Yin, 2017). Another disadvantage to using the semistructured interview technique is a case study researcher must have the experience to engage participants in a meaningful discussion (Baškarada, 2014; Doody & Noonan, 2013).

An interview protocol includes predetermined, open-ended, questions (see Appendix A) to prompt participants to explain the strategies related to employee

turnover. A case study researcher follows a sequence of questions to gain or explore information regarding a social issue (Doody & Noonan, 2013). The participant's responses derive from the format of an open-ended question. Consequently, the advantages of predetermined, open-ended, questions include (Doody & Noonan, 2013; Kastner, Antony, Soobiah, Straus, & Tricco, 2016): (a) revealing how participants think about the question, (b) giving the participants the opportunity to expand on social issues, and (c) keeping qualitative researchers on track as the data collection process progresses. Some of the disadvantages of predetermined, open-ended, questions are: (a) the participant may take more time and effort to respond to the questions, (b) the interviewee may find it difficult to express their views or their answers may vary based on the level of details or scope, and (c) researchers may find it difficult to code the data which is costly and time-consuming.

De Massis and Kotlar (2014) noted one of the ways to migrate bias is to combine interviews with direct observations. Direct observation is useful when the researcher decides to take notes during the interview process to observe nonverbal communication, and document the participant's expressions and behavior since the audio recording device is unable to capture their expressions and reactions (Wilson, Onwuegbuzie, & Manning, 2016). A reflective journal was used to write down any observations related to the experiences, opinions, and knowledge of clinical supply chain managers. A reflective journal was also used to write down reflections concerning the collected data, to write down theme categories, challenges, to later revisit and reflect on the data again, and to describe my experience and personal thoughts to assist with eliminating bias. Nusem,

Wrigley, and Matthews (2017) used a reflective journal to explore the development of design capability in nonprofit organizations. The results indicated 252 entries were made in the journal, allowing for critical reflection regarding changes in the organization's workforce and culture. Reflective journaling was found to be an effective method to address emerging challenges and to identify strategies for any organization.

Researchers could address biases if they conduct pilot testing. Dikko (2016) defined a pilot test as a trial run conducted in preparation for a full-scale study. Researchers can use a pilot test to pretest their research methods, to detect flaws in the research instrument, and to determine if they need to rewrite the instructions and ensure that questionnaires and research questions are clear and easy to understand (Dikko, 2016). The pilot testing process helps the researcher verify that the research method is well developed, but the pilot testing process is a time-consuming process, can cause delays in the distribution of research findings, and may be difficult to find the exact setting and participants for the primary research study (Dikko, 2016). The disadvantages of pilot testing are time-consuming, and the research for this study is limited to small sample size, a pilot testing will not benefit this study.

The disadvantages of direct observation are (a) the researcher may not have good attention and observation skills, (b) the participant's actions may change because they are aware of the researcher recording the interview, and (c) it is time-consuming (Wilson et al., 2016; Yin, 2017). Researchers can record individual interviews as a way to capture the participant's response during the interview. Audio recordings are cost-effective and efficient for collecting data (Doody & Noonan, 2013). The audio recording of interviews

gives an accurate summary of the discussion. The failure of the recording device, lack of experience by the researcher, or a participant's full cooperation to complete an interview would be a disadvantage for the researcher (Yin, 2017). Data obtained from reviewing company documents reveal the organization's flow of communication when executing change (Gibson, 2017). When reviewing documents, researchers have the opportunity to perform a validation check on the information presented by the interviewee. De Massis and Kotlar (2014) noted the review of company documents might offer researchers a full description of an event, but its weakness stems from irrelevant, disorganized, or incomplete information. Multiple case studies involve using multiple sources of data collection techniques to create a database containing all field notes for maintenance of evidence and practice quality control (Yin, 2017).

I used an interview protocol and followed the same procedures for all interviews. The recruitment process for potential participants occurred by email. To acquire participants, I requested email addresses and phone numbers from the materials management departments. To gain access to the participants, I drafted a letter of cooperation that the hospitals' IRB must sign. Engagement with potential participants commenced after approval from hospitals' IRB Institutional Official personnel approved all documents such as the consent form, the interview protocol, the letter of cooperation and the authorization agreement form.

Each potential participant received an email that describes the interview process, the purpose of the study, an informed consent form, and the description of participants' involvement and qualifications. Potential participants had to reply to the letter of

invitation by a set date and provide their contact information and a signed copy of the consent form. The individuals' who did not respond received a reminder email and a phone call three days after distributing the letter of invitation and consent form.

Participants communicated by email and telephone when scheduling their interviews.

Wilson et al. (2016) proposed that researchers must facilitate collaboration, engagement, communication, and a peaceful environment with interviewees to encourage the sense of welcoming throughout the interview process. Before the scheduled interview, I called each participant to provide a verbal explanation of what to expect and reaffirmed my commitment to protecting his or her privacy and identity. During the interview process, I also requested that each participant provide company documents on employee turnover. I reviewed and analyzed company documents to enhance internal consistency.

The length of the interviews lasted approximately 40 minutes. All interviews occurred in a conference room within the hospital, at a public location such as a local library or in a comfortable setting agreed by the participant and the researcher. The informed consent process informed the study participants that there would be no incentives and their participation would be voluntary. Researchers can offer any form of incentives to participants, but the researcher must ensure that the incentives would not influence the credibility of the data (Robinson, 2014). Compensation could influence the participants view or response for this study, to avoid conflict of interest there will be no incentives for participation.

During the interviews, I introduced myself to the participant, ask open-ended questions, ask follow-up questions, used an audio recording device to record responses,

and took notes to describe the participants' comments and facial expression. I invited each participant to ask any questions relating to the study. The closing of the interview included a debriefing session. The debriefing process occurred immediately following and at any time after the interview for all participants to ask a few questions, explain the next steps, expectations, privacy, and provide instructions required for the member checking process. Debriefing interviews help researchers identify the participants' personal feelings, perceptions, and present the opportunity to provide additional information about the study (Wilson et al., 2016). After completing all interviews, I transcribed the voice-recorded interviews to Google docs®. Google docs®, as opposed to other web-based word processors, offers a variety of features such as voice typing in a document that allows for transcribing audio recordings and is easy to use and free. Google docs® allowed me to convert the interview data from voice to text for accuracy. Upon completion, for reliability, I used the member checking process. Each participant received a copy of the results to ensure the accuracy of the data collected.

Data Organization Technique

In multiple case studies, researchers must prepare, evaluate, maintain, and transfer data from audio recordings and field notes to text data (Arino et al., 2016). Data organization includes collecting, storing, managing, and analyzing data to maintain a high degree of quality throughout the whole qualitative research process (Fan, Han, & Liu, 2014). I used a password protected laptop, which is only accessible to me, as an electronic filing system where interview notes, audio recordings, and the participant classification codes are maintained. Folders served as the electronic filing system for the

transcribed interviews and other collected data. The labeling process consisted of cataloging all documents with an identification code. All documents have an identification number to disguise the participant's real name and company name (for instance, SCM1H1). All documents, such as the interview transcripts, listed with an identification code ensured the privacy of each participant throughout the entire study. I also used the ATLAS.ti software to store and organize data. ATLAS.ti software helps researchers organize and easily evaluate data more effectively without having to lose any data, which leads to better understanding of the participants experience (Ang, Embi, & Md Yunus, 2016). The ATLAS.ti software and Google docs® saved me time and money. Guzzo, Fink, King, Tonidandel, and Landis (2015) advise researchers to implement a data plan that identifies where, how, for how long to store data, and who will have access to the documents. All paper data will be kept in a locked file cabinet and all electronic data will remain stored in a folder on a password-protected laptop for five years. After 5 years, I will shred all physical documents, erase audio recordings, and delete all electronic data from the hard drive.

Data Analysis

Qualitative researchers begin the data analysis after the data collection process is has been finalized. The collected data is then examined, compared, categorized, and coded by the researcher to answer the central research question (Zielke, Zakhidov, Jacob, & Lenox, 2016). For this study, the data analysis process provided a framework for understanding and defining the research question: *What strategies do supply chain managers use to decrease employee turnover in the clinical logistics organization?*

A researcher implements data analysis techniques to provide rich data that is unbiased and reliable, and to discover useful information (Fusch & Ness, 2015). Four methods of triangulation exist for qualitative data analysis, such as: (a) investigator triangulation, (b) data triangulation, (c) theoretical triangulation, and (d) methodological triangulation (Carter et al., 2014). For this multiple case study, I used the methodological triangulation to decrease biases, increase validity and strengthen the reliability of the research findings. Researchers use methodological triangulation to compare data across multiple sources (Carter et al., 2014). Methodological triangulation is a combination of data obtained from various sources (i.e., interviews, questionnaires, direct observations, the literature review, and pre-existing documents maintained by the organization) (Gibson, 2017). Wilson et al. (2016) noted that methodological triangulation provides researchers the opportunity to correct or provide information the participant may have forgotten during the interview.

When preparing and analyzing a multiple case study analysis, researchers need an analytic plan to produce the best results. The researcher can ensure the best results by choosing one of the five analytical techniques recommended by Yin (2017). The five analytical techniques researchers use to draw conclusions from their data are: (a) pattern matching, (b) explanation building, (c) time-series analysis, (d) logical models, and (e) cross-case synthesis. The cross-case synthesis was used during data analysis; allowing me to share similarities between the six cases in my study. The cross-case synthesis process includes (a) reviewing and categorizing data from multiple cases related to the research question, (b) comparing and linking common data from each case, and (c) identifying the

reoccurring themes to form the key results for this study. Cousins and Bourgeois (2014) suggested one of the benefits of cross-case synthesis is to clarify results or relevant data across several cases. I used the cross-case synthesis method to determine if the results across six cases are comparable.

After preparing, organizing, and allowing participants to verify their responses on the interview transcript, I uploaded the data into the ATLAS.ti software to uncover themes and trends in the data. According to Ang et al. (2016) the computer-assisted qualitative data analysis software (CAQDAS) ATLAS.ti is a support tool that will make the research process more transparent and replicable. The ATLAS.ti 8 is a software tool I used to help me with sorting data, categorizing data, coding data, and delineating the concepts for recurring themes.

The ATLAS.ti software was selected because ATLAS.ti is one of the leading qualitative analysis software (ATLAS.ti, 2018). The software can analyze answers to open-ended questions and discover hidden complex data. Manage a variety of data types as multiple text documents, graphics, and audio formats to perform fully automated searches and to extract meaning from data. I had already viewed the ATLAS.ti YouTube training videos several times to quickly learn the software. The incentives that come with the ATLAS.ti software surpass any other qualitative analysis program on the market (e.g., NVivo and MAXQDA). The incentives that come with the software include YouTube video tutorials, free webinars, telephone support, training workshops, and research blog written by ATLAS.ti users worldwide (ATLAS.ti, 2018).

After completing all interviews, I transcribed the audio recordings using Google docs®. Each participant reviewed the interview transcript and following my evaluation of the organization's employee turnover documents. I utilized the ATLAS.ti software to analyze emerging themes. I applied a data cleaning process before uploading data and during the data process to correct any errors. Each participant was asked to email copies or provide the organization's employee turnover reports during the interviewing process. The organization's employee turnover activities and voluntary termination report will help supplement the findings of the semistructured interviews and provide accurate information to fully answer the central research question of the study. Guzzo et al. (2015) recommends practicing data cleaning to remove or correct any data from the dataset to improve the reliability and validity of the data. I followed a four-step process while utilizing the ATLAS.ti software recommended by Yin (2017). Yin's process includes:

- Step 1: Retrieving and checking exact terms from my notes and documents,
- Step 2: moving and assigning codes to correspond with key words and terms,
- Step 3: interpreting the meaning of the data, and
- Step 4: summarize the results to formulate conclusions.

During the data collection and analysis process, the researcher must carefully consider how to relate the findings to the literature review and the servant leadership theory, the conceptual framework, to suggest significant gaps in the literature and relate the dataset to the research question (Baškarada, 2014). I compared and aligned the literature findings and the conceptual framework to the data results to obtain themes that will help me interpret the meaning of the data, identify new information, and to answer

the research question. I continued to search and review recently published literature related to employee turnover to find new themes that is not evident in the preceding literature. A review of existing literature, up to the present time, reveals that researchers continue to offer insight into the impact of employee turnover (Kaliannan et al., 2015). After completing this study, participants received a 2-page summary of the results, recommendations for action, and conclusions to distribute among leaders within their hospital.

Reliability and Validity

Reliability

Qualitative researchers use several techniques to determine and prove the quality of the data collected from their participants by ensuring reliability (Ang et al., 2016).

Reliability refers to consistency and the act of following and repeating the same procedures, described in a research study, to achieve the same results (Palinkas, 2014).

The objective of reliability is to minimize errors and biases in a study (Yin, 2017).

According to Baškarada (2014), the lack of reliability produces false or irrelevant results.

To prevent the lack of reliability within a study, researchers should approach the issues of reliability by using a case study protocol, performing an audit trial, describing in detail the steps they will use during the study, and utilizing triangulation during data analysis (Ang et al., 2016; Fusch & Ness, 2015). Lewis (2015) concluded that reliability of qualitative research has a proven account through accurate data recording and transcription. Qualitative researchers may also improve reliability by addressing dependability and using a member checking process (Ang et al., 2016). The member

checking process includes conducting an email follow-up and asking participants to review the researcher's transcript of the data so they can confirm that their response is accurate and represents their responses to the interview questions.

In qualitative research, validity, similar to reliability, refers to the process of evaluating stability during the data analysis and data collection process over time (Thornton, Esper, & Morris, 2013). Fleischer et al. (2016) stated researchers use validity to confirm the accuracy of the data and to verify that the results are supported by the data collected. When a researcher addresses validity, they must document and describe changes that may occur throughout the data analysis process.

Reliability and validity may not have the same meaning in qualitative studies, but they both rely on a chain of evidence to ensure that the research data is consistent and acceptable. I adhered to the interview protocol script, shown in Appendix A, maintained a journal for documenting and keeping a record of all changes that occurred during the process, as an audit trail method, and used the member checking process to assure reliability and validity. Birt et al. (2016) used the member checking process to ensure interpretation accuracy of interviews and to evaluate and prove the study's conclusions. Baškarada (2014) noted researchers use an audit trail, as a chain of evidence, to develop a trial during data collection, data analysis, and conclusions.

Validity

Validity refers to the soundness of the findings from data collection and to what extent they represent the phenomenon under examination (Fleischer et al., 2016).

Researchers use validity to measure the appropriateness, effectiveness, and efficiency of

tools, methods, and data in qualitative research (Leung, 2015). To ensure consistency, quality, and validity in a multiple case study, researchers may use the validation process to verify the accuracy of the research process (Park & Park, 2016). The validation process involves investigating and identifying the internal and external validity of the study. The purpose of internal and external validity is to expose and reduce potential research bias (Baškarada, 2014). According to Ang et al. (2016), the validation process includes four effective measures for judging the validity of qualitative research: (1) credibility (internal validity), (2) transferability (external validity), (3) confirmability (objectivity), and (4) dependability (reliability).

Researchers establish credibility to ensure that their study provides reliable and believable results regarding the business practice under investigation (Johnston, Wallis, Oprescu, & Gray, 2016). Credibility is demonstrating the truth of the study (Johnston et al., 2016). The lack of credibility makes it difficult for the reader and other researchers to determine the level of truth in the findings (Birt et al., 2016). By providing an audit trail of the study will allow readers to interact with the data and follow the progress of documenting the study (Ang et al., 2016; Johnston et al., 2016). Another way researchers may promote credibility is by using triangulation. According to De Massis and Kotlar (2014), use of triangulation during data analysis facilitates establishment of validity. Researchers can enhance credibility by providing an accurate description or interpretation of the total population under study (Birt et al., 2016). Another way investigators can promote credibility is by establishing trust within the investigator-participant relationship. Fleischer et al. (2016) advise researchers to remain professional, communicate, maintain

ethical standards, and re-verify participant consent and comfort throughout the process. As previously stated, I used methodological triangulation from multiple sources and member checking to strengthen my studies credibility and ensure the validity of the results. I applied triangulation by reviewing recently published peer-reviewed articles on employee turnover, and company documents to explore the strategies they use to overcome employee turnover. Data sources from interviews, follow-up interviews, and document reviews will also help minimize threats to validity. I used the member checking process to confirm that all the information provided by study participants was correctly documented and interpreted.

Researchers look for information as a quality of transferability, which influences the potential of the available data to provide access to new knowledge. Transferability in qualitative research describes how the results or methods of one study can be generalized or applied to other studies analytically (Ang et al., 2016; De Massis & Kotlar, 2014; Palinkas, 2014). De Massis and Kotlar (2014) stated that researchers should provide a thick and rich description of the multiple case study contexts to help readers or future scholars to determine transferability. Palinkas (2014) suggested that researchers provide a detail description of procedures, limitations, target population, and demographics to ensure transferability in order for future researchers to achieve similar results if they follow the same procedures. For this study, I included a detail description of the eligibility criteria for study participants who will provide context, research methods, data analysis process, demographic characteristics, and use the replication logic to establish transferability.

Ang et al. (2016) and Moon, Brewer, Januchowski-Hartley, Adams, and Blackman (2016) acknowledged that the concept of confirmability is to verify that the experiences and thoughts of the study participants did shape the findings and researcher bias was not injected into the findings. Moon et al. (2016) also stated the goal of confirmability is to help qualitative researchers present facts while providing useful insights. Researchers can improve confirmability by showing a copy of interview transcriptions, tables, or figures to prove a close connection between collected evidence and the research question (De Massis & Kotlar, 2014). I maintained confirmability by practicing reflexivity so that I would be mindful of researcher bias throughout the entire study. The reflexivity process is a skill, and practice researchers use to self-reflect on personal opinions, as they are engaging with the study's process (Collins & Cooper, 2014). For my study, I included quotations from study participants and used a reflective journal to help minimize bias. Reflective journaling is the process of documenting personal's ideas, thoughts, biases, and experiences, which is useful for demonstrating the reason for decisions and challenges during the research process (Yin, 2017). I documented my thoughts and ideas in a reflective journal to mitigate bias and reflect on the data again to triangulate data. Ang et al. (2016) stated that an audit trail is another major strategy for establishing confirmability. An audit trail is a technique researchers use to document all activities and decisions made throughout the research process. I addressed confirmability by using the audit trail and reflexivity strategies.

Data saturation is another confirmation of validity and reliability. A general question asked by future researchers in qualitative research is *how many participants*

should a researcher interview to achieve data saturation (Tran et al., 2016). Fusch and Ness (2015) found that this question is difficult to answer because data saturation is not about numbers nor is it guaranteed based on the sample size. Data saturation is a tool used by researchers to determine if the interviewees are no longer providing new information or ideas (Tran et al., 2016). My plan for achieving data saturation was to continue interviewing experienced clinical supply chain managers until there was no new information. Hancock et al. (2016) indicated that data saturation is the gold standard for quality research.

Transition and Summary

In Section 2, I offered general strategies and techniques that I used to analyze and present evidence for this qualitative case study. I also presented how I prepared to collect data from interviewees, gather data from multiple sources and used a computer-assisted qualitative data analysis software (CAQDAS) to retrieve and tally terms collected from the interviews and various documents. Section 2 of the study also restated the purpose statement, identified the role of the researcher, study participants, population and sampling, research methods and designs, and ethical procedures. Following ethical procedures, this section also presented the data collection instruments, data techniques, data organization, data analysis, reliability, and validity. Section 3 contains the results of this multiple case study, the professional practice of clinical supply managers, practical implications for social change to minimize the impact of employee turnover and suggestions for future research.

Section 3: Application to Professional Practice and Implications for Change

Section 3 includes an introduction and a description of the results. The presentation of the results provides a discussion of the conceptual framework, key themes that emerged from the data analysis, and an overview addressing the importance of implementing effective strategies to reduce employee turnover. Section 3 also includes the application to professional practice and an explanation of the implication for social change. The section continues with recommendations for further research on employee turnover, a reflection on the Doctor of Business Administration (DBA) curriculum and a conclusion to the study.

Introduction

The purpose of this qualitative multiple case study was to explore strategies that supply chain managers used to decrease employee turnover in clinical logistics organizations. The data came from conducting six semistructured face-to-face interviews with supply chain managers located in Maryland. During the interview process each participant provided rich, in-depth information that was transcribed and subsequently, used to identify any common themes. In addition to the interviews, I reviewed company documents that included employee benefits package, employee handbook, website data on the hospitals' culture and mission, and my reflective journal describing observations from the interviews. The results indicated that clinical supply chain managers are aware of the implications involved with employee turnover and that successful employee turnover strategies are a combination of effective communication, proactive leadership,

employee relations, motivation and engagement, and employee professional development.

Presentation of the Findings

The central research question for this study was: *What strategies do supply chain managers use to decrease employee turnover in the clinical logistics organization?* Six participants from six community hospitals were selected based on their experiences. Before starting the interviews, all participants replied to my invitation email and signed a consent form. During the interview process, participants shared their views and perceptions on developing strategies to decrease employee turnover. To protect participants' identities, I used a coding structure for each participant and labeled all transcripts (SCM1 thru SCM6), where SCM1 represents participant 1 and (H1 thru H6), where H1 represents hospital 1. After transcribing all audio recordings, interviewees participated in member checking to ensure interpretation accuracy of interviews. After participants validated the transcripts, I conducted an analysis of the data using ATLAS.ti to identify the common or recurring themes from each interview and document. The analysis of the data resulted in six major themes (see Table 1).

Table 1

Major Themes and Subthemes Found Through Interviews

Major Themes & Subthemes	No. Of Sources	Frequency
Theme 1: Understanding Employee Turnover		
Causes of Turnover	6	15
Benefits of Reducing Turnover	6	21
Theme 2: Proactive Leadership		
Leadership Development & Training	6	32
Relationships	6	39
Theme 3: Employee Professional Development		
Employee Training	6	12
Opportunities and Advancement	6	36
Theme 4: Motivating Employees		
Employee Engagement	6	26
Employee Compensation	6	34
Employee Appreciation	6	46
Job satisfaction	6	41
Work-life balance	6	33
Theme 5: Effective Communication		
Communication	6	28
Leadership Feedback	6	27

Note. Most frequently used words identified within the interview transcripts.

Developed with ATLAS.ti.

Organizational functions and the structures of leadership are complex within the healthcare industry due to changes in the social structure, systems, and the hospital's operation of business to improve patient care (Weech-Maldonado et al., 2018). Under those circumstances, supply chain managers should have a way of thinking about strategies that can create new opportunities for understanding and motivating employees.

The conceptual framework for this research study was the servant leadership theory. The servant leadership theory focuses on being a servant first to help maintain an organizational community of committed individuals. I used the theory's 10 factors: (a) listening, (b) empathy, (c) healing, (d) awareness, (e) persuasion, (f) conceptualization, (g) foresight, (h) stewardship, (i) commitment to the growth of others, and (j) community-building.

Each participant acknowledged that listening, empathy, awareness, persuasion, foresight, stewardship, commitment to the growth of others, and community-building were essential to retaining and motivating skilled supply chain workers. SCM1 reported an employee who is entering into a position of leadership, regardless of, the type of organization, must always put themselves in the shoes of their employees because they will be responsible for the quality of their work. SCM2 indicated that community-building is the most effective strategy for achieving low employee turnover. SCM2 used community-building to help promote meaning in the workplace and for creating effective change in the hospital. According to Jit et al. (2016), community-building further improves the employees' emotional well-being and encourages a spirit of cooperation. SCM5 shared a similar viewpoint, stating that through community-building, employees feel connected, the motivation of the employee is increased, they offer encouragement to other employees, employees feel that they are appreciated and that their efforts create value to the hospital. SCM3 mentioned the servant leadership approach when asked, what leadership strategies were effective in reducing employee turnover. SCM3 stated,

Servant leadership is one of the leadership styles that H5 encourages in their leadership training courses because servant leadership is the process of wanting to help others and it connects our leaders to our core values, which is to provide quality and compassionate care inside the hospitals.

Chiniara and Bentein (2018) indicated that organizations that implement servant leadership practices are actively involved in dealing with challenges that occur within the workplace all while fostering the employees' need for connection. Research participant SCM4 stated, "I feel that every leader should have a better understanding of the different types of leadership styles and influences because employing one type of leadership style is not enough, there is no one size fit all." A customized leadership approach is most appropriate for those managing a diverse team. Participant SCM1 stated, "every employee is different, so the leadership approach for your team is going to be different, but the message communicated to them will be the same." Participants SCM1 and SCM4 noted that various types of leadership have a variety of characteristics that are important in influencing leadership behaviors towards the employees. After the conception of Greenleaf's servant leadership theory, several theorists and researchers have offered numerous models to describe servant leadership (Dutta & Khatri, 2017; Jit et al., 2016). Many of the characteristics associated with servant leadership models overlap and build on the work of transformational and transactional leadership models. Using the servant leadership model, supply chain managers and healthcare managers can explore the different approaches to serving and managing employees. According to Hanse et al. (2015), understanding the key factors associated with the servant leadership model allows

leaders to nurture employee growth, so employees can commitment to the hospitals' mission, which is to serve their patients. Participant SCM5 stated,

Good leadership, in my opinion, is when you are willing to make self-sacrifices by rising above your own self-interest so you can inspire employees, promote teamwork, and focus on the hospital's mission. When employees perform beyond what is expected, the standard of care at H5 is improved.

Participant SCM6 also discussed community-building, awareness, and recognized that "a good leader sees a need to develop an employee and themselves." Supply chain managers also observed the following management skills and behaviors as significant for improving employee turnover (a) fair, (b) consistent, (c) truthful, (d) compassionate, and (e) respectful. According to Eva, Robin, Sendjaya, van Dierendonck, and Liden (2018), leaders who choose to adopt the servant leadership approach encourage innovative behaviors and embrace factors on leaders' behaviors to help leaders' better frame their strategy for training and developing leaders to improve performance and organizational effectiveness.

Building relationships, building a community of committed individuals, engaging in open and honest communication, committing to the growth of others, and providing employee support are components of servant leadership theory that participants use to improve employee turnover within the hospital (Trastek, Hamilton, & Niles, 2014). Servant leadership theory is guided by the principles of stewardship, commitment to the growth of individuals, serving the needs of the people, and adopting the use of shared power (Yildiz & Yildiz, 2016). Specialized training programs in leadership have been

made a priority in community hospitals to enhance effectiveness in the clinical supply chain profession. The findings align with the key concepts of servant leadership theory. The five identified themes that emerged from the participants' responses had a connection to the servant leadership theory and helped identify strategies used to help keep their best employees. Table 1 shows the major themes and subthemes that were referenced during the triangulation process, which included the interview transcripts, reflective journal, the review of company documents, and the literature review.

Theme 1: Understanding Employee Turnover

Each manager stressed the importance of organizations having employee turnover strategies to help keep qualified employees. Employee turnover is a serious issue that requires leadership understanding of the problem. The first theme that emerged from the data analysis was that understanding employee turnover reduced employee turnover. All six participants agreed that understanding the causes and benefits of employee turnover is a successful turnover strategy. Two participants, SCM1 and SCM4, expanded on understanding employee turnover and stated that there is no standard formula for understanding employee turnover, but some many elements have been determined to help leaders better understand employee turnover. Furthermore, participants SCM2, SCM3, SCM5, and SCM6 reported that when leaders gain a more in-depth understanding of the causes of employee turnover, they can recommend strategies to improve commitment levels, help employees identify with their organization, and develop their influence on employee turnover.

Causes of turnover. All six participants revealed that employees left their jobs for several reasons: (a) salary, (b) benefits, (c) organizational culture, (d) career advancement, (e) retirement, (f) medical reasons, (g) career change, and (h) non-supportive leadership (e.g., SCM3 and SCM4 stated that most employees that did leave the organization left because of the level of their position). Entry-level positions provide limited career development for supply chain managers. Leaders must engage in the career planning process so employees can pursue their career goals. SCM3 claimed,

If I didn't get the training, education, and understanding of employee turnover, I would have never known how to handle and engage in the career planning process. It is important that leaders take the time to understand the causes and effects of turnover so they can engage in the career planning process and identify other issues that needed to be addressed.

Participant SCM4 also added,

There are so many reasons why employees leave, recently we had an employee leave because they relocated and another employee changed careers. When employees leave, it adds a lot of pressure on the other employees, so leaders need to understand the cause and effects of turnover factors so they can reduce the pressure that will be placed on the other employees so they can continue to connect with the remaining employees.

Employees at any stage of their careers need to obtain significant support from their leadership and team for the purpose of reducing dissatisfaction, distress, or withdrawal (Rivera et al., 2016). Understanding the cause and effects of employee

turnover can help leaders find the right answers and make the right decisions to reduce employee turnover so they can retain committed employees in their organization.

Benefits of reducing employee turnover. All participants talked about the benefits of reducing employee turnover: the ability to achieve the hospitals' strategic goals, to reduce cost by lowering employee turnover, to gain a competitive advantage over its potential competitors, and foster a positive working environment that improves organizational performance. SCM1 said,

I think it's always less costly to retain good performing employees than to replace them, because of the high replacement costs of advertising the position, so it would be wise for any manager, supervisor, or director to really focus on a well thought out strategy to retain their employees.

Belias and Koustelios (2014) emphasized that one of the benefits of reducing employee turnover is a better opportunity to promote current employees who want to stay with the company, thus providing a certain amount of stability in workplace. Participants SCM2, SCM3, SCM4, SCM5, and SCM6 agreed that the ability to achieve the hospitals' strategic goals and competitive advantage over competitors is important. They also felt that employees defecting to their competitors would undermine their hospitals' reputation and affect productivity and effectiveness, which is detrimental to patient care.

Participants SCM2, SCM3, and SCM5 also described that it was vital to understand the benefits of turnover. The benefits of turnover included (a) removing poor performing employees, (b) offering an opportunity to accept new knowledge in the organization, and (c) encouraging change in processes and practices (Abdulsalam et al., 2015).

Understanding employee turnover and learning about the benefits of reducing employee turnover emerged several times in the interviews, demonstrating that managers understood the causes and benefits of employee turnover.

Theme 1, understanding employee turnover, was consistent with previously published literature on employee turnover. Rubenstein, Eberly, Lee, and Mitchell (2017) claimed that understanding the extent of how employee turnover can impact organizations might save money and reduce the effects of turnover. According to all participants in this study, understanding the components of employee turnover will help leaders to serve their employees better. Findings in this study are also consistent with previous suggestions by Hancock, Allen, and Soelberg (2017), that understanding the types of employee turnover, internal and external classification of turnover, costs associated with turnover, and causes for high and low turnover is necessary for organizational success.

Theme 2: Proactive Leadership

The second theme was related to how proactive leadership behaviors reduced employee turnover. All participants included in this study discussed ways they support reducing employee turnover by fostering leadership development and training to advance leadership growth and increasing employee participation through relationship building. As presented in Table 1, participants mentioned leadership development and training subtheme 32 times and relationships subtheme 39 times in the interview process. According to all participants in the study, leadership development and training involves providing professional development opportunities for leaders, implementing a proactive

and participative leadership style that consist of involving employees in the organizational decision-making process, collaboration, resolving conflicts in healthy ways, and providing opportunities to build relationships to understand and meet each other's needs.

Leadership development and training. Leadership development and training were a theme that all the participants in this study described as effective in engaging employees and in reducing employee turnover. All six participants conveyed the importance of growth and development for leaders. SCM1, SCM2, SCM4, and SCM6 provided details that identified a variety of training programs used to develop their leadership skills, style, and performance. Participant SCM1 shared,

Here at H1, we use a company called Mind Gym, they provide a lot of training and leadership development courses to help us develop our leadership skills. Each time I complete an assessment, I discovered my strengths and weaknesses so I can better serve my employees. I believe not receiving leadership training would make supply chain managers unprepared to lead their employees and reduce turnover effectively.

Participants SCM2 and SCM4 stated that in addition to all the required training they received from their hospital, H2 and H4 used Essential Skills of Leadership (ESL) and e-learning courses, attended outside workshops, seminars, and read self-development books to improve their leadership skills and style. Participants SCM1, SCM3, SCM5, and SCM6 mentioned the importance of quality programs implemented in organizations (i.e., Lean Six Sigma). According to SCM5, all managers should invest in Lean Six Sigma

courses because Lean Six Sigma focuses on multiple dimensions (i.e., waste reduction, delivery performance, productivity, etc.) to help leaders' practice and connect what they have learned to improve the organization's goals, enhance employee satisfaction, productivity, improve communication, and build teams to increase employee participation.

Findings pertaining to leadership training are consistent with previous research studies that leadership development training aligns with the organizations values and culture, creates immediate benefits such as increased engagement, satisfaction, and decreases turnover intentions (Griffith, Baur, & Buckley, 2018; Hohenstein et al., 2014; Nahar et al., 2017). Leadership training opportunities enhance the affective commitment of their employees, which helps lower employee turnover and improve long-term retention (Nichols et al., 2016). Participants' experiences also align with the previous research by Abdulsalam et al. (2015) that revealed that the organization must introduce training and learning opportunities to their employees. If the organization does not provide leaders with the opportunity to learn and develop, they cannot improve their skills and abilities, nor attain organizational goals effectively. According to Griffith et al. (2018), proactive leaders continuously seek information, develop a desire to learn more about people or improve critical thinking skills, and stay current with leadership developments.

Relationships. All six participants declared relationship as the most efficient way to retain employees. Several researchers noted that relationship building help leaders promote trust, commitment, engagement, and negotiate conflicts (Matthews, Carsten,

Ayers, & Menachemi, 2018). The relationships that clinical supply chain managers develop with their employees can influence job satisfaction and reduce employee turnover. Greenleaf (1970) described servant leaders as those who influence and motivate employees by building strong trusting relationships within the organization. Coetzer et al. (2017) and Dutta and Khatri (2017) noted when leaders and employees focus on building relationships employees are empowered, feel appreciated for the work they do, and work harder because building relationships enhance the sense of belongingness to a team and organization.

The negative relationship between employees and leadership can outweigh other job embeddedness factors (Hussain & Deery, 2018). All six SCMs noted they spend most of their time at work interacting with each other and it is vital that they build a positive relationship so they can get to know their employees, to notice changes in their employee's behavior, and to solve problems in the workplace. They also stated that building relationships with employees is a process that reveals how connected they are, improves communication, makes employees feel comfortable with sharing ideas among other co-workers, and creates a healthy environment that reduces job dissatisfaction. SCM1 mentioned that "successful leaders lead by example I feel that you have to be willing to show your employees you are willing to engage, contribute, and unit to reach a common goal, which is to advance patient care." SCM2 and SCM3 said, they used a "one-to-one relationship" strategy to maintain a good working relationship with all employees. SCM4 discussed the idea that they built personal relationships with employees by telling the truth. SCM5 further explained that leaders need to be careful

with how they build relationships and they should set boundaries. Leaders need to learn how to distinguish working relationships from personal relationships to help minimize issues related to favoritism. Megeirhi, Kilic, Avci, Afsar, and Abubakar (2018) determined that favoritism, unsupportive leadership, lack of social support, social and physical separation, and other deviant behaviors can result in job dissatisfaction, emotional stress, behavioral and attitude problems, and discourage employees from wanting to go to work.

Four out of the six participants mentioned that their hospital encourage building relationships and support off-site events (i.e., cookouts, social events, and volunteering in the community). A poor or broken relationship interferes with the employee's job performance, a hostile work environment, dissatisfaction, and increased employee turnover (Nichols et al., 2016). Participants agreed that relationships are vital when developing successful employee turnover strategies to increase job satisfaction and reduce turnover, as evidenced by the total number of times relationship appeared, as indicated in Table 1. These findings support the servant leadership theory and confirm that a manager who implements the strategy of developing relationships is following the best practice for reducing employee turnover.

Theme 3: Employee Professional Development

Employee professional development was the third emergent theme in this study. All participants shared comments that continuous learning opportunities, advancement, and training increase employee satisfaction and reduce employee turnover. Hanaysha (2016) suggested that training gives employees new abilities, skills, and knowledge to

improve individual performance, which leads toward organizational commitment and improved organizational performance. All participants stated that employees are required to take professional development courses to ensure that they have the tools they need to reach their full potential.

Employee training. Employee training included: on-the-job training, educational coursework, internships, and mentoring programs to support career development. SCM2 stated, “training helps employees identify their strengths and weaknesses, so they can better perform their responsibilities.” SCM3 and SCM4 suggested that managers should expose employees to development opportunities to prepare them for future positions or additional job responsibilities. According to SCM5 and SCM6, managers should follow up after employees have attended training courses by reinforcing or supporting the use of skills learned to reduce frustration and turnover. SCM1 claimed,

Training for me is a big deal, every effort is made to make sure each employee has a training plan. The training plan confirms they are regularly updated with new skills so they can adapt to changes or prepare to handle future challenges in the hospital.

All six participants emphasized that all six hospitals' offer educational reimbursement programs and tuition assistance to increase employee satisfaction and promote employee advancement. When using the servant leadership approach, managers are validating the perception that personal growth (i.e., opportunity, career development, and training) can increase job satisfaction, motivation, organizational identification, organizational commitment, and productivity (Eva et al., 2018). According to all the

participants in this study, employee training improves job satisfaction and motivates employees to increase productivity. This is consistent with prior research studies that revealed employee training programs lead to increased job satisfaction and higher employee performance (Hanaysha, 2016). Huang and Su (2016) concluded that lacking training and education of employees is a barrier to success and can increase the employee turnover rate.

Opportunities and advancement. The lack of opportunities for advancement is a significant factor in employee turnover (Nichols et al., 2016). Participant SCM3 and SCM4 noted that some entry-level supply chain professionals remain in the same position for a long time, which limits opportunities for advancement. Fuqua, Walden, and Smith (2018) explained that employee turnover rate is much higher for entry-level positions than for non-entry-level positions because entry-level employees receive less pay, less opportunities for advancement, and fewer benefits. Maloni et al. (2017) determined that employees seek opportunities for advancement in higher pay, as well as professional and personal growth. Boon and Biron (2017) claimed providing advancement opportunities increase employee motivation and commitment, and lowers turnover. SCM6 stated that,

I am very familiar with entry-level positions and understand how it affects performance so I try to remind them that this is not a position that you want to stay in for a long period, you have to grow and move forward. I encourage them to get their education and complete training courses so that they can advance out of entry-level positions.

SCM2 also shared a slightly different perspective, indicating that advancement opportunities are necessary especially when the employee has the desire to grow and develop their skills, but it is lacking within their department because all the positions are currently filled. Positions are only available when a position becomes vacant. Hospitals' need to reevaluate employee professional development opportunities for entry-level employees as this may provide stability and advancement opportunities that employees desire from organizations. The results of this study revealed that opportunities for advancement and training had a significant impact on employee turnover. A leader needs to: (a) understand the organizations training process to properly and effectively prepare employees for advancement opportunities, (b) explain to employees, expectations regarding quality of service and performance, and (c) develop relationships for an understanding of each employee's strengths and weaknesses.

Theme 4: Motivating Employees

Motivating employees is the fourth theme that all six managers confirmed were important. Motivational strategies included employee engagement, compensation, appreciation, job satisfaction, and work-life balance. Motivation is a process of encouraging employees to exhibit certain behaviors to achieve specific work outcomes (i.e., advancement) (Amdan et al., 2016). Motivation is significant because employee behavior and performance affect organizational performance (Anderson et al., 2017).

Motivational strategies consist of understanding the relationship between intrinsic and extrinsic factors. Intrinsic motivation refers to employees performing an activity because it is inherently enjoyable, interesting, or challenging (Anderson et al., 2017; Lu

et al., 2016). Extrinsic motivation refers to employees performing and engaging in activity because it is prompted by contingent rewards to meet identified goals (Nazir et al., 2016). Both intrinsic and extrinsic motivators can be a source for employee motivation and satisfaction (Tomažević et al., 2014). Managers should invest the time to learn which factors contribute to job satisfaction and impact employees when planning and implementing programs designed to motivate employees' accomplishments (Tong et al., 2015). The results of this study revealed that motivating employees, and its subthemes, collectively reoccurred 180 times. All six participants expressed the importance of motivating employees. All six participants further stated that motivating their employees through encouragement, recognition, and praise are necessary for the success of individual growth, commitment, and engagement and is valuable for organizational success.

Employee engagement. Another subtheme that emerged from this study was employee engagement. Clinical supply chain managers are responsible for ensuring that the materials management department runs efficiently while supporting employee engagement. All six participants expressed that communication, supportive leadership, involving employees' in the decision-making process, and sharing information can maximize employee engagement to create a more productive work environment. Participant SCM1 stated, "I use recognition and rewards to encourage my employees to perform at their best." SCM2 stated,

We hold weekly meeting to encourage our employees. Our weekly meetings allow employees to voice their concerns and ask questions. Before, we begin the

next meeting I always address the issues that were presented in the previous meeting to show our employees that we heard their concerns and to make sure that the solutions we agreed to was effective.

All participants indicated that involving employees in the decision-making process promotes trust and honesty; therefore, failure to involve employees in the decision-making process could create an environment that fosters distrust in leadership. According to SCM3, “I try to build a relationship with each employee to build engagement on the job. Fostering the employee and leadership relationship is critical because it’s the best way to understand and know the employees’ concerns.” SCM4 stated, “In my department, I have an open-door policy to encourage openness and transparency with my employees. Employees should never, physically or emotionally, be frightened or distressed to come to me. I have to be ready and available to welcome them.” SCM5 used awareness and the process of observing employees and their work activity to determine engagement. Participant SCM6 explained that the unity of teamwork helped direct employees toward engagement. Teamwork is used as a platform to encourage employees to share their knowledge, to encourage team building and support to perform their duties. All six supply chain managers also demonstrated their support to their employees by working together with them.

These findings were consistent with the literature. According to Kurnat-Thoma et al. (2017) and Nichols et al. (2016), leaders who undertake an employee engagement strategy must: develop good listening techniques, be fair, demonstrate respect, and build trust to promote high levels of employee engagement, improve job satisfaction, increase

productivity, improve organizational culture, and reduce the rate of employee turnover. Employee engagement is key to maintaining organizations' vitality, continuity, probability, and profitability (Al-Emadi et al., 2015; Lu et al., 2016). Supply chain managers valued these recommendations of engagement and shared a variety of strategies to increase employee engagement.

Employee compensation. The next subtheme, employee compensation, is also a factor that impacts employee turnover. Researchers demonstrated that compensation, incentives, advancement opportunities, social support, and positive relationships, are tools used by leaders and the organization to motivate employees (Anvari et al., 2014; Kurnat-Thoma et al., 2017; Mathieu et al., 2015). Anvari et al. (2014) noted compensation remains the most influential tool for employees and employers. According to Al-Emadi et al. (2015), dissatisfaction with pay is a significant predictor of turnover and turnover intentions.

Employee compensation consists of direct and indirect compensation (Anvari et al., 2014). Direct compensation includes money or wages paid (e.g., base pay, incentives, and cost-of-living, etc.) directly to employees for performing their duties. Indirect compensation, which is also referred to as employee benefits, includes: non-cash benefits an organization offers to its employees (e.g., dental and medical plans, short-term disability, long-term disability, paid time off, tuition assistance, and retirement plans, etc.). The employee information handbooks received from participants listed additional indirect benefits (i.e., legal plans, employee discounts, jury and witness duty pay, telework, advance and extended sick leave, as well as parental leave, etc. Employers who

offer benefits to their employees must show value to employees so they can cultivate more loyalty and productivity among their employees (Al Mamun & Hasan, 2017). Compensation emerged from the data 34 times; all six participants acknowledged that compensation is essential for increasing employee retention and reducing employee turnover. In this case study, SCM3 and SCM4 agreed the department's employee turnover rate was high because of the low compensation rate for entry-level positions. SCM3 stated,

I have been working with HR to address the low compensation rate for entry-level positions; I have made the suggestion to offer extra benefits in the hiring process so future employees can stay motivated and eager to be at work until they can be promoted to a permanent position.

SCM6 specified that their turnover rate was low because their hospital provides a competitive compensation package. SCM1 indicated that a "salary and a good rewards package are the main factors in satisfying the employees." All participants' employee handbooks instruct managers and supervisors to select or promote the most qualified individuals and who are most likely to significantly contribute to the organization in the future. SCM1 and SCM2 recently promoted one of their employees into assistant manager positions. SCM1 stated,

I have been mentoring and working with this person who was qualified for the assistant management position for some time now. I think it is important for a leader to always be attentive so they can identify which employee is eager and

ready to take on additional responsibilities so he or she can get compensated for their hard work and advance within the department.

SCM3 added, they use spot bonuses as a compensation method and employee recognition rewards to acknowledge an employee's hard work and to show how important their role is to the organization. According to SCM6, incentives included "luncheons, birthday celebrations once a month at the end of the month, and the opportunity to win gift cards." Several participants stated that leaders are encouraged to reward and promote their employees by offering incentives to improve their high level of service and patient care.

The findings indicated that employers and leaders should create or update their compensation strategies to improve employee engagement and reduce turnover intentions. The findings of this research study confirmed the premise of the literature review and answered the central research question. Current literature demonstrated that satisfaction, engagement, and commitment are influenced by several factors such as: (a) employee recognition, (b) compensation, (c) relationships, (d) organizational culture, (e) programs, (f) leadership, (g) communication, (h) training, and (i) career development (Dechawatanapaisal, 2017; Fuqua et al., 2018; Maloni et al., 2017). The methods used by the participants to compensate their employees are helpful for other supply chain managers who wish to improve employee turnover and turnover intentions in their organization.

Employee Appreciation. Employee appreciation was another subtheme derived during the data analysis. Based on the response of the supply chain managers, employee

appreciation reflected Greenleaf's servant leadership theory. According to Correia De Sousa and Van Dierendonck (2014), one of the virtues of a servant leader is to acknowledge and appreciate employees for doing a good job. As indicated in the literature review, employee appreciation is essential for employee motivation and reducing turnover. All the participants mentioned that showing appreciation was part of their engagement strategy. Participants explained how they showed their appreciation to their employees. SCM1 said, "I show appreciation by giving praise when they take initiative on assignments." SCM2 stated, "sometimes I do an employee appreciation breakfast to recognize their efforts." SCM3 and SCM4 mentioned that the hospitals showed appreciation by offering events such as: (a) holiday parties, (b) food festivals, (c) staff appreciation breakfasts, (d) healthcare worker week, and (e) town hall meetings.

Correia De Sousa and Van Dierendonck (2014) showed that formal appreciation was related to job satisfaction, treating employees with respect, and caring for the rights of people. Several participants expressed that all department managers can nominate their top performing employee for recognition as the top performing employee for the hospital. The winner receives an additional cash bonus, reward, and their picture displayed on the employee of the quarter/year wall. Supply chain workers look to managers for approval, appreciation, and recognition of performance.

Managers have the responsibility to provide for the needs of employees by caring about their concerns, providing proper training, and shaping the organizations culture to promote a healthy organization culture. All participants indicated employees' want to be accepted, respected, and rewarded for their skills and success in the area of materials

management. Correia De Sousa and Van Dierendonck (2014) found that acknowledging employees for a job well done and expressing appreciation is related to a greater sense of well-being, happiness, high self-esteem, effectively dealing with stress, and enhances personal growth. Clinical supply chain managers should apply appreciation techniques to improve employee engagement (Ellinger & Ellinger, 2014).

Job satisfaction. Job satisfaction describes the level of happiness an individual has with his or her job (Bello, Ajayi, & Asuzu, 2018). Several participants indicated that job satisfaction is central to understanding the approaches to managing employees. Employees with high satisfaction levels do not allow adverse or negative developments to prevent them from thinking optimistically (Mafini, 2014). According to SCM4, the lack of job satisfaction is always revealed in the employees' attitude and performance toward the job. Managers should consider the employees emotional and cognitive factors to create a positive workplace that encourages the engagement of employees (Cahill et al., 2015). This was evident in the theme and subthemes, which focused on motivating employees. SCM5 stated,

Employees who are dissatisfied are often absent, never on time for work, unproductive and can never get along with other team members. My approach to dealing with employees who are dissatisfied is to conduct a counseling session to identify and resolve the issue with the employee and after the counseling session I follow-up. A good manager will try everything in their power to make the employee satisfied and unfortunately sometimes it does turn out the way you

hoped it would... I think it is important for managers to understand the causes of satisfaction and dissatisfaction, so it doesn't affect other employees.

SCM4 indicated that when an employee is dissatisfied, they will choose to: (a) quit, (b) stay with the organization and actively try to improve situations, (c) respond passively to their dissatisfaction by accepting issues without making any suggestions for improvement, or (d) avoid responsibility by putting forth less effort. Managers should somehow try to help eliminate employee dissatisfaction by allowing employees to provide feedback or express their ideas, encourage employees to be helpful and supportive to other team members (Bilau et al., 2015). SCM6 stated, "Managers should effectively communicate their support to employees, promote meaningful and necessary change to increase job satisfaction."

The results concluded that managers should consider job satisfaction to reduce employee turnover. Mafini (2014) and Mulki et al. (2015) indicated that employees with higher job satisfaction would find the organizations compensation benefits more satisfying, committed to a higher quality of work, more productive, dedicated to the organization, and stay longer in the organization. Jehanzeb, Abdul Hamid, and Rasheed (2015) indicated that job satisfaction relates to employee fit with their organization, employee fit with their job, and employee fit with his or her leader. Job satisfaction is taken to be the attitude of employees toward various components of their job (Mafini, 2014). According to Tong et al. (2015), motivation, performance, benefits, advancement, organizational commitment, and employee turnover are related to job satisfaction. Without job satisfaction, leaders cannot exert a direct impact on work outcomes.

Work-life balance. The results confirmed that work-life balance was a strategy that hospitals used to recruit and reduce employee turnover. Researchers found that employees value the importance of work-life balance (Cheng et al., 2016; Mosadeghrad, 2013). According to Al Mamun and Hasan (2017), work-life balance is the balance that an employee desires to manage different life roles and responsibilities. Other than leadership, motivation, employee development, communication, and compensation, work-life balance was considered an important predictor of turnover intentions (Thakur & Bhatnagar, 2017). Maloni et al. (2017) found that organizations are placing greater emphasis on work-life balance because employees who lack stability in their lives are less committed to the organization and are less productive than other employees.

According to H2, H3, H4, and H5, work-life balance was a method they used to attract and retain employees. Subsequently, company documents from H2, H3, and H4 stated that they provide employee assistance programs with work-life balance services to improve well-being, including mental health counseling, resources for child, dependent adult and elder care, employee wellness program with health coaching, assessments and screenings tobacco-free program, wellness tools and education, and free vaccinations. SCM2 indicated, “Work-life balance is necessary because stressors from outside of work can affect employee’s performance.” SCM3 made similar statements about work-life balance: “not having a work-life balance can lead to exhaustion, increased stress, conflict, which in turn affects employee satisfaction and performance.” SCM4 added,

At H4 employees are utilizing the various work-life programs and management has noticed the positive outcomes. If I saw my employees stressed or burnout, I

would advise them to use paid time off programs, work-from-home options, and flexible work hours when needed to improve employee performance, confidence, commitment, and decrease the turnover in the organization.

Similar to the findings of this study, Thakur and Bhatnagar (2017) confirmed that organization should offer flexible work hours and paid time off programs to aid in work-life balance. Mosadeghrad (2013) found that work-life balance programs help reduce the stress level among managers and assist them in improving affective commitment and job satisfaction. Results of the study showed the practice of work-life balance enhanced the employees' ability to balance work and personal life.

Theme 5: Effective Communication

The fifth and final theme that emerged from the data was effective communication. All six participants identified effective communication as a successful strategy to reducing employee turnover. Effective communication and teamwork are key to providing high-quality health services to patients (De Bono, Heling, & Borg, 2014). Jacobs et al. (2016) noted that managers who ensure effective communication with their employees promote employee well-being, satisfaction, relationship building, performance improvement, and enables sharing of ideas. Jit et al. (2016) also found that barriers and resistance to change, are difficult to overcome. However, resistance to change can decrease with effective communication. Effective communication between leaders, employees and throughout the organization should be: a) open and responsive (two-way communication), b) transparent so information flows, c) respectful, d) consistent, and e) influential to establish an engaging working environment within the activities of

employee engagement, trust, organization commitment (Ford, Piccolo, & Ford, 2017).

Clinical supply chain managers used the following effective communication strategies to improve employee performance and turnover: two-way communication, respectful communication, feedback, clear, concise, and timely communication.

Communication. For communication to occur effectively between the manager and employee, there needs to be a shared understanding, which can only occur through collaboration and negotiation. All participants were consistent that effective communication influences organizational success and employee's level of motivation. Understanding the strategies of effective communication helps influence employee productivity, performance, and engagement (Teimouri, et al., 2015). SCM5 stated that the relationship between leaders and employees grow and become stronger through effective communication. SCM6 emphasized that leaders who communicate effectively using a two-way discussion or process improved employee engagement and reduced employee turnover. SCM1 commented, "I communicate with my staff daily by being respectful, clear, and accountable. If you are not respectful, clear, and accurate, then they will not respect, trust, nor confide in you." SCM2 added, effective communication and two-way discussions help boost the employees' self-esteem, which also helps them to understand their responsibilities or job. SCM3 emphasized that "managers should never stop communicating, communication is key because when you share information with your employees it can help make them feel connected to the organization." SCM4 claimed, "Leaders must be available to answer any questions, actively listen to employees, and provide feedback to create specific actions." SCM5 also stated that the lack of

communication could lead to confusion, conflict, frustration, poor planning, low morale and cooperation, and increase employee turnover. According to participants, creating an effective communication strategy can help reduce employee turnover.

Leadership feedback. Feedback is a component of effective communication that allows managers and employees to evaluate the effectiveness of the exchange of information and the actions (Castillo-Montoya, 2016; Jaramillo et al., 2015). Constructive feedback is an essential part of improving performance (Ford, Piccolo, & Ford, 2017). Managers should implement a feedback plan to provide employees with a voice in the organization (Lim et al., 2017). Albu and Flyverbom (2016) identified the importance of feedback between the leader and employee, as feedback helps remove stress associated with an issue the employee may have. Leaders can use effective communication and feedback to influence employee outcomes. A few participants revealed the communication practices they implemented that facilitates providing feedback to employees.

SCM4 found that leaders who provide feedback about performance and targeted goals, promotions, or salary increases keep employees engaged. SCM1 and SCM2 indicated that continuous feedback allows employees to suggest new ideas to improve performance. SCM3 noted managers who gave and received feedback from employees were more committed to the organization. SCM5 stated employees who offer feedback could help managers identify behaviors that cause disengagement.

The importance of effective communication was evident throughout company documents. The hospitals' documents confirmed the theme of effective communication.

In the company documents, it states that leaders must use two forms of communication (oral and written) when providing feedback and creating opportunities to improve turnover and leadership performance. Organizational documents also provide a structure for employees and leaders to communicate expectations, goals, and the standards for measuring performance and performance issues. The seven major components were: (a) continuous communication and feedback between the manager and the employee, (b) a formal discussion between the manager and the employee on achievements, areas for improvement, strategy for development, and assessment, (c) managers must inform employees about important things happening in the organization, (d) managers must notify employees about changes before they are made, (e) managers must give employees a chance to share ideas and suggestions to be passed on to upper management, (f) managers must inform employees about current goals and strategies, and (g) managers must provide employees with opportunities to communicate directly with upper management when appropriate. Each participant understood the importance of effective communication. Managers use effective communication strategies to improve employee motivation and employee behaviors, which reduced employee turnover.

Applications to Professional Practice

Several research studies indicated that high employee turnover has a negative effect on organizations' performance and effectiveness (Lim et al., 2017; Matthews et al., 2018). A high employee turnover rate creates a negative relationship between employees and the organization, compromises the quality of care provided to patients care in the hospital, and damages the financial performance of the organization (Tsai et al., 2016;

Yarbrough et al., 2016). The primary objective of this study was to explore strategies that clinical supply chain managers used to decrease employee turnover in the healthcare industry. Based on the results of this study, the study revealed five major themes: (a) understanding employee turnover, (b) proactive leadership, (c) employee professional development, (d) motivating employees, and (e) effective communication. Participants identified these five themes as strategies to improve employee satisfaction, work-life balance, and engagement that will reduce employee turnover among supply chain professionals working in community hospitals. Supply chain managers could apply these five themes to their leadership practice to improve employee relationships, employee performance, and create long-term growth potential for the organization.

Managers might apply the findings of this study to develop a communication plan to engage employees, to collect information from employees, and use the information to maintain the relationship. Demirtas and Akdogan (2014) mentioned that communication is essential for the promotion of employee job satisfaction and commitment. Managers may incorporate a training and development plan for their employees to help improve productivity and meet the needs of the organization. A manager can prepare training programs to bring awareness of and empower employees to assess their skills and capabilities, and strength and weakness (Gómez-Cedeño et al., 2015). Gómez-Cedeño et al. also stated that continuous training could help improve supply chain management processes.

Managers can create a career plan to monitor individual efforts and ensure participants experience personal growth and success. The potential for personal growth

within the organization can assure long-term employment and has been a central motivator in a person's life (Van Dierendonck & Patterson, 2015). Managers may want to develop a compensation plan. SCM4 said, "I strategically developed a practical compensation plan for all employees to provide fair compensation and keep employee turnover low." Maloni et al. (2017) noted that a compensation plan, combined with a training plan, communication plan, working conditions, leadership practices, employee growth opportunities are motivators to encouraging employees to accomplish organizational goals. The effectiveness of the training plan, career plan, compensation plan, and employee development plan might differ depending on the organization's culture and environment. Supply chain managers working in different industries could use the findings from this study to recognize changes in their organization, to continuously reevaluate job embeddedness, to understand the employee's perspectives, and gain additional knowledge on employee turnover.

All participants claimed that relationship building, employee compensation, opportunities and advancement, employee appreciation, work-life balance, and communication improved employee turnover. Supply chain managers might apply the findings of this study to develop strategies for reducing employee turnover to increase organizational profitability. The organizational culture has a profound effect on employee turnover (Faloye, 2014; Yarbrough et al., 2016). Organizations' can learn from the findings to offer a competitive benefits package (i.e., training, development, mentor, social interaction, workplace wellness programs, and motivational programs, etc.) that could attract and retain committed employees, which, in turn, fosters employee

appreciation and healthy work relationships within the organization. According to Faloye (2014) and Yarbrough et al. (2016), relationship building, employee compensation, opportunities and advancement, employee appreciation, work-life balance, and communication should increase employee commitment, effective commitment, and reduce turnover. Implementing the findings of this study can help managers achieve the goals of the organizations and may contribute to social change.

Implications for Social Change

The results from this case study on employee turnover offer specific implications for social change. The findings specified by supply chain managers in this study may affect social change by influencing supply chain professionals to a) provide better customer service, b) maintain employment with the company, c) hire qualified employees from the local community to increase the rate of employment, and d) improve the growth of current employees and future leaders. Understanding the effects of social change may help leaders maintain organizational stability, so the organization can continue to contribute to the growth of the local economy. According to Kunze and Suppa (2017), when the unemployment rate rises, unemployed people are unable to support and socially interact with family and friends in the community due to the loss in income. Therefore, effective employee turnover strategies could improve the social conditions in the community.

Implications from the findings of this study indicate that employee support, better working relationships, enhanced development programs, healthy organizational culture, and job satisfaction provide work-life balance allowing employees to increase the quality

of life for their families in their community. The information and strategies shared by the participants in this study may potentially benefit organizations by providing information that may improve turnover. Managers may be able to implement effective turnover strategies that potentially could reduce turnover, sustain organizational development, increase growth, increase profitability, and strengthen economic development (Hanaysha, 2016; Marasi et al., 2016; Nahar et al., 2017). Organizations that maximize profitability can invest in more resources such as research and development programs, improve existing services, update equipment, create new jobs, donate, or partner with other organizations, technology, or product development, which can serve to enhance the lives of individuals in the community.

Recommendations for Action

The results from this study support past and current studies concerning employee turnover, researchers can not only advance the literature on employee turnover but also advance the practice of strategies managers need to identify and implement effective strategies to reduce employee turnover. After exploring successful strategies supply chain managers used to reduce employee turnover, the following recommendations for action could help managers and leaders within the healthcare and logistics industry increase productivity and job satisfaction.

Explore new leadership styles to develop leadership skills for improving employee performance. Servant leadership could be used as an active management practice in helping the organization to create a work-life balance for employees. When adopting servant leadership principles, the employee's interests are considered,

employees are empowered, collaboration is promoted, employees build trusting relationships, employees listen to and follow leaders who are influential to them, and employees are connected to the mission of the organization (Eva et al., 2018; McCann et al., 2014).

Build collaborative relationships. Creating an environment that emphasizes relationships and a culture of respect. When managers build working relationships with employees, they should be able to identify and establish what motivates employees. Relationship building is essential because it makes communication easier and leads to higher levels of employee engagement, resulting in positive attitudes, and behaviors that are beneficial to sustaining a healthy workplace (Dutta & Khatri, 2017). Relationship building also allows leaders to work with hiring managers and human resources so they can recruit new employees who are the best fit for the position and the organization (Al Mamun & Hasan, 2017).

Reward employees. Recommend that organizations create a compensation plan that rewards employees for their knowledge, participation, achievements, skills, and dedication to their profession. Managers can monitor employees' career development, and identify areas for improvement to facilitate promotion opportunities later on in their career. Managers can continuously provide guidance on performance standards, be available and supportive so all employees can participate and receive rewards offered by the organization. Managers can learn to understand motivational factors so they can effectively allocate resources and set incentives to maximize supply chain effectiveness.

Offer training opportunities. Managers can try to provide regular training and professional development courses to all employees. Training programs include skills specific to their position, job performance, and career path. When managers offer training opportunities to employees, it translates into improved job performance, improved healthcare outcomes, a positive work environment in which employees view as an opportunity for improving skill levels, gaining new knowledge, and achieving professional development. Hanaysha (2016) stated that employee training has a significant effect on organizational commitment. Managers must be willing to provide the necessary resources and training that allows employees to perform and complete their job effectively.

Develop open and responsive communication channels. Managers can choose to communicate effectively with their employees. Communication between managers and employees should include communication that is open, clear, concise, timely, and accurate. Managers can communicate relevant information to empower employees to carry out their responsibilities.

Explore additional leadership strategies. Managers can update their leadership strategies to improve job satisfaction, enhance organizational culture, reduce turnover, avoid ineffective turnover strategies, provide flexible working conditions, offer competitive salaries and benefits, and improve efficiencies and overall organizational performance. Managers can adopt a work-life balance strategy to minimize turnover and encourage their organization to become an employer of choice, offering them a competitive advantage in attracting and keeping employees. Managers can enhance their

knowledge of employee turnover because it facilitates identification of the factors that affect employee turnover and provides a better understanding of practices that may be the most effective remedy. To promote the distribution of the findings of this study, dissemination will include emailing a 2-page summary of the results to all participants, sharing the findings of this study with my peers who are supply chain professionals, in healthcare related forums, and leadership conferences. Scholars and future scholars will have access to this study when it becomes available through ProQuest/UMI dissertation database.

Recommendations for Further Research

As with any research, this study has limitations that point to the need for further research. This study explored successful strategies that supply chain managers used to decrease employee turnover. A limitation of the study was that only six supply chain managers were interviewed for the study. The results of this study reflect the opinions of supply chain managers from six community hospitals in Maryland. Future research would benefit from the delineation of employee turnover strategies through the following:

- Expand the research to different industries, future researchers may find different strategies used by supply chain managers working in clinics, pharmaceuticals, dental, etc.
- Conduct a similar study in a different state or area to broaden the target sample population.
- Conduct a quantitative or mixed methods study to capture other turnover factors or examine the relationship of different employee turnover variables.

- Use a larger population to provide additional insight.
- Use a different conceptual framework, the conceptual framework for this study was the servant leadership theory.

Future researchers could compare the characteristics of two different leadership styles to determine which leadership style can influence relationships, communication, job satisfaction, and empowerment.

Reflections

As a doctoral student at Walden University, I had the opportunity to research employee turnover in the Healthcare industry. I started the DBA doctoral process to develop my personal and professional skills. The DBA doctoral study process was challenging, but my understanding of scholarly research expanded. The level of detail and alignment that this research required challenged me more than I expected, but because of my determination to complete what I started, I persevered through this long and rewarding research process.

Throughout life, I had several periods of disappointments and obstacles. As I was going through my personal challenges, I was frustrated because of my failure to grasp the concept of constructing the proposal and the literature review. At times throughout the process, I felt like I was not making the progress needed. But as I achieved one milestone at a time, I realized the process of creating this study was a rewarding experience. Throughout this journey, my writing, research skills, and communication improved. I also assessed how I could impact my community and what social change I may contribute.

The entire process made me a more competent leader. When reading numerous reports about employee turnover and conducting this research, I was able to minimize errors, personal biases, and any preconceived ideas that I had. I was open to contradictory evidence, followed the ethical requirements, and always aware of my own preferences throughout the research process. As a logistics supply chain specialist of 15 years, I wanted to find and identify strategies and solutions to employee turnover in the logistics industry. I reduced my personal bias from past experiences to increase the validity and reliability of my study.

As I was conducting this study, I was able to minimize bias by offering all potential participants who met the requirements the same opportunity to participate in this study. I also approached this study by reverting to the guidelines established in the interview protocol and by relying on the data to answer the central research question to mitigate my bias. Participants were interested, helpful, and encouraged, which made the interview process more interesting to learn more about how they reduce employee turnover. Some responses from participants were unexpected and heightened my body of knowledge surrounding employee turnover strategies. I discovered that most supply chain managers are proactive, caring, and open with their employees, which represents some the characteristics of servant leadership. The findings from this study aligned with the literature on employee turnover and increased my understanding of the research problem.

Conclusion

Supply chain employees are an important resource in the healthcare industry. The findings from this qualitative case study revealed that supply chain managers could

reduce employee turnover by using a supportive leadership style, building relationships, training employees, communicating, and motivating employees. Employee turnover strategies will vary for every organization, to ensure that managers are using a practical approach they must understand the progression of turnover, adjust the strategies presented in this study to fit the needs of their employees and organization. Leaders, researchers, and practitioners may benefit from the identified five themes to gain new insight on strategies that will reduce employee turnover and improve relationships between managers and employees, ultimately, reducing the high turnover rate.

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Appendix A: Interview Protocol

Interview Protocol Guide

Time of Interview: _____

Date: _____

Interviewee (Name): _____

Hospital (Name): _____

Interview location: _____

Interview protocol script of what I will do and say:

Before we begin, I would like your permission to record this interview, so that I can create a transcript of our conversation and use your response to develop a better understanding of the strategies you use to reduce employee turnover within your company successfully. May I turn on the digital recording device?

(I will begin recording and repeat the request to record our interview so that permission to record is recorded)

Introduction

Thank you for meeting with me today. I appreciate and value your assistance in helping me complete my study. My name is Brenda Simon, and I am a student at Walden University working on my doctoral degree in business administration (DBA). I am conducting a study to explore employee turnover strategies used by clinical supply chain managers to reduce employee turnover. Before we begin, I would like your permission to record this interview, so that I can create a transcript of our conversation and use your response to develop a better understanding of your strategies used to reduce employee turnover. May I turn on the digital recording device?

If, at any time during this interview, you would like me to stop recording or you want to take a break for any reason, please feel free to let me know. You have read and agreed to participate in this study by replying to my invitation email and informed consent email with the words, "I consent." You understand that your participation in this interview is voluntary and you may withdraw your consent to participate at any time. You are encouraged to ask any question, do you have any questions about the consent form or research study before we start? We will begin the interview now, with your permission.

Semistructured interview questions

Semistructured interview questions and additional follow-up questions focusing on clinical supply chains manager's experiences:

(I will begin asking open ended interview questions)

1. What strategies did you use to improve employee turnover in clinical logistics?
2. What barriers did you experience as you incorporated new strategies to improve employee turnover?
3. How did you address the barriers to decrease employee turnover in your organization?
4. How did you communicate your turnover reduction strategies to your employees?
5. What reasons did employees give for leaving the organization?
6. What are some of the benefits of implementing a turnover reduction strategy in your organization?
7. What other additional information would you like to add regarding this topic?

Follow-up questions:

8. What motivational strategies did you use to retain your employees?
9. What leadership strategies have you identified as being important for increasing your employees' engagement?

(I will observe and describe the participants' responses and fill in the table as participants respond)

Observation Notes (Field Notes)

The following questions serve as a guide for what I plan to document during the interview:

Observation on what was observed	Description	Thoughts
Managers attitude and body language		
Manager describe outcomes they are hoping for		
Manager describes resources presented in the organization		

Manager describes examples		
Describe the impact of the managers behavior toward employees		
Manager describes their desires to improving employee turnover		
Managers describe the impact of the employees behavior toward managers		

Closing of interview and Debriefing

(I will begin asking participants to provide company documents or reports related to my study and to support their answers)

Did you bring company documents such as employee turnover reports, benefit packages, leadership guides, or employee performance guides to support your answers?

Did I miss anything or is there anything you would like to add?

(I will ask the participants to verify their email address and remind them to check their email in a few days to verify my interpretation of the data collected)

Before we finish, I want to thank you for taking the time to support this research study. I will transcribe the recording and provide a summary of this interview. In a few days, I will send you an email to complete the member checking session, so you can review and verify the information I have collected today and give you the opportunity to make changes or discuss anything else that will contribute to this study. You will have 5 days to complete the member checking process, and with your consent, any feedback you provide via email will be documented to update the existing information you provided during the interview. Any information you provide will be kept confidential.

Email address _____

End of the Interview

Again, thank you for participating. Your contribution was insightful and will assist with the completion of this research study. You will receive a 1 to 2 page summary of the results via email once the findings of the study is completed and published. You have my contact information if you have any questions or additional comments I will be available via email and phone.

(I will follow the exact procedures for each interview until data saturation is established)