

Frederick Herzberg's Motivation Hygiene Theory and Retention

Frederick Herzberg's Motivational Hygiene or Two Factor Theory was the final foundational theory used to ground this study. Herzberg et al. (1959) believed that two criteria should get used to measure job satisfaction (Herzberg et al., 1959). Those two divisions include intrinsic (motivational) and extrinsic (hygiene). He attested that these two job attributes motivate or unmotivated employee satisfaction. One set of factors “motivates” and pushes job satisfaction, and the absence of the other aspect, “hygiene,” causes dissatisfaction (Hur, 2018; Sanjeev & Surya, 2016).

These unmet needs stimulate workers and create tensions and drivers, which push the individual to better themselves by achieving their objectives; this then develops satisfaction where there was once a void (Needleman, 2017). Throughout Herzberg's research, he defined five motivational factors: achievement, advancement opportunities, recognition, responsibility, and the enjoyment of the job itself. Conversely, he outlined the hygiene criteria as wages, benefits, company policies, peer relationships, leader relationships, and the staff members' comfort level with the company (Herzberg, 1966; Holliman & Daniels, 2018).

His theory has long been at the center of debate and remains controversial when discussing employee satisfaction. However, recent psychological studies have shown positive results using the motivation-hygiene theory as a foundational base, escalating talks that it may be time to resurrect this research (Sachau, 2007). The psych research contained a theoretical summary, outlined many misinterpretations of the concept, and clarified those misinterpretations. It also showed a connection between contemporary research on happiness and the motivational factors initially presented by Herzberg (Sachau, 2007). The relationship demonstrated by the

authors indicates that there is viability in Herzberg's findings and should get used when attempting to understand motivational happiness.

Sanjeev and Surya (2016) have also completed recent studies using the two factors of Herzberg's theory. These authors' findings show that the motivation-hygiene methods can be used in present-day retention efforts. However, they showed mixed results while using the system (Sanjeev & Surya, 2016). Since 1959, Herzberg's theory has been torn apart and seemingly produced empirically mixed results. Sanjeev and Surya wanted to verify the use of the system in modern-day recruiting.

Modern Thoughts on the Two-Factor Theory

The modern study showed that many workers today gravitated toward motivating factors and that the hygiene outliers had little effect on employee satisfaction. The research also indicates that the motivational factors were not entirely intrinsic in nature and blended with extrinsic characteristics, which Herzberg also documented. The factors prove to be fully independent and often share commonalities and variances, creating the impression that Herzberg's Theory is still viable in today's healthcare world and should be used as a foundation for this dissertation on R.N. retention in rural Iowa (Sanjeev & Surya, 2016).

Ann and Blum (2020) utilized Herzberg's concepts to better understand the current motivational factors that alter employee satisfaction, dissatisfaction, and staff turnover (Ann & Blum, 2020). The authors found that employee recognition and the job itself are the two most impactful modifiers. They explained the hygiene dissatisfiers with the most significant impact are leadership, work-life balance, job security, and outside influencers affecting the staff's personal life (Ann & Blum, 2020). These findings support the Two Factor Theory showing that

turnover rates are impacted by employee satisfaction and dissatisfaction, and turnover intentions are positively driven by hygiene dissatisfiers (Ann & Blum, 2020).

Studies by Sheraz et al. (2019) and Zhang and Li (2020) further support Ann and Blum. Sheraz et al. (2019) explain that employee satisfaction happens when the work provides a sense of belonging, ownership, and achievement. When staff members display positive attitudes regarding their job, it expresses job satisfaction (Zhang & Li, 2020).

Much of the above conversation discusses the broad concept of employee satisfaction, but the study focused on R.N. retention. Therefore, isolating the factors needed to increase retention in this discipline is necessary. To do this, companies must implement strategies that push staff nurses to be more engaged in their work and organizational activities (Al Sabei et al., 2020). Kaddourah et al. (2018) demonstrated that 54.7% of registered nurses in their study complained of work-life balance issues, and 94% of those workers reached the point of quitting their job (Kaddourah et al., 2018).

This data strongly supports Al Sabei et al. (2020) by showing a strong correlation between turnover and employee satisfaction. Therefore, leaders must isolate job satisfiers and amplify those strategies to decrease turnover and increase retention (Al Sabei et al., 2020). Authors Kim and Kim (2019) tell us that companies must create self-efficiency strategies that could enhance self-leadership amongst R.N. leaders, increasing satisfaction rates. Therefore, nurse leaders must understand satisfiers and dissatisfiers to improve retention efforts (Kim & Kim, 2019).

Promoting and Restructuring Nursing Schools

According to Musoba, Jones, and Tekla (2018), career choice is vital for new graduating high school seniors. Colleges today have become extremely expensive and overly demanding

regarding acceptance. Many prestigious organizations like Harvard and Yale turn away vast amounts of annual applicants. The world has become highly competitive, and universities are no exception (Musoba et al., 2018).

For nursing students, this also rings true. Many applicants are turned away for various reasons, such as limited access due to collegiate understaffing or stringent enrollment criteria. It is also common for many medical professionals, including nurses, to start at one university and transfer to the next. Studies today show a variety of obstacles preventing transfers, seemingly halting the career path of a future nurse (Musoba et al., 2018). It is factors like this that can be discouraging to students.

People are not patient and will commonly and quickly switch career options based on these barriers. They are looking to complete their degrees and enter the workforce immediately. When negative factors and roadblocks get in their way, they will find the next best option to continue on the fastest route to graduation (Musoba et al., 2018). Nursing schools must look at these barriers to prevent future negative impacts if the U. S. healthcare system is to overcome nurse shortage issues.

Educational organizations must begin examining enrollment criteria, transfer connections, and staffing needs immediately. Enrollment criteria should be based on real-world conditions and include knowledge of what to expect upon graduation, eliminating future surprises (Musoba et al., 2018). This strategy will keep expectations in check and reduce discouraging negative attributes when entering the workforce. To accomplish this, academic institutions should work with surrounding healthcare organizations to establish shadowing and preceptorship programs.

These opportunities will present future nurses with direct access and knowledge of the day-to-day duties of the modern R.N. (Musoba et al., 2018). Universities must also establish a robust relationship with transfer facilities. Both parties must continually work together to ensure there are no hiccups with transfers; these must be seamless to reduce dissatisfaction among nursing students (Musoba et al., 2018). Lastly, colleges must continually evaluate their nursing professors and compare this to enrollment needs. Recruitment and retention efforts must start here if the U. S. healthcare system wants to avoid continued nurse shortages. Outlining expectations, all parties working together, and creating a seamless pipeline for future R.N. must be the first step in this enormous problem.

Understanding Nursing Satisfaction Needs

Nurses are essential to the success of any hospital. They work side-by-side with physicians taking care of their daily needs and providing the highest level of direct patient care (Heidari et al., 2017). Staff nurses make up the largest population of twenty-four-hour care globally. It is critical to understand the satisfaction needs of these workers (Antony, 2018; Heidari et al., 2017). R.N. turnover can be very costly to a hospital.

Continuously recruiting, hiring, and training these individuals wreaks havoc on the bottom line. It also becomes problematic for patient satisfaction. During shortage periods, nurses experience burnout while continually covering vacant shifts. Irritability and fatigue set in as they tire, decreasing their cognitive ability to decipher right and wrong actions. Then, mistakes and medical errors happen, harming patients and peers and reducing staff and patient satisfaction (Heidari et al., 2017).

Leadership must concentrate on strategies that increase retention and R.N. satisfaction to eliminate these shortages and decrease harmful factors. This part of the research can be grounded

in Herzberg's Two Factor Theory. Motivating or satisfying factors that must get assessed are nurse performance and achievement capabilities, reward and recognition, employment status, level of responsibility, advancement opportunities, personal space and growth, and the job itself (Benjamin, 2019; Heidari et al., 2017). The bullet points below list the hygiene dissatisfiers that healthcare facilities should continuously monitor.

- Salary and regional adjustments
- The safety of the working conditions
- The physical environment
- Peer relationships
- Nurse/Supervisor relationships
- The Charge Nurse, subordinate relationships, and the related support factors
- Nurse/Provider relationships
- Nurse-to-patient ratios
- Policies and procedures
- Other various inner-organizational peer relationships

Understanding and improving these factors can increase retention among nursing staff (Heidari et al., 2017).

The Baby Boomers

Today, many factors directly impact rural Iowa R.N. retention and the importance of the need for improvement. Retaining nursing staff is an enormous problem throughout the U. S. healthcare industry (Lasala, 2017). Employee satisfaction, workplace safety, wages, imbalances between nurses and patient ratios, and poor onboarding are just a few reasons nurses leave or stay in their current positions. Understanding satisfiers and dissatisfiers is essential to developing a healthy culture and organization (Singh & Behera, 2016). However, Leider et al. (2018) tell us

that the Baby Boomer movement is one of the most significant issues currently affecting this career field (Leider et al., 2018). Boomers are individuals born between 1946 and 1964.

This group comprises approximately 76 million people and accounts for over twenty-one percent of the U. S. population (Song & Ferris, 2018). They are now the second-largest generational group on the planet, recently and narrowly surpassed by the Millennial Generation. The term “Baby Boomer” originated as a play on words stemming from post-World War II birth increases. As soldiers returned from the war, the world began to see an enormous spike in births across the planet; with that, the term “baby boom” was born (Song & Ferris, 2018).

The Boomers' Economic Effects

The significant size of this generation has been and will continue to affect economies across the globe in both good and bad ways. The American Association of Retired Persons (AARP) estimated that in 2016, this generation spent well over \$7 trillion on everyday goods and services. These figures are predicted to exceed \$14 trillion by 2032 (Song & Ferris, 2018). They can continue to spend this kind of money for several reasons. One of those facts is that many were able to create retirement portfolios due to wages much higher than those seen by their parents, and Boomers often could acquire work options like stock sharing, IRAs, and 401K plans.

These factors allowed these individuals to live comfortably into their seventies, eighties, and beyond, continually pushing monies into the economy (Buerhaus, 2017; Song & Ferris, 2018). However, despite the economic stimulus spending, the Boomers create a more significant problem, especially in healthcare. With advancements in modern medicine, higher incomes, preventative medicine, and healthy living knowledge, the healthcare industry often sees these

individuals live anywhere from 10 to 30 years past the retirement age of sixty-five (Song & Ferris, 2018).

The first wave, or the oldest people of this generation, reached retirement age in 2012. Since that time, the U. S. estimates 10,000 new retirees each day. This pace will continue through 2032; after that, the daily numbers will drop steadily until the last person of this generation retires in 2046 (Song & Ferris, 2018). One of the most problematic issues caused by this is the supply or count of current U. S. hospital beds. These numbers have declined over the last several decades due to hospital closures and restructuring into post-acute organizations.

Today, there is insufficient capacity to handle the massive influx of aging Baby Boomers when they peak (Buerhaus, 2017; Song & Ferris, 2018). Eventually, the U. S. healthcare market will reach an irreversible divergence of supply and demand. The U. S. hospital system once had a peak census of over 1.6 million beds; today, it is estimated at only 900,000 (Song & Ferris, 2018). The other issue that must get factored into this equation is the decreasing number of RNs. The number of beds is only the start; if the system continues on its current path, there will not be enough nurses to handle the enormous aging population when they need extensive care.

Boomers and Nurse Burnout

Nurse burnout is one of the most significant concerns stemming from the Boomer scenario. If the shortage continues to grow and the patient population rises, the remaining nurses could develop many burnout traits. Some of those factors could include a lack of compassion or detachment from their patients, poor communication with peers and leaders, and a loss of empathy, to name a few (Brennan, 2017). Burnout can cause a vicious cycle of turnover within an organization.

Suppose administrations fail to maintain adequate staff to support patient needs. In that case, burnout will eventually take over the remainder of the workers, they will move on, and the cycle will start again. When this continuously happens, it jeopardizes the work environment and creates a trickle-down effect encompassing vast amounts of staff and leaders (Kelly & Adams, 2018). Burnout is one of the most common factors linked to turnover, and it will only worsen as the Boomers age. There will be too many patients for the remaining staff to handle. Healthcare must find immediate answers to this looming problem to get ahead of the issue.

Reward and Recognition

Organizations that reward and recognize their nurses show improved performance and morale, increasing retention (Mehta et al., 2017). A system like this motivates staff members beyond common motivators like compensation and work-life balance. It is recommended that leaders use reward and recognition to elevate nursing satisfaction (Gilbert & Kelloway, 2018). These rewards can come in two forms, intrinsic and extrinsic. Intrinsic incentives include intangible items like career advancement opportunities and elevating a worker's sense of accomplishment. Extrinsic factors are tangible things a leader offers, such as a prize for outstanding patient care (Moran et al., 2018).

Healthcare facilities that actively create reward-focused benefits will see less turnover amongst nursing staff. Organizations must offer competitive wages and benefits to retain RN staff (Mehta et al., 2017). These incentives can be carried out with fun competition in mind. This strategy creates personal motivators fueled by friendly competition. Employees will push one another, increase productivity, keep staff engaged, and increase retention (Hernandez-Lagos et al., 2017). Organizations must develop systems like those listed above. Failing to recognize workers for their efforts will deflate performance, decrease motivation, cause mistrust between

leaders and workers, and eventually lead to increased turnover rates (Rose et al., 2018). Phillips et al. (2017) back that statement and explain that leaders who promote reward and recognition programs experience increased retention and nurse satisfaction (Phillips et al., 2017).

Wages

Money is one of the primary motivators for any position, and nursing is no exception. Healthcare organizations must be competitive in their respective environments. Rural facilities must keep up with the state average rural pay, and urban environments must match other cities. Facilities must implement wage-comparing software that is experience-based and keeps track of other similar organizations. These software programs often get thought of as pay-for-experience and performance programs. Competitive wages attract high-level talent and are a way for an organization to show appreciation for employee efforts.

Wage matching is a competitive business strategy that can help keep most organizations on the same playing field (Bennett et al., 2017). Nurses are well aware of what is fair and what is not. They expect to receive competitive compensation for their efforts compared to similar staff members. Organizations failing in this area will fail at recruitment and retention, increasing turnover rates (McHugh, 2017). Wages can resonate so strongly with some individuals that they often remain with companies they do not like because the money is right. Leaders should use this strategy to increase retention efforts amongst nurses to stay competitive with the surrounding organization.

Growth Opportunities

Growth opportunities are another essential tool that leaders can use to retain nursing staff (Weer & Greenhaus, 2017). When RNs feel they have reached a stopping point in their career and things get stagnant, they will begin looking for other avenues of fulfillment. As

organizations grow, they must look at ways to promote within and give well-deserving individuals a chance at advancement (Saleem et al., 2017). Workers should have access to things that will elevate their careers, boost performance, and allow them to excel at other levels within the company. Leadership is responsible for ensuring that nurses have the correct tools to excel, the information needed to get there, and support and education from superiors to promote growth (Alonso-Almeida et al., 2017).

Fitzsimmons and Rose (2015) explain that nurse scarcity is rising in the United States. They discovered that many RNs leave this field for other disciplines (Fitzsimmons & Rose, 2015). Many new nurses take their first positions in a hospital setting. In these environments, they can see how many other areas perform; these include modalities such as X-ray, lab services, leadership, Dieticians, and physical therapy, to name a few. When these areas look more appealing than nursing, facilities see RNs leaving to switch careers (Fitzsimmons & Rose, 2015).

Some of these disciplines might demonstrate better hours, less physically demanding work, better work-life balance, and this appearance become appealing to many watching from the outside (Kovner et al., 2016). These authors explain that facilities must create strategies and become proactive against these actions. They must cater to the nursing staff just as they would other disciplines. They must match incentives, creating a balance that elevates satisfaction and enhances the love for the job (Kovner et al., 2016).

Organizational leadership should continually feel the need and responsibility to improve these elements for RNs and other staff members. If staff members are content at work, they are often happy at home. Work-life balance has become extremely important over the last few decades (Heidari et al., 2017). Nurses are highly skilled and paid individuals working in a world of shortage. They can find opportunities anywhere. So, giving them the tools they need to do

their job is essential. It is easier and more cost-effective to analyze these factors and create as much balance between staff nurses and organizational needs as possible. Failing in this area will drive nurses away, decrease patient and nurse satisfaction, increase turnover rates, decrease revenues from lack of care, and increase repetitive recruitment fees damaging the bottom line (Heidari, Seifi, & Gharebagh, 2017).

Work/Life Blend

Another retention factor that many healthcare organizations must consider is work-life blend (WLB). Up through the 20th century, men dominated the workplace. This generation believed that men should work to support the household and women were to maintain the home. However, during the World War eras, men went off to fight, and women began entering the workforce (Pinchbeck, 1981). Before the wars, there was an equal balance between the man's job and the women's home management duties. As women began to spend more and more time at their job, the home started to suffer the effects, and the term work-life balance emerged (Pinchbeck, 1981). Author Gyanchandani (2017) defined the term as creating a balance between personal and work needs. It is the equilibrium point for an employee where workplace needs and outside wants merge (Gyanchandani, 2017).

Agarwal (2009) explained that work-life blend is controlled by synergy, success, and strategy. Synergy can be defined as the factors that are enhanced by someone's surroundings that complement work-life balance. Success is the direct result of balancing the two elements, and strategy is a person's plan of action to gain a work-life blend (Agarwal, 2009). One theory that directly supports WLB is known as the Boundary Theory. This concept was created by researchers Ashforth, Kreiner, and Fugate (2000). It is an essential piece of literature that supports a variety of strategies that will help workers gain WLB. The study determined that

WLB was enhanced when workers utilized strong communication skills and successfully managed their time with coworkers. The findings showed that staff who set specific goals aligned with outside leisure were more apt to achieve a successful WLB (Ashforth et al., 2000).

Conversely, it has been shown that WLB is just as crucial to the organization as it is to the worker. Employers must promote this concept to its fullest extent. Past research has shown the extensive need for companies to promote a culture of work-life balance to reduce employee stress, increase work morale, improve production, elevate job satisfaction, and ultimately improve retention (Gyanchandani, 2017).

However, this scenario does not ring true for everyone. A study by Duxbury and Higgins (1998) showed that WLB was unnecessary for all workers. It showed that men and women with outside families were more apt to seek WLB than those who were single. People who did not have extensive external commitments wanted more time at their jobs to drive their careers to the next level. WLB proved essential to employee retention for those with outside obligations, putting it high on the list of organizational strategies needed to decrease turnover (Duxbury & Higgins, 1998).

Organizational Diversity

Diversity in healthcare is becoming a challenging factor for retention. Diversity needs are demonstrated by patients and workers alike. Promoting and educating staff members on diversity can create cultural competency. Authors Seeleman et al. (2015) explain that organizational commitment is needed to engage staff. To do this, companies must use a systematic approach backed by leadership who coordinates, instills, and maximizes diversity strategies to benefit the staff and customers (Seeleman et al., 2015).

Secondly, facilities must follow up on procedures by collecting data and holding those accountable for successful implementation. Companies can successfully manage cultural competency by further understanding the concept and spreading knowledge throughout the organization. This strategy improves the organization's and staff's image, promoting a safe place to work and receive care (Jankelova et al., 2020).

Healthcare facilities often get ridiculed for their inefficient and below-average training processes linked to diversity. Modern facilities must account for many diverse situations, cultural backgrounds, and ethnicities. Organizations must also train staff and provide accommodations for many forms of diverse individuals (Jankelova et al., 2020). The LGBTQ+ community is growing daily. Sensitivity training and supportive recognition of these individuals are essential for future growth (Morris et al., 2019).

Word of mouth travels quickly, and people and staff who feel threatened and unsafe in an inadequately trained environment will spread the actions like wildfire. People with diverse backgrounds will not want to work in a place like this or seek care in these organizations due to the fear of staff and physician bias (Jankelova et al., 2020; Morris et al., 2019). Therefore, to amplify recruitment strategies, organizations need to get on board with these modern changes, support these groups, and educate staff and providers to maximize opportunities and outcomes in this rapidly changing area (Morris et al., 2019).

Impact in Iowa

This research was completed to focus on the thoughts and ideas of the modern rural Iowa RN. The study sought to find answers to any flawed retention strategies in rural Iowa locations. It is thought that these nurses can give a more straightforward narrative on fixing the problem right from the source's mouth, if you will. It is vital to understand what the Iowa nurse wants and

what will keep them in their rural position for an extended amount of time. A report from the Iowa Center for Nursing Workforce (ICNW; 2021) helps to demonstrate how problematic retention is for the State.

There were 712 respondents in the ICNW research. 23.2% of these individuals represented long-term care organizations, and 85% of this group predicts openings to quadruple in these facilities (ICNW, 2021). 21.5% of respondents were from small critical access facilities with less than 50 workers. 71.4% of this group indicated they would also see numbers multiplied by four (ICNW, 2021). 32.8% of this survey population represented critical care facilities with 50-99 workers. 85.5% of this group also predicts numbers to amplify by four (ICNW, 2021).

Each turnover occurrence is estimated to cost these rural facilities \$52,000 per RN to recoup their investment (Nursing Solution, Inc, 2019). When bottom lines get hit this hard, it can be challenging to maintain the cycle, and eventually, something has to give, and organizations are forced to find ways to save money. Many facilities have resorted to mid-level nurses, such as CMAs and LPNs, to fill the voids at a cheaper cost (ICNW, 2021). The turnover rates are amplified because many rural organizations must budget additional turnover dollars (ICNW, 2021).

Iowa is home to over 1.2 million rural Americans who depend upon the care of their local facilities (RHHub, 2022). Many of these individuals are elderly with limited access and mobility. Getting to surrounding urban organizations can be quite problematic, so Iowa needs to be proactive with its rural nursing recruitment and retention. Of Iowa's 82 rural access locations, over 60% reported extensive shortages and excessive turnover rates with their RN staff, advertising over 1,500 open positions across the state (ICNW, 2021).

Gaps in the Literature

One of the areas of primary concern when researching retention strategies is demonstrated by the fact that over 75% of all nurse turnover scenarios happen due to poor nurse-leader relationships. Essentially, they quit their supervisor, not their position (Hyacinth, 2017; McVeigh, 2018). Therefore, future research must examine how healthcare leaders can improve their relationships with staff nurses and incorporate these into working strategies and learning situations. Brown (2018) explains a common misconception linked to wages and turnover. He tells us that only 11% of all nurse turnover gets linked to wages.

Conversely, this statistically shows that nurses leave for other reasons 89% of the time (Brown, 2018). If organizational leaders and Human Resource Managers understand what contributes to the additional 89%, they can create strategies to combat turnover factors. Another area of immediate concern comes from a lack of statistical tracking. Valle et al. (2016) explain that over 50% of all healthcare facilities fail to track their turnover factors. These statistics demonstrate the need to create a better tracking system for organizations.

The last major concern is the unknown effects created by the Covid Pandemic. Covid has literally plagued the healthcare system for nearly three years. It is a broad topic and must be considered a primary driver of modern-day retention. Its vast nature merits a comparison study that branches out over regions with multiple researchers. There is far too much data for one person, and it is believed that one researcher could not accurately depict Covid's actual effects on nurse retention without the help of others.

Conclusions

Retaining registered nurses in rural Iowa facilities is an ever-increasing problem possibly encouraged by generational change, personal needs, work-life balance, and the evolution of the

practice (ICNW, 2021). Throughout this literature review, the beginning sections reviewed a brief history of several of the most influential theories focused on human and employee behavior. These theories included Maslow's Hierarchy of Needs (1954), McGregor's Theory X and Theory Y (1960), and Herzberg's Motivational-Hygiene Theory (1959). It is these theories that will help to build a strong foundation for this research project.

Gaining a better understanding of employee satisfaction levels and current retention strategies could create essential data for many rural organizations struggling with retention issues. Finally, many modern trends can be linked back to the theoretical work of Herzberg (1959). His list of satisfiers and dissatisfiers has not changed much in modern times. Continually evaluating these motivators and dissatisfiers could provide reliable change data for today's healthcare organizations. Retaining key workers is essential to the survival of many of these rural facilities. Without these people, care could diminish, and patients might seek medical services elsewhere. Fewer patients mean less revenue, worsening this vicious cycle (Walumbwa, 2019).

Summary

The literature review explained the importance of registered nurse retention in rural Iowa. It outlines the critical shortages and demonstrates the problematic situation surfacing due to the Baby Boomer movement. It also examines the foundational works of Maslow (1954), McGregor (1960), and Herzberg (1959). It outlines how their past strategies play a part in today's retention strategies.

Each foundational theory is accompanied by modern-day trends linked to these past works. Maslow's work helps define many of today's personal staffing needs and helps outline how they transition through those desires (Maslow, 1954). McGregor's work is enhanced by various leadership tactics that prove successful in today's economy. Other sections in this area

link to various leadership responsibilities and educators, such as culture building and communication improvement (McGregor, 1960).

Much of Herzberg's work still rings true today. Many common satisfiers and dissatisfiers contribute to today's retention efforts. Factors like wages and recognition play an enormous part in today's workforce. Newer elements like work/life blend and large diversity movements are also emerging. Organizations must account for all the above-listed criteria to remain relevant in the nurse retention game (Herzberg, 1959). The next chapter will explain the study's methodology and design. It also covers elements like the research population, sample, and recruitment methods. Lastly, the chapter outlines the data collection instrument and analysis procedures and what was done to ensure the credibility and validity of the gathered information.

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