EXPLORING MOTIVATING EXPERIENCES FOR RETENTION:

A GENERIC QUALITATIVE INQUIRY INTO

HEMODIALYISIS TECHNICIANS' INTENT TO STAY

by

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Abstract

Healthcare is undergoing substantial changes and is facing a severe shortage of staff, particularly within specialized areas of nursing such as nephrology. The global outbreak of COVID-19 has worsened this issue by straining nurse resources and affecting the future of the profession. These ongoing shortages of nurses and hemodialysis technicians are occurring because of conditions such as the aging work population, stressful work environments, and burnout. The goal of this generic qualitative investigation was to explore what factors serve as motivation for dialysis technicians to remain in their positions. The challenging requirements of the tasks of nephrology work, combined with the emotional demands of patient-provider relationships, contribute to burnout and high turnover rates. Insufficient staffing in the dialysis field has a negative impact on patient care. Retaining dialysis technicians is a critical concern that requires attention to improve staff retention and enhance the renal industry. To gather insights, semi-structured interviews were conducted with a group of 10 current or former experienced dialysis technicians. Using thematic analysis, the recorded and transcribed interviews were scrutinized, and four prominent themes emerged: (a) work engagement, (b) personal calling, (c) sense of purpose and enthusiasm, and (d) family and personal values. The study's conceptual foundation was based on the principles of self-determination theory, and the participants' motivation, self-efficacy, and self-discovery were investigated. The theoretical underpinnings of the study were centered on the concept of self-determination within the context of work encounters. The outcomes of the study were highlighted, and the findings emphasized the need for further research on the identified themes. These factors significantly influence the motivation of the dialysis technician to stay in that job. The study also explored the psychological well-being of these technicians. The findings included sustainability in their roles, as well as strategies for recruitment, development, and career growth to ensure a well-staffed and high-quality care environment for dialysis patients.

Understanding these themes may empower healthcare organizations and human resources (HR) personnel to enhance experiences, improve staff retention, and cultivate a supportive and rewarding work environment for these crucial healthcare professionals, particularly in the renal and nephrology specialty.

Dedication

I would like to give all honor, praise, and thanks to my Lord Jesus Christ. I appreciate the strength, perseverance, and wherewithal to start and continue the journey to the finish line. In honor of my late grandmother, Jimmie Maude Teasley (Nana), my late mother, Ruth Jeannette Teasley, and my late aunt, Patrice Teasley, I express my gratitude for the example of what a strong woman looks like and the encouragement that I can do anything.

Next, I offer my heartfelt and warm appreciation to my loving and supportive husband, Xavier Maurice Jones. I would also like to convey my appreciation to my grandfather-in-law, Isaac E. Jones, Sr., my father-in-law and mother-in-law, Alan and Joyce Jones, and my uncle, Kenneth LeRoy Teasley. They have always been sources of encouragement for me to start and finish. I also want to acknowledge my brother, Roy Jones, and the rest of my family who have supported me from afar with their prayers and love. Much love to you, and I commit this dissertation to each one of you.

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I humbly acknowledge the exceptional support extended by Capella University. The vast resources of the university's library, coupled with the dedication of the library staff, have provided me with a wealth of knowledge and tools to explore diverse subjects and research avenues. My gratitude extends to all my course instructors, who exhibited patience and imparted profound insights into the course materials. Their commitment to nurturing a rich learning environment has been immensely beneficial. Last, I would like to acknowledge the camaraderie and encouragement I received from my peers. These remarkable individuals, who, like me, balanced the demands of life, family, career, and coursework, have been a source of inspiration and motivation. In essence, I wish to express my heartfelt appreciation to each of these

individuals and institutions for their unwavering support. Their collective contributions have

played an instrumental role in making this journey a resounding success.

Table of Contents

List of Tables

CHAPTER 1. INTRODUCTION

Background of the Study

Healthcare is changing and is experiencing an extreme shortage of staff specific to those in various nursing specialties (Gaietto & Brooks, 2019). Although nursing turnover is not new to the difficult situations experienced by healthcare workers, the pandemic of COVID-19 has placed added stress on both current nurse specialties and the future of the nursing field (Paulus, 2022). In the field of nephrology, nursing shortages specific to the dialysis setting remain a continual issue due to an aging workforce, stressful work environment, fatigue, and burnout among nurses (Cao & Chen, 2021). According to Tuval et al. (2021), such complex and demanding work, coupled with the emotional demands in patient-provider relationships in nephrology, increases the effects of burnout and, ultimately, turnover. Nurses and technicians are faced with compounding caseloads, occupational needs, long hours, and many time-sensitive responsibilities, all of which contribute to job burnout (Tuval et al., 2021). While a demanding work environment is familiar to nephrology nurses, they face heightened susceptibility to the repercussions of immediate stressors that jeopardize their emotional well-being and psychological well-being (Harwood et al., 2021). According to Gaietto and Williams (2020),"The nephrology community is realizing the effects of the nursing shortage" (p. 508). The researchers noted that the effects of a stressful work setting and personal risk pose a threat to adequate staffing in the dialysis field and must be addressed to implement ways to support these nurses and reduce turnover. Gaietto and Williams (2020) noted that a shortage of workers in this field can negatively affect treatment and care for patients in dialysis. As of 2020, the percentage

of nurses in the United States considering resignation from their roles stood at 40.4%. Over a span of 3 years, there is expected to be a projected increase of 16.7% of nurses who intend to leave within the upcoming year (Cao & Chen, 2021). The nursing shortage poses a considerable challenge for dialysis providers and patients to receive quality care. The need to sustain and retain staff is essential to establish adequate resources, to reduce nurse turnover, and to recruit new nurses for the future. In a dialysis clinic, a synergistic team involving a range of disciplines collaborates to deliver exceptional care to individuals facing end-stage renal disease (Gaietto & Williams, 2020). Nephrologists, nurses, and dialysis technicians are among the key members of this team, and their skill and expertise are essential for providing optimal care. The shortage of qualified personnel in these roles can significantly affect the capacity to deliver optimal patient care and may give rise to various challenges, such as longer wait times for treatment, increased workloads for existing staff, and higher rates of complications and readmissions. The requirement for highly competent nephrology personnel is extremely vital. While the literature has focused on nephrology nurses, there appears to be insufficient information and concern about how to retain dialysis technicians. Therefore, a goal of this study was to signify the essence of the dialysis technician's role and their value to the renal industry while exploring the unique experiences that may lead to improving staff retention.

The grounded foundation of this research was Ryan and Deci's (2000b) self-determination theory of motivation. This theory was applied as the foundation of a study on motivation and the influence motivation has on human behavior. Since the definition of motivation is derived from the factors that propel and influence an individual's actions (Dweck, 2017), individual experiences can potentially be influential in the achievement and fulfillment of needs resulting in career retention. Krauss and Orth (2021) suggested that motivation can contribute to individual work encounters that impact self-esteem, which, reciprocally, influences

2

work experiences. The dissertation study explores the experiences of dialysis technicians. The goal of the research was to reveal solutions leading to the sustainability of the renal workforce, an area of great concern in the health community.

Need for the Study

Conducting the research is imperative because staff retention plays a crucial role in enabling the dialysis industry to fulfill public healthcare requirements. A chronicling of the various experiences that motivate individuals to remain in this industry may lead to uncovering effective talent management strategies. Scant literature exists concerning the aspects and experiences that impact the intention to remain in the role of dialysis technicians. The consequences resulting from a nursing staff member's choice to stay or depart from an organization can be substantial (Al Zamel et al., 2020). There is a clear need for more qualitative research to delve deeper into these facets, and Al Zamel et al. found that the research was primarily focused on turnover intentions and motivation, with minimal focus directed toward the elements that influence a nurse's choice to continue or depart. They insisted that there was not enough data on the incorporation of elements such as contentment with their job, dedication to the organization, the quality of their work-life balance, the conditions of their work surroundings, their managerial approaches, workplace mistreatment, family-related considerations, and the assurance of job stability. Al Zamel et al. discerned that these variables affected a nurse's inclination to depart, while demonstrating a positive association with their determination to remain.

Gaietto and Williams (2020) stated that given the increased surge of dialysis-dependent patients, the need for optimal care can only be met by having adequately trained and skilled staff. The researchers also discussed the need for dialysis nurses and patient care technicians. Al Zamel et al. (2020) offered that the goal of their research was to offer valuable perspectives on

the factors influencing a nurse's decision to either stay within or leave an organization. The same types of problems are faced by both dialysis nurses and technicians. Therefore, it was my assumption that research on the nurses could also be applied to the technicians.

The outcomes of this study may serve as a foundation for crafting retention strategies to enhance workforce stability and prevent staff from leaving an organization. The findings of this research may be used to develop retention methods implemented to increase staff retention and recruitment of future dialysis technician staff. The focus on retention strategies is crucial for these tactics can help the organization maintain stability in their workforce and, in turn, result in better quality, safe patient care and satisfaction.

Cao and Chen (2021) reported that the United States had a patient census of 703,243 individuals diagnosed with end-stage renal disease (ESRD) in 2015. Additionally, they noted that within the United States, the rates of nephrology nurses to patients varied between 9.0% and 17%. Nephrology nursing is grounded in the care of the individual—the spirit and protection, promotion, and optimization of health (Gomez et al., 2022). The scarcity of professionals results in an absence of proficient and skilled dialysis nurses who provide quality patient care (Gaietto & Brooks, 2019). The researchers argued that the challenge for nephrology nurses is to have the time, experience, and education needed to effectively manage the various complexities of renal patients. Acquiring and retaining experienced nephrology nurses requires dialysis providers to make both financial investments and a commitment to the cause (Gaietto & Brooks, 2019). Pasari et al. (2020) identified the dialysis technician role as crucial due to the controlled practices required in a hemodialysis in-center unit. The specialist's position requires them to learn the specific dialysis skills necessary to fulfill many duties to triage and deliver quality treatments that can take 3 hours or longer for one patient. Gaietto and Brooks (2019) also mentioned that the inability to hire and retain experienced nephrology nurses creates a barrier to optimal patient care

4

for dialysis providers. They described the cause of the gap to keep up with the demand as the inability to maintain, replace, and train the nursing workforce. Gaietto and Brooks (2019) also stressed the priority of recruiting new nurses specifically into the nephrology specialty.

The responsibilities of nurses have been an area of investigation in relation to workplace stress and burnout, and the renal industry is no different. Gardner and Walton (2011) asserted that factors that contribute to turnover among hemodialysis nurses include outdated nursing models, nurse dissatisfaction, high turnover rates, and shortages of nurses. McKenzie and Addis (2018) described the renal environment as complex, and the work volume results in staff stress. As the number of dialysis patients increases, the need to create a surplus of staff for the renal industry has become greater. The need to retain skilled staff is becoming ever more critical, and this need applies to technicians as well as to nurses.

The renal industry employs more than just nurses to provide patient care to those needing dialysis services. While there appears to be various literature about nurses, there seems to be a gap in understanding the importance of the dialysis technician's role, their valuable contributions to the industry, and an understanding of what factors are required to influence retention. Therefore, the subject required further investigation.

Purpose of the Study

The purpose of this study was to explore the unique experiences of dialysis technicians and to assess how their unique experiences correlate to their intent to remain in this nursing specialty. A goal was to provide knowledge on job satisfaction, well-being, and motivational factors that lead to retention and to increase their intent to stay in their profession. Dialysis technicians are a fundamental component of the dialysis treatment procedure, and some individuals have sustained and thrived in the role. This dissertation research investigated dialysis

technicians, their encounters with individuals under their care, and how these encounters impacted the dialysis technician's inclination to remain in the profession.

Gaietto and Williams (2020) described the nephrology specialty as needing resuscitation and recognized that the need for proficient staff is a well-known problem that is increasingly challenging the healthcare profession. Further research is required to gain a comprehensive understanding of the factors that contribute to the retention of nephrology staff. The literature is only beginning to address the consequences of the shortage of dialysis technicians (Gaietto & Williams, 2020).

Significance of the Study

The dialysis industry is complex and challenging, and successfully solving the nephrology nursing shortage requires an approach that includes attracting new personnel and retaining skilled nurses. The literature reviewed for this dissertation pointed toward an increase in turnover related to nurses and the impact on the nursing profession (Cao & Chen, 2021; Paulus, 2022). Hudgins (2016) described the looming crisis caused by the nursing shortage, for an increasing number of nurses are exiting the nursing profession. Dialysis is a specialty healthcare sector with unique skills for caring for dialysis patients, and dialysis nurses caring for chronically ill patients are deemed more susceptible to on-the-job stress and burnout (Gaietto & Brooks, 2019).

The implications of this research are numerous, and added knowledge on this subject can be significant because the data may impact the renal industry and the growing community of ESRD patients. Additional research is called for to grasp the concepts that contribute to the retention of nephrology staff. The implications of providing insufficient insight could be detrimental and cause additional harm, for the quality of care for renal patients could be

6

jeopardized. Further, the study may create a framework for further research that presents sound solutions for this healthcare crisis.

Because of the need to rapidly improve the staffing rates in dialysis personnel, a goal of this dissertation study's undertaking was to gain insight into the encounters of a dialysis technician. The survival rates of dialysis patients have improved over time due to hemodialysis for kidney replacement therapy (Hynes et al., 2019). Although there has been an improvement in the survival rate among renal patients, the overall turnover of renal nurses is surging, and there must be adequate staff to manage every patient's care (Kester et al., 2020).

Data from this study are importance because the study findings have the potential to add to the understanding of psychological impacts that renal care workers experience. Not all workers in the renal industry are affected negatively; rather, the data may show positive outcomes such as staff retention and attraction. However, during the search for applicable research studies, a gap was found in the literature because there were no correlations drawn between communication that is considered adequate and reported levels of decreased turnover and increased retention. This study can be significant because of the inadequate amount of literature that presents information on how to identify factors that lead to retention strategies and how to impact retention (Gaietto & Williams, 2020). The researchers noted the importance of addressing the nurses' needs and argued that workforce shortages must be in the forefront to cater to the requirements of the dialysis population within the coming years.

Research Question

The central research question for this dissertation was as follows: "What experiences motivate intent to stay among dialysis technicians?"

Definition of Terms

This section includes definitions of terms commonly used in this dissertation. These definitions are essential to understand the renal industry. Moreover, the discuss of terms can be helpful in providing a full comprehension of the literature review.

Burnout. Burnout, according to Kurosaka and Payton (2020), is a condition of emotional, physical, and mental fatigue stemming from work-related aspects.

Certified Clinical Hemodialysis Technician (CCHT). A CCHT is a patient care technician who is certified and credentialed by the Nephrology Nursing Certification Commission (Odom et al., 2021). The CCHT certification is awarded to those participants who have achieved the designation.

Dialysis Technicians. A dialysis technician is a credentialed technician who is licensed to practice under specific rules within a hemodialysis setting (Cahill et al., 2021). The title of hemodialysis technician is used interchangeably in the dissertation with renal technician and dialysis technician.

End-Stage Renal Disease (ESRD). Changes in the renal function result in more serious kidney disease, left unmanaged this condition can progress from acute to end-stage renal disease. (Mitchell et al., 2022). The acronym ESRD and the term *end-stage kidney disease* are used interchangeably in the dissertation.

Hemodialysis. According to Mehrizi et al. (2022), hemodialysis is the most frequent and crucial therapy for individuals with chronic renal failure undergoing dialysis—a process to replace kidney activity.

Intent to Stay. Categorizing the intention to remain in a job is also referred to as retention and is characterized as the concept of an individual who willingly remains associated with an employer due to the positive benefits that individual may experience by remaining in an

organization (Owens et al., 2022). The participants may use intent to stay or reference their willingness to remain in the role.

<div align="center">**Assumptions and Limitations**</div>

Assumptions

Each study is accompanied by its distinct set of assumptions and limitations. Chronicling the experiences of individuals can be challenging, especially for the researcher involved with the subject matter and content. Percy et al. (2015) discussed the notion that the term *experiences* directs an individual's outward focus toward what was encountered, the occurrences, and the influence of these experiences on the external world. It was my assumption that the data would show a correlation between the work experiences of individuals in a dialysis technician role and the motivation that led to their retention. While designing the research project, I assumed the participants would have a positive or negative work experience that would influence their intent to leave or to remain in their work setting. I also assumed they would provide candid and genuine responses to the interview questions. The underlying assumptions within the study were important to note because they shaped the research inquiries, methodologies, and understanding of the findings.

General Methodological Assumptions

In qualitative research, overarching methodological assumptions encompass what the researcher infers rather than what is explicitly stated. One general methodological assumption was that relationships between individuals exist and can be explored. The assumption was that every participant would independently narrate their distinct experiences without any influence, coercion, or pressure. It was also assumed the participants would understand the questions posed and provide relevant answers to the interview questions. I realized a participant might have negative feelings regarding their role and that their environment might be chaotic. Thus, some of

the participants might seek to have social and emotional experiences with staff and patients that yield a meaningful, happier, and quality of life in their roles as a dialysis technician.

Specific Assumptions

According to Creswell and Poth (2018), the fundamental philosophical underpinnings guiding a researcher during the course of a qualitative research endeavor encompass the subsequent principles: (a) ontological—embracing diverse viewpoints due to the non-uniform nature of reality, (b) epistemological—close engagement with the subject's encounter and truths to comprehend them, (c) axiological—acknowledging the worth of exploration, and (d) methodological—prioritizing the researcher's use of inductive reasoning to refine the research design based on gathered data.

Ontological Assumptions. The underlying essence of reality and the interplay of the researcher and participant are encapsulated within ontological assumptions (Creswell & Poth, 2018). An ontological assumption made in this dissertation was that the individuals' experiences motivated them to remain in their work position. Multiple perspectives and real-life examples could be obtained by interviewing the participants, and I assumed these descriptions would be different from the other participants' experiences because each person has their own perceptions of the events they encounter (Gopinath, 2015). Therefore, the data collected were based on the participants' perceptions and interpretations of those events. Equally significant is the recognition that participants might possess varying motivations and behaviors that drive their actions, and these factors could be influenced in a variety of ways such as past experiences, cultural backgrounds, and personal values. Because the study was focused on the individual participant's outward experiences, the data gathered from the interviews may offer insight into how these motivations and behaviors were perceived by the participants and the impact it could have on the lives around them. By gathering the data from multiple individuals, the outcomes of

the research could offer an array of common patterns and themes within the individual experiences of participants that result in a more meaningful grasp of the subject matter and may offer essential data to address the research question.

Epistemological Assumptions. There are philosophical assumptions and various worldviews that are components of the design of a research project (Creswell & Poth, 2018). An epistemological assumption in the context of qualitative research is that knowledge is created as the researcher attempts to understand the viewpoints of individuals and their experiences. In a qualitative study, this information is gathered using interviews rather than through objective, numerical measurements such as scales or weighted questionnaires (Creswell & Poth, 2018). Additionally, when this approach is employed, the emphasis is about the significance of comprehending significant context and outlining the meaning behind human behavior and social phenomena.

Axiological Assumptions. Axiological assumptions made in qualitative research encompass the values and convictions that steer the investigation. These assumptions are shaped by the experiences of the participants because their actions and perceptions have value and meaning. Hence, comprehending the encounters of participants stemming from their point of view is crucial. It is the duty of the researcher to honor and appreciate the viewpoint of those participants being studied and to recognize that their various perspectives may differ. Axiological assumptions in qualitative research shape a study by providing a framework to provide for an enhanced comprehension of the values and convictions shaped by the experiences. The understandings and sensitive perspectives shared by the participants can aid researchers attuned to the nuances and complexities of their captured experiences. All these assumptions work together to enable a thorough comprehending of the process and the subjects studied.

Theoretical Assumptions

According to Hosseini et al. (2022), fulfilling these requirements leads to greater well-being and motivation. When individuals encounter self-determination, proficiency, and social connectedness within their tasks, they are prone to exhibit higher motivation and engagement in their careers. However, if these requirements are unfulfilled, individuals might undergo stress and a diminished sense of well-being; they may be less likely to persist in their careers (Ashker et al., 2012).

During this research study, an examination of self-determination theory (Ryan & Deci, 2000b) showed that individuals who perceive psychological safety and autonomy in their careers are more likely to be motivated to overcome obstacles and barriers. However, according to Olafsen et al. (2018), if individuals feel their autonomy is threatened or that they lack psychological safety in their work life, they may be less motivated to persist. Therefore, the application of self-determination theory reveals that individuals who achieve satisfaction of their fundamental psychological needs demonstrated sustained work motivation over time (Olafsen et al., 2018).

Topic-Specific Assumptions

Understanding the experiences of dialysis technicians concerning what motivates them to sustain and grow with a company is needed to alleviate the workforce shortages in the care of renal patients. One assumption I made was in reference to how and why people are motivated to care for patients and thrive in stressful environments. The work of a dialysis technician involves skills and training that ensure quality of life for those who require dialysis treatments. A generic qualitative approach proved most appropriate for these participants, among the different methods at a researcher's disposal to explore these encounters. This method allowed me to delve into the factors influencing these participants and to investigate the reasons for their commitment to a demanding and challenging role. The examination of motivational practices and heroic practices

is connected to the premise that specific work conditions or participant perceptions led to quality patient care and their decision to remain in that workspace.

Limitations

All researchers attempt to avoid the limitations that are inherent in their projects, and there were several limitations in this study. The questions provided during the interview could have induced recall bias, for participants were prompted to reflect on past situations. For example, the dialysis technicians were asked to describe their emotional connections to the patients, to share their recollections of past encounters, and to describe their overwhelming workloads and demanding work situations in the past. Therefore, the data were only as accurate as the participants' remembrances of those events.

Another constraint of the research emerged as a result of my role as an HR professional for a dialysis organization. Because of my work experience, I might have unintended biases, and efforts were made to mitigate this limitation by including other dialysis technicians from various renal companies in the study to provide a broader perspective. As the interviewer, I guided the conversations to elicit themes relevant to the research question. Only the technicians were interviewed. Because there was no intention of comparing the different perspectives of clients versus technicians, there were no dialysis patients within the pool of research participants.

The validity of the results may be potentially impacted by a limitation stemming from a design flaw. Therefore, as the researcher, it was important for me to seek out the data that reflected the participants' values and prioritize them during the data analysis. Design flaws in qualitative research could arise from sampling bias; this occurs when a sample of participants does not mirror the broader target population under study, a small sample size can curtail the applicability, just as having participants from one geographic area, one ethnic group or one gender can create bias. Moreover, researcher bias could occur because my reflections on their

values, beliefs, and perspectives might influence the participant's answers and, thus, the data collected might be skewed. As a result, this could potentially influence the validity of the findings. A design flaw has the potential to happen at any phase of the research process; therefore, as the researcher, it was my duty to be aware of the impact a design flaw could have on the study's dependability and reliability.

Delimitations

Delimitations refer to the limitations a researcher sets for the study. They are used to define the study's scope and explain the rationale behind specific facets of the research issues that were not considered. Within the scope of this study's research topic, the experiences of dialysis technicians in other hospital settings other than that of a hemodialysis unit were not considered. In addition, the perceptions of other healthcare professionals were not actively pursued.

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Organization of the Remainder of the Study

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Chapter 1 included the theoretical framework and the study's context along with a focus on the overarching issues facing the renal industry and the growing staffing challenges that exist and continue to impact the overall quality of care for dialysis patients. The research question was the following: "What experiences motivate intent to stay among hemodialysis technicians?" There was a discussion of the type of information to be collected by using an interview format to understand if the technicians' experiences led to staff retention.

Chapter 2 provides an examination of the literature encompassing prior research and contributions of researchers who described the relationships and gaps in the research on this dissertation topic. Additionally, the chapter highlights prominent themes while summarizing the strengths and the weaknesses from a theoretical approach. The critique of the literature provides

insight into the potential impact of dialysis technicians' experiences and how these factors affected their intent to stay.

In Chapter 3, the methodology is outlined and encompasses the research design, along with the sample, the setting, and the research instrument. The processes of gathering data, analyzing it, and addressing ethical considerations are discussed. Chapter 4 includes the findings and results. Last, Chapter 5 provides an examination and implications of the findings to include recommendations, personal insights, and interpretations.

CHAPTER 2. LITERATURE REVIEW

Chapter 1 presented the contextual information concerning the renal industry and the staffing predicaments inherent in the dialysis technicians' duties. The scarcity of dialysis technicians in nephrology poses a substantial and pressing impediment that significantly hinders the delivery of the quality of treatment to patients. The indispensability of individual dialysis technicians is crucial to the treatment of both existing and future patients who have chronic kidney insufficiency and require dialysis until a kidney transplant becomes viable. Insufficient numbers of patient care technicians result in increased workloads, heightened stress, and chaotic work settings. These working conditions can potentially overwhelm staff, increase stress, and fatigue, and ultimately contribute to burnout that leads to a high turnover rate. The workforce staffing crisis impacts the renal industry, particularly as a result of the anticipated growth in patient numbers, and underscores the need for further research.

The scarcity of dialysis technicians has a profound influence on both their work-related and personal aspects and the quality of care provided to patients. Chapter 2 presents a systematic literature review that chronicles the experiences of dialysis technicians and what may motivate them to remain in their roles. Historical and current literature is reviewed in depth regarding the dialysis technician workforce and their work experiences that may impact psychological safety, emotional stability, behaviors, and ultimately their inclination to remain. The analysis of the literature provides support for the dissertation's overarching topic. During my search for relevant literature, a significant gap emerged regarding the relationship between work experiences and the motivation of dialysis technicians to persist in their arduous and complex roles in a high-stress and chaotic environment (Thomas-Hawkins et al., 2020). This chapter includes an exploration of

the techniques used in the literature exploration, the theoretical foundation for analyzing the findings, the reviewed literature, and a critical evaluation of prior research, including research methodologies and conclusions. A summary of the literature concludes Chapter 2.

Methods of Searching

For the literature review conducted, I used the resources of the Capella University online library, and multiple searches were conducted using various databases. The databases included ABI/Inform Collection, Health and Psychosocial Instruments, the *Journal of Nursing Management,* the *Mental Measures Yearbook, Nursing and Allied Health*, Open Dissertations, PsychInfo, PsychArticles, Google Scholar, SAGE Journals Online, Dissertations @Capella University, ProQuest psychological journals, and nursing journals. Different search words and terms were included to uncover the material. Words included in the search were the following: *work experiences, nephrology, turnover, renal industry, self-determination theory, turnover intention, nurse turnover, nurse retention, nurse shortages in nephrology, motivation, workplace satisfaction,* and *healthcare*. Some search terms were used jointly to find associations of the words to expand and target sources that would align with the dissertation topic.

The search strategy defined and limited the research obtained, and specific filters and terminology were used while obtaining appropriate studies. Initially, the search was confined to include only full-text articles and those that had undergone peer review academic research. The period was also restricted to 7 years unless the more recent articles yielded seminal research that added value to the topic of study. EBSCO Host and ProQuest were used to access the databases for articles that pertained to hemodialysis. The search did not yield specific articles that provided important information on dialysis patient care technician staffing, turnover of dialysis technicians, or their workplace experiences. Therefore, I revised the search strategy to locate information about hemodialysis nursing, nurse training, and other articles that were focused on

17

dialysis from a nurse's perspective. An attempt was made to include information on dialysis technicians and employee turnover to locate more extensive research on staffing, motivation, and an employee's dedication to continue their association with the company. The literature review presents information on the various concepts that pertain to motivation in the workplace, workplace behaviors, emotions, attitudes, and experiences that may influence the factors that enhance employee retention.

Theoretical Orientation for the Study

James (1890/1950) has played a crucial role in advancing the understanding of motivation through substantial contributions to the study, and according to Deci and Ryan (1985a), the philosopher argued that individuals' interests are crucial in directing their attention and affecting their behavior and interest in the task or activity that leads them to pursue their activities willingly and enthusiastically. For this study, the theoretical foundation was established by applying self-determination theory (Ryan & Deci, 2000b) as the conceptual framework. The application of this theory offers a promising avenue for research to identify the most efficacious means of satisfying the fundamental needs of achieving optimal health and psychological well-being. Self-determination theory emerged as a suitable option for exploring the extent to which work experiences motivate individuals to persist in or abandon their roles. According to Gagné and Deci (2005), fulfilling these needs is instrumental in promoting an individual's satisfaction. Since the issue of healthcare employee turnover continues to gain momentum (particularly among dialysis technicians), the study of motivation holds significant promise for providing valuable insights and knowledge that can contribute to improving workplace retention.

The primary emphasis of this dissertation was to evaluate the dialysis technicians' experiences, determine their needs, and consider what strategies might be implemented to enhance an organization's capacity to retain highly skilled healthcare professionals, as

18

highlighted by Al Zamel et al. (2020). By applying Ryan and Deci's (2000b) self-determination theory, I asserted that individuals are better equipped to flourish when their inherent psychological needs for "autonomy, competency, and relatedness" (Ryan & Deci, 2000b, p. 54) and social connection are fulfilled. According to Deci and Ryan (2000), a consideration of self-determination theory suggests that when individuals' three fundamental needs are met, their intent drives behavior, and this can impact their conduct. Moreover, a heightened sense of mental and physical vitality is associated with circumstances that satisfy these three fundamental psychological needs (Hagger & Hamilton, 2021).

According to Rojas-Alfaro and Chen (2019), various internal and external elements boost motivation. Self-determined motivation can be derived from the individual's endeavor due to the interconnectedness of their emotions with intrinsic motivation (Deci & Ryan, 1985b). However, the degree to which an individual satisfies their need for autonomy also plays a role in the process (Gagné & Deci, 2005). Motivation pertains to the incentives that decide the level of output shown by employees in a company (Rojas-Alfaro & Chen, 2019). Self-determination theory offers a conceptual framework within organizational contexts employed to enhance and nurture positive results such as employee dedication, well-being, and involvement through motivation strategies (Forner et al., 2020). Rojas-Alfaro and Chen (2019) argued that motivation can become a key focus for organizational leaders who want to enhance employee contentment and involvement that can lead to better work performance and favorable business results.

According to Ryan and Deci's (2000b) self-determination theory, the context influences an individual's behavior and their participation in activities (Gomez-Baya & Lucia-Casademunt, 2018). The researchers examined the association between need fulfillment, well-being, and physical health in the workplace and noted a positive correlation. Addressing these needs across different settings fosters intrinsic motivation, which is linked to enhanced productivity and well-

19

being. This has particular relevance in the dialysis field that Ashker et al (2012) recognized for its elevated stress levels and chaotic workplace. In accordance with self-determination theory, Gomez-Baya and Lucia-Casademunt (2018) suggested that employees find fulfillment and career contentment when their personal needs and expectations are met.

Review of the Literature

To provide research as a background for this study, there was an extensive examination of the relevant literature with a specific emphasis on Ryan and Deci's (2000b) self-determination theory and its pertinence to the subject of investigation. The literature review encompassed areas such as job satisfaction, well-being, factors that influence employee retention in demanding occupations, and burnout. Self-determination theory can be employed as a conceptual framework for elevating employee motivation, a subject studied within the realm of industrial-organizational (I/O) psychology (Forner et al., 2020). By implementing strategies and techniques that address the core psychological needs of employees, organizations offer their workers favorable conditions that heighten their engagement, dedication, and well-being.

For organizations to maintain a fully functioning staff, the leaders must have a comprehensive grasp of the methods for encouraging employee efficacy, allegiance, diligence, involvement, and welfare. Conversely, although leaders and managers are responsible for shaping motivation in the workplace, they may be deficient in the requisite expertise or competencies to engage and encourage their subordinates in an optimal manner (Forner et al., 2020). Consequently, an investigation of the literature may highlight the significance of the most productive way to instruct dialysis technicians so they can learn effectual techniques to achieve peak functioning.

Self-Determination Theory

As Ryan and Deci (2000b) suggested, self-determination theory (SDT) is employed to illustrate that optimal motivation and functioning can be attained by fulfilling individuals' three fundamental psychological needs. Similarly, Gagné and Deci (2005) emphasized the psychological requirements crucial for human motivation and welfare. Bakker and van Woerkom (2018) proposed four self-determination techniques that workers can use to fulfill these basic needs and enhance their job performance, such as self-leadership and use of an individual's own strengths. They posited that organizational factors that include HR practices and leadership affect the efficacy of these strategies. When employees enjoy their work experiences, they become intrinsically motivated to persist, because the work itself is fulfilling. However, according to Kuvaas et al. (2020), incentives linked to high-performance conditions and the ability to modify behavior can be interpreted as manipulative, thus undermining an employee's intrinsic motivation that is crucial for engaging in work activities aligned with their interests, values, and sense of purpose.

Due to SDT's inclusion of both extrinsic and intrinsic motivations, as well as a range of basic psychological necessities that form the foundation of motivation (Gagné & Deci, 2005), SDT was considered to be highly suitable for this study's context. Gagné and Deci stated that the application of SDT can help in comprehending how it is that when individuals feel their requirements for autonomy, proficiency, and social connectedness are being satisfied, they are more likely to internalize the values represented by these factors. As such, SDT offers a valuable paradigm for comprehending how internal motivation and the satisfaction of fundamental psychological needs can influence workplace attitudes, behaviors, and outcomes, making it a critical area of study in I/O psychology.

SDT applications are premised on the notion that humans are dynamic beings who seek to fulfill their innate physiological needs (Deci & Ryan, 1985b). Circumstances that promote

innate drive and fulfill an individual's desire for independence have been linked to their ability to acquire knowledge (Ryan & Deci, 2000a). The body of literature concerning self-determination theory within a work-related context of motivation and its application to organizational behavior was explored in this dissertation study. SDT is a prominent framework that focuses on the nature and encounters of motivation, and there is an emphasis on the importance of fundamental psychological needs (Hagger & Hamilton, 2021). The theory is relevant in workplace settings due to its connection accompanied by sentiments of accountability, curiosity, delight, eagerness, and happiness, which are associated with an individual's sense of autonomy (Deci & Ryan, 2000). By comprehending the elements that influence intrinsic motivation in employees, organizations have the potential to create a workplace atmosphere that cultivates employee involvement, dedication, and welfare that ultimately lead to improved job effectiveness and organizational achievements.

Psychologists have dedicated considerable efforts to explore how people adjust to various situational and relational challenges across different aspects of life as they accumulate knowledge and experience over time. Human motivation holds significant importance within this procedure, serving as the psychological mechanism that allows individuals to engage meaningfully with their surroundings. It functions as a self-regulatory process to facilitate effective interaction between humans and their environments (Wang & Panaccio, 2022).

The incorporation of SDT as a conceptual framework within this dissertation was essential because the theory was employed to examine how meeting fundamental psychological requirements—specifically autonomy, competence, and relatedness—affects diverse work-related results (Gagné & Deci, 2005). These outcomes include turnover, intent to stay, resilience, and overall work experience. As suggested by Gomez-Baya and Lucia-Casademunt (2018), SDT can be employed when a researcher wants to understand how the setting in which individuals

participate in activities influences their conduct. The fulfillment of these fundamental

psychological needs is linked to both workplace well-being and physical health. Organizations

strive to cultivate employees' flourishing, but their motivation can fluctuate within a relatively

short period and can be influenced by the dynamics of organizational activities. These changing

motivational patterns affect the interplay between employees' emotions, thoughts, and actions.

Moreover, psychological well-being, which encompasses both positive and negative states of

individuals, evolves over time. To explore the dynamics of employees' subjective well-being,

Wang and Panaccio (2022) employed the foundational principles of self-determination theory to

investigate changes in motivation. Their approach involved analyzing how variations in the

fulfillment or frustration of basic needs, along with different types of motivation (autonomous or

controlled), contribute to an employee's well-being. When employees are motivated to

independently oversee their tasks and take responsibility for the results, their intrinsic motivation

and favorable attitudes are more likely to thrive (Kim & Beehr, 2020).

SDT can be employed to demonstrate how motivation is impacted by elements associated

with autonomy, proficiency, and connectedness, factors that vital for achieving organizational

goals (Karaferis et al., 2022). Individuals who attain a notable degree of contentment with these

needs cultivate a sense of possession, significance, and gratification within their work, thereby

reducing the likelihood of turnover (Olafsen et al., 2018). Conversely, individuals who lack

satisfaction in these needs may feel disengaged, demotivated, and unfulfilled, and this lack of

enthusiasm increases the possibility of turnover. According to an application of SDT, meeting

the individual's needs promotes self-motivation that lead to positive productivity and overall

well-being. Being self-determined becomes a prerequisite for the impact of factors that drive

motivation on employee engagement (Karaferis et al., 2022). According to the application of

self-determination theory, employees display intrinsic motivation when their autonomy and

requirements for skillfulness and connectedness are fulfilled, for this action results in their

realization of the psychological requirements. It fosters intrinsic motivation that ultimately

culminates in favorable dispositions such as affective commitment (Kim & Beehr, 2020).

In the healthcare industry, efficient and equitable delivery of care relies heavily on the

willingness of employees to fulfill their tasks (Karaferis et al., 2022). The researchers

emphasized that work motivation poses a significant challenge for healthcare systems

worldwide, with low motivation being identified as the second most critical workforce issue after

staff shortages in many countries. Frontline caregivers and dialysis technicians in healthcare

often encounter elevated stress levels and psychological pressures that potentially lead to the

manifestations of burnout, decreased energy, and lack of motivation (Paulus, 2022). Therefore, it

is crucial to understand how to fulfill the fundamental psychological requirements of "autonomy,

competence, and relatedness" (Ryan & Deci, 2000b, p. 54) and to enhance the psychological

well-being of these employees. Forner et al. (2020) suggested that SDT offers a structure for

examining an individual's drive in the workplace and overall psychological wellness. Gagné and

Deci (2005) further emphasized that satisfying these needs leads to increased self-motivation and

enjoyment in activities.

Employee Motivation

Motivation encompasses a multifaceted process that involves an individual's perceptions,

emotions, attitudes, and expectations (Parker et al., 2003). Motivation can be defined as the

factors that influence a person's behavior to attain individual or organizational objectives

(Karaferis et al., 2022). Moreover, motivation can be viewed as a process that stimulates

individuals by arousing, energizing, directing, and sustaining behavior and performance to fulfill

desired needs or expectations. In the healthcare system, creating a motivating environment for

employees becomes increasingly crucial in terms of factors such as supervision, financial

benefits, job training, and growth, (Karaferis et al., 2022). The researchers considered that improved productivity relies on employees who are positively motivated, since everyone has unique needs and desires that must be fulfilled and that influence their behavior and preferences. Various social, cultural, and job-related factors influence employee behavior, and the motivation of healthcare workers manifests in their workplace conduct, thereby impacting the overall healthcare system (Karaferis et al., 2022). Health professionals' work motivation is a critical challenge for healthcare systems, and the research literature indicated that staff engagement significantly affects healthcare performance and organizational effectiveness.

Karaferis et al. (2022) asserted that only motivated employees can fully engage with the organization by demonstrating their commitment, efficiency, and job satisfaction. Their motivation lies at the core of all cognitive and behavioral processes, because individuals think and act based on their personal motivators (O'Reilly, 2020). According to McKenzie and Addis (2018), the most elevated satisfaction ratings were recorded in areas related to professional growth, self-governance, and task accomplishment

Establishing a combination of intrinsic and extrinsic incentives fosters a work environment that effectively supports employee motivation, leading to a positive and productive atmosphere. Psychologists have examined significant societal issues that hinder human growth and well-being, and motivation plays a central role in these inquiries (Deci & Ryan, 2000). As stated by Dweck (2017), motivation lies at the heart of human psychology and serves as a fundamental element in comprehending personality and growth. These stimuli originate from inherent human necessities, including psychological needs that drive goal pursuit. The pursuit of these goals shapes specific traits, recurring behavioral patterns, and experiences (Dweck, 2017). Ultimately, motivation propels individuals to fulfill their needs and pursue goals that significantly influence their personalities. Hence, motivation, personality, and development are

interconnected, since motivation is the rationale behind an individual's thoughts, emotions, and behaviors within a given situation moment (Dweck, 2017).

The quest for meaning is a driving force behind an individual's motivation to engage in various activities, including work-related tasks (Karaferis et al., 2022). Multiple factors play a role in augmenting motivation, such as the intrinsic motivation characterized by engaging in tasks based on their inherent value rather than external inducements (Olafsen et al., 2018). According to Deci and Ryan (2000), individuals who exhibit intrinsic motivation are more likely to develop and acquire new skills, despite the challenges involved in their acquisition. Moreover, motivation levels can be boosted when goals are set realistically and attainably. As such, recognition and appreciation of employees' contributions by their employers can also serve as a powerful motivator to enhance an employee's sense of worth and significance and positively impact the organization's outcomes (Rojas-Alfaro & Chen, 2019). In this context, HR professionals can have a crucial role in helping organizational leaders and frontline managers cultivate these qualities.

An organization's competitive advantage relies on recruiting the most competent employees. To preserve this advantage, healthcare companies must attract skilled and qualified individuals and retain them to sustain their knowledge base and ability to provide care. Job seekers want added incentives from their employer, and to retain employees, organizations must offer more targeted benefits that go beyond traditional offerings used for recruitment and retention purposes. Li et al. (2022) posited that when employees perceive a discrepancy between the rewards they receive and the effort they put into the work, they undergo job-related stress and unfavorable emotions. This impact becomes especially evident in scenarios in which employees invest substantial effort but receive limited rewards in exchange. As highlighted by Li et al. (2022), individuals who exhibit a higher susceptibility to job stress and negative emotions are

those whose coping approach is marked by attitudes, behaviors, and emotions that are based on a strong yearning for recognition and control.

The importance of motivation in the workplace cannot be overstated, since it influences an individual's willingness to engage in work activities and their level of productivity (Karaferis et al., 2022). Motivation can be intrinsic if the individual is motivated by elements such as a feeling of purpose or interest in the task. In comparison, extrinsic motivation relies on an individual receiving external rewards to motivate them to perform better. Although extrinsic motivators such as monetary rewards and recognition are vital in increasing motivation levels, intrinsic motivation is also essential in promoting personal growth and enhancing job satisfaction (Rojas-Alfaro & Chen, 2019). Motivation encompasses a multifaceted process that encompasses an individual's perceptions, emotions, attitudes, and expectations (Parker et al., 2003).

Affective Organizational Commitment

Lee and Kim (2022) posited that affective organizational commitment is an essential construct within the organizational behavior literature. This construct pertains to an individual's emotional bond and feeling of association with their organization, which therefore makes it a powerful predictor of work-related conduct. Organizational commitment refers to the work outlook of staff members and encompasses their emotions and convictions regarding the connection between employees and their organization (Li et al., 2022). The researchers highlighted that employees tend to form emotional connections with other individuals and entities who hold significance for them that ultimately lead to an increase of commitment and involvement in their respective organizations. As such, researchers have invested considerable effort in scrutinizing the correlation between affective commitment and important employee results, including intentions to leave, job effectiveness, and organizational citizenship conduct (Kim & Beehr, 2020). By understanding the role of affective organizational commitment in

shaping these outcomes, managers and organizational leaders can develop more effective strategies to promote employee retention, productivity, and engagement.

An individual's stance regarding their career is referred to as their work or career commitment (Chang, 1999). The researcher suggested that individuals with a strong commitment to their career may exhibit higher motivation when their expectations are met by the organization compared to those with lower commitment levels. Chang opined that commitment-related phenomena have garnered extensive attention in the research community because of their impact on individual attitudes and behaviors in the workplace. Among these behaviors, a primary focus has been on turnover, which is substantially influenced by a individual's commitment. Unlike other workplace behaviors, turnover signifies a rupture in the relationship between individuals and the organization that cause its consequences to be particularly profound. The ramifications are noteworthy because separation incurs substantial costs for both the organization and the individuals involved. These costs may encompass expenses related to recruitment and retraining, as well as a decrease in the morale of the remaining employees.

Vandenberghe et al. (2004) offered that affective commitment to a specific entity can be broadly described as a deep emotional connection marked by identification with and active engagement in the entity of interest. During their research, Meyer and Allen (1991) discussed affective commitment that they defined as a strong emotional attachment to the organization in which individuals who are strongly committed to the organization not only identify with it and actively participate but also derive satisfaction from their membership. Often, they feel a sense of obligation to reciprocate the organization's support (Meyer & Allen, 1991).

Li et al. (2022) suggested that the exploration of job satisfaction and burnout can effectively enhance affective organizational commitment, particularly in medical and hospital settings. Affective organizational commitment pertains to the profound sense of belonging

28

experienced by employees that can result in a decrease in both turnover intent and turnover-related behaviors. Affective commitment holds significant importance in the medical context, where specialized training and knowledge are often required (Li et al., 2022). Perreira and Berta (2016) indicated that work performance is intricately linked to an individual's feeling of accountability and interactions with leadership. They argued that elevated levels of dedication can motivate individuals to dedicate their best efforts to the organization's greater good, even at the expense of their own well-being. Positive and significant effects of high affective commitment have been observed in a wide range of extra-role workplace behaviors because the employee's attention is drawn toward essential aspects of their work and motivations (Perreira & Berta, 2016).

Organizational commitment can be characterized as an individual's affiliation and engagement with an organization, and this commitment can act as a signal of the person's inclination to depart or to stay. Tuval et al. (2021) described organizational commitment as a person's outlook on their work that includes an emotional bond, sense of identification, and willingness to uphold affiliation with a company and its objectives. This concept has been studied in the healthcare sector because of its potential influence on individual performance and patient contentment, and Karaferis et al. (2022) proposed that affective organizational commitment forges an emotional bond and psychological contentment between an employee and the organization. Strong allegiance is linked to favorable drive, loyalty, and resolute pursuit of corporate goals, whereas weak organizational commitment heightens the potential for medical errors and can affect the standard of patient care (Wilkinson et al., 2014).

An employee's level of commitment to the organization can be impacted by the organizational elements pertaining to their career, for when employees perceive that an organization is committed to career-oriented employment practices, their emotional connection

to the organization strengthens (Chang, 1999). Consequently, organizational commitment has been considered a key factor studied by researchers interested in individual behavior within organizations. The number of internal promotions available, in-house training opportunities, and job security have been proposed as indicators of an organization's fundamental approach to the employment relationship. Consequently, many companies employ these and other factors to inspire and engage their employees (Chang, 1999).

Senecal et al. (2020) reported that in a hemodialysis setting, unsupportive workplace cultures and inadequate compensation and benefits can diminish a staff member's intent to stay. However, addressing these extrinsic factors and fostering a workplace that ensures psychological safety can contribute to the development of affective commitment that may lead to increased job satisfaction, reduced turnover, and the promotion of a positive organizational culture. Affective commitment also nurtures creativity, job appreciation, and fulfillment among employees (Lee & Kim, 2022). Given the growing demand for dialysis technicians in this medical field, improving employee retention is crucial to ensure quality patient care, to support the communities they serve, and to advance the renal industry.

Psychological Safety

The concepts of affective organizational commitment and psychological safety are interrelated in the workplace (Kim, 2020), for affective organizational commitment involves an employee's emotional connection and readiness to exert maximum effort in advancing an organization's objectives. Employees who possess a robust sense of affective organizational commitment tend to experience a heightened sense of psychological safety within the work environment (Kim, 2020). This is because they have developed loyalty and trust toward their organization and are more willing to express their opinions without apprehension of retribution. In turn, when a feeling of psychological safety exists for employees, they are prone to cultivating

a robust feeling of affective organizational commitment. The emotional dedication of hospital personnel holds significance for both HR personnel and the long-term progress of healthcare institutions.

Psychological safety can be employed as a vital tool for engaging employees effectively, and it is imperative for organizations to cultivate an environment that fosters psychological safety (Kim, 2020). Organizations that enable employees to freely exchange knowledge are more likely to acquire new skills and undertake high-risk projects. This approach empowers employees to openly engage in discussions about their roles, career aspirations, training opportunities, and administrative concerns with the management. Tiwari and Lenka (2016) explained that by treating employees as valuable assets and prioritizing their well-being, organizations can cultivate loyalty and trust that may lead to lower attrition rates and reduced recruitment expenses. Edmondson (1999) argued for the establishment of psychological safety in an organization so that individuals feel secure and confident in embracing change. The researcher discussed pioneering work on psychological safety that is traced back to Schein and Bennis (1965).

Cultivating a feeling of inclusion bolsters the resilience of healthcare personnel and advances their comprehensive welfare (Li et al., 2022). Affective organizational commitment and psychological safety are mutually reinforcing concepts that positively impact organizational performance and success. The positive feedback loop created by the combination of these factors can result in a more dedicated and devoted workforce that may contribute to the organization's overall profitability. Researchers have underscored the significance of establishing a workplace atmosphere that nurtures both affective organizational commitment and psychological safety to enhance employee welfare and augment organizational achievements (Li et al., 2022; Remtulla et al., 2021).

Leaders play a significant role in improving work environments, and Crandall et al. (2022) highlighted the essential requirement for leaders to offer assistance to healthcare workers, (particularly in nephrology) to enhance their resilience and protect them against work-related stress and burnout. This is especially important when employees are confronted with challenging situations while caring for patients and their families affected by kidney disease.

Remtulla et al. (2021) argued that exploring the various contexts of psychological safety is essential. In terms of healthcare professionals, psychological safety impacts patients and fosters an environment of trust and openness in which concerns can be discussed freely. Additionally, psychological safety positively affects resilience, for workers who feel well-supported within their organization are empowered to predict and cope with potential problems and to discover methods to address challenges (Li et al., 2022). This is particularly significant in healthcare because safety and safety measures must be promoted.

Of paramount significance in an organization is the establishment of an environment in which individuals are at ease to express their thoughts, take risks, and learn from their mistakes (Kim, 2020). Such employees feel free from concerns about negative repercussions, ridicule, penalties, or retaliation. The principal concept of psychological safety assumes a pivotal role in nurturing trust and a sense of inclusion within a team that enables enhanced collaboration, heightened innovation, and increased creativity among members (Kim, 2020). Ultimately, psychological safety contributes to the cultivation of a positive and efficient workplace atmosphere. Within the healthcare sector, psychological safety has been linked to enhanced patient safety outcomes, heightened physician engagement, and the fostering of a constructive learning atmosphere (Remtulla et al., 2021). Therefore, it is crucial to engage in discussions regarding the challenges involved in establishing psychological safety within healthcare workplaces, particularly with healthcare professionals and teams.

Psychological safety benefits not only individuals or teams, for it is a crucial component of an entire organizational framework and is a direct predictor of adverse events in patient safety (Wawersik et al., 2023). Therefore, establishing an atmosphere of psychological safety is essential for the well-being of those who work within the healthcare setting as well as for the patient (Remtulla et al., 2021). According to the researchers, fostering an environment of psychological safety that encourages individuals to ask questions, acknowledge errors, or express concerns can exert a significant impact on endeavors for patient safety, interactions within teams, and the quality of healthcare services.

To promote positive employee well-being, it is essential to facilitate job-related satisfaction for those who prioritize the need for connection and ensure that the basic psychological requirements for "autonomy, competence, and relatedness" (Ryan & Deci, 2000b, p. 54) are fulfilled daily in the workplace. Van Hooff and De Pater (2019) explored the elements that contribute to psychological safety and determined that it strongly predicts an employee's inclination to depart from their position. This discovery underscores the importance of fostering a psychologically secure work environment to enhance employee retention (Remtulla et al., 2021).

Maintaining job retention is a crucial objective for organizations because this factor is closely tied to organizational performance; an individual who feels they are psychologically safe feels greater job satisfaction (Kim, 2020). According to Oldham and Hackman (2010), specific job characteristics can enhance the likelihood of individuals perceiving their work as meaningful, taking responsibility for their work outcomes, and having reliable knowledge of the results. Those possessing the necessary knowledge and skills as well as a desire for growth and learning tend to be intrinsically motivated to excel in such roles. Over time, this intrinsic motivation tends to lead to increased overall job satisfaction and the production of higher-quality work outcomes.

33

Additionally, job satisfaction stands as a reliable gauge of an employee's intent to continue their association with their current organization, a concept pertinent in healthcare roles such as nursing and patient care. A multitude of factors shape an employee's resolve to stay or depart from an organization, and organizational factors emerge as significant influencers in this decision-making process.

The actions and involvement of HR personnel are critical in any organization, for these individuals are responsible for recruiting, hiring, training, and retaining employees (Veldsman & Coetzee, 2022). To ensure these functions are performed effectively, it is essential to incorporate the principles and science of I/O psychology, for these professionals have the capacity to assist organizations in formulating workplace environments that prioritize psychological safety, and these practices can enhance the quality of hiring, training, and retention. For example, organizational leaders can assist in developing recruitment strategies that use objective and standardized assessments to evaluate job candidates; such as actions can result in more accurate and equitable hiring decisions. Organizations also have the opportunity to create training programs that equip employees with the essential skills and knowledge required for proficient job performance.

Another way I/O psychologists can help organizations is by showing them how to create environments that foster psychological safety and improvement in retention rates (Veldsman & Coetzee, 2022). By implementing practices that promote trust, respect, and open communication, employees are more likely to feel supported and valued, and job satisfaction and loyalty will likely increase. The actions of I/O psychologists can be crucial in helping organizations create work environments that prioritize psychological safety practices that lead to higher-quality hiring, training, and retention practices.

A central goal of HR personnel and I/O practitioners is to support the reshaping of organizations toward a people-centric approach and to address any deficiencies in this area, and lack of psychological safety could have a far-reaching impact on an organization. The distinct roles and skills of HR personnel and I/O practitioners are focused on helping organizational leaders and employees develop the necessary capabilities for optimal performance and productivity (Veldsman & Coetzee, 2022). The responsibility of HR professionals is to provide effective administration and suggest new approaches to management services and strategic planning. They also take part in recruiting and personnel selection as well as the development of new incentives and employee rewards, wellness programs, and innovative benefits. Veldsman and Coetzee stated that HR professionals depend on guidance from I/O practitioners who are skilled in using strategic behavioral science to optimize individual, group, and organizational behaviors that impact performance, well-being, and a sense of psychological safety. They design and facilitate strategies and systems that enhance individual, team, leader, and organizational performance and well-being. These I/O practitioners evaluate evidenced-based behavioral interventions that improve hiring, retention, address corporate citizenship and commitment, and promote effective executive functioning (Veldsman & Coetzee, 2022).

Trust

A pivotal function in retaining employees is trust that encompasses the belief an individual holds in their organization. Trust in leadership, colleagues, and the organization as a whole fosters a sense of security and belonging and addresses fundamental psychological needs. According to Joo et al. (2023), the concept of trust is closely linked to empowering leadership, since leaders are more inclined to offer more leadership to subordinates they trust will use that empowerment responsibly. Consequently, an employee's perceptions of being entrusted to do their assignment well, along with their reciprocated trust, are correlated with multiple outcomes

such as organizational commitment, citizenship behaviors, and team performance. Joo et al. commented that an organizational culture based on the trust between leader and worker establishes a welcoming and psychologically secure milieu for employees. Additionally, organizational trust is characterized by the favorable anticipation an individual has regarding the intentions and conduct of various organization members who are equally grounded in their roles, associations, encounters, and interconnectedness (Joo et al., 2023). The researchers commented that trust is also associated with profitability, innovation, organizational survival, and various critical worker perceptions and behaviors that may have a potential link to employee intent to stay.

When trust is reciprocated and explicitly demonstrated, there is a foundation formed for further trust development in the relationship (Kim & Beehr, 2020). Employees who trust their leaders and the organization experience feelings of value, support, and drive that culminate in heightened job satisfaction and a desire to remain. Furthermore, instituting psychological safety and fostering trust nurtures a constructive workplace atmosphere that stimulates employee involvement and overall welfare. Drawing from the conclusions of Zhang et al. (2019), when staff members undergo a positive psychological condition such as engagement, their sense of motivation is enhanced. There is a higher probability that innovative behavior will be exhibited in the workplace. Engaged employees demonstrate higher commitment to their work and the organization, thereby contributing to increased retention rates (Zhang et al., 2019).

Trust has a vital function in cultivating psychological security within organizational contexts and significantly impacts an employee's intent to remain in their positions. When there is trust within an organization, there is a sense of psychological safety that enhances job satisfaction, motivation, and ultimately, the employee's intent to stay (Guchait & Cho, 2010). According to Edmondson (1999), when staff members perceive their colleagues and higher-ups

to be trustworthy, they tend to be more inclined to voice their viewpoints, exchange ideas and apprehensions, and undertake calculated risks without the apprehension of negative repercussions. This fosters the creation of an encompassing and encouraging workplace milieu that stimulates innovation, ingenuity, and adept issue resolution.

Kim and Beehr (2020) identified trust as being correlated with organizational commitment. However, when employees perceive the organization as lacking trustworthiness, experiencing this can lead to reduced job satisfaction, resulting in disconnection and an elevated probability of departing from the organization. Building and upholding trust in an organization leads to a work environment that stimulates employee engagement, well-being, and the intention to stay, all of which hold pivotal importance for the organization's success.

Empathy

Markovic et al. (2018) noted the importance of empathy in promoting mutual understanding among individuals. This is particularly relevant in healthcare, for empathy is recognized as a fundamental skill for healthcare workers in patient interactions. Empathy encompasses the processes of recognizing, comprehending, and addressing the thoughts, feelings, goals, encounters, and perspectives of another individual. It also involves engaging in helpful actions that display interpersonal care and emotional resonance that evoked a genuine desire to assist others (Nowack & Zak, 2020). In contrast, a deficiency in empathy has been correlated with a range of physical, emotional, and professional challenges, including depression, burnout, disruptions in sleep patterns, and reduced focus, and such issues can potentially result in adverse consequences for patient care (Yu et al., 2022). The researchers cautioned that empathy levels are declining among healthcare professionals. However, negative experiences can be mitigated by dialysis technicians who possess strong trait empathy and work in a supportive environment; these factors could help maintain empathy levels and protect individuals from

stress or burnout. Educators and mentors can focus on factors that promote empathy development in healthcare professionals by exploring empathy within the clinical context, a focus of Yu et al.'s (2022) research. The scholars stated that empathy could be enhanced among healthcare practitioners by highlighting the significance of empathy through training or inculcating it within the work culture, by providing role models and managerial support, and by offering communication instruction.

Nowack and Zak (2020) demonstrated the business repercussions resulting from a lack of empathy among leaders and fellow workers within companies. Their findings suggest that fostering empathy among leaders and associates can augment various organizational results, including productivity. Longmire and Harrison (2018) suggested that organizations encompass multifaceted individuals and scenarios driven by a blend of motives, and empathy can become a pivotal element in establishing a constructive healthcare work environment. Leaders who demonstrate empathy can help alleviate anxiety among healthcare workers, including nurses and dialysis technicians. By understanding and addressing the sources of stress, leaders can provide interventions that support an employee's well-being and clinical practice. Moreover, expressing empathy toward employees can make them feel valued and appreciated; such behaviors promote a supportive and honest relationship between leaders and employees. According to Nowack and Zak (2020), their findings revealed that merely 40% of evaluated frontline leaders had proven ability or strength in empathy. This underscores a notable empathy disparity in selecting and nurturing leaders that may potentially impede overall business performance. Addressing this issue could serve as a prime method for fostering a culture of compassion and empathy within organizations. This observation holds particular significance within the dialysis industry, where patient care remains the primary objective.

Healthcare workers often perceive their profession as a public service duty rather than just a job. This perspective instills a feeling of meaning and dedication that leads to exceptional performance and a beneficial impact on society, and Zhou et al. (2021) argued that a healthcare practitioner's capacity to fulfill and contribute to the collective benefit of society is rooted in their capacity to care. Empathy is a multifaceted interpersonal quality encompassing both cognitive and affective elements that is acknowledged to be a positive attribute that enhances social connections and has the potential to positively influence future generations (Wang & Todd, 2021). The researchers emphasized the importance of empathy in overcoming social divisions. In addition, Clark et al. (2019) and noted that individuals who display empathy are typically held in high regard. Nevertheless, a consensus is yet to be reached regarding the definition and meaningful impact of empathy on organizational behavior. Empathy plays a crucial role in healthcare, for patients who receive compassionate care from their providers are more likely to trust them and adhere to treatment plans (Cao & Chen, 2021). Effective healthcare leadership involves demonstrating empathy that fosters a supportive workplace, nurtures positive relationships, improves patient care, and enhances employee well-being. Because the workplace is inherently a social environment, understanding another person's mental state and sharing affective experiences are common behaviors (Clark et al., 2019). Studies have highlighted the significance of empathy in the workplace and have explored strategies for developing and managing empathy among employees through organizational practices (Clark et al., 2019).

A Challenging Work Environment

Because modern organizations are dynamic and complex, a major responsibility of a leader is to foster a secure culture that promotes effective communication so that everyone within the organization meets challenges, addresses concerns, and seizes opportunities (Joo et al., 2023). Significant research conducted on hemodialysis units has shown that renal staff face

heightened stressors and experience emotional exhaustion as a result. McKenzie and Addis (2018) highlighted the complexity of the renal ward environment in which role of the healthcare professional is demanding. Therefore, it is crucial to delve into the unique experiences and perceptions of different factors to improve job satisfaction (McKenzie & Addis, 2018).

Moisoglou et al. (2021) confirmed the assumptions that have been made regarding the renal work environment as being highly stressful. This can be attributed to factors such as the presence of critically ill patients and excessive workloads that result in stress which, in turn, contributes to burnout that ultimately leads to decreased patient satisfaction. The researchers also found that job satisfaction among healthcare professionals in this field is significantly low that results in a noticeable intent to find work elsewhere. Moreover, the dialysis technician's dissatisfaction is exacerbated by increased absenteeism that creates an unhealthy work environment. Creating a secure and efficient work atmosphere plays a pivotal role in encouraging individuals to remain in their role. In instances involving dialysis technicians, providing the utmost nurturing and caring relationship with the patient is one example of the caring individual who feels secure in their role and does not intend to leave the organization.

According to Paulus (2022), past investigations have been primarily centered on the analysis of staffing ratios and composition, and researchers have often used secondary data and input from staff members to gauge workload, burnout, job satisfaction, and the allocation of staffing resources. These inquiries have also underscored various issues, including the lack of standardized education for home dialysis, the financial implications tied to the expansion of home dialysis programs, and the influence of staffing resources on diverse patient outcomes such as dialysis adequacy, mortality rates, hemoglobin control, hospital readmissions, and adverse incidents. The field of dialysis nursing can experience significant transformations by aligning with both federal and state regulations to develop evidence-based staffing models, assess patient

acuity, consider workforce perspectives, monitor patient outcomes, and accommodate different modalities. This offers a way in which to empower the staff with the necessary skills to take a leading role in researching workforce capacity, prioritizing needs, and defining proper skill sets. By collaborating in the establishment of a supportive work environment that prioritizes patient well-being over financial gains, renal staff can contribute to safe patient care and achieve high-quality outcomes.

Turnover and Retention

Turnover intention pertains to an employee's predisposition to depart from their present position (Wibowo & Paramita, 2022). To further examine challenging work and chaotic environments, turnover intent should be evaluated since an employee's decision to leave their employment can manifest as either voluntary or involuntary. The focus of Wibowo and Paramita's study was on the employee who leaves their organization, because these individuals take the knowledge and experiences they have obtained with them. The employee's departure can be detrimental because it has a significant impact on the remaining team members, patients, and overall organization. High employee turnover results in the loss of organizational training and developmental investments made by the company. These losses can have a detrimental impact on the morale of the remaining employees that may lead to a decrease in motivation (Wibowo & Paramita, 2022).

Turnover intention encompasses the proclivity or actions of employees to discontinue their current job, organizational affiliation, or profession within a defined period (Cao & Chen, 2021). This inclination is shaped by adverse emotional responses to internal or external job-related elements and ultimately plays a role in tangible turnover actions (Perreira et al., 2018). Clinical leaders can gain valuable insights by becoming more aware of the stages and underlying

causes behind the desire to leave their employment or profession, because this knowledge can help improve retention rates and alleviate nursing staff shortages (Cao & Chen, 2021).

Turnover refers to the movement or change of personnel within an organization, and according to Nelson et al. (2021), a person's intent to leave is linked to the dissatisfaction-coping-impulse behavior syndrome. This syndrome refers to situations in which negative work experiences prompt individuals to plan for leaving their job, and they are more likely to follow through with these plans by resigning. This includes cases in which an employee switches to a different position or department (Nelson et al., 2021). However, when an employee is terminated by the organization without their consent, this action is considered to be involuntary turnover. An example of involuntary turnover arises when an organization needs to downsize its staff due to business needs. Involuntary turnover can be detrimental because it can leave employees with a lack of trust versus when employees voluntarily leave.

Employee turnover is an issue that poses significant problems and expenses for organizations. It has been identified as a tangible manifestation of a broader underlying concern (Laulié & Morgeson, 2021). Voluntary turnover arises when employees independently opt to exit an organization (Holtom et al., 2022). When an organization experiences high and frequent rates of turnover, it is often indicative of employee dissatisfaction and a strong inclination to leave. While employers have limited control over involuntary turnover, they possess considerable influence over voluntary turnover, which presents an opportunity to make meaningful changes within the organization.

According to Luu (2021), the overall experience employees have with their work and workplace (referred to as employee well-being) is a pivotal element or determinant of an organization's prosperity, for employee well-being plays a vital role in retention. Team members who have a sense of contentment and psychological safety are more inclined to remain

42

committed to the company and actively contribute to its aspirations and accomplishments. By nurturing an employee's well-being, leaders can tap into their resources to create a more positive work environment (Luu, 2021). Healthcare shortages are expected to worsen, and staffing shortages will impact health services worldwide (Johnstone, 2022). Therefore, leaders must employ swift initiatives to bolster, cultivate, and retain their existing workforce by creating a healthy work environment to improve workforce sustainability (Al Yahyaei et al., 2022). Factors such as an aging workforce causes an increase in retirees, and a shortage of new healthcare graduates contribute significantly to the scarcity of employees. Unfavorable work environments also result in high staff turnover and an understaffed workforce distribution (Al Yahyaei et al., 2022).

To address issues with understaffing, a combination approach is needed to reduce turnover and enhance retention by shifting focus from the traditional turnover and retention model to predicting employees' intention to leave or stay (Al Yahyaei et al., 2022). Hence, the assessment of job attributes, the organizational atmosphere, working circumstances, and perceived role significance is crucial for pinpointing areas in need of enhancement. The prosperity of both employees and the organization depends on the work milieu, and according to Gardner et al. (2007), unfavorable perceptions of the hemodialysis work setting contribute to staffing shortage that is a crucial consideration for recruitment, retention, and training. In nephrology, employers face major challenges in hiring and retaining personnel including dialysis technicians who comprise a significant portion of the workforce (Montoya et al., 2021). The demanding workloads coupled with nurturing strong bonds with patients and their families, and the psychosocial issues of patients can result in emotional and physical stress for these technicians.

Montoya et al. (2021) underscored the connection between high attrition rates among essential healthcare workers, specifically dialysis technicians and listed various factors such as burnout, extended work shifts and weeks, and mandatory overtime. These issues contributed to an escalation in medical challenges experienced by staff members that can consequently pose a risk to patient safety. Ulrich and Kear (2018) discovered that extended shifts and prolonged work hours without respite significantly added to burnout, safety apprehensions, and the potential compromise of patient care quality. In their examination of the well-being and workplace conditions of nephrology nurses, Ulrich and Kear (2018) unveiled that 35% of respondents indicated they were working shifts surpassing 12 hours, and 21% stated that this occurred on a frequent basis. Furthermore, the study highlighted that many staff members were compelled to forgo breaks, lunchtimes, and bathroom breaks due to inadequate staffing levels.

Considering the shared environment in chronic renal settings, it is reasonable to infer that the conditions apply to dialysis technicians as well. Consequently, it is imperative for organizations to prioritize the long-term benefits of ensuring the mental well-being of their employees. This can be achieved by implementing proactive measures such as self-care initiatives, counseling services, and other forms of support. It is crucial to move beyond relying solely on personal coping techniques (Montoya et al., 2021).

In support of this notion, Ulrich and Kear (2018) proposed a potential solution to address the issue of long working hours in healthcare settings. They suggested that state regulations could be enacted to establish limits on the amount of time patient care staff are allowed to work. By mandating sufficient time between patients and implementing transition periods, organizations can alleviate the burden of extended shifts and promote an improved equilibrium between work and personal life for healthcare practitioners.

Burnout

The concept of burnout as defined by Li et al. (2022) is a psychological syndrome that is typically regarded as a deferred reaction to prolonged emotional and interpersonal stress within the work environment. The researchers identified the three facets of burnout include: "(a) emotional exhaustion, (b) depersonalization, and (c) reduced personal accomplishment." (Li et al., 2022, p. 2). Emotional exhaustion signifies the strain felt by employees that is a sign of burnout. Depersonalization pertains to the challenges individuals encounter when navigating issues in their environment and engaging with others. The burnout dimension is closely linked to the dynamics of interpersonal interactions within the work environment. Workload can be associated with burnout, and in healthcare workers, it has been linked to higher turnover intention (Zhang et al., 2019). Consequently, this can result in compromised patient safety and a reduction in organizational commitment (Li et al., 2022).

Burnout is a pervasive issue across various domains of nursing, including the specialized field of nephrology (Kurosaka & Payton, 2020). A study conducted with nurses revealed that a significant proportion (70%) reported experiencing burnout, while 54% rated their stress levels as high. These findings highlight the prevalence of burnout within the nursing profession as a whole. Kurosaka and Payton observed that nurses face a higher risk of suicide and depression compared to individuals in other occupations, suggesting an alarming increase in mental health challenges among healthcare professionals. Burnout is a complex outcome of prolonged and persistent workplace stress recognized across the healthcare spectrum, including in the nephrology specialty and is associated with various physical and mental concerns (Tuval et al., 2021).

The effects of burnout on the nephrology nurse goes beyond the limits of the nursing field, for proficient nurses frequently receive requests to take on extra shifts and experience

work/life conflict between their familial and professional responsibilities (Gaietto & Brooks, 2019). These practitioners are acutely aware that the absence of their expertise can result in less capable nurses delivering inadequate renal care. Gaietto and Brooks cautioned that this scenario has the potential to induce burnout among adept nephrology clinicians and even prompt them to consider leaving the specialized field. Finding a balance between patient requirements and nurse well-being should be considered of utmost importance in order to retain these accomplished staff members (Gaietto & Brooks, 2019).

Flynn et al. (2009) explored the domain of renal care and investigated the impact of factors such as increased workload, the influence of the practice setting, and care procedures on burnout among hemodialysis staff. The results revealed that these factors contributed to the burnout experienced by the healthcare professionals in that particular field. This state of burnout manifests as a syndrome that can profoundly impact the overall well-being of nurses (Kurosaka & Payton, 2020). Dialysis technicians encounter a range of challenges in their work, including the need to address multiple illnesses, physical pain experienced by patients, and the emotional distress faced by patients' families (Gaietto & Brooks, 2019). These challenges, coupled with factors such as work overload, long hours, increasing physical demands, and the introduction of new and complex technology, place dialysis technicians at risk of experiencing burnout syndrome.

Effective bosses and leaders play in positively impacting employee health and have a significant role in employee well-being (Nowack & Zak, 2020). Maintaining a staff who are healthy both mentally and physically not only has potential cost-saving benefits for organizations but can also be a matter of life and death. According to Nowack and Zak, persistent negative interactions with supervisors or colleagues may compromise immune function and directly lead to both job burnout and depression.

The detrimental consequences of burnout are particularly noteworthy in the context of dialysis technicians, because it has been recognized as a noteworthy element that impacts voluntary turnover within this cohort (Crandall et al., 2022). Disruptions to the delicate balance of their work, whether arising from internal or external factors, can lead to diminished commitment and ultimately contribute to intentions of voluntary turnover. Such discord within the organization carries serious implications for those who work within the organization as well as for the patients who rely on the services delivered by dialysis technicians.

Intent to Stay

Employees are likelier to remain affiliated with a company when they experience a sense of safety, trust, acknowledgement, empowerment, and validation (Kim, 2020). These elements contribute to a favorable workplace atmosphere that cultivates contentment, involvement, and dedication. When staff members have a sense of security and support from their leaders, they tend to be more forthcoming and transparent, which promotes enhanced communication and teamwork with peers and supervisors. According to Owens et al. (2022), those employees who experience trust are more prone to view themselves as esteemed and respected, and this perception cultivates increased drive and allegiance to the organization.

Owens et al. (2022) commented that by bestowing employees with authority in decision-making and acknowledging their contributions, their job satisfaction and engagement can also be heightened. Employees who perceive their viewpoints and contributions as valuable are inclined to exhibit greater commitment to both their tasks and the organization. When employees find contentment in their work surroundings, they are more prone to remain with the organization, ultimately contributing to enhanced retention rates and a more resilient workforce (Owens et al., 2022).

Synthesis of the Research Findings

Despite an extensive body of literature on turnover, retention, and the intention to leave or remain in various industries, there is a noticeable gap in research specific to the renal field, specifically concerning the responsibilities of a dialysis technician. Therefore, further research was required to expand upon the insights and discoveries of previous researchers regarding motivation and its significance in retention strategies, as well as to investigate how experiences motivate individuals in their role as a dialysis technician or a person who is considering entering the field. The data gathered from this research could potentially provide novel insights into self-determination theory that could enhance the work environment. Addressing the specific needs of dialysis technicians could lead to increased job satisfaction and positive work encounters.

During the past 30 years, SDT has garnered widespread acknowledgment and prominence in the field of motivation and personality, and according to Koole et al. (2019), it has evolved through continuous theoretical extensions and innovations. A substantial body of empirical studies have systematically tested its principles. Researchers have played significant roles in the development of Ryan and Deci's (2000b) self-determination theory since the 1980s (Koole et al., 2019).

One of the key contributions of SDT is the recognition of the subjective experience of individuals in shaping their motivation and behavior. Instead of focusing solely on external factors, SDT considers the individual's perception and interpretation of the situation as a proximal motivational force. This standpoint recognizes the significance of personal autonomy and the influence of intrinsic motivation in fostering optimal functioning and well-being.

In essence, SDT offers a comprehensive grasp of human motivation and personality by emphasizing the satisfaction of fundamental psychological needs and acknowledging the importance of internal drive. Substantial research has confirmed the validity of this framework,

solidifying its central standing within the realm of psychology (Koole et al., 2019). A potential

outcome of this dissertation would be to unveil a fresh comprehension of motivation and the

importance of authentic experiences that mold individual behavior.

Burnout, characterized by emotional and physical fatigue and mental weariness, is

commonly attributed to work-related stress (Wu et al., 2022). Although it is acknowledged that

burnout can have detrimental implications for individuals and organizations, it remains uncertain

whether work-related stress is the sole cause of burnout or if other factors also play a role. Not

everyone responds to similar situations and circumstances with burnout, suggesting the presence

of alternative factors (Wu et al., 2022).

Intent to stay can be a gauge of an individual's dedication to continue their employment

with their present organization (Owens et al., 2022). The scholars clarified that this phrase

signifies the positive emotional attachment an individual has toward remaining with their

employer or organization voluntarily. It shows that the individual has plans to continue their

employment. While intent to stay can be an important predictor of employee retention, it may not

always be a dependable metric for assessing workforce involvement and job contentment.

Numerous studies and literature have explored factors that influence nurses' intent to stay in their

positions and healthcare facilities (Owens et al., 2022).

Owens et al. (2022) identified several factors that enhance nurses' job satisfaction and

commitment to stay within a conducive work environment. These elements encompass backing

for professional advancement, attractive compensation and perks, as well as reasonable

workloads with limited overtime obligations. Owens et al. considered that intent to stay is

positively influenced when the employee can express their professional values and ethical

beliefs, such as showing care, engaging in activism and advocacy, upholding professionalism,

and promoting justice while caring for patients. Autonomy, stimulating challenges, the

importance of using their expertise and competencies in their positions are fundamental for nurturing job satisfaction among nurses (Owens et al., 2022).

Performance is enhanced through increased motivation (Bakker & Demerouti, 2008). Motivation can differ depending on the specific work setting (Ryan & Deci, 2000a); when looking at patterns related to motivation and work experiences, it is important to take into consideration various factors that could impact an individual's motivation and engagement, including their personality, job characteristics, organizational culture, and social support networks (Karaferis et al., 2022). Additionally, it is crucial to acknowledge that diverse individuals might possess varying motivations and preferences when it comes to work, for what works for one person may not work for another.

It is possible for an individual to have positive work experiences but still not have a strong intent to stay with their current employer (Laulié & Morgeson, 2021). There can be many reasons why an individual might lack the motivation to remain in a specific job or position in an organization such as a lack of career advancement opportunities, inadequate compensation, or poor work-life balance. While positive work experiences can contribute to an individual's job satisfaction, the individual's work situation may not necessarily translate into a strong intent to stay with the organization. Laulié and Morgeson argued that turnover represents more than just the termination of an employment relationship and can also mark the beginning of a new reality for those who remain employed within the organization.

Job satisfaction is not exclusively determined by favorable work experiences; additional factors contribute to an individual's inclination to continue in their present job or organization. Elements such as compensation, prospects for career progression, and achieving a harmonious work-life balance can impact an individual's choice to either stay or depart (Callado et al., 2023). These factors, along with others, can greatly benefit organizations in terms of employee

recruitment, hiring, training, and development. Richards and Kieffer (2023) conducted a study that demonstrated the influence of diverse motivational elements, such as recognition, accountability, accomplishment, and prospects for growth, on job satisfaction. Conversely, factors such as salary, workplace policies, interpersonal dynamics with supervisors and colleagues, and job security, were identified as linked to job dissatisfaction. As a result, job satisfaction emerges as a contributing element to employee retention (Richards & Kieffer, 2023).

As indicated in a World Health Organization report ([WHO], 2014), there will be an estimated shortage of 12.9 million healthcare workers globally by the year 2035, with the scarcity of nurses being a particularly pressing concern in numerous nations. This issue is compounded by an increasing patient population. There were concerns about the shortage of nurses in the United States between the 1930s and 1950s, and the emergence of the nursing shortage was closely associated with the expansion of hospital bed capacity to accommodate a growing patient population (Al Yahyaei et al., 2022). Although the nursing shortage has been a topic of discussion for an extended period, its current manifestation is the result of a multifaceted interplay of factors. These issues encompass the adoption of managed care in the 1990s that has led to substantial staff reductions. Additionally, there has been an upsurge in patient numbers and caseloads, coupled with stagnant salaries, an aging nursing workforce, and less-than-ideal work environments. This intricate set of influences has contributed to heightened turnover rates and an imbalanced distribution of healthcare personnel. To effectively address this challenge, a combination of strategies is imperative to curtail turnover and enhance retention (Al Yahyaei et al., 2022).

Numerous studies have been conducted that have offered valuable insights into the causes and organizational impacts of turnover (Laulié & Morgeson, 2021; Li et al., 2022; Perrerira et al., 2018). However, many of these studies have failed to consider turnover as a starting point

that can have significant effects on those who remain in the organization. In some cases, an employee's departure may trigger a chain reaction that leads to the departure of other employees. Such events alter the social dynamics of the workplace (Laulié & Morgeson, 2021). On the other hand, if an abusive leader or negative co-worker is terminated, the work environment may improve, and a positive experience may result for those who remain. Therefore, not all turnover is a negative experience, particularly for those who continue to work in the organization (Laulié & Morgeson, 2021).

The literature review revealed several shared themes regarding employee motivation, trust, and psychological safety. Quality healthcare is challenged by turnover and numerous vacancies due to lack of motivation, stress, burnout, workload, and other challenges pertaining to the workplace setting (Li et al., 2022; Perreira et al., 2018). Healthcare systems must determine why staff members vacate their positions if their goal is to foster retention.

Critique of Previous Research Methods

Gunawan et al. (2022) asserted that qualitative research methods provide researchers with the opportunity to acquire insights and understanding "experiences of patients, nurses, and other healthcare professionals" (p. 277). Additionally, qualitative research provides valuable information about decision-making processes and various aspects of those processes. Therefore, using a qualitative research method to obtain crucial information necessitates the collection of comprehensive, detailed, and "nuanced data that can be analyzed to identify themes, categories, or emerging patterns" (Gunawan et al., 2022 p. 277). The literature review examined various research methods used by scholars. Quantitative studies included surveys to capture information through questionnaires to analyze turnover and retention metrics data (Loft & Jensen, 2020; McKenzie & Addis, 2018). Motivation, work experiences, and self-determination theory have been researched extensively using a range of methodologies.

Quantitative methodology offers various approaches to gather data, such as surveys and questionnaires (Wyse et al., 2017) that are commonly used in research on motivation and work experience to collect large amounts of information gathered from a substantial group of individuals. However, in a qualitative study, the researchers noted that the way in which a study is designed, and the methods used to analyze data are influenced by the theoretical framework that is adopted. A researcher's philosophical and theoretical perspectives shape the way in which the study is framed and the approach that is taken to make sense of the study's variables and processes. Wyse et al. explained that a theoretical framework may stem from specific theories that are based on different paradigms or from the researcher's perspectives and presumptions regarding the subject under investigation. The theoretical framework provides for the groundwork for the research process and influences the formulation of research inquiries and the choice of participants. According to Wyse et al., the design in a qualitative research project may vary depending on the study's purpose, which can involve description, exploration, or theory development. For example, ethnography focuses on studying and documenting the culture of people, communities, or organizations, with data analyzed. Phenomenological analysis, on the other hand, delves into individuals' perceptions of their real-life encounters and interpretations, and this type of qualitative design employs methods similar to thematic analysis (Wyse et al., 2017).

Interpretative phenomenological analysis, as noted by Bentz et al. (2023), is particularly suitable when the research issue necessitates a comprehensive narrative description of participants' lived experiences, since it emphasizes the connection between the researcher and reality. The literature review on motivation, work experiences, and retention encompassed various relevant sources. The literature supported the notion that understanding individuals' experiences can potentially motivate them to remain in a challenging, chaotic, and stressful work

environment, particularly in healthcare, for close patient contact provides opportunities for meaningful engagement and the delivery of quality patient care (Loft & Jensen, 2020). Researchers in the social sciences have explored the suitability of both quantitative and qualitative methodologies (Creswell & Poth, 2018; Patton, 2015; Tarnoki & Puentes, 2019). These methodologies differ in their interpretation of reality, the connection between the investigator and the information, as well as the research techniques employed to collect knowledge. The literature reviewed encompassed investigations in which scholars employed qualitative approaches, including interviews, questionnaires, and observations, to acquire profound insights. about participants' experiences (Loft & Jensen, 2020; Senecal et al., 2020). Conversely, other studies such as those of Al Yahyaei et al. (2022) and van Dorssen-Boog et al. (2021) employed quantitative methodologies that relied on descriptive statistics, correlations, and regression analysis to examine topics like workplace environment, attitudes, and behaviors.

Al Yahyaei et al.'s (2022) quantitative inquiry was centered on the individual's intent to remain within an acute healthcare setting. The researchers emphasized the limited comprehension of environmental factors influencing this intention and identified 31 variables that influenced healthcare professionals' choices to continue with their current employment or to maintain a long-term presence in the healthcare domain. According to Al Yahyaei et al.'s study, a comfortable workplace environment, passive motivational elements, geographical location, work-life balance, and role fulfillment positively impacted the intention to remain. The study also underscored the intricate nature of this intention, and the researchers argued for a more robust theoretical and operational definition. Moreover, individual factors like organizational commitment and job satisfaction, along with workplace aspects such as effective leadership, empowerment culture, opportunities for professional growth, and a supportive atmosphere,

emerge as pivotal contributors to the intention to stay within the healthcare sector (Al Yahyaei et al., 2022).

Van Dorssen-Boog et al. (2021) employed quantitative methodologies to investigate the outcomes of a self-leadership intervention on the engagement, performance, and well-being of healthcare professionals. This investigation entailed the integration of both self-determination theory and self-leadership theory. The researchers postulated that equipping employees with the skills to autonomously influence their own thoughts and behaviors would result in a favorable association between the intervention and the measured outcomes. To scrutinize their hypotheses, van Dorssen-Boog et al.'s longitudinal field experiment encompassed three distinct stages: (a) prior to the intervention, (b) immediately following the intervention, and (c) 2 months after the intervention. The research cohort comprised 195 healthcare practitioners, chosen at random from five healthcare institutions, who were assigned to either an intervention group or a control group. Van Dorssen-Boog et al.'s results yielded positive effects on the work engagement and performance of healthcare workers. Although no direct correlation was observed in relation to overall health, the data did reveal that health and performance training had a favorable impact on work engagement after the two-month span (van Dorssen-Boog et al., 2021).

The objective of Owens et al.'s (2022) study was to examine both nurses' and nursing students' inclination to remain within the nursing profession. In pursuing this goal, the researchers employed a methodology that integrated quantitative and qualitative methodologies. Owens et al. sought to understand the significance of both rich data and analytical data and examine how these distinct types of data influenced the findings. Their research comprised a group of 14 students who were enrolled in a nursing program in North Dakota, with participants being selected purposefully.

Owens et al.'s (2022) data were based on online surveys distributed through various professional nursing organizational websites and e-newsletters to reach a wider population of practicing nurses. The survey required approximately 15-20 minutes to be filled out. The analysis of quantitative information was then focused on identifying factors across different dimensions that could potentially impact the participants' intent to stay. Additionally, a qualitative analysis was conducted, encompassing the examination of transcripts, written responses from participants, and field notes. Owens et al. integrated the separate qualitative and quantitative data and compared the findings to identify areas of convergence in significant results. Ultimately, the results yielded a shared conclusion derived from both sets of qualitative and quantitative data and their respective analyses.

In conclusion, it is essential to acknowledge that no single research method (quantitative, qualitative, or mixed method) can comprehensively address the study of motivation, work experiences, and self-determination theory. Researchers should consider employing multiple methods to triangulate their findings and account for the limitations inherent in each method. By combining different research approaches, by incorporating both qualitative and quantitative approaches, a more comprehensive grasp of motivation and work experiences can be achieved, thereby enhancing the research's validity and reliability.

<div align="center">**Summary**</div>

Chapter 2 provided information from the literature review on the evolving workplace dynamics. The background for this study was based on previous research on self-determination theory and motivation. Wu et al. (2022) conducted a specific investigation into the moderating role of intrinsic motivation on various employee outcomes, while Senecal et al. (2020) highlighted that prior research has examined the factors influencing staff retention in healthcare contexts. They identified individual, interpersonal, and organizational factors as being pivotal in

shaping intentions to remain. Ryan and Deci's (2000b) self-determination theory framework, posits that meeting fundamental psychological needs predicts job satisfaction and workplace commitment. Senecal et al. (2020) underscored the protective significance of intrinsic motivation. This dissertation study was conducted to identify motivators for dialysis technicians to remain in their organizations and considered the relevance of altruism and heroism in an individual's decision to care for others despite limited workplace support and well-being. The research offers insights for future exploration of what differences in the workforce influence intentions to stay or depart from such roles.

Organizations are facing a notable challenge, for they must accomplish the tasks required to enhance job satisfaction within a contemporary workforce characterized by age diversity (Kollmann et al. (2020). The researchers proposed that factors influencing job satisfaction vary for younger and older employees due to shifts in motivations and objectives associated with different age groups. Among these factors, monetary rewards are important, and an examination of pay scales can be approached through the lens of equity theory that delves into the equilibrium between task contributions and the corresponding rewards. The pursuit of such research endeavors to shed light on the intricate dynamics of job satisfaction across diverse age cohorts and could provide crucial insights into the renal field as patient volumes rise alongside turnover rates. In addition, such research could help identify specific attitudes, beliefs, and personalization that may encourage individuals to pursue and retain roles often perceived as stressful and chaotic.

Organizations must devise strategies to retain skilled employees, build value-enhancing approaches, and foster organizational commitment. Because employee retention profoundly affects patient care, it is a crucial concept for the healthcare sector to consider. Chapter 3 offers insight into the research methodology employed in this study. The chapter includes the

objectives, research query, and a description of the participants. The methodology used, data

gathering tools, and ethical considerations are presented. The information encapsulated within

this dissertation may serve as a guide for prospective researchers seeking to replicate the study's

methodology.

CHAPTER 3. METHODOLOGY

Chapter 3 presents a comprehensive description of the methodologies employed in this study for participant recruitment, data acquisition, and analysis. The sections include the study's goals and research query. The research design, demographic focus, sampling approach, and associated protocols are discussed. The chapter also encompasses instrument selection, data gathering, fieldwork, pilot testing, and the data analysis process. The limitations of the investigation are discussed, and the ethical dimensions are considered.

Purpose of the Study

The study's purpose was to investigate the factors that encourage dialysis technicians to continue working in their positions. Findings from this research could potentially offer new information for renal and nephrology communities that serve a growing population of patients who experience kidney failure. A goal in this dissertation was to analyze how these experiences affect the dialysis technicians' decision-making process and influence their intention to remain in their role. Data from the study can be important to increase the viability and sustainability of the renal industry, given the continued escalation in end stage renal disease (ESRD) patient volumes. An essential aspect of the research was to find the factors that motivate dialysis technicians to remain employed, since this information can enable healthcare administrators to maintain their workforce and aid them in improving their competitive advantage.

Gaietto and Williams (2020) contended that the shortage of qualified personnel poses a substantial challenge to the provision of optimal results from dialysis treatment and requires an interdisciplinary team equipped with a proficient staffing model to ensure fundamental care quality for ESRD patients. To improve this situation, the researchers proposed that expeditious

enhancements to staffing rates, recruitment, and retention are critical to advancing patient outcomes. Moreover, the relevance of this investigation lies in its potential to illuminate the impact of motivation on human behavior, as grounded in the conceptual framework of self-determination theory (Gagné & Deci, 2005). The investigation could offer valuable perspectives on the significance of motivation within the healthcare industry, particularly with respect to staff recruitment and retention.

The nursing staff has been the primary focus of many studies such as that of Cao and Chen (2021) and Tuval et al. (2021). According to Cao and Chen (2021), a considerable proportion of nurses in the United States indicated their intention to exit their current positions; 40.4% showed such an inclination, 16.7% planned to depart, and 23.8% intended to do so within 3 years. In 2015, a total of 703,243 individuals received a diagnosis of ESRD. Much like nursing caregivers, dialysis technicians encounter intricate and challenging tasks that encompass emotional labor that is driven by the multifaceted nature of nephrology. These stresses, in turn, heighten their susceptibility to burnout and, subsequently, their intent to leave their job (Tuval et al., 2021). A goal in this dissertation was to delve into the perspectives and motivations of individuals employed as dialysis technicians, with a specific focus on their distinctive role, their work experiences, and the humanistic dimensions of their vocation.

Research Question

The research question was the following: "What experiences motivate intent to stay among hemodialysis technicians?" Insights into the determinants that impact a dialysis technician's inclination to remain in their position may be employed to help the renal industry strengthen their ability to attract and retain these skilled technicians, especially since the current healthcare landscape is characterized by staff shortages that adversely affect the quality of patient care (Gaietto & Brooks, 2019).

Research Design

A qualitative approach was taken in this dissertation research in planning the design, conducting interviews, and coding the data to decipher the significance of the encounters shared by the participants. The primary objective was to examine the perceptions and encounters of dialysis technicians, and a generic qualitative inquiry approach was used to address the inquiry posed by the research. As outlined by Percy et al. (2015), when the purpose of a study is to investigate individuals' personal interpretations of real-life events or situations, a qualitative research design is appropriate. This design included interviews that were based on semi-structured predefined questions for data collection. Between eight and 12 dialysis technicians were interviewed in order to collect data that could be used to understand their experiences . Crewell and Poth's (2018) sequential procedure was followed because it offered guidance in gathering, arranging, and examining the acquired data.

Qualitative research is a method that entails the systematic use of a predefined set of procedures to answer a research question by generating descriptive data that are obtained from in-depth descriptions of people's experiences (Wyse et al., 2017). The purpose of this type of inquiry is to explore and seek answers to questions that arise during the study and discover insights that may have broader applications beyond the specific context of the study itself. According to Wyse et al., this method is characterized by its exploratory nature and emphasis on understanding and making sense of the subjective encounters of participants. The design typically involves participant interviews, observations, and textual analysis. In qualitative inquiry, it is presumed that the primary role of the researcher functions as the instrument. Wyse et al. commented that the efficacy of qualitative methods largely relies on the researcher's level of proficiency, competence, and meticulousness as well as their closeness to the field of work. The procedure of analyzing data in qualitative research is grounded in inductive reasoning.

The reliability and accuracy of data relies on the researcher's familiarity with the data, reasoning ability, and willingness to engage in creative and intuitive processes (Wyse et al., 2017). Qualitative research is particularly advantageous in situations where limited information exists about the phenomenon being investigated, particularly because the researcher conducts a comprehensive exploration of complex social phenomena in their natural setting. Qualitative research can be applied in a diverse array of disciplines including healthcare, social sciences, and education (Creswell & Poth, 2018).

The study's chosen research methodology was rooted in a generic qualitative approach. Participants were selected from specific geographical regions, with exclusion criteria applied to states near my location. The sample included individuals who had prior or current work experience as dialysis technicians, in both large and small dialysis provider settings across the United States. Data collection captured through semi-structured interviews were exclusively used as the data collection method. The employment of semi-structured interview questions enabled the collection of comprehensive and detailed data, while also allowing for adaptability in posing follow-up questions and probing for deeper insights into participants' experiences.

<div align="center">Target Population and Sample</div>

In this section, details pertaining to the study's target population and sample are provided. The paragraph on the population discusses the individuals who were the target population. The method of sampling, the framework for sampling, and the criteria used for inclusion and exclusions are also addressed.

Population

The population explored in this study was drawn from dialysis technicians who worked in the United States. According to the Centers for Disease Control and Prevention (2021), this population is estimated to be around 47,268. Ghanayem et al. (2020) observed that these

technicians constitute the largest proportion of staff in outpatient settings, outnumbering nurses by a ratio of 80% to 20%. As the primary caregivers for dialysis treatment, these skilled technicians make up 75% of the outpatient workforce, which translates to an average of 6.3 staff members per facility and a total of 30,290 technicians across the country (Ghanayem et al., 2020). This research was based on a specific study of technicians who had experience working in renal outpatient settings across a range of organizations and renal service providers, and information on their experiences offered a variety of organizational dynamics that should be considered by upper echelon leaders who maintain these hemodialysis facilities.

Sample

The sample was selected to be indicative of the population of dialysis technicians in the United States. The sample comprised eight to 12 individuals who were dialysis technicians either with prior work experience in the role or were working in the role when they were interviewed. The inclusion criteria for the study were the following: (a) individuals aged 18 years or older, and (b) those employed on a full-time, part-time, or per diem basis in an outpatient chronic dialysis work setting. Certification status was not a stipulated criterion.

Exclusion criteria were applied to ensure that the study's sample aligned with the characteristics of the intended population. Participants fulfilling specific roles were ruled out if they resided or worked in the same geographic region as my workplace or if they were exclusively engaged in a home therapy program or an acute/inpatient hospital setup. Through a careful participant selection process guided by these criteria, the study sought to capture relevant experiences and interactions for later data analysis. The criteria for inclusion and exclusion were designed to guarantee an accurate representation of the target population's features.

Procedures

A comprehensive account of the sequential process used to execute the methods of the study is provided. The procedures section outlines the major steps taken, including the sampling method, measures implemented to protect and respect participants' rights, data gathering procedures, data interpretation methods, and presentation of findings. Each of these discussions describes the procedures employed to obtain the data that were analyzed. This section of Chapter 3 offers a comprehensive account of the steps taken to uphold the study's rigor.

Participant Selection

Before the participant selection began on the topic of this dissertation research, the Institutional Review Board (IRB) at Capella University approved the topic, the flyers that were used in advertising the project, and the informed consent form the participants were required to sign to take part in the study. After that approval, dialysis technicians were solicited from the community of the National Association Nephrology of Technicians (NANT) and from a social media site on Facebook (a qualitative research group). Administrators from the site were asked for approval to post a flyer asking for participants. The flyer I created was shared online on social media sites including Facebook and the NANT newsletter. In the flyer, volunteers who showed interest in the research were asked to reply. This first group of volunteers were then asked to share information about the study with their coworkers in a snowball recruitment strategy to locate other individuals who have either current or past experience working as dialysis technicians. Once the volunteers responded to the flyer, they contacted me, and I provided them with information and encouraged them to reach out to me with any questions. We discussed the purpose of the informed consent form; I noted the rights of the participants, the study's objective, and asked them if they needed further clarification. In addition, I ensured that the volunteers met the standards for both inclusion and exclusion in the study, affirming their

qualification. If a volunteer did not meet the requirements, I expressed gratitude for their time. The final step in the participant selection process before gathering the data started was to acquire a signed consent form from each participant and to discuss available dates and times for their interviews.

Protection of Participants

To guarantee the safety, welfare, and well-being of the participants during the study, various measures were implemented. The informed consent document was the tool used for this reason because it provided a detailed, comprehensive, and in-depth explanation of the study's objectives, intent, and essential elements. The form included information the participants could use to make an informed decision regarding their involvement in the study, their understanding of the research goals, and their rights as study participants. The participants had the option to discontinue the interview at any moment or to temporarily pause for a moment if a break was needed from the discussion.

It was important to consider the participant's emotional state, because the study's goal was to investigate the distinctive experiences of the participants, both positive and negative encounters. These participants were impacted by the vulnerability of their patients and the needs of the patients' families. Participants were requested to recount their experiences that might trigger feelings of stress, chaos, or other emotions. The interview approach allowed me to comprehensively examine the factors that influenced their emotional experiences by exploring the factors that play a role in the technician's emotional experiences in a hemodialysis patient care setting.

To protect the participants' privacy, each participant was assigned a unique pseudonym (P1, P2, and so on). The use of unique identifiers helped to minimize the risk of privacy violations by avoiding the use of participants' names and other identifiers. This process

65

guaranteed that participants' utterances and answers to research inquiries, their statements and replies to research queries, and their responses and replies to interview questions could not be traced back to them. This measure ensured the participants' anonymity and confidentiality. All transcripts, notes, digital files were labeled with the participant's identifier. The one list that identified their legal name and their identifier was kept in a locked box as part of the storage process.

The participants' privacy was safeguarded by carefully handling and securely storing data. Ensuring data integrity is vital for the credibility of qualitative research (Wyse et al., 2017). The participants' interviews were converted into text format using a transcription service, Otter.ai.com. The accuracy of the transcripts was verified by cross-referencing the participants' information. After completing the collection and transcription procedures, the data were securely stored in digital form on an external hard drive in a locked office. Throughout the data analysis phase of the study, all data were securely stored in my personal office that had a secured lock. The data will be retained for a period of 7 years before its disposal.

An expert review was conducted to ensure the quality and relevance of the questions asked during the interview. A trial run was conducted with individuals who were either family members, colleagues, or acquaintances to gather general feedback. The questions were approved by the expert reviewers, and a committee member suggested an additional question to add to the guiding interview questions.

Data Collection

The data collection process started only after each participant had provided their signature on the informed consent form. The data collection process was conducted using a technology platform (Zoom) that was audio-only to capture the responses of the interviewees. During the data gathering process, I was in a private, locked office to ensure privacy and

confidentiality. At the commencement of the interview, I asked the participants whether they were also in a private setting to ensure confidentiality.

The subsequent step entailed furnishing participants with relevant information regarding the study, and this included discussing the study's objective and research questions. I informed them that the outcome from this research could potentially improve staffing in the renal industry. The participants were informed of their voluntary right to terminate the interview at any point. They were then asked once again if they consented to having the interview recorded before proceeding and were notified that the session would last approximately 45 to 60 minutes.

When designing the research, I created interview questions that provided a framework for the semi-structured interviews in which the participants described their individual experiences and motivation. At the end of the interview, participants were offered an Amazon e-gift card for their voluntary participation. The closure of the interview involved thanking them for the time and feedback.

Data Analysis

Each recorded audio interview was uploaded to the Otter.ai transcription site and labeled with their identifier number (P1, P2, and so on). After obtaining the transcript through Otter.ai, I carefully reviewed each one while listening to the recording to verify its accuracy. At that point, I could begin data analysis. A generic qualitative data collection process is employed when a researcher seeks information that accurately reflects samples of real-life events and events in which the data include a richness of information from a diverse array of viewpoints, concepts, and contemplations (Percy et al., 2015).

The next step is the analysis of themes. Percy et al. employed thematic analysis to identify recurring patterns and uncover significance within the data sets. Thematic analysis involves three categories: "inductive analysis, theoretical analysis, and thematic analysis with

constant comparison" (Percy et al., 2015, p. 80). In thematic analysis, the researcher maintains

receptiveness to uncovering new emerging themes from the analysis (Percy et al., 2015).

The data analysis in this dissertation followed a sequential process depicted by Percy et

al. (2015). This generic qualitative inquiry methodology is appropriate for examining

individuals' attitudes, viewpoints, and reflections. Percy et al. regarded this method as a well-

suited approach and ideal for the study of experiences. The researchers noted that the central goal

of a generic qualitative inquiry approach is to explore and interpret the meaning of unique events

experienced by individuals. The dissertation research topic was in line with the generic

qualitative approach since the purpose of the study was to address the central research question

concerning the experiences of staff and the narratives shared by participants engaged in the role

of dialysis technician. Employing a generic qualitative inquiry enables a researcher to use

established versatile methodologies to grasp the qualities and meaning of individual experiences

(Percy et al., 2015).

Quantifying data obtained through a generic qualitative inquiry approach can pose

challenges due to the presence of conflicting and diverse materials related to the subject. The

research topic was aligned with the guidelines of a generic qualitative inquiry, and the strategy

was employed to effectively address the central research question by exploring participants'

comprehension of the experiences under scrutiny. In conducting a qualitative thematic analysis, I

used Percy et al.'s (2015) method of investigation. The course of action involved a sequential

approach to data interpretation, with particular attention paid to data presentation in the

dissertation study to enhance the transparency throughout the analysis process. The objective of

this endeavor was to ensure clarity and openness in the analytical procedures, an understanding

of how the data collection, analysis, and interpretation were conducted, and to demonstrate the

relationship between the experiences of dialysis technicians and the motivators that enhance their

retention. The results of this analysis may be valuable to both practitioners and future researchers

who want to learn more about the research design and outcomes. According to Percy et al. (2015,

p. 82), "Researchers might approach this analysis in two phases." Steps 5-12 enable the

researcher to identify "themes derived from the analysis and may contribute to it" (p. 82).

1. Data were compiled and reviewed. I thoroughly read and reviewed the transcribed interviews captured during the interviews and highlighted significant statements associated with the experiences that motivate the dialysis technicians.

2. I reviewed each transcript individually and examined the spotlighted data to establish the connection of each data point with the central research question. Non-related information was set aside and stored separately for further assessment, if needed.

3. A simple coding process was used to code common words and phrases by labeling them with a descriptive code name.

4. The common words and phrases that were repetitive in the data were clustered together to review patterns.

5. The subsequent stage of coding involved reviewing the clusters or grouping and identified patterns appeared.

6. Patterns within the clusters and direct quotations were identified reviewed. When patterns aligned with a theme, direct quotations from the participants were taken from the transcripts and reserved for explanation and definition in a latter section.

7. I examined the common patterns until the themes became clear as the data were analyzed. Throughout this process, the patterns and themes were arranged and categorized to form a cohesive understanding. Patterns were clustered to make sense, organized in a chart, and quotations were chosen that represented those patterns.

8. I created a collection of all the identified themes and categorized the associated codes to support the patterns within each theme.

9. Themes from the patterns surfaced during the analysis process. This process was repeated several times, and a descriptive abstract was written that described the intricacies of each theme.

10. I formulated a comprehensive account of each theme and conducted a cross-examination of the merged patterns and themes that appeared from the interviews.

11. Direct quotes from the participants were used to support each theme that could be taken into consideration in answering the research question.

Instruments

Qualitative methodology was employed for this research, and I was the primary instrument throughout the various stages of the research process. These stages included planning, data collection, interviewing, and coding; these steps were taken to interpret the participants' shared experiences. Other instruments used were the Zoom platform for conducting interviews and Otter.ai, which was used to transcribe the audio recordings.

In a qualitative approach, the researcher is the instrument who is responsible for data collection as opposed to relying solely on an audio recorder. As the interviewer, I posed questions to the participants and made decisions about which responses required further exploration without posing leading questions. The interaction between the interviewee and myself acted as a data collection tool.

The Role of the Researcher

An interview guide containing a list of questions was meticulously crafted by me to gather comprehensive data. The objective of the semi-structured interview was to provide each participant with the freedom to express their experiences in their own words. Prior to commencing the interview, I took care to ensure that each participant felt at ease by emphasizing the voluntary nature of the study and their right to withdraw at any time.

To enhance my comprehension of the interview process and interactions, I conducted mock interviews before the research interview began, and subject matter experts from the renal industry and human resources executives were my interviewees. These mock interviews allowed me to familiarize myself with the question flow and interaction dynamics. The exercise helped me to ascertain the appropriate time allocation for the actual interviews, and consideration of the time required for questioning, recording responses, and conducting follow-up inquiries. The

subject matter experts offered invaluable feedback on my communication skills during the mock interviews. This feedback proved instrumental in facilitating the actual interviews more efficiently and effectively.

The interviews were carried out in a natural and seamless manner to facilitate the collection of valuable data. To identify and minimize potential researcher bias during the data gathering process, I also applied the technique of bracketing by following the approach outlined by Creswell and Poth (2018). This step was particularly significant due to the inherent risk of bias in the interaction between me and my participants. Such bias could potentially influence how I interpreted the technicians' data.

As the researcher, I was responsible for participant recruitment, data collection, data analysis, and the development of a comprehensive research report. Maintaining objectivity was crucial, and this approach involved separating my personal experiences and potential biases to enable a clear and impartial examination of the participants' shared insights and experiences. Because I am a professional in the renal industry, I initially had a preconceived notion that the participants' experiences would differ from my perspective of turnover when discussing retention and intent to stay as a dialysis technician. I anticipated a negative experience due to the increased turnover and disdain for the position resulting from staffing shortages. To mitigate potential bias, I implemented measures to minimize and control bias in the research study. One such measure was the practice of bracketing, in which I intentionally set aside prior experiences to approach the phenomenon under investigation with a fresh perspective (Rusli et al., 2022).

I developed a systematic approach to explore diverse and intricate topics. The selection of a particular topic was motivated by my desire to explore, generate new knowledge, and gain a deeper understanding of experiences within the renal industry, with the overarching goal of contributing to the body of knowledge and the discipline of I/O psychology. To conduct the

research, I employed various methodologies and techniques and referred to studies, experiments, or investigations to gather data. I carefully designed interview questions, developed research protocols, and collected and interpreted data. Throughout the research, my focus remained on exploring shared experiences that significantly impact employee retention.

Guiding Interview Questions

1. What were some of your greatest experiences and feelings while serving as a dialysis technician?

2. How do (or did) you overcome barriers? When considering the situations you face, what makes you work through difficulties?

3. As a dialysis technician, describe your role and how your role contributes.

4. What attracted you to become a dialysis technician?

5. Do you tend to feel proud about your role as a dialysis technician?

6. Do you tend to have a feeling of pride while serving dialysis patients?

7. Tell me a time where your role made you feel valued.

8. Describe a time when you felt that a patient felt satisfaction from the service or care you provided.

9. How does working in dialysis make (or made) you feel?

10. Tell me a time when your role created a feeling of impact and worth.

11. Tell me a time when the job was so stressful that you contemplated leaving.

12. What contributed to that thought of leaving, and what changed your decision?

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Ethical Considerations

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The use of participants in research studies requires a clear distinction between ethical concerns linked to the researcher's personal values, beliefs, and morals and those related to the research itself. The need for such a separation was particularly pressing because I am full-time human resources director responsible for overseeing various management levels, clinical leaders, and C-level executives. It was essential to remove any individual viewpoints, prejudices, and

beliefs from the study. To ensure fairness, respect, and ethical soundness, I undertook measures to eliminate personal biases and to ensure the participants did not experience any coercion or pressure to participate in the study.

Before agreeing to participate in the study, potential volunteers were presented with comprehensive information about the research and provided with an informed consent document for their review and signature. This document contained details about the study's requirements and the rights of participants. Armed with this information, volunteers were empowered to make an informed decision regarding their willingness to be part of the study.

As the researcher, I facilitated the informed consent process by explaining the procedures for maintaining confidentiality, conducting the interviews, and providing an overview of the research's context, objectives, and expectations. I emphasized that participation was entirely voluntary, and participants could opt out of participating in the study at any point if they chose to do so. To ensure transparency, I communicated my status as an unpaid researcher and outlined the measures taken to uphold confidentiality throughout the study. Participants were informed that their identities would be kept confidential and anonymous, and before scheduling the interviews, they were obligated to fill out and sign an informed consent form.

Ethics holds a vital position in research, and researchers must adhere to ethical norms during their investigations. The *Belmont Report* provides guidelines for upholding participants' rights and ethical considerations in research with human subjects (Wendler, 2020), and adhering to these principles helps mitigate This report offers essential direction on the ethical principles of respect for persons, beneficence, and justice that shape the ethical execution of research involving human subjects. The respect for persons principle underscores the significance of participants' voluntary and self-governing involvement in the study (U.S. Department, 1979).

The principle of beneficence, as outlined in the *Belmont Report* (U.S. Department, 1979), mandates that researchers prioritize the well-being of participants and minimize any potential risks while maximizing the benefits they may gain from the study. One strategy to reduce potential risks was by safeguarding the participants' identities and ensuring that confidential information remained undisclosed in the research report. Beneficence is characterized by an intention to act compassionately (U.S. Department, 1979). In line with this principle, I took measures to ensure the participants' safety, treated them with respect, and maintained their well-being throughout the study without compromising the integrity of the data. I closely monitored the participants for signs of stress or emotional fatigue and was ready to provide comfort and support if needed.

Ensuring just and respectful ethical consideration of individuals involved in a research investigation is a fundamental principle that must be upheld by researchers. Justice requires that participants are treated equitably and are not unfairly burdened or benefited by the study (U.S. Department, 1979). To verify that the research was conducted following ethical principles, proper protocols and safeguards were put in place to minimize risk and exposure, and the IRB reviewed and endorsed the aspects of the study to ensure compliance.

Guaranteeing data security and privacy is an ethical measure taken in research endeavors. Within the scope of this study, all gathered data were securely stored in a password-protected laptop, accessible solely by me. The data will remain safeguarded under password protection for a duration of 7 years, after which the stored data will be deleted to preserve the participants' confidentiality. Moreover, the study rigorously maintained the absence of conflicts of interest, and ethical oversight and approval were obtained from Capella University's IRB prior to the commencement of data collection and analysis.

To minimize the potential for researcher bias, a recorded interview approach was taken to ensure transparency and fairness in the research procedure. Employing an interview guide guaranteed uniform questioning of all participants, thus reducing the potential for any participant coercion or manipulation. I considered any possible biases that I might have and thought about ways to set those biases aside. Overall, this study followed ethical guidelines and principles to ensure the safeguarding and preservation and respect of human participants, data privacy and security, and impartiality in the research process.

Summary

Chapter 3 provided a comprehensive exposition of the research components employed in conducting this dissertation study, followed by a reaffirmation of the study's purpose and research inquiry. The chapter included a discussion of the study's purpose and a description of the research design that was rooted in generic qualitative inquiry. There was a presentation of the strategy employed for selecting participants and the approach taken for data analysis. The established research guidelines were discussed that directed participant selection, protection, as well as the methodologies for gathering and interpreting data. My involvement in the research and the questions that guided the interviews were outlined. The chapter concluded with information on significant ethical factors.

The objective of this study was to investigate the motivating factors and experiences that encourage dialysis technicians to stay in their positions. Information from this dissertation may be used to assist organizations in devising strategies to foster employee retention and promote a fulfilling work environment. By ensuring sufficient staffing and offering robust support to these highly skilled technicians, organizations may observe a decline in turnover rates and sustain high-quality care for dialysis patients. By examining the dialysis technicians' experiences, organizations may create effective strategies for recruiting, developing, and retaining skilled

technicians; thus, they can improve staffing and reduce turnover while providing quality care for dialysis patients.

CHAPTER 4. PRESENTATION OF THE DATA

Chapter 4 presents the outcome of the data analysis used to answer the research question that was based on understanding the elements that cause dialysis technicians to remain in their positions. The chapter includes a discussion of my interest in and involvement in the research, followed by an in-depth portrayal of the study's participants. A succinct clarification of the application of the generic qualitative methodology is provided.

Introduction: The Study and the Researcher

The Study

As noted by Luu (2021), interpersonal dynamics within the social work environment significantly impact an employee's work-related attitudes and behaviors. Turnover intention, characterized as a conscious inclination to leave an organization, has emerged as a robust predictor of actual turnover actions. Luu posited that turnover intention results from a job-related attitude that reflects an individual's assessment of their job; this opinion encompasses their emotions, beliefs, and attachment. A goal of this study was to investigate the interplay between retention and individual work engagement, values, patient attachment, and work calling among dialysis technicians with emotionally demanding roles. In the evolving landscape of healthcare, addressing staff attraction, recruitment, and retention is of paramount importance. The findings of this research have the potential to contribute to the efficacy and durability of the renal and nephrology specialty, ultimately elevating the quality of patient care. This chapter offers information on the process of data analysis and the presentation of the research findings.

A qualitative generic inquiry employs self-determination theory to understand the motivational influences affecting job retention and satisfaction. The purpose of this study was to

explore how integrated work values, family and personal values, and a sense of calling impact a dialysis technician's decision to remain in a challenging and stressful role. Chapter 4 presents the development of themes derived from participant responses. The initial section of this chapter provides an overview of the study and outlines my role within the research context. A comprehensive depiction of the analysis process is presented, and the chapter concludes with the analysis results and a summary of the findings.

The purpose of this generic qualitative inquiry was to answer the following research question: "What experiences motivate intent to stay among hemodialysis patient care technicians?" The study was focused on investigating the distinct experiences and factors influencing the retention of these technicians, who have been facing a significant increase in turnover. The primary objective was to identify the motivating experiences that encourage dialysis technicians to remain in their positions. By shedding light on the unique role of these technicians within the broader nursing profession research landscape, the study may make a valuable contribution to the literature on workplace experiences. Using a qualitative research approach, the study may provide insights into the significant impact of work experiences on patient care delivery, values, attachment, and engagement, as expressed from the perspectives of the participants. The motivation for conducting this research arose from the need to address the challenge of retaining staff in the context of high and continuously increasing turnover, compounded by the rising number of dialysis patients.

The Researcher

My commitment to the well-being and development of renal staff is driven by the critical need for dialysis treatment among patients. As a human resources professional and I/O

psychology practitioner, my connection to people and organizations in the renal industry has given me insights into the changes and challenges related to attracting, onboarding, and retaining dialysis technicians. These roles are pivotal in providing life-saving dialysis treatment, and my motivation stemmed from a deep sense of purpose and a passion for helping others thrive. The patients receiving dialysis come from diverse backgrounds, and the treatment they receive is crucial for enhancing their quality of life and overall well-being.

As the researcher, I played a crucial role in ensuring the credibility and rigor of the study. Part of that role was to oversee the interview process, foster informal research relationships grounded in personal trust, and adhere to principles of research ethics. The use of open-ended questions in the interview format allowed participants to provide rich and comprehensive data for analysis. Despite my limited background in qualitative research, my 2 decades of experience in a corporate business environment and 8 years specific to human resources work for a prominent renal provider provided valuable background knowledge to the topic. This expertise contributed to my ability to effectively fulfill my primary role in the study.

Before starting during the study, I included a panel of subject experts. This panel, along with the dissertation mentor, meticulously evaluated and assessed the research interview questions. This rigorous review process ensured the transparency, suitability, and applicability of the interview questions. Additionally, I held mock interviews to further enhance my preparation and the skills needed to conduct interviews.

Description of the Sample

There were 10 dialysis technicians in this study who specializing in renal care. They had either recent or prior experience in this role and willingly volunteered to participate in the research. These participants were selected from the population of dialysis technicians working in a chronic/in-center setting within the renal industry in the United States. The criteria for

sampling the participants included men and women with varying years of experience in a chronic/in-center setting. Ensuring diversity among participants was crucial for the generalizability of the study's findings to a wider population. The study incorporated both male and female participants, indicating an intention to consider potential gender-related distinctions in the analysis. Additionally, the age range of participants varied widely; the individuals' ages were from 18 to 70. This broad age range holds significance in comprehending how age may influence the variables under examination. Moreover, a subset of participants had committed a range of 8 to 34 years of service in the renal field. This detail suggests a research interest in how differing levels of experience may impact the outcomes or variables of interest.

The diverse range of participants met the predefined inclusion criteria for the study. Clearly defining these criteria was crucial in ensuring that the sample was aptly aligned with the research question. My objective was to be conduct a study that was inclusion of a diverse and representative sample that encompassed individuals of varying genders, ages, and levels of experience within the renal field.

All participants were at least 18 years old and met the required inclusion criteria. The participants displayed enthusiasm in contributing to the research study, exhibited significant knowledge about dialysis, and responded to the interview questions professionally and courteously. While each interview had its unique characteristics, it was evident that the participants were enthusiastic about openly sharing their work experiences and career aspirations.

Research Methodology Applied to the Data Analysis

In a generic qualitative inquiry, the analysis framework includes a series of pivotal stages, including data collection, organization, and interpretation until defined patterns appear and themes emerge. For data collection, interviews were conducted with a predefined format.

Before starting the interviews, participants provided a signed consent form expressing their willingness to participate. Their permission was granted to conduct the interview and record it. The interview guide was followed, and open-ended questions were asked during the one-on-one semi-structured sessions with 10 participants. These questions were designed to encourage in-depth discussions about the factors that influence intrinsic motivation experiences. Initially, my intend was to provide guidance to the participants, but it became evident that little direction was needed. Instead, the conversations naturally and comfortably unfolded and led to the participants' reflections on past and current events that centered on their intrinsic motivation. This approach resulted in the study data's valuable and comprehensive insights. After the interviews, the data gathered from all the participants underwent analysis.

A generic qualitative inquiry approach was employed in this dissertation that was based on Percy et al.'s (2015) model for thematic data analysis. This approach was chosen because the purpose of the dissertation was focused on individual experiences, the participants' expressions, and the interconnectedness of their unique experiences within the study (Kahlke, 2014). Qualitative research provides flexibility in data collection and analysis for researchers (Mukhopadhyay & Gupta, 2014), and there was the potential to gain insights into the phenomenon under investigation (Chauvette et al., 2019).

Qualitative researchers strive to integrate methodological approaches to gather data, in contrast to quantitative studies that rely on statistical methods to establish the conclusion by verification of reliability and validity of the research (Noble & Smith, 2015). In qualitative research, validity takes on varied meanings that are dependent on the dynamics of the authenticity to which the data reflects the examined phenomenon (Brewer, 2004; Saukko, 2005; Teusner, 2016). The significance of a grounded qualitative inquiry is its capacity to facilitate expressive, real-life, and comprehensive analysis (Anderson, 2017). Qualitative research is

recognized for its capacity to uncover novel perspectives that can challenge existing theories (Bansal, 2018). In this study, interviews were conducted to gather information for the generation of data (Bengtsson & Fynbo, 2018; ten Have, 2004). A generic qualitative inquiry research methodology was chosen because it provided an established approach to exploring individual experiences.

This approach was suitable because of the study's emphasis on capturing individual distinct experiences and to provide a descriptive and in-depth exploration of the participants' perspectives of their vocation. The data were examined according to the quality of interactions they had with colleagues, patients, and supervisors and how this influenced their motivation and job satisfaction. Additionally, it was important to explore how well the employees' psychological needs were being met within their work environment.

Each technician participated in a single interview session for approximately 60 minutes. The interviews were digitally recorded and securely saved on a laptop for accurate transcription of verbatim content. For the purpose of data security, distinct passwords were used to safeguard both the laptop and compiled data. My laptop was consistently stored within a private and locked office, accessible only by me. The laptop was never left unattended in an unsecured location, and no unauthorized individuals had access to it. Moreover, the digital audio recordings and written data were handled with the utmost confidentiality and discretion.

Throughout the thematic coding process, all transcripts were collected, organized, and grouped according to emerging themes that were pertinent to the interview questions. To safeguard the participants' privacy and confidentiality, each participant's pseudonym (P1, P2, and so on) replaced their actual first name in the transcripts. This practice made it nearly impossible to link individual responses back to known participants, which further ensured data privacy and confidentiality.

Thematic analysis was employed in the study to examine the collected data in order to recognize, analyze, and interpret diverse patterns and themes (Clarke & Braun, 2017). To achieve this, the first step was to highlight essential text and carefully assess the data's relevance to the research topic before proceeding to create codes. Thematic analysis served as the method to unveil the latent themes and patterns within the narratives of the dialysis technicians. The data analysis methodology applied in this research facilitated coding the data without imposing a predefined coding framework. A 12-step inductive analysis model outlined by Percy et al. (2015) was followed. Each participant's data were meticulously analyzed within this process sequentially, starting with the data from the first participant and then moving on to analyze the subsequent data based on the specified sequential steps. The following steps, according to Percy et al. (2015), suggest that "the analysis process constantly moves back and forth between current data and the data that have already been coded and clustered into patterns" (p. 83):

Step 1. Upon data collection from participants, transcribed interviews underwent a comprehensive review, and meaningful phrases, sentences, or words from P1 were highlighted for further examination.

Step 2. The data from P1 that were pertinent to the research questions were extracted and reviewed.

Step 3. Highlighted information that was not pertinent to the research question was sorted and moved to a separate file for later evaluation.

Step 4. Each reserved data fragment received generic codes corresponding to the initial words or phrases.

Step 5. Data with shared connections were grouped to expose initial patterns and subsequent coding tiers within the data.

Step 6. Patterns found within grouped data were named, and direct excerpts were drawn from the data to clarify and exemplify these patterns

Step 7. All identified patterns underwent careful review to uncover emerging themes; interconnected patterns were clustered to form coherent and related themes.

Step 8.   After the analysis of the data, emerging themes were matched with their respective supporting patterns within a matrix.

Step 9.   Clusters of patterns and themes for P1 were compiled and finalized; a comprehensive abstract analysis was crafted to provide an in-depth scope of each theme.

Step 10.   A sequential examination was carried out for every participant, adhering to Steps 1- 9. For each participant, comprehensive abstract analyses were formulated that outlined the themes unveiled during the scrutiny.

Step 11.   Conducting a cross-analysis of compiled data involved recognizing shared patterns and themes across the entirety of the participants' data.

Step 12.   Themes were merged to craft a comprehensive depiction of the gathered data

This data analysis process was employed to extract the patterns and themes necessary to address the research question concerning the experiences of diaysis technicians. To minimize potential biases and prejudices, the use of bracketing was implemented to reduce the risk of introducing flaws in the analysis. Bracketing serves as a technique employed by researchers to momentarily set aside any preconceived notions they may have regarding the phenomenon being investigated (Rusli et al., 2022). The researchers noted that this approach is taken to identify common characteristics shared by the experiences. The data analysis used in this dissertation strictly adhered to the procedures outlined in Chapter 3, with no deviations.

Presentation of Data and Results of the Analysis

The coding process commenced with an examination based on Percy et al.'s (2015) outline that proposed an inductive approach for data analysis. Following each interview, the participant's data were individually scrutinized using transcriptions to capture pertinent words, information, and recurrent ideas. During this review, significant sentences, words, phrases, and paragraphs corresponding to specific questions were highlighted for emphasis. Subsequently, a comprehensive analysis of participants' data was undertaken to uncover prevalent themes spanning various questions. This process determined the coding strategy for the interviews.

Throughout the review process, any emerging insights or themes led to refinements in the coding procedure that involved the addition or expansion of codes to extract deeper insights from the data. Upon such refinements, further evaluations were conducted. This iterative process served to pinpoint recurring terms and reinforce information across individual datasets. These code frequencies were subjected to calculations to discern common use patterns. This approach was applied to each individual dataset to identify codes for inclusivity. and the identified codes were collated to form a comprehensive master list.

The occurrence of each code within individual participant datasets was analyzed, as well as their cumulative frequency. The initial coding session established the foundational structure for the data review. Among the codes, some appeared in the dataset five times or fewer and were found in only two interviews or fewer. However, other codes appeared eight times or more in three interviews or more. The frequency of eight occurrences in three interviews stood in contrast to five occurrences in two interviews or fewer and served as the criterion for inclusion in the coding process. The frequencies of these codes are documented in Table 1.

Table 1
Code Frequency

Code	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	Frequency
Negative work environment	6	12	8	5	11	9	6	3	0	7	67
Family	3	3	5	6	4	3	3	2	5	1	30
Motivate	1	2	8	3	4	2	5	7	2	4	36
Attitude	5	8	3	5	8	9	4	4	2	6	52
Teach	8	5	6	2	7	4	2	5	2	9	48
Empathy	0	2	1	0	3	4	2	0	1	0	12
Patient care	15	10	11	30	12	16	14	13	8	10	121
Collaboration	5	8	3	0	7	4	8	7	3	7	49
Commitment	2	3	1	0	4	5	1	0	6	0	16
Strengths	0	1	2	0	0	3	1	2	0	0	9
Dialysis experience	8	10	5	2	9	12	9	10	4	8	73
Skills	4	6	8	1	4	8	7	6	3	5	49
Problems	5	6	5	4	4	8	9	10	2	8	59

Tiredness		3	8	2	0	5	8	4	2	0	3	35
Work challenges		3	4	9	0	5	8	7	3	5	8	47
Mentor		2	1	0	2	1	1	2	1	3	1	11
Understanding		5	0	1	2	0	1	0	1	0	1	12
Learning		5	3	2	12	5	8	6	10	5	3	54

Any codes that recurred five or more times across the interviews were incorporated into the coding. Each individual code underwent a thorough assessment within the context of the dataset to unearth the underlying themes. Subsequently, these themes were organized in a matrix alongside their corresponding codes as shown in Table 1.

The next analysis was to review subthemes associated with individual codes. In this review, seven subthemes were revealed because of the analysis of the codes. Those subthemes were categorized as (a) longevity, (b) family/religion, (c) patient care, (d) feelings, (e) knowledge/learning, (f) turnover, and (g) tasks. Within each of these seven categories, four overarching themes were defined. Subsequently, an exploration was undertaken to trace the development of descriptive coding that drew parallels and distinctions between predetermined themes derived from the literature. The coding contributed to the formation of each overarching theme, and this phase of the data analysis process involved the identification of preestablished themes that emerged during the comprehensive literature review.

After conducting thematic classification and analysis, these four distinct themes surfaced: (a) individual calling, (b) work engagement, (c) patient attachment, and (d) individual/family values. These themes stood out prominently within the respective categories. Table 2 presents the four themes that emerged during the data analysis process. Participants' quotes are strategically employed to reinforce and substantiate the overarching themes to effectively weave them into the fabric of the theme discussions.

Table 2

Overarching Themes, Subthemes, and Responses

Overarching Themes	Subthemes	Participants' Responses
Theme 1: Individual Calling	Subtheme 1: Longevity/Tenure	Years of service, want to stay, age, entry into dialysis, started 32 years ago, I am retiring from this industry (P9) "I don't think I will ever leave" (P9). "I have served 18 years, 20-30 years of service" (P1, P2).
	Subtheme 2: Feelings	Having patience, hero syndrome, saving lives, willingness to care for others, passion, purpose, encouragement, empathy, altruism, compassion, purpose to serve others, integrity, understanding, feeling of making a difference, fearful, happiness, making others smile, overwhelming, very rewarding, making an impact, dialysis is a love hate relationship, self-gratification
Theme 2: Work Engagement	Subtheme 3: Knowledge/ Learning	Education in dialysis, professional development, industry certification, teaching others about quality patient care, trainings, preceptor, research, mentoring, coaching, shadowing, theory of dialysis, expert cannulation
	Subtheme 4: Staff Turnover	Shortage of staff, lack of stability, chaotic, stressful, lack of opportunity for growth, lack of addressing concerns, layoff, resignations
Overarching Themes	Subthemes	Participants' Responses
Theme 2: Work Engagement (continued)	Subtheme 5: Work Tasks	Challenging job tasks, need for more help, unrealistic expectations, number of patients to staff ratio, distributing medications, blood pressure drops, standing for long periods of time, use of dialysis machines, early and late work hours, time management, change over, scheduling
Theme 3: Patient Attachment	Subtheme 6: Patient Care	Quality of care, patient well-being, safety, care for the elderly, clinical outcomes, transplantation
Theme 4: Individual and Family Values	Subtheme 7: Family and Religion	Aunt worked in dialysis, mom was a dialysis secretary, I watched my mother care for people as a nurse's aide for 36 years, family life is non-existent, the patients are like family because you see them 3 times a week, my belief and spiritually

Analysis of Themes

There were four overarching themes that emerged from the data. Theme 1, individual

calling, included the two patterns of longevity/tenure and feelings. In Theme 2, work

engagement, there were three patterns—knowledge/learning, staff turnover, and work tasks.

Theme 3, patient attachment, included a main pattern of patient care, and Theme 4, individual and family values, was centered on family and religion.

Theme 1. Individual Calling

The initial overarching theme that surfaced pertained to the realm of individual calling and meaningfulness. This theme of individual calling underscored the profound impact of patient care and the act of caregiving on others. Participants contemplated the worth and resilience inherent in their personal calling to serve as patient caregivers. They articulated their individual perspectives on this calling, elucidating the reasons behind their feeling of being summoned to assume this role. The theme of personal calling and meaning also included how the participants' enduring commitments and intentions to continue as a dialysis technician were shaped by a fusion of enthusiasm, job devotion, patient care, mission, and peer guidance. These elements were interlinked and had the potential to cultivate employee allegiance and dedication. The descriptive coding involved in identifying relevant patterns involved these topics: (a) experiencing a feeling of making a difference, (b) saving lives, (c) personal conviction, and (d) intrinsic vocation. The codes that underpinned the emerging theme of personal calling were juxtaposed with the preestablished themes from the literature. This step was taken to discern patterns within the data and formulate the overarching theme. Table 3 presents the elements that underwent scrutiny in the formulation of the personal calling theme. Several participants contributed insights that reinforced the overarching concept of personal calling.

Table 3
Development of Theme 1, Individual Calling

Description of Theme	Relevant Patterns
Theme 1.	Feeling of making a difference
	Feelings of purpose, impactful contribution, intrinsic motivation, altruistic, dedication
Individual vocation/calling exerts a significant influence that results in an individual's motivation to actively participate in a life-saving	Saving lives

88

mission, thereby nurturing a profound sense of purpose in the dedicated service to patients.	Lifesaving mission
	Personal conviction
	Humanitarian calling, empowerment, belief in healing

In review of the responses, there were several participants' responses that corresponded with a more descriptive code of feeling of purpose/passion to the patterns used to identify this overarching theme. P1 provided a unique perspective as a dialysis technician with more than 30 years of experience whose statements were associated with the initial preexisting theme and the development of the overarching theme. P1 described her first exposure to the role of a dialysis technician stating, "It was 1989 and this is 2022, and I wanted to work for a healthcare provider, we got this, hero syndrome. . . . Everything in me wanted to save a life, I just had this thing that I wanted to save lives." P2 expressed the feeling that "serving 20 years as a dialysis technician gave the satisfaction received and still get knowing that I am helping my fellow brothers and sisters." The participant shared, "To see them [the patients] go through the lifestyle and for me to make a positive change and effect so they can live the better-quality life—that's what I do." P2 shared this belief:

> Anybody who works in this (renal) industry, if you do not care about people, you are in the wrong job. . . . I make a difference and that's the meaning that you need to make a difference in what you do. And this is a passion, I have a passion for doing this.

P3 shared this information:

> I started in 2005, and I will be finishing up my 18th year, and I love it—I don't think I will ever leave, and I will retire doing this. . . . The role allows you to help somebody. I try to make everybody smile whenever I work. I try and just make their [the patients'] day a little brighter.

Additionally, P3 expressed the "pride in my work" and that calling out was not an option because, "I have four patients depending on getting their dialysis—this is somebody's life there." P3 noted, "Dialysis is a love-hate relationship, you either love your job in dialysis or you do not.

There's not in between." P3 said, "I have to see some kind of passion." P4 offered, "The patients always kind of kept me connected," and P5 stated, "I kind of had that feeling where I wanted to take care of that patient, just like someone else took care of my dad." According to P7, "I love my job because if I didn't, I wouldn't continue to do it for 23 years. You have to be there for the love of the job and not the paycheck." P9 explained, "Being a dialysis technician has been, like I said, it's been my life's work. After 32 years and doing this so long if I had to do something different, it would still involve dialysis in some way." All of these remarks were centered on the participants' viewpoints regarding the significance and impact of their role within the renal industry and what empowered and motivated them to be committed to the care of dialysis patients.

The participants' accumulated years of experience in both their role and in the industry demonstrated their commitment to persist within a position marked by stress, chaos, and challenges. This correlation emphasizes their passion for fulfilling their desire to care for others. Despite their hurdles, their motivation was driving force for the individuals' commitment to the organization.

Theme 2: Work Engagement

The second overarching theme to emerge was work engagement. This theme indicated that work engagement plays a pivotal role in shaping and fueling individual motivations within a professional context. It acts as a dynamic force that ignites enthusiasm, dedication, and a strong sense of purpose in the individual's work. When a person is genuinely engaged in their tasks and responsibilities, they experience a heightened level of connection and fulfillment. This heightened engagement goes beyond mere job satisfaction, for it taps into a deeper, intrinsic motivation that propels individuals to excel, innovate, and persevere.

90

Engaged individuals often find themselves immersed in their work and are compelled to serve through their desire to contribute meaningfully and make a tangible impact. The positive emotions and satisfaction derived from engaging tasks create a feedback loop that continuously reinforces and amplifies motivation. Furthermore, work engagement is closely intertwined with a sense of autonomy and mastery. When individuals experience a sense of control in their work and acknowledge their competence, their motivation to strive for success is enhanced, and they excel. Table 4 presents the relevant patterns in Theme 2, work engagement.

Table 4

Development of the Theme of Work Engagement

Description of Theme	Relevant Patterns

Theme 2. Work Engagement
 	
A cherished aspect of the work setting is the collaborative environment in which teamwork thrives, and colleagues share a mutual enthusiasm for learning, knowledge, and exploration. These elements collectively foster a favorable organizational culture that promotes employee well-being and helps professional growth.
	Knowledge and Learning
	    professional development, industry certification, teaching others about quality patient care, trainings, preceptor
	
	Staff Turnover
	    shortage of staff, lack of stability, chaotic, stressful, lack of opportunity for growth, lack of addressing concerns
	
	Work
	    challenging job tasks, need for more help, unrealistic expectations, number of patients to staff ratio

Many of the individuals' responses dealt with work tasks, staff turnover, and role knowledge and learning. Participants responded with words that pertained to the theme of work engagement. The characterization of job tasks and demands, the lack of staff support and resources, and job contentment are important factors that impact healthcare employees' intent to stay in their position. Organizations should realize the importance of establishing psychologically safe environments in which values are upheld; they must also focus on employee

well-being and welfare. These efforts minimize the adverse effects of job-related pressures on an individual's commitment to remaining with their organization.

Knowledge and Learning. P2 talked about how the membership of different professional dialysis organizations assisted during challenging times. "I belong to quite a few different professional dialysis organizations. Whenever I got frustrated, I went to different organizations, and I became a part of them and (by doing so) you can see it from a bigger picture." P2 stated, "I was National Association of Nephrology Technicians President in 2005, and I was instrumental in helping technicians become certified. That was satisfaction." The participant also mentioned,

> Once a month on Thursdays, (I did it yesterday), I teach all the new hires, nurses and techs who come to our clinic for 5 hours and inject my experiences. . . . The impact you have on the younger technicians is going to be . . . your legacy. Teach them, show them, and they stay around.

P3 stated, "I can teach anyone how to dialyze a patient. However, I cannot teach you how to care about it and how to care about that patient sitting in your chair." This observation implied that the technical facets of dialysis can be taught, but finding individuals with genuine compassion and empathy is inherent and cannot be taught. Consequently, prioritizing the recruitment of individuals who naturally embody these caring attributes becomes crucial for enhancing employee retention. P3 offered this view of her work life:

> I would like to stay because I got promoted to a PCT [patient care technician] III [Preceptor], and I can help with training and share my knowledge with other PCTs that are coming in and show them tricks and how to manage their time on the floor. . . . [and share] things I have learned over my career that maybe I wish somebody would've gone back and told me or showed me when I was new on the floor.

P4 discussed her educational background and offered,

> I had finished a master's degree in health and wellness counseling and started doing their kidney smart classes, and I loved that about the classes. [I] would have quit a long time ago, but one thing that kept me motivated and continuing was because I was hoping with either company, I would be able to move up into a different role.

92

Career growth serves as a multifaceted catalyst that propels learning, motivation, and sustained commitment within a job role. As individuals embark on a journey of professional advancement, they are exposed to new challenges, skills, and knowledge. This continuous learning process not only expands their expertise but also ignites a sense of curiosity and enthusiasm to explore uncharted territories.

Staff Turnover. P2 offered, "People leave because they expect more money." Other ideas to help improve turnover were suggested such as recognizing staff and having some kind of employee appreciation program. P3 stated,

> You really have to celebrate people. . .. Employee appreciation is something that should be the main focus in any company and corporation, because I firmly believe that if you take care of your employees, your employees will take care of you.

Additionally, P2 observed that staff turnover occurred because of an administrator who becomes "a numbers cruncher and you lose, in my opinion, and you lose sight of the people."

Work Tasks. P5 provided context that "[The job is] rough; it's not an easy job." P6 stated her view of her responsibilities this way:

> I want to know anything and everything about dialysis. . . . why does the bicarb do this, and why does the acid do this, and why does the dialyzer do this . . . just know if a patient would ask me a question. . . . most of the training happens strictly on the floor.

In talking about daily work, P7 remembered, "The first day, it was a lot, it was overwhelming— and you can't be afraid of blood." P1 described the fear of returning to the job after the first day. "No, these people are just sick. They are throwing up and dying on the machine. I was scared."

Theme 3: Patient Attachment

The third emerging theme was patient attachment, a phenomenon that caregivers described as their empathy was observed during the interviews. Their bond with patients served as a potent motivator to propel the nephrology clinicians to exert extraordinary efforts in their mission to preserve lives. Moreover, this close connection with their patients resulted in the

cultivation of meaningful relationships that solidified the resolve of care providers to do their utmost in their dedication to saving lives. Table 5 shows the patterns for Theme 5, patient attachment.

Table 5

Development of the Theme of Patient Attachment

Description of Theme	Relevant Patterns
Patient attachment	Patient Care Quality of care, patient well-being, safety, care for the elderly, clinical outcomes, transplantation
Patient-Centric	Patient-Centric Love for the patient, strong relationships, bonding

Responses from the participants were related to the bonds that develop between them and their patients and the sentiments they share with the patient's family. P7 stated, "They tell you how not to get close to patients, like crossing boundary lines, but it's really kind of hard in a sense, they almost turn to you like family so it can be overwhelming when you lose them." P3 expressed, "It's the self-gratification and the relationships that we build, not only with the patients, but with each other, the staff members." P1 described her experiences with the families and shared,

> Just being able to build strong relationships with the patients, and they get involved. . . . When you are out or go on vacation, they are like, "Where were you? We missed you." I mean that just really, that's an amazing feeling.

P10 considered that she had "that caring nature and that type of heart that's drawn to things that involve caring for others. And it always felt rewarding when I went to work in terms of just making the connection to people." P5 provided a story about a patient who spoke only Spanish, and the doctor would always ask P5 to help translate. The participant described the gratitude the patient had.

94

> It really meant a lot to the point that she [the patient] would go home and talk to her family about me. And then, we connected so much that the patient did go into the hospital, and I went to visit her several times.

P5 said that she saw the patient one day when the patient was being transported to the dialysis section, and "when [I] passed by her, she said goodbye. . . . The next day the patient died. I ended up taking a day off so I could attend [the patient's] funeral." P7 found that "one enjoyable role was [being with] my patients. I see everybody as my family." P4 stated, "I love being able to sit down with them [the patients] and say, "It's going to change, and it's going to be crazy, but not impossible."

Theme 4: Individual and Family Values

The intricate interplay between individual and family values constitutes a significant cornerstone in the realm of work motivation. An individual's values are shaped by personal beliefs, principles, and life experiences, and these factors exert a profound influence on an individual's professional pursuits. Similarly, the values upheld within a family unit often extend into the professional sphere, since personal and work-related aspirations become intertwined. Individuals whose core values and the ethos of their work are in alignment tend to experience heightened motivation. When an individual's tasks and responsibilities resonate with their deeply held beliefs, a sense of purpose and fulfillment emerges that encourages them to excel. This alignment provides a compelling rationale for their endeavors and ignites an internal drive to contribute meaningfully and create a positive impact.

The emergence of Theme 4, individual and family values, underscores the intricate web of influences that shape work motivation. The theme accentuates how the fusion of personal convictions and familial principles can cause individuals to surpass conventional boundaries. As individuals perceive of their work as a manifestation of their values, they become more than mere employees, for they transform into impassioned agents of change. This theme serves as a

95

testament to the profound impact of deeply ingrained values that act as a catalyst for unwavering

dedication, resilience, and a perpetual quest for excellence in the professional realm. Table 6

presents the patterns within Theme 4.

Table 6
Development of the Theme of Individual/Family Values

Description of Theme	Relevant Patterns	
Individual and Family Values	Family	
	Customs, norms, cultures, diversity	
	Religion	
	Spiritually, beliefs	

The participants' responses described their beliefs and spirituality. P1 confided the

following:

> I used spirituality to prepare for the job. My religious beliefs [are] that God uses my
> hands to do His will and the love that God put in my head to do this job. . . . My family
> life has to win, and . . . my work life definitely is paying the bills, the bills that make me
> win in my family.

When asked why dialysis had been the participant's chosen field, P1 offered, "My father is the

one that made me go back every day." P7 stated, "Being with my mother, helping her sign that

paper for dad to get dialysis."

A Consideration of the Four Themes

Family values encompass shared beliefs and norms nurtured within the familial

environment, and these values played a pivotal role in the participants' lives. The participants'

values acted as a guiding compass to shape their career choices, professional ambitions,

resilience, and dedication. The desire to uphold family traditions, honor commitments, and

support loved ones can infuse a powerful impetus into a person's work ethic. This sense of

responsibility that is rooted in family values, fuels determination and resilience, especially in the

face of challenges. Each theme was independently evaluated to ascertain its alignment with the research question and emerged as the most directly relevant answers to research question.

Summary

Chapter 4 presented the research findings that were obtained from the systematic analysis of interviews conducted with 10 experienced dialysis technicians. Within the confines of this qualitative generic inquiry research, the study focused on the perspectives of these technicians, who candidly shared their experiences. The guiding questions was asked to unravel the motivation these technicians experienced to persist in their roles, and they were asked about their intent to remain as crucial contributors in the realm of hemodialysis. The study addressed the various aspects of the research question, and the data that were found highlighted the pivotal experiences that fueled the commitment of dialysis technicians to continue their vital task of providing care to patients undergoing dialysis treatments.

Chapter 5 presents an in-depth discussion of the findings, the implications, and recommendations for future exploration. The chapter provides an overview and a concise summary of research outcomes and their implications. These outcomes are discussed within the context of the study's theoretical framework and pertinent literature from prior investigations. The chapter delves into the interpretation of findings with an examination of the study's limitations. There is information on the practical ramifications of the outcomes for the field of dialysis study, and recommendations are made for potential research that can further build on this dissertation study's findings. Chapter 5 concludes with an encapsulation of the key insights derived from the study's exploration of the experiences that motivate a dialysis technician's intent to remain in their profession.

CHAPTER 5. DISCUSSION, IMPLICATIONS, RECOMMENDATIONS

The objective of Chapter 5 is to evaluate the study's outcomes and suggest potential avenues for future research. The chapter begins with an analysis of the results and an explanation of how the data relate to the research question. Conclusions are offered based on the results, and their contribution to prior research on the subject matter is highlighted. Additionally, the chapter explores the study's alignment between the results and with the theoretical framework and earlier literature. There are also suggestions for future research direction and an analysis of the interpretation of the study's results.

The study's limitations are examined, followed by an analysis of the practical implications of the findings for renal organizations, as well as for I/O practitioners and other related areas of interest to human resources personnel. The suggestions in these categories were based on the data, taking into account the limitations in research methods and design, as well as other contributing factors such as alignment to the research question. The conclusion offers a concise overview of the general findings of the dissertation.

Summary of the Results

The purpose of this research was to explore the experiences of hemodialysis patient care technicians and gain insight into the motivating influences that cause them to remain in their roles. An objective was to contribute to the literature on retention and workplace experiences by incorporating the study's findings. The study is significant because it sheds light on the participants' experiences that may be considered when determining ways to retain individuals in the renal industry, despite their chaotic, stressful, and challenging work environments. The study also includes a discussion of how the technicians' sense of purpose and passion can be

instrumental in helping them serve patients and deliver high-quality care to those undergoing dialysis. The research design approach used in this study was a generic qualitative inquiry, and the interviews collected provided reliable and specific data obtained from the proper interview protocol.

The purpose of the study was to help fill a gap in the literature by examining the individual experiences of dialysis technicians and their experiences that influenced their intention to remain in that occupation. Al Zamel et al. (2020) highlighted the importance of conducting additional qualitative research to gain more insight into the factors that determine a nurse's choice to remain with or depart from an organization. Their study revealed that the research has been primarily focused on turnover intentions and motivation while neglecting to explore the influences that contribute to nurses' reasons for remaining in their current roles. Much of Al Zamel et al.'s (2020) findings apply to dialysis technicians also. The outcomes of this research may contribute to the literature and provide valuable insights for I/O psychologists, managers, and human resources professionals by addressing workplace motivation and developing effective retention strategies. The study employed a generic qualitative methodology, purposive sampling, and a snowball technique to recruit participants with current or prior experience as dialysis technicians. Thematic analysis of interviews revealed four salient themes related to (a) work engagement, (b) individual calling, (c) patient attachment, and (d) family and individual values. Detailed exploration and further analysis of these themes is presented in subsequent sections of this chapter.

An examination of the distinct experiences of dialysis technicians is essential for several reasons. The tenor of the workplace plays a vital role in the retention of skilled healthcare professionals because facets of the technician's daily work life may contribute to their job satisfaction and improved retention rates, and thereby the delivery of high-quality patient care is

ensured. Gaining a comprehensive understanding of the experiences of technicians that motivate them to remain in their jobs may be employed to enhance the overall quality of patient care that can lead to improved outcomes and increased fulfillment. The study also presented information on burnout and job dissatisfaction that can be employed by technicians to identify strategies to enhance their well-being. Furthermore, the findings have the potential to inform workforce management and policy decisions by facilitating effective recruitment, training, and retention strategies while fostering supportive work environments. These valuable insights may serve to optimize the healthcare workforce and align human resources programs within the renal sector. The study's exploration of individual calling, work engagement, personal and family values, and patient attachment aligns with the literature reviewed and may contribute to a deeper understanding of the technician's motivation. The establishment of the links between these themes and self-determination theory may lead to increased knowledge concerning how workplace factors influence their motivation to remain in their position.

Information from this study can be helpful to professionals in understanding the distinct experiences of dialysis technicians. The data highlights the importance of retaining individuals in the renal professions, especially in the context of staffing shortages. The insights gained from this study hold value for human resource management professionals who can use the findings to determine optimal practices for improving job satisfaction, well-being, performance, and retention among this group of employees.

Discussion of the Results

The primary objective of this study was to investigate the experiences of dialysis technicians. The results demonstrated how individual calling, work engagement, personal and family values, and patient attachment influenced the self-determination of individuals to remain in their roles. Their challenges are similar to those of caregivers who may also experience human

connection or hold altruistic views. Like caregivers who develop relationships with their patients and embrace altruistic perspectives, the participants in this study also shared comparable experiences. While each participant's encounters were unique and personal, certain commonalities emerged from their narratives that were categorized into four significant themes. The study's findings suggested the following: (a) individual and work responsibilities, (b) work engagement, (c) patient attachment, and (d) personal/family values are essential in motivating the dialysis technician's intent to stay. Specifically, the results highlighted the importance of these experiences in influencing a technician's commitment to their job and desire to continue working in the field.

According to Peregrym and Wollf (2013), personal values are defined as enduring beliefs that favor a distinct pattern of behavior or a targeted state of being that is sought after. The researchers commented that while personal values are often referenced, the most cited term is human values that are shown to be vital because they give rise to a finite number of attitudes. Winters (2019) reported that personality influences behavior that affects turnover in the workplace. The researcher opined that this turnover leads to questions about what shapes an individual's intent to leave or intent to stay. Ultimately, personal values shape a person's work performance because their deep-seated (personal) values determine "what is good, right, and appropriate" (Peregrym & Wollf, 2013, p. 2).

Individual calling may be viewed as an inherent trait that enables individuals to thrive in stressful and challenging environments, and Rawat and Nadavulakere (2015) suggested that organizations can achieve better work outcomes by hiring individuals with an intense work calling and allowing them to pursue that calling. According to Gaietto and Brooks (2019), nurses frequently shape their life experiences based on their accomplishments and achievements in their profession; this same principle holds true for dialysis technicians in nephrology. These

101

technicians also find significance and fulfillment in their career accomplishments and the impact they make within the field. Gaietto and Brooks (2019) considered that these individuals demonstrate high work discretion and participative decision-making practices, and such traits indicate individuals who have a higher calling and tend to flourish within an organizational context. Individuals driven by a sense of inner direction and a broader purpose are considered to be altruistically oriented and motivated to use their careers to aid others or make a positive impact on society (Kolodinsky et al., 2018). According to the researchers, those who feel called to their work are intrinsically motivated by the work itself, the meaning they derive from it, and the sense of purpose it serves in making a meaningful impact on society.

Conway et al. (2015) posited that individuals with a calling who pursue meaningful goals experience greater well-being, life satisfaction, and motivation. Some behaviors may reflect intrinsic interests, while others may stem from a sense of fulfilling an unwavering duty, and Conway et al. (2015) emphasized that Ryan and Deci's (2000b) self-determination theory is highly relevant in understanding the relationship between calling and well-being. This sense of calling involves the individual's determination to pursue activities while also experiencing a deep sense of personal fulfillment by connecting their intrinsic desire to engage in activities that afford a sense of personal satisfaction. Conway et al. (2015) defined calling as a profound and transcendent invitation to embrace a specific life role with a central emphasis on finding purpose and significance. This concept, as described by Rawat and Nadavulakere (2015), prioritizes values and objectives that are centered on the well-being of others as the main drivers of motivation.

At the heart of work-related engagement lies the comprehensive investment of an individual's hands, head, and heart in their professional endeavors (Kolodinsky et al., 2018). This intricate concept, inspired by Kahn's (1990) influential perspective, underscores job

engagement as a multidimensional and driven notion that mirrors the simultaneous allocation of a person's physical, cognitive, and emotional resources toward actively and wholeheartedly executing their tasks. When employees are engaged, they display cognitive vigilance, physical immersion, and emotional attachment, thereby fully integrating themselves into the work context and showcasing peak performance (Kolodinsky et al., 2018).

Kahn (1990) initially introduced the concept of work engagement and highlighted the variability in the depth to which individuals engage with their job roles. If personal emotions deviate from the organization's anticipated emotional responses, individuals may find themselves grappling with emotional labor that can potentially lead to a sense of detachment from their work. Moreover, engagement entails the tangible exertion of physical energy in meeting job responsibilities that facilitate the assimilation of the person's identity into their professional role (May et al., 2004). Despite its substantial significance from both a humanistic and pragmatic perspective, a comprehensive understanding of how the components delineated within Kahn's theoretical framework impact the three psychological conditions and shape employees' level of work engagement remains somewhat limited.

The study's findings answered the research question, for the investigation of the experiences of dialysis technicians provided information on what influenced their work lives such as individual calling, work engagement, personal and family values, and patient attachment. These factors strengthened their self-determination to remain in their roles. The results revealed that their experiences were comparable to those of caregivers, for each of the professions share a sense of the importance of human connection and altruistic views. Although the participants' experiences were unique, identifiable similarities were found in their interviews and were subsequently classified into the four following primary themes: (a) individual and work calling, (b) work engagement, (c) patient attachment, and (d) personal and family values. These factors

significantly motivated the dialysis technicians, and the importance of their work with their patients impacted their commitment and desire to continue working in the field.

The results underscore the significance of understanding the construct of motivation and experiences that impact a technician's inclination to remain with an organization. An analysis of the participants' transcripts provided valuable insights into the role of individual calling, work engagement, patient attachment, and personal and family values that motivated their actions. This understanding can be used to inform strategies and interventions to improve job satisfaction, retention rates, and overall quality of care in hemodialysis.

Data were obtained from the analysis of participants' experiences and identifying recurring patterns and themes. Through a careful analysis of the individual's experiences and narratives, the study provided shared themes, insights, descriptions that produced patterns and emerging themes that I could identify to determine the influences that significantly motivated the technicians to stay in their roles. This approach to thematic analysis led to the recognition of patterns and shared elements and offered valuable insights into the experiences of dialysis technicians and the determinants that influenced their motivation and commitment.

Conclusions Based on the Results

This study may contribute to the literature on dialysis technicians, their vocation, and their personal experiences by providing a comprehensive exploration of their work lives. By focusing on their interactions with patients, direct staff, management, and other interdisciplinary teams that form the foundations of relationships as a technician, more can be learned about the elements that shape their workday life. Secondly, by examining the experiences of dialysis technicians from a holistic perspective, the study may shed light on a specific job that has been under-researched in the literature. Thirdly, the study's analysis highlights that those who have remained in their roles attribute their job satisfaction to the relationships built with patients,

regardless of issues they face such as inadequate pay, few development opportunities, and lack of leadership.

Data from this study demonstrated that long-tenured technicians have a genuine passion for dialysis due to the altruistic and humanistic approach required when caring for those needing treatment. Thus, the information offered is vital to organizations who seek to enhance employee recruitment and retention. The research findings may also contribute to other professionals, including I/O practitioners and human resources professionals with the responsibility to improve the renal workforce and culture.

This study may make several contributions to the literature on how to best motivate individuals in the renal sector and retain employees who are dialysis technicians. The findings emphasize the importance of encouraging employees to remain in their jobs due to the significant impact of staff shortages on the organization and the quality of patient care. The use of self-determination theory served as a guiding framework in the exploration of intrinsic motivating experiences that influence individuals in the renal sector. The study provides insights into what motivates individuals to remain as patient care technicians.

Several themes were identified from the data analysis: (a) individual calling, (b) work engagement, (c) patient attachment, and (d) personal and family values. These themes highlight the experiences that motivate individuals in their careers in the renal sector. The findings of this study have implications for researchers, organizations, and the renal industry as a whole. Researchers in healthcare staffing and retention can use these findings to further their understanding of the motivations of individuals in the renal sector. Organizations and the renal industry can employ these findings to develop strategies for improving staffing and promoting retention to enhance their operations' sustainability and improve patient care quality.

The study's findings can also provide a supportive framework for I/O human resources professionals tasked with implementing contemporary solutions to enhance work environments and the well-being of technicians. This approach enables them to find a middle ground with work and their personal life. The research insights offer valuable input for designing interventions and strategies that can be used to improve work experiences and overall satisfaction among individuals in the renal sector. Information from this dissertation research may be relevant and valuable to researchers, organizations, and the renal industry. The knowledge base can be increased by new details concerning the motivating experiences that encourage individuals to remain in this medical field. These findings can be used to inform strategies for improving staffing and retention and contribute to developing interventions and practices that promote psychologically safe environments in the healthcare industry.

Comparison of Findings With Theoretical Framework
and Previous Literature

The study's findings align with the theoretical framework rooted in self-determination theory (Ryan & Deci, 2000b). The research focused on exploring motivation, self-efficacy, and self-determination within the context of work experiences and particularly emphasized the psychological well-being of dialysis patient care technicians. The theoretical foundation was consistent with my exploration of how motivation influences performance and well-being in the field of dialysis patient care as well as the psychological well-being of dialysis technicians. The theoretical framework of self-determination theory (Ryan & Deci, 2000b) emphasizes the importance of intrinsic motivation that aligns with the research exploration of the influence of motivation on performance and well-being in dialysis patient care.

Rockmann and Ballinger (2017) noted that earlier literature has investigated the diverse motivations that drive individuals in their vocational pursuits. The research findings in this dissertation were consistent with these previous studies and provided additional insight into the impact of motivation on the well-being of dialysis technicians. The study's alignment with the theoretical framework and its support from earlier literature strengthen the validity and relevance of the research findings, and the information adds to the knowledge regarding applications of self-determination theory and vocational motivation in the context of healthcare professionals.

The dissertation findings highlighted the technicians' intrinsic motivation and its association with their inclination to act based on the desire for a personal challenge rather than being influenced by external stimuli such as pressures or incentives. According to Ryan and Deci's self-determination theory (2000b), motivation can originate from external rewards (extrinsic) or internal sources (intrinsic). This study was focused on inherent motivating experiences, and Rockmann and Ballinger (2017) suggested that intrinsic and extrinsic motivations function independently and are influenced by distinct experiences that lead to unique outcomes. They stated that three fundamental needs—competence, autonomy, and relatedness—have been identified as critical determinants of an individual's personal growth, integrity, and overall well-being.

The primary focus during the literature review was to emphasize the significance of the role of the renal industry, the tasks technicians perform, and the impact of the work environment on the organizational work climate. The themes that emerged identified the working conditions, relationships, and work tasks associated with low job satisfaction due to little recognition, few chances for growth, inadequate pay, and a lack of leadership. However, there was no direct mention of how the information connects with the theoretical framework that was rooted in self-determination theory. Therefore, further exploration would be beneficial, as well as a discussion

of the potential connections between the identified themes and the principles of self-determination theory. Such an investigation would strengthen the study's coherence and theoretical grounding.

Interpretation of the Findings

The interpretation of findings from this study is based on an understanding of the technicians' experiences, their individual work calling, work engagement, personal and family values, and patient attachment, and how these factors led to self-determination. Most workers engage in a fundamentally social endeavor (Clark et al., 2019). Consequently, work encompasses their cognitive processes of understanding the mental states of others, the shared experience of emotional states, and the display of a person's comprehension or emotional resonance with another individual's feelings. These encounters epitomize empathy, a multifaceted concept that is the basis for the intricate mechanisms of individuals as they perceive the world and connect with others.

This dissertation research may lay the groundwork for further research by providing a basis for generic qualitative inquiry and phenomenological exploration. Although the study's findings do not apply to a broader population, they present valuable insights for I/O psychologists, healthcare administrators, and leaders who seek to enhance the well-being of their workforce, for their actions may led to employee retention. By carefully considering the participant narratives, researchers could implement necessary enhancements in training, policy updates, and other interventions to create healthier workplaces. Furthermore, enhancing the comprehension of workplace organization and culture can lead to improved work experiences and enhanced patient care within the dialysis industry (McKenzie & Addis, 2018). The broader dialysis community and renal industry can capitalize on this information as a grassroots initiative whose purpose would be to integrate workplace changes that foster motivation and psychological

safety. These collaborative endeavors hold the potential to cultivate more inclusive and respectful work environments that would ultimately benefit both employees and organizations alike.

Limitations

This dissertation study had several significant limitations that warrant consideration. Firstly, the sample size did not adequately represent the entire population of dialysis patient care technicians. For future research, it is crucial to expand the sample size to encompass a broader range of diversity and representation. This expansion would facilitate a more thorough and comprehensive grasp of the experiences and viewpoints of dialysis patient care technicians operating in outpatient settings.

Moreover, there were significant challenges in recruiting participants because of the unique and specialized nature of the healthcare discipline of nephrology. Initially, the recruitment process was slow, and conventional research methods such as posting flyers and using social networking did not yield the expected number of participants. The most effective strategy involved referrals from the National Association of Nephrology Technicians, and other volunteers were obtained through snowball sampling.

Participants acknowledged they experience survey fatigue that may be due to the repeated requests from various researchers studying the nephrology industry, and this factor may have impacted their willingness to participate. Additionally, the limited amount of time they could commit to be interviewed may have affected participant engagement because of their busy schedules or other commitments. Ensuring privacy and confidentiality was maintained, but there was apprehension about potential negative reactions from others within the small renal community and similar organizations, since this was a unique specialty being studied. Addressing these limitations and employing more effective recruitment strategies should be

noted when conducting future research to obtain a more representative and diverse participant pool.

The exclusive focus on prior and active in-center dialysis technicians in the United States might have yielded different outcomes if a more diverse and broader sample had been considered. While the study offers valuable insights into the experiences of in-center hemodialysis technicians, this limitation should be acknowledged and addressed in future research. The recruiting did not include participants from multiple dialysis centers that offer home therapy or acute settings, and their feedback could be beneficial. The range of participants was narrow because technicians working in other settings were excluded.

A notable limitation was the scarcity of research on hemodialysis technicians, despite the abundance of literature that is focused on nurses and their experiences. The study did not have sufficient literature as a framework for the dissertation because of the lack of scholarly studies on this topic. Therefore, one of the goals of this study was to help fill a gap in the research.

A common limitation in a qualitative study is that participants are asked to recall and rely on their memories of past experiences and events. This is known as recall bias that can cause inaccuracies in the respondents' recollections due to the influence of more recent events that shape their perceptions of past memories. Ellis and Hart (2023) pointed out that subjectivity is an acknowledged issue when exploring qualitative research questions, since people attribute meaning to their experiences. While subjectivity is intrinsic to qualitative research, appropriately addressing this limitation can enhance the credibility and dependability of the study's findings and conclusions. This approach enables researchers to gain profound insights into individuals' lived experiences and extract valuable information that might not be attainable through quantitative methods.

This study was limited because there was not a diverse and representative sample of dialysis technicians from various regions and healthcare settings. This would enhance the generalizability of findings. A generic qualitative inquiry was employed because of its inherent flexibility, and the robustness of a generic design provides a perspective on descriptive research data that embraces personal significance, rendering it particularly well-suited for the realm of social sciences (Ellis & Hart, 2023). The researchers suggested that documentation of the individuals who lived through specific events to be studied could potentially align with phenomenological research, offering a distinct avenue within the generic approach. The chosen generic qualitative approach, however, does not lend itself to the acquisition of quantifiable numerical statistical data that could also be valuable (Ellis & Hart, 2023).

Implications for Practice

Data from this research have practical implications by introducing broader research on the renal industry concerning the retention of dialysis technicians. Some areas explored in this study suggested new opportunities for further investigation. While the purpose of the initial stages of the research was to understand turnover factors, the data ultimately revealed the distinct individual experiences that contribute to the retention of dialysis technician roles. The research findings strongly support the exploration of the role of beliefs and individual calling, work engagement, patient attachment, and personal and family values as being significant motivators for retention. A qualitative inquiry was applied this theory to understand the motivational influences that contribute to job retention and job satisfaction.

The findings of this study hold significant potential benefits for various stakeholders, including human resources personnel, organizational development professionals, and I/O psychologists who may focus on ways to enhance the environment of a renal workplace. Moreover, organizations seeking to enhance their profitability by reducing turnover and retaining

skilled staff can also apply these research outcomes to their own work settings. By investing in sourcing, training, development, and retention strategies, organizations can remain competitive and achieve improved operational metrics that include enhanced productivity measures and quality improvements that result in better patient care for dialysis patients. According to Montoya et al. (2021), a major challenge in an organization pertains to the employers' experience in recruiting, training, and retaining staff. Further studies are warranted regarding how to maintain an experienced recruitment staff, offer more extensive training, and develop effective ways to retain staff.

Key information to be learned from this dissertation study is that organizations must comprehend the underlying motivators that result in an individual's desire to excel and exhibit commitment to their roles, tasks, and the organization as a whole. Neglecting to assess these elements could result in declining retention rates and increased turnover within the organization. Additionally, human resources professionals should recognize that fostering organizational commitment can be achieved by understanding and addressing unique experiences and values that individuals cherish. These factors may include aspects such as personal and family values, engaging work experiences, care for patients, a sense of altruism, and the meaningful calling individuals feel toward caring for others. By taking these factors into account, organizations can build stronger bonds with their employees that lead to increased commitment and retention.

Harwood et al. (2021) highlighted the negative perception of the hemodialysis work environment that may impact substantial turnover rates and job dissatisfaction and ultimately impact patient care in a negative manner. As a result, renal organizations should consider a practical approach by thoroughly evaluating their pay and compensation structure for dialysis technicians. Conducting a comprehensive cost-benefit analysis could establish an informative link between compensation, employee satisfaction, and retention. Furthermore, it is crucial to

create a well-defined career path for these technicians by offering opportunities for growth in their roles. Encouraging additional experiences and cross-functional training could significantly contribute to their professional development and job satisfaction, especially for those who do not necessarily want to pursue a nursing career. By implementing these measures, renal organizations can address job dissatisfaction, enhance retention, and ultimately improve the overall quality of patient care in the hemodialysis setting.

Evaluating the managerial skills of those individuals who oversee the technicians is crucial. Managers should possess strong leadership attributes in order to have a positive impact on nurturing a supportive and conducive work environment, for these factors impact staff motivation and growth. This is particularly crucial in the context of the demanding renal work environment in which patients rely on life-saving treatments; therefore, empathy among staff is vital to help alleviate stress and reduce burnout among technicians. A compassionate approach can positively influence the well-being of both the patients and the staff that may ultimately result in better overall outcomes. The practical implications for renal organizations involve assessing compensation structures, establishing clear career paths, providing growth opportunities, cultivating effective leadership, and promoting empathy to create a healthier and more sustainable work environment for dialysis technicians.

<center>**Recommendations for Further Research**</center>

Based on the identified limitations in the study, there are several recommendations in order to enhance future research and address methodological shortcomings. First, future studies should use a more extensive and diverse sample of dialysis technicians, including participants from various locations and outpatient settings, because this change in design would increase generalizability. Such an approach could lead to a more comprehensive accounting of their experiences and facilitate a deeper understanding of the perspectives and viewpoints of a broader

<center>113</center>

population of dialysis technicians who work in outpatient settings. Recruiting participants from multiple dialysis centers and including technicians with varying experience levels and backgrounds could be beneficial. In addition, by adopting a broader international scope and investigating technicians from different countries and healthcare systems, insight might be gained into cultural and organizational factors that influence job satisfaction and retention. Effective measures used in settings other countries might be adopted and benefit the approach to dialysis in the United States.

To overcome the exclusive focus on in-center hemodialysis technicians in the United States, researchers should include a comparative analysis of both in-center, acute care, and other outpatient hemodialysis settings. This approach would provide valuable insights into the unique stressors and factors that influence work satisfaction and retention in each environment and broaden the applicability of the findings. Conducting a longitudinal investigation could offer valuable revelations due to the shifting nature of work settings over the years. Tracking dialysis technicians across an extended duration would grant researchers the opportunity to witness the transformation of work circumstances, job contentment, and employee retention. This collection of data would furnish a more fluid comprehension of the topic at hand.

Considering the limited research on dialysis technicians, forthcoming investigations should adopt a phenomenological approach to explore the firsthand experiences of these professionals. Employment of this methodology could yield a more holistic perspective on the elements that impact job satisfaction and retention and strengthen the validity and reliability of the conclusions. By addressing these design elements and implementing reasonable improvements, future researchers could obtain more robust results and offer valuable insights into the work environment of dialysis technicians. The information could contribute to

development of specific interventions and policies that could enhance job satisfaction and overall well-being in this critical healthcare field, specifically in the renal industry.

Further exploration of this healthcare population is essential because delving deeper into how the dialysis technician's experiences, job satisfaction, well-being, and performance can provide a more nuanced understanding of their unique challenges. New information could also be gained if the responsibilities and the special skills they must have for success are compared to those of other healthcare professionals. Additionally, researchers should explore other relevant issues beyond the data supported by this dissertation study, such as workplace support, career growth opportunities, and workload impact on job satisfaction. Future research should involve stakeholders such supervisors, managers, and patients to gain a holistic view of the work environment's impact on healthcare professionals. Their viewpoints could pinpoint areas needing improvement and guide focused interventions to elevate job satisfaction and retention among hemodialysis technicians. Incorporating diverse perspectives would bolster the authenticity and depth of the research outcomes.

Implementing these recommendations would strengthen the validity and applicability of the findings related to dialysis technicians. Understanding their experiences and creating supportive work environments can improve retention and better patient care in renal healthcare. A comprehensive model should also be developed to enhance work-life tasks, work experiences, and work engagement specific to these professionals, contributing to more fulfilling and sustainable careers.

The recommendations in this study directly derived from the data analysis were based on study findings that indicated individuals are motivated and self-determined when their careers are fulfilling and are aligned with their personal and family values. To further explore these themes and measure retention or stay intent, future research should focus on conducting studies

specifically on these aspects. Additionally, investigations of career path models and strategies that assess these traits could benefit organizations and human resource management professionals.

Other recommendations arise from the study's methodological and research design limitations. Participant data were gathered by employing a generic qualitative inquiry approach through semi-structured interviews. Therefore, future researchers might consider employing a mix-methods approach to comprehensively explore the research topic, by incorporating both qualitative and quantitative methods.

Considering the delimitations of this study (the sole focus on dialysis technicians), further research recommendations involve a more extensive and diverse sample from a broader geographical range, including a global spectrum. This could provide additional relevant data for the study and allow for a more in-depth investigation of experiences unique to specific demographics and other work criteria. The study addressed the experiences that motivate intent to stay among dialysis technicians and highlighted the need for further exploration in nephrology to address the shortage of competent personnel in healthcare. While much of the literature has been focused on nursing staff, it is crucial to understand the experiences of dialysis technicians who face complex and demanding work that can lead to burnout and turnover intention. The study identified themes related to an individual's sense of calling, work engagement, attachment to patients, and individual and family values. The data suggest that purpose and passion significantly motivate technicians to stay in the field of nephrology.

Conclusion

Data from this dissertation research underscore the importance of further research focused on careers driven by purpose and passion that can lead to a sense of calling to help individuals thrive. This research is vital to comprehensively understand work experiences in

116

renal healthcare and develop effective staffing strategies that promote retention. By addressing the identified limitations and following these recommendations, future researchers can offer information to improve a dialysis technician's work experiences and job satisfaction. These revisions can ultimately benefit the healthcare field and patients alike.

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