

Qualitative Inquiry of the Root Cause for High US Physical Therapy Attrition Rate: A
Phenomenological Study

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Approval Page

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Abstract

Physical Therapists are an important part of healthcare contributing to the success of patient outcomes in a rehabilitative model. The high attrition rates of Physical Therapists in the US provide challenges for employers in many ways. Physical Therapists employment in the US has remained near 70% and high attrition affects employer recruitment costs, lost revenues, and reduced productivity costing healthcare organizations \$50 to \$150 million each year. This qualitative phenomenological study sought to understand the root cause of high attrition rates of Physical Therapists after ten years of employment. The theoretical background used was Herzberg's Motivation Theory which explained why Physical Therapists have a high attrition rate beyond ten years of working. The researcher used semi-structured face-to-face or Skype interviews to gather information from fifteen Physical Therapists who left the field after ten years of employment. The researcher asked each participant six demographic questions. The researcher audio recorded and had each interview professionally transcribed and coded using NVivo 12 software to find common themes. Seven themes were revealed: (1) Working conditions, (2) Working relations with supervisors, (3) Factors to remain with an organization, (4) Relationship with supervisors and co-workers, (5) Personal Growth and its' Limitations, (6) Reasons why Physical Therapists left the profession, and (7) Salary not commensurate with experience. Recommendations include open communication with employer, additional training for managers, and communication of organization financials. Future qualitative studies would be beneficial when conducted to examine several more of Herzberg's principles to determine if the same themes develop. Continuing investigation of the high attrition in Physical Therapy should contribute to the development, and implementation of ways to increase employee satisfaction, which in turn, reduce attrition.

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Theme	Subtheme	Demographics	Count	Percent
1) Working conditions, good		2 males, 11 females	13/15	86.7%
2) Working relations w supervisors	2A) Positive Relationships	1 male, 13 females	14/15	93.3%
	2B) Poor Relationships	12 females	12/15	80%
3) Factors to remain with an organization		5 males, 10 females	15/15	100%
4) Good relationship with supervisors and co-workers	4A) Positive Relationship with Co-Workers	2 males, 11 females	13/15	86.7%
	4B) Positive Relationship with Supervisors	2 males, 10 females	12/15	80%
5) Personal Growth and its' Limitations	5A) Money Allotted for Educational Advances	2 males, 12 females	14/15	93.3%
	5B) Keeping Current with Advances	5 males, 10 females	15/15	100%
6) Why Physical Therapists Left the Profession	6A) Legal Lawsuit	1 female	1/15	6.7%
	6B) Burnout	1 male, 6 females	7/15	46.7%
	6C) Incompatible Work Schedules	3 females	3/15	20%
	6D) Health	1 female	1/15	6.7%
	6E) Transition to Management	2 males, 1 female	3/15	20%
7) Themes Outside of Herzberg Motivation and Hygiene Factors Selected for the Study.	7) Salary not commensurate w experience	3 males, 7 females	10/15	66.7%

Chapter 1: Introduction

Healthcare in the United States is in a consistent state of change and reform. It is essential to consider the stresses and conflicts this work environment can have on healthcare professionals (Chen, Ellsworth, & Schwarz, 2015). Regardless of the debate over healthcare policy, the healthcare industry is always changing. The high demand for healthcare services continues to grow. The growth in healthcare employment continues to rise with high demands for workers, including nurses, physicians, and allied health professionals (O'Rourke & Crafts, 2014). As healthcare professionals' shortage continues to grow, each segment of healthcare must be aware of staffing shortages and how to manage attrition (Lin, Zhang, & Dixon, 2015). The healthcare industry is not prepared for continued staffing shortages and increasing employee retention (Chen et al., 2015).

Another reliable indicator of high demand for healthcare is reflected in the Job Openings and Labor Turnover Survey, JOLTS, (US Bureau of Labor, 2018). While job openings have outpaced job hires in healthcare, a large gap between the two has been expanding since 2014 (O'Rourke & Crafts, 2014). The increase in job openings is believed to be due to the Affordable Care Act's implementation in 2014. While this may have been a contributing reason for job openings, other causes may include an aging population and the retirement of Baby Boomer healthcare practitioners. The problem of high demand for healthcare workers, combined with low supply, is expected to continue for many decades (Thibaud, 2016).

The gap in employment represents additional challenges that healthcare providers face, which includes high attrition, job satisfaction, and high turnover rates among certain sectors of the healthcare field. The high turnover rate in some healthcare sectors requires employers to understand employee retention needs and the root cause of high attrition rates (Chen et al., 2015). The Physical Therapy profession is an integral part of the healthcare model. Physical Therapists have played an essential role in teaching patients how to manage their condition so that they achieve improved health.. Physical Therapists evaluate an individual and develop a plan, to promote the ability to move, restore physical function, and reduce disability (Black, Ingman & Janes, 2016).

Physical Therapists present with high job satisfaction rates for new graduates, which are expected when just entering a profession (Belias, & Koustelious, 2014). The Physical Therapy profession has been field with growing demands and has become notorious for its high attrition rates (Romero, Pitney, Brumels, & Mazerolle, 2018). Between 2000 and 2018, the demand for Physical Therapists in the United States has increased an average of 30% per year (US Bureau of Labor, 2018). During the equivalent period, there remains a 10% decline in the number of available Physical Therapists (Lin et al., 2015). A recent study of allied health professionals revealed that only 70% of Physical Therapists remain employed in the industry beyond 10 years after graduation (O'Rourke et al., 2014).

The high attrition rates in Physical Therapy raises a challenge in the industry to deliver consistent, quality patient care (Chang, Cohen, Koethe, Smith, & Bir, 2017). In all work environments, turnover is generally not favorable because of the expenditure of training new

employees, mandatory overtime, and disrupted patient care due to lack of personnel (Belias & Koustelious, 2014). The examination of the high attrition rates for Physical Therapists beyond ten years of employment was the foundation and analysis of this study. The research basis has deep roots in understanding the correlation of high attrition in Physical Therapy using Herzberg's Motivation Hygiene theory, also called the two-factor theory.

Statement of the Problem

The healthcare profession is a field with growing demands and has been notorious for its high attrition rates for Physical Therapists (Romero et al., 2018), contributing to an existing and projected shortage of Physical Therapists. Between 2000 and 2016, the demand for Physical Therapists in the United States has increased an average of 30%. (US Bureau of Labor, 2013). During an equivalent period, there remains a 10% decline of available physical therapists (Lin et al., 2015). US Bureau of Labor Statistics (2013) suggests that to maintain current healthcare levels in our nation, the allied health workforce must increase 33.3% by 2016; and predict a shortfall of 160 to 250 thousand by 2020. In 2018, the US Bureau of Labor indicated the number of employed physical therapists would increase by 25% in 2020, an 8.3% staffing shortfall.

The APTA recognizes high attrition rates for Physical Therapists (Zimbelman, Juraschek, Zhang, & Lin, 2016). The problem to be addressed by this research study is the high attrition rates of Physical Therapists beyond ten years in practice (Belias et al., 2014; O'Rourke & Crafts, 2014; Van Vught, Hilken, & Van Oers, 2018). High attrition rates in the Physical Therapy profession raise a challenge in the industry to deliver quality patient care (Belias et al., 2014). Van Vught et al., (2018), found that attrition rates for physical therapists are high, with many choosing to leave the profession, and reasons are not defined. Insight into root causes that influence physical therapists' high attrition rate may help health care leaders improve retention. Although there have been studies about attrition rates in Physical Therapy that have utilized different scales and scoring methods, the proposed research narrowed the focus on self-reported root cause of high attrition rates of Physical Therapists beyond ten years (Belias et al, 2014) within the context of Herzberg's motivation and hygiene theory.

Purpose of the Study

This qualitative, phenomenological study aimed to explore the root cause for high attrition rates of Physical Therapists beyond 10 ten years in practice, using Herzberg's hygiene and motivation factors. This study conducted interviews of 15 Physical Therapists in the United States who have left the field after ten years of employment to gain insight into the root causes and reasons for leaving the profession, (APTA, 2018). Insight into the root causes that determine physical therapists' high attrition rates may assist health care leaders to reduce attrition within the field.

Theoretical Framework

Herzberg's (1987) Motivation-Hygiene theory, also called the two-factor theory, provided the foundation for this study. This theory recognizes that certain motivation and hygiene factors create job satisfaction and dissatisfaction between employees. The motivation factors can include: (a) recognition, (b) achievement, (c) work itself, (d) advancement, and (e) responsibility.

The hygiene factors include: (a) salary, (b) company policies and administration, (c) technical competence, (d) interpersonal relationships, (e) job security, (f) status, and (g) working conditions. The absence of one factor does not guarantee the presence of the other. As such, the absence of an employee motivator does not necessarily result in dissatisfaction, just as the lack of hygiene does not guarantee satisfaction. Recent research is grounded in Herzberg's (1987) Two Factor theory.

This study examined Herzberg's (1987) Motivation-Hygiene theory and the factors of interest that may impact Physical Therapists beyond ten years of working in the profession. The area of interest for analysis focused on work conditions, supervision, and relationships. The examination of Herzberg's hygiene factors and motivation and their contribution to the root cause of high attrition rates of US Physical Therapists was an important study that requires additional research.

Nature of the Study

The purpose of this qualitative, phenomenological study was to explore the root cause for the high attrition rates of Physical Therapists beyond 10 ten years in practice, using Herzberg's hygiene and motivation factors. The intent was to gain insight into and understand the root cause of high attrition in Physical Therapy using Herzberg's hygiene and motivation factors. A greater understanding of the root cause of high attrition rates beyond ten years for Physical Therapists gives employers the necessary tools to improve attrition, reduce employment deficits, and decrease employee turnover. This study conducted interviews of 15 Physical Therapists in the United States who have left the field after 10 years of employment to gain their insight into the root causes of high attrition from their experiences and reasons for leaving the field, (APTA, 2017). A qualitative, phenomenological study was the most appropriate methodology to gain insight and understanding of the needs of those tools and attributes needed for employers to reduce attrition (Yin, 2012). This qualitative, phenomenological study used methodological triangulation (Yin, 2012) to use face-to-face interviews with each participant's role within the private practice as a means of clarification and triangulation. Data from multiple qualitative face-to-face interviews was completed with documentation written by the researcher. Data analysis focused on identifying patterns and themes from the data and its relation to the research question. This research process gave all participants who were recruited through the APTA, a professional society for Physical Therapists the opportunity to participate. Participants were given a formal copy of this study. Participants actively participated in developing perspectives about the causes of high attrition in Physical Therapy. Comprehensive data included narrative accounts from research participants, asking their views and opinions on attrition, and its contribution to current literature. The goal is for the research participants to understand the problem of high attrition and the need to reduce employee retention after ten years. The use of a qualitative methodology helped to facilitate and identify patterns that can provide a basis for ideas and skills needed by employers to increase retention rates in the field of Physical Therapists beyond ten years.

Research Questions

RQ1. What is the root cause of the high attrition rate of Physical Therapists who are employed beyond ten years in the United States?

Sub-Questions:

SRQ1. According to Physical Therapists, how do Herzberg's hygiene factors of job security, salary, and fringe benefits impact high attrition rates for Physical Therapists in practice beyond ten years?

SRQ2. According to Physical Therapists, how does Herzberg's motivator factors of achievement, responsibility, and personal growth impact high attrition rates for Physical Therapists in practice beyond ten years?

Significance of the Study

The purpose of this qualitative, phenomenological, is to explore the root cause for the high attrition rates of Physical Therapists beyond 10 ten years in practice, using Herzberg's hygiene and motivation factors. The data that is expected to be collected should provide a collaborative list of reasons for high attrition after ten years within the field, giving organizational leaders the tools necessary to reduce attrition within the field of Physical Therapy beyond ten years. In addition, current practice owners can offer employees the skills and attributes they should have to maximize their work environment and improve their perspective and satisfaction in Physical Therapy. The examination of this study added to the current literature by analyzing the cause and degree of high attrition in groups of physical therapists. This study narrowed its research to determine the root cause of high attrition amongst Physical Therapists beyond 10 years, (Belias & Koustelious, 2014). The data collected from study participants may represent current and future perspectives about the skills and attributes necessary to increase retention rates in the field of Physical Therapy.

Definitions of Key Terms

American Physical Therapy Association (APTA) – a professional organization that provides support and assistance to Physical Therapists within the United States (APTA.org, 2018)

Attrition – A reduction in the number of employees' due to resignation, and retirement (Chang et al., 2017)

Physical Therapists – Healthcare professionals that provide rehabilitation services to a population (APTA.org, 2018)

Summary

Companies continue to invest resources in trying to understand how employees become more satisfied, productive workers who stay for long periods and remain engaged. Understanding employees is complex and has become increasingly difficult, especially as multiple generations populate. Researchers, using theoretical perspectives concluded that job satisfaction and dissatisfaction existed on a continuum (Herzberg, Mausner, Peterson, & Capwell, 1959). There are distinct factors, both internal to the worker and external to the

environment, which could significantly affect the employment experience and could be predicted using intrinsic and extrinsic factors.

The purpose of this qualitative, phenomenological study is to gain insight into the root cause of high attrition rates beyond ten years of what current Physical Therapy employers, understanding the root cause of such problems, begin to reduce or contribute to reducing attrition rates within the field. A qualitative, phenomenological study is the most appropriate methodology to use to gain insight and understanding of the needs of those tools and attributes needed for employers to reduce attrition (Yin, 2012).

Despite the overwhelming need for Physical Therapists in the workforce, job satisfaction research has not evolved to reflect the changing demands and preferences of this specific field. Therefore, companies want to motivate, develop, and retain top talent to stay with the organization because they feel truly satisfied with their work (Schullery, 2013). This study is significant because the findings hope to help managers and owners make more informed decisions about the resources' they can put forth to increase job satisfaction and increase retention of Physical Therapists.

Chapter 2 Literature Review

This qualitative, phenomenological study explores the root cause of the high attrition rates of Physical Therapists beyond 10 ten years in practice, using Herzberg's hygiene and motivation factors. The intent is to gain insight into and understand the root cause of high attrition in Physical Therapy with examination of those theories. A greater understanding of the root cause of high attrition rates beyond ten years for Physical Therapists will give employers the necessary tools to improve attrition, reduce employment deficits, and decrease employee turnover. Using the two-factor motivation theory developed by Fredrick Herzberg (1966), the assessment factors that affected employees' level of satisfaction were determined. Workplace and job satisfaction were two areas of study that advanced in qualitative and quantitative study over the last five years (Pineau, Laschinger, Regan, & Wong,2015). This study aims to explore the reasons why a large percentage of Physical Therapists leave the field after ten years of

employment. The themes that will emerge in the literature review will help understand the purpose of the study.

The literature review will demonstrate the importance of the study and provide an in-depth look into Physical Therapists turnover after ten years of employment by examining previous studies related to similar problems within other healthcare professions. The research will detail the factors that lead to a Physical Therapist's decision to leave the profession and how it can be improved to reduce the issues causing high attrition within the profession.

The American Physical Therapy Association (APTA) used four overall indicators of job satisfaction: Job security, salary, fringe benefits, and personal growth. These referred to hours of work, wages, benefits, achievement, and employment conditions (Black et al. ,2016). Studies of these themes and how these related to job satisfaction were conducted in a plethora of environments, such as nursing (Castaneda & Scanlan, 2014), leadership (Mathieu & Babiak, 2015), and professional growth (Skaalvik & Skaalvik, 2017). This researcher assessed workplace satisfaction levels in conjunction with salary, benefits, achievement, and personal growth for Physical Therapists who leave the field after ten years of employment, a field of study in its infancy.

Advanced education typically results in higher salaries positively related to job features, and wages not aspiring to expectations is a source of job dissatisfaction Abbas, Ravari, Mirzaei, Bazargan-Hejazi, & Oshvandi, (2016). If higher education in Physical Therapy results in increased expectations and these did not coincide with the labor market outcomes, the individual would eventually feel dissatisfied, and there would be a negative relationship between salary and job satisfaction (Khamisa, Peltzer, Ilic, & Oldenburg, 2017).

When an employee feels their qualifications are the more significant than those required for the position, the employee may become unsatisfied with the position due to unfulfilled expectations related to salary or fringe benefits (Gambacorta, & Iannaario, 2008). Workers matching an educational position are often satisfied with their jobs at the beginning (Lottrup, Stigsdotter, Meilby, & Claudi, 2015). The highest qualification for a job may be a source of dissatisfaction due to mismatches between expectations and reality when comparing salary and fringe benefits (Brassfield, 2012). Respectable matches between achievement and personal growth, resulting in job satisfaction (Brassfield, 2012).

The Physical Therapy educational process is a conduit for overestimating the job expectations in the employment setting, which can contribute to an increase in job dissatisfaction when an individual employee is qualified for a position or underpaid for the workload despite extensive educational background (Brassfield, 2012). When there is a more significant mismatch between supply and demand, there is a higher risk of workers being unsatisfied because of the difficulties in meeting their workload and salary expectations. For example, in the United States, Physical Therapists' education had moved to a six-year, clinical doctorate, and has experienced a substantial expansion, which has resulted in a fast increase in the labor supply (Bargain, Orsini, & Peichl, 2014).

Demand for skilled PT's does not always increase the same pace. (Bargain et al., 2014). Also, the education curriculum in the US combines general training and advanced education, whereby clinical training takes a secondary role, making a majority of the workforce educated, but not clinically ready for a job (Olivetti & Petrongolo, 2014). Many shortages in the number of PT's in the US are being lost to outsourcing for PTs from other countries whose educational training is not as extensive as US-trained PT's. (Olivetti et al., 2014). The education process is a conduit for over qualification of US-trained in the market, which can contribute to an increase in job dissatisfaction when a US-trained PT may be over-qualified for a position or underpaid compared to their overseas trained colleague with less extensive educational background (Brassfield, 2012).

When there is a more significant mismatch between supply and demand of US PT's, there is a higher risk of employees being dissatisfied because of the difficulties in meeting their expectation of workload and payment. For example, in the United States, the Physical Therapy education system has witnessed a substantial expansion, which has resulted in a fast increase in the qualification of labor (Bargain et al., 2014). Demand for skills does not always increase the same pace as the pace of qualified labor (Bargain et al., 2014). Also, the education curriculum in the US combines clinical training and higher education, whereby other countries training takes a secondary role, making a majority of the US workforce educated and ready for a job but may lead to dissatisfaction compared to students trained outside of the US (Olivetti et al., 2014). Whereas many PT jobs are being lost to less qualified PT's, there is still a surplus of qualified PT's in the field (Olivetti et al., 2014). When there is a more significant mismatch between supply and demand of PTs, there is a higher risk of workers being unsatisfied because of the difficulties in meeting their expectations of workload and payment. When there is a more significant mismatch between supply and demand of qualifications, there is a higher risk of workers being unsatisfied because of the difficulties in meeting their expectations of workload and payment.

Being successful in competitive markets depends on the level of the satisfaction of the employees in the organization (Olivetti et al., 2014). Satisfaction presents in employees as positive behaviors, increased commitment to the organization, and, therefore the commercial value and competitive edge for the organization (Tellioglu, 2003). The presence of job satisfaction in a company has many positive contributions because it increases efficiency and quality (Sharma, Kong, & Kingshott, 2016). In the case of dissatisfaction, some studies have shown that this leads to burnout of employees (Shanafelt et al., 2012), which subsequently leads to turnover of employees, which can be costly in terms of both time and economics for an organization (Lu & Gursoy, 2016).

For an organization to be successful, employees' job satisfaction is paramount (Lu et al., 2016). Berry (1998) defined job satisfaction as the reaction of an individual to the working environment. Career achievement, wage, employee benefits, security, communication, and employment pattern are some of the variables that affect employee's levels of reported satisfaction (Atefi, Abdullah, Wong, & Mazlom, 2015). One of the essential functions of management is to ensure employee satisfaction by accommodating these needs (Atefi et al.,

2014). Numerous organizations believe that job satisfaction of the employees is paramount to achieve their goals and being successful. Therefore, it is necessary to know the factors that affect job satisfaction to provide and increase job satisfaction. However, the shortage and growth of Physical Therapy also led to an expansion in what stakeholders, employers, expect from employees (Hudson, Bryson, & Michelotti, 2017).

Physical Therapy managers and owners routinely have contributed to greater demand for higher workload, thus dissatisfaction from staff (Scott & Amarante 2016). This has led owners and management of PT organizations to identify possible measures to produce competitive job satisfaction that can better their standing against competitors. With the adoption of the latest technology in PT management, the industry also found significance in creating better services through a qualified and positively motivated workforce with providing technology (Zimbelman et al., 2016).

During the past several decades, researchers conducted numerous studies to appropriately understand and comprehend the connection between workplace environment and job satisfaction in diverse backgrounds (Bakotic & Babic, 2013; Kotur & Anbazhagan, 2014). These studies yielded a variety of results that led to distinctive speculations. For example, Jain and Kaur (2014) and Gambacorta and Iannaario (2008) suggested there are several factors present in the workplace environments that can determine if the employees would be satisfied or dissatisfied with their occupational characteristics and job roles, such as payment structures, reward, and personal growth.

A workplace environment filled with negatively influencing factors may lead to job dissatisfaction among the employees, and its subsequent results would represent the poor performance of the respective organization (Bakotic & Babic, 2013). Alternatively, other researchers found the existence of influencing factors might create a healthy workplace environment and alleviate the level of job satisfaction among the employees, subsequently leading to a higher standard of performance and outcome for the respective organization (Buhai, Cottini, & Nielseny, 2008). It has become crucial to create a healthy work environment that will motivate employees to contribute to the overall performance of the entire organization (Ulrich, Lavandero, Woods, & Early. 2014). Furthermore, some researchers also suggested that the aspect of job satisfaction levels of commitment from employers begins to diminish over time, which may be contributing to the high attrition rates in PTs after ten years of employment. (Bargain et al., 2014).

The creation of an appropriate work environment and the achievement of the desired job satisfaction would also depend on the educational levels of the employees (Choi, Tran, & Park, 2015). Within the job satisfaction research, the relationships between personal demographics and job satisfaction are unclear (Chung et al., 2018). However, to achieve a proper understanding of the desirable organizational scenario and create a perfect working condition, it was essential to examine the factors that influenced the relationship between workplace environment and job satisfaction.

This study is organized into twelve distinct, but interrelated sections of discussion. These include the following: (a) job satisfaction/security, (b) models of job satisfaction, (c) motivation-hygiene theory, (d) working environment/organization culture, (e) motivation, (f) income level, (g) employee relationship with manager, (h) importance of workplace satisfaction, organizations, (i) measuring job or workplace satisfaction, (j) education level and job satisfaction, (k) how to improve job/workplace satisfaction of the employee's and (l) summary. The examination of motivation and hygiene factors such as job security, salary, fringe benefits, achievement, and personal growth will be examined in-depth by expanding the researching the 12 distinct areas of Herzberg's theory to determine the root cause of high attrition rates among PT's after ten years of employment. Information and research related to this study were obtained from scholarly research databases that include Proquest, Google Scholar, Pub Med, and EBSCO Host.

Theoretical Framework

The theoretical framework used in this study was Herzberg's two-factor theory. The theory was chosen as it significantly relates to aspects of the work environment that led to increased or decreased satisfaction. To adequately research this section, a strategic search of recently published literature will be conducted from 2014 to present, using the phrase *Herzberg's two-factor theory management*, which revealed roughly 17,000 results on the Google Scholar search engine. This suggested that the theory is well-developed and well respected within the academic community due to the scale of use. This section will discuss a selection of recently published academic and scholarly literature and research.

A study by Warburton, Moore, Clune, & Hodgkin, 2014, examined the factors that impact retention strategies for rural nurses in Australia, and to study the level of job satisfaction using Herzberg's two-factor theory. Like this study, Warburton et al. chose to conduct their study using a qualitative methodology. A diverse group of 17 nurses and allied health professionals participated in an interview and conversations recorded (Warburton et al., 2014). The interviews used four factors for motivation (career progression, rewards, and recognition, achievement, challenging work atmosphere) and four for hygiene (autonomy, work environment, job satisfaction, and relationship with managers). From this, Warburton et al. sought to identify which of the two factors is more important, and which factor was most important. It was found that job satisfaction was a continuous management activity, and that motivation was a more significant predictor of job satisfaction than hygiene (Warburton et al., 2014). Within hygiene, job security was considered the highest factor, and within the area of motivation, a sense of achievement was the highest factor (Warburton et al., 2014). Overall, Warburton et al.'s (2014) study is significant in terms of the results, but as so many studies use Herzberg's two-factor theories, this was to be expected. Further research will be needed in order to ascertain whether similar factors are present within different workforces.

For example, Palanski et al., 2017, attempted to analyze specific allied health professionals. The basis of Palanski's work was the consistent finding of the need for further expansion of research in the allied health profession related to changes in motivation and hygiene factors after years of employment in the profession. Palanski found that hygiene and motivational factors influenced the job satisfaction of allied health professionals, as Herzberg's

theory predicted. This is a significant finding as Physical Therapists might also reveal similar findings concerning their motivational structures for job satisfaction. Though this was a significant finding, researchers, such as Jansen and Samuel (2014), argued that the world of work is consistently dynamic; therefore, factors that energize professionals toward achieving their set goals need to be continuously assessed and evaluated.

This study will assess these factors within Physical Therapists; it should also be noted that this will be the first study to use Herzberg's two-factor theory to assess the motivation and hygiene factors affecting Physical Therapists' career intentions after ten years of employment. Many previous studies have used a quantitative design to do this (Warburton et al., 2017; Palnski, 2017; Jansen & Samuel, 2014). This study will use qualitative design. Further discussion of the theoretical framework will be found throughout this chapter.

Job Satisfaction

According to Dev (2012), there is a significant correlation between the work culture and employee satisfaction. Dev (2012) examined the effect of work culture on employee job satisfaction, stress, and sense of participation and alienation in allied health professionals. The study results revealed that overall, the work culture reflects positively related to employee involvement and higher-order needs (Dev, 2012).

Job satisfaction also defined a reflection of the psychological state of the employees regarding their environment (Ulrich, Lavandero, Woods, & Early, 2014). It is essential to analyze the causes of job satisfaction concerning its influence on the organizations' knowledge sharing processes. According to Kasemsap (2014), there are two categories of job satisfaction in an organization. They include the work environment and job-related factors, and the personal attributes of the individuals that positively affect their workplace (Kasemsap, 2014).

According to Dev (2012), it is essential to acknowledge that people have a different motivation for going to work. Some go to work to be paid while others work because colleagues are also their friends, and others because they want to initiate change and be essential members of society. Different people may not necessarily obtain job satisfaction through similar means. According to Steger, Dik, and Duffy (2012), understanding why and how employees approach work and their motivation at work is essential to understanding how to attain the best outcome and results for organizations and individuals. Mainly, meaningful work can be looked at both from the perspective of an individual worker and their organizations. For instance, some employees bring a sense of mission and meaning with them, and some organizations do exceptionally well in building meaningful work environments where every worker or employee becomes an essential part of cohesiveness, creating success at work (Geldenhuys, Laba, & Venter, 2014).

In essence, three major dimensions and components define meaningful work, including the extent to which employees find the work they do to have purpose and significance (Lips-Wiersma, Wright, & Dik, 2016). The contribution employees make to work allows them to

discover a broader meaning and desire for an employee's work to contribute to the good of their organizations (Lips-Wiersma et al., 2016). Meaningful work coincides with a person's contribution and how one's effort positively affects the mission and goals of the organization (Anchor, 2009; Froman, 2010; Peters & Austin, 1985).

Ensuring that all workers have high levels of job satisfaction should be paramount to every employer in any organization. Success and achievement of goals and objectives are some of the most important aspects of any organization's operations. In this regard, employees and individuals in organizations directly influence the outcome of any organization (Brassfield, 2012). In essence, employees are a vital fragment of any organization, making the individual output an essential point of focus. Essentially, individual employee outcome is what ensures an employee in an organization achieves his or her work objectives in an organization. Achieving these objectives may be more comfortable if employees have higher levels of job satisfaction.

Autonomy is the ability of the employee to command their working areas or work situations (Harter, Schmidt, Asplund, Killham, & Agrawal 2010). Depending on the organization an employee is involved with, employee autonomy might also involve a decision in the choice of roles and projects they are to undertake (Findlay, Lindsay, McQuarrie, Bennie, Corcoran, & Van Der Meer, 2017). For example, while undertaking duties in an organization, satisfaction means how content an individual is with their work or whether the work conditions improve performance for the organization (Chiniara & Bentein, 2016). To some employees, fulfillment means doing work that an employee enjoys doing, being financially independent, making use of their strengths efficiently, and being in a supportive and motivated (Harter et al., 2010).

Employees can feel that their work is meaningful by positively improving other's lives or spreading positivity in a meaningful way (Kim, Candido, Thomas, & De Dear, 2016). Individuals can have a feeling of fulfillment in an organization and experience learning (Eldor & Harpaz, 2016). Learning means an employee's ability to improve their skills and knowledge by interacting and working together with other employees (Eldor et al., 2016).

However, when measuring individual employee job satisfaction, one has to focus on the employee's central work. In essence, one has to look at the individual job satisfaction concerning the work assigned to the employee (Harter et al., 2010). In this regard, the task performance scale, the contextual performance scale, and the counterproductive work behavior scale become appropriate scales to measure individual employee job satisfaction (Blickle, Schutte, & Wihler, 2018).

Models of Job Satisfaction

Several researchers have anticipated that job satisfaction is primarily a function of situational factors (Anchor, 2009; Froman, 2010; Neves & Eisenberger, 2012; Peters & Austin, 1985). However, there is a long history of research uncovering various factors affecting job satisfaction. According to Lee and Wilbur (1985), there are various dispositional characteristics of job satisfaction. There are three conventional models of job satisfaction used in most of the literature, and they include the situational model, the dispositional model, and the interactional

model. These three models are used in many types of research for predicting job satisfaction of various employees within an organization.

The situational model of job satisfaction suggests that job satisfaction is a subject of job characteristics (Hauff, Richter, & Tressin, 2015). The assumption made in this model is that all the employees have similar needs and, consequently, find satisfaction with similar characteristics (Hauff et al., 2015). The dispositional model of job satisfaction, in contrast, states that each person has some relatively stable characteristics that have an independent influence on job satisfaction regardless of job characteristics and situation (Judge, Heller, & Mount, 2002). In many studies on the dispositional model of job satisfaction, personality factors have frequently been adopted as a framework for representing the dispositional approach (Laumer, Maier, Weitzel, & Eckhardt, 2016). The dispositional model dissected the core self-evaluation model, proposed by Judge, Locke, Durham, and Kluger (1998).

According to Judge et al. (1998), the four core self-evaluations include self-esteem, self-efficacy in general, the locus of control, and neuroticism. These four core self-evaluations are essential in determining the disposition of an employee towards job satisfaction. In this model, the higher the self-esteem and general self-efficacy levels, the higher the job satisfaction (Judge et al., 1998; Judge & Larsen, 2001; Judge et al., 2002; Judge, Jackson, Shaw, Scott, & Rich, 2007).

The interactional job satisfaction reflects that job satisfaction is influenced by an adequate connection between an employee and his work environment (Judge et al., 1998). This approach is commonly referred to as the Person-Environment Fit (Su, Murdoch, & Rounds, 2015). The Person-Environment Fit model literature reviewed by Spokane (1989) concluded that there is a positive correlation between the Person-Environment Fit and job satisfaction.

Motivation-Hygiene Theory

This is a critical theory of job satisfaction. Herzberg (1987) researched intending to understand how attitude affects employee motivation. Employees in the study determined what pleased or displeased them relative to their work. Herzberg (1987) found that job satisfaction and motivation created different factors that cause job dissatisfaction. Herzberg (1987) developed a motivation-hygiene theory to support the results. The satisfiers labeled motivators while the dissatisfiers were labeled hygiene factors (Tourangeau, Patterson, Saari, Thomson, & Cranley, 2017). *Hygiene* was a term used to describe maintenance factors needed for the avoidance of dissatisfaction but with no ability to bring about satisfaction by themselves (Herzberg, 1987).

Although the factors that bring about satisfaction are different from those that bring about dissatisfaction, Herzberg (1987) maintained that the two are not necessarily opposed to one another. No satisfaction is the opposite of dissatisfaction, and no satisfaction is different from dissatisfaction (Neves & Eisenberger, 2012; Rhodes & Eisenberger, 2002). Furthermore, no

dissatisfaction is the opposite of satisfaction (Herzberg, 1987). Factors such as a company's policies may bring about dissatisfaction among workers, although important in guiding a company (Anchor, 2009; Froman, 2010; Peters & Austin, 1985). Furthermore, such policies may not necessarily bring about workplace satisfaction and advancement to the same extent that recognition might be a satisfier (Neves & Eisenberger, 2012; Rhodes & Eisenberger, 2002). The motivation factors include the work itself, achievement, responsibility, recognition for achievement, advancement, and growth (Evans & Olumide-Aluko, 2010).

According to Herzberg (1987), these factors are intrinsic to job satisfaction and the job itself. Moreover, the hygiene factors of administration, the company's policies, interpersonal relationship, and supervision, conditions of work, status, security, and salary are also intrinsic to work, although they are highly likely to bring about dissatisfaction (Evans et al., 2010).

According to Herzberg (1987), motivators primarily lead to satisfaction, whereas hygiene factors primarily cause dissatisfaction.

Herzberg (1987) referred to the hygiene methods as the kick in the ass (KITA) method. KITA provides punishment or incentives with a view of causing someone to do something (Ristic, Selakovic, & Querishi, 2017). Herzberg alluded to the training of a dog in which the trainer can kick the dog in the gluteus maximums or bribe the dog with a dog biscuit to make the dog move. The trainer can kick or bribe the dog again if he wants the dog to move again. However, Herzberg observed the incentive or punishment only brings a short-term success since the motivating factors fail to be intrinsic to the job itself, similar to recharging a battery repeatedly. Herzberg opined a person should have a personal generator, which equates to motivation. Such a person will not need any external stimulation as he or she will want to do the job. Various researchers have supported Herzberg's (1987) theory. Some researchers have found that employees experience increased job satisfaction if there is open communication between various layers of the organizational hierarchy (Neves & Eisenberger, 2012; Rhodes & Eisenberger, 2002), and others found that job satisfaction is boosted by workplace happiness and positive attitudes (Anchor, 2009; Froman, 2010; Peters & Austin, 1985).

Effective and satisfactory communication contributes to the success of an organization, attitude, and morale of employees and customer satisfaction (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Hsieh & Huang 2017; Neves & Eisenberger, 2012; Rhoades & Eisenberger, 2002). Communication is essential to the improvement of employees' commitment and stimulation to achieve the company's goals and independent employee's personal goals within the company (Hsieh et al., 2017). Various researchers found that organizations and managers that encourage bi-directional communication and share information openly have a higher rate of job satisfaction among their employees (Neves & Eisenberger, 2012). Besides, employees in such organizations enjoyed a better sense of job satisfaction, happiness, and well-being (Anchor, 2009; Eisenberger et al., 1986; Neves & Eisenberger, 2012; Rhoades & Eisenberger, 2002).

According to Neves and Eisenberger (2012), there is a two-way link between managerial communication and employee job satisfaction. In this two-way link, managers can communicate

openly with their employees; have two-way communication to make employees feel more support from the managers and the company as a whole. This increases the effort and performance for the benefit of the company and provides employees with satisfaction.

This finding is consistent with earlier researchers, which revealed that management's communication is a very basic antecedent of performance and job satisfaction (Rhoades & Eisenberger, 2002). Critics of Herzberg's (1987) theory hold the opinion that the two-factor theoretical result is only observed because people find it natural to take credit for satisfaction while others blame external factors for any dissatisfaction. Moreover, job satisfaction does not always equate to a high level of productivity and motivation.

Other researchers such as Evans and Olumide-Aluko (2010) adopted Herzberg's two-factor theory in their studies and questioned the applicability of the theory in today's economy. However, Evans and Olumide-Aluko, 2010, found a correlation between job satisfaction and better pay. Furthermore, Herzberg's study occurred in the middle of the 20th century, in the United States, and found the theory may not apply to all countries with different economic situations. Evans and Olumide-Aluko, 2010, also concluded that no particular population size fits all employee motivation and job satisfaction. Thus, it is essential to consider all the organizational factors while investigating the most suitable method to adopt when motivating employees.

Working Environment and Organizational Culture

The working environment and conditions of a company are directly associated with an employee's active behavior and satisfaction. Employee satisfaction depends on the following features of an organization: friendly staff, working environment, working hours, and financial & non-financial rewards (Belias, Koustelios, Sdrolas, & Aspridis 2015). Chaudhry Sabir, Rafi, and Kalyar (2011) stated that there is a positive relationship between workplace satisfaction and employee motivation.

According to Crow and Hartman (2003), organizational culture directly affects a PT/employer relation. Organizations should examine the culture at all levels to ensure that organizational culture is consistent with the employer's goals and objectives. This will also help implement effective programs associated with rewards and discipline (Crow & Hartman, 2002). The author focused on the fact that neglecting the organizational culture can have detrimental effects on the performance level of a PT. The organizations that do not have a productive organizational culture will always face problems associated with fostering the employee relations and implementing the disciplinary activities effectively.

Public and private organizations need to improve the organizational culture in order to retain skilled PT's (Crow & Hartman, 2002). According to Mathew (2007), organization culture, or workplace environment, is a vast topic, and it includes several factors, including working conditions, work-life balance, and management of health and safety. Working conditions refer to the environment in which employees of public and private sector workers conduct their business

(Bakker & Demerouti, 2017). If the organizations provide the best working conditions with effective policies, it will foster employee relations (Ristic, Selakovic, & Querishi, 2017).

The organization with a culture of learning tends to establish healthy relations with PT's (Landsbergis, Grzywacz, & LaMontagne, 2014). This is because PTs and many organizations get immense opportunities for their growth and development (Landsbergis et al., 2014). Researchers highlighted a range of activities adopted by public sector organizations to foster an origination culture that will positively affect the employers' relation with other employees (Ljungholm, 2014).

Sageer, Rafat, and Agarwal (2012) identified the innumerable variables that affect employee satisfaction and their effect on the organization. According to the study, employee satisfaction is used to analyze whether an employee is happy, contented, and fulfilling their desires and needs (Sageer et al., 2012). The study presented some organizational variables on which employee satisfaction depends (Sageer et al., 2012). These variables are organizational culture, promotion, and career development, policies of compensation and benefits, working environment and conditions, job security, job satisfaction, leadership styles, relationship with supervisors, workgroups, and some other factors (Sageer et al., 2012). Besides organizational variables, the study presented some personal variables on which employee satisfaction depends.

Motivation. Motivation is a function of job satisfaction. The level of motivation is not affected by the change in the level of job satisfaction. There are some factors, which motivate an employee positively and finally boost the satisfaction level of the employee. Direct factors that impact Physical Therapists' are compensation package, responsibility at work, empowerment at work, recognition, job enrichment, job enlargement, self-actualization, growth opportunities in a career (Shannon, 2017). In addition, a study of Physical Therapists working in a long-term care setting found that improving communication with management improved motivation (Jang et al., 2015). These factors are the driving force of motivation that pursue and satisfy one's needs. High job satisfaction increases the employee's internal motivation level, driving performance on the job (Alshallah, 2004).

Recognition is positively related to the continuance and affective commitment (Lanfranchi, & Pekovic 2014). Wilson, 2015, found that PT's viewed job advancement and recognition as a motivating factor for organizational commitment and increased retention. There are different perceptions among researchers concerning motivation as factors that influence the workers' job satisfaction. Chung & Lee, 2018 found that flipped learning for PTs helped improve motivational factors on the job. Saleem, Mahmood, and Mahmood (2010) also conducted a study to investigate the effect of work motivation on job satisfaction that explored the extent to which the employees are satisfied with different dimensions of their job. The quantitative study results found a positive relationship between motivation and job satisfaction (Saleem et al., 2017). Therefore, if the organization wants to raise their profits, they must consider all aspects that may improve the employees' motivation level (Saleem et al., 2017).

Income Level. Researchers have shown that various characteristics of the employees of age, gender, income, education, and tenure are relevant to job satisfaction levels (Purohit &

Bandyopadhyay, 2014). Previous research studies conducted related to this fact have shown different and sometimes contradictory findings regarding the effect of various employee characteristics consisting of age, gender, tenure, education, income on the motivation level, and job satisfaction of the employees (Baron, Franklin, & Hmieleski, 2016). Bakan and Buyukbese (2013) conducted an empirical study in a British company to identify the relationship between employees' income level and employee job satisfaction. In this study, five specific aspects of satisfaction are measured: satisfaction with compensation, satisfaction with work itself, social satisfaction, and promotion, and supervisor (Bakan & Buyukbese, 2013). Each aspect of the satisfaction analyzed with the level of income of the employees.

The study's findings supported the fact that employees with high-income levels reported significantly higher levels of satisfaction in all the five areas compared to the employees with low-income levels (Bakan & Buyukbese, 2013). This revealed a significant relationship between the employee's income and satisfaction level of the employee with the job/workplace (Bakan & Buyukbese, 2013).

Income level has a definite effect on the job satisfaction level hence employers should at least give a reasonable amount of salary to their employees so as they can be motivated in the workplace and be encouraged even more so they perform better in their organizations (Duffy, England, Douglass, Autin, & Allan, 2017). Considering Herzberg's theory with a sample of PT's across fields in one state, Wilson (2015) found that organizational factors, such as income, benefits, incentives, and supervision were related to dissatisfaction, while task variety, autonomy, achievement, and recognition were related to job satisfaction.

For example, Chang et al. (2017) noted organizational factors such as low pay and paperwork as frustrations and task, variety, and autonomy as sources of joy among Physical Therapists. Chang, Cohen, Koethe, Smith, and Bir's findings with allied workers across settings (2017) also support the idea that income is related to dissatisfaction. Job satisfaction correlates with compensation for Physical Therapists in home health settings, in terms of both income and a host of other forms of compensation such as benefits, and continuing education (Zimbelman, 2016).

Employee Relationship with Manager

In addition to other factors identified by the theory that influence job satisfaction in the workplace, an employee relationship with the manager plays a role in job satisfaction (Shannon, 2017). Typically, employees have extended working hours within their environment and are continually interacting with their supervisors on critical communication. Depending on how positive or negative their interaction is, the employee can be identified as satisfied or dissatisfied (Belias et al., 2015). Mahmudah (2016), emphasized the method of disciplining an employee would influence either dissatisfaction or satisfaction. Therefore, supervisors are encouraged to create a foundation of mutual trust and understanding with their employees as this will indirectly lead to an organization's success. However, if positive relations are unattainable, even the

employee with the maximum skill set will be dissatisfied, resulting in negative creativity. This made Farinde-Wu and Fitchett (2018) contend that a lack of proper and motivating relationships with a supervisor's direct employees led them to transition to other jobs of equal payment and position.

According to data collected by Pew Research Center (2014), identifying that with an increase in the level of education, most employees found it easy to move from one job to another due to their increased qualification. This was not, however, the case for those whose level of education was low. Those individuals identified with low levels of education would lack employment opportunities and those employed had little choice on the kind of employment they were seeking. Therefore, job satisfaction was high among the highly educated because their relationship with their employers was positive (Pew Research Center, 2014).

Concerning employment level and employee-employer relationship, research found by Escardibul and Afcha (2015), there is little correlation between the two in ensuring job satisfaction. For example, a proper relationship between employee and employer is based on respect, proper communication, and trust. Therefore, these attributes identified in any employee's personality with a low or high level of education. This creates a basis for proper relationships between employees, and the employer would form job satisfaction.

Therefore, any employee, regardless of the level of education, is guaranteed this job satisfaction. Escardibul and Afcha's argument was correct, not denying those with a higher level of education are taught proper professionalism ethics compared to those who did not go to school. Hanna (1979) found that most degrees require ethical coursework at the college level as individuals specialize in the fields they wish to work. Subsequently, those who have not reached college may not be familiar with these ethics.

The Importance of Workplace Satisfaction

The concept of job satisfaction is multifaceted and a primary reason it is essential to consider numerous theories applied in the workplace to enhance employee performance (Judge & Klinger, 2008). Job satisfaction theories have substantial overlap with the theories of human motivation, making it is essential to consider the theories of human motivation (Duffy et al., 2017). The most common theories of job satisfaction are Maslow's needs hierarchy theory, the job characteristic model, dispositional approach, two-factor theory, affective event theory, and equity theory (Judge & Klinger, 2008).

According to Maslow's theory, the basic rule for the employees' happiness is to satisfy their demands and fulfill their wishes (Celik, 2011). Employees will be satisfied when their requirements are inevitable. For example, the more an employee earns, the more satisfied and the less an employee earns, the less satisfied. A job with a higher ranking or an exciting job also satisfies employees (Celik, 2011). This theory of job satisfaction is concerned with what the workers expect and what they are getting. The expectations, hopes, and evaluations of employees about their work are more important than what employees have (Celik, 2011). The two-factor theory simultaneously, also known as the Herzberg's motivation-hygiene theory or dual-factor

theory (Alshmemri, Shahwan-Aki, & Maude, 2017). In 1959, a scientist named Frederick Herzberg proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, some factors result in job satisfaction, while others prevent dissatisfaction. According to Herzberg, the opposite of satisfaction is "no satisfaction," and the opposite of dissatisfaction is "no dissatisfaction" (Smerek & Peterson, 2007).

The employees' workplace satisfaction increased by numerous organizational variables that consist of policies of compensation and benefits (Fu & Deshpande, 2014). This is the most important variable from the employee's point of view. Compensation is defined as the amount of remuneration a worker expects from his/her organization (Olafsen, Halvari, Forest, & Deci 2015). An employee compares his compensation with the compensation of those working in similar roles in other organizations (Olafsen et al., 2015). If the compensation package earned is equal to or higher value of the comparable company's package, the employee feels a sense of satisfaction (Olafsen et al., 2015). Wages, salaries, rewards, and penalties for unsatisfactory work come under this category (Sageer et al., 2012).

Furthermore, promotion and career development can be a significant achievement that can increase workplace satisfaction. Promotion and career development include more power, authority, responsibility, independence, and status. Hence, the opportunity for promotion determines the degree of satisfaction of the employees. Opportunity for promotion, training programs, opportunity to use skills and abilities, and equal opportunity to grow regardless of gender are critical aspects of this category (Sageer et al., 2012). Job satisfaction is the favorableness, or un-favorableness, with which the employees view their job. Job satisfaction is affected by job design, task identity, task significance, recognition, responsibility, empowerment, and quantity of task and difficulty level of a task (Bakotic & Babic, 2013). Job security is the assurance of the employee to keep their current job safe and secure. Worker's performance, current economic environment, leaves, and facility of transfer, accessible/reasonable target, and success of the business affects job security (Saari & Judge, 2004).

Although good working conditions highly motivate employees and increase their job satisfaction providing a feeling of safety, motivation, and comfort (Jain et al., 2014). If the working environment is comfortable, then employee productivity automatically increases (Akdogan, Arsian, & Demirtas, 2016). Categories of the working environment are as follows: security guards and parking facility, tools, equipment, working methods, neat/clean office place, rest area, washrooms, and well-ventilated lighting and air-conditioning (Follmer, Talbot, Kristof-Brown, Astrove, & Billsberry 2018). All these facilities positively influence the employees and enhance their satisfaction (Sageer et al., 2012).

The employee-superior relationship is essential to retain the employees and build a high level of workplace satisfaction. Every employee needs professional input, constructive criticism, and a general understanding of related advice from his/her supervisor. Support from supervisors motivates the employees to work effectively, and this enhances the satisfaction of the employees from their work (Sageer et al., 2012). Personal determinants also help to attain motivation in terms of motivating the employees to work efficiently and effectively. An employee's personality can be determined by observing their psychological conditions such as perception, learning, and

attitude towards his/her work (Giebels et al., 2016). The suitability of competencies and personality of employees' job also comes under this variable (Sageer et al., 2012).

The expectation level of an employee affects their satisfaction level. If an employee is getting more income from a job than what he/she expects, he/she will be highly satisfied or vice-versa (Bakotic & Babic, 2013). Also, age is a noteworthy determinant of employee satisfaction. Younger employees have more employee satisfaction than mature employees due to higher energy levels (Hintsala, Jokela, Pulkki-Raback, & Keltikangas-Jarvinen, 2015). Mature employees resist accepting new techniques, which is why they seem quite dissatisfied with their job (Brassfield, 2012). Education is one of the most important determinants of employee satisfaction (Innanen, Tolvanen, & Salmela-Aro, 2014). Highly educated employees first understand the situation and then behave according to the situation (Innanen et al., 2014). Gender is also a determinant of workplace satisfaction. Women are more satisfied with their job than others at the same level of the job (Sageer et al., 2012). The majority of women see their comfort level first, and men see their growth first (Sageer et al., 2012). Job satisfaction is a reflection of the employees' psychological state according to their environment, which is typically boosted by the working conditions or culture, policies of compensation and benefits, promotion and career development, job security, a good relationship in the workplace with other workers and education levels.

The broader contexts of the importance of workplace satisfaction predominantly revolve around the human and economic impacts that poor satisfaction can inspire (Kim et al., 2016). Low levels of workplace satisfaction can lead to lower productivity levels by employees, burnout, and high rates of turnover, all of which harm the individual and the company's financial development (Kim et al., 2016). The purpose of the following section is to further discuss Physical Therapists.

Physical Therapists. Physical Therapists' (PT) believe that organizations will satisfy their expectations throughout their employment. Job satisfaction motivates the PT to create and deliver superior value to the patients, and the employees will be more committed to their organization (Lazaoiu, 2015). Their work will be more productive and satisfying (Wilson, 2015).

According to Rose (2013), job satisfaction is related to the personal growth of employees. Higher job satisfaction can grow within the same organization and gain favor from the company (Wang, Li, Dai, Liu, & Wang, 2016). Higher job satisfaction leads to safety and security for the employees. Higher job satisfaction is indirectly related to health issues (Lee, Back, & Chan, 2015). Physical Therapists' with lower job satisfaction have a higher likelihood of stress and burnout (Chang et al., 2017). Job satisfaction provides stability to the employee (Wilson, 2015).

Many Physical Therapy organizations provide training programs to their employees to improve their skills and abilities so that they can ensure their employees' efficiency. Physical Therapists' do not only look for financial benefit from their work, but they also look for skill development to achieve higher positions in the organization (Jang et al., 2017). To understand the correlation of employee training and development programs and its benefits to the employees and the organizations, Zimbelman et al (2013) conducted a conceptual study. This research study also

inspected the elements and structure of the training and development program designed for the Physical Therapists'. The study results revealed that PT's get many benefits, employee training and development programs such as improving technical skills, handling the situations of the healthcare environment, and helping PT's improve their skills and knowledge to cope with future changes. The companies create a level of reliability towards the employees by providing training, which creates loyalty among the employees (Voegtlin, Boehm, & Bruch, 2015). Furthermore, these programs provide the opportunity to start new work and get promotions and other benefits (Voegtlin et al., 2015). Those who wish to become a Physical Therapist and have a shortage of experience can stay with the company and prepare him for the challenges of healthcare changes. Thus, this research supports the fact that both the PT's and organizations get several benefits from the training programs (Chung et al., 2018). Employee satisfaction is significant for personnel to inspire them to believe that an organization will be satisfying their needs long term, thus resulting in productive growth opportunities within the organization.

Organizations. The organization can enhance employee retention as the organization's overall productivity increases (Jaworski, Ravichandran, Karpinski, & Singh. 2018). There will be an increase in customer satisfaction because of the increase in productivity (Jaworski et al., 2015). It also reduces turnover, recruitment, and training costs (Jaworski et al., 2015).

Once the productivity reaches achievement properly due to job satisfaction, it ultimately enhances customer satisfaction and loyalty (Deepa, Palaniswamy, & Kuppusamy, 2014). It benefits the organization in recruiting employees who are more energetic and improve teamwork (Deepa et al., 2014). Higher quality products and services can also make employees more competent and energized (Lambert & Hogan, 2014).

Work engagement depends on two kinds of job resources, argued Bakker, Demerouti, & Sanz-Vergel (2014), psychologists at Erasmus University, Rotterdam, Netherlands. Job resources include social support from the seniors and colleagues, constructive feedback from commanding authorities, opportunities for autonomy, variety, and growth (Bakker et al., 2014). Such resources are beneficial for employees. They satisfy basic human needs and are suitable for the organization because when job resources are useful, work is quicker and with better and improved productivity (Bakker et al., 2014). Working on exciting projects is more rewarding for an employee, which increases their efficiency and effectiveness. Interestingly, active engagement and high-quality performance are greatest when the job demands are highest (Bakker et al., 2014). The more the employees are satisfied, the more productive they become (Bhatnagar & Srivastava, 2012).

Employees' resources, such as self-esteem and positive behavior, also contribute to work engagement. Employees with high personal resources approach their jobs with more enthusiasm and joy, but also tend to be in better health, both mentally and physically, which allows them to focus on their work efficiently (Guenette, 2014). Workers gain admiration for their work from other workers, thus, transferring their attitudes to them. Hence, attitudes that are more productive increase the workers' engagement with their work, enhancing their productivity and personal reward (Guenette, 2014).

Overall, employee satisfaction is imperative for the organizations as it enhances employee commitment and retention, increase productivity, improve teamwork, enhances customer satisfaction and loyalty, reduces turnover, reduces recruiting and training costs, develops a more energetic team of employees and, develop high-quality products and services due to more competent and energized employees (Hsieh & Huang, 2017).

Measuring Job or Workplace Satisfaction

In the current changing business environment, there is a need to develop models and measurement mechanisms that will be effective in determining job satisfaction. Ho and Au (2006) stated that the use of a model is useful in the measurement of the levels of job satisfaction. In the study, Ho and Au used Locke's model to show that the appraisal processes will determine the level of satisfaction based on the value placed in attaining the set goals.

Additionally, a structured method to measure the level of satisfaction based on the job description is needed. In the future, assessing the levels of job satisfaction, Gambacorta and Iannario (2013) stated the productivity of employees and the economic growth of a business is a way of measuring the level of job satisfaction of the employees. With the company's limited growth, the aspect may indicate that the employees are not satisfied with their jobs.

There are altered ways the organizations use in measuring the satisfaction of the employees. Hassell, Seston, and Shann (2007) measured the satisfaction of the pharmaceutical industry employees by using the QSR NVivo 12 software. Castle (2006) added that the use of an instrument should be in line with the operations in the industry, which is an essential factor in assessing the job requirements and ensuring the employees' efficiency. The use of a specific model is essential in ensuring that both the employees and managers are satisfied.

How to Improve Job/Workplace Satisfaction of the Employees

Attitudes of employees typically reflect the moral of the company (Brougham, Haar, & Roche 2015). Happy employees are essential to achieve total consumer satisfaction in customer relations because they represent the company to the public (Brougham et al., 2015). Although consumer satisfaction may not be directly related to compensation, the employees' benefits may temporarily create a sense of motivation among the employees, if not permanently, which may have a long-term effect on the organization (Yelamanchili, 2018). Essential adjustments by an organization can lead to happy, loyal, and efficient employees. Some variables can help to increase employee satisfaction and develop loyalty. Employee satisfaction depends on some of the following variables: friendly staff, working environment, working hours, and financial & non-financial rewards. Clear, concise, and consistent communication will instill a corporate culture in which employees are considered an integral part of the organization and informed about the organization's vision, mission, and goals. This is an effective way to get the most from the talent and competencies of the employees. There should be proper and consistent communication channels within the organizations to develop a good and healthy relationship with the coworkers and supervisors because employees spent most of their time with coworkers,

that is why the organizations need to develop a respectful environment for everyone working in the organization (Sageer et al., 2012).

Numerous organizations focus on recruiting the best-fit employees for the proper position and communicating with employees about the company's expectations. Organizations must take some time to instill accountability and trust, laying out clear expectations and secure their commitment towards the organizations and their work (Wilkins & Ouchi, 1983). The vision of providing training and development programs is the essential variable that influences workforce satisfaction from both employee and employer point of view. Training and development programs enhance employee's skills and show the employees that their organization is concerned about their growth, success, and readiness for the new opportunity (Rose, 2013). Whereas organizations can increase employee satisfaction by doing job enlargement, job enrichment, and delegation of responsibility like task assignment, providing targets that should be accessible for employees (Sageer et al., 2012).

The organization must allow employees to make appropriate decisions and give them the freedom to make the best decision if they come across an issue. This will help the organizations to develop trust and loyalty among the employees towards the organization. This will also help self-motivated employees do their job to the best of their ability (Bakotic & Babic, 2013). The creation of policies of compensation and benefits built at making the employee feel they are the best is an essential part of an organization. Organizations must keep a score for the employees about their performance and use this score as a reward. This motivates the employees to reach new performance levels. A proper evaluation and right encouragement are essential to reaching the total job/ workplace satisfaction (Sageer et al., 2012). Aside from this, any business should aim at increasing the level of satisfaction and even maintaining it. This accomplishment is viable with factors identified in the two-factor theory. This should also be encouraged to individuals so that they can derive the benefits of having job satisfaction.

Education and Job Satisfaction Level

Education is one of the most significant aspects necessary for Physical Therapists' when experiencing job satisfaction (Atefi et al., 2015). The advanced level of education required helps to prepare PTs for the employment experience. Many PTs' that have advanced education and certifications may feel accomplished, but this does not qualify them as experts in managing and improving job satisfaction (Van Vught et al., 2018). Howard and Frink (1996) found that employees with higher levels of education experience more growth opportunities. Howard and Frink (1996) considered job satisfaction as a multidimensional construct that measures employees' feelings concerning extrinsic and intrinsic job elements.

Employees' values determine what satisfies them according to the value percept theory (Locke, 1976). Gaps between job requirements and what is received by the employee are considered dissatisfying if the job factor is essential to the person. Men and women value different characteristics in a job; thus, job satisfaction may have different perspectives (Kim, 2005). Promotion is a priority to a man, while women thought that worthwhile work achievement is most important (Kim, 2005). A different survey in the USA supported the conclusion whereby

men are more likely to value promotion opportunities while women are more prone to value meaningful work content (Tolbert & Moen, 1998).

The results are inconsistent in terms of the relationship between education advancement and job satisfaction of allied health professionals. Khamisa et al. (2007) found a positive correlation between allied health professionals' advanced education and job satisfaction. On the other hand, Lu et al. (2016) reported a negative relationship between education experience, job burnout, and job satisfaction among allied health professionals.

It is a common perception that educated people are more skilled in completing goals quickly and effectively as compared to those who are less educated (Romero et al., 2018). Knowledge is a great power, which means that if a person is knowledgeable, they can perform better (Zimbelman, 2016). If an allied health professional with less education performs tasks better than a more significant educated person, this may be because of their long experience in that field (Chung et al., 2018).

Castaneda and Scanlan (2014) took the initiative to understand the influence of education and work experience on employee performance. They conducted a study with LPN and RN's nurses observing job satisfaction and educational experience. They performed a quantitative study and based on the data collected; they concluded their results. The study's findings revealed that educational qualifications are the reliable indicators of job performance variance of the nurses. According to the general trends, as the workers' qualification increases, their performance decreases, but in this case, the nurses with higher secondary education perform better than less educated nurses.

The second finding of the study was that employees' performance gradually increases with their experience in the same field (Castaneda & Scanlan, 2014). The study was based on the population of 2-year and 4-year nurses (Castaneda & Scanlan, 2014). Research by Wilson (2005) studied the relationship between education, income, and job satisfaction. Comparatively higher education might increase the expectation of both job features and wages. As expectation does not always come true and this creates disappointment a source of dissatisfaction. Finally, it develops a negative relationship between higher education and job satisfaction. Overcoming this requires organizations to match the employee's education level with the job duties. When an employee's advanced educational qualifications exceed their current position, the result is dissatisfaction due to unfulfilled expectations. The study results proposed a strong positive effect on education and job satisfaction (Guenette, 2014). Generally, according to the evidence of this study, the satisfaction level of the more qualified individuals is lower as compared to the lower educated individuals. Finally, the study results confirmed positive links between the education level and job satisfaction through higher wages, job advancement, training, and other features. On the other hand, the study confirms the negative effect of a higher level of education on job satisfaction in lower-level jobs for the overqualified employee (Guenette, 2014).

In assessing the issues that affect job satisfaction, academic training is an essential aspect of ensuring that the employees are satisfied in the work environment. Virk (2012) studied the effect of education on the level of job satisfaction of the employees. In the study, the research

indicates that some studies show that higher the level of education would lead to job satisfaction (Virk, 2012). However, Abbas et al. (2014) stated that the higher the level of education, the less likely individuals would be satisfied with their job. Also, educational advancement affects the level of satisfaction that an individual has. Virk (2012) further indicated that the similarity in the knowledge gained in the education system would affect satisfaction. The level of education also affects the responsibilities the individuals authorized in the work environment. Pineau et al. (2015) stated that the benefits derived from the work would affect the level of satisfaction. According to the research, the education that one receives affects the job responsibilities, reflecting on the rewards received. Apart from this, the importance of education increased when non-monetary benefits were considered. Atefi et al. (2014) concluded that education received has no effect on the level of job satisfaction, which is a critical component in employee satisfaction. The study concluded that the education received by individuals is essential in ensuring the company (Pineau et al., 2015).

A study conducted by Kotur and Anbazhagan (2014) analyzed the effect of education on the job satisfaction level of the employees associated with the healthcare industry. As per the research, job satisfaction in the healthcare industry's attitudes towards the various aspects of the work. Providing satisfaction to the employees is the most important management task. Job satisfaction brings forth the devotion, reliance, and improved quality of the output of an employee. Organizations want the employees' job satisfaction to be high, achieve their aim, and be successful. The significant factors that affect job satisfaction to achieve individual and the organization's aims are education training, job experience, organization culture, and salary. All of these factors take an active part in job satisfaction. Job satisfaction results are so crucial for both employees and the employer as it affects employee's physical and mental health, economic development, the working environment, and efficiency of the organization, comfort, and social dissipation of the society (Kotur et al., 2014).

Shanfelt (2012) researched to determine the relationship between education levels and job satisfaction. The researcher collected data from two groups of allied health professionals; one group graduated from university or two-year schools. The results of the study were that education increases job satisfaction. Further, the provision of better education shows an increase in job satisfaction compared to a two-year education. The findings of the study demonstrated the existence of the relationship between education level and job satisfaction. The employees' job satisfaction was measured by the supervisor's behavior, work conditions, job content, administration, income, relation with coworkers, and development opportunities. The job satisfaction level of allied health professionals, having high education levels, decreases or increases based on these criteria. The study results found a positive relationship between the education level and job satisfaction (Kotur et al., 2014).

Woodworth (2016) conducted a research study in the nursing industry. The study aimed to examine the educational difference in teaching compared to working in a field comparing job satisfaction in context to the nursing field. The researchers surveyed two types of nurses: those who teach in collegiate settings and those who practice direct care nursing. The study results were that the nurses who had their primary career goals met using Herzberg's theories stayed

longer in the chosen area of their field. In the healthcare industry, especially nurses who tend to have an easier time dealing with issues related to job satisfaction as long as they are treated with basic principles encompassed within Herzberg's theory.

Finally, Woodworth (2016) concluded that there are dissimilarities between the statements of nurses who teach and provide direct patient care. The study results suggested that organizations should pay more attention to employees who provide direct patient care to achieve a higher level of quality. The most important conclusion is that in the nursing field, the nursing employees' orientation depends on the balance of each nurse's needs. A nurse working in different areas of the field sometimes does not grab the opportunities for growth and development, which de-motivates them. This negatively affects their level of job satisfaction within the organization. Hence, it is suggested that the management of the organizations to conduct frequent training for the workers so that they could achieve the required skills and understand the organization's business philosophy (Woodworth, 2016).

Education and Licensing of Physical Therapists

This section aims to ascertain current academic and scholarly data about the (a) general qualifications of Physical Therapists and (b) certifications and licensing. As the work involved with being a Physical Therapist can be broad and spans many different clinical settings and specialties, the education and certification processes for Physical Therapists' is an essential topic of discussion. The Physical Therapists' position is becoming increasingly demanding as the healthcare industry is advancing with technology and best practices.

General qualifications and traits. The majority of Physical Therapists must have interpersonal skills because they interact with patients daily (APTA, 2018). Therefore, they must be attentive, presentable, and professional to their clientele (Chang, 2017). To retain existing patients and expand the field, Physical Therapists must provide excellent customer service and have effective communication with the entire rehab team, including managers (APTA, 2017). The Physical Therapist should have the skill set to plan, coordinate, direct multiple personnel simultaneously, and be able to multitask (Wilson, 2015).

Furthermore, Physical Therapists must listen to and understand supervisors and employers to satisfy the organizations' needs (APTA, 2018). Having this basic skill set will help in developing trust among the entire rehab team and increase the overall satisfaction level with the organization (Chung et al, 2018). Moreover, Physical Therapists must understand the numerous facets required of their job and must be able to communicate with the entire healthcare team to achieve success in the profession (Chung et al., 2018). This unique skill set is just a small fraction of what is needed and essential before beginning the development required to graduate and meet the needs of a broad spectrum of stakeholders (Jang et al., 2015).

The typical personality traits that a PT must exhibit for a successful career cover a broad spectrum. One trait that is crucial for reducing burnout and career longevity is determination and patience (Jang et al., 2015). The patients that PT's treat often endure slow recovery processes over a long period, and sometimes the treatment is painful or harsh. In order to complete therapy,

they must be motivated by their PT, who leads the treatment with a delicate blend of patience, encouragement, and resolve. Therefore, PT's must possess composure and a strong will to persevere as essential components to effective therapy and career longevity.

Another set of character trait crucial to a successful PT is confidence and resilience (APTA, 2018). Patients may take their aggression out on a therapist, which is why tolerance and resilience are also essential for a PT. When emotions run deep or progress is slow in a therapeutic setting, practitioners must maintain their own mental and psychological well-being to maintain confidence and reduce stress. Physical therapists primarily work with other people; they need to be real people-persons, capable of interacting with patients of all ages and from a wide range of social and cultural backgrounds (Zimbelman et al., 2016). Therefore, PT's must be sociable and cooperative with the patients they encounter. Therapists must also extend service and communication to the patient's family or caretakers and other healthcare providers. Friendly people who function well in a spirit of collaboration are well suited for a therapy practice.

There are many other factors to consider if you wish to pursue a Physical Therapy degree and a career as a professional therapist. Suppose you can already begin to envision fitting harmoniously in a therapy setting because you possess most common or all of the traits listed above, one is off to a great start to becoming a Physical Therapist.

Educational Requirements

Physical Therapy began as an allied health profession, with 245 members in 1921 and was called the American Women's Physical Therapeutic Association (APTA, 2018). At the beginning of World War II and the nationwide polio epidemic in the 1940s and 1950s Physical Therapists became in greater demand with professionals totaling 8,000 in the US. The number of educational programs in the US was up to 39. Today 213 institutions are offering Physical Therapy Education in the US. Initially, the educational requirements were a bachelor's degree up until the early 1990s.

During this time, the transition to master's programs began with a second transition to a six-year doctoral program that exists today for all accredited Physical Therapy schools in the US. This transition from a bachelor's degree to a doctoral program takes six years.

Currently, the Doctor of Physical Therapy programs requires a student to take three years of prerequisites, which include anatomy and physiology, biological sciences, chemistry, physics, psychology, statistics, calculus, medical terminology, and several liberal arts classes before entering PT school (APTA, 2018). The Doctor of Physical Therapy (DPT) curriculum, on average, consists of 109 credits of coursework over eight consecutive semesters, including intense study in the foundational, behavioral, and clinical sciences (APTA, 2018). Students learn to manage patients and clients with musculoskeletal, neuromotor, cardiopulmonary, and integumentary dysfunction. The curriculum also guides students' exploration of the legal/ethical aspects of patient care and issues of communication, health promotion, policy, and practice management (APTA, 2018). Through participation in research courses and integration of

evidence-based practice throughout the management courses, graduates become critical consumers of research and evidence-based practitioners.

The curriculum also features extensive hands-on experience, including continuous work with standardized patients who help students practice integrating professional practice principles with knowledge from the foundational, behavioral, and clinical sciences. On average, the DPT program includes 34 weeks of full-time internship experience in local, national, and international locations.

Educational Certifications and Licensing

Licenses and certifications. Physical Therapists are required to have a license in the state in which they practice. In numerous states, Physical Therapists' are required to maintain a license by completing a minimum amount of Continuing Education hours per licensing cycle (APTA, 2018).

Many PTs obtain additional professional designations or certifications by showing their competence in specialized areas like Geriatrics or Orthopedics (APTA, 2017). The American Physical Therapy Association (APTA) offers these various designations, certifications, and professional development courses if a PT is a member of the American Board of Physical Therapy Specialties (ABPTS).

The ABPTS has certified more than 24,000 individuals who have demonstrated advanced clinical knowledge and skills in physical therapy specialty areas. Currently, the ABPTS offers board-certification in nine specialty areas of physical therapy: Cardiovascular and Pulmonary, Clinical Electrophysiology, Geriatrics, Neurology, Oncology, Orthopedics, Pediatrics, Sports, and Women's Health.

The majority of employers require PTs' to attend advanced training programs from various professional and trade associations (Wilson, 2015). These training programs are helping to develop the professional and management skills of the PTs' and expand their knowledge of specialized fields. For example, a hospital employer may require additional training on how to improve patient outcomes, operate new equipment used for patient care, and personnel management. In a private practice setting, PT's may require training on insurance and risk management, specified treatment of specific populations, business and legal, and communications. PTs who participate in these training programs may prepare themselves for positions of greater responsibility in the profession. If a PT has gained job experience and has successfully attained certifications and training programs than they can add greater value to the employer (Chang et al. 2017).

Summary

The purpose of this chapter was to assess the relationship between workplace satisfaction, working environment, and organizational culture and measure workplace satisfaction, in the context of Physical Therapists. The Two Factor Theory model used to explain factors that positively or negatively (Alshmemri et al., 2017). The theory has classified job factors into two

categories, named hygiene and motivational factors (Yusoff et al., 2013). Hygiene factors are essential for motivation in the workplace and intrinsic in value (Matei & Abrudan, 2016). They offer short-term motivation, but it may lead to dissatisfaction (Jang et al., 2015). Examples include company and administrative policies, salaries and wages, security, and fringe benefits. On the other hand, the motivational factors include promotion opportunities, opportunities for personal growth, recognition, responsibility, and achievement (Lazaroiu, 2015). The motivational factors yield positive results and are inherent to work (Lazaroiu, 2015). They motivate the employees to perform superiorly (Lazaroiu, 2015). They symbolize the psychological needs perceived as an additional benefit (Saleem et al., 2010). The theory also suggests that focusing on motivational factors improves work quality because the employees are satisfied with their jobs (Saleem et al., 2010). Chapter 3 contains a description of a research approach and methodology utilized for the study.

Chapter 3: Research Method

Healthcare in the United States is in a consistent state of change and reform (O'Rourke et al., 2014). It is essential to consider the stresses and conflicts' this work environment can have on healthcare professionals (Chen et al., 2015). The high demand for healthcare services continues to grow. The growth in healthcare employment continues to rise with high demands for workers, including nurses, physicians, and allied health professionals (O'Rourke et al., 2014). The healthcare industry is not prepared for the continued staffing shortages and increasing employee retention (Chen et al., 2015). As healthcare professionals' shortage continues to grow, each segment of healthcare must be aware of staffing shortages and how to manage attrition (Lin et al., 2015).

Research Methodology and Design

This qualitative, phenomenological study explores the experiences and perceptions of Physical Therapists who have left the field after 10 years. A qualitative method is best for this study because it allows the researcher to provide underlying reasons and opinions while further gaining insight into the reason Physical Therapists are leaving the field after ten years of employment. The foundational exploration was based on the perceptions of Physical Therapists using Herzberg's Theory of motivation and hygiene factors. Conducting this study could be used by future researchers or businesses to improve an organization's effectiveness and reduce attrition and turnover. The cost of recruiting and re-training a replacement contributes to the total cost of turnover in a given profession (Palanski et al., 2014). A qualitative design is appropriate because this type of research focuses on relationships and the cause-and-effect of those relationships. A qualitative study is one of the best research approaches used to gain understanding and interpreting situational research theories (Englander, 2016).

A qualitative, phenomenological research design is best chosen because of the depth of understanding. This approach can provide for the research to understand the world or a particular setting through the perspectives of the people living in it (Yin, 2012). The examination of phenomenological perspectives related to high attrition rates in PT's after 10 years of

employment provides the opportunity to look very closely at the true perspectives and lived experiences. The examination of the phenomenological design method helps researchers to understand phenomena at a deeper level of consciousness (Qutoshi, 2018). Using a phenomenological qualitative approach maximized the study to ensure a better understanding of the proposed phenomena and gain additional knowledge on how to reduce high attrition rates in Physical Therapists beyond 10 years of employment.

Herzberg's Theory of motivation and hygiene is a qualitative strategy that examines factors that may impact Physical Therapists leaving the field beyond ten years of work. The area of interest for analysis focused on work conditions, supervision, and relationships. The examination of the contribution of Herzberg's hygiene factors of motivation and their contribution to the root cause of high attritions rates of Physical Therapists should identify an underlying cause, making this phenomenological study most appropriate.

An example of alternative methodologies and designs that were examined for use in this research is the grounded Theory. This Theory uses ideas that generate from data in an attempt to understand social context. The problem with using the Grounded Theory for this research is that this theory fails to recognize the researcher's situation and thus obscures the researcher's thoughts on data construction and interpretation (Bryant & Charmaz, 2007). This theory mainly answers the how and why of related qualitative research. This study needs to examine the root cause of high attrition rates in the field of Physical Therapy. The Grounded Theory, which operates through inductive examination and a detailed method of examination, is not the best method for full exposure of the hygiene and motivation factors that need to be examined to get to the root cause of high attrition rates in Physical Therapy after ten years.

Population and Sample

The target population of this study consisted of a specific group of 15 Physical Therapists who have left the field after 10 years, attempting to understand the root cause of their departure. The population selected for this study was to allow the researcher to understand the root cause of high attrition rates of Physical Therapists who have left the profession after 10 years. According to Gallagher et al., 2013, purposeful selection is used as a participant selection strategy to interview the Physical Therapists in the US who have left the field after ten years and who meet the criteria for the proposed study. Research has shown that high attrition rates in a given profession result in reduced production. Companies need to motivate, develop, and retain top talent to stay with the organization because they feel truly satisfied with their work (Schullery, 2013). Research has shown that high attrition rates create instability within an organization resulting in poor employee performance (Friedman, Carmeli, & Dutton, 2018).

A phenomenological approach is most appropriate to develop a study that involves careful consideration of validity and potential bias (Smith, 2018). The goal of this study is to understand the root cause of high attrition rates of Physical Therapists after 10 years of employment. The population is appropriate for this study because it aligns with the problem and the purpose. Research shows there are high attrition rates for Physical Therapists beyond ten years of employment. The population size consisted of 15 Physical Therapists. All of them participated in face-to-face interviews using a semi-structured interview guide that incorporates

Herzberg's motivation and hygiene theory to understand the root cause regarding why they left the profession after 10 years of employment.

The participants were selected from all US-based Physical Therapists who worked in the field for longer than 10 years and left. The sample consisted of 15 participants to ensure there is sufficient data to conduct the study (Suri, 2011). Participant recruitment for this study consists of volunteers via invitation (Appendix B) through the use of national membership committees (APTA) and or websites like LinkedIn. By recruiting through the use of national membership committees or websites, the intent is to attract various candidates with an objective that they have left the field after 10 years of employment. Participants' age, gender, and ethnicity was not excluded from providing a broad, diverse group of participants. For this particular study, the participant selection strategy was purposeful selection (Gallagher et al., 2013) to ensure that each participant meets the specified criteria. The particular criterion consisted of Physical Therapists with over 10 years' experience who have left the field due to ineffective employers and their ability to keep the employees motivated. Purposeful selection was the most appropriate to recruit and build on previous research to understand better the root cause of high attrition rates among Physical Therapists beyond 10 years (Yin, 2012). Purposive sampling, rather than random sampling, was used to gain insight into the phenomenon (Onwuegbuzie & Leech, 2016) by targeting specific participants who have experienced the phenomenon. Additionally, purposeful sampling allowed the researcher to garner participants for interviews based on meeting a specific criterion (Trochim & Donnelly, 2008). To ensure participants meet the criteria for the proposed study, the selected participants were asked to contact the researcher directly to confirm eligibility.

Materials/Instrumentation

The collection of data consisted of face-to-face semi-structured interviews as the primary method. Participant recruitment for this study consisted of, via invitation, volunteer Physical Therapists who have left the field after 10 years (Appendix B). These volunteers were obtained through the American Physical Therapy Association (APTA) Appendix B) and from websites like LinkedIn (See Appendix B) to ensure participants to be selected would benefit the researcher. Selected participants were involved in a brief interview in person, phone, or Skype to establish eligibility by meeting the pre-established criteria before conducting interviews. Participants who met the requirements were invited to participate in the study in an individual face-to-face or phone interview. A researcher's interview protocol is an instrument of inquiry asking questions for specific information related to the aims of a study (Patton, 2015, p. 813) and a tool for a conversation about a particular topic, including someone's life or specific ideas and experiences.

As qualitative research was face-to-face or phone interaction and direct contact with participants, the researcher's role is paramount as the primary and only instrument used in the research (Creswell, 2009). Open-ended questions were asked to allow participants to respond openly, based on participants' experiences, and to retrieve additional data because people may share motivations not expected and mentioned behavior that a researcher knew nothing about

(Farrell, 2016). Research may reveal further identifying reasons with multiple responses as to why Physical Therapists have left a career in Physical Therapy after 10 years. In a secondary approach to questions, participants were asked semi-structured questions, in an attempt to determine alternative reasons why Physical Therapists may have left the field after 10 years.

Phenomenology focuses on the experiential what and how, which is congruent with the goal of this study (Moustakas, 1994). Interviews provided researchers with rich and detailed qualitative data for understanding participants' experiences, describing those experiences, and the meaning of those experiences (Rubin & Rubin, 2012). The root of in-depth interviewing and open-ended interviewing is good for understanding people's lived experiences and the meaning they make of that experience. The heart of interviewing, research is an interest in other individuals' stories because they are of worth (Seidman, p.9, 2013). The interview questions may determine participants' perceptions of why they left the field and how their departure impacts employee turnover and the profession as a whole. As Patton (p. 471, 2015) stated, the researcher hopes to elicit relevant answers that are meaningful and useful in understanding the interviewee's perspective.

The interview consisted of six questions for which each participant with additional elaboration to learn why they left the field. (Appendix C) referencing the influence these issues had on retention, accurately to identify reasons for the root cause of high retention rates in Physical Therapy after 10 years of employment. The questions to be administered during the interviews were prearranged interview questions to use as a guide for each interviewee (Appendix C), separated by participant employment venue within an organization. Ideally, the researcher asked questions most connected to the study's purpose in the middle of the interview after building rapport (Rubin & Rubin, 2012). The interview questions were pre-determined and field-tested to ensure during the interview. Questions would be asked and discussed, easy to understand, short, and devoid of academic language (Brinkmann & Kvale, 2015).

Study Procedures

Data collection will begin immediately after approval is granted by the International Review Board (IRB) of Northcentral University. The identity of each participant will be formed by the first name and last name initial followed by the sequential number in which the interview is to be conducted. Data collection will consist of one-on-one semi-structured interviews or over Skype with participants who will be asked a separate set of six open-ended semi-structured questions with additional elaboration on reasons why they left the field of Physical Therapy after ten years of employment (Appendix C). Participants will be verbally informed of the interview process as well as the storage of content to protect their privacy and identity. The informed consent (Appendix A) will authorize the understanding of the interview process and the storage of data retrieved. Participant information will be kept private and safe. The information will be secured using the following steps: encryption on the researcher's computer, password protection, and a file cabinet with a secure lock. Only the researcher, dissertation chair, and dissertation

committee will have access to the research material. The information will be kept and secured for seven years; then each file will be deleted electronically, and paper records destroyed.

The location for the study will be convenient for each participant and located in a well populated but private environment. Selected participants will be asked a brief interview in person or via Skype to establish the participant's eligibility by meeting the pre-established criteria before conducting interviews. The selection will be based solely on the participants' inquiry and interest from the posting of the invitation on community bulletin boards, word of mouth, or through the APTA's website. The goal of this research is to recruit participants with experiences with the proposed phenomenon. A minimum of 15 participants from the United States who have left the field of Physical Therapy after ten years will be recruited and interviewed. According to Boyd, 2001; Englander, 2016, two to 15 participants are recommended for the phenomenological method in human science and are sufficient to reach saturation. A purposive sample will be used to recruit participants with an open invitation (Appendix B) utilizing community bulletin boards, word of mouth, and a post on an APTA website will be used to invite individuals who have left the field of Physical Therapy after ten years of employment. Following the initial screening, data collection will be in the form of semi-structured interviews (Appendix C) using open-ended questions. Open-ended questions are designed to obtain participants' lived experiences and perceptions as to why they left the field of Physical Therapy after ten years of employment. The interviews will be face-to-face semi-structured or via Skype with complete recording and transcription (Creswell, 2013) to explore participant's insight as to why they left the field of Physical Therapy after 10 years of employment. Before the interviews begin, each participant will be reassured that their name or any personally identifiable information will be kept confidential through encryption in a secure electronic or physical file. The face-to-face, recorded, and transcribed interview should last no longer than one hour for each participant.

Data Collection and Analysis

Data collection will begin after approval is granted by the International Review Board (IRB) of Northcentral University. The interviews will include 15 participants that will be face-to-face, semi-structured, recorded, and Transcribed (Creswell, 2013) as well as focused in nature (Yin, 2009) and to not exceed an hour. Interviews will be the primary source of collecting data that will involve open-ended questions consistent throughout the study. This approach is ideal for the study as it explores the characteristics resulting in higher retention rates in the field. In a final interview, a completed, signed consent form will be obtained (Appendix A). All initial and follow-up questions will be asked and discussed with each participant to avoid a second interview.

The collection of data will consist of face-to-face semi-structured interviews as the primary method, with a location to be determined per participant. Participant recruitment for this study consisted of volunteers via invitation (Appendix B) through community bulletin boards, word of mouth, and through the APTA website to ensure participants selected will benefit the researcher for this study. Selected participants will be asked a brief interview in person or via

phone to establish the participant's eligibility by meeting the pre-established criteria before conducting interviews. Participants who meet the requirements will be invited to participate in the study in an individual face-to-face interview. Open-ended questions will be asked to allow participants to respond openly and freely based on one's experience and to retrieve additional data because people may share motivations that were not expected and mentioned behaviors that the researcher knew nothing about (Farrell, 2016). The interview process and the purpose of the study will be reviewed with each participant before the interview via consent form (Appendix A). Participants will be informed of privacy and confidentiality aspect of the interview as well as acknowledging that participation is voluntary during which participants can proceed with the study or opt out of the study by their choosing. Asynchronous communication with time and place to conduct face-to-face interviews will be determined. In the event participants are unable to meet face-to-face, or one-on-one interviews the venue of the interview can vary when there are interpersonal communications and interactions between the interviewer and the interviewee (Levashina, Hartwell, Morgeson, & Campion, 2016).

Data collection involves several techniques to achieve the information necessary for research including the interview, recording, and transcribing the data. To achieve adequate data for the study, participants will stream-lined using professional community sites pertaining specifics about the study. By doing so, this will enable the selection process to be made with ease to select only serious inquiries. The criterion will based on Physical Therapists who have left the field after 10 years of employment resulting in high attrition rates.

The QSR NVivo 12 will be utilized to help make sense of the data and assist in organizing the work with ease and accuracy. QSR NVivo 12 is software will be used to upload, analyze, and report the data obtained through the interviews as well as organize the material when using coding (Hutchison et al., 2010). All initial codes will be defined along with the associated terms and phrases (Mackey & Gass, 2012). NVivo 12 is helpful in clustering the meanings of the codes the researcher initially identified (Mackey & Gass et al, 2012). NVivo 12 will also be helpful in counting the number of times each code appears in a participant's transcripts, explaining that codes with the greatest number of occurrences should be considered essential experiences of the participants. (Lichtman, 2012). From the group of codes, the identity of each participant will be formed using only the first and last name initials followed by the sequential number in which the interview were conducted. Participants first and last names will be obtained for record purposes of linking with the study. The coding system will allow the answers to be compared and analyzed to show the significance and differences each participant experienced in the workplace.

Another approach to qualitative analysis is Interpretative Phenomenological Analysis (IPA; Smith et al., 2009). It provides a phenomenologically focused, accessible approach to analyzing data by giving a voice and making sense of participants responses to research questions, (Larkin & Thompson, 2012). IPA allows the researcher to take a neutral facilitative role, providing the participant the opportunity tell their story related to the research problem. This form of data analysis is best utilized with small group studies with the expected goal of having good quality data versus quantity of data.

Assumptions

Assumptions are statements that a researcher believes to be factual that may not be verified or proven (Halkier, 2013). The assumptions for this study are: (a) participants should speak openly, freely, and honestly, (b) information to be provided by participants are true and accurate accounts of why they left the field of Physical Therapy, (c) participants offer information that may provide a better understanding of the best retention strategies for professionals within the field of Physical Therapy; (d) the employees gave accounts and overview on the particular phenomenon based on the time employed which led to their decision to depart from the field. To validate this assumption, questions were generated based on the research questions, problem, and purpose statements. Data collection was guided by a semi-structured interview guide (Appendix C) and responses were recorded and transcribed. The interview and questions were designed to challenge primary assumptions and to identify participants' perceptions of job satisfaction was addressed by focusing on the lived experiences of the participants. Additionally, further steps to validate this assumption were taken selecting the participants, interviewing, transcribing, and analyzing to identify why employees choose to quit.

Limitations

Limitations are conditions beyond the control of the researcher that may affect the outcome of the study (Mushtag, 2012). This qualitative study was limited to 15 Physical Therapists in the United States. Three limitations are potential weaknesses for the study. The first limitation was not being able to recruit the 15 participants necessary to complete the study. The second limitation is not being able to obtain consent and, lastly, the possibility of not getting 100% accuracy in answers for the study. More importantly, the lived experiences are critical to address the phenomenon and capture the honest perceptions of participants who have left the field. To ensure adequate data is retrieved, the atmosphere should allow for participants to speak honestly, freely, and without bias. No questions were used to delve into specifics about a specific organization to make the participants feel uncomfortable and cautious of providing an honest answer. The interview process was no longer than one hour per participant to ensure ample time to ask questions or answer any concerns of the participants. Questions were asked to avoid the risk of a second interview because of follow-up questions that might be omitted during the initial interview. Interviews with Physical Therapists were asked a set of five open-ended semi-structured questions with additional elaboration on experiences that caused them to leave (Appendix C). The objective is to create an environment that is comfortable and relaxed to allow participants to speak freely regarding concerns, issues, and reasons the employee decided to quit or remain in the profession and methods of correcting high attrition rates in the field of Physical Therapy.

Delimitations

This phenomenological study is specifically designed to identify the root cause of high attrition rates in the field of physical Therapy after ten years of employment. Delimitations are the scope or parameters of the research project (Olivero et al., 2013). The three delimitations in this study were boundaries that included the following: (a) the demographic area, (b) the purposeful selection of 15 employees, and, lastly, (c) the expected participation rate of 100%.

Additionally, the results of this study could be generalizable to future scholars who (a) wish to explore additional information on high attrition rates in Physical Therapy and (b) would like to examine additional data related to Herzberg's theories related to employers' techniques to reduce attrition and maximize employee satisfaction, thus reducing turnover.

Ethical Assurances

Before any data is collected, IRB approval was sought. Additionally, to ensure the protection of participants, principles articulated within the Belmont Report (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979) was used as a guide to conduct the research. The Belmont Report consists of three fundamental principles: (a) respect for persons, (b) beneficence, and (c) justice. The immersion into the participant's lived experiences required sensitivity and ethical integrity (Graffigna, Barello, Riva, & Bosio, 2014). The data collection included interviews to capture the lived experiences of participants affected by the proposed phenomenon, the root cause of high attrition rates Physical Therapists after ten years.

Each participant was given an informed consent which includes the interview process and expectations of the participants and the researcher. Participants were verbally informed of the interview process and the storage of content to protect their privacy to ensure all sections of the interview protocol and informed consent was understood before conducting the interview. The informed consent (Appendix A) authorized the understanding of the interview process and the storage of data retrieved. Participant information was kept private and safe. To ensure additional privacy, the researcher obtained the participants' first and last name to link the study to the participants; however, only the first name and last initial, and participation number was used. The participants' security and safety are important, and each participant's risk was minimized by ensuring the security of the information provided by participants. To avoid sampling biases in this study, participants avoided convenience and judgements sampling and that the target population of 15 Physical Therapists who have left the field after 10 years of employment is representative of the target population as defined by the research. The information was secured using the following steps: encryption on the researcher's computer, password protection, and a file cabinet with a secure lock. Only the investigator, dissertation chair, and dissertation committee had access to the research material. The information was kept and secured for seven years; then each file was deleted electronically, and paper records destroyed. Even though other

ethical principles exist, it is most appropriate to adhere to the Belmont Report's principles that summarize the importance of ethics for the researcher and to understand the characteristics associated with ethical issues.

Summary

A qualitative design was selected for this study on the root cause of high attrition rates for Physical Therapists in the United States after ten years of employment (Seidman, 2013). Using the phenomenological methodology, the particular phenomenon was explored to identify causes of turnover that affect productivity and lead to employees' decisions to quit (Singh, 2015). Interview questions (Appendixes A and B) was developed based on the themes corresponding to the research questions and literature review. Purposeful sampling of 15 Physical Therapists within the United States were interviewed concerning the experiences and issues leading to their departure from the profession. The participant interviews consisted of 15 Physical Therapists' experiences on why they left the field after 10 years of employment. Before each interview, each participant was provided an Informed Consent (Appendix C) to sign. The data was organized to gain an understanding of the data collected and to ensure all data is correct. In conclusion, this study provided the foundation for future scholars of qualitative research to support the continuing exploration of expansive ideas. Future research may continue to focus on ways to reduce high attrition rates in the allied healthcare field, which includes Physical Therapy.

The examination of ideas to reduce attrition after several years of employment should allow for future research studies. Further examination of Physical Therapists' attrition as well as examining different employment settings. In addition, the examination of gender differences as related to attrition is vital to see if attrition can be reduced. Another important examination for future research is the analysis of generational differences and their impact on attrition rates in Physical Therapy.

Chapter 4: Findings

This qualitative, phenomenological study aimed to explore the root cause of Physical Therapists leaving the field after 10 years of employment. The APTA recognizes high attrition rates for Physical Therapists (Zimbelman, et. al., 2016). The problem that was addressed by this research study was the high attrition rates of Physical Therapists beyond ten years in practice (Belias et al., 2014; O'Rourke & Crafts, 2014; Van Vught, et. al., 2018). High attrition rates in the Physical Therapy profession raise a challenge in the industry to deliver quality patient care (Belias et al., 2014). Van Vught et al. (2018) found that attrition rates for physical therapists are high, with many choosing to leave the profession, and reasons are not defined. Insight into root causes that influence physical therapists' high attrition rate may assist health care leaders to improve retention. Although there have been studies about attrition rates in Physical Therapy that have utilized different scales and scoring methods, the proposed research narrowed the focus on the self-reported root cause of high attrition rates of Physical Therapists beyond ten years (Belias et al., 2014) within the context of Herzberg's motivation and hygiene theory.

The exploration of this research was based on the perceptions of the root causes of Physical Therapists leaving the field through the lived experiences of participants. Gaining a better understanding of the root cause of high attrition rates for Physical Therapists gives employers the necessary tools to improve attrition, reduce employment deficits, and decrease employee turnover.

Prior to conducting the interviews, the researcher obtained approval and permission to conduct the study from the Northcentral University Institutional Review Board (IRB). The study was determined to pose only minimal risk to the participants due to the type of research being conducted and determined by the study's inclusion and exclusion criteria, the nature of the questions, and the measures taken by the researcher to ensure confidentiality. In addition to the IRB's permission, the researcher obtained permission from the APTA, a professional society for Physical Therapists, the opportunity, and websites like LinkedIn to recruit for the study and conduct the interviews. Northcentral University IRB approval was obtained and followed in conducting face-to-face, skype, or phone interviews to gather data from Physical Therapists who have left the field after 10 years of employment.

The researcher conducted all of the interviews, transcribed each interview, paid attention to the accuracy of the transcriptions, and used NVivo12 to analyze the data, looking

for themes. The researcher did not use predetermined codes but instead examined the data for common themes in the data to emerge from the interviews (Creswell, 2014).

The goal of Chapter 4 was to discuss the results of the research study through the trustworthiness of the data, the results of the research study, an evaluation of the findings of the research study, and concludes with a summary of the findings of the research study. The information in this chapter is organized around the one research question and two sub-questions. Common themes that emerged from the interviews were work conditions, relationships with co-workers and supervisors, employment satisfaction, and personal growth. These themes to be discussed in the results and evaluation of findings to determine the root cause of high attrition rates for Physical Therapists after 10 years of employment.

Trustworthiness of the Data

Identifying how the trustworthiness of the data was secured is important to research and was accomplished by establishing credibility, dependability, transferability, and confirmability through specific actions from the researcher. The researcher focused on asking the interview questions with thorough detail that the results would be valuable to other resources and professionals. Purposive sampling was used to ensure that all volunteer participants met the requirement of being Physical Therapists who have left the field after 10 years of employment.

Participant recruitment for this study consisted of volunteers via invitation (Appendix B) through the use of national membership committees and or websites. By recruiting through the use of national membership committees or websites, the intent was to attract various candidates with an objective that they have left the field after 10 years of employment. No incentives were given to participants and no one was forced or coerced into participating. Fifteen volunteer Physical Therapists participated in the research study.

Before starting each interview, the researcher informed the participants that the answers provided were not going to be shared with anyone and that the results of the interviews would be coded in a way that the participants would not be identified. Participants had the option to skip any questions or discontinue participation at any point during the interviews. There were no consequences for any participants who chose to discontinue the interviews or declined to answer questions presented in the interviews. The researcher did not encounter any participants who chose to end the study or chose to skip any questions.

The voluntary participation of the participants was documented by signing Informed Consent forms before the interview. An example of the informed consent is included in Appendix A. The researcher explained to participants a coding file would be given to their interviews instead of using their names. The researcher personally conducted all of the interviews with the participants using six open-ended questions listed in Appendix C. All interviews were conducted in-person, skype, or by telephone. The researcher audio-recorded all interviews and paid careful attention to changes in voice and body language to help the researcher capture the best themes to questions. The researcher had a professional transcriptionist transcribe all of the audio interview files.

Ensuring participant confidentiality promoted the data's trustworthiness by increasing the participants' comfort level to give open and comprehensive answers about perceptions, experiences, attitudes, and feelings. The researcher ensured this by giving each participant a code file, storing the interview transcripts and audio files in password-protected files on a password-protected computer. Further security was also taken by storing the code file and participants' identities in separate password-protected folders from the transcripts and storing the signed informed consent forms in a sealed envelope separate from all the interview data. Additionally, the researcher was the only person with access to passwords and data. The researcher also wrote the study findings such that participants cannot be identified by the readers of the study.

To mitigate social desirability bias and ensure confirmability of the study, the researcher explained the study, the importance of the study, and the ways in which the participants' confidentiality was protected. The researcher built a rapport with each of the participants, which was beneficial to the study as the participants answered all questions the researcher asked. To ensure confirmability, the researcher attempted to keep an open mind, stay objective, and interpret the data appropriately to combat any biases the researcher may have had because they are a Physical Therapist who has left the field after ten years of employment. This action prevents potentially favorable or unfavorable conclusions about the data or the participants (Creswell, 2014). The researcher mitigated interviewer bias by maintaining a neutral voice and body language throughout the interviews, asking open-ended follow-up questions and not giving any opinions or cues during the interviews.

A detailed description of the methods and design, the participants, and the steps the researcher used to analyze the data supports the study's dependability and transferability (Creswell, 2014). The researcher inputted all data into NVivo12 to look for naturally occurring themes from the participants' answers to the interview questions and did not use predetermined codes to analyze the data gathered (Creswell, 2014). Using a qualitative analysis allowed for an open, detailed, and descriptive discussions to occur between the researcher and the participants.

Results

The organization of this section is based on one research question. The organization within the result of this research question fell into one area labeled the root cause of why Physical Therapists left the field after ten years of employment. The structural aspect of understanding the root cause is based on interview questions focused on areas related to Herzberg's Theory of motivation and hygiene factors. The examination of several motivational and hygiene factors should breakdown the relational reasons as to why there are high attritional rates in the field of Physical Therapy after ten years of employment.

In the qualitative case study conducted, the researcher used semi-structured interviews to gather data from Physical Therapists who have left the field after 10 years of employment.

As discussed in Chapter 3 and above Physical Therapists were recruited from national licensing boards and websites, and 15 Physical Therapists volunteered to participate. The researcher personally conducted all interviews, audio recorded the interviews, transcribed all of the

interviews through the use of a professional service, and inputted the data into NVivo12 to determine common themes. The results and themes are organized around the interview and research questions and discussed below.

The participants of the study were at one time employed as Physical Therapists in a variety of settings during their career. Each of them remained in the field for at least 10 years and decided to seek alternative employment. The researcher asked each participant the six questions listed in Appendix D.

Research Question 1.

I addressed the first research question through individual interview sessions with participants about the utilization of Herzberg's Theory of motivation and hygiene as it relates to a determination and root cause for departure from the Physical Therapy profession after ten years of employment. The researcher asked the participants about aspects of their tenured employment that did not work well for them professionally causing them to leave the profession. The sub-questions were related to three motivational and hygiene factors that best described the respondents' lived experiences that may have contributed to departure from the profession. Please reference Appendix D for a complete list of interview questions.

Q1. What is the root cause of the high attrition rate of Physical Therapists who are employed beyond ten years in the United States?

Working Conditions

The examination of working conditions while employed as a Physical Therapist 13/15, (87%), respondents reported being pleased with their work environment as a new graduate, but over several years their levels of frustration increased with the high patient caseloads, poor quality of patient care, and increased stress that ultimately made them decide to leave the profession to pursue other careers.

Working Relationship with Supervisors

The examination of a good working relationship with supervisors 14/15, (93%) reported that a positive relationship with a supervisor is best obtained through mutual respect, working together for the greater good and positive patient outcomes. Twelve respondents reported that their experience with poor supervisors contributed to their decision to leave the profession for reasons of lack of management, insensitivity to job demands, and closed opinion in relation to patient care.

Factors that Cause Someone to Remain with an Organization

The examination of what factors encouraged the participants to remain with an organization, yielded consistent results. All respondents felt that the most significant factor for remaining with an organization was not salary or income. Respondents felt it was best for managers and supervisors to have mutual respect for each other. Respondents also felt supervisors need to have respect Physical Therapists' judgement and work. All respondents

felt that over their career the focus from many organizations have shifted from patient care to a focus on profits and productivity which remained a factor in leaving the professions.

Good Working Relationship with Supervisors and Co-Workers

In examining what a Physical Therapist considers a good working relationship with supervisors and co-workers, most respondents, 13/15 (87%), felt that a good relationship with co-workers requires mutual respect is most important. In addition, the feeling of the collaboration of patient treatment ideas is important without feeling singled out or others being critical of their treatment considerations. Most respondents, 12/15 (80%), felt that supervisor relationships are crucial for organizational success. Having an open-door policy and communication on organizational ideas. Challenging supervisors often resulted in respondents leaving that company for other options within the profession.

Importance of Personal Growth and its Limitations

Examining the importance of personal growth and some of its limitations is important to a Physical Therapist. Most respondents, 14/15 (93.3%), felt that the money allotted for continuing education has limited the personal and professional growth for Physical Therapists. This remains important for Physical Therapists to be paid for professional advancement. All respondents felt that it's essential for medical professionals to keep current with the latest techniques and that having time off to enjoy professional growth is important. The limitations imposed by the profession have created frustration for all respondents, limiting their personal and professional growth.

Why Physical Therapists' Left the Profession

The examination of why a Physical Therapists' left the profession yielded some interesting results. One respondent left due to a lawsuit and no wanting to continue with direct patient care. Seven respondents were burned out with patient care, documentation requirements, and lack of respect from management. Three respondents were not happy with their work schedules related to the profession. They felt as if they could not balance the work-family life situations and the demands of the profession created a needed change. One respondent experienced a health issue that did not allow them to continue the heavy lifting required to maintain working in the profession. Three respondents remained in the field as managers in Physical Therapy working in a capacity that met their needs. Direct patient care became challenging from the documentation, dealing with patients, and the physical requirements that put them into a situation that required a change of employment and ultimately a change in careers.

Table 1

Herzberg's Motivation and Hygiene Factors Impacting High Attrition Rates for Physical Therapists.

Theme	Subtheme	Demographics	Count	Percent
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1) Working conditions, good		2 males, 11 females	13/15	86.7%
2) Working relations w supervisors	2A) Positive Relationships	1 male, 13 females	14/15	93.3%
	2B) Poor Relationships	12 females	12/15	80%
3) Factors to remain with an organization		5 males, 10 females	15/15	100%
4) Good relationship with supervisors and co-workers	4A) Positive Relationship with Co-Workers	2 males, 11 females	13/15	86.7%
	4B) Positive Relationship with Supervisors	2 males, 10 females	12/15	80%
5) Personal Growth and its' Limitations	5A) Money Allotted for Educational Advances	2 males, 12 females	14/15	93.3%
	5B) Keeping Current with Advances	5 males, 10 females	15/15	100%
6) Why Physical Therapists Left the Profession	6A) Legal Lawsuit	1 female	1/15	6.7%
	6B) Burnout	1 male, 6 females	7/15	46.7%
	6C) Incompatible Work Schedules	3 females	3/15	20%
	6D) Health	1 female	1/15	6.7%
	6E) Transition to Management	2 males, 1 female	3/15	20%
7) Themes Outside of Herzberg Motivation and Hygiene Factors Selected for the Study.	7) Salary not commensurate w experience	3 males, 7 females	10/15	66.7%

Evaluation of Findings

Research Question 1. What is the root cause for the high attrition rate of Physical Therapists who are employed beyond ten years in the United States? The raw data indicated several themes that there were shared experiences that generated positive and negative feelings about the Physical Therapy profession and were influential toward disengagement and a change in profession. Participants usually portrayed their disengagement by initially changing jobs, but ultimately ended by reducing efforts in their work tasks, having an increased negative attitude, resulting in reduced productivity levels. However, the participants indicated that the changes in attitude or effort level did not extend into the long term, initially, and were typically pushed away by their own internal motivation and drive to perform well and succeed. Despite the data being mostly positive toward the Physical Therapy in the beginning of employment, the form of disengagement transcended over time to frustration about the future direction of the profession. (Brew & Asiamah, 2018; Eldor & Harpaz, 2016). As found in the literature, the management style had a dramatic impact on employees' engagement or disengagement as an influencer of both satisfaction and motivation directly correlating its relationship to Physical Therapists. Herzberg's motivating factors of achievement, responsibility, and personal growth and the direct impact on high attrition rates for Physical Therapists in practice beyond ten years (Brew & Asiamah, 2018; Choi, et.al., 2015; Eldor & Harpaz, 2016; Giebels, et.al., 2016).

Sub-Questions:

SRQ1. According to Physical Therapists, how does Herzberg's hygiene factors of job security, salary, and fringe benefits impact high attrition rates for Physical Therapists in practice beyond ten years?

Herzberg's hygiene factors of job security, salary, and fringe benefits does have an impact on high attrition rates for Physical Therapy. All respondents felt that job security was not an issue for long-term employment due to the profession's shortages. All respondents did have some concern regarding the requirement of Physical Therapy programs becoming doctoral programs and how that may impact salary and job advancement opportunities moving forward within the profession. All respondents felt frustration with the Physical Therapy salary and its limited growth opportunities. All respondents felt that salary is based on reimbursement and driven by insurance companies. All respondents felt that growth within the profession was limited early on within their career and definitely played a role in their ultimate decision to leave the profession permanently. All respondents also felt that the fringe benefits that were provided early within their career had diminished to the point that the impact on personal growth within the profession was significantly reduced. An example provided was employers paying for continuing education early in their careers. Now that cost, time off, responsibility is placed on the individual employee to absorb the cost and time off needed for career advancement. All respondents felt that this was a significant factor in determining whether to continue working within the profession.

SRQ2. According to Physical Therapists, how does Herzberg's motivator factors of achievement, responsibility, and personal growth impact high attrition rates for Physical

Therapists in practice beyond ten years?

Herzberg's motivating factors of achievement, responsibility, and personal growth had an impact on high attrition rates within the profession of Physical Therapy. All respondents felt that achievement within the field had limitations that in that personal achievement and growth within the profession had limitations in that it required more responsibility, greater time commitment, no significant increase in salary, resulting in an increase in burnout and stress that ultimately determined and played a factor in high attrition. All respondents felt that if an employer managed achievement and growth potential within the profession in a different way, that more Physical Therapists would maintain a high job satisfaction and thus reduce attrition. All respondents felt that more responsibility within a job required no additional support from administrative staff and that greater responsibility was expected by employers with inadequate increased compensation, increased stress, and ultimately high attrition rates. These expectations are Herzberg's interpretative example of low hygiene and high motivation. Employees are highly motivated but have complaints related to added responsibility, stagnant salaries, and poor work conditions related to responsibility. All respondents within this study felt that personal growth and its limitations were a result of poor communication and mismanagement of administrators, with most Physical Therapists feeling this was a contributing factor in their choice for leaving the profession. All respondents felt that high attrition rates would continue unless changes within the management structures of how Physical Therapists are treated within the profession are changed.

Summary

This qualitative, phenomenological study aimed to explore the root cause for high attrition rates of Physical Therapists beyond 10 ten years in practice, using Herzberg's hygiene and motivation factors. Purposive sampling was used to ensure that all volunteer participants were recruited participants, with an open invitation utilizing online communication boards to invite individuals who have left the field to participate in this study. Prior to conducting the study, approval and permission was obtained from the researcher through permission from the APTA, a professional society for Physical Therapists the opportunity and websites like Linked In. Face-to-face, semi-structured interviews were conducted via Skype or in-person to gather the data from 15 volunteer participants. Before interviews began, participants signed Informed Consent forms indicating voluntary participation. The researcher conducted, audio recorded, and had professional transcription of all of the interviews, then coded the data using NVivo 12 software examining the data for themes.

The participants' demographics included five males and ten females. The length of employment as a Physical Therapist was a minimum of ten years, which qualified the study participants. Respondents showed that disengagement and frustration with the profession were demonstrated by participants putting forth a reduced effort in work tasks, increased negative attitude over time, and or reduced productivity levels. The participants initially relied often on their own internal motivation, developing their own sense of accomplishment which kept them engaged in the profession for at least 10 years. Herzberg's motivating factors of achievement and personal growth had a direct correlation to poor management style resulting in mistrust of

respondents and contributing to high attrition rates within the profession.

Herzberg's hygiene factors of job security, salary, and fringe benefits impacted high attrition rates for respondents. All of them felt that salary was reimbursement driven resulting in limited growth opportunities and an employer no longer paid that diminishment of fringe benefits like educational advancement. The combination of motivation and hygiene factors each played a role in contributing to the high attrition rates for Physical Therapists after ten years of employment.

Chapter 5: Implications, Recommendations, and Conclusions

The study addressed the problem of high attrition rates of Physical Therapists after 10 years of employment (Van Vught et al., 2018). Attrition rates for physical therapists are high with many choosing to leave the profession, and reasons are not defined. Insight into root causes that influence physical therapists' high attrition rate may help health care leaders improve retention. According to Batra (2016), research confirms that high employee satisfaction affects an organization's overall performance through higher productivity, increased profitability, and more engaged employees. Disenchanted employees' behavior has the potential to impact organizational operation (Batra, 2016). The problem of high attrition rates for Physical Therapists after ten years of employment continues to plague the United States' workforce as attrition has continued to be projected around 8.3% through 2025 (US Bureau of Labor, 2019). The US Bureau of Labor Statistics (2018) suggests that to maintain current levels of healthcare in our nation, the Physical Therapy workforce must increase 33.3% by 2020. To reduce high attrition, an organization's management must identify the reasons why Physical Therapists are leaving the profession, understand these factors, and reduce the high number of attritions to improve the organization (Zimbelman, et.al, 2016).

This qualitative, phenomenological study aimed to explore the root cause for high attrition rates of Physical Therapists beyond 10 ten years in practice, using Herzberg's hygiene and motivation factors. The research methodology was a qualitative phenomenological design that used face-to-face semi-structured interviews to gather the data. The participants of this study were 15 Physical Therapists in the United States who have left the field after 10 years of employment. Purposive sampling was used to ensure that all participants had worked in the field of Physical Therapy for at least ten years. According to Gallagher et al, 2013, Purposeful selection is best used as the participant selection strategy to interview the Physical Therapists in the US who have left the field after ten years and who meet the criteria for the proposed study. Before conducting the study, approval and permission were obtained from the Northcentral University Institutional Review Board (IRB), professional societies, (APTA), and websites like LinkedIn. The interviews with the fifteen participants consisted of five primary questions. Before interviews began, participants signed Informed Consent forms indicating voluntary participation. The researcher personally conducted all interviews, audio recorded the interviews, transcribed all of the interviews through the use of a professional service, and inputted the data into NVivo12 to determine common themes.

The results and themes were organized around the interview and research questions.

The results showed that participants felt that poor relationships with supervisors was a contributing reason for leaving the profession. A large percentage of the respondents, 46%, felt that burnout which included a culmination of poor relations with staff, supervisors and frustrations related to patient care and paperwork were all contributing factors that led to departure from the profession. Another theme outside of Herzberg's motivation and hygiene factors studied found that 66.7% of respondents felt that salary was not commensurate with experience and that income is strictly based on insurance reimbursement which limits income growth and potential.

Limitations of this study include a small sample size, which would make it difficult to

interpret an entire population. The other limitations are the possibility of not obtaining signed informed consents and lastly not getting truthful, accurate answers regarding their feelings and experiences that may have impacted the interpretation of the data and the validity of the study. Based on transcribed interviews the researcher felt that the participants provided truthful and accurate answers due to the difficult decisions that were made to leave a profession, and the challenges they encountered to become a Physical Therapist.

The remainder of this chapter discusses the implications of the study, recommendations for practice, recommendations for future research, and conclusions drawn from the study. The implications section is to be arranged around the research. The recommendations for practice described how the study can be pragmatic to practice. The recommendations for future research discussed how future researchers might develop and improve this study. Finally, the conclusions summarized the study.

Implications

The study results uncovered several circumstances and occurrences that were reasons why Physical Therapists left the field after ten years of employment, which answered Research Question 1 and is discussed below. However, based on the answers given by the participants, the circumstances for leaving the profession somewhat varied depending on the employees' employment conditions and experiences. Respondents' results were evident of disengagement and frustration with the profession. This was demonstrated by participants putting forth a reduced effort in work tasks, increased negative attitude over time, and or reduced productivity levels. The participants initially relied often on their own internal motivation and developing their own sense of accomplishment which kept them engaged in the profession for at least 10 years. The limitations of a small sample size and providing accurate answers may have had a factor on the results reported by the respondents. Herzberg's motivating factors of achievement and personal growth had a direct correlation to poor management style resulting in mistrust of respondents and contributing to high attrition rates within the profession. Herzberg's hygiene factors of job security, salary, and fringe benefits did have an impact on high attrition rates for respondents. All of them felt that salary was reimbursement driven resulting in limited growth opportunities and diminishment of fringe benefits like educational advancement was no longer paid by an employer. A larger group of study participants may influence interpretive results related to salary and reimbursement for educational expenses. The combination of motivation and hygiene factors each played a role in contributing to the high attrition rates for Physical Therapists after ten years of employment.

Research question 1. What is the root cause for the high attrition rate of Physical Therapists who are employed beyond ten years in the United States?

SRQ1. According to Physical Therapists, how does Herzberg's hygiene factors of job security, salary, and fringe benefits impact high attrition rates for Physical Therapists in practice beyond ten years.

The first implication from the research is that working conditions and working relationship with supervisors, which includes communication, proper employee management, and trust of the employer were factors that contributed to employee withdrawal. The literature review revealed that

managers that encourage bi-directional communication and share information openly have a higher rate of job satisfaction among their employees (Neves & Eisenberger, 2012). In addition, employees in such organizations enjoyed a better sense of job satisfaction, happiness, and well-being (Anchor, 2009; Eisenberger et al., 1986; Neves & Eisenberger, 2012; Rhoades & Eisenberger, 2002). For example, Escardibul and Afcha (2015), found that a good relationship between employee and employer is based on respect, open communication, and trust. Ninety-three percent of the current study participants had a good working relationship with their employer at the beginning of employment. Eighty percent of participants reported poor supervisors contributed to their decision to leave the profession due to lack of management, insensitivity to job demands, and having a closed opinion related to patient care. The results indicate that most managers have a good initial relationship with staff but over time the shift in management style, lack of understanding of job demands, and poor communication created greater job dissatisfaction.

The literature review revealed that effective and satisfactory communication with the employer and employee contributes to the organization's attitude and morale (Eisenberger et al., 1986; Hsieh & Huang 2017; Neves & Eisenberger, 2012; Rhoades & Eisenberger, 2002). In addition, Bargain et al., 2014, suggested that the aspect of job satisfaction levels of commitment from employers begins to diminish over time, which may be contributing to the high attrition rates in Physical Therapists.

The participants reported an 87% response rate of good satisfaction related to working conditions in the beginning of employment with a 93% turn-around of working conditions deteriorating over time. These poor working conditions were thought to be related to delivering poor quality patient care, high patient case load, and increased stress. This is supported by the predictor of Warbuton et al, 2014 that found that job satisfaction was a continuous management activity and that motivation was largely a predictor of job satisfaction than hygiene.

This study reveals a high rate of Physical Therapist job satisfaction early in their career with a drastic shift in satisfaction later in their career. Palanski, et. al., 2017, analyzed allied health professionals need for further expansion of research related to changes in motivation and hygiene factors after years of employment. Palanski found that hygiene and motivational factors had influence over the job satisfaction of allied health professionals as Herzberg's Theory predicted. The significance of this study, as it relates to Physical Therapy and its relevance to motivational structures for job satisfaction, supports Palanski's findings. Though this was a significant finding, researchers, such as Jansen and Samuel (2014), argued that a job is consistently dynamic in nature. Therefore, factors that energize employees toward achievement of their set goals need to be constantly assessed and assessed evaluated.

According to Neves and Eisenberger (2012), there is a two-way link between managerial communication and employee job satisfaction. In this two-way link, managers can communicate openly with their employees; have two-way communication to make employees feel more support from the managers and the company as a whole. This increases the effort and performance for the benefit of the company and provides employee with increased satisfaction. This supports the significance of the study that employers should examine the work environment and communication potentially using Herzberg's foundational principles to improve Physical Therapists' perspectives and satisfaction after multiple years within the profession.

Organizations that provide the best working conditions with effective policies fosters employees to remain with an organization (Ristic, et al., 2017). All of the study participants felt that salary was not the greatest factor to remain with an organization but for managers to have mutual respect for the staff. They also felt that managers need to respect staff judgement and skill set. Further probing revealed in the short term that lack of recognition and respect from management would impact employees' attitude and the effort put forth. In the long term, disengagement was increased by the participants' over time which resulted in the participants ultimately deciding to leave the profession.

Job resources that include constructive feedback and support from the managers provides opportunities for an employee to remain engaged (Bakker et al., 2014). Employees who experience accumulative stress, decreased loyalty in the employer and employee relationships, and managers who are intimidating, micromanaging, disrespectful, and hurtful tend to be more disengaged, as verified by the participants of this study (Choi et al., 2018; Chung & Lee, 2018; Hudson, et al., 2017; & Zimbelman, et al., 2016). This relationship existence between co-workers is just as important for long term success of an organization.

Eighty seven percent of participants felt that a working relationship with co-workers involves mutual respect and collaboration. Working together for the greater good of the organization and the improved outcomes for patients involves the ability to work together when dealing with very involved populations (Ristic, et al., 2017). If the working environment is comfortable, then the productivity of an employee automatically increases (Akdogan et al, 2016). Participants also felt that work tasks and productivity requirements without co-worker collaboration increased feelings of frustration thus reducing engagement within the organization and co-workers. This finding is consistent with existing research.

SRQ2. According to Physical Therapists, how does Herzberg's motivator factors of achievement, responsibility, and personal growth impact high attrition rates for Physical Therapists in practice beyond ten years.

The literature made known that Physical Therapists who receive sufficient income and advancement opportunities to improve their skills, development and growth are more engaged (Duffy et al, 2017). Considering Herzberg's Theory of a sample of Physical Therapists across various settings, Wilson (2015) found that organizational factors, such as low income, and lack of incentives were related to dissatisfaction, while achievement, recognition, and income incentives were related to job satisfaction. Two studies reported that a lack of career advancement and low pay decreased employee engagement (Chang, et al., 2017; Wilson, 2015). The study results were consistent with the literature findings related to career advancement and salary. Fourteen participants, (93.3%), felt that initial salary in the profession was commensurate but that salary increases, and money allotted for continuing education were limited and contributed to disengagement in the profession. However, in the discussion around salary and advancement opportunities, one participant revealed positive feelings and engagement with opportunities provided to them during their employment. Fourteen respondents felt that it was important for medical professionals to keep current with the latest techniques and having the time off and compensation for education was significant. The limitations imposed by employers have created a level of frustration for most respondents and

limited their personal and professional growth. Ultimately these decisions of inconsistent salary increases' and lack of professional education remuneration influenced their decision to leave the profession.

Despite the reliability of the findings with the existing research, the results of the current study also revealed how much the participants relied on their own motivations and initiatives to remain employed in the profession for an extended period of time. To understand the Physical Therapists who participated in this study, it is important to understand the educational requirements and how that impacts the respondents' perception of the profession and lived experiences related to the decision to leave. The current research reflects the importance of Physical Therapists in the healthcare industry in managing and rehabilitating the vast population in relation to physical injuries. The qualifications and traits of a PT are broad and require a vast skill set.

Physical Therapists must have interpersonal skills because they interact with patients daily (APTA, 2018). They must be attentive, presentable, and professional to their clientele (Chang, 2017). The Physical Therapist should have the skill set to plan, coordinate, direct multiple personnel simultaneously, and be able to multitask (Wilson, 2015).

The typical personality traits that a PT must exhibit for a successful career. One trait that is crucial for reducing burnout and career longevity is determination and patience (Jang et al., 2015). The patients that PT's treat often endure slow recovery processes over a long period, and sometimes the treatment is painful or tough.

Another character trait that is crucial for a successful PT is confidence and resilience (APTA, 2018). Patients may take their aggression out on a therapist, which is why tolerance and resilience are also essential traits for a PT.

Physical Therapists primarily work with other people; they need to be real people-persons, capable of interacting with patients of all ages and a range of social and cultural backgrounds (Zimelman et al., 2016). Therefore, PT's must be sociable and cooperative with the patients they encounter.

Currently, in the US, 213 institutions are offering Physical Therapy Education. Initially, the educational requirements were a bachelor's degree up until the early 1990's. During this time, the transition to master's programs began with a second transition to a six-year doctoral program that exists today for all accredited Physical Therapy schools in the US. This transition from a bachelor's degree to doctoral program takes six years. All respondents in this study graduated from bachelor's degree programs and most worked with new graduates who have a Doctoral degree. Workers matching an educational position typically are often satisfied with their jobs in the beginning (Lottrup, et al, 2015). When an employee feels their qualifications are the greater than those required for the position, the employee may become unsatisfied with the position due to unfulfilled expectations related to salary or fringe benefits (Gambacorta, & Iannaario, 2008). This revealed that ten respondents felt that working with new, younger generational graduates with a greater title sometimes created challenges within the work environment. The respondents felt that new graduates with higher degrees expected more pay than those with lesser degrees but greater

clinical experience. This creates and expands on themes outside of Herzberg's theories that were researched.

The final implication in this study was the examination of why participants in this study ultimately left the profession. The data indicated several themes that there were shared experiences that generated positive and negative feelings about the Physical Therapy profession and were influential toward disengagement and a change in profession. Participants portrayed their disengagement by initially changing jobs, but ultimately ended by having an increased negative attitude, resulting in reduced productivity levels. Despite the data being mostly positive toward the Physical Therapy in the beginning of employment, the form of disengagement transcended over time to frustration about the future direction of the profession. (Brew & Asiamah, 2018; Eldor & Harpaz, 2016). As found in the literature, the management style had a dramatic impact on employees' engagement or disengagement as an influencer of both satisfaction and motivation directly correlating its relationship to Physical Therapists and Herzberg's motivating factors. (Brew & Asiamah, 2018; Choi, et.al., 2015; Eldor & Harpaz, 2016; Giebels, et.al., 2016).

The study results of why a Physical Therapists' left the profession yielded some remarkable results. One respondent left due to a lawsuit and not wanting to continue with direct patient care. Seven respondents were burned out with patient care, documentation requirements, and lack of respect from management. Three respondents were not happy with their work schedules related to the profession. They felt as if they could not balance the work-family life situations and the demands of the profession. One respondent experienced a health issue that did not allow them to continue heavy lifting required to maintain working in the profession. Three respondents remained in the field as managers in Physical Therapy working in a capacity that met career goals. Direct patient care became challenging from the documentation, dealing with patients, and the physical requirements that put them into a situation that required a change of employment and ultimately a change in careers. The sample size was large enough to show that a combination of motivation and hygiene factors each played a role in contributing to the high attrition rates for Physical Therapists' after ten years of employment.

Recommendations for Practice

Companies continue to invest resources in trying to understand how employees become more satisfied, productive workers who stay for long periods of time and remain engaged. Understanding employees is complex and one that has become increasingly difficult. The high attrition rates in Physical Therapy raises a challenge in the industry to deliver consistent, quality patient care (Chang, et al., 2017). In all work environments, turnover is generally not favorable because of the expenditure of training new employees, mandatory overtime, and disrupted patient care due to lack of personnel (Belias et al., 2014). The participants shared their lived experiences while working in the profession, but the analysis of common themes may allow employers and Physical Therapists' work together to reduce high attrition.

Employers and managers can improve working relationships with Physical Therapists by listening and accepting their ideas for corporate improvement. Changes in policies and information can be communicated in a way that employees feel that they are an active participant

that contributes to a better working relationship. Existing research demonstrated the importance of supervisors employing different engagement strategies for employees and focusing through changing processes, behaviors, and systems (Batra, 2016). Open communication also would decrease cynicism between employees and higher levels of management. Existing research recognizes that employees who do not understand why policy changes are made, feelings may arise that their goals are not aligned with the employer. The existing research confirms that contributions employees make to work allow them to discover a broader meaning and desire for an employee to contribute to the good of their organizations (Lips-Wiersma, et al., 2016). Meaningful work coincides with a person's contribution and how one's effort positively affects the organization's mission and goals (Zimbelman, et al., 2016). Improved working relationships with employers and employees can be accomplished through improved communication through regular meetings with supervisors or managers and quarterly meetings with upper management.

Another suggestion for practical application would be for Physical Therapy managers to be provided with additional training to reduce attrition. There were many management issues disclosed in the themes and data that could be improved upon with additional training. Most Physical Therapy managers in the field are promoted from within an organization. Physical Therapists are well trained in clinical care but take on average three credit hours in business education and human resource training (Zimbelman, et al., 2016). Eighty seven percent of respondents reported having good initial relationships with managers and owners but over time eighty seven percent reported having poor managers was a principal reason for leaving the profession. If managers were provided training on appropriate management techniques and principles' then high attrition may be reduced.

Another opportunity for practical application would be for managers to communicate to staff the financials of the organization. The profession is often reimbursed based on a fee schedule determined by insurance companies. This puts restrictions on organizations to determine budgetary goals based on patient census. Ninety three percent of respondents felt their professional growth was limited due to employers and managers putting financial restrictions on career advancement and education. Early in their careers there were no financial restrictions placed on employees' educational advancement spending. Bargain et al., 2014 determined that employers' commitment level has diminished over time which may be contributory to high attrition rates within the profession. If managers were to open communication regarding the reasons for policy changes then staff might be more understanding. This coincides with open communication and succinct corporate goals improving job satisfaction thus potentially reducing attrition in Physical Therapy.

Recommendations for Future Research

The examination of data from future studies would be helpful to confirm the findings of the current study in other allied health professions, or to increase the scope of the sample population. In the future, researchers could expand upon this study by collecting data from a larger sample, which may yield different results in understanding why attrition rates are so high in Physical Therapy. Additional improvements that could be made to the current study would be

to include an examination of several more of Herzberg's principals to determine if the same themes develop.

Future research might want to examine multiple generations, such as Baby Boomers, or Millennials, to determine if the factors leading to their departure from the profession yield different results. Future qualitative studies could help to identify additional themes and continue to expand understanding of the reasons that contribute to high attrition rate in Physical Therapy. In future studies, a larger sample size might be able to capture all of the factors that contribute to high attrition in Physical Therapy.

In the future, qualitative research is recommended due to the limitations of quantitative research being unable to capture attitudes, feelings, and lived experiences of participants. However, a quantitative study would be valuable to future research to measure the impact of the six determinants identified: job security, salary, fringe benefits, achievement, responsibility, and personal growth. Quantifying the impact of these factors on Physical Therapists would help employers and managers to determine where to focus, allowing them to develop the best policies for the greatest impact in reducing the \$100 to \$150 million lost per year experienced by high attrition rates in Physical Therapy (Black et al., 2016).

Further research is recommended to continue investigating the challenges of high attrition in Physical Therapy to determine which of Herzberg's motivators or hygiene would reduce attrition (Decker, Mitchell, & Torki, 2016). The state of healthcare reimbursement impacts the Physical Therapy profession, which may determine how employees feel about their current employment. Researchers in the future need to be encouraged to examine this phenomenon to build a more significant body of knowledge. At the time this study was conducted, little research had focused on the high attrition rates of Physical Therapists and its' relationship to disengagement (Zimbelman et al., 2016).

Expanding attrition research would be beneficial to both Human Resources professionals and organizational management across the United States by reducing the millions of dollars lost each year (Decker et al., 2016). Continuing investigation of the high attrition in Physical Therapy contributed to the development and implementation of ways to increase employee satisfaction, which should reduce attrition. Bridging the gap between academic research and applying the findings to practice is essential for human resources professionals and organizational leaders to impact the 8.3% shortfall of Physical Therapists actively working (Black et al., 2016). Expanding research to reduce the shortfall of Physical Therapists can be accomplished by researchers strengthening and communicating the relationship with managers and employees to examine ways to reduce high attrition in Physical Therapy.

Conclusions

The problem addressed in this qualitative phenomenological study was to understand the root cause of high attrition rates for Physical Therapists after ten years of employment. Physical Therapists' employment in the United States has remained near 70% since 2000 and high attrition costs healthcare organizations \$50 to 150 million each year (Lin et al., 2015). Despite the knowledge of high attrition in Physical Therapy there continues to be a gap in the knowledge

concerning how to reduce best attrition going forward (Chang et al., 2017). Expanding the factors that reduce attrition in Physical Therapists contributed by providing information for employers to develop strategies to increase satisfaction of Physical Therapists, which improved long term satisfaction and reduce Physical Therapy attrition.

The sample of 15 Physical Therapists' who left the field after ten years of employment were selected using purposive sampling. The participants were asked six questions in face-to-face or telephone, semi-structured interviews, audio recorded, and transcribed by a third party, and used NVivo12 to code the data for analysis. The theoretical foundation for this study was based on Herzberg's two-factor Theory. Herzberg's motivation and hygiene theories were used explain what root cause of high attrition rates for Physical Therapists after ten years of employment.

The study resulted in six motivation and hygiene themes contributing to high attrition rates in PTs after 10 years of employment. Improper management limited personal growth, and lack of communication were found to impact all participants. The seventh theme outside of the motivation and hygiene factors examined that impacted the participants was salary on commensurate with experience. Different managerial strategies are needed for different employees, generations, and employment settings as shown in variations in the data. The study's findings were consistent within the parameters of Zimbelman's et al. (2016) work on high attrition rates within Physical Therapy and Herzberg's motivational theories. Though much more research is needed into the attrition phenomenon, the study contributes to the body of knowledge by identifying the specific feelings, attitudes and opinions of Physical Therapists who have left the field after ten years of employment.

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Appendices

Appendix A: Consent Form

Appendix A:
Informed Consent Form
Introduction:

My name is Robert Huddler Jr. I am a doctoral student at Northcentral University. I am conducting a research study on the root cause of high attrition on the field of Physical Therapy after 10 years of employment. I am completing this research as part of my doctoral degree. I invite you to participate.

Activities:

If you participate in this research, you will be asked to:

1. Answer questions about your experiences on why you left the field of Physical Therapy which should last approximately 45 minutes to an hour.

Eligibility:

You are eligible to take part in this research if you:

1. Are between the ages of 18 and 65
2. Have worked as a Physical Therapist for at least 10 years.

You are not eligible to take part in this research if you:

1. Are not within the specified age limits
2. Have remained gainfully employed as a Physical Therapist.
3. Left the field prior to ten years.

I hope to include 15 people in this research.

Risks:

There are minimal risks in this study. Some possible risks include stress of being asked questions, mild discomfort of unfamiliar setting, the interview process, or stress when talking about reasons you left the field.

To decrease the impact of these risks, you can: skip any question, and/or, stop participation at any time.

Benefits:

If you decide to participate, there are no direct benefits to you. There may be benefits to other researchers or companies who study leadership

Confidentiality:

The information you provide is kept confidential to the extent allowable by law. Some steps that were taken to keep your identity confidential are I obtain your first and last name; however, only your first and last initials and participation number are used.

The people who had access to your information are myself, my dissertation chair, and, my dissertation committee. The Institutional Review Board reviewed my research and viewed your

information. I secured your information with these steps: locking it in a filing cabinet, locking the computer file with a password, and using encryption on my computer.

I will keep your data for 7 years. Then, I will delete electronic data and destroy paper data.

Contact Information:

If you have questions for me, you can contact me at: R.Huddler8247@o365.ncu.edu. Phone dedicated to research: 410-365-6006.

My dissertation chair's name is Dr. Sharon Kimmel. She works at Northcentral University and is supervising me on the research. You can contact her at: skimmel@ncu.edu. Phone dedicated to NCU work: 610-452-2729

If you have questions about your rights in the research, or if a problem has occurred, or if you are injured during your participation, please contact the Institutional Review Board at: irb@ncu.edu or 1-888-327-2877 ext. 8014.

Voluntary Participation:

Your participation is voluntary. If you decide not to take part, or if you stop participation after you start, there is no penalty to you. You do not lose any benefit to which you are otherwise entitled.

Compensation:

To thank you for your willingness to participate, you will be given a \$5.00 gift card.

Audiotaping:

I would like to use a voice recorder to record your responses. You can still take part if you do not wish to be recorded.

Please sign here if I can record you:

Signature:

A signature indicates your understanding of this consent form. You will be given a copy of the form for your information.

Participant Signature:

Printed Name

Date

Researcher Signature:

Printed Name

Date

Appendix B:

Appendix B: Invitation Letter

My name is Robert Huddler Jr. I am a doctoral student at Northcentral University and this research is for the completion of my dissertation. I am conducting a research study on the root cause of high attrition rates for Physical Therapists beyond ten years of employment. I seek participants who have worked for in the field of Physical Therapy for at least ten years. If you take part in the study, you will meet with the researcher for a face-to-face interview and asked questions regarding why you left the field. The interview should last no longer than 45 minutes to an hour. Your participation is voluntary, and you can stop at any time. A \$5.00 gift card will be given to those who take part. The results of this research may be published upon completion and approval, but your participation and identity will remain confidential.

For those who are interested, please contact me via email: R.Huddler8247@o365.ncu.edu

Best regards,

Robert Huddler Jr.

Semi-Structured Interview Guide

Appendix C: Semi-structured Open-Ended Interview Questioning Protocol – Former Physical Therapists'

- Introduction (Welcome and overview of the objectives)
- Proceed with interview questions
- Closing (Summation of the interview which includes a thank you, and gratitude for participating from the researcher)

Demographic Questions

1. Name of interviewee _____

2. Interviewee identification number _____

3. What was your position title? _____

4. How long were you been employed as a PT? _____

5. What were your duties?

Please take a moment and consider whether your employment as a Physical Therapist

For this portion of the study, you must reflect upon your employment. Your recollection of each question posed can be a culmination of multiple employers. Your answers will be used throughout the study. There are a few basic questions to be asked to gather your experiences.

Questions for Previous Physical Therapists.

- 1) Describe the work conditions during employment.
- 2) Describe the working relationship between you and your supervisor/s.
- 3) Describe the factors you consider that encourage you to remain with the organization?
- 4) Provide your thoughts on what you consider a good working relationship with supervisors and co-workers.
- 5) Describe how personal growth and its limitations are important to you.
- 6) Provide Reasons why you ultimately decided to leave the profession of Physical Therapy