

Leadership Turnover and Organizational Effectiveness: A Case Study of a Midwestern
Nonprofit Community Health Center.

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The journey was long, challenging at times but fulfilling at the end. There are a few people who have through this journey, encouraged, acknowledged and supported me while I steadfastly strolled along. For many of these loved ones family and friends, I want to thank all of them the best way I possibly can. I want to start by acknowledging my husband, Dr. Francis Porbeni, who day in day out would ask, "where are you with your dissertation, keep it up." Through it all, he stood by and with me, with work, kids and his own very demanding schedule. He stayed up late with me, advised, encouraged, mentored, coached and never one day complained about the pressure and lack of sleep. Words are hard to express how grateful, I am to have you as a partner. I thank you immensely for your love and encouragement, support and faith in me. Without your unending love and support, this process and conclusion wouldn't have been possible.

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Finally, I want to say thank you to my mother, whom day in day out prayed and

wished me well. I strived to make her proud, to give her what she never had and to acknowledge that her struggles for us all (her children) was worth it. For my late father, who would have only smiled and probably a bit emotional knowing that I fulfilled the promise made many years ago as a child. To my in-laws, family and friends for their continuous support and encouragement. I am eternally grateful. Thank you.

Dedication

This dissertation is dedicated to my husband, Dr. Francis Porbeni, My children OyinPreye Porbeni, OyinTare Porbeni and OyinDoubra Porbeni for their love, patience, understanding, and endless encouragement.

Abstract

This research focused on a single case study to identify the impact of leadership turnover on organizational effectiveness at a Midwestern nonprofit community health center. High leadership turnover in any organization, may risk efforts to achieve organizational goals and objectives. Especially in nonprofit community health centers, where this may be even more challenging. In essence, the author concludes that empirical evidence supports the notion that leadership turnover has negative implications for organizational effectiveness. Evidently, that the variables of organizational effectiveness (i.e. management capacity and program delivery) play a role in strength of the relationship between leadership turnover and the effectiveness of the organization. Thus, leadership turnover is perceived to influence program delivery and operations through poor employee morale, job discontent and frustrations and presumable, losses in human and social capital.

The research design used in this study was a mixed method research approach, which allowed the researcher to mix methods in research data collections process. The researcher applied structured questionnaires, interviews, and observations during data collection. An initial pilot study was conducted to examination the quality of the questionnaire. The target population comprised of 46 upper and mid-level managers. A fairly high response rate of 77% was obtained using a direct method of data collection. The questionnaire used was structured in a 5 point Likert scale format. The Excel Statistical process was used for statistical analysis of the main responses.

The study finding suggests several areas of contention perceived by the management team such as benefit package, poor board and management leadership and poor program implementation as some of the primary reasons for leadership turnover in the Midwestern nonprofit community health center. The findings also imply that high leadership turnover creates an overload of work and responsibilities for present managers. The study finding also showed that leadership turnover is perceived to play a role in poor service delivery and customer service and reflects poorly on the image of the organization.

Finally, the study recommendations highlighted that top management make some change as identified from the research, a well-structured benefits and reward package established for the leadership team by top management, a transparent recruitment process that includes the leadership team. Other areas are; a well-established plan for career advancement. A participatory decision making process that includes the leadership team and a trusting environment with open and unbiased communication. The study concludes with direction for future research.

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PREFACE

In 2009, I left Nigeria for Canada to attend a professional diploma program at St. Francis Xavier University /Coady International Institute Canada. I graduated in December 2009 and went on to Dalhousie University to study International Development Studies, graduating with masters in arts in 2003. My interest peaked in 2009 to start a PhD at the University of Minnesota in organizational leadership policy development. My interest in advancing my knowledge was mainly to advance the passion I have for leadership and leadership development, for self development and contributing to a process that highlights an area of interest that has brought me this far from Nigeria, to Canada and finally to the United States.

I have always been involved in leadership processes and have held leadership roles in Nigeria, Canada and the United States. However, I was more interested in the leadership system in Nigeria. I knew something was missing and the drive to find and enrich my capacity so I can add value to a system that lacks the ability to support leadership growth. Initially, I wanted to study the leadership paradigm in Nigeria but was advised by friends and family to avoid taking the chance of traveling to Nigeria's Delta because of security problems. It was risky and dangerous to attempt such venture, thus my settling for a leadership study here in the United States that supports my quest for learning and self development. The topic chosen for this study directly affirms my desire to continue to pursue areas that directly contributes to my continuous learning.

In the course of the study, there were many challenges, some were anticipated and some were not. Participants were excited about the study because of the feeling of

someone "doing something" as most participants stated. There was an initial challenge from the leadership, wanting more clarification on the research purpose. The leadership argued in favor of the organization stating that the organization does not have systemic, administrative or operational problems and didn't think there is a need for the study. However, the organizations data showed extreme challenges which previous leaders have been unable to fully comprehend. The leadership advised that I read reviews from patients on the internet arguing that such information would yield better results for my research. Overall, after convincing the leadership that the study was not about anyone in particular but more about how the organization can identify why leaders leave and if has any impact on the effectiveness of the organization.

It was also very important from the managers' perspective that a positive change process was needed in line with the turnovers occurring. After the initial hiccup with the leadership, participants were willing to speak anonymously. Participants felt they were participating in a change process. There was visible excitement with participants during the interviews, and group meetings. Participants spoke freely and openly, but consistently requested anonymity.

About the Researcher

My name is Annie Porbeni-Nee Brisibe, a wife, mother of 3 beautiful children. I am married to Francis Ebikefe Porbeni (PhD). I lived in Nigeria, Canada and currently the United States. A native of Nigeria, Burutu Local Government-Ojobo and a citizen of the United States.

I enjoy travelling and have visited Germany, Italy, Norway, Holland, Sweden, Denmark and Ghana, France. I am a graduate of St. Theresa Catholic School, Lagos, Command Secondary School Ipaja, Lagos, Rivers State University of Science and Technology Portharcourt, Nigeria earning a Bachelor of Science degree in Agricultural Economics and Extension. Subsequently, a Professional Diploma in Community Based Development from St. Francis Xavier University/Coady International Institute Antigonish, Nova Scotia Canada and a Masters of Arts in International Development Studies from Dalhousie University Halifax, Nova Scotia Canada. Most recently, a PhD candidate in Organizational Leadership Policy Development from the University of Minnesota.

I grew up as a young athlete competing in several sports such as handball, soccer, volley ball, table tennis, badminton, long jump, javelin and high jump. At age 13, I represented my birth country Nigeria in the junior handball championship in Sweden and Denmark, finishing in 2nd place. I have nine siblings, 6 sisters and 3 brothers and a surviving parent Mrs. Helena Christiana Brisibe. I have a passion for research, human rights and economic justice. Where I spent most of my young adult life advocating for gender and community rights in Nigeria's Delta. I Love drawing, kids fashion, interior decoration and gardening but loves to experiment more with home repairs. I enjoy teaching at all levels but teaching my two older kids soccer and table tennis and my youngest dancing completes my day. Presently, I work as a Human Resources Director with a nonprofit community health center in St. Paul, Minnesota.

CHAPTER 1

1.0 INTRODUCTION

Organizational effectiveness is at the core of all federally qualified nonprofit community health centers concerns. For the most part, the purpose of organizations is not only to survive, but also to sustain its existence by improving its overall effectiveness through operational programs and retaining high quality management staff. In other to do so, organizations must be viable in all aspects of management, programs and environmental capacities (Seldon & Sowa, 2004). A leader's ability to lead and manage an organization and its system is as important as the survival of the organization (Brown, & Yoshioka, 2003). This is because just as organizational effectiveness is at the core of all nonprofit community health centers, leadership is the heart and soul of an organization's success; it is also an essential aspect for organizational effectiveness and change (Bass & Avolio, 1990; Stodgill, 1974). However, for any organization to succeed, having a good and stable leadership is important. It is more so for health care organizations, where good leadership is not just important but critical.

According to the Joint Commission (2009, p. 1) an effective leadership “is absolutely critical to the success of the organization”. In which it’s concepts of leadership is outlined as the roles and processes “that facilitate setting direction, creating alignment, and maintaining commitment in groups of people who share common work” (Van Velsor, McCauley, & Ruberman, 2010, p. 2). Leaders are required to possess the requisite skills and competencies that directly impacts and transforms all aspects of an organization to

improve organizational effectiveness and performance. However, there is a disturbing gap in leadership in nonprofit community health centers (CHCs) because of consistent turnovers, thus creating long term burden on staff morale and instability in organizations systems and low productivity (Willging, Waitzkin, & Lamphere, 2009).

Such leadership crisis is creating a sense of anxiety amongst donors, government and practitioners alike (Sinnott, 2008). For community health centers, it is also a challenge to find, recruit and retain qualified and competent leaders. The task of finding qualified and competent leaders, training and retaining them presents a concern for organizational effectiveness (Howard, Dube, & Triona, 2009; Taylor, 2004). Several reasons have been attributed to turnover, some of which have focused largely on job satisfaction (Herzberg, 1971). Others have looked at the roles of stress and burnout in relation to the job and or organization (Maslach, 2003). In some cases, these changes are connected to pay and benefits satisfaction (Lum, Kervin, Clark, Reid, & Sirola, 1998). Hoffman and Woehr (2006) looked at how employees' skills, competencies and personal moral ideals affect their job and the organization. Mano-Negrin and Kirschenbaum (1999), describes turnover as that which impacts the stability between organizational benefits and one's approach to work. It is presumed that frequent turnovers especially that of top leadership have a negative impact to the overall cost and stability of the organization (Eugene, Furtado, & Vijay, 1990). It is also noted in the human resources literature that turnover in organizations is a symptom and a measure of leadership effectiveness and or ineffectiveness (Campbell, 1977; Davidson 1998).

According to Eugene et al. (1990), leadership turnover occurs when a leader retires, resigns, dies, or is dismissed. For some, "turnover presumably is an attempt to correct a suboptimal match between the manager and the firm" (p. 60). While others argue, that the causes of turnover are linked to demographics, the age of the employee, job and marital status and (Arnold & Feldman, 1982, p. 350). According to a study conducted by BTW informing change, the Blue Shield of California Foundation and the Community Clinics Initiative (Howard et al., 2009) on community health centers in California, several factors were identified as influencing leadership challenges in nonprofit Community Health Centers (CHCs). The study noted presenting issues such as leadership experience with community clinics, the nonprofit CHC paradigm, challenges of working with the senior management team, and the board of directors, training and technical assistance and recruiting challenges of qualified and competent workforce. To avoid an exodus of leadership turnovers and its impact on organizational effectiveness, the study provided recommendation based on its findings which include adapting a model of shared leadership, seeking professional development trainings, ensuring an effective board by promoting succession planning and linking leadership support to organizational effectiveness (Howard et al., 2009).

Regardless of the reasons, it is presumed that employee turnover is generally believed to have a significant negative impact on organizational effectiveness (Ghiselli, La Lopa, & Bai, 2001, p. 28). Osterman (1987) argues that there is a reasonably strong, negative relationship between turn over and productivity, for the most part with the finding supporting the human capital theory. While most have argued that turnover

impacts organizations negatively, some scholars have argued that certain types of turnover might be positive for organizational growth, because it checks for redundancy due to longevity, sustains development and creates opportunities for career advancement and improve general organizational effectiveness (Williams, 1999). Never the less, nonprofit community health centers cannot afford such leadership turnovers. This is because the ideals of organizational effectiveness for the most part are critical for nonprofit organizations due to its relationship to entities that supports its goals through financial donations (Sowa, Selden & Sandfort, 2004). But most importantly, those nonprofit organizations can demonstrate their impact on complex social problems and general organizational effectiveness (Sowa et al., 2004). However, the question of effectiveness and outcomes resulting from government, donors, consumers, and the public continues to gain importance amongst scholars and practitioners alike (Sowa, et al., 2004).

The discussion surrounding leadership turnover and its impact in organizational effectiveness in nonprofit community health centers (CHCs) bears a different challenge because of the unique nature of the nonprofit paradigm. In essence, nonprofit CHC leaders are constrained with limited resources, but are expected to do more which makes it tricky to maintain their organization's capability and mission (Letts, Ryan, & Grossman, 1999; Selden & Sowa, 2004). While in larger corporations the studies of leadership turnover is focused more on CEO and top managements, representing leadership on a higher hierarchical level (Bernard, Rott, & Belda, 2011). This is no different for nonprofit (CHCs); because of its unique setting each facet of its internal

structure becomes visible and important. Leaders are constantly required to show documentation of their work and prove their value (Boris, 1998).

To accomplish this, there is a need for leaders to maintain an efficient management and program outcomes, which not only shows quality but determines their overall capabilities (Letts et al., 1999; Salamon, 2012). Since organizational effectiveness, according to Sowa et al. (2004) is much more than the measly outcomes of the programs it operates or the services it provides. "It is as importantly a function of its management structures, how well they operate, and their impact on the most crucial organizational resource, its employees" (p. 715). Sowa et al. (2004) argues that an organization's management (leadership) structure in nonprofit organizations plays a significant role in transforming organizational inputs into outputs (outcomes). This argument supports the multidimensional approach of organizational effectiveness (MMOE) developed by Cameron (1978, 1981, 1982) where the total structure of an organization is taken into consideration. This is according to Sowa et al. (2004) "an effective organization needs to operate efficiently at both the management and program levels" (p. 715). According to Ghorpade (1971), organizational effectiveness is the act of fulfilling objectives without weakening an organization's resources.

Leadership turnover with can incur significant personnel costs over time (Peterson & Luthans, 2006). These instabilities further derail organizational effectiveness such as decreased customer service and other essential organizational paradigms (Shaw, Duffy, Johnson, & Lockhart, 2005). For nonprofit community health centers, the challenges are many, complex and sometimes outright difficult to accomplish its set goals. However,

regardless of its organizational challenges, ultimately, a leader's ability to lead and manage an organization and improve its system is as important as the survival of the organization.

1.1 BACKGROUND: Case Description

According to the United States Department of Health and Human Services report (2014), beginning in 2009, the number of individuals served by CHCs increased by 4 million annually, from 17.1 million to 21.1 million. In 2011, 1,128 health centers operating in about 8,500 sites provided 80 million visits to approximately 20 million patients, and treated roughly 21 million individuals in 2012 mainly for medical care, some dental care, behavioral health, and supportive services (The Henry J. Kaiser Foundation, March 2013). With health care reform in 2010, the number of those seeking care continues to grow. The nonprofit Community Health Center (CHC) used in this study is a Midwestern community health center in Minnesota. In 2004, the organization served over 17,000 clients from the Minneapolis St. Paul area resulting in 56,000 visits to the clinic (Department of Health and Human Services, 2010). The organization had two locations but closed one its satellite locations for renovations. Presently, the organization has one location presently with about 85 employees, with a second location under construction.

The organization provides affordable health care services to low income, indentured clients within and outside its community. The organization serves as a one stop shop providing medical, dental, behavioral health, specialties such as podiatry, obstetrics and gynecology, chiro, ophthalmology, optometry, outreach and laboratory

services to all patients regardless of inability to pay. The organization is also committed to providing quality healthcare and culturally sensitive healthcare to its patients but has struggled to attract, recruit and retain effective leaders who are prepared to transform whole organizational systems and are willing to succeed in an ever-changing market place (Grint & Holt, 2011). However, within the last several years, the organization has struggled both financially and lacked the capability to maintain its executive leadership team. In 2012, the organization's CEO passed, subsequently, the organization went into a difficult financial situation. Unable to pay most of its bills, the organization rationed debt in order of priority. Employees grew weary of the direction of the organization, developed mistrust for leadership, were concerned about their pay checks, employee morale and engagement declined and patients complained constantly of poor customer and clinical services. According to the Joint Commission Report (2011), the organization failed most of its clinical, human resources and performance assessments.

According to the Department of Health and Human Services June 2010 report on the organization, it stated that the organization is "financially viable", but that "certain trends for net assets and debt may undermine the grantee's fiscal stability if not kept in check" (p. i). Other weaknesses noted were the organizations inability to maintain a feasible financial status as well unwritten policies and procedures for accounting for property (DHHS report, 2010). In response to the findings and identification of a flawed organizational system, the executive leadership and the governing board admitted to having cash flow problems and has been a challenge for several years. The organization's CEO promised to improve the financial viability of the clinic by focusing on improving

operational efficiencies to control or reduce expenses, and that cash flow will be monitored closely by management and the Board of Directors (DHHS report, 2010). This did not prevent the ongoing exit of members of the executive team and providers voluntarily and or involuntary departing the organization. Within the last five years, the CHC lost 5 Chief Executive Officers, 5 chief financial officers, 6 business managers, 2 behavioral health directors, 2 human resources directors and 25 primary care providers. The organization also suffered a string of layoffs and cut the hours of providers and other frontline staff to help reduce cost.

In 2013, the researcher had an opportunity to work collaboratively with the leadership team and in speaking with the leadership team and employees about the DHHS 2010 report, a senior manager pointed out several reasons for such high turnover rates among the executive leadership team and the providers: (a) the complexities of nonprofit CHC paradigm; (b) the challenges of resources (c) lack of proper succession planning process for identifying and selecting future leaders from the organizations employee pool (d) the internal struggles of balancing employee needs and organization capabilities (e), lack of fundamental *structure, process and foreseeable outcomes* (f) recruitment of unskilled and incompetent executive leadership (g) the complexities of the governing board and the challenges of having a board that lacks any form of influence both politically and economically and a disenfranchised employee workforce (lack of support, training, financial incentives, growth and development) .

It was also noted that the presence of a labor union organization created difficulties for the organization to weed out unproductive and inefficient employees.

However, one of the biggest complaints from the leadership team was that the labor union's unprogressive policies and demands made it practically impossible for them to function and effect appropriate change. Thus, the ability for the leadership to perform their duties as leaders was considered a problem. However, front line employees complained of the ineffective nature of the leadership structure, processes and lack of follow up and outcomes. While both parties blamed each other's for reasons why the organization is performing poorly and is struggling, there were also observable systemic problems that hindered quality of service delivery such as the archaic telephone systems, outdated technology and considered by many an inefficient governing board.

However, because of the limitation in the literature on leadership turnover and organizational effectiveness in nonprofit CHCs, this research will aim to identify and sample similarities in the literatures from other sectors (for example general health care institutions, nonprofit sectors and large corporations within the United States). Leadership change is unavoidable and almost always certain in many industries. While the study does not make any claims or notion that leadership is an easy solution to whatever problems ailing an organization, the study considers leadership an important factor in organizational effectiveness. Where there is limited or no information as to leadership turnover ratio in nonprofit community health centers, according to the US Bureau of Labor Statistics in August 2011 the turnover rate in the US in general was 51% for voluntary unemployment (*US Bureau of Labor Statistics, 2011*). For the purpose of this study, the research is conducted in an urban Midwestern community clinic in Minnesota.

1.2 Purpose of the Study/Research Questions

The purpose of this study is to explore a case study of leadership turnover and its impact in the effectiveness of an urban Midwestern nonprofit community health center. To understand if there is a relationship between leadership turnover and organizational effectiveness, the study hopes to answer three research questions concerning leadership turnover and organizational effectiveness: (1) is there a relationship between management effectiveness and leadership turnover? (2) Does program outcome impact leadership turnover? (3) How does leadership turnover impact organizational effectiveness? To answer these questions, I utilized a chronological mixed methods study design (Creswell & Plano Clark, 2007) that incorporates case studies (qualitative), with survey administration (quantitative) (Schiazza, 2013).

The ideals of organizational effectiveness on the other hand are critical for nonprofit organizations because of its relationship to entities that supports its goals through financial donations. To avoid turnover and improve organizational effectiveness leaders should be able to adapt to the needs of its subordinates (Northouse, 2013). Furthermore, this inquiry will contribute to the field of Human Resources Development (HRD) and the literature in nonprofit leadership by analyzing leadership turnovers and organizational effectiveness in a Midwestern urban community health center within the last three years. The design for the study uses a case study (mixed method) research. For the purpose of this research, the researcher has chosen to focus mainly on executive leadership turnover, because research and models on this aspect of leadership are particularly lacking in the Human Resources Development literature.

While past studies have reported that high staff turnover may disrupt the organizational efforts to achieve its goals and objectives, there is literature gap on how leadership turnover leads to low organizational effectiveness, and thus this study seeks to not only explore the relationships between leadership turnover and organizational effectiveness, but also the mediating factors leading to decreased organizational effectiveness as a result of high leadership turnover. This study has employed exploratory case study design where quantitative data will be collected by applying survey questionnaires with a sample of 60 management staff from an urban Midwestern nonprofit community health center. The subsequent qualitative phase utilized interviews and observations to further explore leadership turnover and organizational effectiveness.

Furthermore, this inquiry will contribute to the field of Human Resources Development (HRD) and the literature in nonprofit leadership by analyzing leadership turnovers and organizational effectiveness in a Midwestern urban community health center within the last three years. The design for the study uses a case study (mixed method) research. For the purpose of this research, the researcher has chosen to focus mainly on executive leadership turnover, because research and models on this aspect of leadership are particularly lacking in the Human Resources Development literature

1.3 Research Aim and Objectives

This study aims at understanding the relationship of leadership turnover on organizational effectiveness in an urban Midwestern nonprofit community health center.

This study aims at achieving the following objectives:

1. To identify a possible relationship between leadership turnover and the role of management capacity in decision making.
2. To identify a possible relationship between leadership turnover and program capacity.
3. To examine the effect (If any) of leadership turnover on organizational effectiveness at the study organization.

The study is not looking at causality in any of these relationships of turnover, management and program capacity. However, it aims to explore the possibility of a relationship (if any) between leadership turnover and the organizational effectiveness. This study also focuses only on voluntary resignations.

1.4 Statement of the Problem

The nonprofit CHC chosen for this study is one of two hundred thirty two FQHCs in the Midwest (The Henry Kaiser Family Foundation, 2016). However, amongst the two hundred thirty two CHCs operating under the status of Federally Qualified Health Clinics (FQHC), it is considered one of the few FQHC struggling to stay open (The Joint Commission report, 2009). Some of its compounding problems are associated with its inability to keep its leadership team. Considering its value to the community, donors and employees, it is critical that it stays open. Research, however shows that this is not peculiar to FQHCs, but that the health systems as a whole is in a silent leadership crisis (Sinnot, 2008). While leadership turnover may not be unique to the study organization, it is necessary to understand its present and future opportunities to both health care delivery and the community it serves.

According to a study conducted by Howard et al. (2009), on community health centers in California, several factors were identified as influencing leadership challenges in nonprofit Community Health Centers (CHCs). The study noted (1) leadership experience with community clinics (2) the nonprofit CHC paradigm (3) Organization's infrastructure (4) board of directors' effectiveness (5) training and development (6) and recruiting challenges of qualified and competent workforce. To reduce the rate of leadership turnover, the study's recommendation proposed adapting a model of shared leadership, seeking professional development trainings, ensuring an effective board by promoting succession planning and linking leadership support to organizational effectiveness (Howard et al., 2009).

1.5 Significance of the Study

This study has theoretical significance, by investigating the relationship between leadership turnover and organizational effectiveness, this study will contribute to the multiple *constituency model also known as the multidimensional model developed* (MMNOE) by Cameron (1978, 1981, 1982). The multidimensional theory of organizational effectiveness explains the relationship between and amongst levels (Sowa et al., 2004). The theory "builds upon debates in the organization theory and nonprofit management research base that a multidimensional model represents a promising way to capture nonprofit organizational effectiveness" (Sowa et al., 2004, p. 714).

In addition to contributing to the theory base in such areas as organizational theory and nonprofit leadership, the findings from this study will contribute to the emerging field of human resource development (HRD). Considering that HRD is still

considered a relatively new field of practice, it continues to mature and drive a process of establishing its own body of knowledge (Swanson, 1995). However, while studies have applied the theory to examine organizational effectiveness in nonprofit organizations, to my knowledge, there is no similar study on the impact of turnover at the leadership and organizational levels. There is also no part of the literature that emphasizes the theory's application to the field of HRD.

Lastly, this study confronts leadership turnover and organizational effectiveness from a comparatively unique methodology, mixed methods research. Mixed methods research addresses “what works” (Tashakkori & Teddlie, 1998). The method used for this case study is dictated by the problem and research questions identified, without any rigid bias to any certain model perspective. This applied inclination influenced the process in embracing a research methodology integrating both quantitative and qualitative methods in order to fully understand and study the topic of leadership turnover and organizational effectiveness.

1.6 Nature of the Study

To examine this study from a single case, mixed methods perspective, it is important to draw attention to the following:

- The researcher collected mixed forms of data, including survey data and qualitative open-ended interview
- The researcher titled the study “Leadership Turnover and Organizational Effectiveness in a Midwestern Community Health Center, with words representative of case study and qualitative approaches.
- A purpose statement including a rationale for mixing methods: The interviews conducted permits the researcher to look for emerging themes from both the

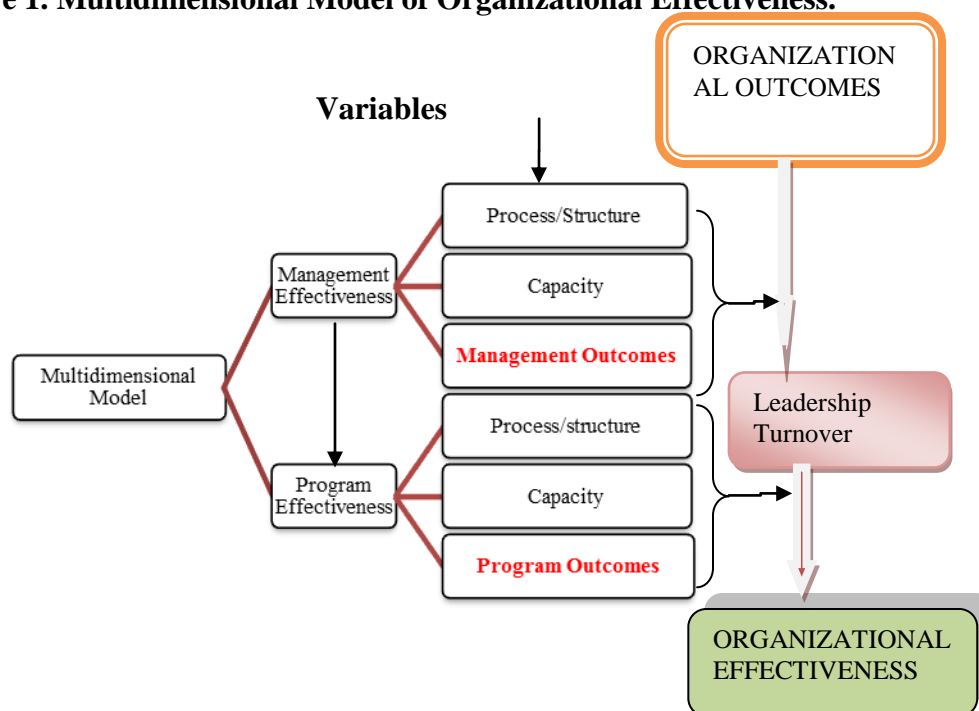
survey and from previous interview data, the results were then analyzed in subsequent follow up interviews. • The study researcher reported two separate data analyses: first the results of the survey and research questions, followed by the findings from the qualitative interviews. • The study researcher concludes with a discussion that compared the statistical results from the survey with the qualitative thematic findings.

1.7 Theoretical Framework

The researcher adopts the rationalization by Sowa et al. (2004), on the multidimensional model of nonprofit organizational effectiveness to shape the theoretical framework of this study. However, this study will adapt the *multiple constituency or multidimensional model* developed by Cameron (1978, 1981, & 1982), as a guide for its theoretical framework (*see also*, Pfeffer & Salancik, 1978; Miles & Cameron, 1982). This is because it allows for a researcher to "simultaneously investigate relationships within a particular hierarchical level, as well as relationships between or across hierarchical levels" (Selden & Sowa, 2004, p. 401). While many nonprofit scholars have resorted to using this model in analyzing organizational effectiveness, others argue that the uniqueness of nonprofit designs requires a multi-dimensional approach and that it could never be reduced to a single measure (Herman & Renz, 1999). Thus, for a single case study such as the study in question, a mixed method approach is necessary in actualizing the multidimensional levels of the organization in question. The multidimensional approach is divided into two levels of effectiveness. These are management effectiveness and program effectiveness.

To understand these variables, both management and program effectiveness are broken down into subunits namely: capacity and outcomes (Sowa, Selden & Sandfort, 2004; Herman & Renz, 1999). Capacity, measured by processes and structures refers to the operational process or programs of the organization, the structures in place, and the operating processes that dictate and direct employee action (Sowa et al., 2004, p. 715). While outcomes on the other hand are considered by the programs put in place by management and the results or outcomes from such programs and its impact on the organization (Sowa et al., 2004). See figure 1.

Figure 1. Multidimensional Model of Organizational Effectiveness.



(Source: Derived from Sowa et al., 2004, developed by Cameron, 1978)

The dimensions of management capacity/effectiveness are a determinant of management ability to intervene with programs that seek organization wide effectiveness. In essence, the researcher assumes that management effectiveness influences program effectiveness and ultimately organizational effectiveness. Management process/structure and its capacity and program process/structure and its capacity are positioned as factors used for evaluating the overall effectiveness of the organization. While for program outcomes, the research outlines competitive benefit package, ease of use of infrastructure and improved competency of leadership. For leadership turnover, the researcher uses variable such as turnover outcomes with probing questions relating to leadership job

satisfaction, applying the objective and observational indicators approach (Sowa et al., 2004).

1.7.1 Management Effectiveness and Program Effectiveness

According to Selden and Sowa (2003) there are multiple dimensions of effectiveness, with the primary dimensions being management and program effectiveness (p. 6). The model proposed in this research study informs that organizational effectiveness is comprised of two primary and distinct dimensions: management and program effectiveness (Selden & Sowa, 2004). The model highlights management as the organizational and management characteristics that are the functions that describe an organization and its capabilities and the actions of managers within it (Selden & Sowa, 2004). Accordingly, "measures of management encompass variables that tap structure and process, as well as those that represent the outcomes of these management systems and activities" (Selden & Sowa, 2004, p. 6).

Program on the other hand, refers to the specific service or intervention provided by the organization (Selden & Sowa, 2004, pp. 6-7). It also has variables that relate to the structure and process of the program, as well as the outcomes created by the intervention. In specifying multidimensional frameworks or models of organizational performance or effectiveness, scholars have generally differentiated dimensions along certain theoretical premises or assumptions (Herman & Renz, 1999; Selden & Sowa, 2004). According to Selden and Sowa (2004) "A fruitful distinction is between the effectiveness of management of an organization and the effectiveness of the programs that the organization operates" (p. 7).

However, it is important to note that organizational effectiveness is more than the mere outcomes of the programs it operates or the services it provides. It is as importantly so, a function of its management structures, how well they operate, and their impact on the most crucial organizational resource, its employees (Selden & Sowa, 2004). This is particularly true in public and nonprofit organizations, where staff play an essential role in translating organizational “inputs” into “outputs” (Selden & Sowa, 2004, p. 7; Hasenfeld, 1983). It is further argued that improving management effectiveness or performance and overall organizational capacity may advance program performance, as organizational capacity or management effectiveness can provide a base for the sustainability, progress, and growth of programs (Letts et al., 1999).

1.7.2 Sub Units of Organizational Effectiveness

For each primary dimension, the multidimensional model examines two additional sub-dimensions of effectiveness (Herman & Renz, 1999; Scott, 1977). Management effectiveness and program effectiveness are further composed of two sub-dimensions: (1) processes and structures and (2) outcomes. The first includes both processes and structures and the second includes outcomes. Processes and structure refer to how the organization identifies the structures in place and the operating processes that dictate and direct the actions of the leadership or management. In operationalizing these processes and structures, the researcher has integrated them into two sets of measures that more completely capture the complexities of management and program characteristics, management capacity and program capacity (Herman & Renz, 1999; Selden & Sowa, 2004).

In this case, outcomes are the results of management and program actions. Because outcomes for the most part, are perceived as indicators of choice for representing organizational effectiveness or performance, it is important to provide a depth during the interviewing of staff to discern complex dynamics hidden behind those outcome measurements (Herman & Renz, 1999). Herman and Renz (1999) further argue that to improve outcomes, organizations need to be acquainted with how their management and program capacities enable or hinder those outcomes.

For many scholars, using multiple indicators of process/structure and outcomes in research about effectiveness is ideal because of the multidimensional nature of most nonprofit systems. However, while it is not unusual for scholars to utilize multiple indicators of processes/structures and outcomes they often examine indicators only within one of the primary dimensions of either process, structure or outcomes (Selden & Sowa, 2004; Ferguson, 1991; Chalos & Cherian, 1995; Herman & Renz, 1997, 1998, 1999). In many instances, assessments of program, along both process/structure and outcome, are fundamental in making conclusions regarding the state of organizations.

Such processes are found in both public and nonprofit organizations (Ferguson, 1991; Chalos & Cherian, 1995; Arum, 1996). It is also not uncommon for management assessments, along the lines of process/structure and outcome, occurring in public bureaucracies, state governments, and public health clinics (Selden & Sowa, 2004; Ingraham & Donahue, 2000a; Ammar, Duncombe, Hou, Jump, & Wright, 2001; Ingraham & Moynihan, 2001). Selden and Sowa (2004) maintains that however insightful the results of a multidimensional study, focusing on either program or

management effectiveness paints only half the picture of the dynamics of organizational effectiveness (Selden & Sowa, 2004).

1.7.3 Objective and Perceptual measures

In this single case study, both objective and perceptual measures are needed to fully capture the dimensions of effectiveness of lack thereof. To understand the construct of objective and perceptual, for each of the sub-dimensions within management effectiveness and or lack thereof and program effectiveness and or lack thereof, it is important to gather information pertaining to both (Selden & Sowa, 2004, p. 399). This is because it helps to identify hidden and subtle pronouncements of how the organization functions that might be missed during the survey process. Applying both perceptual and objective measures creates a visibility that captures the full picture of the actual construct of how the organization being studied (Selden & Sowa, 2004). For the most part a mere observation of the organization with its state of the art structure and management system could be misleading (Selden & Sowa, 2004). According to Selden and Sowa (2004, p. 399) "social constructionist theory informs much recent work in organizational studies and teaches us about the impact of "meanings" made by staff, management and clients on how phenomena influence organizational operation" (*see also* Scott, 1995; Weick 1995; Herman & Renz 1999).

The mere outlook of the organization without critical and in-depth assessment of its internal functions may create a misperception of the internal and external functioning of its efficiency. Using Selden and Sowa's (2004) assertions, that an organization with a fancy and upscale technology does not guarantee work efficiency and performance. Thus,

by integrating both perceptual and objective measures, it is easier to examine the degree to which these structures, processes, and outcomes align with the perceptions of those that participate in the organization on a day-to-day basis (Selden & Sowa, 2004, p. 400).

1.8 Definition of Terms

A number of terms were used throughout this study. The following abbreviated glossary may prove helpful.

Leadership: Leadership is a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task (Chemers, 1997).

Leadership Turnover: Leadership Turnover is the rate at which leaders leave an organization whether voluntary or involuntary and are replaced (Selden & Sowa, 2004).

Leaders: Leaders are individuals who have the ability to arouse a sense of self-worth, drive confidence and support among followers needed to achieve organizational goals (Wellman, 2008).

Organizational Effectiveness: Yankey and McClellan (2003) describes organizational effectiveness as the degree to which an organization has met its affirmed goals and objectives and how well it performed.

Multidimensional Theory: This theory allows for a researcher to "simultaneously investigate relationships within a particular hierarchical level, as well as relationships between or across hierarchical levels" (Selden & Sowa, 2004, p. 401).

Federally Qualified Health Centers (FQHC): Federally Qualified Health Centers (FQHC) is more generally known as a Community Health Center (CHC), a primary care center that is community-based and patient-centered. By their mission and design, CHCs

are founded to serve populations regardless of social economic status, age, gender or race with limited access to health care (HRSA website, 2014).

Community Health Centers (CHCs): Community Health Centers (CHCs) are private, non-profit organizations that deliver health care services to medically underserved and uninsured people (HRSA website, 2014).

Health Centers: Health Centers are community-based and patient-directed organizations that serve populations with limited access to health care (HRSA website, 2014).

Stakeholders: Stakeholders are viewed "as individuals who stood in a certain relationship, via membership in some group, or via some role-related activity, to the corporation" (Freeman, 1994, p. 3).

Managers: Managers in this case study are defined as those survey respondents who are classified under the equal employment opportunity (EEO) classification as one of the following: (1) Executive/Senior Level Officials and Managers (2) First/Mid-Level Officials and Managers (3) Senior Clinical Manager/Director (reporting directly to the Medical Director) (4) Middle Clinical Manager/Director.

1.9 Limitations and Delimitations of the Study

Some of the primary limitations of this study involved the data collection methods used. For example, the participant self-reporting data (SD) which highlights the credibility issues (Paulhus & Vazire, 2007). To control for the effects of self-reporting data, demand reduction and rational techniques will be applied during the study (Paulhus & Vazire, 2007). Rational technique prevents research participants from answering in an overly desirable way (Robins, Fraley & Krueger, 2007). In essence, conscious effort was

made to eliminate all identifiers of participants. There were no participant names requested, no position title, as the survey was distributed mainly to the management and leadership professional staff, no departmental identifications; neither were there gender and age identifications.

The data in the first phase were collected using a survey instrument, the five point Likert scale survey design instrument. In essence, a perception does not necessarily equal reality, thus, making it difficult to maintain a level of honesty and accuracy with the survey data. To control for the effects of self-reporting data, demand reduction and rational techniques will be applied during the study (Paulhus & Vazire, 2007). Demand reduction is comprised of maximizing anonymity and confidentiality of research participants (Robins et al., 2007).

Another identifiable limitation in the research is the sampling method. This study uses a convenient sampling method, because of its focus on top leadership. Thus, the data collected might not represent the entire population of employees in the study organization. Furthermore, it is noted that the data collected from participant interviews and observations in the subsequent qualitative phase are not without limitations (Clabo, 2010). This is evident in Yin's (2003) assertion that data collected from interviews, while precise and insightful, may be biased, inaccurate, and reflexive. Such bias in both the interview and survey data can result from both the researcher (question structure) and respondent (*See also*, Clabo, 2010).

Furthermore, observations can suffer from the limitation of reflexivity and transparency especially when the participant being observed is conscious of his or her

position as a research participant in the organization (Yin, 2003). Another limitation pertaining to this study is that the results can only be generalized to employees in the selected nonprofit community health center. Thus, it is important to address the issues of generalizability in this mixed methods case study. Maxwell (1997) acknowledged two forms of generalizability, internal and external generalizability. He addresses internal generalizability, as sometimes being more important to qualitative researchers, but also as having conclusions within a group or setting and how these conclusions align with the larger case(s) (Maxwell, 1997).

However, qualitative methodology is an important part of this case study, mainly in deciding the sample to be researched. Because of the complexity attributed to measuring nonprofit organization effectiveness, the sample for this study was selected using a combination of two nonprobability sampling methods, precisely purposeful and convenience sampling (Creswell, 2011). The use of nonprobability sampling methods, though significant to the purpose of the study, does limit the external generalizability of this study. Because of this, the findings cannot be generalized to a larger population as with studies that employ probability sampling.

1.10 Delimitations

The scope of the study is limited to leadership turnover and organizational effectiveness. The research was purposefully targeted at one of the many nonprofit community health centers in the Midwestern region. This was a decision based on both personal research interest as well as a perceived gap in the research as revealed by the subsequent literature review. This decision, while limiting the generalizability of the

study's findings, enabled the researcher to examine the manner in which specific contextual variables within these types of organizations influenced the exercise of leadership turnover and organizational effectiveness. Participants provided specific information about organizational effectiveness and expressed their understanding of the organizational processes.

1.11 Summary and Conclusion

The study was aimed at understanding the relationship between leadership turnover and perceived effectiveness of the organization by focusing solely on turnover amongst the leadership of the organization. In the first chapter of this mixed methods case study, an in-depth overall introduction, background of the case, problem statement, and significance of the study, research questions, and other fundamental information were discussed. Chapter two affords an examination of the literature on principal leadership turnover and organizational effectiveness and the methodology. Chapter three outlines the study's research design and will explain the rationale, type, and procedures for this explanatory mixed methods case study. Chapters four is devoted to descriptive and inferential quantitative analyses of the organization's data, respectively. Chapter five focuses on the qualitative data analysis. The final chapter, chapter six, answers the study's three research questions, suggests future avenues for research on leadership turnover and organizational effectiveness, as well as provides practical advice on nonprofit community health centers.

CHAPTER II

LITERATURE REVIEW

2.0 LEADERSHIP TURNOVER AND ORGANIZATIONAL EFFECTIVENESS

2.1 Overview

Organizational Effectiveness (OE) in the context of this research, looks at ways leaders make critical decisions regarding overall organizational systems on the basis of assessment of subunit performance and general program delivery. The relationship between turnover and organizational effectiveness has been historically viewed through a narrow lens of human capital theory or cost-based analysis (Shaw et al., 2005). Because of the theoretical shift in which researchers place an increasing value on the development and retention of social relationships (Leana & Van Buren, 1999), a broader view of turnover-organizational effectiveness relationship, one that encompasses turnover on people's social relations with organizations have begun to gain a broader acceptance in the research space (Dess & Shaw, 2001). According to the research literature, numerous studies have focused more on turnovers among lower employees with much less focus on organizational leadership (DeConinck & Stilwell, 2004), and its impact on organizational effectiveness (Hambrick, Finkelstein, & Mooney, 2005).

However, there are limited to non-existing scholarly literature on leadership turnover in nonprofit community health centers, except amongst articles and or research by consulting firms. With limited literature on leadership turnover, over time scholars of organizational systems began establishing an interest in top leadership turnovers for the

most part in the general area of nonprofit organizations. This is because of its possible impact on organizational strategy, performance and change (Alexander, Fennell & Halpern, 1993; *see also* Grusky, 1963; Gamson & Scotch, 1964; Eitzen & Yetman, 1972; McEachern, 1977; Pfeffer & Salancik, 1978; Allen & Panian, 1982). While most of these research interest have focused on individual chief executive officer (CEO) turnover, there is a growing need to understanding top leadership turnovers and its relationship or impact on organizational effectiveness amongst nonprofit CHCs. Understanding these changes in top leadership and its impact on organizational effectiveness are however important in that they show patterns and reveals the operational and functional dynamics within an such organizations (Alexander et al., 1993).

For the most part, some research literature shows that top leadership turnover could be attributed to a succession of challenges which are often followed by a series of changes in the composition and strategy, functional relations, changes in the organization's life-cycle phase and the distribution of knowledge, resources, and authority between the CEO and the board of directors (Alexander et al., 1993; *see also* Pfeffer, 1972). These varied factors supports the notion that effectiveness is based on multiple and independent criteria. Therefore, the assessment of effectiveness must also occur within multiple indicators (Kronkosky Research Brief, 2007).

2.2 Organizational Effectiveness

Organizational effectiveness (or performance) is an extensively researched topic (Rojas, 2000). According to Karagoz and Oz (2008) work on organizational effectiveness started in the 1930's, later expanded by many theories and approached in the 1970's and

onward. The terms 'performance' and 'effectiveness' as it relates to an organization are used interchangeably because problems related to their definition, measurement and explanation are virtually identical (March & Sutton, 1997). However, organizational Effectiveness (OE) is a commonly used phrase in both research and practice (Abston & Stout, 2006, p.747). It is also one of the most researched fields since the early development of organizational theory (Rojas 2000). However to understand the concept of effectiveness, it is important that a definition is agreed upon. For the most part, how does one define effectiveness from the concept of nonprofit organizations?

One can simply state that organizational effectiveness is the ability of the organization to achieve its intended outcomes. Simply stating what OE is, is not as clear cut as it looks. This is because, defining organizational effectiveness is tricky as most of the research literature affirms that there no clear definition of organizational effectiveness (Tayşir & Tayşir, 2012). According to Georgopoulos and Tannenbaum (1957) "many difficulties arise with attempts to define the concept of effectiveness adequately (p. 534). However several scholars have attempted to define the concept. Thus, during the initial literature search of organizational effectiveness definitions, terminology, criteria, and correlates it was obvious that there is a lack of recent research that used the phrase OE (Abston & Stout, 2006).

More evident in the literature were terminologies, including organizational performance, business performance, and business outcomes (Abston & Stout, 2006). However, it was also noticeable that the terminology of effectiveness and performance were used interchangeably in current literature. Selden and Sowa (2003) noted that where

"scholars often use the terminology effectiveness and performance interchangeably to describe the same phenomenon," the overall notion and understanding is still the ability for organizations to perform well and or effectively pursue their missions (p. 3).

Much of existing literature on organizational effectiveness focuses on bottom-line financial measures aligned to the "development of alternatives to or the modifications of the goal model" (Herman & Renz, 1999, p. 109). For many organizations, the goal model is determined by financial profits or share price (Herman & Renz, 1999). Whereas for nonprofit organizations such as CHCs, focusing solely on the goal model as a single measure used in determining effectiveness undermines its ability for critical decision making and overall effectiveness (Herman & Renz, 1999). Quinn and Rohrbaugh (1981) acknowledged three sets of values that constitute organizational effectiveness namely: *structure* with high flexibility and control, focus on development of people (*process*) and organization and final outcomes (results) (*in* Herman & Renz, 1999).

Yankey and McClellan (2003) in trying to define organizational effectiveness proposes organizational effectiveness as the extent to which an organization has achieved its stated organizational wide goals and objectives and how well it performed in the process. The confusion on what OE is and how to define OE is evident in the literature where performance is used interchangeably with effectiveness. For example, Baruch and Ramalho (2006) assert that organizational effectiveness and organizational performance are different in meanings, but are constantly used by scholars and researchers' interchangeably¹. The complexities are generalized regardless of the nature of the

organization. This is because each organization public, private or nonprofit has different and diverging list of criteria and priorities to be assessed.

Thus, agreeing to what really constitutes nonprofit organizations and how to measure it, is still a problem amongst scholars and practitioners alike (Herman & Renz, 1998). Reasons being that "the characteristics of these organizations, such as their unique financial and legal status, their goals based on social values, make discussions concerning the conceptualization of organizational effectiveness even more complex" (Sowa et al., 2004, p. 712). The challenges to define OE by scholars and practitioners alike continue as prior definitions of OE questioned the notion of defining OE as a one size fits all for all organizations interpretations (Sowa et al., 2004).

¹Because of the generalization of terminology and concepts of effectiveness and performance in the literature, this study recognizes the use of such references of effectiveness and performance in the articles during the literature review. This is also noted by Selden and Sowa (2003) where "scholars often use the terminology effectiveness and performance interchangeably to describe the same phenomenon, the overall ability of organizations to perform well or effectively pursue their missions (p, 3). Therefore, for the sake of clarity, this study will refer to the phenomenon under investigation as organizational effectiveness.

According to Georgopoulos and Tannenbaum (1957) “The question arises whether it is possible to develop a definition of effectiveness and to derive criteria that are applicable across organizations and can be meaningfully placed within a general conceptual framework” (p. 534). While it is true that organizations are different in scope and practice, the general expectation is for the organizations to succeed by effectively pursuing its mission to meet the intended goal (Selden & Sowa, 2004). Georgopoulos and Tannenbaum (1957) on the other hand, proceeded to define OE as that, given certain resources fulfils its objectives without stagnating its means and resources and without overwhelming its members.

This definition is supported by Ghorpade (1971) who defined OE as the process of satisfying objectives without weakening an organization’s resources. While the terminology of effectiveness are used interchangeably often times in the literature, Cameron and Whetten (1983) observed that the terms are used interchangeably for effectiveness such as performance, accomplishment, ability, competence, progress, efficiency, or accountability (*in* Abston & Stout, 2006). What is important is that some measure of effectiveness is usually what is necessary for organizations to succeed. While many authors struggle with the definition of OE, they conclude that OE is not an idea but a construct, because a concept or an idea can be defined and exactly specified by observing objective events, while a construct cannot (Abston & Stout, 2006, p. 748; Cameron & Whetten, 1983, p. 7).

In essence, OE is considered a construct; it does not fit that narrative of an idea (Abston & Stout, 2006). Gaertner and Ramnarayan (1983) on the other hand, defined

effectiveness as "...the ability of an organization to account successfully for its outputs and operations to its various internal and external constituencies" (p. 97; *see also* Abston & Stout, 2006, p. 748). For nonprofit organizations in general, there are multiple levels of consideration in assessing its function, such as internal organizational factors (goals and procedures) and external organizational factors such as relationship of an organization to its environment (Sowa et al., 2004). A framework of multidimensional levels "was proposed that resulted in four approaches to OE: (1) general outcomes, (2) organization-specific outcomes, (3) general process/structure, and (4) organization-specific process/structure" (Abston & Stout, 2006, p. 748). The criteria for effectiveness proposed by these four approaches "included productivity, profit, return on investment, decision making, organizational structure, flexibility, openness to information, and adaptability" (Abston & Stout, 2006, p. 748). Focusing on bottom line financial gains continues to gain relevance in subsequent literature. This is evident in the general literature where organizational effectiveness is often characterized from the perspective of social and monetary performance (Siciliano, 1997).

In other measures, OE has been described as the inclusion of the "financial performance measures of profitability, sales growth, and/or stock returns but also the operating performance measures of market share, productivity, and product quality" (Abston & Stout, 2006, p. 747). Whereas for nonprofit organizations such as CHCs, focusing solely on the goal model as a single measure used in determining effectiveness undermines its ability for critical decision making and overall effectiveness (Herman & Renz, 1999). Hull and Lio (2006) used a three point model in explaining the effectiveness

and evaluation of nonprofit organizations namely; (a) vision, defined by a charter and a mission statement, (b) scope of impact: the goal of the organization and finally (c) performance expectation: measuring organizational success.

One aspect of organizational effectiveness considered critical to an organizations success, is the human resources paradigm. In assessing the processes within an organization, Delaney and Huselid (1996) assessed the connection between human resource processes, staffing, training and organization performance in 590 nonprofit and for-profit organizations using the National Organizations Survey (*in Abston & Stout, 2006, p. 748*). The correlation between Human Resources input and organizational effectiveness is has been investigated to have direct impact on turnover and organizational effectiveness. For example, Arthur (1994) established that steel mills applying a people centered human resources approach have a much higher productivity ratio and lower rate of employee turnover than those with "control-centered" human resources systems (*in Gelade & Ivery., 2003, p. 384*).

Koys (2001) used certain variables such as satisfaction, turnover and occupational citizenship behavior to access organization outcomes in a restaurant chain (*in Abston & Stout, 2006, p. 748*). According to Abston and Stout (2006) the result of the study by Koys (2001) indicated that "human resource actions influenced the business outcomes and not the other way around" (*Abston & Stout, 2006, p. 748*). Human resources play a significant role in enhancing employees' skills through training and development, determining the organizations outcome as well as ensuring its effectiveness. In other words, while leaders are viewed as those who make decisions that determine the

outcomes of organizations effectiveness, these leaders are expected to have the competency and skills needed for organizations to have desirable outcomes (Abston & Stout, 2006). Walton and Dawson (2001) agree with the assertion that human resources play a critical role in OE. In looking at managerial perceptions and criteria for OE, they concluded that managerial criteria for a successful organization include making profit, a valuable human resources structure, quality, and productivity (Walton & Dawson, 2001).

2.3 Leadership Turnover

There has been a long-standing interest demonstrated by organizational scholars in the issue of managerial (leadership) turnovers because of its potential impact on organizational strategy, performance, and change (Alexander et al., 1993; Grusky, 1963; Gamson & Scotch, 1964; Eitzen & Yetman, 1972; McEachern, 1975; Pfeffer & Salancik, 1978; Allen & Panian, 1982). According to Alexander et al., (1993) most of the research on organization turnover have commonly “focused on individual chief executive officer (CEO) turnover rather than on patterns involving multiple turnovers of top managers in a given organization” (p. 75). They argue that focusing on the patterns involving multiple turnovers of top managers are important, because these pattern “reflect an organizational property-leadership instability-the consequences of which may be deeply felt by an organization” (p. 75).

Turnover is a problems that affects every organization for-profit or nonprofit (Beadles, II, Lowery, Petty & Ezell, 2000). For the past 30 years, the issue of turnover has been a constant subject in both human resource and organizational behavior literature (Campion, 1991). Though past studies viewed turnover as having negative outcomes,

subsequent, research questioned the assumption of the "negative turnover" effect, thereby speculating with the notion that the cost of turnover effect may perhaps be positive rather than constantly being addressed as negative (Dalton & Todor, 1979). According to a nonprofit employment trend study conducted by the nonprofit HR solutions in 2013, the findings note turnover rates in nonprofit are expected to remain steady. However, they anticipate a continued, slight rise in involuntary terminations. Two years ago, only 2% of organizations anticipated turnover to increase due to involuntary terminations, compared to 5% last year and 7% this year (Nonprofit HR Solutions, 2013). However, the rate of leadership turnover within the nonprofit organization is a huge concern for stakeholders and the organization. This is especially so when reviewing the data by the Bureau of Labor Statistics, which notes that 77 million baby boomers are projected to retire over the next decade (Su, 2007). The shortage of top talents is expected to impact strategic management positions, such as chief executive officer, chief financial officer, and chief operating officer (Carman, Leland & Wilson, 2010). This development trends present serious challenges to the nonprofit sector for a number of reasons though not peculiar to the nonprofit but could have serious and lasting impact on the organization's survival.

Previous research had shown that turnover in management is often accompanied by irregular change in the structure, process and strategy of the organization (Alexander et al., 1993; Pfeffer, 1972; Finkelstein & Hambrick, 1990). But leadership instability have the tendency to produce "so much change in the distribution of power and in structures and procedures that concerted action will be difficult, and change so disruptive, that organizational ability to cope with environmental requirements will be harmed"

(Pfeffer, 1981, p. 327; Alexander et al., 1993). These changes have a multiplier effect that may impact leadership morale, uncertainty in employment, and internal partisan ramblings (Staw, 1980; Fredrickson, Hambrick, & Baumrin, 1988; Dwore & Murray, 1989). Finally, Pfeffer and O'Reilly (1987) in analyzing CEO and leadership turnover concludes that frequent CEO and leadership turnover is a perceived indication that may suggest the power dynamics in an organization as it relates to recruiting and retaining top management talent, and the tendency to scapegoat in response to organizational problems (Alexander et al., 1993; Gamson & Scotch, 1964).

2.4 The Leadership Paradigm

The role of governance in leadership for organizational effectiveness has received little attention in the area of nonprofit community health centers. Historically, leaders have garnered the attention of individuals and organizations that are attracted to how leaders manage teams, organizations, and government in achieving their objectives and goals (Lussier & Achua, 2007). With the admiration and value placed on leaders, leaders are regarded as a force that facilitates change and outcomes and drives organizational effectiveness (Beer & Nohria, 2000). The significance of the leader efficiency and effectiveness has been closely linked to how they tackle effective group actions, where leaders are regarded as influential in fulfilling the need for addressing these actions.

Overall, leaders are required to provide effective management of organization's affairs by communicating clear organizational goals, visions and mission (Jing-zhou, Xiao-xue, & Xia-qing, 2008). It is believed that a leader's performance determines the success or failure of an organization (Lussier & Achua, 2007). With poor leadership,

there is the tendency for chaos and instability amongst management and organization programs. It is the reason why some believe "leadership is essentially the core and spirit of organizations" (Jing-zhou et al., 2008, p. 2). Entrusted with the responsibilities of establishing strategic directions and goals, the leader is the focus of the organization's future (Jing-zhou et al., 2008). Leadership is often viewed as driving organization performance (Packard, 2009). In essence, the role of leadership in driving organization performance is dependent on the size, style and culture of the organization (Packard, 2009). Furthermore, scholars and practitioners alike continue to "advocate for and draw correlating evidence of a positive relationship between leadership and organizational performance" (Avolio, Zhu, Koh & Bhatai, 2004, p. 951).

Prior, the theories of leadership and performance were based on several levels in its history. Initially, leadership success categorized personality trait as the main purpose for success (Argyris, 1955). Indicating that successful leaders are different from other types of leaders because of their innate quality, some theorists argue that successful leaders are born and not made (Ogbonna & Harris, 2000). Over the years, scholars and practitioners, in disowning the concept of the trait theory, proposed a new explanation as to what constitutes an effective leader. In essence, the success of a leader depends on the leader's ability to adopt a participative style of leadership (Ogbonna & Harris, 2000). Focusing on leadership styles as an organization's change agent though important, could be misleading in that the various leadership styles are considered a part of the whole leadership paradigm.

However, focusing on leadership styles solely undermines the important role situational and or environmental factors play in shaping efficiencies and successes of leaders (Mullins, 1999). An effective participatory leader with the competent skills set needed to drive employee engagement and organization performance could be the change necessary in today's organization settings. Lee and Chuang (2009) argue that an effective leader not only leads its employees to aspire to their full potential but drives a functional and efficient workforce. They further state that an effective leader motivates a group and enhances ability to perform at the highest potential while supporting their efforts in the course of achieving organizational goals.

According to Obiwuru, Okwu, Akpa and Nwankwere (2011) "studies have suggested that effective leadership behaviors can facilitate the improvement of performance when organizations face new challenges" (p. 101). However, the debate regarding the impact of leadership in driving organization effectiveness/performance continues to generate both academic and practitioner interest (Cannella & Rowe, 1995; Giambatista, 2004). Other scholars however, argue that the viewpoint of leadership is a practical one, meaning that leadership is at the service of collective effectiveness (Hackman & Walton, 1986; Lord, 1977). The expectations as stated earlier for nonprofit CHC leaders are even more critical because of its mission and type of service it provides. Nonprofit CHC leaders in essence, must be strategic in their approach; they must consider factors that enhance their success rather than those that limit their ability to influence change. A leader must have the required skills and competency to lead and manage an organization in accomplishing its mission.

In general, the literature supports the notions that an effective leader inspires performance. Stogdill (1957) defined leadership as the process in which a leader's behavior influences a group to achieve a desired goal. Fry (2003) on the other hand sees leadership as tactical function that inspires motives and enhances a group's capacity for growth. While some scholars and practitioners may argue that evaluating a leader's success on performance may be narrow-minded, several studies have shown that effective leadership behaviors drive performance (McGrath & MacMillan, 2000; Teece, Pisano, & Shuen, 1997).

With the needed support from stakeholders, leaders are competent and knowledgeable enough at making decisions that bring about efficiency and drives actions (Lipman-Blumen, 1996). In essence, leaders are an essential part in influencing, inspiring and accomplishing the achievement of group goals (Sogunro, 1998). Another important function of leaders is to engage the governing board. In other words, a leader's behavior is a dominant presentation of personality and styles that communicates the hopes and ideals and fosters the direction in which the organization advances (Holloway, 2012). A leader's behavior can have significant impact on the trajectory of an organizations image, culture, performance and survival (Kozlowksi & Doherty, 1989). This is noted by early theorists (*e.g.* Blake & Mouton, 1964; Indik, 1968; Lewin, 1951; Likert, 1932, 1967), who regarded leadership as an important organizational factor that affects employees' perceptions of the environment in which they function (Oliver, 2013).

Because leadership is driven from the top, in most organizations the focus is on the Chief Executive Officer (CEO) or in some cases referred to as the Executive Director.

The essential competencies and skills required to do the work from the CEO are critical to the organizations success. Thus, it is perceived through the examination of the literature that a leader's behavior can potentially lead to the creation and continual survival of a positive, thriving organizational climate in a non-profit organization (Kozlowski & Doherty, 1989). However the challenges facing CEO and general leadership turnover for the most part can have significant impact on the direct and indirect cost on an organizations financial state (Sinnott, 2008).

The cost can be astronomical. The cost of transitioning through leadership turnover is alleged to be as high as \$1 million (these includes, recruiting, severance package, disengaged employees and loss of productivity), thereby affecting general healthcare service because of lack of experienced professionals to choose from especially at leadership levels (Morgan, 2013). Whereby the conditions of a leader turnover may vary from circumstances to circumstances, and organization to organization, the volatility of a turnover can have significant impact on the overall performance of an organization, its management, staff and immediate community (Clayton, Hatzell, & Rosenberg, 2005).

As "government and philanthropic funders, clients, and the public exert increased pressure on nonprofit organizations to demonstrate impact on complex social problems", the effectiveness and survival of an organization becomes more and more important amongst scholars and practitioners alike (Sowa et al., 2004, p. 712). Sowa et al (2004) stated that the identifiers of an organization's effectiveness are its leadership core in which they refer to as "management core" and programs delivered. In this case, the leadership core refers to the characteristic that defines the organization and the actions of

the leaders within (Sowa et al., 2004). These measures of leadership include variables that tap capacity in this case structure and process, as well as those that characterize the outcomes of these leadership systems and actions (Sowa et al., 2004). Programs on the other hand refer to precise services provided by the organization with variables relating to capacity that is structure and process and outcomes of programs created by program intervention (Sowa et al., 2004).

To achieve this, nonprofit CHCs must have leaders who can demonstrate and apply competent leadership skills and are capable of influencing both internal and external systems for the benefit of the organization. The leader is the focus of the organization's future, entrusted with the task of changing organizational culture, communicating the vision, mission and establishing strategic directions, policies and goals (Jing-zhou et al., 2008). CHCs need leaders with a purpose, but most especially leaders who are able to communicate organizational goals and vision not merely frame an organization's purpose (Stogdill, 1974; Smircich, 1982).

Because it is important for leaders to have an influence on its constituents, CEO leadership has been heralded as an important ingredient for the revitalization of organizations (e.g., Tichy & Devanna, 1986). Thus, for a leader or leaders to succeed, they have to engage employees (members) in ways that influences change. Schneider (1987) argues that "attributes of people, not the nature of the external environment, or organizational technology, or organizational structure, are the fundamental determinants of organizational behavior" (p. 437).

Drucker (1990) stated that it is difficult to manage large healthcare systems which pose the most complexities in the history of human existence, and that smaller healthcare systems are also barely manageable. Considering the challenges of frequent leadership turnovers and its impact in organizational effectiveness, many healthcare systems still lack the ability or awareness to routinely conduct CEO and top leadership succession planning (Sinnott, 2008; Garman & Tyler 2007). Prior studies have shown that when leaders lead by example, there is the potential for higher yields and contributions to public good, (Rivas & Sutter, 2009).

2.5 The Nonprofit Governing Board

This study begs to ask the question, who are those considered “leaders” and “groups of leaders” in an organization? According to Schyve (2009), depending on the organization, however there are two levels of leadership in most organizations and these are: the governing board and management. It is important that there is an understanding between the governing board and the leadership team and that they are able to work cooperatively to achieve the organization's goals and mission. This is important because if the governing board and the leaders fail to work together, "the organization's goals are unlikely to be met and, sooner or later, the latter group departs" (Schyve, 2009, p.1). The same is true in nonprofit CHCs where the governing board is faced with the task of selecting the chief executive officer and overseeing the direction of the organization (Schyve, 2009).

The governing board of a nonprofit organization holds ultimate responsibility for ensuring that the organization serves its mission and for the overall welfare of the

organization itself. For nonprofit community health centers, this role is particularly important because of the multitude of compliance health care organizations are required to meet. Even though the body of scholarly research on nonprofit boards continues to grow, it is still “limited, exploratory, and diffuse” (Callen, Klein, & Tinkelman, 2003, p. 496). This research extrapolates from the literature on nonprofit governing board by focusing on what is relevant to this study (Carver, 2006). For the most part, nonprofit governing boards are different in scope, style and function. According to Worth (2008) nonprofit boards are not all the same; "for one thing, they differ in the way their members are selected, which may have important implications for how they operate and what agendas, priorities, and pressures members may bring to their work on the board" (p. 74).

While nonprofit boards provide and promote the structure for the general practice of nonprofit community health centers, they could also be considered a nuisance in the operations, and success or failure of such organizations. Ryan, Chait, and Taylor (2013) argue that while nonprofit boards are regarded as an essential unit for ensuring the accountability of the organizations, the board is also largely regarded as problematic. Couple with the prevailing complexities of irregular nonprofit financial problems, the most disturbing part of the nonprofit board is the pervasive sense of incompetence among board members and the belief that such underperforming boards are the norm, not the exception (Ryan et al., 2013).

Nonprofit boards, apart from the usual financial and performance improvement meetings are largely unaware of the day to day functioning of the organization. These disconnect with the management and the general operations of the organization could be

attributed to a dysfunctional group dynamics, domination by a few, bad communication and decision making, disengaged board members and lack of understanding of what their roles and responsibilities are (Selden & Sowa, 2004; Ryan et al., 2013).

The role of the board is important to the success or failure of the leadership team and the organization. It is assumed that ineffective boards compromises management success, while effective boards, in contrast, significantly supports the organization (Arnwine, 2002). To achieve this, board members must understand the difference between governance and management and be removed from the general management of the organization which is left for the CEO and its leadership team (Arnwine, 2002). The governing board selects and dismisses the CEO; it evaluates the performance of the CEO and holds the CEO responsible for organizations performance (Maniece-Harrison, 2008). Most scientific research reveals a correlation between board effectiveness and organizational effectiveness, however, there is no existing proof relating which component, the board or the organization, causes those changes (Herman & Renz, 2002). With a formalized paradigm of nonprofit CHCs, the expectations of leaders differ amongst stakeholders as well as governing board.

2.6 The Non Profit Community Health Center Paradigm

With the analysis of the structures within a CHC, it is important to understand the nonprofit community health center paradigm. Americans are constantly seeking the services of CHCs, regardless of patients' ability to pay. With limited resources, CHCs are required to continually improve quality of care, in spite of growing numbers of both uninsured and underinsured patients (Chien, Walters, & Chin, 2007). CHCs respond to

community needs in ways that are different from for profit organizations. Notably, the goals and mission of nonprofit CHCs often differ from the goals of for-profit organizations (Phipps & Burbach, 2010). Leaders of nonprofit organizations are challenged by the unilateral nature of its construct (Drucker, 1990). They lack the luxury of sampling successes within internal structures by comparing needs, applications and results unlike large corporate for profit organizations.

Such situational factors can be attributed to several environmental factors. For example, because of its unique setting, philosophy and obligations, CHCs must (1) be located in medically underserved areas and serve a high need population; (2) provide an inclusive primary care services as well as enabling services that enhances access to health care; (3) be accessible to all populace within their service area in spite of an individual's ability to pay; (4) have a governing board composed mostly by community members who use its services; and (5) be in compliance of other performance and accountability requirements concerning administrative, clinical and financial operations (Williams, 1999).

Nonprofit CHC leaders are exclusively accountable for both internal and external programs of the organization (Brinkerhoff & Brinkerhoff, 2002; Malloy & Agarwal, 2010). More than fifty percent of the client population who use the services of the CHC is expected to participate in the CHC governing board (HRSA, 2014). For the most part, leaders and staff feel unsatisfied with board performance. Though considered an important part of the nonprofit CHC paradigm, the significance of the CHC nonprofit board is viewed as a challenging complexity in the overall performance and success of

the organization. The divided in its makeup and relevance, continues to plague managers and researchers, who “suggest that many nonprofit boards are largely irrelevant anachronisms” (Herman & Renz, 2000. p. 147; Fink, 1989; Young & Sultz, 1995).

The governing board is accused of either interfering too much in the affairs of management or that the board is incompetent (Middleton, 1987; Harris, 1999). Although challenging, CHCs have a variety of government and donor resources to help achieve their mission (Takash & Buxbaum, 2011). These include federal grant support, Medicaid and Medicare standard reimbursement rates, National Health Services Corps loan reimbursement support and eligibility for government-sponsored malpractice coverage (Takash & Buxbaum, 2011). To keep these operations functioning, the leadership team must be knowledgeable and skilled in navigating these different needs. To be able to achieve this, the extent of nonprofit CHCs capability to remain reliable partners depends not only on the skills of the managers, but largely on the dedication and competence of their boards of directors (Herman & Renz, 2000, p. 146).

However, due to its nonprofit nature, CHCs continue to rely strongly on the support of government grants to function (Sowa et al., 2004). Thus, the relationship between government reliance grants and nonprofit organizations in general raises concerns for organizational effectiveness. In light of these collective responsibilities by nonprofit CHC leaders and staff, there is also a growing identity crisis between its market character and its nonprofit characteristics (Salamon, 2012). Where third party private payers such as Medicare and private HMOs, will only reimburse actual service cost rather than the value of the service provided (Gray & Schlesinger, 2012). Nonprofit CHCs are

clamoring for ways to stay above waters by increasing their internal financial processes through co-pay and self-pay patients (Gray & Schlesinger, 2012).

2.7 Human Resources Development

There continues to be disagreement amongst scholars and practitioners alike regarding the role of human resources development (HRD) in organizational effectiveness (Swanson & Arnold, 1997). The questions asked are; should HRD focus on increasing the performance requirements of the organization or develop the individual in a broad manner through appropriate training and support (Swanson & Arnold, 1997). Rao (1995) viewed HRD as that which extends beyond just training but developing human resource competencies. According to Akinyemi (2011) the role of HRD in organizational effectiveness is establishing a long term investment in the workforce, thus ensuring a high-quality employee group competent enough to accomplishing the organization's mission. This in essence includes both leaders and front line staff members. Harrison and Kessels (2004) define HRD as a process requiring “the skillful planning and facilitation of a variety of formal and informal learning and knowledge processes and experiences, primarily but not exclusively in the workplace, in order that organizational progress and individual potential can be enhanced through the competence, adaptability, collaboration and knowledge-creating activity of all who work for the organization” (p.4).

Another view of HRD is that it is “a set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands” (Werner & DeSimone, 2006, p. 5). Swanson (1995) defined HRD as the process of unleashing human development to improve

organizational performance. McLagan (1989) however defined HRD as applying training and development, organizational development and career development to improving group, individual and organizational needs. It is the role of the leadership to asserting a strategic process that solidifies the framework of the organization.

Thus, the impact of a loose organizational strategy could create a vacuum for a poor performing workforce. The effectiveness of organizations in developing their workforce largely depends on the prevailing developmental climate within the organizations. Swanson and Arnold (1997) argue that the outcome of HRD intervention strongly supports performance. So far, there has been limited study of organizational effectiveness in the field of HRD, especially as it relates to leadership turnover. Gill (1995) argues that HRD by aligning itself to the strategic goal of the organization, can assist organizations attain organizational effectiveness. In other words, organizational effectiveness can be attained by focusing on systems and processes, making sure employees have the knowledge, expertise and attitude to produce quality work (Swanson & Arnold, 1997).

As a way of promoting effective organizational processes, HRD alignment to the goals, strategies and performance of the organization "is the primary means by which goals and strategies in organizations are achieved" (Swanson & Arnold, 1997. p. 15). HRD can also play a critical role in developing the skills of individuals that expands competencies in building relationship with a variety of stakeholders and to understand the impact of organization on various dimensions of society. HRD practitioners can also help organizations build sustainability in the long term while also allowing it to deliver on short term goals.

2.7.1 Recruiting and Retention of CHC Workforce: A Leadership Challenge

The challenges of recruiting, retaining and turnover of leaders facing CHCs are not in isolation. Overall, this is in line with the general challenges facing the nonprofit sector (Howard et al., 2009). CHC leaders have attributed the complexities of their work to several issues impacting not just CHCs but the nonprofit paradigm. This is even more so with the workforce expected to maintain the existence and survival of the organization. The fierce competition is exacerbated by many factors, for example; employee benefit packages, CEO retirement, for profit and nonprofit competition, the growing need for greater patient and provider diversity alignment and geographical obstacles (Howard et al., 2009).

In light of primary care healthcare shortages, CHCs are struggling with the shortages of a qualified workforce. Because of financial challenges, locations and the CHC paradigm, many CHCs are struggling to find, recruit and retain qualified primary care physicians (Cole, Doescher, Phillips, Ford, & Stevens, 2012; Taylor, 2004). However, with family physicians dominating a sizable amount of primary care employed by CHCs, research shows that 13% of such positions at CHCs are empty (Rosenblatt, Andrilla, Curtin, & Hart, 2006). Even with the federal government providing monetary incentives through the National Health Services Corporation (NHSC) loan forgiveness programs to CHCs, there is a shortage of adequate physician supplies (Doty, Abrams, Hernandez, Stremikis, & Beal, 2009). Today, there is the high rate of physician turnover, with CHCs unable to retain those already in the system (Taylor, 2004).

With consistent demands and competition for shared resources both private and government in a period of such increasingly rigid margins, health care organizations in general continue to struggle and a sense of crisis is building about how healthcare organizations will meet their leadership needs now and in the future (Mecklenburg, 2001; Institute for the future, 2000; Schneller, 1997 in *McAlearney, 2006. p. 967*). The goal is not only to survive, but be sustainable by improving performance and general organizational effectiveness (Karamat, 2013). These desires are challenged by highly competitive markets and an organizations ability to continually enhance performance (Karamat, 2013). However, the challenge to remain viable is creating a sense of crisis for healthcare organizations and how they intend to achieve their leadership requirements both now and in the future (Institute for the Future, 2000; Mecklenburg, 2001; Schneller, 1997 in *McAlearney, 2006. p. 967*). Yet few healthcare organizations have made substantial investments in developing their leaders.

2.8 Theoretical Framework

Different indicators most of which had similar views have been adopted to evaluate organizational effectiveness in nonprofit sectors. However, according to Selden and Sowa (2004) "the knowledge base is far from clear about what the most important explanatory factors for assessing and measuring the effectiveness or performance of public and nonprofit organizations are" (*in Selden & Sowa, 2004, p. 395; Likert 1967; Pfeffer, 1982; Quinn & Rohrbaugh 1981, 1983; Rainey & Steinbauer 1999*). Goodman and Pennings (1977) assert that in spite of its ambiguity, organizational effectiveness is considered an important idea in organizational concept. For which "some of the earliest

models developed were goal based but immediately identified as an unsatisfactory construct since the selection of inadequate goals cannot lead to an effective organization” (*in Venkataiah, 2015, p. 2*).

It is believed that these early models subsequently shifted towards the system models, concentrating on far-reaching sets of constructs and assessing the means required to achieve the organizational goals (*in Venkataiah, 2015*). However, these systems and key processes within organizational constructs could be misleading and prove ineffective if they caused unnecessary external problems (*in Venkataiah, 2015*). These models have been criticized by many scholars who believe that the system model provides a limited view of organizational effectiveness. It is assumed, that it is from these unwarranted concerns that led to the emergence of the multiple-constituency models intended to measure effectiveness both internally and also as a function of customer satisfaction (Connolly, Conlon & Deustch, 1980 *in Venkataiah, 2015*).

However, viewing nonprofit organizational effectiveness from various criteria creates clarity as to the complexities and possible understanding of the nonprofit sector. This is because the nonprofit sector in general requires a composition that demonstrates multiple dimensions of the organization (Cameron, 1982; Forbes, 1998; Herman & Renz, 1997, 1999; Kushner & Poole, 1996; Ostroff & Schmitt, 1993; Rojas, 2000). With all of its complexities, there is still a growing interest in the measurement of nonprofit organizations effectiveness amongst scholars and practitioners. The literature however agrees that to measure effectiveness, its characteristics must be of good quality (Tayşir & Tayşir, 2012). These qualities are; effectiveness measurement must be comparative and

multidimensional (Tayşir & Tayşir, 2012; Herman & Renz, 1997), effectiveness measurement should account for different stakeholders interests (Speckbacher, 2003), and finally effectiveness is a social construct and must be reflected in its measurement (Tayşir & Tayşir, 2012). Sowa et al. (2004), in agreeing with the multidimensional approach indicates a primary dimension of management and program effectiveness (Sowa et al., 2004).

The multidimensional approach is supported by various studies that indicate the model is best used at showing relationships between leadership and organizational effectiveness (Bowers & Seashore, 1966). While dimensions may vary from organization to organization, the multidimensional model gives scholars an opportunity to be flexible (Sowa et al., 2004). However, viewing nonprofit organizational effectiveness from multiple proportions creates clarity as to the complexities and possible understanding of the nonprofit sector. This is because the nonprofit sector in general requires a composition that demonstrates multiple dimensions of the organization (Cameron, 1982; Forbes, 1998; Herman & Renz, 1997, 1999; Kushner & Poole, 1996; Ostroff & Schmitt, 1993; Rojas, 2000).

Herman and Renz (1998) stated that most research discussions on organizational effectiveness are framed around organizational conditions such as achieving mission, goals and sustaining adequate funding. The goal model is regarded in the general literature as the most common view but one of two generally accepted viewpoints on organizations: these are the purposive-rational (Pfeffer, 1982), and the managed systems

(Elmore, 1978) models (*in* Herman & Renz, 1998). The goal concept is of the view that organizations have goals and these goals must be achieved (Etzioni, 1964; Pfeffer, 1982).

Other schools of thoughts have also contributed to the organizational effectiveness theories. For example, scholars have related organizations to their environment, by looking at the external factors in developing such criteria for effectiveness. This is called the system resource model, developed by Seashore and Yuchtman (1967) (*in* Sowa et al., 2014). Organizations are considered an ecological model or a participant satisfaction model which describes organizational effectiveness in relation to the organizations ability to "key strategic constituencies in their environment" (*in* Sowa et al., 2014). While many nonprofit scholars have resorted to using this model in measuring organizational effectiveness, others argue that the uniqueness of nonprofit designs requires a multiple approach and that it could never be reduced to a single measure (Herman & Renz, 1999). The multidimensional approach is divided into two levels of effectiveness. These are management effectiveness and program effectiveness. Both of these levels are broken down into subunits namely: capacity and outcomes.

The dimensions of management capacity/effectiveness are a determinant of management ability to intervene with programs that seek organization wide effectiveness. In essence, the researcher assumes that management effectiveness influences program effectiveness and ultimately organizational effectiveness. Program capacity and program outcome variables are positioned as factors used for evaluating the overall effectiveness of the organization to provide quality care programs (Sowa et al., 2004).

2.9 Summary and Conclusion

This chapter looked at the literature on organizational development, leadership turnover and the theoretical framework providing history on the general concept of leadership turnover and organizational effectiveness in the public and nonprofit sectors. It further looked at the definition of both organizational effectiveness and leadership turnover as proposed by scholars and practitioners alike. The chapter also reviewed literature of the theoretical framework of the multidimensional model developed by Cameron (1989) being used as the framework for this study. This chapter also identified some of the variables that have been identified in the literature as the mitigating factors impacting leadership turnover and organizational effectiveness.

The literature identified cost as a major problem in leadership turnover and its impact in the effectiveness of the organization. The literature identified such burden on CHC leaders that impacts cost as; recruiting and the time and cost associated with finding, replacing and retaining top leadership, the nonprofit CHC paradigm, board leadership and inability to fulfill its mission. For CHC leaders, there is a sense of urgency to meet the needs of patients, thus they must find ways to attract recruit and maintain competent leaders.

Drawing on the broad literature on organizational effectiveness, the specialized literature on nonprofit organizational effectiveness, and recent research in the field, proposes nine themes regarding the effectiveness of nonprofit organizations; (1) always comparative, (2) multidimensional, (3) related to board effectiveness (but how is not clear), (4) related to the use of correct management practices but not in any simple “best

practices” way, and (5) a social construction. Furthermore, (6) it is unlikely that there are any universally applicable best practices that can be prescribed for all NPO boards and management, (7) organizational responsiveness is a useful organizational-level effectiveness measure, (8) distinguishing among types of NPOs is important and useful, and (9) level of analysis makes a difference in researching and understanding effectiveness.

CHAPTER III

RESEARCH METHODOLOGY

3.0 Introduction

Chapter three outlines the principles of the research and the methodology used to conduct this mixed-methods (QUAN + QUAL)² study. The study focuses on combining the collection and analysis of both survey and quantitative data (Creswell & Plano Clark, 2007) for the purpose of understanding the case. It also involves theoretical assumptions that guide the direction of the analysis and the data collection process (Creswell & Plano Clark, 2007). Chapter three also addresses the research design rationale, methods and questions, and theoretical framework.

The format for the data collection process includes observations, interviews (formal and informal) with open-ended questions and a Likert scale survey questionnaire. A description of the participating population and the research site selected for this study was addressed as well as the protection of human subjects and ethical issues. It also includes the mechanism that explicitly illustrates the process in data collection and data analysis as well as the instruments used in the process. Methods that assure the strength and dependability of the study are also discussed.

²Creswell and Plato Clark (2007) affirmed that the notation QUAN + QUAL “indicates that both quantitative and qualitative methods were used at the same time during the research, and both have equal emphasis in the study” (p. 41).

Without alienating other research methods, there is a basic understanding that for the purpose of this study, a combination of survey questionnaire and qualitative approaches “provides a better understanding of the research questions than either approach alone” (Creswell & Plano Clark, 2007, p.41).

3.1 Design Rationale

The aim of this research is to (1) identify leadership turnover and its impact in organizational effectiveness (2) the relationship between management effectiveness and leadership turnover (3) examine the relationship of program outcome on leadership turnover. To gain clarity and understanding of these questions, this study applied a mixed method of both quantitative and qualitative measures. In many studies, mixed methods research is defined as a rational model of inquiry combining survey and quantitative models of research so evidence may be combined increasing knowledge in a more consequential way than either one model could accomplish standing alone (Creswell & Plano Clark, 2007; Office of Behavioral and Social Sciences Research, 2001).

The mixed method mode of inquiry is most suited for addressing the research questions of this study. First, the need to examine the effect of leadership turnover on organizational effectiveness (that is management and program capacities) may be useful in generating tools to guide CHCs leadership in effective operations supported the use of quantitative methods. Secondly, there was limited evidence informing the process of identifying levels of the relationship between management and program effectiveness and leadership turnover in nonprofit community health clinics.

This finding supports the need for explorative qualitative work aimed at describing unknowns, especially in distinctive contextual settings, such as CHCs. Finally, the rationale identifying the strategies applied by the management of the study organization examines how program outcomes impact leadership turnover and subsequently the effectiveness of the organization. This process required an in-depth understanding of both methods in deducing a conclusion that is feasible and achievable, especially considering the fact that most of the respondents' reactions and answers were based on both their perceptions and experiences of management capacities and programs implementations in relation to leadership turnover. A regression based approach offered the needed strength in shaping relative correlations of measured variables. This mixed methods research design allows for a strong conceptualization of leadership turnover phenomena and testing for significant relationships between leadership turnover and organizational effectiveness (management and program capacities) within the nonprofit CHC in these contexts.

For the most part, the rationale influencing the use of mixing both survey and qualitative methods into a single study are pragmatism. This is because the aim is "doing what works, and what is most appropriate for the research study" in achieving the desired result. As a fundamental philosophy for investigation, pragmatism supports the choice of using different models of inquiry to address research questions which basically determine which methods are best suited for the research (Morgan, 2007). In other words, some research questions are best addressed using either qualitative or quantitative analysis

(Patterson, 2013). The rationale guiding this study allowed for a logical application of both survey and qualitative methods to address each specific question.

3.2 Theoretical Framework

3.2.1 Variables

This study explored factors of leadership turnover and its impact on the effectiveness of the organizational. The dependent variable in this study is leadership turnover and the independent variables are the functions of organizational effectiveness (management and program capacities).

3.2.2 Leadership Turnover

This study explored the resignation of staff with leadership responsibilities in the organization and the reasons for such turnovers. Study respondents used a 5-point Likert scale questionnaire ranging from 1 (strongly disagree) to 5 (strongly agree) to answer questions assessing turnover and organizational commitment. The questionnaire addresses issues such of employee commitment, employee development (opportunity for growth), employee support systems, and benefits. Likert scales are normally used to measure attitude, providing a variety of responses to a given question (Jamieson, 2004; Cohen, Manion & Morrison, 2000).

Existing turnover literature on leadership recognized the role employee relationships with managers can have in influencing employees to stay or leave, however leadership theorists have long perceived a broader array of possible pull-to-stay rationale, such as idealized influence and inspiration (Avey, Hughes, Norman, & Luthans, 2008). The study explores the possible relationship between leadership turnover and the varying

functions of management and programs impact. In this context, certain leadership turnover dimensions are observed; these are management capacity viewed from a management effectiveness dimension and program capacity, viewed from a program effectiveness dimension. Since organizational effectiveness dimensions (management and program capacities) are considered possible factors impacting leadership turnover, it was measured as the independent variables.

Whereas, as leadership turnover depends on the effectiveness of programs and capacity of the management team to effectively manage and maintain quality programs, it was measured as the dependent variable. It is observed through studies that fundamental variables of leadership turnover have a direct impact on organizational outcomes (Cascio, 1982; Price, 1977). However, it is assumed that turnover influences the measurement of organizational outcomes. Where lower turnover is a sign of a strong and effective organization, a high turnover is viewed as a sign of a weak and ineffective organization (Selden & Sowa, 2004; Cascio, 1982; Price, 1977).

3.2.3 Organizational Effectiveness (Management and Program Capacity)

The researcher defines management capacity as the degree to which the necessary systems and processes are in place to maintain an organization (Seldon & Sowa, 2004; Ingraham & Donahue, 2000a). In this study, organizational effectiveness was examined as a possible outcome of leadership turnover dimensions. I included a set of factors related to management outcomes: voluntary turnover (objective measure) and operating staff job satisfaction (perceptual measure) (Selden & Sowa, 2004). The variables of management capacity and program capacity were assessed with a 5 point Likert scale

survey questionnaire. In this case, the organizational outcomes were measured from the dimensions of management and program capacity-effectiveness (Selden & Sowa, 2004).

Management capacity is assumed to influence management and program effectiveness. Capacity determines the *processes and structures* of management in an organization which in turn influences outcomes. According to Sowa et al., (2004) “Capacity” refers to how the organization or program operates the structures in place, and the operating processes that dictate and direct employee action. On the other hand, outcomes are the functions of the processes and structures implemented by management (p. 715). To measure each of these variables of management capacity and program capacity, both survey questionnaires and observational data was collected.

The reason for using *observations* is that it fully captures the indicators of effectiveness but also to avoid missing any dysfunctions that may not be captured fully in the survey questionnaire. The degrees to which these structures, processes, and outcomes align with observations of those in the organization on a day-to-day basis are examined (Sowa et al., 2004, p. 716). For example, how effective is the Board-CEO quality of leadership, how are information disseminated amongst managers, are managers satisfied with the benefit package, are the infrastructures adequate and easy to use, management perception of board quality and leadership.

3.2.4 Program Capacity and Program Outcome

The dimensions of program capacity-outcome variables are positioned as factors used for evaluating the capacity of the organization to providing superior trainings, employee benefit package, quality of organization's infrastructure, quality organization

programs, with the expected outcome being employee satisfaction. Outcomes are positioned from the processes of management and programs as the expected measure for organizational effectiveness which in this case is assumed to have an impact on leadership turnover.

3.3 Research Method

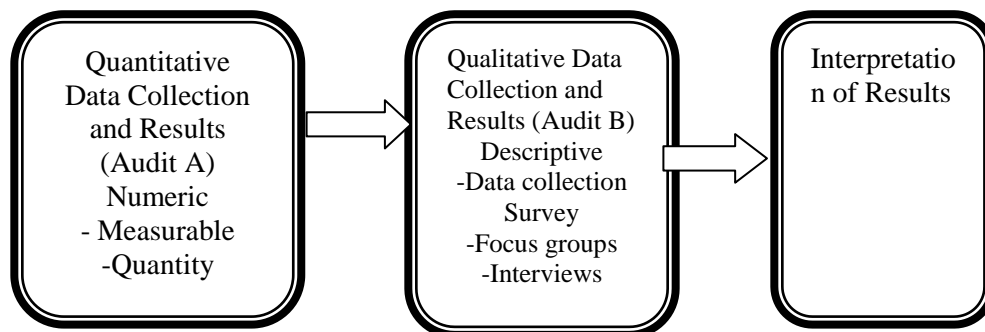
This study specifically utilizes a single case study and a mixed method approach to examine if there is perceived relationship between leadership turnover and organizational effectiveness in an Urban Midwestern Nonprofit Community Health Center. For the most part, a case study approach is commonly linked with descriptive or exploratory research, but not necessarily restricted to these two approaches (Ghauri, 1983; Yin, 1994). The case study methodology uses exploratory correlations to examine the relationship between leadership turnover outcomes (i.e., dependent variable) and organizational effectiveness outcomes-management and program capacity (i.e., independent variable). The exploratory model consists of two chronological parts, an initial survey phase followed by a qualitative phase designed to further investigate and develop the study's findings and conclusions (Creswell, 2005).

By definition, mixed methods is a procedure for collecting, analyzing, and “mixing” or integrating both survey and qualitative data at some stage of the research process within a single study for the purpose of gaining a better understanding of the research problem (Tashakkori & Teddlie 2003; Creswell 2005 *in Ivankova, Creswell & Syick, 2003, p.3*). Ivankova et al (2006) argues that "the rationale for mixing both kinds of data within one study is grounded in the fact that neither quantitative nor qualitative

methods are sufficient, by themselves, in some cases to capture the trends and details of a situation" (p. 3). However, when both methods are used together, they provide a complimentary balance that allows for a more robust scrutiny, by enhancing the strengths of each (Green, Caracelli, & Graham 1989; Miles & Huberman 1994; Green & Caracelli 1997; Tashakkori & Teddlie 1998).

As stated earlier, there is no agreed upon model of mixing of methods that is better than the other. However, the basis for employing a mixed method design varies, but can be generally described as a way to expand the range or breadth of research to offset the weaknesses of either approach alone (Blake 1989; Greene, Caracelli, & Graham 1989; Rossman & Wilson 1991). The most important consideration is the research questions, in mixed methods research. It is a combination of different elements, namely methods, philosophy, and a research design process (Creswell & Plano Clark, 2011). The mixed methods design approach informing this study is an exploratory design that integrates survey and qualitative methods across more than one stage of the research process.

Figure 2. Exploratory Design- Mixing Methods



Modified from Creswell & Plano Clark, 2007.

3.3.1 The Exploratory Design

As with the Explanatory Design, the intent of the two-phase Exploratory Design (see Figure 2) is that the results of the qualitative method can help develop or inform the descriptive survey method (Greene et al., 1989). The design is intended to explore the research questions and is not intended to offer a final answer to an existing problem(s). Exploratory research designs aids in determining the nature of the problem in question, by helping the researcher to better understand of the problem. Saunders et al. (2007) cautions that when conducting exploratory research, there is an expectation for flexibility as a result of revelation of new data and new insights (p. 134). While, exploratory research design does not offer conclusive answers to the research questions, it does explore the research topic with varying levels of depth. As stated by Brown (2006) “Exploratory research tends to tackle new problems on which little or no previous research has been done” (p.43).

3.3.2 Case Study

A case study aims to examine particular issues or situations within the boundaries of a defined setting, situation or organization. For the purpose of this research, a case study methodology is appropriate for this study because it aims to achieve a detailed understanding of the case by providing a thorough narrative, analyses, and interpretations of the case (Merriam, 1998; Stake, 1995; see also Schiazza, 2013). The case study aims is to understand the problem being investigated (Gable, 1994). It provides an opportunity to inquire by asking insightful questions and to capture the wealth of organizational behavior (Gable, 1994). For the most part, with a conclusion that is specific to the

particular organizations studied and may not be generalizable (Gable, 1994, p. 2). Integrating the case to be studied (qualitative), followed by a survey (quantitative). A single case study is used to explore specific aspects of pedagogical content knowledge among the participants, including a survey to understand the generalized aspects (Shiazza, 2013). For the purpose of consistency, the study used mixed methods to inform the development of other methods from the data collected (Greene, 2007).

The data for this case study research comes mainly from participant observation, informal interviews, audit notes, case notes, physical artifacts, documentation, archival records and organization own survey records (Yin, 1994). A case study research method is defined as an empirical inquiry that investigates a contemporary phenomenon within its real life context, when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used (Yin, 1984, p. 23). Robson (2002) defines case study as “a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence” (p.178). According to Bromley (1990) case study research is a “systematic inquiry into an event or a set of related events which aims to describe and explain the phenomenon of interest” (p. 302). The authenticity, correlations, and means of each set of measures will be examined (Selden & Sowa, 2004).

3.4 Instrumentation

For the most part, research instruments are mainly testing devices used for measuring a given phenomenon. These instruments could be survey questionnaires, interviews and observations. These instruments serve as a guideline for data collection.

The following instruments were used to collect data and answer the research questions for this study: a) Semi-structured interview questions with open-ended questions-qualitative data (Appendix B), b) A survey containing a 5-point Likert scale (quantitative data) (Appendix C). A self-administered survey questionnaire with both open ended and closed ended questions (Onwuegbuzie & Teddlie, 2003), consisting of established scales was used in data collection for both leadership turnover and organizational effectiveness.

The benefit and advantage of using a questionnaire presents a convenience for participants, data collection time is short and generally less expensive (Gall, *et al.*, 2003). For each of the sub-dimensions of management and program effectiveness, the researcher applied objective and observational constructs (Sowa et al., 2004). The researcher conducted a face to face informal interviews, as well as perceived and structured observations. Each of these constructs is measured by valid and dependable scales utilized in previous research. Likert scales are normally used to measure attitudes, providing a variety of responses to a given questions (Jamieson, 2004; Cohen, Manion, & Morrison, 2000).

3.4.1 Survey Questionnaire

The questionnaires were designed in line with the conceptual framework established in chapter two, with much of the focus being on the research questions. For a mixed method research, surveys can be considered one of the most important forms of instruments for measurement (Fowler, 2001). This is because of the flexibility of using surveys in research while dealing with different forms of data (Sapsford, 2006). Thomas

(2003) stated, that “surveys are useful in revealing the current status of a target variable within a particular entity” (p. 44). In this study, a 5 point Likert scale survey questionnaire was used (Appendix C). The survey was divided into three sectors namely Management Capacity: Governance and Leadership, Program Capacity: Program Delivery and Impact and finally Leadership Turnover. Each sector identifies the three questions asked in this study in which the researcher aims to answer. As stated in chapter one, these questions are (1) what is the relationship between management effectiveness and leadership turnover? (2) How does program outcome impact leadership turnover? (3) Does leadership turnover impact organizational effectiveness?

3.4.2 Likert Scale

The questionnaires were formulated using a 5-point Likert scale with most being closed ended, and a few of the questions being open-ended (as shown in Appendix B and C). The 5 – point scale was preferred in this analysis because its effectiveness in facilitating robust statistical analysis in any research study as earlier pointed out by Zikmund (2000). The dependent variable is leadership turnover outcomes and the independent variable is management and program capacity outcomes. A Likert scale is a psychometric scale generally used in research employing questionnaires which allows respondents to indicate how much they agree or disagree with a statement (Likert, 1932).

In 1932, Rensis Likert developed the Likert scale as a means of measuring attitudes, beliefs, or behaviors items from which respondents choose one option that best aligns with their view. It is often used to measure respondents' attitudes by asking the extent to which they agree or disagree with a particular question or statement (Losby &

Wetmore, 2012, p. 4; Bowling, 1997; Burns, & Grove, 1997). A typical scale might be “Strongly disagree, Disagree, Neutral, Agree, Strongly agree” (Losby & Wetmore, 2012, p. 4). To answer the research questions, a quantitative analysis of the survey questionnaires was used for questions one and two. While a qualitative analysis was used to answer research question three.

3.4.3 Interviews

According to McCracken (1988) interviews are both challenging and rewarding forms of measurement in research. He stated that interviews seek to put into perspective the meanings of central themes that reflect the participants’ views. Kvale (1996) on the other hand, in explaining the usefulness of interviews stated that interviews are important in research because they create a better understanding of the meaning of the responses given by the interviewees, thereby allowing the researcher/interviewer to seek in-depth information and clarification on the topic being studied. Focused groups, face to face and semi structured types of interviews were utilized.

The semi structured interview protocols required a face to face observation as well as an informal semi structured meetings with participants. The purpose of the interviews were to help me gain clarity of each participant’s understanding of questions asked and survey questions answered that may have been vague both in the survey responses and during participant observations. The senior management staffs were especially gracious and cooperative during the process of the interview. I made sure to respect the time of all participants and only requested time away from work for the interviews.

The informal interviews were very brief, approximately five to ten minutes long, while the semi structured interviews took about 30 minutes but not exceeding 60 minutes at any time. Both of these protocols helped in triangulating the findings, resulting from the observations. For the purpose of anonymity and confidentiality, the managers requested that the meetings (semi structured interviews) not be recorded. The researcher took notes, but made sure to exclude names and other identifying information to protect the identity of the participants. At the end of the interviews and after summarizing the content of the interviews, copies of the semi structured interview were presented to participants to review, for the purpose of accuracy and to "validate the authenticity of interpretation by the researcher" (Schiazza, 2013, p. 63; Stake, 1995). To help answer all three research questions, interviews were required for clarity and authenticity.

3.4.4 Observations

I conducted observations during formal and informal management meetings, all staff planning meetings, performance improvement meetings, departmental meetings and senior management meetings as well as normal work hours. The purpose of observations was to help me understand the inquiry and methodological decision-making processes and how these decisions impacted programs and operations (Schiazza, 2013, p. 58).

3.4.5 Audit Trails

Audit trails were used as a means of providing accurate and timely logs to help answer all three research questions. Audit trails provided comprehensive logs about the processes and outcomes of a qualitative study to help evaluate the authenticity of the analyses and extrapolations that emerge from the study (Lincoln & Guba, 1985; *see also*

Schiazza, 2013). Audit trails also provide “framework for the types of observations and information recorded in the observation and reflexive journal” (Schiazza, 2013, p. 60).

3.4.6 Documents

Data from the organization's human resources data base relating to terminated management staff, employee benefits, and policy documents on the governing board and published document by HRSA. Other documents used in the data analysis include emails, meeting notes on previous meeting discussions by management and the governing board, meeting agendas that were produced by the participants. With the aid of the department directors and managers, communication with research participants was via a third party for survey distribution and face to face, telephone for the , semi-structured interviews and observations. The form of communication with the human resource officer and administrative staff was through face to face meeting and/or telephone. To encourage participation, study participants were given a data collection method of paper -and - pencil/pen design ONLY. A copy of the study results was offered to organization leaders as a motivation for participation. To create a process that is attainable, a timeline for distributing survey questionnaires was established and a pre-notice letter of invitation/consent (See Appendix A) was sent to targeted employees within the study organization.

To assist participants and to make the process less cumbersome, considering the demands of the healthcare profession, the questionnaire were sent to them, a week after participants have received the pre-notice invitation to participate. A paper copy of the consent forms (see Appendix A) were sent to participants via their departmental

managers and directors, encouraging participants to read the consent information that explains the procedure, risk and benefits, voluntary nature, confidentiality, and importance of the study. All study participants were provided an implied consent by completing the questionnaire.

Multiple email reminders were sent to departmental directors and managers for collection of survey materials as a way of increasing the response rate (Dillman, 2007). The departmental directors and managers further assisted in distributing the questionnaire to the study participants. A time line for completion and return was noted to each departmental directors and managers. All completed questionnaires were returned in a folder with no departmental markings to prevent any association of survey answers to any one employee. All completed surveys were dropped in the researcher's mail box.

To prevent duplication and possible tampering with the survey questionnaires, each questionnaire was marked with an individual identification number. This assigned number was for the sole purpose of tracking only, also as a way of identifying non-responders (Dillman, 2007). All study participants were given a written explanation regarding the survey instruments being used. A database to assist with categorizing, sorting, storing, and retrieving data for analysis was prepared for further references of the data collected so that it is readily available for subsequent reinterpretation. This in essence increases the validity of the data collected.

3.5 Data Collection

The nonprofit CHC participants included directors, managers, clinical management, and non-clinical administrative management staff. I obtained approval from

the University of Minnesota Institutional Review Board (IRB). Prior to obtaining approval from the IRB, an introductory letter was sent to the Chief Executive Officer (CEO) of the organization, explaining the purpose and benefits of participating in the study. I further requested permission and approval from the CEO to use its organization as the study site for this case study. Having had an opportunity to work with the group and organization involved, the researcher utilized the services of the departmental managers and directors to administer the survey questionnaires. This was to prevent any form of conflict of interest and to eliminate the creation of any form of bias and the subjects within the organization responding to the questions.

While the study focused on collecting both secondary and primary data, a great deal of weight was given to the primary data. Secondary data was mainly used in establishing the research background and literature review, where journal articles, books, and organization documents, industry publications were the key reference materials in this study. The data collection process chosen for this study was designed to use data collected through observations, interviews, surveys, open-ended questions, the organizations human resources database and publications. The data collection timeline in the nonprofit CHC was designed for 3 months maximum in the event employees were out on vacation or holidays because of the holiday breaks in November and December, 2015.

The data was collected from November 2nd, 2015 to January 15, 2016.

Qualitative data were collected using interviews with open ended questions (Appendix B) because the format allowed for significant probing vis-à-vis a two-way face to face communication that provided in-depth descriptions of topics being discussed (*in*

Patterson, 2013, p. 65). Additionally, the size of the population in the nonprofit CHC sampled is reasonably small and qualitative interviews can offer considerably more data around a particular topic than surveys alone (*in* Patterson, 2013, p. 65). For the most part, interviews are also almost always easily conducted via telephone communication mediums, email communication and face to face which helped minimize the costs associated with the study. A structured process making sure the format of the interviews maintained focus during the brief scheduled face to face interviews were maintained.

Table 1. Qualitative Data Collation Process

Qualitative Method	Design	Time Frame
	Face to Face Interviews including informal interviews	10-15 minutes each meetings (4 meetings in total)
	Direct Observation/Semi structured Team Meetings	10-15 minutes (2 meetings)
	Structured Interviews	60 minutes (one time)
	Exploratory Design	

Interviews of individuals in the nonprofit CHC management team were conducted to generate data. The collection of qualitative data interviews with 4 open-ended questions were conducted with 10 management staff in the nonprofit CHC at a time and place previously scheduled and determined by each participants. Participants were given copies of the interview process ahead of time. Each interview lasted roughly 15-30 minutes. The responses from the participants were used to identify relevant themes that emerged during the interview and were used to identify patterns that may exist across responses from other managers. For the most part, these interviews were conducted

outside or during lunch periods. Some were conducted over the telephone as follow up to clarify previous statements.

All interviews were documented with the researcher keeping written notes. In any case study research, a collection of multiple data sources is usually perceived as a strength of case study research (Yin, 2003, *see also* Schiazza, 2013). The research collected multiple sources of data as a way to “triangulate the credibility of findings and to uncover multiple understandings of the case” (Schiazza, 2013, p. 57). In this case, the application of triangulation requires the use of multiple data sources to create a stronger reliability in findings thus establishing “converging lines of inquiry” (Yin, 2003, p. 98). Observations were conducted during formal and informal study preparation meetings to capture data about inquiry and methodological decisions (Schiazza, 2013, p.59). Observations are important because they help the researcher understand the investigation and operational decision-making processes made by participants and how participant choices impact integrated data analysis (Schiazza, 2013).

Participants refused to be audio recorded for fear of board and CEO retaliation as stated by the participants themselves. Though participants signed the consent to have their interviews audio recorded, they were reluctant during the face to face interviews and the observations to have their an audio recording but agreed to recorded for the purpose of keeping a journal notes of all observations and interviews. Some participants noted the questions about the governing board as a reason for their reluctance. Participants participated in a structured 60 minute interview afterwards to clarify and make sense of

interview answers as well as provide feedback on some of the contents the researcher felt were not clear. This meeting took about 30 minutes in total.

Table 2. Quantitative Data Collection Process

Quantitative	Method	Design	Time Frame
		Likert Scale Survey	10-15 minutes each meetings
		Methods Triangulation	
		Regression Analysis	

Furthermore, primary data was administered to 60 management staff with 46 returned. This indicated a participation return rate of 77 % to the survey instrument. Survey questions were generated and participants were asked to answer questions related to the research questions (Appendix C). The survey questionnaires were administered to participants with a 10 and 15 minutes time frame for completion. Each participant had one survey only. Specifically, each participant was asked to answer up to twenty Likert scale questions (Appendix C) focusing on their perception of management capacity: governance, and how the operations of the management and governing board impact the organization's effectiveness. Additional probing questions were allowed during the course of the interview.

In section 2, (Appendix C) each interviewee were asked to answer up to twenty Likert scale questions of program capacity, how programs are delivered and its impact and how these programs were designed and implemented and its impact on the organization's effectiveness. Probing prompts were used to collect more in-depth information for responses that seem ambiguous or confusing. Furthermore, Appendix C.

generated research questions where interviewees were asked to answer up to twenty Likert scale questions on leadership turnover and how management and program capacity influenced or impacted leadership turnover.

A multiple collection of data sources which in most cases, is often considered strength of case study research was applied (Yin, 2003). It is crucial to collect multiple sources of data as a way of triangulating the authenticity and credibility of the findings as well as exposing diverse understandings of the case in question. The use of multiple data sources in triangulation in this case, is aimed at establishing greater credibility in the findings which involves establishing “converging lines of inquiry” (Yin, 2003, p. 98). Note, however that there was careful and thoughtful considerations not to triangulate every finding, rather triangulation was used only in cases where findings were considered vague or related to the research questions, according to Stake (1995). The processes of each of these data collection sources are discussed next.

3.6 Research Process

3.6.1 Interview Guide Development and Pilot Testing

This study is guided by the three research questions presented in the previous chapter and at the beginning of this chapter, a semi-structured interview guide, for questions 1, 2, 3 and 4 were prepared (Appendix B). Convenience sampling of a few targeted participants, management and clinical staff, were asked about their experiences and expectations of the organization, their thoughts concerning program operations, processes, and outcomes, and about any changes perceived as a result of their involvement in the organizations management structure. An initial interview guide with

questions pertaining to organizational leadership structure, communication and information dissemination and ways decisions are made regarding recruitment and terminations was developed (Appendix B).

A follow up survey was developed concurrently with questions designed to help highlight management capacity-governance and leadership expectations in the study organization (Appendix C: Survey 1), as well as to determine the nature of program capacity-delivery and impact as applied to achieving CHC goals through decision making (Appendix C: Survey 2), and leadership turnover outlook and critical incidents illustrating turnover (Appendix C: Survey 3). Pilot testing of the interview guide was performed with a small sample of two CHC directors, one senior management staff, and two senior clinical members from the study organization.

After careful review, modifications were made to the interview guides based on interviewer experience and feedback from pilot participants with a final interview guide presented. Based on my research questions, this study used a mixed methods exploratory correlation research design to examine the relationship between leadership turnover values (i.e., dependent variable) and organizational effectiveness outcomes (i.e., independent variable) (Shepherd & Robert, 2003). An exploratory case study is used to explore an in-depth analysis of the variables.

3.6.2 Sampling

According to Curtis, Gesler, Smith, and Washburn (2000) and Onwuegbuzie and Leech (2005c, 2007a), at certain stages, some kind of generalizing normally occurs in both quantitative and qualitative research (*in* Onwuegbuzie & Collins, 2007, p. 283). This

is because quantitative researchers often make “statistical” generalizations, involving generalizing findings and inferences from a representative statistical sample to the population from which the sample was drawn (*in* Onwuegbuzie & Collins, 2007, p. 283). According to Onwuegbuzie and Collins (2007) "in contrast, many qualitative researchers, although not all, tend to make “analytic” generalizations (*in* Onwuegbuzie & Collins, 2007, p. 283; Miles & Huberman, 1994), which are “applied to wider theory on the basis of how selected cases ‘fit’ with general constructs” (*in* Onwuegbuzie & Collins, 2007, p. 283; Curtis et al., 2000, p. 1002); or they make generalizations that involve case-to-case transfer (*in* Onwuegbuzie & Collins, 2007, p. 283; Firestone, 1993; Kennedy, 1979). This in essence indicates that statistical generalizability refers to representativeness, some form of universal generalizability (Onwuegbuzie & Collins, 2007, p. 283).

Whereas, "analytic generalizability and case-to-case transfer relate to conceptual power" (*in* Onwuegbuzie & Collins, 2007, p. 283; Miles & Huberman, 1994). This makes the process of sampling an important process to both quantitative and qualitative research (Onwuegbuzie & Collins, 2007, p. 283). However, according to Palys (2008) there is no one best sampling strategy because what is ideal for the researcher and the research will depend on the framework in which researchers are working and the nature of their research purposes (p. 697). Because of the uniqueness of this case, there was a conscious decision to purposely sample those in the senior management positions (directors, managers, and clinical staff with management/supervisory duties), thus, eliminating staff members without management/supervisory responsibilities. It is for this reason that the

critical case-purposive sampling technique was applied. As noted above, purposive sampling techniques involve selecting certain units or cases “based on a specific purpose rather than randomly” (Tashakkori & Teddlie, 2003a, p. 713).

Purposive sampling is defined as a process whereby a researcher chooses specific group of people within a population to use for a study or research. Unlike random studies, which deliberately include a diverse cross section of ages, backgrounds and cultures, Purpose sampling focuses on people with specific distinctiveness or characteristics that are better able to assist with the applicable research. Patton (2001) defines critical case sampling as the process of selecting a case or a few number of vital cases, cases that are likely to "yield the most information and have the greatest impact on the development of knowledge" (Patton, 2002, p. 236). Although sampling for one or more critical cases may not yield findings that are broadly generalizable, it may perhaps permit researchers to develop logical generalizations from the rich evidence produced when studying a few in depth cases (Patton, 2002). In other words, because of the uniqueness of the design of nonprofit CHCs, such logical generalizations are possible.

A critical case-purposive sampling approach was used to identify 60 of the nonprofit CHC management staff for study participation using the list of management and senior management staff in the organization's staff directory (OCHC staff directory list, 2016). Because these individuals were purposely selected based on their unique positions in the organization, the selection process was targeted mainly at these individuals. A letter was sent out introducing the research to the targeted population requesting voluntary participation. To ensure adequate sample size was being gathered

even if some identified individuals did not choose to participate in the study, some staff members in this population were contacted more than twice. The main goal of critical case-purposive sampling chosen by the researcher is to focus on the particular characteristics of a population that are of interest for the purpose of this study (Patton, 1990, 2002; Kuzel, 1999). This, in essence best enables the research to answer the research questions? In this case, the sample being studied is not representative of the total population.

The critical case sampling is a type of purposive sampling technique that is predominantly useful in exploratory qualitative research, research where resources are limited, as well as research where a single case (or small number of cases) can be decisive or critical in explaining the phenomenon of interest (Patton, 2002, p.237). It is this decisive aspect of the critical case sampling that is perhaps the most significant (Patton, 2002, p.237). Evidently, while such critical cases should not be used to make statistical generalizations (probability), it can be argued that they can help in making logical generalizations (Patton, 2002, p.237).

3.6.3 Non-Random (Non-Probability) Sampling

In any form of research, achieving true random sampling is difficult. If the goal of the researcher is to not generalize the findings based on a single case study, but to acquire insights into a phenomenon, "then the researcher purposefully selects individuals, groups, and settings for this phase that maximize understanding of the underlying phenomenon" (Onwuegbuzie & Collins, 2007, p. 287). According to Patton (1990) Non-probability sampling is a sampling method where samples are gathered in a process that

does not give all the individuals in the population equal chances of being selected (p. 169). Thus, many mixed methods studies utilize some form of purposeful sampling. Here, individuals, groups, and settings are considered for selection if they are “information rich” (Patton, 1990, p. 169).

3.7 Non-response Error

There are many reasons why nonresponse errors occur. It could be for lack of interest, or that participants did not remember or may have lost the survey questionnaire. Lindner and Wingenbach (2002) however, stated that nonresponse errors occur because of participants’ lack of interest or participants failure to provide usable responses. It is important to pay close attention to this because of its possible threat to external validity (Lindner & Wingenbach, 2002). To avoid a nonresponse error from threatening the external validity and support the generalizations (only within the organization being researched) of the results of the study, the researcher will present a clear process for data collection and management by identifying and recording timely respondents and non-timely respondents.

3.8 Ethical Considerations

It is important that any research study involving human subjects must be cognizant of ethical issues that might potentially impact those individuals under such study (Schiazza, 2013). However, the subject of study in this research is not a human subject, but rather an event (a research study). For the most part, the ethical considerations for this case study were not for the case itself, but for the participants who were willing to provide information and data for the study. Before the study was

conducted, all prospective participants were given a consent form outlining the research procedures and activities involved in participating in the study. I made sure participation in the study did not involve any foreseeable risks beyond those experienced in everyday life. I also made sure no names or other identifiable information such as date of birth, gender, age, and or department affiliations were used or captured in interviews or in the field notes.

The results of interviews and observations were shared with participants on an individual basis. The informed consent form did specifically state that participants may not maintain their anonymity if results of this research were published. My role as the researcher could have potentially created unique ethical situations. However, by applying the support of department heads in the distribution of the survey questionnaires created a sense of security for members of the management team. My role as a researcher also prohibited me from sharing what others said so as to maintain confidentiality of results; however, the informal nature of the relationships I have with many team members could have made it easy for me to forget my role as a researcher. I was consciously aware that my role was not just part of the management team, but also a researcher, a role with ethical and moral responsibilities, one that needed extreme caution and care to all the participating members.

Finally, without making any claim that the multidimensional model will cease the discussion on organizational effectiveness in nonprofit organizations (in this case CHCs), the researcher hopes it will generate interest and create new opportunities for scholars

and practitioners to explore organizational effectiveness and how it impacts leadership turnover in nonprofit CHCs.

CHAPTER IV

RESULTS

4.0 Introduction of the Case

As stated in chapter 1, the purpose of this research is to better understand leadership turnover and its impact in organizational effectiveness in an urban Midwestern nonprofit community health center. Specifically, the study analyzed the relationship of managers' perceptions on management capacity and their impact on leadership turnover. The study also analyzed the relationship of managers' perceptions of program capacity and program impact on leadership turnover. Finally, the study investigated the moderating effect of leadership turnover on organizational effectiveness (management and program capacities). The study also examined the relationship of management, programs capacities on leadership turnover.

The methodology, outlined in chapter three, to answering questions one and two utilized a cross-sectional survey and a qualitative open ended survey designs. The analysis was conducted using linear regression, observations, focus group interviews and face to face interviews. Chapter four presents the results of the data collection and analysis of the results. Further, testing for the survey data using Crobach's alpha is noted. Furthermore, for clarity in answering the research questions, a quantitative analysis was applied to answering research questions one and two, while a qualitative analysis was applied to answering research question three. Research question three examines a perceived relationship of management's capacity on programs outcomes that leads to

leadership turnover. The result for question three supports the analysis for questions one and two. Using a qualitative analysis to answer research question three provides evidence that correlates research questions one and two from the findings.

4.1 Data Sources

The analysis of the multidimensional model of leadership turnover and organizational effectiveness is in two parts. It focused on exploring the selected measures that illuminates the various dimensions lacking effectiveness and explores the relationship between the dimensions (Selden & Sowa, 2004). The objective and perceived measures of each dimension were evaluated. The qualitative data analysis consisted of both face to face interviews, semi structured interviews and observations of participants answers to open-ended interview questions as well as participants responses to the survey questions. Interviews were chosen to gather qualitative data because the design allowed for significant questioning vis-à-vis a two-way interaction that provided in-depth descriptions of the question and topics being discussed. Furthermore, the overall size of the population of the organization is fairly small thus qualitative interviews can generate considerably more data around a particular topic than surveys alone.

For any mixed method, case study research, a collection of numerous data sources is often perceived as strength of the research (Yin, 2003). Thus, this study utilized multiple sources of data as a way of triangulating the credibility of findings and to uncover multiple understandings of the case (Schiazza, 2013). Considered the most recognizable form of triangulation, this case study utilized methodological triangulation, which entails combining both quantitative and qualitative data collection methods

(Banister *et al.* 1994; Bekhet & Zauszniewski, 2012). For example, multiple results from focus groups, interviews and surveys are compared for resulting identical themes. It is also established that with methods triangulation, if information from different types of data collection (e.g., observation, interviews, documents) to determine what is found with one method (e.g., observation) can be validated against another method (e.g., interview) (Lincoln & Guba, 1985), then validity is established (Bekhet & Zauszniewski, 2012). As popular as this method of triangulation may be, there is

This dissertation did not triangulate every single finding. Rather, triangulation was reserved for nebulous findings or findings related to the research questions, as suggested by Stake (1995).

4.2 Data Entry

For the survey process, the general logical approach for this analysis was informed by the three levels of data analysis described by Merriam (1998): descriptive, category or theme construction, and theory development (see also Schiazza, 2013, p. 64). The descriptive process involved providing concrete descriptions of the data (Merriam, 1998; Schiazza, 2013). The descriptive process provides a concise summary of the important aspects of the case (Schiazza, 2013). A theme construction which involved abstracting concrete descriptions into categories or themes was applied (Merriam, 1998; see also Schiazza, 2013, p. 64).

This was based mainly from interviews, observations and data from the organization's own data base, internal documents, journal and interviews (Schiazza, 2013). Themes that emerged from the data collection and the analysis of both qualitative

(closed- ended questions) and quantitative data (the open-ended questions) were identified. The data were entered into Microsoft Excel spreadsheet (Microsoft, 2010). To convert variables for analysis, I used numerical indicators for labels indicated in the data collection section (*in* Patterson, 2013, p. 78), to analyze question number three. A database codebook with a matrix of the responses with codes assigned to each theme of either a “1” if the theme was present or a “2” if the theme was present multiple times was created to assist in the analysis (Schiazza, 2013, p. 40).

For both qualitative and quantitative methods, manual checks were made for accuracy of the data entry on a randomly sampled 10 percent of the questionnaire responses and a thorough check was made to identify theme occurrences for the qualitative interviews and observations for research question three. If errors were identified, more rigorous checks were made and corrected. After careful checks and ensuring all data entered and notes taken were accurate, the data were then transferred to SPSS (International Business Machines, 2012) for further analyses (quantitative). The results were correlating the quantitative close-ended responses to the qualitatively derived data (Schiazza, 2013; Onwuegbuzie & Teddlie, 2003, p. 366).

Techniques of repetition were applied. For the most part, the more frequently repetitions occurred, they were likely to represent a theme (Ryan & Bernard, 2003; Schiazza, 2013, p. 65). Out of the 60 survey questionnaires administered in this study, 14 of the survey questionnaires were either not completely filled or were returned due to incorrect addresses of terminated (voluntary resignation) managers on file. Thus, only 46

completed questionnaires were useful. That is a 77% return ratio. Table 3, below shows the organizational demographics of age and gender breakdown.

4.3 Organizational Demographic Profile

Table 3. Organizational Demographics Age -Gender Breakdown

Age	Gender	
	Male	Female
18-over 49		
34-41	3(5%)	20 (33%)
42-49	7 (12%)	8 (13%)
Over 49	12 (20%)	10 (17%)
Total	22 (37%)	38 (63%)

Organizational demographic data was collected from the organizations human resources CBIZ system (2016) to help inform the number of managers in the organization and their age and gender. Approximately, 60 of those employees belong to a management category (as seen in Table 3, above). The age and gender of the management staff (as shown in Table 3 above) revealed that the majority (38) of the participants were females aged between 34-67 years comprising of 63.3% Overall, it was revealed that there were more females (63%) in the organization than males (22) (37%).

4.4 Population of Leadership Turnover Demographics

Table 4. Population of Leadership Turnover 2013-2015

Categories	Turnover Ratio			
	Year 2013	Year 2014	Year 2015	Year Total
Employees Population	79	82	82	243
Sr. Managers in organization	18	30	12	60
Total managers lost % of managers lost to managers in organization	6 (33%)	12 (40%)	7 (58%)	25 (42%)
% of managers lost to total population in organization	8%	15%	9%	10%

The research focused on managers that are currently in the organization and those that voluntarily resigned. As shown in Table 4 above, in 2013, the organization had 79 staff. There were 18 managers but at the end of the year 6 of those managers had resigned. That is 33% of the manager population and 8% of the total population of the organization. In 2014, the organization had 82 employees with 30 of those being managers. At the end of the year, 12 of those managers had resigned. That is also 40% of the management population lost to voluntary resignation and 15% of the total population of the organization. In 2015, the organization had a total of 82 employees, with 12 of those being managers. At the end of the year, 7 of those managers had resigned. The ratio in this case is 58% of the total management lost due to voluntary resignations, making it a total of 9% of the total population of the organization. Note, however that these were not involuntary resignations, these were voluntary resignations.

4.5 Quantitative Survey Data Analysis

This mixed-methods study was based on a survey of approximately 60 senior level employees with managerial functions who have been in the organization at least a year or are no longer with the organization. With 46 returned usable surveys and 14 incomplete unusable surveys. The data in this study were collected with each question from the research posed in relation to the design of the survey. The fundamental goal that drove the collection of the data and the subsequent data analysis was to explore the relationship and management perception of leadership turnover and organizational effectiveness in an urban Midwestern community health center.

4.6 Response Rate

In all, 60 surveys were distributed amongst senior management staff in all 6 departments identified in the organizations employee list as holding the title of senior management. The surveys were marked with numberings before distribution. This format helped with the non-response errors while being able to identify how many surveys were returned and how many weren't. 46 useable surveys were returned. 14 additional surveys were also returned which were unusable. The unusable surveys were either blank with a note attached which explained why the respondents would not be able to complete the survey, or only partially completed with major portions of the survey blank, or in one case the respondent completed the survey but refused to sign the consent form. With 46 useable surveys returned out of 60, the response rate was 77%.

4.7 General Analysis of survey questionnaires respondents' responses.

The research looked at the total responses by 46 respondents answering 20 questions each for all 3 survey questionnaires surveys on management capacity, program capacity and leadership turnover, making it a total of 920 respondent responses. The survey returns by respondents responses to each question asked (see Appendix C) were initially analyzed generically by identifying how many responses were strongly disagrees, disagrees, neither agree nor disagrees, agrees and strongly agrees as a result of management lacking capacity to provide adequate leadership, provision of poor programs and the role such inefficiencies play in leadership turnover.

Table 5. Total Number of Respondents-Responses to All Questions

Scale	Categories	Management Capacity	Program Capacity	Leadership Turnover
1	Strongly Disagree-Total # of all managers responses	(103) 11%	(68) 7%	(149) 16%
2	Disagree-Total # of all managers responses	(214) 23%	(235) 26%	(224) 24%
	<i>Unfavorable views</i>	<i>317 (24%)</i>	<i>303 (33%)</i>	<i>373 (40%)</i>
3	Neither Agree nor Agree-Total # of all managers responses	(284) 31%	(268) 29%	(251) 27%
	<i>Unfavorable views</i>	<i>601 (55%)</i>	<i>571(62%)</i>	<i>624 (67%)</i>
4	Agree- Total # of all managers responses	(257) 28%	(287) 31%	(241) 26%
5	Strongly Agree- Total # of all managers responses	(62) 7%	(62) 7%	(55) 6%
	<i>Favorable Views</i>	<i>319 (35%)</i>	<i>349 (38%)</i>	<i>296 (32%)</i>

N= 46 (Total number of participants)

Total questions=20

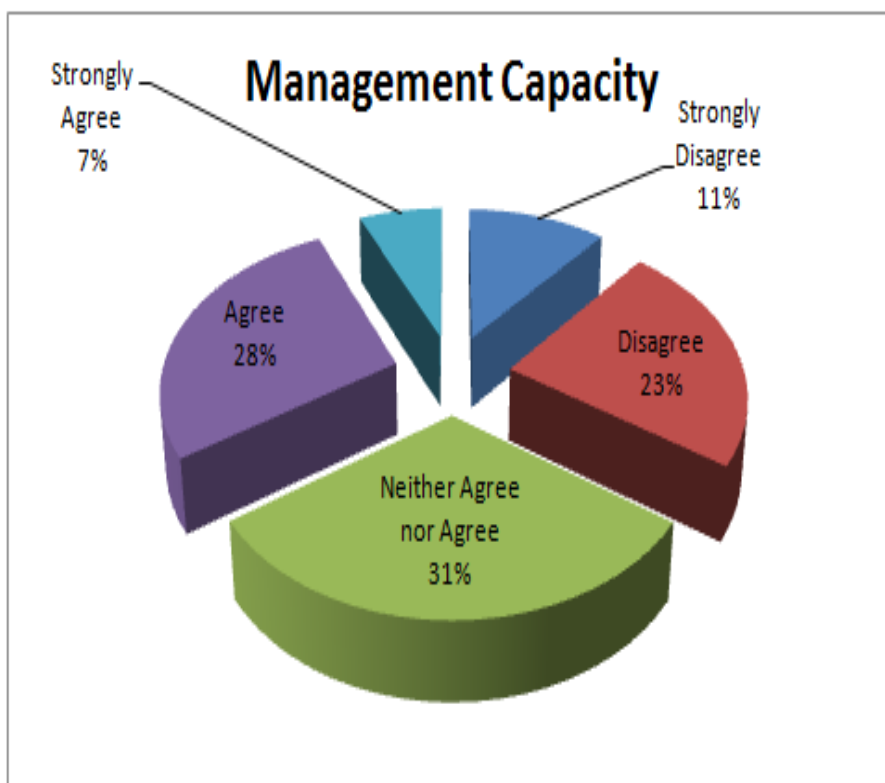
Cumulative responses for all 46 respondents= 920

4.7.1 Research Question 1: Management Capacity and Governance: Is there a relationship between management effectiveness and leadership turnover?

46 participants responded to 20 survey questions designed to evaluate; (1) The capacity and effectiveness of management and its impact on leadership turnover (2) The structure of leadership in support of organizations growth (3) The competencies of the leadership and (4) The role of the governing board in the general oversight of the organization. The distribution of the survey response is seen in Table 5 above and Figure 3, below.

Figure 3. Percentage of Respondent Responses to the Influence Management Capacity- Governance on Leadership

Is there a relationship between leadership turnover and management capacity?



In analyzing respondent responses from the survey questionnaire on management and government and its role on leadership turnover, a total of 317 respondent responses out of 920 had unfavorable views of management's ability in providing good leadership in the organization. As shown on Table 5. above, participants perceive management and the board as lacking the capacity to recruit qualified candidates for positions, lacks understanding of the day to day operations of the organization and lacks appropriate communication with 11% strongly disagreeing, 23% disagree, 31% neither agree nor agree, 28% agree and 7% strongly agree. Respondents' responses indicate a perception of poor performance by management and thus its perceived negative influence on leadership turnover.

Whereas 319 (that is 35 % responses), strongly agree or agree that management and the board provide a well-structured, competent and effective leadership that creates a conducive environment for leadership to flourish. For example, when asked if the leadership team is satisfied with the benefit package and salaries, 89% of respondents strongly disagreed with the notion that the board and management team provide comparable wage and benefit package to its leadership team with a negative 41 of 46 responses with an unfavorable view of the management's capacity in providing competitive benefit and salaries.

Respondents were also concerned about the governing board's management style with 34 out of 46 survey respondents expressing concerns with the way the governing board responds to their concerns. Respondents were highly unfavorable of the governing board's interactions with the management team. That is 74 % unfavorable views towards

the governing boards handling of fairness equal treatment of the management team. During the face to face meetings, with some of the respondent, there were claims of incompetence on the part of the governing board, lack of understating of the leadership, the mission and vision of the organization. There were also claims of favoritism and nepotism depending on who was in charge..

Also when asked about the governing boards support for organizational growth, 31 of 46 that is 67 % of all respondents gave an unfavorable answer. Some respondents when asked to clarify some of the questions raised in the survey felt the governing board portrays a partial governing style in its responses to complaints by some members of the management team. Respondents also perceive the governing board as lacking the ability to adequately appreciate management's concerns and effectively manage the organization. Respondents were most concerned about the benefits and salaries and sited benefits and salaries as a reason for the high turnover in management.

However, it is important to note respondent's responses to survey question three on the role of management on leadership turnover and its impact on organizational effectiveness. From table 5 above, 624 (68%) of all respondents had an unfavorable view of management perceiving managements' role in leadership turnover. On the other hand, 296 (32%) of all respondents perceived management as providing adequate leadership for organizational growth. Overall 18 out of 20 questions asked returned above 50 % unfavorable feedback in management capacity or ability to lead the organization effectively. That is 90 % of the total 20 questions regarding management (governing board's) leadership were unfavorable to the leadership team.

For the most part, study participants were very critical of the governing board's performance and blame the board's leadership for the disillusionment and disengagement of the organization's leadership team. According to some managers, the governing board should have a 360 performance assessments done so they understand their role and the impact they are having on the management team and the employees as a whole. There were also complaints of the governing board interfering with leadership responsibilities and obstructing the functions of the leadership team. Respondents also pointed out the role of the management team in the financial stability of the company. As explained by a top management staff,

“The financial team of the governing board has an oversight over the organization's finances. The financial board team meets monthly to discuss the finances of the organization and is presented with a financial statement monthly by the Director of finance. The board's finance committee with its total oversight over the financial budget of the organization reviews the statement presented and is required to approve or deny the statement presented. Even when there are clear signs of CEO leadership mismanagement of the finances as it relates to general operations of the organization.”
 -Sr. Management Staff I

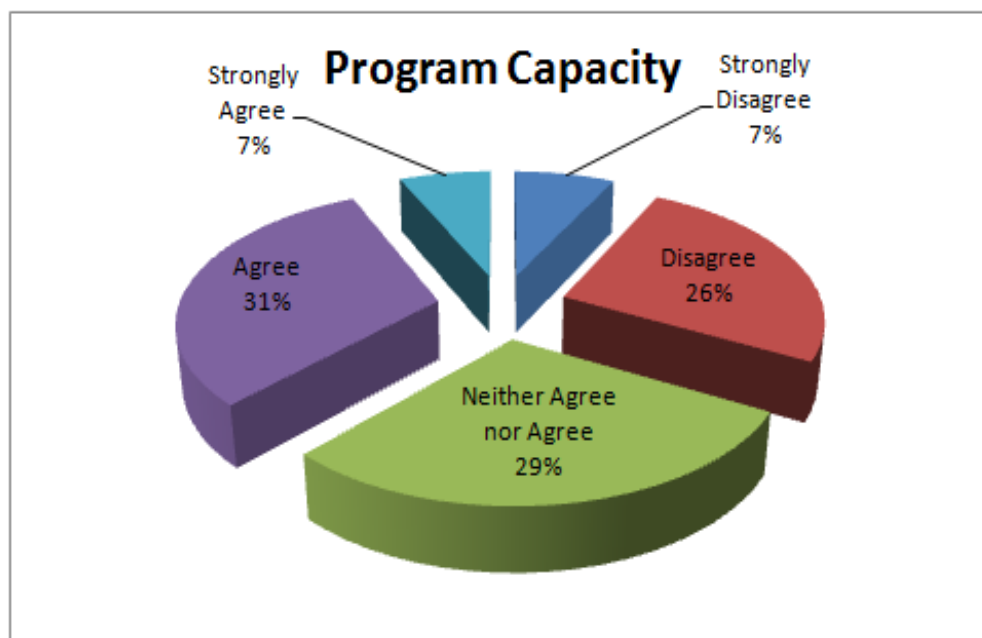
Overall, 73% of the respondents disagree with the management board leadership process.

4.7.2 Research Question 2: Program Delivery and Impact: Does program outcome impact leadership turnover?

46 participants responded to 20 survey questions designed to evaluate; (1) internal programs functionality (customer service) (2) leadership satisfaction with internal programs (poor quality technology programs) (3) systemic operations issues (benefits package) and (4) external and environmental performance. The distribution of the survey response is seen in Table 5 above and Figure 4, below.

Figure 4. Percentage of Respondents Responses to Program Capacity

Does program outcome impact perception of leadership turnover?



The analysis of survey question two in Table 5 above highlights the numerical implication program delivery plays on leadership turnover. As seen in Table 5 above, 624 (68%) of respondent responses had an unfavorable perception of management's ability to implement programs that adequately supports leadership growth and retention and organizational effectiveness. While 296 (32%) of all respondents perceived management as providing adequate programs that impact overall organizational growth.

The general response from the survey for program capacity, for research question 2 shows there is evident lack of capacity by management to providing adequate and functional programs. In total, 7% of all survey responses for research question 2 strongly disagree, 26% disagree, 29% neither agree nor agree, 31% agree and 7% agree with management's ability to effectively implement programs with outcomes impacting

leadership turnover. Generic results from the program capacity survey (see Appendix B), shows 38% of respondents agree or strongly agree with programs in the organization and perceive the programs to be adequate. However, 33% of the respondents strongly disagree or disagree with the programs being implements and perceive the programs as being inadequate.

While 29% of the respondents neither agree nor agree with the programs. Respondents perceived the organization as not having great benefits for the leadership team and that the internal operating systems do not work effectively and efficiently. Based on the responses, respondents disagree with the direction of the organization, growth opportunity, stating that the organization lacks a cohesive team, provides poor and inadequate benefit package. Respondents also pointed out systemic problems associated with the management's inability to provide adequate programs. As explained by a top management staff,

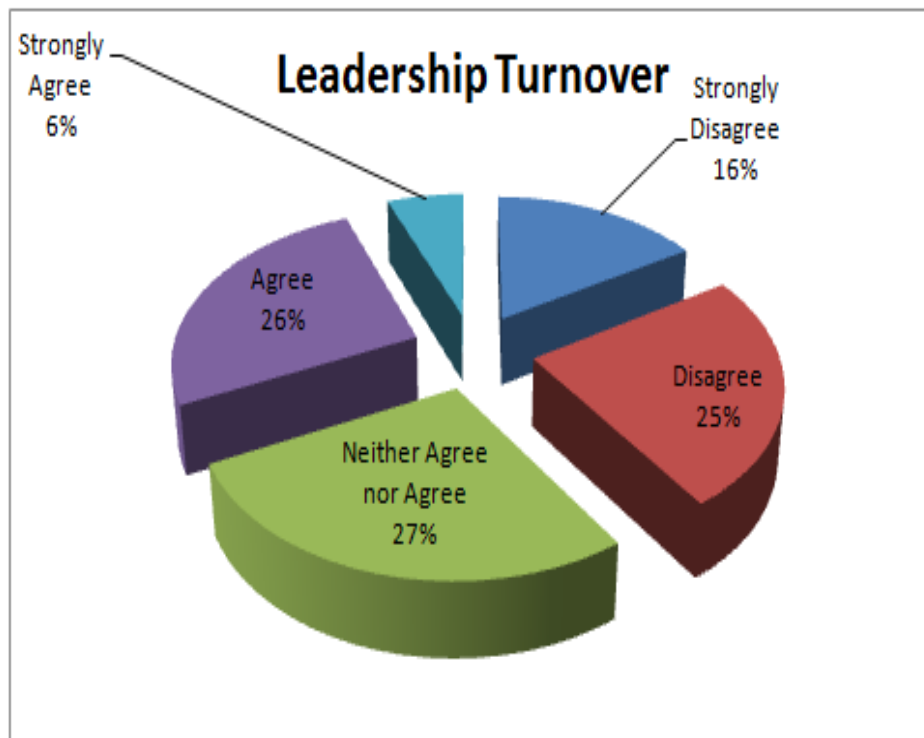
“Our phone systems are the worse you can think of. It is difficult to work with the electronic health record system we have. There are constant complaints by management staff that the phone systems are inadequate but nothing is done to change the situation. It is very difficult to work with the existing system. It is seriously affecting customer service and quality of care we provide.”

-Sr. Management Staff 2

4.7.3 Research Question 3: Leadership Turnover: How does leadership turnover impact organizational effectiveness?

Figure 5. Percentage of Respondent Responses-Leadership Turnover Survey

Does leadership turnover impact organizational effectiveness?



Research question number 3 analyzed the role leadership turnover plays in the effectiveness of an organization. 46 participants responded to 20 survey questions designed to evaluate; (1) a combination of inquiries concerning management capacity and program impact in relations to leadership turnover (2) respondents own satisfaction with the job and organization, (3) leadership satisfaction with internal programs (4) adequate benefit package and (5) organization's role in the community. This inquiry was sourced

to help compare respondents answers to survey questions one and two regarding managements capacity and program impact as it its role in leadership turnover.

Respondents' responses were 32% agreeable or strongly agreeable to the fact that the organization provided appropriate leadership and quality programs. 41% strongly disagreed or disagreed that the organization provided appropriate leadership and quality programs. 27% neither agreed nor disagreed that the organization provided appropriate leadership and quality programs. For the most part, 87% of the respondents neither agreed nor disagreed with management, program capacities and functions that aid retention of employees. On the other hand, 85% of the respondents agreed with the variables that management, program capacities and processes for retention are effective. 20% of the respondents agree that management, program capacities and processes for retention that impacts leadership turnover are effective in the organization.

The distribution of the survey response is seen in Table 5 and Figure 5, above. Respondents were very critical of management's lack of leadership skills in providing operational oversight thereby affecting employee morale. While 16% strongly disagree with management, perceiving poor management and poor program implementation as reasons for managers' voluntary resignation, 24% of responses disagree, 27% neither agree nor agree, 26% agree and 6% strongly agree.

On the other hand, 32% of responses agree or strongly agree that management's programs are effective and that leadership's performance cannot be perceived as a reason for leadership turnover, the percentage of responses with strongly disagree and disagree (40%) surpasses those managers who believe in the overall performance of management

as providing adequate leadership and operational systems. For the most part, respondents' feedback on the leadership turnover survey (see Appendix C) was in line with the survey responses for both management and program capacities as seen in Table 5 above. Figure 5 above outlines the percentages of respondents' responses from the survey on leadership turnover.

4.8 Quantitative Analysis of Survey Questions

The survey questions in section 1 (see Appendix C) provided data regarding management capacity-governance and leadership within the organization. These questions were included in the survey administered to participants. Each table features one possible response to the survey question. Responses were ranked with (5) being strongly agree to (1) strongly disagree and as ranking numbers decreased, agreements of the response also decreased. These were indexed on an excel spreadsheet accordingly in relation to the number of respondents (N=46) against the number of questions asked (20). Note, however that the results from the three research questions were analyzed by comparing the independent variables (management and program capacities) to the dependent variable (leadership turnover).

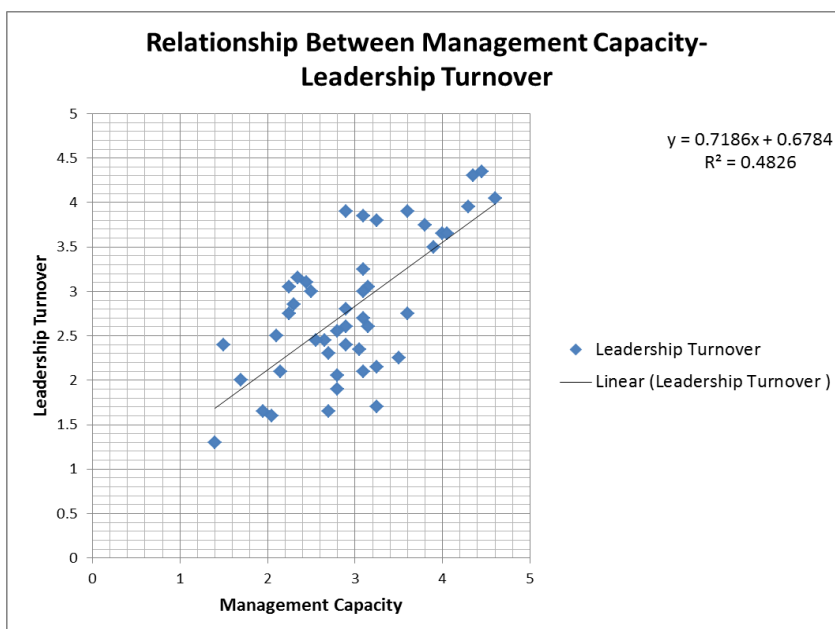
4.8.1 Research Question 1: Management Capacity and Governance: Is there a relationship between management effectiveness and leadership turnover?

Scatter Plot Diagram: Relationship between management capacity and leadership Turnover

When investigating a relationship between two or more variables, it is important to show the data values graphically on a scatter plot. This is important because, scatter

plot matrices identify a possibility of a linear correlation between multiple variables. A scatter plot of management capacity and leadership turnover outcomes was graphed. The scatter plot for management capacity and leadership turnover (Fig. 6) below suggests there is a positive relationship between these variables.

Figure 6. Relationship between Management Capacity and Leadership Turnover



4.8.2 Responses to Research Question One - Is there a relationship between management effectiveness and leadership turnover?

The first question in this research asks to know if there is a relationship between management effectiveness and leadership turnover. To answer research question one, the survey posted situational statements and questions inferred by the interviews, face to face meetings with managers. However, for the quantitative analysis, the answers from the survey were used to analyze the results. The table shows the frequency analysis of the

response to each survey question by the respondents (see Appendix E-1). Before computing the mean scores of each manager for the 20 questions asked on both management capacity and leadership turnover, testing was done to check the consistency of the data using Crobach's alpha on Excel statistical data analysis tool. The scores for management capacity returned a consistency score of 0.94.

Crobach Alpha:		0.9459503
Questions	Subjects	
20	46	

The data was later correlated to identify relationships between management and leadership turnover.

Table 6: Relationship between Management and Leadership Turnover Outcomes

Correlation Coefficient		
	<i>Management Capacity</i>	<i>Leadership Turnover</i>
Management Capacity	1	
Leadership Turnover	0.694700593	1

To calculate the correlation coefficient of which is, $r=0.695$ in Table 6 above, shows that there is a moderately positive relationship between management capacity and leadership turnover. Because correlations alone do not tell us if there is a significant relationship between the two variables, it is important to understand the strength of the relationships. In viewing the calculation in Appendix E- 1, it shows that

$$r=0.69$$

$$\text{Significance} = \text{p-value} = 0.0001$$

Using the alpha value = .05

$$P < 0.5$$

There is a strong positive relationship between management capacity and leadership

turnover. $r(44)=.69$, $P<.001$

$$df = N-2$$

$$df = 46-2 = 44$$

$$p < .05 \text{ (alpha} = 0.05)$$

4.8.3 Result

The data shows that there is both a positive correlation between management capacity and leadership turnover as well as a statistically significant correlation between these two variables based on the p- value degree of significance (f) from the table above. The results show that the p - value is less than the alpha value of .05 indicating a strong correlation. This tells us that when the quality of the programs falls, there is the perception by the managers that turnover increases, retention is low. This in essence from the quantitative data analysis supports the research question one, is there a relationship between management effectiveness and leadership turnover? To better understand the relationship, a standardization regression analysis will be done. This is to answer the question of which of the independent variables (management or programs) based on the perception of the managers has a greater effect on the dependent variable (leadership Turnover Outcomes).

4.8.4 Research Question Number Two- Does program outcome impact leadership turnover? The second question in this research seeks to understand if programs outcome

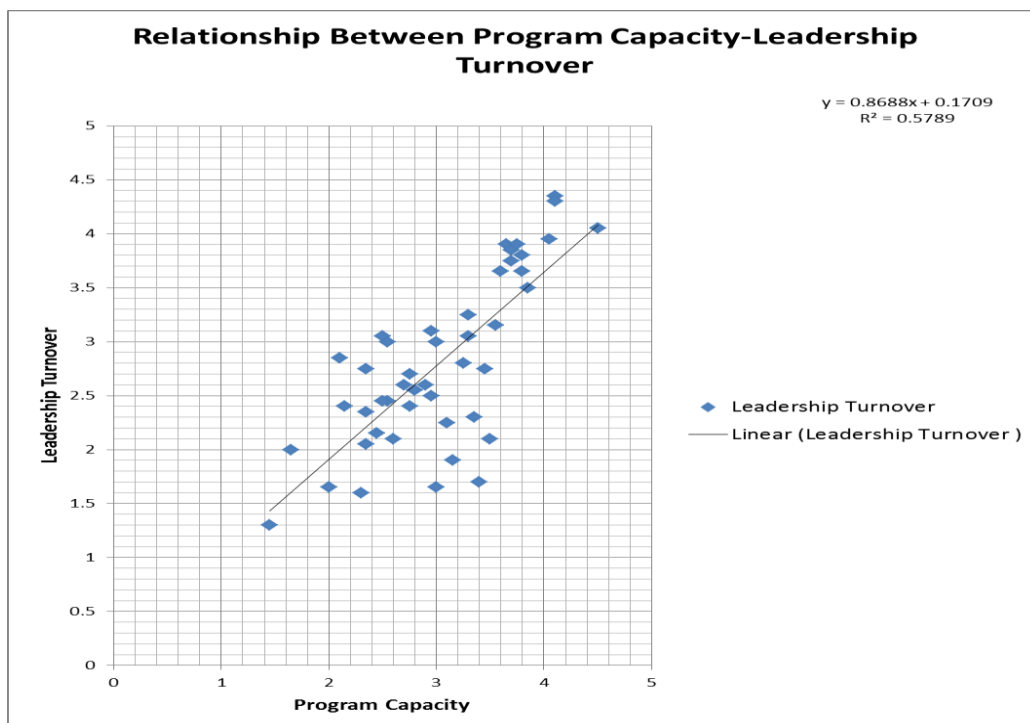
impact leadership turnover? To answer this question, the research questions focused on the types of programs the organization offers. Such as a competitive benefit plan, respondents' perception of the quality of the organization and its internal operations systems such as the infrastructure, measuring performance goals both for the organization and the employee's own growth, respect for one's work and position. The results from the survey questions provided clarity to the relationship between leadership turnover outcomes and the quality of programs the organization provides its management team.

First, the raw data scores were computed in Excel and the mean score calculated amongst the varying scales of 1-strongly disagree to 5-strongly agree. Then the scores were computed in Excel to check for consistency using Crobach alpha. The coefficient of 20 questions, 46 subjects generated a score of 0.942 for program capacity.

Crobach Alpha:	0.9426374
Questions	Subjects
20	46

The scores were plotted in Excel to get the scatter plot to check for any form of relationship between program capacity and leadership turnover.

Figure 7. Relationship between Program Capacity and Leadership Turnover



From the scatter plot in Figure 7 above, it shows there is a correlation between managers’ perception of program capacity and leadership turnover. The plot shows the dots closer to the trend line indicating a relationship or correlation between both variables.

Table 7. Relationship between - Program Capacity and Leadership Turnover

Correlation		
	Program Capacity	Leadership Turnover
Program Capacity	1	
Leadership Turnover	0.76088444	1

To calculate the correlation coefficient of which is, $r=0.76$, shows that there is a strong positive relationship between management capacity and leadership turnover based on managers perceptions. Because correlations alone do not tell us if there is a significant relationship between the two variables, it is important to understand the strength of the relationships. In viewing the calculation above, it shows that

$$r=0.76$$

$$\text{Significance} = p\text{-value} < 0.0001$$

$$\text{Using the alpha value} = .05$$

$$P < 0.05$$

There is a strong positive relationship between management capacity and leadership

$$\text{turnover, } r(44) = .76, P < .001$$

$$df = N - 2$$

$$df = 46 - 2 = 44$$

$$p < .05 \text{ (alpha} = 0.05\text{)}.$$

4.8.5 Result

The results from Table 7 above, shows that managers perceptions of program capacity have a positive relationship with leadership turnover. In essence, managers perceive the quality of programs provided by the organization as having an impact on leadership turnover. Looking at the information from a multidimensional perspective provides a unique opportunity for the research to observe and make some thematic conclusions based on those observations regarding the organizational programs and its impact on managers' level of job satisfaction. However, the correlation only tells us that

there is a relationship and strength but not necessarily a statistical significance in the relationships.

To identify variables with a stronger relationship to leadership turnover, there was a need to analyze both variables of managers' perceptions of management and program capacities to the dependent variable of leadership turnover in relation to the z-scores of each manager. The mean and standard deviation grouped into 46 exploratory variables (see Appendix E-2). The z-score is a measurement of the number of standard deviations a specific number is above or below a mean. The formula for z-score calculation is

$$z = (x - \mu) / \sigma$$

Where z is the z-score, x is the value to be standardized and μ is the mean of the given set of data and σ is the standard deviation of the given set of data. The results from the z-scores were used to run a regression analysis by presenting standardized coefficients of each independent variable of management and program capacities in relation to leadership turnover. A linear regression analysis presented a highly significant positive relationship of both management and program capacities to leadership turnover.

Table 8. Linear Regression of Associated Predictive Variables of Management-Program Capabilities and Leadership Turnover

SUMMARY
OUTPUT

<i>Regression Statistics</i>						
	0.9887473					
Multiple R	07					
	0.9776212					
R Square	38					
Adjusted R	0.9765803					
Square	65					
	0.1530347					
Standard Error	5					
Observations	46					

	<i>Coefficient</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	5.11721E-16	0.022564	2.27E-14	1	0.045504124	0.045504124
Management Capacity (z)	0.470432294	0.120351	3.908836	0.000323961	0.227721364	0.713143224
Program Capacity (z)	0.522814525	0.120351	4.344081	8.38123E-05	0.280103595	0.765525455

$$r=0.98$$

Significance = p-value < 0.0001

Using the alpha value = .05

$$P < 0.05$$

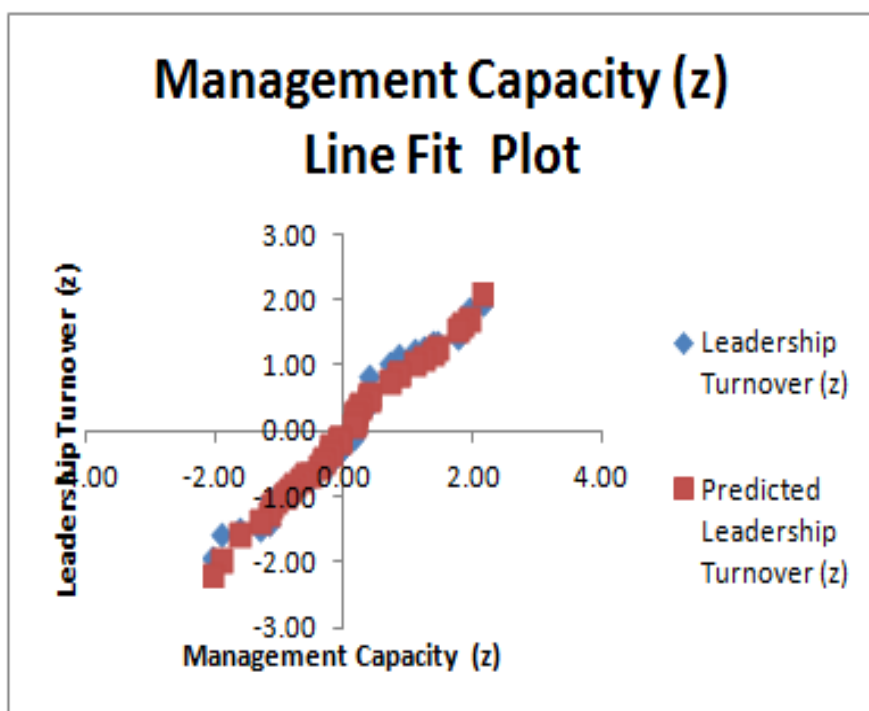
There is a strong positive relationship between management and program capacities in relation to leadership turnover, $r(43) = .98$, $P < .001$

$$df = N - 2$$

$$df = 45 - 2 = 43$$

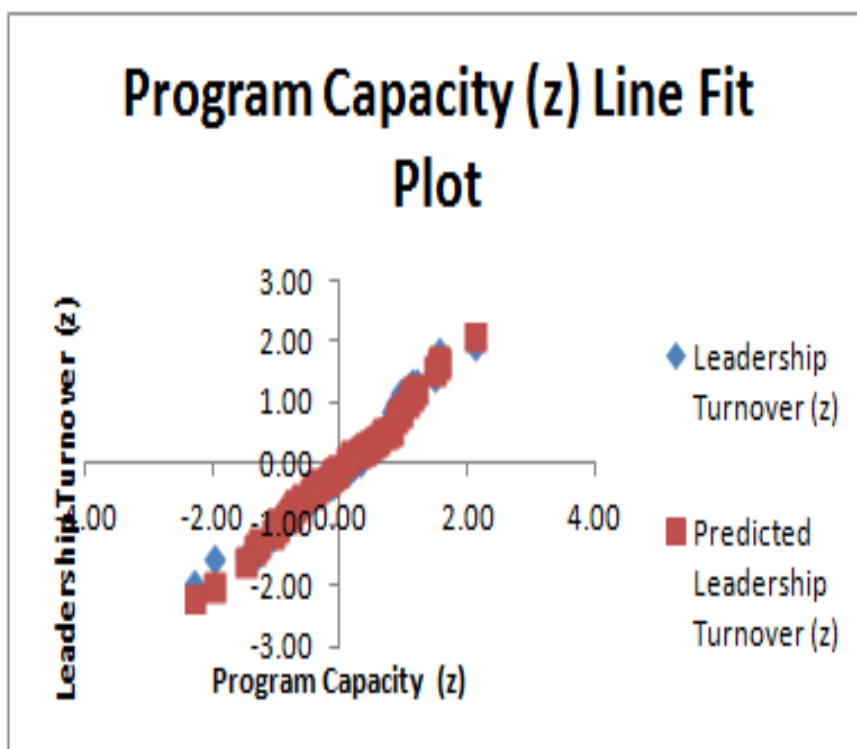
$p < .05$ (alpha = 0.05).

**Figure 8. Predicted Line Fit Plot for Management
Capacity and Leadership Turnover**



The results show that after controlling for each of the independent variables of management and program capacities, both seem equally associated with the other.

Figure 9. Predicted Line Fit Plot for Program Capacity and Leadership Turnover



With coefficients of 0.470 for management capacity and 0.522 for program capacity and a p value less than .001, both variables show highly significant correlations with strong positive relationships to leadership turnover. The results also show that if management or program capacities were increased by one standard deviation, turnover goes up by half standard deviation. The results in essence shows that manager's perceptions of management capacity imply how management and board governance leads and the quality of programs implemented with both having a strong impact to leadership turnover. These variables in relation to each other have predictive associations.

4.8.6 Conclusion

Furthermore, 50% of managers perceive the governing board's leadership as dissatisfactory; while 33% neither agree nor disagree and 17% agree with the governing boards. Managers perceive the governing board's frequent interference with leadership activities as a possible contribution to leadership turnover. According to Herman and Renz (1999) "common experience and systematic research have found that many boards do not fully meet the expectations set forth for them" (p. 113). Managers were also critical of the programs delivered. 63% of managers perceive the organization as lacking adequate customer services competencies. These they associate to lack of appropriate programs such as the ineffectiveness of the EHR system, low skilled staff and core leadership problems. While 83% of managers perceive the organizations programs as having high quality, 54% do not believe that these programs work effectively, whereas 24% neither agree nor disagree. This is evident in the literature, where it is believed that the identifiers of an organization's effectiveness are its leadership core in which they refer to as "management core" and programs delivered (Sowa, et al., 2004). The programs delivered must not only be of high quality but must be practical and easy to use.

The role of HRD is viewed as an important role in the strategic process of organization effectiveness. Akinyemi (2011) stated, the role of HRD in organizational effectiveness is establishing a long term investment in the workforce, thus ensuring a high-quality employee group competent enough to accomplishing the organization's mission. However, the results show that, 65% of the managers perceive the organization as having the capability of recruiting, developing and retaining competent and qualified

staff. Whereas 28% of managers disagree and 35% neither agrees or disagrees with this assertion and perceive the organization as not having the capability of recruiting effectively to cover shortages where and when needed. However, one critical area that may be affecting the organizations ability to recruit effectively to cover shortages is the areas of replacements believing in the mission of the organization.

Only, 28% of managers believe the organization aligns it's strategies with its mission. To be able to recruit and retain leaders, the organization must be strategic in its approach. This is because, an organization's mission is critical to retaining leaders. It is a reflection of the organizations values and thereby attracting quality leaders, funders, clients, donors as well as potential employees and volunteers to the organization (Brown & Yoskioka, 2003). In spite of the perceived association of management inability to lead and programs inefficiencies influencing leadership turnover, some managers responses though low, still have a positive perceptions in areas of recruitment, program quality, organizational programs (dental, medical, outreach and mental health), and the belief that their contributions are making an impact on the population they serve.

4.8.7 Research Question Number Three- How does leadership turnover impact organizational effectiveness?

The research asks the question how does leadership turnover impact organizational effectiveness? “What follows is a descriptive and interpretive account of the current strategic perspective of those surveyed for this study, with examples and quotes to support them as space allows” (Ruona, Lynham & Chermack, 2003, p. 275). To answer this question, the research question focused on responses from a qualitative data

on both independent variables (management and program capacity) and the dependent variable leadership turnover. The question in this case addresses managements perception in relation to the first two questions asked in this research. The qualitative research design study used a thematic analysis to qualitatively analyze participants' narrative data which was gathered from an in-depth open ended questionnaire, participant's observations, face to face interviews and information interview sessions. All participants responded to the same set of questions for accuracy of coding and reliability and validity of the findings. During the interviews, each interview (individual and group) were summarized quickly in order to retain all the data and perceptions that emerged during the interaction.

The research identified patterns/common themes emerging around specific items in the qualitative data collected from the respondents. The data was transformed into a simplified and understandable format reflecting the research question. The research applied a thematic analysis; by grouping the data into themes that will help answer the research. These themes naturally emerged from the data as the study was conducted. In all, about twenty respondents gave written responses. There were face to face interviews, informal interviews and also focused group discussions. There were meeting observations and follow up questions for clarifications.

4.9 OBSERVATIONS

4.9.1 Analysis of Observation Data

In November and December of 2015, I met with some members of the management team for 60 minutes to conduct this preliminary analysis, which included

three management meetings and two informal work place observations. Various work process of the management team and the general operational system of how managers work was observed. A 30 minute observation was conducted each time during the management meetings. Included in the meeting were mid-level, executive level and senior level management staff and me. The following themes were adapted from three reports on the analysis of mainly face to face interviews, focus group discussions, observations, data collected over a two month period from November 2015 to January 2016.

Over 30 pieces of data were collected during this time. The data was separated into themes in line with themes used in the quantitative surveys, namely management capacity, program capacity and leadership turnover. A preliminary interpretation of the data collected during the observation process, primarily focused on the pedagogical approaches used by case study respondents to introduce and engage team members regarding various concerns each manager and their department faces especially in relations to leadership turnover within the last three years. Managers focused their discussions at the changing dynamics of the organizational structure and the impact leadership turnover has had on the organization as a whole.

Managers discussed lack of resources for managers' replacements, continuous systemic challenges when knowledgeable leaders resign, staff competency issues as a result of unskilled replacements and lack of job satisfaction. At the end of the meeting, the team had come to an agreement on the main preliminary findings, which included a lack of clear objectives and directions for management to function appropriately because

of turnover and its impact on programs, stalling continuity. During the process of my observation, I noticed that some members of the group were silent and were reluctant to contribute when it came to the discussion on recruiting new managers and the resources needed to attract competent managers to the organization.

However, at each one of the meetings, the issues raised were almost all similar and the conclusion almost always the same. The meetings were somewhat tense and direct and sometimes, cordial. I also noticed that whenever there is an executive present at these meetings, participants were quieter, team members spoke very sparsely. Sometimes, the mood in the room felt tensed. Almost always, team members nodded in agreement to a conclusion presented by the executive whether they consider such conclusion of value or not to the organization.

After the meetings, I asked to speak with some of the managers and directors individually for a few minutes, basically to state some of the observations and to get some clarification to some of the issues raised. I informed the department manager that I observed some tense moments in the meetings when there a senior leadership present and none when the senior leadership is not present. According to some members of the management team, the main reason managers leave the organization is lack of job satisfaction and ineffective leadership and operational programs. Even those who stay behind use the organization's mission, passion for the job and commitment to the community as a reason for staying. As one manager puts it;

“Lack of job satisfaction; this is one of the reasons there is high management turnover in this organization and it is affecting all areas of our work because of shortages. It causes disruption of the structure. At meetings there is no clear or

transparent communication. Because of fear of retaliation, communications and transparency in terms of opinion is stalled. There is too much work and no recruitment to replace those that have left, making it really difficult for us to do our jobs. It is overwhelming.”

-Manager 3.

Another manager who supervises the quality program in the organization implied that the problem with fewer staff, low quality programs and lack of appropriate leadership is affecting the general morale of the organization and that employees are disengaged. She considers these limitations as a quality issue. Furthermore, some of the managers expressed concerns at the impact leadership turnover is having on the whole functioning of the organization. Other manager states,

“Most of us managers wear more than one hat here because people are leaving the organization and there is hardly any replacement. Even when there is replacement, the new managers do not have the skills to do the job. We have to start trainings all over again, to be able to bring them to a level where they can function.”-Manager 4.

Despite the department managers' explanations, there were still troubling observations that needed clarification to enable an understanding of the perceived dysfunction evident in the organization especially amongst the leadership team. The following week, I scheduled a meeting with two other managers to get clarification relating to the meetings and the discussion as well as my observations in relation to the team dynamics and issues raised, pertaining to the effectiveness of the organizational.

4.9.2 Results: Management Capacity and Program Impact on Leadership Turnover

Respondents were asked to answer four open ended questions depicting key aspects of the organization's effectiveness (see Appendix B) resulting in narrative data to be qualitatively analyzed (Ruona et al., 2003). Data from the survey were analyzed by

identifying emerging themes using a constant-comparative method of data analysis (Ruona et al., 2003). This method included (a) coding the data to identify the large array of potentially important concepts and ideas and then (b) comparing each piece of data with others to generate meaningful themes supported by the data (Ruona et al., 2003, p. 275).

Of the 46 questionnaires distributed 20 respondents answered the qualitative questions (see Appendix B) by writing down individual statements. During the face to face interviews, respondents were asked to rate their answers by distributing 100 points over the four questions. The ratings were scored as 50 to 100 for leadership turnover having a positive impact on organizational effectiveness and a score of 0 to 49 assigned to leadership turnover having a negative impact on organizational effectiveness.

Each set of the four answers represented organizational effectiveness and leadership structure (organizational structure and hierarchy, leadership competence, communication and decision making regarding recruitment and terminations). For the open ended survey questions, the scores were entered into an excel spreadsheet, where codes were given to each statement for each respondent based on the frequency of themes as they arise from the responses. A code for 0 was given for less frequency and 1 for more frequency. Scores given to those collected during the face to face interview were coded based on the 100 point distribution system. The scores were then calculated to determine the set of statements that yielded the highest scores for each respondent.

The results of the face to face interviews, focused group interviews and observations reflected a range of perceptions - some qualitatively analyzed and described

while others quantitatively represented (Jick, 1979, p. 606). The results of the investigation show that most of the manager's perceived leadership turnover as having a negative impact on the effectiveness of the organization. While some believe that leadership turnover has created a slow work process and negatively impacted team dynamics. Some managers perceived leadership turnover as an opportunity for the administration to rid the organization off incompetent managers. However, almost all respondents agree that leadership turnover has negatively impacted the quality of programs delivered due to inconsistencies in work expectations and application. The general perceptions range in line from a weak management structure, to inadequate or nonexistent retention plan, to high financial cost as a result of turnover and poor training and development programs. Managers perceive leadership as having low morale and poor job satisfaction because of staff shortages, to lack of transparency in its operational and financial management. As one manager stated;

"The effect leadership turnover has had on the organization are two folds, it has affected programs and how we function. Internal processes are slow and redundant, leadership structure is dysfunctional and there is overall lack of job satisfaction. I am overwhelmed with the multitude of work I have now because the administration will not hire new managers."

- Manager 5.

For the most part, the research shows that turnover in management is often accompanied by irregular change in the structure, process and strategy of the organization (Alexander, Fennell & Halpern, 1993; Pfeffer, 1972; Finkelstein & Hambrick, 1990). This is evident in the results from this research that leadership turnover as perceived by the respondents has a negative impact on the structure, process and strategy of the organization.

On the other hand, managers' perceive the leadership as lacking any direction in managing the organization. For example, during the face to face interview, respondents talked about the governing board's ability to effectively manage the organization.

Managers expressed concerns with the way the governing board responds to management concerns, especially when it concerns senior leadership. Respondents felt the governing boards did not treat senior management staff with respect or fairness and are unwilling to accept or review reports and complaints regarding senior leadership. Respondents were especially frustrated with their inability to trust the leadership of the governing board.

Thus, agreeing to what really constitutes nonprofit organizations and how to measure it, is still a problem amongst scholars and practitioners alike (Herman & Renz, 1998). Reasons being that "the characteristics of these organizations, such as their unique financial and legal status, their goals based on social values, make discussions concerning the conceptualization of organizational effectiveness even more complex" (Sowa et al., 2004, p. 712). The challenges to define OE by scholars and practitioners alike continue as prior definitions of OE questioned the notion of defining OE as a one size fits all for all organizations interpretations (Sowa et al., 2004).

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prior definitions of OE questioned the notion of defining OE as a one size fits all for all organizations interpretations (Sowa et al., 2004).

During the face to face meetings, respondents perceived the governing board as lacking the required skills to lead, lack of understating of the governing board's bylaws and lack of understanding of the internal working and the mission and vision of the organization. Thus, the ability to effectively communicate the mission and vision of the organization was perceived by the respondents as lacking. The literature supports the argument that organizational leadership must communicate clear goals, mission and vision if they want to have an effective organization (Jing-zhou, et al., 2008). Respondents also perceived the recruiting system as lacking in transparency with claims of favoritism and nepotism.

Also when asked about the governing boards support for organizational growth, most of the respondents perceived the governing board's leadership as weak. Managers perceived the structure of CHCs as having a not so friendly structure where 51% of the board members must receive clinical care from the clinic they govern. According to Drucker (1990) leaders of nonprofit organizations are challenged by the unilateral nature of its construct, thereby affecting its relevance. Because of these shortcomings in the board's leadership, many scholars and managers view their role as largely irrelevant anachronisms (Herman & Renz, 2000. p. 147; Fink, 1989; Young & Sultz, 1995). Some respondents when asked to clarify the questions raised in the survey felt the governing board is partial in its responses to complaints from managers and lacks the ability to adequately and effectively manage the organization. For the most part, study participants were very critical of the governing board's performance and blame the board's leadership

for the disillusionment and disengagement of the organization's leadership team.

According to some managers, the governing board should have had a 360 performance survey done on them so they understand their role and the impact they are having on the management team and the organization as a whole.

There were also negative perceptions of the governing board interfering with leadership responsibilities and obstructing the functions of the leadership team.

According to Middleton (1987), and Harris (1999) nonprofit governing board have a tendency of interfering too much in the affairs of management. Respondents also pointed out the role of the management team in the financial stability of the company. As explained by a top management staff,

“The financial team of the governing board has complete oversight over the organization's finances. The financial board meets monthly to discuss the finances of the organization and is presented with a financial statement monthly by the Director of finance. The board's finance committee with its total oversight over the financial budget of the organization reviews the statement presented and is required to approve or deny the statement presented. Even when there are clear signs of CEO leadership mismanagement of the finances as it relates to general operations of the organization.”

-Sr. Management Staff 6.

Managers perception on turnover also centered on salaries and benefit package when asked about the senior managements understanding of the protocol and commanding structure of the organization. Their perceptions of the quality and effectiveness of the programs were minimal. Respondents were most concerned about benefits and salaries and sited benefits and salaries as a reason for the high turnover in management. Some of the managers during the focused group discussion stated,

“The salary is the biggest problem apart from the poor leadership. The benefits are poor. Medical and dental benefits are expensive and every year the rates keep increasing. Most managers can’t afford the benefits because of the poor salaries. There are no incentives to want to stay because one is not appreciated for the work. You don’t even know if your contributions are of any value. The technology systems are poor and one’s work keeps getting delayed. There is no job satisfaction”

-Sr. Management Staff 7.

While the perceptions of most of the managers interviewed were unfavorable to the management’s ability to effectively lead and implement quality programs, there were a few managers who felt the organization is moving in the right direction. For example, a manager stated that,

“This is a federally qualified health center and not Fairview or Allina Clinics. We cannot compare the benefits and resources of an FQHC to the bigger clinics because it does not make sense. This is a clinic supported mainly by Federal and State grants. I am here because of my passion for the organization, the people we serve and the community. Yes, management can improve in its leadership capacity and the programs need some upgrades including the salaries and general benefits but I don’t think it’s that bad. The mission is most important to me.”

-Sr. Management Staff 8.

Also the literature noted that leadership instability have the tendency to produce "so much change in the distribution of power and in structures and procedures that concerted action will be difficult, and change so disruptive, that organizational ability to cope with environmental requirements will be harmed" (Pfeffer, 1981, p. 327; Alexander et al., 1993). The results from the analysis gave an indication that leadership turnover is impacting operational systems and the distribution of power within the organization. As the literature observes, these changes have a multiplier effect that may impact leadership morale, uncertainty in employment, and internal partisan ramblings (Staw, 1980; Fredrickson, Hambrick, & Baumrin, 1988; Dwore & Murray, 1989). Evidently, the results from the survey suggest low morale amongst leadership, uncertainty in

employment because of impact in productivity, and internal partisan ramblings. Finally, respondents' perceptions also indicate a predicted relationship between management and program capacities and leadership turnover.

From the perspective of the managers in relations to research question 3, how does leadership turnover impact organizational effectiveness? Overall, the managers' feel disenfranchised and believe leadership turnover from the results have affected almost all parts of management and operational functions in the organization. For example, when managers leave, there is no plan to replace them. Managers are forced to do their jobs as well as those of the manager that left. There was also the perception that leaders have refused to create incentives that will attract and motivate managers to stay. Some managers feel that for there to be real change to reduce turnover and improve retention, management needs to develop and implement quality retention and benefit plan for managers.

Managers believe a quality retention plan, which includes salary upgrades yearly, an employee appreciation plan, better financial incentive to medical benefits, better transparency and communication between and amongst sr. management and managers. Managers also want a separation of the governing board and management functions. Managers express frustrations with the governing board's interference in management functions, thus creating a conflict of interest that generates a sense of discomfort and mistrust for the board. Managers also want full transparency operations and administrative processes and implementation that is inclusive.

4.10 Findings and Conclusion

Based on the perceptions of the participants, the results from questions 1 and 2 shows that management capacity-governance and leadership has a strong positive correlation with leadership turnover and program implementation-delivery and impact has a strong positive correlation with leadership turnover. The results also show for research question 3, both management and programs outcomes play a role in leadership turnover. The direct relationship between leadership turnover and organizational effectiveness was found to be partially mediated by managers work engagement as a result of poor benefit package, lack of proper leadership directions, poor operational systems and lack of opportunities for growth and development.

- (1) Leadership turnover is perceived as having a direct influence on organizational effectiveness.
- (2) Most managers' perceived leadership turnover as having a negative impact on the effectiveness of the organization.
- (3) Leadership turnover is seen to have created a slow work process and negatively impacted team dynamics.
- (4) Some managers perceived leadership turnover as an opportunity to rid the organization of incompetent managers.
- (5) Almost all agree that leadership turnover has negatively impacted the quality of programs due to inconsistencies in work expectations and application.

(6) The general perceptions range in line from a weak management structure and systems, to inadequate or nonexistent retention plan, to high financial cost as a result of turnover and poor training and development programs.

(7) Managers perceive leadership as having low morale and poor job satisfaction because of staff shortages, to lack of transparency in its operational and financial management.

As scholars and practitioners alike continue to "advocate for and draw correlating evidence of a positive relationship between leadership and organizational performance" (Avolio, Zhu, Koh & Bhatai, 2004, p. 951), the results indicate that management functions and the quality of programs implemented show highly positive correlation and relationship with leadership turnover. The analysis of respondents answers indicates that management capacity-governance role in leading has had a negative impact on leadership turnover. Managers are disenfranchised with the organization's leadership. This is also evident in programs implemented. Respondents perceive leadership turnover as management's inability or lack of capacity to implement quality and meaningful programs thus leaders leave for organizations with rich benefits, high quality electronic health records (EMR) systems, high level training and development programs, higher salaries and well established strategic plans that includes adequate and diversified funding mechanisms.

In essence, leadership turnover almost always affects working relations amongst and between departments and staff functions if there is lack of strategic plan in place. With a proper plan in place accessible and applied by both managers and staff will create a sense of continuity in the event there is a turnover. This will subsequently improve

customer service delivery within the organization. According to Martin (2003) turnover creates instability and may have a disabling impact on service delivery and customer's satisfaction (p. 99).

In this chapter, the findings from questionnaires, face to face, focused group and observations were aligned with the literature review to advance the discussions of the results. Quantitative data collected from the respondents were analyzed using simple Microsoft Office Excel 2007 statistical analysis tools. The results were presented in the form of tables, plots, graphs and regression formats. Since this was a single case study not generalizable to any other organization, the results can only be applied to the organization in question. The next and final chapter presents the conclusion and recommendation of the case study.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

This chapter focuses on the conclusion, recommendation, recommendation for future research and practice. The Midwestern Community Health Center in this study historically has challenges that are not in any way unique to the organization. However, it continues to have never ending internal and external challenges that may ultimately force the organization to shut its doors to the community. With over 14, 000 clients and over 85 employees depending on its continued existence, for both services and employment it is perceived as a mainstay and a strong hold for the community it resides in. The main aim of this study was to explore the associations between leadership turnover and organizational effectiveness. It is noted that leadership turnover has a negative impact on the organizational programs and management's ability to perform. Subsequently, it is also perceived that management and programs capacities have negative associations between on leadership turnover and retention.

5.1 CONCLUSION

The conclusions are drawn in line with the research questions and the study objectives which are (1) Is there a relationship between management effectiveness and leadership turnover? (2) Does program outcome impact leadership turnover? (3) How does leadership turnover impact organizational effectiveness? This study focused on effect of leadership turnover on organizational effectiveness in a nonprofit Midwestern

Community Health Center. Because the study was not looking for causality rather it was simply to explore the relationships (if any) between management, programs capacities and leadership turnover. It was important to clarify that identifying areas of possible needs was an important start for this organization because of its history of management, programs and leadership challenges.

Having identified relationships in these variables, it was important to focus on both statistical and thematic data results as a starting point in developing action plans for a positive change. This is because leadership turnover impacts both the organizations external and internal relationships. Such turnover creates a sense of anxiety due to frequent changes in the leadership team. Another possible problem was the quality of productivity. Where there are frequent leadership turnovers, there is negative impact in team dynamics and the workflow of the team and organization. This is because turnover is cost intensive and can negatively impact morale, team performance, productivity, and, ultimately, organizational effectiveness (Abbasi & Hollman, 2000; Argote, Insko, Yovetich & Romero, 1995; Gray, Phillips, & Normand, 1996).

5.2 RECOMMENDATIONS

The research identified several responses that were in line with the findings. However, based on these responses it is important that the management of the organization pay more attention to the demands and concerns to the management team by increasing employee benefit package-salary, a matching 403(b) plan which the organization does not provide at this time and an affordable health plan can improve leaders' intentions to stay. In light of the empirical analysis of the results, the findings

from this study points to several recommendations. These are; (1) the governing board and executive management should establish a strategic plan that includes a compensation package that is commensurate with the market, a well-defined recruiting and retention plan, a well-developed succession plan and a management recognition plan for high performing managers. (2) There needs to be a well-rounded and functional operational program plan with well-structured processes to manage any shortcomings such as the electronic health record (EHR) and computer systems, customer service issues, and employee development programs. (3) The governing board should focus on the requirements of the board as established by the bylaws and allow managers to lead and develop their individual units. The governing board and the executive management should involve managers in the decision making process. (4) The governing board and the executive management must ensure transparent communication between and amongst the board, senior management and other managers. (5) A collective plan involving HRD director and managers in developing high quality, transparent recruitment plan of managers with the necessary skills and competencies to do the job. (6) The human resources department should provide quality orientation and direction to new managers regarding organizations mission, vision and requirements for success. (7) Resources should be budgeted for quality management training and development. (8) A reliable operational process must be developed between departments that is directly linked to customer services for proper efficiency and accuracy of information.

Not surprisingly, the majority of the survey respondents 70% of managers on the management-governance survey and 78% of managers on the leadership turnover survey

perceived low salaries and benefits as the most pressing need impacting leadership turnover while 20% were neutral. Only 10% perceived salaries and benefits as satisfactory. Because, many nonprofits organizations are challenged by financial deficits, it is difficult for these organizations to match compensation with bigger for profit organizations.

However, Grobler, Warnich, Carrell, Elbert, and Hartfield (2002), stated that organizations must focus on their compensation system because it is what attracts and retains quality staff (p.382). For organizations ability to retain leaders, the compensation package must be adequate. Grobler, et al. (2002, p.382) refers to compensation as any form of economic earnings, tangible reimbursement organizations offer during employment. According to Grobler, et al. (2002) further asserts that compensation and retention have a direct relationship with employee satisfaction (p. 203). Managers argue that when good managers leave, the cost and time of orientating a new manager is expensive because time focused on productivity and managing staff performance is reduced. Rothwell and Kazanas (2006), argue that new employees are prone to making unnecessary errors because they are trying to learn how the systems work (p. 244). Mano-Negrin and Kirschenbaum (1999), describe turnover which impacts the stability between organizational benefits and one's approach to work. Frequent turnovers, regardless of its format could be detrimental to the overall cost, stability and effectiveness of the organization (Eugene et al., 1990).

5.3 SIGNIFICANCE OF FINDINGS

The research provided clarity as to how managers perception of the organization's inefficiencies surrounding poor leadership, inadequate operational and systemic problems influence turnover. The research findings, though not generalizable is significant in that it;

- Contributes to the body of literature in HRD research.
- Provides the organization's leadership insights into issues impacting leadership retention and organizational effectiveness.
- Facilitates an understanding of high turnover in leadership team.
- Fills the knowledge gap about leadership turnover and organizational effectiveness in nonprofit community health clinics.
- Creates an understanding of nonprofit governing board's relationship with the leadership team.
- Creates an opportunity for better planning for the leadership team and the board.
- Some issues identified may help in planning for better benefit plan and programs
- Open communication amongst and between the managers, management and the board.

With the findings of this study it could be concluded that leadership turnover, would predict organizational effectiveness and efficiency in the Midwestern nonprofit community health center. Management and program capacities are however the most powerful factors in leadership turnover intentions. Based on the findings of this study, it is recommended that the management and the board leadership pay a great attention to programs implemented, employee engagement and satisfaction and leadership intentions,

in order to achieve satisfied leadership with the intention to stay. This could be achieved by providing adequate support through HRD practices, eliminate nepotism and favoritism in the hiring process, provide competitive leadership benefit package, increase opportunities for growth where leaders feel valued and respected and create enabling and conducive environment for employees to discharge their duties.

5.4 RECOMMENDATIONS FOR PRACTICE

HRD has a significant implication for practice, by improving the sub-variables of leadership turnover (management capacity) and general organizational efficiency level (operational systems and structures) improves retention (Yang, Watkins & Marsick, 2004). Improving retention subsequently stimulates attitude and behavior change and turnover intention. Thus, HRD can play an important role in motivating organizations to establish an open organizational philosophy that allows individuals to express themselves without fear of reprisal and listen to others' opinions, that supports questioning and feedback.

HRD leaders and practitioners must understand the need for a transparent work environment. Whereby management can freely express its needs, expectations and are able to in the process contribute to the overall growth and development of the organization. It is also important for HRD professionals to gain knowledge on how to navigate the mechanisms of small nonprofit organizations with complex leadership structures. This knowledge base will provide the needed guidance in managing organizations by promoting a secure and engaged work environment. Some of such mechanisms are;

- By improving the variables of leadership turnover (management capacity) and organizational effectiveness level (operational systems and structures) improves retention.
- Stimulates attitude and behavior change and turnover intention by adhering to the need to see the employee first before the needs of the organization.
- HRD can play an important role in motivating organizations to establish an open organizational philosophy that allows a trusting work environment.
- HRD leaders and practitioners must understand the need for a transparent work environment. Whereby management can freely express its needs, expectations, are able to contribute to the overall growth and development of the organization.
- It is also important for HRD professionals to gain knowledge on how to navigate the mechanisms of small nonprofit organizations with complex leadership structures. This knowledge base will provide the needed guidance in managing organizations by promoting a secure and engaged work environment.

To achieve these, HRD leaders must provide adequate;

- **Communication:** The research shows poor communications as one of the concerns involving leadership, management and the governing board. It is essential that the leadership team create an environment of transparency and open communication. By maintaining open lines of communication between the board and management as well as senior management and other management staff.
- **Recognition:** Managers expressed a sense of disillusionment, thus a perceived notion as to leadership turnover. Managers feel they are not valued and appreciated for their work.

It is important to recognize those that perform well and compensate them for the job they do. It is recommended to involve managers in processes of designing reward packages, by encouraging an inclusive culture. This could ultimately change attitudes and behaviors.

- **Processes:** A well-functioning and well-structured organization creates an environment that improves organizational processes. Poor management and operational processes can be frustrating and challenging for anyone to function in, as evident in the results from the study. This is especially so when managers perceive leadership as lacking the knowledge base for the job.
- **Leadership:** The study shows that the managers do not trust board leaders' ability to move the organization in the right direction. For organizations to avoid an exodus of leadership turnover, leaders and managers must be in alignment and work collaboratively to reduce turnover. Where trust is lacking as noted in the study, building trusting relationships is important. The leaders should be reliable, accessible, engaged, honest, and accommodating and open to constructive criticism.

5.5 RECOMMENDATIONS FOR FUTURE RESEARCH

The field of Human Resource Development (HRD) comprises of several aspects of practice which includes enabling and empowering human resources in organizations. However, the results presented in this study have some significant implications for the HRD community in terms of HRD's role in leadership turnover and organizational effectiveness in complex nonprofit community health organizations. The theoretical contributions of this study linked leadership, turnover and organizational effectiveness research. For the most part, the literature shows there is little or no research done integrating organizational effectiveness, leadership turnover and CHCs. There was no obvious research exploring leadership turnover, as the antecedent of management and program effectiveness for CHCs success and organizational effectiveness. It was however telling, that most of the research focused on larger health care centers mainly for profit organizations whereby leadership, turnover and organizational effectiveness was associated mainly with financial benefits.

This study though not generalizable provides useful information based on the context of a mid-size community health center in the Mid-Western part of the United States to researchers who wish to conduct similar studies in other parts of Minnesota or the United States. This study also contributes to recognizing the implications of leadership turnover and organizational effectiveness as well as the complexities associated with management, operations and program implementations in nonprofit CHCs. Leaders are believed to establish principles based on the mission and goals of the

organization to effectively implement programs and create a positive and conducive learning and work environment.

My hope as a researcher is that the findings from this study inspire critical consideration to the study of nonprofit CHC leadership and organizations on the whole. But also as an issue that needs both reflection and action for practice and research. Furthermore, HRD researchers might use this study to further research other areas of critical needs in nonprofit CHCs and explore the effects of such at a much deeper level than was possible here (Ruona et al, 2003).

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ATTACHMENTS

APPENDIX A
INFORMED CONSENT FORM

The research will use the single case study to comprehend specific aspects of pedagogical content knowledge among the participants, and a survey to understand the generalized aspects.

CONSENT TO PARTICIPATE IN RESEARCH

Project Title: *Leadership Turnover and Organizational Effectiveness:
A Case Study of an Urban Midwestern Nonprofit Community Health Center.*

Researcher(s): *Annie A. Porbeni*

Faculty Advisors: *Dr. Rosemarie Park and Dr. Catherine Twohig*

Introduction and Background to this Research Study

You are being asked to take part in a research study being conducted by Annie A. Porbeni for a dissertation under the supervision of Dr. Rosemarie Park and Dr. Catherine Twohig in the Departments of Human Resources Development/Adult Education in the College of Education at the University of Minnesota.

You are being asked to participate in this dissertation study because you are member of the leadership team assigned to manage the day to day operations of the organization. The intention is to better understand the correlation (if any) between leadership turnover and organizational effectiveness in Community Health Centers (FQHCs).

Please read this form carefully and ask any questions you may have before deciding whether to participate in the study.

Purpose:

The purpose of this study is to explore if there is a relationship between leadership turnover and its impact in the effectiveness of an urban Midwestern nonprofit community health center.

Procedures: If you agree to be in the study, you will be asked to:

- **Face to Face:** Allow me, Annie A. Porbeni, to **take notes and audio-record discussions during observations and semi structured informal interviews during team meetings** that pertain to the day to day running of the organization. The researcher will ensure that only discussions pertaining to this study will be audio-recorded. Any and all discussions not related to the study will not be audio recorded. If at any point during a meeting you (or any other employee) would like to stop the audio-recording, please immediately inform me and I will stop the recording. The purpose of recording and taking notes during the meeting is to keep record of the team's inquiry and methodological decisions aimed at attaining an in-depth, contextualized understanding of the case in question.
- Participate **in 5 to 10 minute informal interviews** after observational and semi structured team meetings. The purpose of these brief interviews is to summarize your understandings of the major issues discussed during the team meetings. These interviews will not be audio-recorded, but interview notes will be taken during the interviews.

- **Structured Interviews:** Participate in one **60 minute** interview with Annie A. Porbeni. The purpose of this interview is to discuss your experiences as part of the leadership, leadership turnovers (If any) and the impact of leadership in the effectiveness of the organization. The researcher (Annie A. Porbeni) will work with you to schedule interviews at times that are convenient for you, the participant, such as before or after work, during lunch, either at your place of work or at an off-site location that is convenient for you, the participant. The interview will be audio-recorded and notes will be taken during the interview. Following the completion of each interview, you (the participant) will receive a written summary of the interview in order for you to review and provide comments.

- **Survey Questionnaires (Likert Scale):** Complete a brief **10-15 minute pencil and paper survey questionnaire** for each variable being identified that is Leadership Turnover and Organizational Effectiveness.

Risks/Benefits:

There are no anticipated risks involved in participating in this research study beyond those experienced in everyday life. However, a foreseeable benefit of participating in this dissertation study highlights two things; one is that you will provide ample evidenced based information to both the leadership of Community Health Organizations and to mixed methods scholars about doing integrated data analysis, and its application to nonprofit community health centers. Providing the field with reflective insights about your experiences may help inform the work of other mixed methods scholars in conducting research studies around studies such as this.

Confidentiality:

The Researcher (Annie A. Porbeni) will make sure participants confidentiality is held to the highest standards possible. To achieve this, the researcher will ensure that:

- Names or other identifying information of all participants will not be recorded in the observation or interview notes or transcriptions. The final write-up of results for the dissertation will use pseudonyms to help protect your (and all participants) anonymity.
- However, in cases where you (the participant) is part of a research publication, it is important to note that your anonymity cannot be guaranteed if the results from this dissertation study are presented to a wider audience and you are one of the co-authors, or presenters, of this information (e.g., a co-author on an article for an academic journal, or a co-presenter on a paper presented at a conference).
- For all digital audio-recordings, and any related notes, the researcher will ensure that all documents will be stored on a password protected computer. Only I, the researcher, will have access to any study data. The audio-recordings will be erased within five years of the dissertation's final approval.

Voluntary Participation:

The participation of all in this study is voluntary. If you do not want to be in this study at any time, you do not have to participate. Even if you decide to participate afterwards, you are free not to answer any question or to withdraw from participation at any time without penalty. Your decision not to participate will not affect the development, or implementation, of the evaluation team's study.

Contacts and Questions:

If you have questions about this research project or interview, feel free to contact Annie A. Porbeni at porbe003@umn.edu or 6512785611.

Statement of Consent:

Your signature below indicates that you have read the information provided above, have had an opportunity to ask questions, and agree to participate in this research study. You will be given a copy of this form to keep for your records.

Participant's Signature

Date

Researcher's Signature

Date

APPENDIX B
FACE TO FACE OBSERVATION AND INFORMAL SEMI STRUCTURED
INTERVIEWS

Face to face and informal semi structured interview protocol: Leadership Team Meetings

1. What is the leadership structure in this organization?
2. How do the senior management understand the protocols and commanding structure in the organization?
3. Who is in charge of information dissemination as it affects the organization?
4. How are decisions made regarding employment and terminations?

APPENDIX C
SURVEY QUESTIONNAIRE: Leadership Turnover and Organizational Effectiveness

1. INSTRUCTIONS

This survey will ask you about your experience with the Organization and its leadership team.

The data will be used to identify any impact on leadership turnover and organization effectiveness but also to enhance each member's satisfaction in the team.

Your best response is always what you think. Avoiding difficult issues will prevent them from being dealt with openly and honestly.

Read the questions below and circle the response that best reflects how you feel.

1. MANAGEMENT CAPACITY: Governance and Leadership

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. The governing board is engaged in the activities of the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The governing board effectively oversees the policies, programs, and organizational operations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The governing board is knowledgeable and competent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The governing board is fair and just in its interactions with the leadership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The structure of the governing board supports organizational growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The organization is capable of recruiting, developing, and retaining capable staff and technical resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The organization's leadership have a clear understanding of its mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The leadership is actively involved in regular, results-oriented programs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The leadership is involved in strategic, and self-reflective thinking.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The leadership is involved in planning that aligns strategies with its mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. The leadership places a high priority on staff training and development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The organization has efficient and effective operational systems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. The leadership feels it has the support of the employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Leadership feels financial operations are responsibly managed.
15. The leadership portrays sound accounting principles.
16. The organization's board of directors are fully engaged in the activities of the organization.
17. Leadership feels respected and valued.
18. The leadership team is satisfied with the benefits and salaries.
19. Leaders are allowed to lead without interruption from the governing board.
20. The leadership feels it has the support of the governing board.

2. PROGRAM CAPACITY: Program Delivery and Impact

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. The organization operates programs that demonstrate tangible outcomes (e.g. dental, medical services).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Programs are of high quality and well regarded.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The organization utilizes program evaluation results to inform its strategic goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The organization has formal mechanisms for assessing internal and external factors affecting achievement of goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The organization is respected and active participant and leader in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The organization maintains strong connections with its constituents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. It participates in strategic alliances and partnerships that significantly advance its goals and expand its influence.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The organization leadership successfully secures support.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. It ensures its revenues are diversified, stable, and sufficient for achieving its goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. The organization has good customer service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Internal operating systems work effectively (or efficiently?) (Such as computers, EHR systems).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Employees are satisfied with the organizations overall performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13 The organization has well established processes in dealing with customers/clients issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The organization regularly measures organizational performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The organization's leadership has a clear understanding of its mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. The leadership actively engages in regular, results-oriented, strategic, and self-reflective thinking and planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. The organization aligns strategies with the mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The planning process involves stakeholders in an ongoing dialogue.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. The organization has efficient operational systems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Diversity of ideas from leadership is encouraged during program planning and design.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. LEADERSHIP TURNOVER

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. I feel my organization is moving in the right direction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. My organization has great benefits (salary, medical, dental, retirement plans etc).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. My organization recruits competent and qualified staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I see myself growing with this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. There is opportunity for growth as a management staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. My supervisor values and respects my inputs and opinion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. We have a functioning talent management plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. My organization works at retaining employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Each manager has an identified replacement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. I am satisfied with my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. I believe my contributions are making an impact.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. The leaders communicate clearly and effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. The leadership works well together.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The organization has the right leaders in place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The organization recruits effectively to cover shortages where and when needed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. I have a long term obligation to the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17 I feel my organization is moving in the right direction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. My organization has great benefits (salary, medical, dental, retirement plans etc).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. My organization recruits competent and qualified staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. I see myself growing with this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix D

University of Minnesota Institutional review board (IRB) number. 10-07-2015-1509E78062

The IRB: Human Subjects Committee determined that the referenced study is exempt

from review under federal guidelines 45 CFR Part 46.101(b) category #2

SURVEYS/INTERVIEWS; STANDARDIZED EDUCATIONAL TESTS;

OBSERVATION OF PUBLIC BEHAVIOR.

Study Number: 1509E78062

Principal Investigator: Annie Porbeni

Title(s):

Leadership Turnover and Organizational Effectiveness: A Case Study of an Urban

Midwestern Nonprofit Community Health Center

APPENDIX E

Mean Score Tables

1. Mean Scores of Management Capacity-Leadership Turnover

Managers	Management Capacity	Leadership Turnover
1	1.95	1.65
2	2.3	2.85
3	3.15	3.05
4	3.8	3.75
5	3.5	2.25
6	2.8	2.55
7	1.5	2.4
8	4	3.65
9	4.05	3.65
10	2.25	2.75
11	2.65	2.45
12	2.05	1.6
13	3.1	2.1
14	1.7	2
15	3.1	3
16	4.45	4.35
17	2.7	2.3
18	3.25	1.7
19	3.6	2.75
20	2.8	1.9
21	2.15	2.1
22	2.45	3.1
23	4.3	3.95
24	2.9	2.6
25	3.15	2.6
26	3.25	3.8
27	3.1	3.85
28	3.05	2.35
29	4.35	4.3
30	2.9	3.9
31	2.5	3

32	4.6	4.05
33	3.6	3.9
34	2.7	1.65
35	2.9	2.8
36	3.9	3.5
37	3.25	2.15
38	2.9	2.4
39	3.1	2.7
40	2.8	2.05
41	2.55	2.45
42	2.25	3.05
43	3.1	3.25
44	2.35	3.15
45	1.4	1.3
46	2.1	2.5

Correlation 0.694700593

2. Mean Scores of Program Capacity-Leadership Turnover

Managers	Program Capacity	Leadership Turnover
1	2	1.65
2	2.1	2.85
3	3.3	3.05
4	3.7	3.75
5	3.1	2.25
6	2.8	2.55
7	2.15	2.4
8	3.6	3.65
9	3.8	3.65
10	2.35	2.75
11	2.55	2.45
12	2.3	1.6
13	3.5	2.1
14	1.65	2
15	3	3
16	4.1	4.35
17	3.35	2.3
18	3.4	1.7
19	3.45	2.75

20	3.15	1.9
21	2.6	2.1
22	2.95	3.1
23	4.05	3.95
24	2.7	2.6
25	2.9	2.6
26	3.8	3.8
27	3.7	3.85
28	2.35	2.35
29	4.1	4.3
30	3.65	3.9
31	2.55	3
32	4.5	4.05
33	3.75	3.9
34	3	1.65
35	3.25	2.8
36	3.85	3.5
37	2.45	2.15
38	2.75	2.4
39	2.75	2.7
40	2.35	2.05
41	2.5	2.45
42	2.5	3.05
43	3.3	3.25
44	3.55	3.15
45	1.45	1.3
46	2.95	2.5

Correlation 0.760884

3. Mean Value and Standard Deviation

Management Capacity (z)	Program Capacity (z)	Leadership Turnover (z)	
2.14	2.12	1.95	
1.95	1.54	1.89	
1.82	1.54	1.57	
1.75	1.47	1.45	
1.42	1.18	1.38	
1.36	1.11	1.38	

1.23	1.11	1.32	
1.10	1.03	1.26	
0.83	0.96	1.19	
0.83	0.96	1.07	
0.70	0.89	1.07	
0.38	0.82	0.88	
0.38	0.75	0.56	
0.38	0.67	0.43	
0.24	0.60	0.37	
0.24	0.53	0.31	
0.18	0.46	0.31	
0.18	0.38	0.24	
0.18	0.38	0.24	
0.18	0.31	0.05	
0.18	0.17	-0.01	
0.11	0.09	-0.07	
-0.08	-0.05	-0.07	
-0.08	-0.05	-0.14	
-0.08	-0.12	-0.26	
-0.08	-0.12	-0.26	
-0.21	-0.19	-0.33	
-0.21	-0.34	-0.39	
-0.21	-0.41	-0.45	
-0.34	-0.41	-0.45	
-0.34	-0.48	-0.52	
-0.41	-0.63	-0.52	
-0.54	-0.70	-0.58	
-0.61	-0.70	-0.64	
-0.67	-0.77	-0.71	
-0.80	-0.77	-0.83	
-0.87	-0.85	-0.90	
-0.93	-0.99	-0.90	
-0.93	-0.99	-0.96	
-1.07	-0.99	-1.02	
-1.13	-1.06	-1.15	
-1.20	-1.28	-1.40	
-1.33	-1.35	-1.47	
-1.65	-1.50	-1.47	
-1.92	-2.00	-1.53	

-2.05	-2.29	-1.91	
Items	Management Capacity	Program Capacity	Leadership Turnover
Number (N)	46	46	46
Mean of the mean scores (\bar{x})	2.96	3.03	2.81
Standard Deviation	0.76	0.69	0.79