AN INVESTIGATION INTO THE FACTORS INFLUENCING JOB SATISFACTION AND EMPLOYEE TURNOVER AMONG HEALTHCARE ASSISTANTS IN THE IRISH HOME CARE SECTOR

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ABSTRACT

The home care sector in the healthcare system is an essential support for older and sick people to continue living as independently as possible in their homes. The industry in Ireland is an increasingly growing one due to the ageing population and high disability rates, making it essential to identify factors that cause job satisfaction and turnover among healthcare assistants who are the unit of analysis in this study. Much research on the healthcare sector that has strived to solve problems facing employee job satisfaction and turnover has focused mainly on doctors and nurses who are viewed as the primary and most influential healthcare providers within the healthcare sector. This seeming diminished research interest in the contributions of healthcare assistants triggered this study, among other gaps, including limited information on what causes their job satisfaction and turnover. The study adopted an experimental research design. This implies the use of qualitative research and interview method data collection. Through convenience sampling technique, five interview participants (healthcare assistants) were selected for the study, having met the conditions for selection. The data analysis was done using the Gioia method. Findings show that the overall job satisfaction of healthcare assistants in the Irish home care sector is moderate. It is sustained more by internal factors (passion and self-driven disposition to serve) than by external factors (reasonable compensation and good working conditions). The turnover of healthcare assistants was caused by demotivators such as unfavourable work conditions, poor work relations, and poor compensation plans. At the same time, job satisfaction could be enhanced by an improved compensation plan, favourable work conditions and improved workplace relations. Findings substantiate the position in previous research that job satisfaction and employee turnover are correlated. When the right factors (workplace conditions, compensation, and work motivation) are in place, job satisfaction increases vice versa. There is a need for work transformation in the Irish healthcare sector to elicit high job satisfaction from healthcare assistants. Process maps can be used to identify the constraints on the job and eliminate these to create a committed, satisfied, and loyal healthcare assistant workforce.

Keywords: Job Satisfaction, Turnover, Healthcare Assistants, Home Care Sector, Employee Retention, Ireland

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LIST OF TABLES

LIST OF FIGURES

LIST OF APPENDICES

TABLE OF CONTENTS

Aside from the factors mentioned in the literature that may influence employee turnover and job satisfaction, the researcher identifies some factors in the context of Ireland with a period of 2021, such as a lack of training and development, a long commute to work, job relocation or transfer, partiality and favouritism, a lack of motivation, and a lack of working conditions. The researcher may be able to obtain an accurate result in this study by combining these factors.

CHAPTER ONE - INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The healthcare sector is one which different scholars have vastly researched to try to analyse and solve the numerous problems facing job satisfaction and turnover that come up within this sector. However, such research has mainly focused on doctors and nurses who are viewed as the primary and most influential healthcare providers within the healthcare sector. The duties

and responsibilities of a healthcare assistant in Ireland usually consist of assisting with light housework, feeding, dressing and companionship. However, the services are tailored to suit the unique needs of different individuals.

This service is helpful and essential to support older adults living as independently as possible in their homes. There have been limited research studies regarding the duties and responsibilities of a healthcare assistant relating to turnover and job satisfaction in the healthcare sector, leading to challenges with retention and staff shortages regardless of the availability of employment (Trautmann, Rehm, and Wittchen, 2018). The home care sector is increasingly growing due to Ireland's ageing population and high disability rates; this makes it essential to find the most substantial factors causing voluntary turnover in this industry (Cangiano, 2014).

A health care assistant/care assistant's duties and responsibilities in Ireland usually consist of assisting with light housework, feeding, dressing, and companionship. However, the services are tailored to suit the unique need of different individuals. This service is helpful and essential to support old people to continue living as independently as possible in their homes. The care plan of individuals is usually mapped out by a nurse or doctor assigned to the client, so the care assistant also acts as an aide for nurses and has taken over functions that would previously be a nurse's duty. The job of caring for the elderly in the society is something that cannot be neglected therefore the shortage and high turnover in the home care industry is a subject worth examining along with finding suitable recommendations to help boost retention and satisfaction rates which would increase the quality of care

Providing health services can be hindered or influenced by several factors, human resources, infrastructures, and delivery systems are all factors to consider when providing health services. (Walker, McGee, and Druss, 2018). Human resources are critical in providing quality health care to elderly patients (Thanacoody, 2019). Having skill and motivated health workers is necessary to keep health systems functioning effectively and smoothly (Mowday, 2018). Employers need to pay special attention to ensuring that health care assistants employed are satisfied to keep motivation levels high and ensure that the level of care delivered to patients is top-notch. Burnout is an unavoidable condition which will result from job dissatisfaction and increase turnover among health care assistants (Willis, 2018). Job satisfaction is recognized as one of the most critical research variables in organisational behaviours and its research and theories (Lu Barriball, 2010). Job satisfaction is the feeling of motivation and contentment an employee has in their work (Price, 2001).

Job satisfaction has an impact on the quality of healthcare services. As a result, it is unlikely that unhappy and ill-equipped healthcare providers will provide optimal medical care. The satisfaction of healthcare assistants is linked to appropriate prescribing practices, patient adherence, and higher patient satisfaction (Abdullah et al., 2018). The importance of a healthcare assistant's job satisfaction in patient care, patient satisfaction, improved patient outcomes, and overall healthcare delivery quality cannot be overstated. Job satisfaction is critical in predicting the stability and turnover of systems. From the perspective of healthcare assistants, job satisfaction may reflect benefits that people may be looking for when they take the job; these benefits are usually determined by the employer based on their strategy to be profitable and competitive in recruiting and retaining people (Smith and Nichols, 2015). Job-related characteristics that influence employee happiness, on the other hand, are associated with employees' desire to put their skills and abilities to use to make a significant contribution and to be recognized for it (Beck, Manderscheid, and Buerhaus, 2018).

On the other hand, turnover is attributed to a lack of career advancement opportunities, a lack of promotion, training and development, and poor remuneration. To develop healthcare assistants, healthcare service management focuses on profitability at the lowest possible cost. The high turnover rates of care assistants are a costly problem which may be prolonged by the impending shortages in the healthcare space; it is important to increase remuneration or pay incentives as a new generation of care assistants enter the job market (Beck, Manderscheid, and Buerhaus, 2018). Work satisfaction, insane work schedules and poor compensation are factors that cause a rise in turnover intentions in the adult care setting (Dele, 2018).

Healthcare assistants' turnover is defined as the ratio of the number of healthcare assistants that must be replaced in each period to the average number of healthcare assistants (Ashley, 2017) and is generally viewed as the movement of staff out of an organisation. Turnover happens because of resignations, transfers, retirements, dismissals, or the expiration of fixed-term contracts. In every organization, determining the impact of turnover is critical. According to the research study findings, high turnover frequently has significant consequences that may jeopardize efforts to achieve organizational goals (Abbasi and Hollman, 2018).

 The organization spends a lot of money on their employees in terms of orientation and training, development, and retention, the organization must therefore keep the cost of employee turnover under control (Kevin, 2004). Excessive healthcare assistant turnover may be a critical barrier to high-quality service, it is necessary to identify healthcare assistant turnover and what steps

organisations can take to ensure that their best staff members are retained and kept satisfied (Branham, 2005). The keystone and primary causes of turnover are dissatisfaction with budget cuts, hiring freezes, layoffs, and a lack of development funds and opportunities (Price, 2007).

According to the literature, healthcare assistants begin to evaluate both the job and the environments in which they work. As a result, their decision to stay or go is heavily influenced by each organisation's roles. Burnout, policies, lack of opportunity for growth and choking work schedules are several factors that can influence heath care assistants to decide to leave their current job for a new one (Mobley, 2007). Aside from these factors, some others are known as personal and trait-based factors that can influence turnover rates. Changes in the family situation, a desire to learn a new skill or trade, or an unsolicited job offer are all examples of personal factors. Taking these personal factors out of the equation, trait-based or personality characteristics associated with turnover (Mobley, 2007).

Turnover has a relationship with the situation like demographic and biographical characteristics of healthcare assistants. Individuals' care plan is usually mapped out by a healthcare assistant assigned to the client, so the care assistant also acts as an aide for nurses and has taken over functions that would previously be a nurse's duty. Caring for the elderly in society cannot be neglected; therefore, the shortage and high turnover in the home care industry are worth examining and finding suitable recommendations to help boost job satisfaction rates that would increase the quality of care.

1.2 STATEMENT OF THE PROBLEM

Past studies and research have pointed to the fact that there is a high amount of employee turnover resulting from low rates of job satisfaction among healthcare assistants in the Irish health sector (Kovner, 2014). Healthcare assistants are an essential and indispensable part of the Irish healthcare system; the healthcare assistants can be found across all healthcare settings and are tasked with providing primary care like; feeding, bathing, dressing, and providing

company for patients (Ferri-Reed, 2015). The responsibilities held differ and support the unique need or requirements of each patient. Healthcare assistants can be a sort of relief system for nurses.

The ageing and disabled population with a high employee turnover of healthcare assistants has created a considerable industry shortage. This has adverse effects on the remaining healthcare assistants as they are then burdened with extra responsibilities and pressure to cover this shortage which leads to high stress levels and burnout, making them quit the job and making it hard for newer healthcare assistants to be retained (Ferdian, Luturlean, Zhafira, and Izumi, 2020). For this reason, this research has found it worth focusing on finding the factors influencing job satisfaction and turnover of healthcare assistants to bridge the gap in the literature.

1.3 RESEARCH QUESTIONS

i. What is the level of healthcare assistants' overall job satisfaction in the Irish home care sector?
ii. What are the factors influencing the job satisfaction of healthcare assistants in the Irish home care sector?
iii. What are the factors influencing turnover among healthcare assistants in the Irish home care sector?
iv. What is the relationship between employee satisfaction and employee retention in the Irish home care sector?
v. What steps can improve job satisfaction and turnover among healthcare assistants in the Irish home care sector?

1.4 OBJECTIVES OF THE STUDY

The objectives of this study are as follows:

i. To determine the level of healthcare assistants' overall job satisfaction in the Irish home care sector

ii.   To identify factors influencing job satisfaction of healthcare assistants in the Irish home care sector

iii.   To identify factors influencing turnover among healthcare assistants in the Irish home care sector

iv.   To examine the relationship between employee satisfaction and employee retention in the Irish home care sector

v.   To explore measures that lead to healthcare assistants' job dissatisfaction and turnover in the Irish home care sector.

1.5 SIGNIFICANCE OF THE STUDY

A high level of employee satisfaction will be very vital to reduce turnover rates. Therefore, healthcare assistants' job satisfaction should be a top priority to keep their service in the home care sector in Ireland. This research aims to examine the factors affecting job satisfaction and employee retention among healthcare assistants and how Irish home care organisations can satisfy employees and reduce turnover. This is necessary to fulfil the huge labour gap in the growing industry and ensure that vital talent is not lost. Employee satisfaction is vital for any organisation to succeed because satisfied employees will lead to higher performance output. A high level of employee satisfaction will be vital to reduce turnover rates, so healthcare assistants' satisfaction should be a top priority to keeping them retained.

1.6 SCOPE OF THE STUDY

Geographically, the scope of this study will be limited to the Irish homecare sector, with the research limited to identifying the factors that influence job satisfaction and turnover of healthcare assistants.

In addition, this research will be explaining the relationship between employee turnover and job satisfaction in the home care industry.

The scope also has a systematic dimension, based on a descriptive research approach on the target population with convenience sampling. The research relies on the staff of home care organisations in Ireland as its primary source of information.

1.7 ORGANISATION OF THE STUDY

This research indicates the relationship between employee retention and job satisfaction within the home care sector. This dissertation is organised into six chapters, each chapter having its unique relevance.

Chapter one is an introduction of the research topic and a general definition of terms. The chapter describes the background of the study and discusses the home care sector.

Chapter two is the literature review. It will focus on previous research on the research topic and present the perception and views of various sources about the research topic.

Chapter three discusses the methodology used to carry out the research. The chapter highlights the target population used for the research and the sampling method and technique used to select the sample population. The chapter will also explain the data collection tools and techniques and the data analysis procedures.

Chapter Four presents the interpretation and analysis of the data collected from the sample population.

Finally, chapter five and six summarise the research findings and make recommendations to address the research problem. At the end of the chapter, the limitation of the study and its future research potential will be identified.

CHAPTER TWO - LITERATURE REVIEW

2.0 INTRODUCTION

Every employee seeks to be in employment that is concerned about their welfare and satisfaction. In the long run, the job satisfaction level of an employee will determine whether they remain in employment or leave for other opportunities. This chapter will examine existing research on employee satisfaction and turnover in general and the home care sector. There will also be a literature review on the factors influencing job satisfaction and turnover in the home care sector.

2.1 CONCEPTUAL REVIEW

2.1.1 Concept of Job Satisfaction

People who work in organizations and those who study them are both interested in learning job satisfaction. Many organizational phenomena, such as motivation, satisfaction, leadership, attitude, conflict, and morals, have been linked to job satisfaction. According to Spector (2017), job satisfaction refers to how people feel about their jobs and various aspects of their careers. Ellickson and Logsdon (2017) back up this point of view by defining job satisfaction as the degree to which employees enjoy their jobs. Job satisfaction is defined by Schermerhorn (2018) as an affective or emotional response to various aspects of an employee's work. Kelly (2016) defines job satisfaction as a worker's feeling about his job or a general attitude toward work or a job, and how one perceives one's job influences it.

Satisfaction is the simple feeling state that accompanies the achievement of any goal; the end state accompanies the achievement of its objective by an impulse. According to Hoppock (2016), job satisfaction is any combination of psychological, physiological, and environmental circumstances that cause a person to say truthfully, "I am satisfied with my job." Job satisfaction has many facets. Satisfaction with the work itself, wages and recognition, rapport with supervisors and co-workers, and opportunities for advancement are all commonly mentioned aspects. Each dimension contributes to an individual's overall job satisfaction, but different people define "job" differently. There are three crucial aspects of job satisfaction: Job satisfaction is defined as one's feelings toward one's job. It can only be deduced, not seen. Job satisfaction is frequently determined by whether outcomes meet or exceed expectations. Satisfaction with one's job entails a more significant commitment to meeting formal requirements. There is a greater willingness to devote personal energy and time to improving job performance. Job satisfaction and job attitudes are frequently used interchangeably. Both refer to individuals' practical orientations toward the work roles that they currently hold.

According to Wanous and Lawler (2017), job satisfaction is the sum of job facet satisfaction across all aspects of a job. Abraham Maslow (1959) proposed a five-level hierarchy of human needs ranging from physiological conditions to safety, belongingness and love, esteem, and self-actualization. According to Maslow's hierarchy of needs, some researchers have approached job satisfaction from the standpoint of need fulfilment (Spector, 2017). Job satisfaction can be defined in a variety of ways. According to Amponsah-Tawiah (2016), job satisfaction is defined as an employee's feelings and thoughts about the overall aspect of the job. Job satisfaction reflects employees' feelings and beliefs about their assigned tasks or job experience (Rezaiean, 2019). According to Ylitörmänen (2019), job satisfaction in nursing can be divided into three categories: interpersonal relationships, autonomy, and patient care. Unfortunately, job satisfaction in healthcare is lower than in other industries.

Furthermore, low levels of job satisfaction in the healthcare industry are associated with high turnover (Murray, 2017). Job satisfaction and dissatisfaction are determined not only by the nature of the job but also by an employee's expectation of job supply (Hussami, 2018). Reduced convenience costs and increased organizational, social, and intrinsic rewards will boost job satisfaction (Willem, 2017). Job satisfaction is a multifaceted phenomenon influenced by salary, working environment, autonomy, communication, and organizational commitment (Fisher and Locke, 2017).

According to Khokher (2019), fairness is defined as receiving the same services and benefits as other people. Fairness means different things to different people, and the circumstances frequently influence our assessment of whether something is fair (Klesh, 2019). Competent employees are critical to any organization's success. Service quality is an essential factor driving satisfaction in the service environment. According to one school of thought, service quality is a global assessment of a service category or a specific organization (PZB, 2018).

It has recently been argued that satisfaction is generally viewed as a broader concept and that service quality is a component of satisfaction (Khokher, 2019). This is since satisfaction stems from a variety of sources, including service encounter satisfaction and overall satisfaction. In other words, a small amount of satisfaction from each service encounter contributes to overall satisfaction with the service. According to various studies, job satisfaction has been studied with co-worker behaviour, supervisor behaviour, pay and promotion, organizational factors, and other work-related factors. Employees were either highly satisfied or dissatisfied in some studies. Researchers attempted to identify the various components of job satisfaction, measure

the relative importance of each element of job satisfaction, and investigate the effects of these components on employee productivity.

2.1.1.1 Working Conditions and Internal Communication Influence on Job Satisfaction

The work environment that employees are exposed to, and the communication pattern in the organisation, also influence job satisfaction and retention. Agbozo et al. (2017) considered the working environment to be one of the most important factors affecting the satisfaction of employees and that the productivity of the employee depends on the working environment. In today's competitive global market, any organization which is not able to offer a suitable physical environment (e.g., proper ventilation, good lighting, spacious office spaces, comfortable furniture, restore rooms, canteens, sick bays, good water supply and serene surroundings), may not survive the competition (Abolade, 2020).

Regarding communication, Abolade (2015) expressed that it is impossible to overstate the value of communication in the workplace. Employees are motivated to do their best work when they have good communication. According to her, communication is an important instrument in any endeavour; the presence of good organisational communication helps the workers understand their roles better; Without proper communication, no business can flourish; and communication either makes a business or breaks it. Greenberg (2010) points out that communication is a fundamental function of all management jobs because managers spend 80% of their day-to-day tasks communicating to other people to achieve the success of the company. If communication is used well in the organization, employees' numerous challenges facing employee turnover due to lack of job satisfaction are better addressed. Lee and Moreo (2007) established that the satisfaction of employees is one of the major keys to the success of an organisation. If an employee is happy to come to work because the organisation has implemented the necessary instruments, structure, work atmosphere, and all possible requirements for improved productivity at work, they are satisfied. Thus, satisfied workers are more likely to be happy, committed and dedicated to contributing their uttermost best for the organisation's success.

2.1.1.2 Performance Based Incentives and Remuneration as a Retention Tool

Employees get these performance-based incentives when they produce a precise degree of accomplishments that is required to meet a company's objectives (Lee and Jimenez 2011). This incentive can be monetary or non-monetary (Nadarajah et al. 2012; Sethunga and Perera 2018). Some studies show that performance-based incentives can lead to a more definite organisational structure and improved worker devotion to the organisation (Lee & Jimenez 2011). As a result, the amount of voluntary turnover intention is constrained (Sethunga and Perera 2018). Furthermore, monetary incentives play an important role in minimizing the likelihood of voluntary turnover (Mustafa and Ali 2019).

Remuneration is important because it improves employee job satisfaction and is a fair way to reward people based on their satisfaction, contribution, and competence (Ololube, 2015). Pay systems differ from one organization to the next and from one industry to the next. Regardless of the external factors, top management must approve the salary structure, whether it is collective bargaining or a rates policy. Pay incentives and remuneration help staff cater for their needs and keep them satisfied.

Golden (2017) maintains that money for those earning lower wages may be more important than money for those earning higher wages. However, it is the employer's responsibility to consider the employee's responsibilities, the effort they have put forth, the work they have done well, and the demand of their job and ensure that they are satisfied. Both Herzberg (1959) and Maslow (1959) agree that remuneration is an important hygiene factor, and that motivators are ineffective unless this is met. According to Herzberg (1964), many firms do not even meet the hygiene factor and do not achieve job motivation.

2.1.1.3 Training and Growth as a Retention Tool

Another essential HR activity is training and growth, which assists workers in learning the requisite expertise and abilities to meet a company's expectations (Tsai and Tai 2003). Training and development are described by Hassan et al. (2013) as a deliberate involvement aimed at improving the elements of the employees' work performance. Training and development have been shown to improve worker's awareness and abilities in previous studies. Therefore, this intervention assists the company in upholding what it stands for and accomplishing its objectives (Kesen 2016). Employees' desire for career progress is further enhanced by training and growth, which boosts their prospects and, as a result, lowers the feeling or desire to leave the organisation (Rahman & Nas 2013). According to Stamolampros et al. (2019), a shortage of career growth prospects is significant in employee turnover intentions.

Previous studies have argued that the offering of unique training by the organisations, workers mostly react by putting in more determination and dedication to the company, lowering the likelihood of turnover (Kampkötter & Marggraf 2015; Stamolampros et al. 2019). Therefore, the opportunity for career development has a significant effect on job satisfaction and lowers employee turnover (Chin 2018).

Employees are more motivated when they have interesting projects to work on, positions that provide a satisfying level of challenge, and the potential to take on more responsibilities (Odhiambo, 2015). In a study of local government employees in the United Kingdom, Spector (2017) discovered that employees were likely to be satisfied with their capacity to harness and contribute to work planning and decisions.

Employees, regardless of job group or type of work performed, generally expect to be promoted. Whether one has been with a company for a year or twenty, there is always the possibility of advancement, which may be accompanied by a raise in pay or both. Employees who have received training are more satisfied with their jobs than those who have not (Abdullah and Djebavni, 2020). Employee growth is boosted by training programs, which is beneficial for competencies (Hunjira, 2019). Employees might gain confidence and have a favorable attitude toward their company (Kabir, 2020).

2.1.2 Concept of Turnover

Individual movement across an organization's membership boundary is referred to as turnover (Price 2017).

Turnover is defined as an undifferentiated process that includes both internal and external turnover and incidents of voluntary and involuntary shifts motivated by opportunity or fear. Lambert and Paoline (2019) and Matz (2014) identified additional complications because of inconsistent termination documentation practices, which have hampered accurate nursing turnover assessments. When employees leave their jobs and must be replaced, this is referred to as employee turnover. Employee turnover is defined as the ratio of workers who must be returned to the average number of workers employed in each period.

Employee turnover is defined by the Chartered Institute of Personnel and Development (2017) as the "ratio comparison of the number of employees an organization must replace in a given time to the average number of total employees." Abassi and Hollman (2017) define turnover as

the "rotation of employees around the labour market; between firms, jobs, and occupations; and between employment and unemployment." According to Iverson and Pullman (2018), turnover can be classified as voluntary (including withdrawals against one's will) or involuntary (to include layoffs and dismissals).

Employee turnover is a well-studied phenomenon, but there is no legal reason why people leave their jobs (Shaw, 2018). Employee turnover refers to the movement of workers within the labour market, between firms, jobs, occupations, and between states of employment and unemployment (Price 2017). Managers frequently refer to turnover as the entire process of filling a vacancy: When a position is vacated, whether voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is referred to as turnover (Woods, 1995).

This term is also frequently used to assess employee relationships in an organization as they leave for any reason. The "unfolding model" of voluntary turnover departs from traditional thinking (Hom and Griffeth, 1995) by emphasizing the decisional aspect of employee turnover, i.e., displaying instances of voluntary turnover as decisions to quit. Employee turnover is also caused by unstoppable factors or forces, according to Pilbeam and Corbridge (2002). It exists in many organizations, and these forces have increased the level of turnover and the causes of turnover, such as working conditions, salary levels, time factors, working relationships, and attitude toward jobs.

Taylor (2008), on the other hand, expressed his firm belief that potential strategies can be applied to organizations that, when properly implemented, will counteract the adverse effects of employee turnover. Furthermore, turnover generates indirect and direct costs, measured, and factored differently, contributing to the ambiguous findings. The hiring process incurs direct costs such as advertising, recruiting, orientation, and hiring (Jones, 2019). Employee turnover must become a significant part of the research, both theoretically and practically. From a theoretical standpoint, it is critical to understand how the fundamental causes of turnover can be controlled. Alternatively, how important is it to minimize skilled employee turnover to reduce employee replacement costs from a practical standpoint? (Keaveney, 2017).

According to the research study findings, employees begin to evaluate both the job and the environments associated with the job, and their decision to continue or quit is influenced by the roles played by the respective organization. Eventually, factors such as pay, company policies, rules and regulations, the Hertzberg hygiene factors, work monotony, and burnouts may

influence them to stay with their current job or move on to the next one (Mobley, 2017). Aside from these factors, some others are known as personal and trait-based factors that can influence turnover rates.

Changes in the family situation, a desire to learn a new skill or trade, or an unsolicited job offer are all examples of personal factors. Taking these individual factors out of the equation, trait-based or personality characteristics are associated with turnover (Mobley, 2017). The study of the causes of employee turnover confirmed that turnover has a relationship with the specific situation, such as worker demographic and biographical characteristics. This same study was critical in clarifying the function of the labour market and matching workers to firms and the environment of the employment relationship (Mitra, 2017). The employee turnover model has significant implications for wage determination, work organization, career opportunities, and the accumulation of firm-specific human capital (ILO, 2017).

Organizations, in general, recognize the critical role that their employees play in providing services. On the other hand, companies make every effort to reduce internal costs as part of their price commitment. Labour turnover is viewed as a critical cost area that should be considered and benchmarked. When assessing organizational performance, labour turnover is regarded as a significant factor (White, 2015). As a result, low turnover is a competitive advantage. High labour turnover is viewed as a problem to be addressed (Bannister and Griffeth, 2016).

Some jobs are inherently more appealing than others. A job's attractiveness is influenced by its repetitiveness, challenge, danger, perceived importance, and ability to elicit a sense of accomplishment. Another important factor is job status, as are many other factors (Taylor, 2017). The most severe sources of resistance among employers and employees are actual and perceived inequalities in wage distribution (Gupta and Shaw, 2017).

Wage determination requires two intense approaches. One strategy is to maintain transparency so that every employee knows what everyone else earns. The other approach is for employers to keep the secret of what they pay each employee and make it a service condition that employees do not discuss their salaries. Internally, it is difficult to have a fair system of rewarding employees' wages and salaries, and it is also a matter of expenditure (Kusluvan, 2018). Following that, pay systems play an essential role in dealing with specific management

problems or goals. As a result, it is critical to assess the relative importance of each job and eliminate any potential sources of dissatisfaction.

On the other hand, it is critical to creating a logical system for evaluating job candidates (Kusluvan, 2018). When an employee delivers two or more ill-assorted sets of expectations or demands that cannot be met concurrently, role conflict circumstances exist (Churchill, Ford, and Walker, 2015). Employee turnover can be a significant issue for large, medium, and small businesses. Employee turnover is unavoidable in all organizations. Employee turnover, on the other hand, is costly to both individual organizations and the economy. It also impacts morale, profitability, efficiency, and productivity (Durbin, 2000).

Meyer (2016) also stated that employee turnover could result from a specific cause, indicating more fundamental organizational issues. As a result, determining the cause and working toward a solution may necessitate a re-examination of the organization's policies and procedures. Organizations may find it challenging to conduct this with the rigour and objectives required. As a result, it is preferable to enlist the help of someone or a group from outside the organization to complete this task.

According to Armstrong (2017), one of the most significant contributors to turnover is the prospect of higher pay elsewhere. This practice can be seen at all levels of the economic ladder, from executives and well-paid professionals in high-stress jobs to entry-level workers in low-demand jobs. Employee turnover is higher in environments where employees believe they are being taken advantage of, undervalued, ignored, and helpless or unimportant. Impersonal, arbitrary, and demanding managers run a higher risk of turnover (Hom and Griffeth, 2017). According to Allen (2000), employee turnover can be costly, though the exact costs are difficult to estimate. To get an idea, organizations can start by adding up the most visible expenses, such as advertising, recruitment, and supervisory time.

2.1.2.2 Factors Influencing Turnover and Satisfaction in Healthcare Sector

To understand the issue of employee satisfaction and retention in the home care industry, one will need to explore the causative factors. Health concern is one of these factors. Health-care staff work in a demanding, intense, and often dangerous atmosphere (Kramer and Son, 2016). Stress has been seen as a clear factor that affects the work of health workers, according to previous studies that focused on the relationship between health care workers' health and turnover (Coomber and Barriball 2007; Avgar et al. 2012). Turnover is also attributed to health-

related workplace risks (e.g., back injuries) (Brewer et al. 2012). Employee turnover in the health-care industry is a major and expensive issue that nearly all health-care organisations must deal with (Poghosyan et al. 2009; Avgar et al. 2011). The long-term effects of health on the turnover of health care workers are necessary to research because turnover of skilled health care employees out of the profession is expensive and reflects a significant loss of talents (Tai et al. 1998).While families and individuals view physical health as linked to longevity of life, quality of life, social flexibility, and (Helgeson and Lepore 2004), employers view their employees' health as directly linked to health insurance expenses (Alere Wellbeing 2013), and the wellbeing of the employees has been established to affect the results of an organisation, especially in turnover and overall performance of the organisation (Carlson et al. 2011).

Home care employees desire work life balance to keep them motivated to work. According to Osman (2013), providing support and encouragement to workers by work-life balance decreases their desire to leave their employment. These days, workers yearn for room to enable them to balance their private and professional endeavours, so they desire flexibility in their work schedules (Ellenbecker, 2004). The extent to which people are willing to make sacrifices in other areas of life will ensure equilibrium between their professional and private lives (Kossivi et al. 2016). Employee retention is higher when a career allows the holder to fulfil their household obligations (Loan-Clarke et al. 2010).

The effects of balanced and ill balanced work time practiced in organisations, has piqued researchers' attention in recent time (Berg et al. 2014). It seems that the normal 8-hour day shift and 40-hour workweek is not the norm these days, as a variety of work-time structures have been introduced, which have effects on workers actions and results both within and outside of the workplace. The inability to influence working hours is linked to negative physical and psychological health effects (Karasek 1990; Karasek and Theorell 1992). However, Eby et al. (2005) state that health care workers still request for these irregular work schedules because of its relevance to their health. Employees in the health-care industry will work normal day shifts as well as a variety of irregular shifts such as evenings, nights, and rotating shifts. It is worth noting that working time refers to quantitative restrictions on an individual's time and resources, rather than a subjective evaluation of how challenging the job is (Kossivi et al. 2016).

An employee's decision to terminate his or her own contract is seldom made on the spur of the moment (Rubenstein et al, 2018). Job satisfaction and turnover problems have been long lasting issues considered by health workers not just in Ireland, but all over the world. Health care

workers in the United Kingdom have expressed how they are unpleased with their employment, citing a lack of pay commensurate with the demanding work/workload they face, restricted prospects for advancement and promotion, and doubt about career growth and development as their reasons (Spilsbury et al, 2013).

The researchers discovered in their studies that work influences employees' intention to leave and level of satisfaction in organizational settings. Ting (2017) and Locke (2015) discovered a statistically significant relationship between turnover and turnover. According to Robbins (2018), the work itself is the extent to which the job provides stimulating tasks, opportunities for learning and personal growth, and the opportunity to be responsible and accountable for results. Employees are enthralled by work that is related to their abilities (Robbins, 2018). During a study of clerical employees in the banking sector, the intention to leave was found to be negatively correlated with the nature of the work (Koh and Goh, 2015).

2.1.3 Factors Reducing Turnover

Employers need to understand that salary and benefits are major factors for employee retention. Lambert et al. (2001) concluded in their research that organisations, especially in Australia, do not see compensations as a tool for retention. However, Horwitz et. Al (2003) bids for fairness in compensation decisions because it has been touted as a retention booster. Pay, according to Gardner, Van Dyne, and Pierce (2004), is not only a driving force to work but also a retaining tactic. Hytter (2007) concluded that there is a connection between rewards generally and retention. Though pay based on performance has been described as a retention aid (Rambur et al. 2005; Tremblay et al. 2006). Milkovich and Newman (2004) went into greater depth. In their research, they found monetary pay to be the most important factor in keeping workers, out of all forms of compensation.

Opportunities for career trainings and career advancement is a major desire of health workers that cannot be overemphasised. Herman (2005) states that there is a straightforward relationship employees' retention and development prospects. In their research, Crown et al. (1995) and Yamada (2002) discovered that more than 38 percent of home care workers are not secondary school certificate holders. According to them, just 4 percent finished a four-year college education. Home care employees quit the profession for several reasons, including a lack of educational development prospects (The Defining the Frontline Workforce Report (Health Workforce Solutions, 2005). The home care sector is sometimes referred to as a "minority"

business, implying that the proportion of minority employees in this field is significantly higher than in the overall workforce of the country (Montgomery et al., 2005).

Knowing that these frontline employees usually have a low educational foundation and are working in a field with little prospects for educational development, the workers' education may be a significant thing to consider in retaining them. Workers can decide to quit if they realise their career offers no opportunities for advancement or better education (Faul et al. 2010).

Given that workers most of the time have direct interactions with patients, racial and/or ethnic prejudice is another factor that needs to be considered. Irrespective of racial/ethnic orientation, the perception of being treated unfairly or discriminated against is widely documented in the general U.S. population (Jang et al. 2008; Williams and Mohammed, 2009) also by colleagues (Ensher et al. 2001). Discrimination against home health workers may come from several areas, including patients and their families, as well as places they work for (Berdes and Eckert, 2007). Participants in a survey of over 600 direct care employees in long-term care organisations (Ejaz et al. 2008) said they heard racial and/or ethnic comments from their patients more frequently than from their colleagues. But only racist and/or ethnic comments from colleagues were said to affect their job satisfaction level (ibid).

2.2 THEORETICAL FRAMEWORK

The study is based on Maslow's hierarchy of needs and Herzberg's Motivation - hygiene theory. These theoretical frameworks address ways of understanding motivation within an organisation.

2.2.1 Herzberg's Motivation-Hygiene Theory

The application of Herzberg's two-factor theory guided the development of retention tactics tailored to the Irish healthcare workforce (Almaaitah, Harada, Sakdan, and Almaaitah, 2017). Even while Herzberg's key work has been less frequently applied to behavioural healthcare, the fundamentals of his theory say that sustaining a reasonable level of happiness among employees is dependent on several elements, including hygiene concerns. While the absence of these elements does not result in satisfaction, their presence does result in unhappiness, and as a result, they are referred to as dissatisfiers (Herzberg, 1967). Given the fact that motivating elements are inherent in all occupations, an increase in these variables leads to an increase in employee happiness, whereas a drop in these aspects does not result in employee dissatisfaction.

PE fit theory was used into the study's design to provide a foundation in health policy. PE fit is a term that relates to the compatibility of individual requirements with work settings in general (Kristof-Brown and Guay, 2020). A mismatch is defined as a misalignment between an individual's preferred work style and the job features. This shows that the correlation between an individual's demands and the workplace has a significant impact on employee behaviour and satisfaction, according to the PE fit theory (Kristof-Brown, 2015). Among the most widely used PE fit theories, Holland's (1985) model, which stresses vocational personality types, and Dawis and Lofquist's (1984) theory of work adjustment are the two most often used complementing fit theories. Holland's model, which relates fit JS and intent to stay, served as an inspiration for this research. Similarly, to Herzberg's (1967) two-factor theory of intrinsic and extrinsic incentives, the PE fit theory combined both frameworks, resulting in a more complete understanding of human motivation.

2.2.2 Maslow's Hierarchy of Needs

Herzberg's two-factor theory competes with Maslow's hierarchy of needs theory in terms of determining what people require. Motivating people according to Herzberg's two-factor theory (Herzberg, 1959) is primarily concerned with rewards and incentives, whereas Maslow (1943) considers motivation in terms of human needs and satisfaction. Maslow, like Herzberg, felt that employees must be pleased with a range of needs or else they will get demotivated (Jansen and Samuel, 2014); however, Herzberg (1959) did not feel that needs must be provided in a sequential manner to be fulfilled.

For Maslow, on the other hand, it is necessary to meet five major categories of needs in sequential order for an individual to reach their full potential. These categories are as follows: (a) physiological, which includes the need for food and sleep; (b) safety; (c) love, which includes affection and belonging; (d) esteem; and (e) self-actualization. However, according to the findings of Harrigan and Commons (2015), the process of addressing each demand is never static or permanent.

A further finding by Panda et al. (2014) was that rather than a hierarchy of demands, employees' requirements are influenced by their character, their environment, and their own ideals. The fact that Herzberg and Maslow concentrated on motivation and judgmental skills (JS) has not prevented researchers from finding it difficult to empirically validate Maslow's hierarchy of needs theory (Bouzenita and Boulanouar, 2016). More importantly, the absence of specificity in each framework category leads to results that are unimportant and non-comparable.

2.3 EMPIRICAL REVIEW

While researching turnover and factors that increase or reduce its occurrence, job satisfaction is the most examined term as it is found to be a significant factor in whether employees remain at their jobs (Chiu and Francesco, 2019). While and Barriball (2018) stated that healthcare worker turnover is one of two persistent problems associated with job satisfaction, Lu supports this notion. Pay is said to be a significant factor influencing turnover among health care assistants, but on further research, other factors like; staff shortages, long hours, no travel allowance, lack of training opportunities were identified as factors influencing turnover (Newman, Maylor and Chansarkar, 2017). Numerous studies have been conducted to determine the impact of employee satisfaction on employee turnover.

Chen (2017) investigated the impact of increasing employee job satisfaction. Each of these measures was found to be positively correlated with a decrease in cumulative employee turnover rates. In their study, employee support, pay, and welfare were identified as significant variables influencing the degree of relationship between employee satisfaction and employee turnover. Similarly, Mbah and Ikemefuna (2017) identified employee monetary compensation, the nature and type of pass found by the employee, and supervisory support as critical influencing factors as job satisfaction impacted employee turnover in their study in their study Nigeria.

As an additional point of clarification, Rumery (2014) claimed that multiple prior pieces of literature, such as those by Lucas et al. (2013) and Atwood et al. (2013), revealed that indicators such as age and job satisfaction are excellent predictors of employees' intention to leave their jobs. According to the research findings, turnover intention can be utilized to forecast the likelihood of future turnover. In a recent study, Muchinsky and Tuttle (2019) found that 35 of 39 research on the association between work satisfaction and turnover found that the relationship is adversely associated, with an average magnitude of around -40. Although he has changed his mind, he believes that economic reasons have a role in the relationship between customer happiness and turnover (Muchinsky, 2018). Lawler (1994) communicates his point of view using observational methods.

South Korean researchers Lee, Song, Cho, Lee, and Daly (2018) conducted a study on 181 healthcare workers, finding that the most frequently mentioned reasons for healthcare workers' intention to leave their jobs were work overload, rotating shifts (staff organization), and interpersonal conflict, whereas Cavanagh (2019) discovered that the turnover of 232 US hospital healthcare workers could be predicted by Job satisfaction and participation at work,

according to Cavanagh and Coffin (2017), are critical variables in the turnover process. They discovered three variables that were significantly related to the intention to stay: job satisfaction, pay, and opportunity ('advancement'), as well as additional demographic factors of kinship responsibilities, which also predicts healthcare worker turnover.

Job satisfaction, autonomy, advancement potential, job stress, remuneration, group cohesion (coworkers,' marital status, and educational level, according to a meta-analysis conducted by Yin and Yang (2017), were the most important individual and organizational characteristics associated with nurse turnover (129 studies relating to turnover from 2000 to 2018). In a survey of 2197 Taiwanese healthcare employees, Lu, Lin, Wu, Hsieh, and Chang (2017) discovered that 38.4 percent of healthcare workers in Taiwan had the intention to leave the profession owing to a lack of job satisfaction, which they attributed to a lack of job satisfaction. According to Stolte and Myers, the most reported reasons for female maternity healthcare employees to depart were salary and benefits, working hours, personal success, staff connections, and patient contact (2015).

Hospital healthcare workers' levels of job autonomy and job growth have been suggested by Seo, Ko, and Price (2014), who contend that this restriction is exacerbated by physicians, who have the authority to choose the scope of healthcare workers' work. Indeed, research in the United States has shown that healthcare professionals given more tremendous respect and autonomy are more likely to remain with their employers over time (Liebenberg, 2018). Dissatisfaction with advancement and training possibilities has a more significant impact on the content of healthcare professionals than workload or compensation, according to research (Shields and Ward, 2017).

2.4 RESEARCH GAP

Aside from the factors mentioned in the literature that may influence employee turnover and job satisfaction, the researcher identifies some factors in the context of Ireland with a period of 2021, such as a lack of training and development, a long commute to work, job relocation or transfer, partiality and favouritism, a lack of motivation, and a lack of working conditions. The researcher may be able to obtain an accurate result in this study by combining these factors.

2.5 CONCLUSION

It is evident from various research bodies that there cannot be a uniform definition of job satisfaction and turnover since what constitutes job satisfaction and turnover varies among different sectors. Also, there is an agreement in the literature that job satisfaction and turnover are determined by several factors: working conditions, job descriptions, remunerations, and opportunities for personal advancement (retention). These are crucial to employee job satisfaction and turnover. The literature also sheds some light which states that when health workers have challenging opportunities at work, such as participating in exciting assignments, they are more likely to remain motivated and be disposed towards career advancement where they feel they are making career progress (Odhiambo, 2015). As literature has shown, quality healthcare services, patient care, and turnover in the healthcare sector depend on health workers' job satisfaction. Therefore, aiding healthcare assistants to achieve job satisfaction is likely to improve the quality of care they render to their patients and increase their commitment to their careers in the home care sector in Ireland.

CHAPTER THREE - RESEARCH METHODOLOGY

3.0. INTRODUCTION

This chapter describes the research design and techniques that will be used in this study. The focus areas in this chapter will include research design, target population, sampling techniques, sample size, data collection tool, pilot of the study, validity and reliability of the instrument, data collection procedure, data analysis and ethical considerations.

3.1. RESEARCH DESIGN

A descriptive survey research design with a qualitative approach was used in the study. According to Orodho (2005), descriptive survey design is used to clarify the subject of inquiry is preliminary and exploratory studies. According to Best and Kahn (1993), the descriptive survey design is the most appropriate in the behavioural sciences. The research is aimed at identifying factors associated with the occurrence of specific events and behavioural conditions. The investigator does not control any variables in this design but instead describes the situation at a particular time and shows the relationship between the variables. Therefore, the study investigates the factors influencing employee turnover and job satisfaction among healthcare assistants in the Irish home care sector. A semi-structured interview will be used to gather data from the respondents about the interview questions.

3.2. TARGET POPULATION

The population is a collection of all items considered in each research situation, whether of people or objects or events. These items refer to the total subjects or participants needed to conclude (Saunders, Lewis, and Thornhill, 2019; Udofia, 2018). The target population for this study will be healthcare assistants in the Irish home care sector.

3.3. SAMPLING TECHNIQUE AND SIZE

A systematic selection of representative cases from a larger population is called sampling (Orodho, 2002). A sample is then defined as a representative group that considers all the qualities or characteristics present in the population (Wambugu, 2015). The entire population will not be used in the data collection process due to a lack of resources and time. As a result, it is necessary to select a representative sample from the easily accessible population studied. The goal of sampling is to obtain accurate empirical data at a fraction of the cost of investigating all possible causes. Convenience sampling technique will be used to select only healthcare assistants knowledgeable about the operations, challenges and employee job needs in the Irish home care industry. This is a sampling technique in which the researcher cautiously

chooses participants based on their access to them and possess the knowledge, experience, and capacity to participate in the study (Polit, Beck, and Hungler, 2017). This form of sampling permits the recruitment of participants who meet the standard criteria set by the researcher as stated earlier and are willing to participate in the study after an informed consent form is obtained from them. Therefore, the sample size should be between 5 and 12 healthcare assistants because it has been observed that the saturation point is reached chiefly in qualitative research via the interview method between 5 and 12 interviews (Creswell and Creswell, 2018).

3.4. DATA COLLECTION TOOL

The data for the study will be gathered using a semi-structured interview guide about job satisfaction and turnover. A semi-structured interview guide is a research instrument that collects data over a small sample (Kothari, 2015). The researcher will develop the semi-structured interview guide based on an extensive literature review using similar studies as a guide. Semi-structured interview guides allow interviewees to be reached in a short period, so it is the most used instrument for first-hand information when conducting qualitative research studies. The semi-structured interview guide must translate the research questions or objectives into specific interview questions (Wambugu, 2015).

The semi-structured interview guide will be used because it will allow the researcher to collect an adequate amount of data in a relatively short period and at a low cost. The benefits of using a semi-structured interview guide include the opportunity for the person conducting the interview guide to establish rapport, explain the purpose of the study, and clarify the meaning of some questions that may be unclear. According to Gay (2016), semi-structured interviews allow respondents to express their views or opinions and make suggestions. The semi-structured interview guide will be divided into two sections. Part A will include demographic data, while Part B will consist of information on the factors influencing employee turnover and job satisfaction among healthcare assistants in the Irish home care sector.

3.4.1 PILOTING OF INSTRUMENTS

Interviews with healthcare assistants in a designated Irish home care location were used to test research instruments. According to Kothari (2005), a pilot sample should account for 10% of

the study sample. The pilot study was designed to assess the suitability and clarity of the questions contained in the semi-structured interview guide, the relevance of the information sought, and the language used, and the reliability and validity of the semi-structured interview guide. The respondents who will take part in the pilot study, on the other hand, will not be included in the actual data collection.

3.5. VALIDITY OF THE INSTRUMENT

Depending on how the data is gathered in relation to the study's objectives, the semi-structured interview guide is appropriate. Mugenda and Mugenda (2003) define instrument validity as the degree to which the results obtained using the instrument represent the actual phenomenon under study. As a result, the accuracy and significance of research-based inferences are improved. A pilot study will be conducted to help establish the content validity of the semi-structured interview guide. To ensure a logical flow of information and respondents' thought processes, the semi-structured interview guide will be built with valid wordings and logical sequencing of the research questions. Expert judgment, according to Borg and Gall (1985), improves the validity of an instrument. The instrument will be tweaked as necessary to improve its validity even further.

3.6. RELIABILITY OF THE INSTRUMENT

Mbwesa (2006) defines reliability as the degree to which a research instrument's measure produces consistent results. Mugenda and Mugenda (2003) define reliability as the ability of repeated tests to produce consistent results or data. The semi-structured interview guide will be re-tested using the test re-test method. The test-retest reliability method is one of the simplest ways of testing the stability and reliability of an instrument over time. The researcher will adopt the Test-retest approach in establishing the reliability of the instrument. A co-efficient of 0.81 will be expected, which will be high enough to consider the instrument reliable.

3.7. DATA COLLECTION PROCEDURE

Wambugu *et al.* (2015) refer to the data collection procedures as the protocol that must be followed to ensure that data collection tools are applied collectively and efficiently. An introductory letter obtained from the college will be submitted to the management of the target home care institutions to seek and secure their permission. The purpose and procedure of the research will be explained to the healthcare assistants, and they will be made to understand that

they have their free will to decide whether to participate in the study. The interview will be conducted with the help of trained research assistants recruited for this purpose, and this should take not less than a week. After completing the interviews, they will be transcribed using the jotters on which points were jotted down during the interview process and the audio recordings to produce a perfect and well-edited transcription.

3.8. METHOD OF DATA ANALYSIS

This study will be done using the Gioia qualitative data analysis. Gioia qualitative data analysis is among the five common qualitative data approaches, including Temporal Phases Approach, Anthropological Approach, Long Data Excerpts Approach and Vignette Approach. Gioia qualitative data analysis is systematic, methodical, and analytic, so it has been compared to quantitative data analysis (Wang and Gao, 2020). The method involves analysing interviewees' responses using first order, second order and third order codes (Wang and Gao, 2020). The first order codes involve the organisation of interviewees' responses by identifying them based on common themes. They are assembled into a column named First Order Code. The second-order codes involve separating sub-themes. The third-order codes' last stage includes another narrowing of the sub-themes into main themes that form single concepts or ideas representing the sub-themes. These central themes are then discussed concerning previous findings in the literature.

3.9. ETHICAL CONSIDERATION

After the authorities approve the home care institutions being targeted, the prospective interviewees will be informed about the purpose of the study. Written informed consent forms will be given to them before the interview sessions will commence. They will be assured of confidentiality and anonymity concerning the information they will be providing. They will be aware that they can stop participating anytime, knowing that nothing negative will be against them. The participants will also be given the privilege to ask any questions about the study. In line with the four major ethical issues identified as germane to the success of a research study by Mantzou and Fouka (2011), this research will be structured to secure participants' informed consent, maintain their anonymity and confidentiality, not take advantage of their beneficence, and respect their privacy.

CHAPTER FOUR - RESULTS

4.1 Overview

This research investigates the factors influencing job satisfaction and employee turnover among healthcare assistants in the Irish home care sector. This chapter analyses the responses of interview participants using the Gioia method of data analysis. Five interview participants were selected for the semi-structured online interview using convenience sampling, making it much easier to access the interviewees in their respective workplaces. The interviewees met the criteria set for participant selection which were: they should be healthcare assistants working in the Irish home care sector; they should be knowledgeable about the home care industry, and they should be willing without coercion to participate in the study and should give their consent to their responses being used in this study; pharmaceutical industry. Below is a presentation of the research findings patterned after the Gioia method of data analysis.

4.2 Coding of Interviewees' Responses

Table 4.2.1   Number of Interview Participants and Interview Status

S/No	Description	Occupation	Gender	Age	Work Experience	Interview Status
1	Participant A or HCA1	Healthcare Assistant	Male	25	5	Completed
2	Participant B or HCA2	Healthcare Assistant	Female	29	10	Completed
3	Participant C or HCA3	Healthcare Assistant	Female	50	8	Completed
4	Participant D or HCA4	Healthcare Assistant	Male	35	3	Completed
5	Participant E or HCA5	Healthcare Assistant	Female	46	7	Completed

Source: Researcher, 2021

4.3 Analysis of Interviewees' Responses

In Table 4.3.1, participants' responses have been organised for better clarity.

Table 4.3.1 Participants' Responses to the Interview Questions

Participant ID#	Interview Questions	Responses
Participant A	What is the level of healthcare assistants' overall job satisfaction in the Irish home care sector?	The HCA1 is satisfied because he loves his job. He is doing what he likes. If I am getting paid for doing what I like, I am satisfied.
	What are the factors influencing job satisfaction/retention of healthcare assistants in the Irish home care sector?	Pay Love for career He loves interacting with people and impacting them through the job of healthcare assistance.
	What are the factors influencing turnover among healthcare assistants in the Irish home care sector?	Choking schedules/shifts Job Stress Mental and emotional pressure. I cannot hang out with friends any longer Lack of work-life balance Inadequate support from a supervisor Being sent to clients with no prior introduction
	What is the relationship between employee satisfaction and employee retention in the Irish home care sector?	The relationship is excellent. The more satisfied healthcare assistants are, the more likely they will stay in the system vice versa. Increase pays marginally from time to time. Referral incentives Job training Career progression
	What steps can improve job satisfaction and turnover among healthcare assistants	Work-life balance Decent pay Career progression

	in the Irish home care sector?	Opportunities for job training
Participant B	What is the level of healthcare assistants' overall job satisfaction in the Irish home care sector?	HCA2 is satisfied because he likes helping people. He likes nurturing are caring for people She is doing what he loves She is available to help people
	What are the factors influencing job satisfaction/retention of healthcare assistants in the Irish home care sector?	Ability to help patients Having a satisfying sense of duty. She believes that she has the qualities which are patience and understanding. Pension schemes Training Paid overtime Education *
	What are the factors influencing turnover among healthcare assistants in the Irish home care sector?	Not being able to satisfy all the patients that need help at the same time Taking extra shifts Not very rewarding pay Workload increase Small shifts Less time to socialize with people affects her mentally. Absence/presence of work-life balance
	What is the relationship between employee satisfaction and employee retention in the Irish home care sector?	If the health assistant has time to balance their work and social life, it will help them to relax mentally and be more productive on their job If the workload of the supervisors is reduced, if more of them are employed, they would have more time to assist the health workers Provide an opportunity for education to upgrade the workers.

	What steps can improve job satisfaction and turnover among healthcare assistants in the Irish home care sector?	Getting better incentives Pay increase Stop labelling the job as unskilled
Participant C	What is the level of healthcare assistants' overall job satisfaction in the Irish home care sector?	HCA3 likes to make a positive impact on people's lives It allows him to be a part of the medical team Quite passionate about the job
	What are the factors influencing job satisfaction/retention of healthcare assistants in the Irish home care sector?	Getting to impact people positively Getting incentives like award of the best worker of the month
	What are the factors influencing turnover among healthcare assistants in the Irish home care sector?	Increased of hours shifts due to shortage of staff The organisation not being concerned about the well-being of workers Negative effect on personal life no room to enjoy personal time
	What is the relationship between employee satisfaction and employee retention in the Irish home care sector?	If the organization can pay more attention to the well-being of the workers, then they are likely to stay on the job Pay increase Improve on the incentives Allow workers more breaks and personal time
	What steps can improve job satisfaction and turnover among healthcare assistants in the Irish home care sector?	More pay More incentives Time for personal life.
Participant D	What is the level of healthcare assistants'	HCA4 is satisfied in finding the right balance in caring for everyone uniquely. They are learning individual differences.

	overall job satisfaction in the Irish home care sector?	Being able to get through to some more aggressive patients and still be able to help them.
.	What are the factors influencing job satisfaction/retention of healthcare assistants in the Irish home care sector?	Less commute to meet with patients When I can calm and assist aggressive patients. Understanding of the job Work-life balance
	What are the factors influencing turnover among healthcare assistants in the Irish home care sector?	Being exhausted due to long hours of work and travelling Not enough travel time from house to house to attend to people due to the workload Getting more shifts because of shortage of staff Absence of work-life balance
	What is the relationship between employee satisfaction and employee retention in the Irish home care sector?	Work-life balance Connection with the supervisory leadership Pay Increases Improved working conditions Improved supervisor-supervisee relationship
	What steps can improve job satisfaction and turnover among healthcare assistants in the Irish home care sector?	Work-life balance Training and development opportunities Career progression
Participant E	What is the level of healthcare assistants' overall job satisfaction in the Irish home care sector?	HCA5 is satisfied on the job because she can work and impact her community. She had experience working with her sick mother
	What are the factors influencing job satisfaction/retention of healthcare assistants in the Irish home care sector?	Career progression Job challenge Work-life balance

	What are the factors influencing turnover among healthcare assistants in the Irish home care sector?	Absence of career advancement opportunities. Needing to travel long distances from house to house to attend to people. Difficult when you do not have a car. Feeling stagnated due to performing the same role for a long time Loss of pay due to a reduction of work hours Cancellation of leave after approval Being called to work on off days Long hours of work
	What is the relationship between employee satisfaction and employee retention in the Irish home care sector?	People leave because they are not satisfied with the work conditions Work-life balance Improvement of work relations Improvement of operations Good supervisor-supervisee relationship
	What steps can improve job satisfaction and turnover among healthcare assistants in the Irish home care sector?	Training opportunities (qqi modules) People leave because they are not satisfied with the work conditions Work-life balance Improvement of work relations Improvement of operations Good supervisor-supervisee relationship

Source: Researcher, 2021

4.4 First-Order Codes Generated from Interviewees' Responses

From the responses given by the interviewees, first-order codes have been generated. Similar or duplicated responses are merged, and common themes are identified and highlighted in the first-order codes, as demonstrated in Table 4.4.1.

Table 4.4.1 First-Order Codes from Interviewees' Responses

Research Questions	First-Order Codes
What is the level of healthcare assistants' overall job satisfaction in the Irish home care sector?	Moderate Satisfaction Healthcare assistants are satisfied when they love their jobs and like their tasks. If I am getting paid for doing what I like, I am satisfied. Healthcare assistants are satisfied when they help, nurture and care for people. She is available to help people. I like to make a positive impact on people's lives. It allows me to be a part of the medical team. Quite passionate about the job. I am satisfied in finding the right balance in caring for everyone uniquely. I am satisfied learning about individual differences. Being able to get through to some more aggressive patients and still help them makes me satisfied. I am satisfied on the job because I can work and impact my community. Had experience caring for my sick mother.
What are the factors influencing job satisfaction/retention of healthcare assistants in the Irish home care sector?	Compensation Passion. Training and Development Favourable work conditions Career progression Job challenge Work-life balance

What are the factors influencing turnover among healthcare assistants in the Irish home care sector?	Choking schedules/Additional shifts Job Stress (mental and emotional pressure) Cannot hang out with friends any longer Lack of work-life balance Inadequate support from a supervisor Being sent to clients with no prior introduction Not being able to satisfy all the patients that need help at the same time Poor compensation plan Workload increase The organisation not being concerned about the well-being of workers Long work and travel hours Not enough travel time from house to house to attend to people due to the workload Absence of career progression. Lack of job challenge Unfavourable work conditions
What is the relationship between employee satisfaction and employee retention in the Irish home care sector?	The relationship is high The more satisfied healthcare assistants are, the more likely they will stay in the system vice versa. Improved compensation plan Job training and development Career progression Presence of work-life balance Reduced supervisor workload will free their time for employee support Improved working conditions People leave because they are not satisfied with the work conditions
What steps can improve job satisfaction and turnover among healthcare assistants in the Irish home care sector?	Work-life balance Attractive compensation plan Career progression Training and development (qqi modules) Job perception

	Improved working conditions
	Improvement of work relations

Source: Researcher (2021)

The first-order codes will be further distilled to identify and isolate dominant themes for the second-order codes.

4.5 Second-Order Codes

Dominant and common themes are further isolated to make up the second-order codes. Table 4.5.1 displays the second-order codes in the second column.

Table 4.5.1 Second-Order Codes Extracted from the First-Order Codes

Research Questions	Second-Order Codes
What is the level of healthcare assistants' overall job satisfaction in the Irish home care sector?	Moderate Satisfaction Passion for the job. Fair Compensation Working Conditions
What are the factors influencing job satisfaction/retention of healthcare assistants in the Irish home care sector?	Attractive compensation Self-driven Favourable work conditions
What are the factors influencing turnover among healthcare assistants in the Irish home care sector?	Unfavourable work conditions Poor work relations Poor compensation plan
What is the relationship between employee satisfaction and employee retention in the Irish home care sector?	The relationship is high Improved compensation plan Favourable work conditions

	Improved work relations
What steps can improve job satisfaction and turnover among healthcare assistants in the Irish home care sector?	Favourable working conditions Attractive compensation plan Job perception Improvement of work relations

4.6 Third-Order Codes

Second-order codes are further distilled into single concepts, as revealed in Table 4.6.1:

Table 4.6.1   Third-Order Codes Further Distilled from Modified Second-Order Codes

Research Questions	Third-Order Codes
What is the level of healthcare assistants' overall job satisfaction in the Irish home care sector?	Moderate Satisfaction
What are the factors influencing job satisfaction/retention of healthcare assistants in the Irish home care sector?	Internal/External Characteristics
What are the factors influencing turnover among healthcare assistants in the Irish home care sector?	Demotivators
What is the relationship between employee satisfaction and employee retention in the Irish home care sector?	The relationship is high
What steps can improve job satisfaction and turnover among healthcare assistants in the Irish home care sector?	Workplace transformation

Source: Researcher, 2021

4.7 Findings/Results

Figure 4.7.1 Coding Map of Summary of Findings Using Gioia Method

Source: Researcher, 2021
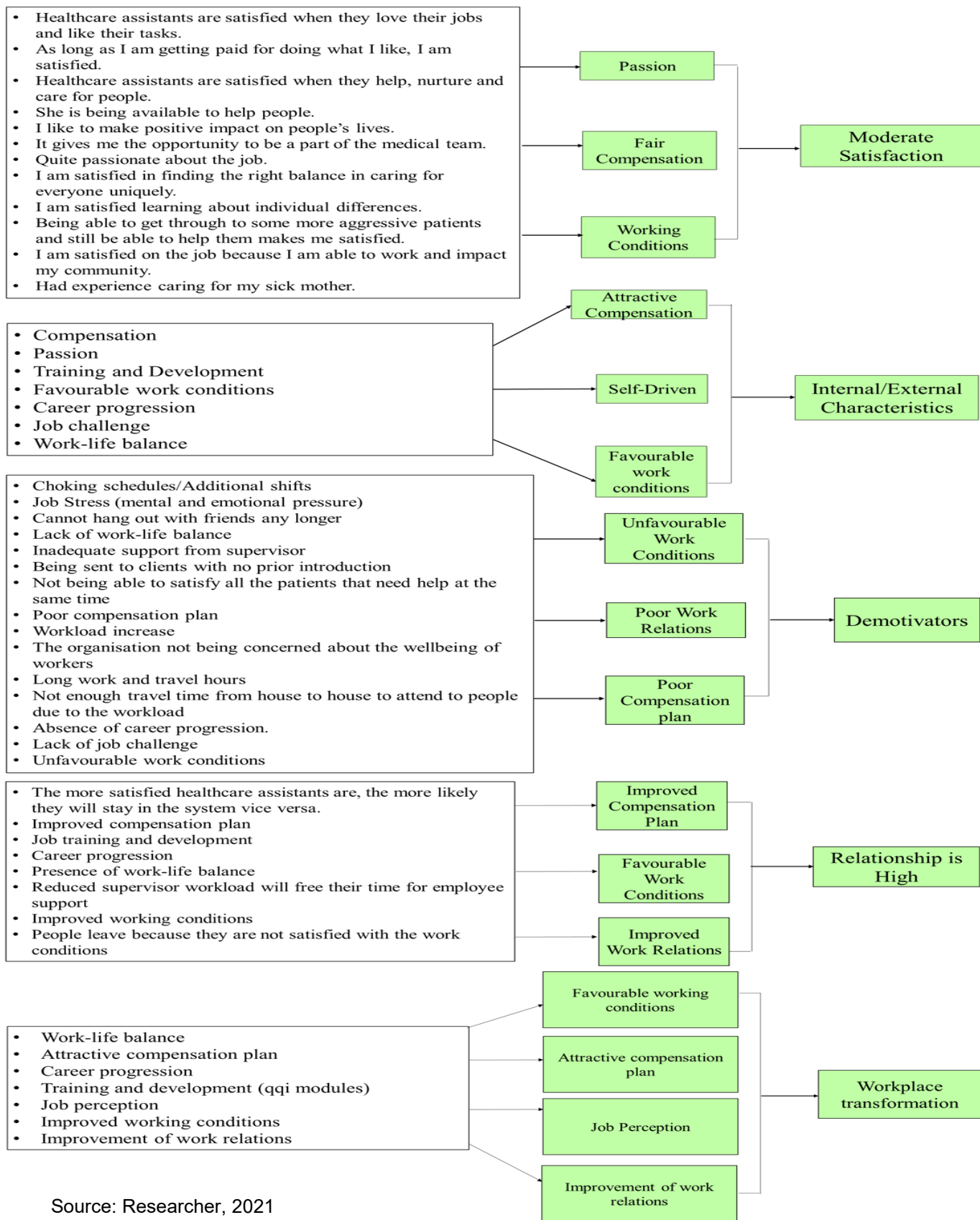
4.8 Interpretation of Findings/Results

The interpretation of the findings/results is as follows:

4.8.1 Interpretation of Codes for Research Question One

Research Question 1: What are healthcare assistants' overall job satisfaction level in the Irish home care sector? Interviewees' responses are Passion, Fair Compensation and Working Conditions, which can be summarised as reasonable satisfaction.

4.8.1.1 Passion

The healthcare assistants' overall satisfaction level can be discerned as moderate, not low, not high. Furthermore, one reason is that the healthcare assistants all said they were passionate about the job, helping their patients and nurturing them. Participant A or HCA1 said, "Yes, so I guess I have always been passionate about helping people through medical ailments and other things like that. Initially, I wanted to become a doctor. We know how those dreams go yet. Nevertheless, I find it fulfilling" The only reason that even I still am in the job presently, I hope my manager isn't going to see this recording anyways. But the only reason I'm still in the job is because I'm passionate about helping people. Yes, I guess that's it." Another participant, HCA3 puts it this way, "There are certain instances where I feel satisfied because I'm very good at my job and quite passionate about it."

4.8.1.2 Fair Compensation

Although the participants all complained about their pay and other financial incentives, they also admitted that it kept them going until their home care employers either increased it or got a higher paying job elsewhere. HCA1 mentioned this in one of his responses. "Well, I know that from time to time, they increase pay, even though it is quite marginal. I know that from time to time, they do so. Yet they also have incentives, like you refer a friend for the job, and, yeah, they also provide training and all of that."

4.8.1.3 Working Conditions

The participants believed that the working conditions such as being provided with some valuable training, career progression opportunities and some level of work relations between supervisors and their reports make their jobs bearable. Participant A puts it this way: "And I think there are also development opportunities within the organization because I have a colleague that was promoted to supervisor role just after two to three years at the job. Even if some of us have stayed here longer than that." HCA2 says "So, my supervisor is sometimes supportive but has many people to supervise and is sometimes not available to deal with your

issues or offer you support, and I think that is something that should be improved." Although it 1/5, HCA5 says that she gets the support she needs from her supervisor. In her words, "My supervisor and I have a good working relationship and yes, I get support whenever I need it."

Consequently, the responses from the interviewees reveal that although there are still many improvements needed in the home care sector vis-à-vis the compensation and working conditions, healthcare assistants that participated in the interviews indicated moderate satisfaction. One of the factors keeping them on the job is their passion for serving their patients.

4.8.2 Interpretation of Codes for Research Question Two

Research Question 2: What factors influence the job satisfaction of healthcare assistants in the Irish home care sector? Interviewees' responses generated three codes. The three codes are attractive compensation, self-driven, and favourable work conditions summarised as internal/external characteristics.

4.8.2.1 Attractive Compensation

When asked what factors were influencing job satisfaction of healthcare assistants in the Irish Home Care Sector, participants were unequivocal about the need for better or attractive compensation. HCA2 says, "I would just like to say that I think getting better incentives and increased pay would help boost my satisfaction levels." HCA3 affirms it also: "From what I've heard my colleagues say, I think the pay increase would have had the most impact."

4.8.2.2 Self-Driven

Another factor influencing the job satisfaction of healthcare assistants in the home care sector in Ireland is the internal characteristic. The self-driven nature of the workers themselves arises from their passion and disposition to serve their patients and puts smiles on their faces while contributing to their community. HCA5 puts it this way: "I think being able to work and impact my community is something I find most interesting about the job." HCA1 also corroborates this view: "Yeah, that creates impact. Oh, yeah, if I've been able to create impact and basic interaction with the people also serves as a stimulus to doing the job. So, it's impacting lives and then interacting with the people."

4.8.2.3 Favorable Work Conditions

Participants also admitted that favourable working conditions would influence their job satisfaction. HCA3 mentioned that "I think allowing people more breaks and personal time would help significantly along with the pay cause the incentives are minimal." HCA1 also felt this way: "And I think there are also development opportunities within the organization because I have a colleague that was promoted to supervisor role just after two to three years at the job even if some of us have stayed here longer than that."

Appraising the three codes, it is patent that internal/external characteristics influence job satisfaction of healthcare assistants in the Irish home care sector.

4.8.3 Interpretation of Codes for Research Question Three

Research Question 3: What factors influence turnover among healthcare assistants in the Irish home care sector? Responses to question 3 generated three codes under demotivators. These codes are unfavourable work conditions, poor work relations and inadequate compensation plans, summarised as demotivators.

4.8.3.1 Unfavorable Work Conditions

One of the factors influencing turnover among healthcare assistants in the Irish home care sector is the working condition which many interviewees identified as being unfavourable. Participant A shared this view: "Yeah, owing to the nature of our job, we …sometimes…have insanely choking schedules, and sometimes we deal with people that do not have absolute control. So, at some point, it starts to weigh down on you, and stresses you out. ...that's one of the reasons why there's often a range of risks, because sometimes people cannot handle the mental pressure or the emotional pressure of the job around. Yeah. And that in turn we are faced with additional shifts."

4.8.3.2 Poor Work Relations

Many participants also admitted that there were poor work relations. According to them, the supervisors had many workloads to handle, thereby failing to resolve their issues. HCA2 stated it this way: "So, my supervisor is sometimes supportive but has a lot of people to supervise and is sometimes not available to deal with your issues or offer you support, and I think that is something that should be improved." HCA3 also affirmed it: "Generally the office can be very unhelpful when you have a problem with your schedules, or you have been treated poorly. I

have mostly had to resend multiple emails and calls to have an issue sorted out for me. Although you sometimes get support, it is kind of minimal."

4.8.3.3 Poor Compensation Plan

Participants mentioned that if they got another job that pays better, they would leave their jobs. HCA3 stated it this way: "From what I've heard my colleagues say I think the pay increase would have had the most impact. In my opinion I think allowing people more breaks and personal time would help significantly along with the pay cause the incentives are very small." HCA2 confirms this when she said, "…most people quit the job and all that does make the workload increase, also the pay is not very rewarding."

Therefore, healthcare assistants' turnover in the Irish home care sector is based on unfavourable work conditions, poor work relations and inadequate compensation plans, which can be summarised as demotivators.

4.8.4 Interpretation of Codes for Research Question Four

Research Question 4: What relationship is between employee satisfaction and employee retention in the Irish home care sector? Three codes were generated from the responses to question 4. These codes are improved compensation plan, favourable work conditions, and improved work relations indicate that the relationship between employee satisfaction and employee retention is high.

4.8.4.1 Improved Compensation Plan

Regarding question 4 which states that "What is the relationship between employee satisfaction and employee retention in the Irish home care sector?", it was established from interviewees' responses that the relationship is high based on improved compensation plan and others. HCA2 had this to say in this regard, "I would just like to say that I think getting better incentives and increased pay would help boost my satisfaction levels." This was also confirmed by HCA3, "From what I've heard my colleagues say I think the pay increase would have had the most impact. In my opinion, I think allowing people more breaks and personal time would help significantly along with the pay cause the incentives are very small."

4.8.4.2 Favorable Work Conditions

Interviewees also mentioned the need for improved working conditions. HCA 4 said, "A time I felt most dissatisfied was when I had to work twelve hours with no travel time between shifts and was unavoidably late to a double shift with a senior carer and we had a disagreement even though this wasn't my fault… I am constantly working and have to travel long distances every day, so I end up exhausted most times." HCA5 also shared this view, "Yes, it does, because I have been with the organisation for a longer period of time, I am mostly having to pick up extra cover up shifts especially in the winter when most people leave because of the long travelling distances from house to house which is hard if you don't have a car."

4.8.4.3 Improved Work Relations

Improved working relations between supervisors and healthcare assistants were also cited as factors that could increase job satisfaction and guarantee job retention. HCA puts it this way: "I believe the support I get from my supervisor is not as much as I would like it and sometimes, I get sent to clients with no prior introductions and I think the support is minimal and could be improved." HCA2 also corroborated it: "So, my supervisor is sometimes supportive but has a lot of people to supervise and is sometimes not available to deal with your issues or offer you support, and I think that is something that should be improved."

Consequently, the presence of improved compensation plan, favourable work conditions, and improved work relations in the home care sector in Ireland appears to improve healthcare assistants' job satisfaction and job retention. Their absence plummeted job satisfaction and job retention among healthcare assistants in the Irish home care sector.

4.8.5 Interpretation of Codes for Research Question Five

Research Question 5: What steps can be implemented to improve job satisfaction and turnover among healthcare assistants in the Irish home care sector? Responses to the question generated four codes: favourable working conditions, attractive compensation plan, job perception, and improvement of work relations. These can be summarised as workplace transformation.

4.8.5.1 Favorable Work Conditions

To improve job satisfaction and reduce employee turnover among healthcare assistants in the Irish home care sector, participants mentioned the need to improve the working conditions,

making it more favourable to them. HCA3 put it this way, "I would say this job has had a very large effect on my personal live in a very negative way because it is very demanding, and I have sometimes been at work from 8am till 10 pm. Sometimes I get called into work on weekends, which leaves me no room to enjoy personal time or have anything major going on for myself…I can honestly say this would be a major factor I would consider while searching for a new job because I think I need more time to myself with my family and to be able to socialise."

4.8.5.2 Attractive Compensation Plans

Another factor that would increase job satisfaction and retention of healthcare assistants in the home care sector is attractive compensation. HCA2 believes that "…to retain the employees, … access to pension schemes, the training, paid overtime, and education" is important. HCA3 also shares this opinion, "From what I've heard my colleagues say I think the pay increase would have had the most impact. In my opinion I think allowing people more breaks and personal time would help significantly along with the pay cause the incentives are very small."

4.8.5.3 Job Perception

A participant raised another essential point, increasing the job satisfaction and retention of healthcare assistants in the home care sector in Ireland, the perception of the job must be changed. HCA affirms this: ". I would just like to say that I think getting better incentives and increased pay would help boost my satisfaction levels, also having this job labelled as unskilled is inaccurate cause you need to possess certain skills to be good at the job."

4.8.5.4 Improvement of Work Relations

There was also a general agreement that improving working relations would guarantee healthcare assistants' job satisfaction and retention within the home care sector. HCA1 confirms this: "I believe the support I get from my supervisor is not as much as I would like it, and sometimes, I get sent to clients with no prior introductions, and I think the support is minimal and could be improved." It was also corroborated by HCA2: "So, my supervisor is sometimes supportive but has many people to supervise and is sometimes not available to deal with your issues or offer you support, and I think that is something that should be improved."

Therefore, to ensure that healthcare assistants in the home care sector enjoyed job satisfaction and retention, putting favorable working conditions, attractive compensation plans, changing job perception and improving work relations are sacrosanct.

In the following chapter, there will be a discussion of these results.

CHAPTER FIVE - DISCUSSION OF FINDINGS

5.1 Summary of the Findings

This qualitative study investigates the factors influencing job satisfaction and employee turnover among healthcare assistants in the Irish home care sector. Five research questions were posed to guide the study and to be used to develop the interview questions.

Five participants were selected for the semi-structured interviews. They are all healthcare assistants working in the Irish home care sector. The interview participants were made up of 3 female and two male healthcare assistants selected through convenience sampling.

From the interviews conducted with the five participants concerning the first research question, healthcare assistants' overall job satisfaction in the Irish some care sector is moderate. Participants declared that they were only being sustained on the job mainly because of their passion, followed by the compensation plan and working conditions, which were just fair.

For the second research question, participants' responses revealed that the factors influencing their job satisfaction were both internal and external. The internal characteristics were their passion and self-driven disposition to take care of their patients, while the external characteristics were attractive compensation and favourable work conditions.

For the third research question, participants' responses showed that factors influencing turnover among healthcare assistants were unfavourable work conditions, poor work relations and flawed compensation plans, all of which can be described as demotivators.

For the fourth research question, interviewees responded that the relationship between employee satisfaction and employee retention in the Irish home care sector is high. They affirmed that this relationship is based on an improved compensation plan, favourable work conditions and improved workplace relations. Their absence could lead to employee turnover.

For the fifth and final research question, participants thought that to improve job satisfaction and turnover among healthcare assistants in the Irish home care sector; there was a need to put the following in place: favourable working conditions, attractive compensation, job perception and improved work relations, all which represent workplace transformation

5.2 Comparing Current Results with Evidence from Previous Research

On research question one, findings from the present inquiry substantiate results from previous research. According to Mowday (2018), Willis (2018) and Gilson (2019), healthcare assistants' job satisfaction is essential in building up healthcare assistants' motivation and efficiency as it determines better healthcare assistants' satisfaction and a higher level of patients' satisfaction. Conversely, job dissatisfaction would result in burnout and healthcare assistants' turnover, which could exacerbate understaffing of health facilities (Willis, 2018).

Regarding research question two, evidence in literature is further confirmed by the current findings that there are factors (internal and external) that influence job satisfaction among healthcare assistants. The internal factors are healthcare assistants' desire to make an impact, improve the lives of their patients and make meaningful and valuable contributions on the job. However, at the same time, this disposition must be complemented by the employers' willingness to provide favourable working conditions and attractive compensation to keep the essential healthcare workers (Beck, *et al.,* 2018; Smith and Nichols, 2015).

Regarding factors that lead to workers' turnover, present findings corroborate previous literature which state that job satisfaction or the lack thereof, group cohesion or work relations or the lack thereof, job stress and work schedule are factors that affect employee turnover (Beck, et al., 2018; Dele, 2018).

Research question four, the present results also support evidence from the literature that shows that the relationship between employee satisfaction and employee retention is high. Improved compensation plans bind this relationship, favourable work conditions such as benign work schedule and work-life balance initiatives from the employer and improved work relations (Chiu, 2017; Kathawala, 2017; Zobal, 2018).

Findings in this study, regarding research question five, also substantiate previous bodies of work on job satisfaction, employee retention and turnover, which affirm that favourable working conditions, attractive compensation, job perception and improved work relations help to improve employee satisfaction and retention in the workplace (Almaaitah, *et al.* 2017; Kristof-Brown and Guay, 2020; Mobley and Griffeth, 2019

CHAPTER SIX - CONCLUSION

6.1 Contributions and Limitations of the Research

The findings in this research substantiate evidence in the literature regarding employee job satisfaction and turnover and very much so in the Irish home care sector. Thus, this research further extends the literature on this subject by providing evidence from healthcare assistants working in the Irish home care sector that job satisfaction is critical for their retention. The study also shows that no matter how internally or self-motivated and passionate healthcare workers are, external factors can keep them serving happily on the job. This also corroborates evidence in the literature that it generates customer satisfaction when employee satisfaction is guaranteed or achieved. In this case, when healthcare assistants feel valued, get support from their supervisors, and are well compensated for their sacrifices and service, they will be satisfied and emotionally commit to their jobs. On the other hand, when they are poorly compensated, the workplace conditions do not encourage work-life balance or promote their personal development and interests, turnover will be high other things being equal.

The limitation of this study is that it only employed a qualitative research method. Perhaps, triangulation of methods involving quantitative and qualitative data could very well improve the research outcomes. While the sample size is adequate for a qualitative study of this nature, it could have thrown up more robustness if the sample size was more, i.e., if the quantitative research method had been used. Also, the study was in Ireland, a developed country; perhaps a different research context could provide different outcomes. These gaps provide the potential for future research in this area which could exploit these gaps to test the variables and findings of this study.

6.2 Recommendations

Based on the results of this study, the discussion that followed and comparison with previous research, the following recommendations are presented:

It has been established that healthcare assistants are essential in the value chain of the Irish home care sector. If so, they must be motivated and supported by their employers or managers to ensure that they give their best and continue to serve the interests and needs of their patients, who are essential members of society. Without job satisfaction, healthcare assistants' turnover will remain high, threatening the stability of the Irish home care sector. Therefore, employees should engage the Irish healthcare assistants to find out how to help make their jobs enjoyable.

Furthermore, job stress and tight work schedules are characteristics of the work-life of healthcare assistants. Management can develop initiatives on stress management training

programmes and innovating the work designs that can suit every healthcare assistant, thus engendering their productivity and satisfaction on the job. Management can combat job stress and tight schedules by working with agencies to cover or fill any sudden vacancies or absences and try to absorb the agency staff into the home care organisation. This would help cut recruiting and advertising costs while relieving staff of job stress and long hours.

Management can also invite consultants to develop process maps that would analyse each work process of healthcare assistants. Through these, constraints that make their work challenging and dissatisfying can be identified and eliminated. Such workplace process improvement or enhancement programmes can support the motivation, satisfaction, and retention of the workforce and at the same time ensure that healthcare assistants' productivity and commitment increase. Implementation of more training programs that focus on improving care assistants' skills and competencies is also recommended. This improves staff skills to progress in the industry and allows them to grow, which will boost retention efforts. A budget for training should be calculated based on a percentage of staff salaries, this budget can be anywhere from 1-5 per cent and should be added to the annual payroll.

Generally, there seems to be a disconnect between the managers or supervisors and healthcare assistants. This may not be the fault(s) of the supervisors who themselves may be overwhelmed by their work schedules; however, there is a need to improve the existing supervisor-healthcare assistant work relations by improving the communication and contact points and addressing conflict areas before they blow into a crisis. Group meetings and briefings should be scheduled where every employee is allowed to voice any concerns they have. These meetings can be conducted online through Microsoft teams to reduce financial costs for setting up such meetings, and it easily accessible to those who might not want to travel down to the office. Implementing this can be done immediately or within two weeks, where all staff can be notified about introducing the weekly briefs.

6.3 Conclusion

This qualitative research study has investigated the factors influencing job satisfaction and employee turnover among healthcare assistants in the Irish home care sector; the study has

attempted to answer the research questions posed at the beginning. Findings show that job satisfaction among healthcare assistants is critical for their motivation and retention in the Irish home care sector. While all the healthcare assistants appear to be inwardly motivated to serve their patients' interests and healthcare needs, the employers' working conditions and compensation plans need to be improved. By supporting the healthcare assistants and pursuing their satisfaction on the job, patient satisfaction may rise, thus bringing more referrals and business to the Irish home care sector. This becomes a win-win for all stakeholders.

Personal Learning statement

This statement results from my personal experience while researching the topic an investigating the factors influencing job satisfaction and employee turnover among health care assistants in

the Irish home care sector. It was hard for me to write to conduct this research as I had limited experience carrying out a qualitative research analysis. There was a significant amount of information collected, and I did not know how to link the literature together, and most of the literature found was about nurses and doctors. If embarking on this research again, I would examine the literature more efficiently and collect all my data more organised and efficient to make it easier to piece together the information gathered for the research. I chose this topic because I have some experience working in the healthcare industry and have encountered how high turnover rates are. This research has provided some recommendations to help tackle some of the factors causing this problem.

One of the challenges I faced was the limited time for completing this research. If I were given time to go over the research again, I would start my research quicker to provide more time for examining and analysing the literature gathered. Conducting this research gave me much insight into how care assistants in home care organisations feel about their challenges and why turnover rates are very high. Conducting this research helped me develop my writing skills, research skills, and confidence in conducting interviews.

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LIST OF APPENDICES

Interview Guide

The respondents will be asked the following questions starting from their personal information which is in section A

Section A: Personal Information

i.   Gender

ii.   Age

iii. Years of Service

Section B: Questions to Ask

i.   Do you understand staff turnover? (Explain)

ii.   Kindly indicate the type of employee turnover for those who left the healthcare assistant job

iii.   State the reasons for the employee turnover at the Irish healthcare sector

iv.   Do you often think of turnover intention?

v.   Indicate some of the things which Irish healthcare sector can do to reduce employee turnover

vi.   What do you think is the cost of recruiting a new healthcare assistant?

vii.   Do you understand job satisfaction? (Explain)

viii.   What factors influences job satisfaction at the Irish healthcare sector

ix.   How does job satisfaction affect the turnover at the Irish healthcare sector?

x.   Does the working environment determine healthcare assistant ability to do their job effectively andefficiently?

xi.   Are you aware of what you are responsible for and what is expected of you?

xii.   Do you have challenging opportunities at work?