

An Exploration of Factors Influencing Staff turnover in Irish Nursing
Homes (Nurses and Healthcare Assistants' Point of View)

BY

Melgrace Mbyehuzya

Submitted in Partial Fulfilment For The Award of M.A. In Human Resource
Management

National College of Ireland

SUBMITTED TO THE NATIONAL COLLEGE OF IRELAND, 18th AUGUST 2020

ABSTRACT

This study explored the factors influencing turnover among healthcare workers in the nursing home sector, basing the study around nurses and Healthcare assistants (HCAs). The main objectives of the study were, to identify the main factors contributing to high turnover among this cohort, to identify the implications of turnover on employees and finally, explore the different turnover experience among nurse's ad HCAs. Furthermore, the research aimed to recommend retention measure following the results obtained from the study.

The literature review covered the concepts of turnover, identifying involuntary ad voluntary forms of turnover. This study focused on factors leading to voluntary turnover among employees, pointing out several factors, these include Low pay, lack of career progression opportunities, management and employee relationship and the overall working conditions, to mention a few.

A Quantitative research was conducted, guided by the secondary data gathered through the literature review. The populations sample included employees from nursing homes across Dublin. The questionnaire designed was sent to almost 100 participants and the research gained 70 responses. The primary data gathered were processed and analysed using statistical package for social sciences (SPSS) and analysed using descriptive statistics and correlation analysis. The result from the study indicates that pay, management relationship, training and development, career progression opportunity and work-life balance were the main causes of turnover among nursing home employees. However, pay had the significant impact on turnover compared to the rest of the factors. Furthermore, career progression opportunities were seen to be available for nurses, while HCAs had less chances of growing their career within the nursing home sector. The study recommends that nursing home managers establish policies and retention strategies that taking into the consideration the importance of fair pay, building strong relationships with their employees through effective communication and providing support.

Keyword: Employee Turnover, , Nursing Homes, Job satisfaction

DECLARATION

Submission of Thesis and Dissertation

National College of Ireland

Research Students Declaration Form

(Thesis/Author Declaration Form)

Name: Melgrace Mbyehuzya

Student Number: 20145896

Degree for which thesis is submitted: MA Human Resource Management

Material submitted for award

- a) I declare that this work submitted has been composed by myself.
- b) I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.
- c) I agree to my thesis being deposited in the NCI Library online
- d) open access repository NORMA.
- e) ***Either*** *I declare that no material contained in the thesis has been used in any other submission for an academic award.

Or *I declare that the following material contained in the thesis formed part of a submission for the award of

Signature of research student: *melgrace mbyehuzya*

Date: 18/08/2021

ACKNOWLEDGEMENT

I would like to firstly thank God for his grace and blessings upon my life. Pursuing a master's degree has been a challenge but yet rewarding experience. I am thankful to everyone that offered me academic and emotional support throughout this journey.

I would like to specially thank my supervisor, Julius Nyiawung, for his unlimited support through the research process. I would like to thank my lecturers at National College of Ireland for sharing their knowledge and skill that contributed to my award.

I would like to specially thank my family and friends for the love and support which undoubtfully helped me though this journey.

DEDICATION

This research is dedicated to my lovely mother, for her unconditional love and support.

List of Tables

Table 4.1: Reliability test

Table 4.2: Demographics characteristics of respondents

Table 4.3: Key factors influencing turnover among nursing home employees

Table 4.4: Implications of turnover on nursing home and their employee

Table 4.5: Employees perception on their overall working conditions

Table 4.6 Career progression opportunities for nurses and HCAs

Table 4.7 Chi-Square Tests: Career progression opportunities

List of Figures

Figure 2.1: Theoretical Framework

List Of Abbreviations

HCA= Healthcare Assistant

HIQA= Health Information and Quality Authority

SPSS: Statistical Package for Social Sciences

WLB=Work-life Balance

CIPD=Chartered Institute of Personnel Development

HRM=Human Resource Management

CNM= Clinical Nurse Manager

NHI=Nursing Home Ireland

Table of Contents

Chapter 1	11
Introduction.....	11
1.0 Background of the Study.....	11
1.1 Purpose of the Study	11
1.2 Profile of the Sector	12
1.3 Research Objectives.....	12
1.4 Research question	12
1.5 Justification for Research.....	12
Chapter 2	14
Literature Review	14
1.0 Introduction.....	14
2.1 Employee Turnover	14
2.2 Concepts of Turnover	15
2.3 Factors Influencing Turnover.....	16
2.3.1 Job Satisfaction	17
2.3.2 Pay and Benefits.....	18
2.3.3 Working Environment	19
2.3.4 Workload, Stress and Burnout	19
2.3.5 Management and employee relationship/ supervision.....	20
2.3.6 Lack of Career progression/ Promotion.....	21
2.3.7 Work-life Balance	21
2.3.8 Alternative Employment opportunities	21
2.4 Implications of Turnover.....	22
2.5 Employee Retention Strategies	22
2.4.1 Training and development	22
2.4.2 Human resource Practices.....	23
2.4.3 Fair Pay/ Benefits	23
2.4.4 Management and employee relationship/ supervision.....	23
2.4.5 Work-Life Balance (WLB).....	23
2.6 Theoretical Framework.....	24
2.5.1 Hypothesis formulation	24
2.7 Conclusion	25
Chapter 3	25
Methodology	26
1.1 Introduction.....	26

3.1	Methodological Approach	26
3.2	Research Philosophy.....	27
3.3	Questionnaire Design.....	28
3.4	Validity and Reliability.....	28
3.5	Population of Study.....	29
3.5.1	Study Site	29
3.5.2	Sample Technique	29
3.5.3	Sample and Sample Size	29
3.5.4	Gaining access	30
3.8	Data Analysis	30
3.9	Conclusion	31
Chapter 4		32
Findings.....		32
4.2 Demographics.....		33
4.3 Descriptive statistics.....		35
4.3.2 Effects of Turnover		37
4.3.3 Working Environment/ Conditions.....		38
4.4 Hypothesis Test		38
4.5 Summary of Chapter		40
Chapter 5		41
Discussion and Conclusion		41
5.0 Introduction.....		41
5.1 Factors influencing turnover.....		41
5.2 Factors influencing Turnover		Error! Bookmark not defined.
5.4 Implications of employee turnover		43
5.5 Nurse and HCA difference in experience.....		44
5.6 Working Environment/ Conditions		44
5.7 Conclusion		45
Chapter 6		46
Recommendations and Conclusion.....		46
6.0 Introduction.....		46
6.2 Timeline for recommendation.....		47
6.3 Costing associate with recommendations.....		Error! Bookmark not defined.
6.4 Conclusion		48
6.6 Limitations.....		48
6.7 Ethical considerations.....		49
6.8 Reflection/ Personal Statement.....		49

References.....	51
Appendices.....	56
 Appendix 1	56

Chapter 1

Introduction

1.0 Background of the Study

The aging population in Ireland is constantly increasing at a rapid rate. Older people account for at least 13% of the population, the percentage is projected to increase, up to 16% by the year 2026 (CBRE, 2020). This reflects the country's improved quality of life and great advancement in healthcare. However, this brings forth challenges in terms of providing long term care, especially in residential care facilities such as nursing homes, due to the increase in demand. Nursing homes are increasingly becoming an essential component of the healthcare sector, the need to sustain older people within the community is increasing. This is a complex issue for the healthcare sector since nursing home facilities are equally affected by high rates of turnover. The main caregivers in nursing homes are nurses and healthcare assistants (HCA), this cohorts are said to have the highest rate of voluntary turnover in the sector. High turnover among healthcare works affects the overall care delivered to residents and increases the facilities operating cost. It is therefore vital to establish the push factors of turnover, in order to identify possible retention measures. The nursing home sector is labour intensive, employees mention the working environment as being one of the main cause of stress and burnout. The issue of pay has also been a contributing factor, as employees feel their level of pay do not match the amount of work they have to do while providing care to the elderly. This study will dive deeper into the topic of turnover and identify the factors influencing turnover through the literature review and the primary research.

1.1 Purpose of the Study

The main purpose of the study is to effectively identify the factors that influence turnover in the healthcare sector, primarily focusing on private nursing homes. Nursing home turnover has for long been considered the primary indicator of service quality within the facility. Private run nursing home are said to be the ones experiencing high turnover compared to state run facilities, hence why this research will focus on private nursing home turnover. The study will establish reasons that have led to high turnover within this sector and further identify possible retention strategies. To effectively establish the causes of turnover, the study will focus on current and past nursing home employees, both nurses, and HCAs. Great emphasis will be placed on establishing the main reasons staff might have left their previous employer, or what might

influence their intention to leave their current employer. Employees will provide a better insight on their experience from working in the sector.

1.2 Profile of the Sector

Long term residential care is provided by almost 460 private, voluntary and the public nursing homes across Ireland, who cater to over 30,000 residents, according to Nursing home Ireland (NHI,2021). Nursing homes in Ireland are registered and regulated by the Health Information and Quality Authority (HIQA) who ensures quality care is delivered to the older and vulnerable people. The sector plays a vital role in the day-to-day care of Ireland's ageing population, employing over 22,000 people as estimated by NHI (2021). The growing number of older people requiring long term care is growing making mandatory to acquire a workforce with appropriate skill set (NHI, 2017).

1.3 Research Objectives

The principal objective of this study is to analyse the factors that influence turnover among nursing home staff. This study has four main objectives listed below:

- i. To identify the various factors that contribute to high turnover among nursing home staff from employees' point of view.
- ii. To determine the implications of turnover on both the employees and the quality of service delivered.
- iii. To suggest effective retention measures that could be adopted by nursing home managers.
- iv. To determine whether nurses and HCAs have different turnover experience.

1.4 Research question

- i. Does job dissatisfaction influence turnover among nursing home staff?
- ii. Do nurses and HCA have a different experiences in terms of the factors that influence their decision to leave?
- i. Does high turnover in the nursing home affect employee performance and the quality of service delivered?
- ii. What are the implications of turnover on employee's overall experience?

1.5 Justification for Research

There have been numerous studies done in relation to turnover and retention, but less emphasis has been placed on this issue within the nursing home sector. This research is of great significance as it will enable human resource practitioners within the nursing home sector, identify reasons that lead to voluntary cessation of employment. Awareness of the causes helps

derive effective measures to attract and retain skilled employees. When an organisation is able to retain its key employees, it successfully delivers quality service. Nursing homes will be able to provide their residents with the best and quality care needed. Turnover is associated with high cost, identifying reasons employee leave can help minimise turnover and maintaining low cost of recruiting and training new hires. This study will also add to the body of research on turnover and retention.

1.6 Structure of the Dissertation

Section One: This chapter is the general introduction to the study. The chapter includes background of the study, the research objectives as well as the statement of problems.

Section Two: This chapter presents the review of literature on the main areas of the study: employee turnover, concepts of turnover and employee retention and the hypothesis formulation.

Section Three: In this chapter, the research methodology and design are discussed.

Section four: This chapter contains the analysis of data and the discussion of findings

Section five: This is the concluding chapter which contains the summary of the study and the conclusions of the research as well the researcher's recommendations.

1.7 Conclusion

This introductory chapter presented a summary and guidance for the research. The purpose of the study is outlined at the beginning of the chapter. The main purpose of the research is to identify factors that influence turnover among nursing home employees in Ireland. The study will be guided by this objectives and aim to answer the research questions derived from the objectives. The nursing home sector experiences high levels of employee turnover and through this research we aim to establish reasons employees leave.

Chapter 2

Literature Review

2.0 Introduction

This chapter will review the literature in relation to the topic of turnover in the health sector, with emphasis on nursing home turnover. Exploring several academic literature relating to the research question will help identify factors that influence turnover in Irish nursing homes. The issue relating to staff turnover has gained prominence due to its negative impacts on organisation. Turnover affects employee morale, decreased productivity and increased cost of operations (Ajit, 2016, Zhang, Dayal & Verma, 2021). Several studies have associated turnover to the lack of promotion, job dissatisfaction, working environment, alternative employment opportunities and other demographic and personal factors.

Turnover in nursing home is said to be a global issue, with many academics across the United States of America (USA) conducting research on this topic. Organisation have invested time and capital in trying to unveil the reasons employee leave. This is due to high cost associated with filling a vacancy and its effects on the quality of service delivered (Harrington and Swan, 2003, Castle & Engberg, 2007). Nursing homes are considered labour intensive facilities requiring personal centred services. This means recruiting the most dedicated members of staff to carry out the day-to-day duties, however, employees do not stay long with organisation. The literature on turnover aim to explain different factors that cause employees to quit, namely: the working environment, pay and rewards, the organisation characteristics and training and development opportunities (Allen, Bryant and Vardaman ,2010, Zhang and Li, 2020).

2.1 Employee Turnover

Employee turnover is a process involving the termination of the employment contract . This study aims to establish the factors that influence employee's decision to leave an organisation. When an employee leaves a position, it creates a vacancy which must be filled, the replacement process is what is known as turnover. Employee turnover is defined as “the proportion of employees who leave an organisation over a set period of time (often on a year on year basis), expressed as a percentage of the total workforce” (Chartered institute of personnel development, (CIPD) 2021). Price (1989) on the other hand, defined turnover as the ratio of the number of employees who have left during a particular period, divided by the average number employee still working in organisation in that period. A study by Abbasi and Hollman,

(2000) defines turnover as the rotation of workers within the labour market, this would involve losing employees to competitors. Human resource professionals refer to turnover as the process of leaving a position that could have been vacated voluntary or involuntary.

Turnover can be considered positive as it allows organisation to replace low performing employees, improve organisation adaptability and enhance creativity. However, the organisation will also face high cost of recruiting and training new staff and stand a risk of losing productive employees which could lead to low organisation performance. From a sustainability point of view, turnover creates an unpleasant working environment by disrupting routine operations and team performance and lowers employee morale (Iqbal, 2010).

In most cases employee turnover is presented as voluntary turnover, to fully understand turnover it is essential to establish the different concepts of turnover. The concepts of turnover are discussed in the section below.

2.2 Concepts of Turnover

The concepts of turnover were discussed by Griffith and Hom (2001), who presented three main concepts. These include voluntary, involuntary, and dysfunctional turnover. Functional turnover was presented by Dalton, Krackhardt, and Porter, (1981).

Voluntary turnover is usually initiated by the employee (Dess & Shaw, 2001) but the organisation wishes to retain them. According to Michaels and Spector (1982), as cited by Gerhart (1990), voluntary turnover is usually high in cases where alternative jobs are readily available within the labour market. Taylor (2019) added that voluntary turnover represents a waste of organisation resources in terms of the training and development provided to the employee during the course of their employment, where the employee leaves before there is enough return on investment. Taylor, (1998), further divides voluntary turnover into functional and dysfunctional turnovers which are discussed in detail below.

Involuntary turnover is a result of the organisation decision to terminate the contract due to poor performance, gross misconduct, or organisation restructuring. Donoghue & Castle(2006) define involuntary turnover as the loss of employees who the organisation wilfully let go. Involuntary turnover is closely associated with dismissal due to budget cuts and elimination of the job role, (Sajjadi, Sojourner, Kammeyer-Mueller, and Mykerezi, 2019), or simply termination of contract due to poor performance (Barrick et al., 1994).

Dysfunctional turnover is part of voluntary turnover, it occurs when highly talented employees leave the organisation, this can be detrimental to the organisation as a result of loss of the creative and innovative minds that contribute to the organisation's performance (Abassi and Hollman, 2000). According to Lee, Hom, Eberly, and Li (2018), dysfunctional turnover occurs among both low and high performers than moderate performers. Low performers leave because they are dined rewards and they wish to avoid dismissal, while high performers will leave because they have better opportunities.

Functional turnover is a result of a voluntary or involuntary departure of an employee. It occurs when a low performing employee is terminated, or they leave on their own will and high performers are retained (Dalton et al., 1981). According to Dwesini (2019), with functional turnover, an employee's departure is advantageous to the employer. Although functional turnover is favourable to the organisation, high turnover is detrimental, whether functional or dysfunctional as it affects the organization's performance and increases the operating cost (Stovel & Bontis, 2002).

2.3 Nurses and Healthcare Assistants (HCA)

The nursing home facility is run by people with different roles, however, the main caregivers in this facilities are nurses and HCAs. These two roles have several similarities, they both are critical in the day to day care of residents. However, they differ in terms of responsibility, everyday tasks and the qualifications required. Furthermore, the pay and reward rate differs between these two roles. It is therefore worth mentioning that these two roles might have different experiences in terms of factors influencing turnover. Nurses in the nursing home performed several duties ranging from taking vitals, giving medication, performing assessment, to over seeing patient treatment (Jividen, 2020). On the other hand, HCA's role is about assisting in the provision of patient care in terms of activities of daily living such as eating, bathing and mobility among many others (Talty, 2014). In Ireland, nurses require a degree qualification while HCA require a certificate.

2.4 Factors Influencing Turnover

Employee turnover is challenging and can be detrimental to any organisation's performance. Effectively managing turnover requires managers to establish the causes of turnover and its effects. According to Allen et al. (2010), turnover is a complex phenomenon, it is not always bad for an organisation to experience turnover, however there must be a general consensus

among management and a frame of reference on how they interpret turnover in their organisation.

Despite the many reasons' employee leave, for the purpose of this study the researcher will focus of the most common causes of voluntary turnover. Job satisfaction has been a major cause of turnover in organisation, when employees are dissatisfied with their job they leave. However, this is not the only cause of turnover. According to Willard-Grace, Knox, Huang, Hammer, Kivlahan and Grumbach (2019), the causes of turnover depend on several factors; it could be as a result of negative push due to burnout or a positive pull from career advancement opportunities. Employees will leave an organisation if they feel their skills do not match the benefits provided by their employer or leave for a better paying job. CIPD (2021) describes the push and pull factors that influence turnover, for instance, an attractive job will pull them due to better opportunities, while poor working environment will push them to seek alternative employment. It is therefore essential to distinguish between the employees who leave due to job dissatisfaction those who leave because they can easily find an alternative job (Al-Mamun & Hasan, 2017).

2.4.1 Job Satisfaction

Job satisfaction was a term coined by Hoppock (1935), defined as the psychological and physiological aspects of employee's satisfaction with their working environment. Job satisfaction can be defined as the extent to which a worker is content with the reward, they get from performing their job (Statt, 2020). According to Price (1977), job satisfaction focuses on the employee's point of view and their attitude towards their work. A positive and favourable attitude towards the employee's job indicates job satisfaction, while a negative and unfavourable attitude indicate job dissatisfaction (Armstrong, 2006). High job satisfaction means low rates of turnover and vice-versa.

Dayal and Verma's (2021) conducted a study on factors affecting turnover intentions and organisation performance in relation to employee satisfaction and organisation commitment. The study found a significant relationship between employee satisfaction and turnover, when employees are satisfied with their job, they have no intentions of leaving. If they have no intentions of leaving, they are highly committed to the organisation. A study by Zhang and Li (2020) explored job crafting and turnover intentions, looking at the mediating role of both work engagement and job satisfaction, the findings indicate that highly satisfied employees are those with the ability to craft their work environment, therefore managing challenging

demands. However, according to Sainju et al. (2021) employees' job satisfaction varies from one industry to another. For instance, the study indicates that employees in the technology sector were more concerned with work life balance while those in retail are more concerned with the pay and benefits in relation to job satisfaction.

When employees' expectations towards the organisation are not met, it leads to job dissatisfaction which results to resignation. Job satisfaction is influenced by factors such as the working environment, pay and benefits, opportunity to further one's career, management relationship and many more (Al-Mamun and Hasan 2017). Job satisfaction among healthcare workers is impacted by both intrinsic and extrinsic factors (Dilig-Ruiz, MacDonald, Varin, Vandyk, Graham and Squires, 2018). This means some employees' job satisfaction is based on the fulfilment from delivering a service, while others are satisfied with what they gain from delivering a certain level of service. A study by Schwendimann, Dhaini, Ausserhofer, Engberg, and Zúñiga (2016) examined the factors associated with high job satisfaction among care workers in nursing home found that employees were highly satisfied with their jobs if they had supportive managers, teamwork and a safe working environment, and enough staffing resources.

2.4.2 Pay and Benefits

Pay has been a critical factor in relation to employee turnover, when employees perceive their pay to be low compared to the amount of work done, they are dissatisfied, hence exit the organisation. Fair pay is a strong determinant of job satisfaction which leads to great performance and increased organisation productivity (Al-Mamun & Hasan, 2017). A study conducted in South Africa by Ezeuduji and Mbane (2017) found that pay is perceived unfair when the amount of pay and reward the employee receives, is not aligned with the industry wage for the position and job responsibility. According to equity theorist, employees seek balance between what they invest into their jobs in terms of effort and skills, and what they gain from the outcome such as compensation and recognition (Adams 1963).

Wang and Yuan (2018) conducted a survey to determine the factors that influence turnover among healthcare assistants in China, which indicates a relationship between pay and turnover. HCA are paid lower wages compared to nurses when their workload is heaviest among them. This is said to lead to job dissatisfaction and employees are demoralised hence, intention to leave. Regardless of the wage rate, there are still other HCAs that are committed to their job. According to Ludviga and Kalvina (2016), people will work low paying jobs because they find

their work to be meaningful and believe they make a difference. However, several study prove that nursing homes that pay low rates and do not offer benefits to their employees report higher staff turnover. A study by Singh and Loncar (2010) looked at pay satisfaction and turnover intent and established that pay satisfaction influenced turnover among nurses. However, the author further added that the increase in pay was not sufficient to decrease turnover among employees.

2.4.3 Working Environment

The perceived working conditions will affect employees' attitude on their job, if the working conditions are perceived as unfavourable, it increases the chances of turnover. The organisation working environment comprises elements such as communication (Price, 1977), the political environment, management style, the supervisory relationship, and the job content. Employees will work better if they perceive the working environment to be comfortable and supportive (Kurniawaty et al., 2019). According to Zúñiga, Ausserhofer, Hamers, Engberg, Simon and Schwendimann (2015), good working environment reduces the chances of lower staffing levels which could be a result of turnover.

Working as a nursing home primary caregiver(HCAs and nurses) is characterised by a physical and emotional burden , stressful and usually understaffed environment (Brannon et al 2011). The workload and stressful environment created makes it difficult for employees to stay in the organisation for a long time (Maneschiöld & Lucaci-Maneschiöld, 2021). A study by Chon and Kim (2020) found that caregivers have demanding working conditions, where they have to work long hours and one staff member is expected to look after more than five residents who may sometimes have challenging behaviour and complex needs due to dementia and other physical challenges.

2.4.4 Workload, Stress and Burnout

Maslach and Leiter (2016) defines burnout as a protracted response to persistent psychological and relational related stressors such as exhaustion, cynicism, and professional inefficacy. The authors associated burnout with work overload, insufficient reward and recognition, conflict between organisation and employee's values. Chowdhury (2018) found burnout to be a contributing factor to job dissatisfaction and organisation commitment which led to turnover. Stressful work results in a psychological strain which could lead to employee deciding to leave the organisation.

As already mentioned before, nursing home care is labour intensive, staff deal with an enormous amount of workload when it comes to assisting residents with the activities of daily living. Workload has an effect of fatigue which leads to job stress, low performance and eventually turnover (Pradana & Salehudin, 2013). Due to high turnover in these facilities, caregivers are forced to work understaffed which increases the workload, creating a vicious circle.

2.4.5 Management and employee relationship/ supervision

High employee turnover has been closely associated with the organisation's management style, in other word the superior and subordinate's relationship. Hence the "saying people leave managers not the organisation". Employees always point at the manager's behaviour as the primary reason for resigning their jobs (Reinaet et al., 2018). Branham (2012) presented seven hidden reasons employee leave their jobs, one of them was "too little coaching and feedback". Stating that managers who are isolated and unresponsive to their subordinates will provide little to no feedback. Therefore, employee are unable to see the impact of their effort. The author further points out comments made by employees regarding their managers, who claimed they left because their managers were incompetent and unprofessional. Alhamwan, Norazuwa and Imad (2015) conducted a study on antecedents of turnover intention among nurses. They found that managers in the workplace play a significant role in nurse retention and turnover behaviour. Employees under an autocratic leadership are more likely to quite their job while those with a democratic leader are less likely to leave(Agyemang & Asamoah, 2016).

Nursing literature points out that turnover is lower in facilities where the supervisory style is less rigid. A study by Chon and Kim (2020) looked at turnover among direct caregivers in Korean nursing homes, the study established that management relationship with employee had a major effect on turnover. The caregivers in the study claimed that most managers were unfair in terms of scheduling and duty allocation, and they gave orders without careful consideration of the staff situation. This becomes a source of conflict and eventually leads to voluntary turnover. In most nursing home HCAs are directly supervised by the nurses while nurses are directly supervised by clinical nurse mangers(CNMs). According to Choi and Johanteg (2011) most HCAs feel a lack of gratitude or recognition from nurses they work alongside. According to Donoghue and Castel (2009) nursing home managers who act upon their employees input experience low rates of turnover. Tole and Anderson (2011) stressed the importance of reciprocated communication between mangers and their employee adding that it contributed to employee's job satisfaction and overall quality of service provided. When employees perceive

a lack of connection and understanding with their managers, open communication about their overall working environment is hindered (Toles and Anderson, 2011).

2.4.6 Lack of Career progression/ Promotion

A study by Verma and Chaurasia (2016) looked at factors that affect employee turnover and among them was lack of promotion and career progression opportunities. Price (1977) defines promotional opportunity as the degree of potential vertical occupational mobility within an organisation. Employees who get an opportunity to advance their career within the organisation are less likely to leave (Weng and McElroy, 2012).

There is a chance for career progression for nurses working in nursing homes, however the same cannot be said for HCAs. In most cases when HCA advance their qualifications, they are more likely to leave the nursing sector altogether (Schwendimann et al., 2016) unless they advance their education and aim at becoming nurses.

2.4.7 Work-life Balance

Work-life balance (WLB) is an essential aspect of a healthy work environment, it helps reduce stress and prevent burnout among employees (Kohll, 2018). However, this is not the case among many healthcare workers in the nursing home sector. Their working environment is usually stressful, having to work irregular hours, such as night shifts and long day shifts, usually twelve hour shifts and overtime hours (Kramer & Son, 2016). This results into burnout which causes fatigue, decreased work performance and eventually turnover. Most nursing home disregards their employee's life outside work when scheduling their workdays and allocating duty. A study by Delina and Raya (2013) looked at WLB in working women, the study found out women working within the health sector had a tough time finding enough time to relax and socialise. This is a big issue considering the long term care sector is predominantly female, on average women hold about 90% of the job (OECD, 2016).

2.4.8 Alternative Employment opportunities

According to Thomas (2015), when employees perceive easy movement within the industry there more likely to leave their employer. This factor is uncontrollable as it related to the external environment such as the economy and employment market conditions. There is a recurrent theme in turnover literature on alternative employment's influence on turnover. When job are scares turnover is low, but when jobs are plentiful, turnover is high. The demand for caregivers in nursing home facilities is high and therefore means people have a lot more choices. According to Mobley et al., (1979) employees are exposed to a variety of job

alternatives and opportunities in the labour market hence will leave for the job deemed better than their current one.

2.5 Implications of Turnover

Nursing home turnover is closely associated with high cost and poor quality of service. Facilities could take time to replace vacant positions, and this have a huge impact on the overall operations. According to Ajit (2016) turnover affects ongoing work and productivity of the existing employees and organisation will suffer high cost of replacing and training new employees. Additionally, high turnover leads to employee shortage, in a nursing home facility this means the quality of service delivered is affected. Working while under-staffed increases the workload, hence stress and burnout which leads to decreased employee morale (Zhang, Dayal & Verma, 2021). Kayyali (2014) conducted a study on the impact of turnover in nursing home, the main results from the study confirmed that turnover affects the quality of care for residents.

2.6 Employee Retention Strategies

Employee retention is the organisation's ability to retain employees, consequently reducing turnover. According to Mallick (2020), employee retention ensures maximisation of the employee's skills and abilities hence, organisation productivity. Identifying retention strategies for nursing home staff is one of the objectives for this study, therefore we will look at some of the options past scholars have suggested.

2.6.1 Training and development

Cloutier, Felusiak, Hill and Pemberton-Jones, (2015) looked at the importance of developing retention strategies, listing training and development as a critical employee retention strategy. The authors recommended organisation to consider training and development of employees at all levels. Employees are a key asset for any business and therefore, crucial to invest in training to improve their performance and competencies. According to Al-Mamun and Hasan (2017) managers should aim to create an environment that foster career development through providing a variety of training programmes, which will help retain employees and add on to the organisation's employer brand. Jang et al. (2017) supported this view, stating that training opportunities for skill improvement not only make employees competitive, but also helps to retain employees.

2.6.2 Human resource Practices

Human resource practices have an effect on turnover in relation to recruitment and selection, training, and development. Several scholars have established that acquiring the right employees will increase the organisation performance as well as the employee productivity, hence, reduce turnover (Fernandez & Worasawan, 2017, Chon & Kim, 2020). Lee et al. (2018) looked at managing retention in the 21st century and pointed out how human resource activities could help minimise the risk of turnover in the organisation. The study suggested organisation draw up realistic job previews and candid job description, delivered to candidates and new employees. This will ensure employee retention during the early stage of employment. The study further added, using personality test, and assessing candidates to identify those that are more likely to quite within the first few months of employment, by assessing of their job hopping pattern and the tenure spent on their previous job.

2.6.3 Fair Pay/ Benefits

A South African study by Ezeuduji and Mbane (2017) found fair pay improved employee engagement and decreased the chances of turnover. Pay was also found to positively correlated with job satisfaction in Miller et al (1979) evaluation of the Mobley model of employee turnover. Reward and recognition are an effective way to reduce turnover because employee feel satisfied when their efforts and hardwork are recognised and appreciated, they are happy to stay and contribute to the organisation success (Langove & Isha, 2017).

2.6.4 Management and employee relationship/ supervision

Research have shown that employees are satisfied with their job when their supervisor provides support. Mignonac and Richebé (2013) identified supportive supervision from managers as a contributing factor to employee retention. Participative leadership has been branded the ultimate retention measure (Duffield & O' Brien- Pallas, 2003, Kroon & Freese 2013). The impact of management style on retention is based on two perspective: leadership style and management sport (George, 2015). An early study, conducted by Lavoie-Tremblay et al. (2006) suggested that involvement of employees in decision making motivates them to stay in an organsaiton as they feel their views are heard and are making an impact in the organisation's success.

2.6.5 Work-Life Balance (WLB)

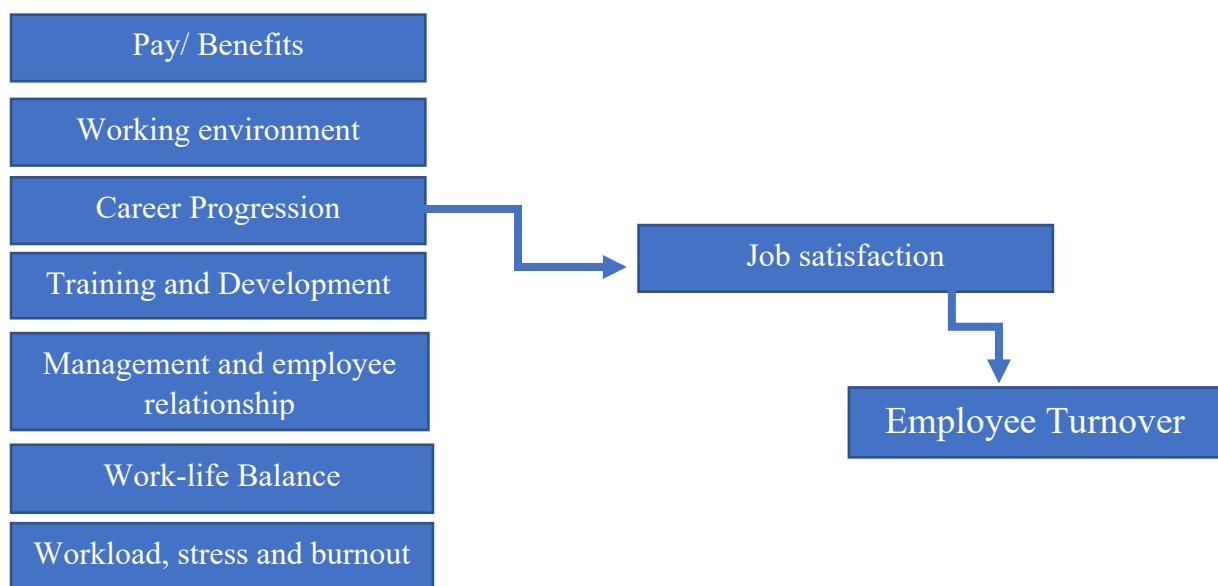
Work-life balance has become a fundamental element in employees working life and one of the reason they choose to leave an organisation. Employees are looking to have flexible

working arrangements allowing them to take care of both their personal and professional life (Becker, 2004). A study by Osman (2013), found that offering employees emotional support through WLB reduced their intention to exit the organisation. According to Shakeel and But (2015), too much work and responsibilities affect the person's life negatively and affects the organisation ability to retain employees. Several research study that explored the relationship between WLB and employee retention have reported countless benefits from implementing flexible working conditions, allowing employees a balance.

2.7 Theoretical Framework

Following the literature review above, a theoretical framework was developed. It highlights the independent variable and dependent variable from the study. According to the research framework (see figure 2.1) Job satisfaction is the independent variable while turnover is the dependent variable. Job satisfaction is measuring the seven factors that influence turnover according to the literature review namely: Pay and reward, working environment, career progression opportunities, training and development, management/ employee relationship, work-life balance, and burnout.

Figure 2.1: Theoretical Framework



2.5.1 Hypothesis formulation

Based on the information gathered through the literature review, the following hypothesis has been formulated:

H1: There is a significant relationship between working environment, career progression, work-life balance management relationship and pay having an influence on turnover among healthcare employees.

H2: Nurses and HCAs have different experiences in terms of career progression opportunities within the nursing home sector.

H3: Turnover has a significant effect on the quality of service delivered employee morale and the overall workload.

H4: Working conditions and overall working environment for nursing home employees are poor, unfavourable, and demanding.

2.8 Conclusion

The nursing home sector has one of the highest rates of employee turnover within the healthcare industry. This is linked to long working hours, enormous workload, low pay rate and the lack of career progression opportunities, to mention a few. This high rate of turnover is detrimental for employers, especially private run facilities, due to the high cost associated with filling vacancies. High turnover also disrupts the quality of service delivered to residents. Employees are also affected by turnover as this increases their workload hence reduces morale and job satisfaction. Nursing managers can ensure employee satisfaction by implementing several retention strategies, such as facilitating career progression, equal and fair pay for staff by rewarding and recognising employee's effort, creating a conducive working environment as well as maintaining a healthy relationship with employees on all levels within the organisation.

Chapter 3

Methodology

3.0 Introduction

The aim of this chapter is to discuss the methodology framework used in this research. As previously mentioned, the main objective of the study was to identify the main causes of turnover in nursing homes, from the caregiver's point of view. This study will help find answers to why nursing home employees leave, and their experience when other staff members leave.

Research Methodology is a systematic way of solving a research problem, in other words the study of how research is conducted scientifically. Saunders (2009), differentiates methodology from methods, defining methodology as the theory applied to how research should be conducted while methods are techniques applied in conducting the research. This chapter will discuss the different methodological approach mainly the quantitative methods. Justification for choosing a quantitative method will be stated. Furthermore, the researcher will discuss the research tool used, the survey design, sample population, the data collection and analysis methods used for this research.

3.1 Methodological Approach

To meet these objectives, suitable methods were adopted. These methods enabled the researcher to collect and analyse reliable data before drawing any conclusions. The purpose of this section is to justify the researcher's choice in selecting a quantitative research method and demonstrate how the research was conducted. The research aims to gather information in a logical and systematic manner (Saunders, Lewis, and Thornhill, 2007).

Methodological approach is the course of action a researcher applies in investigating a problem and establishing a relationship between two variables (Hopkins, 2008). There are three main methodological approach namely quantitative, qualitative or a mixed methodological approaches (Saunders et al., 2009). A quantitative research methodology includes collecting statistical data and analysing to make meaning. While qualitative approach only looks at the social phenomenon by using information regarding human behaviour collected using non-numeric data such as interviews. Cooper, Donald & Schindler, (2014), further adds that qualitative research is concerned with people's behaviour and looks to gain an understanding

of their opinions and motivations. The mixed approach looks at both a qualitative and quantitative methods to collect and analyse data.

There are two main research approach according to Saunders et al. (2007), inductive and deductive. An inductive approach is concerned with developing a theory whereas deductive approach deals with testing an already existing theory. Using a hypothetic-deductive approach to find the relationship between the independent and dependent variable. This research study collected data through the quantitative research strategy, which usually associated with the deductive approach, to allow the collection of a large amount of data (Saunders et al., 2009).

3.2 Research Philosophy

Research philosophy as defined by Saunders (2009) is the development of knowledge and the nature of that knowledge. This is the belief or notion held by the researcher regarding how data relating to a particular study must be collected, analysed, and deduced into information. According to Saunders et al. (2009), there are three main philosophical approaches that a researcher could adopt, based on the relationship between the knowledge, and the process it is developed. These philosophical approach include epistemology, ontology, and axiology.

Ontology seeks to understand the nature of reality, how things come into existence and the forces behind its existence. Ontology has two aspects, objectivism, and subjectivism. “Objectivism represent the position that social entities exist in reality to social actor” while subjectivism represent the view that “phenomena are created from perception and consequent actions of social actors” (Saunders et al., 2009, p111)

The epistemology branch of philosophy is concerned with knowledge, what is regarded as acceptable, legitimate and valid knowledge and how it is communicated to others. It seeks to establish the underlying true or false aspects of human knowledge (Williams, 2001). Epistemology involves two aspects, positivism, and realism. (Saunders et al., 2009, p112).

Axiology refers to the role of values and ethics within the research processs (Saunders et al., 2009). It looks at the aims of the study, looking at whether the researcher is trying to explain or predict the world or simply understand it (Rescher, 2004).

The aim of this study is to analyse the factors that influence turnover among nursing home staff. The researcher aimed to establish key reason why employees’ voluntary leaves their employer, that way possible retention measure can be adopted. In that case the researcher

chose the positivist approach within the epistemology branch of philosophy. Epistemology is how we determine or accept that knowledge is reliable or valid (Collis and Hussey, 2014). According to William (2001), epistemology requires the researcher to critically investigate and determine the nature, origin, and underlying reasons behind the knowledge that human being possess. The positivism approach uses an existing theory to form a hypothesis, where the researcher works with facts rather than opinions.

3.3 Questionnaire Design

The researcher used online survey to reach a wider population, this is a most effective and efficient technique to use on a population that has access to the internet and technology (Quinlan, 2011). Majority of participants had access to these resources and were therefore be able to complete the survey with no difficulties. Survey questionnaires can take two forms to acquire data, which include open-ended questions or close-ended questions (Winter, 2000). Open-ended question tends to be used in a qualitative research, they are subjective and do not involve the use of numbers. Close-ended question aim to gather determinable and objective data, therefore used in quantitative research (Horn, 2009). However, both types of questions can be used in a questionnaire, as long as there is balance between their number (Saunders et al., 2007).

The questionnaire used in this research was divided into two sections, the first is a biographic section comprising of five question, all which are close-ended. The second section complies of questions related to employee perception on factors related to turnover, This section had ten questions, all of them were close-ended.

3.4 Validity and Reliability

Validity is defined as the extent to which a concept is accurately measured in the study, while reliability is the extent to which a research instrument consistently has the same results (Heale & Twycross, 2015). It is therefore essential for a research to ensure validity and reliability of their study, considering this research could be used by other scholars, stakeholders, and students as a form of secondary data in future studies. Golafshani (2003), attributes reliability to stability, adding that when measures are stable results from the study are likely to be consistent. Winter (2000), discussed the notion if validity in quantitative research, stating that validity roots from positivist tradition, where positivism is a systematic theory of validity. The questionnaire used in this research project were derived from Scanlan and Still (2019) study on the relationship between burnout and turnover intentions, job satisfaction, job demands and job

resources among employees in Australian mental health services. The internal reliability of the items was tested using Cronbach's alpha, the results are presented in the next chapter.

3.5 Population of Study

A population refers to any collection of specific group of human beings or non-human which inhibit a specific geographic location. A population contains a limited number of individuals in a class that is properly defined to avoid ambiguity. The population in this research study is of human beings belonging to a geographical location that is a city of Dublin in Ireland. The target population for this study are nursing home employees precisely nurses and HCAs who are still working in the sector and those that have left the sector. The reason for this population was to gain a better insight from both the leavers and those who are still in the sector.

3.5.1 Study Site

The study was conducted among nursing home employees within the north side of Dublin city, specifically three nursing homes. The researcher aimed to reach a wider population to gain diverse feedback from employee in other nursing homes outside the northside area. Therefore, encouraged participants to share with their colleague. The nursing homes targeted shall remain anonymous for ethical consideration purposes.

3.5.2 Sample Technique

Sampling is the process of selecting a sample from the overall population by dividing it into sampling units. There are two types of sampling, probability, and non-probability sampling. Probability sampling means every item in the population has an equal chance of being included in the sample, while non-probability sampling uses the human judgment in selecting the sample units, with no theoretical basis for estimating population characteristics (Taherdoost, 2016, Saunders *et al.*, 2009). This study adopted a simple random sampling of available online participants where they had equal chances of participating in the study.

3.5.3 Sample and Sample Size

A sample is a selected group elements from the population used by the researcher to collect data relating to the study (Kotlik & Higgins, 2001). As already mentioned before, the sample for this study compliance of nursing home employees. The intended sample size was 150, the researcher aimed to reach at least 50 employees in each nursing home. However only a total 70 responses were obtained from the survey.

3.5.4 Gaining Access

The researcher previously worked in a nursing home and therefore contacted co-workers regarding their participation in the study.

3.6 Data Collection Method

For the purpose of this research both primary and secondary data were collected. Secondary data was gathered from the literature review conducted in chapter 2 above, where most of the data were previously gathered by scholars and other external data sources such statistical records, and administrative records. Secondary data gives the researcher several advantages such as, saving time and money sourcing for data while providing a large pool of data (Hox and Boeije, 2005). However, with primary data, the researcher gains full control of the data they collected and can therefore tailor it to their study gaining high chances of accuracy and reliability

The primary data was collected through the quantitative research method, specifically questionnaires. The questionnaires used were designed to match the audience to ensure the right questions were asked, therefore reliable answers are delivered for factual results. According to Quinlan, (2011) the data collection method must be designed in a way that ensures they yield the data required. The researcher deemed an online questionnaire as the best option to reach a wider audience. The major benefit of using questionnaires is that the researcher gets information regarding the actual questions asked, therefore, efficient in analysing the data. Johnson & Turner (2003) further adds that questionnaires are inexpensive compared to interviews. However, interviews are an effective way of collecting data as it allows the researcher to interact with the participant, gaining immediate feedback and clarification (Ton & Huckman 2003). The questionnaire was created online using “Google forms” and distributed to participants via a link through instant messaging applications like WhatsApp and Facebook. The link allowed participants to fill in the questionnaire and submit their response online.

3.8 Data Analysis

The data generated from the survey was transferred to the data analysis tool called SPSS (Statistical package for social science) this tool is useful in analysing large sets of data. Data analysis is conducted to lessen, consolidate, and give sense to data (Burns and Grove, 2001) The main objective of the analysis is understanding factors influencing turnover from the staff perspective, it is therefore essential to ensure the right data analysis technique is used for accurate results. For the purpose of the study, tools, and techniques such as descriptive statistics

and regression analysis were used to analyse the data. Regression analysis and descriptive statistics were used to analyse the data in order to find out the effects of our independent variables on the dependent variables.

3.9 Conclusion

This chapter presented the different research methodologies and methods and justified the choice of the research approach used. This chapter fully explained the advantages and disadvantages of each research method and approach used. The results from this study are presented in the next chapter.

Chapter 4

Findings

4.0 Introduction

This chapter will look at analysing the results obtained from the research. Primary data was collected from 70 voluntary participants who consented to participate in the research. The survey was sent to a total of 150 participants through a weblink, using social media platforms such as Facebook and WhatsApp. This data was collected through an online tool called Google forms, it was exported to Microsoft Excel sheet and further transferred to SPSS for further analysis. The responses obtained from the survey will enable the researcher to identify concrete reasons that have led to high turnover within the nursing home sector.

This chapter is divided into two, the first chapter present the demographic makeup of participants, the second part provides an in depth analysis of the findings guided by the research objectives listed in chapter one. The results in this chapter are presented in tabular form and explained n narrative form.

4.1 Reliability Test

The reliability Cronbach's alpha was conducted to test the reliability and internal consistency of the questionnaire. According to Tavakol and Dennick (2011) when the estimation for the Cronbach's alpha is greater than 0.9 it demonstrates high reliability, but when the value is less than 0.5 it means the questionnaire is unalienable.

Table 4.1: Reliability Test

Constructs	Cronbach Alpha Value	Number of items
Factors influencing turnover	.846	5
Effects of turnover	.794	3
Working environment	.657	8

Table 4.1 shows the reliability test conducted on the question related to factors influencing turnover, effects of turnover and the working environment. The questions relating to factors influencing turnover

had a Cronbach's alpha coefficient of .846 which is a reliable value. The effects of turnover had a value of ,794 and working environment had a value of .657, which are both good and reliable values.

4.2 Demographics

To fully understand the results of the data gained from the research, it is necessary to understand participant's demographic background, as this could influence their views and opinions for the study. The first five questions in the survey asked for demographic information such as age, gender, employment duration, employment type and job role of the respondents .

Gender

The first question in the questionnaire aimed to identify the gender make-up of the respondents. It is essential for the researcher to be aware of the gender composition of the participants to determine the gender influence on people's views, opinions, and experience. In this study, data was obtained from 54.29 % female and 44.29% male, there was 1.4% of participant that chose not to disclose their gender. This provides a fair representation of both gender, despite a high number of female respondents than male, the researcher was able to gain insight from both genders.

Age

The second question identified the age bracket of the respondents, rather than asking respondents to mention their age, the research provided an age bracket, since respondents might not be willing to disclose their age. Based on the data gathered, majority of respondents were between the ages of 25- 34 representing 54% of the entire study population, followed by 22.86% of respondents aged between 35-45, 14.29% of the respondents were aged between 18-24 and 7.14% of the respondents were ages 45-54

Job role

The third question asked research participants included respondents with different job roles, specifically nurses and healthcare assistants. Th researcher looked to establish the participants current roles as their experience would differ based on their job role. 62.86% of the respondents were healthcare assistants (HCA) while 20% were staff nurses and 17% of the respondents previously worked in the nursing home sector.

Length of Service

This question aimed to establish respondents' length of service within the nursing home sector. Majority of the respondents have worked in the sector for 1-2 years and 2-3 years both presenting 36.4% of the respondents. 9.1 % of respondents have only worked for less than a year, and 9.1% of the respondents have worked for 4-5 years.

Employment Type

This question aimed to establish the respondents' nature of job in relation to the number of hours worked. It therefore identified how many respondents were working full time, part-time. There was also an option for the respondents that were no longer working in the nursing home sector. 51.4% of the respondents worked full time while 37.1% worked part-time and 11.4 % was of respondents that no longer work in the NH sector.

Table 4.2: Demographics characteristics of respondents

<i>Variable</i>		<i>Number</i>	<i>Percentage</i>
Gender	Female		
	Male		
Age			
	18-24	10	54
	25-34	37	22.8
	35-44	16	14.29
	45-54	5	7.14
	55-64	2	
Job Role			
	Nurse	14	62.86
	Healthcare Assistant	44	20
	Left the NH sector	12	17
Length of Service			
	Less than a year	7	10
	1-2	24	36.4
	2-3 years	24	36.4
	4-5	6	9.1
	5-10	4	6.1

	More than 10 years	1	1.5
Employment type	Full-time	36	51.4
	Part-time	26	37.1
	N/A	8	11.4

4.3 Descriptive statistics

4.3.1 Factors influencing Turnover

The first main objective for this research was to identify the factors that influence turnover among nursing home employees from the employee's point of view. The Employees' perception on factors that influencing turnover were analysed using descriptive statistics.

Table 4.3: *Key factors influencing turnover among nursing home employees.*

Factors Influencing Turnover	N	Range	Min.	Max.	Mean	Std. Dev.	Variance
Low pay can influence my decision to leave an organisation.	68	3	1	4	1.74	.854	.729
Lack Of career advancement opportunities can influence my decision to leave an organisation.	70	4	1	5	1.97	.930	.865
Lack of management support can influence my decision to leave an organisation.	70	3	1	4	1.76	.788	.621
Lack of training and development can influence my decision to leave an organisation	70	3	1	4	2.10	1.009	1.019
Lack of Work-life balance and flexibility can influence my decision to leave an organisation	70	3	1	4	1.80	.809	.655

Source: *Field survey (2021)*

Table 4.3 indicates descriptive statistics for the various factors influence turnover among nursing home staff. Majority of the respondents strongly agreed that pay would be a deciding factor for leaving an organisation, with a mean value of 1.74 and standard deviation of 0.854. These results indicates that pay is a major cause of turnover among nursing home employees. When presented with a statement saying, “I am satisfied with the level of pay and benefit.” majority of the respondents disagreed and strongly disagreed with this statement, with 30.6 % of the respondents disagreeing, another 30.6% of the respondents strongly disagree. The remaining percentage of 6.1 strongly agreed, 14.3% agree while 18.4% were neither satisfied nor dissatisfied with their pay.

In terms of care progression opportunities, the results indicate that majority of employees are highly influenced by career development, with a mean value of 1.97 and standard deviation of .930. Respondents were asked whether they believed their job offered less opportunities to progress their career to which majority of the respondents agreed that there were less chances. 34.8% and 32.6% of the respondents strongly agreed and agreed respectively, that there were less chances of career progression while 6.5% and 4.3% of the respondents disagree and strongly disagreed. 21.7% of the respondent were neutral to this statement.

To establish the employees’ and manager’s relationship, the results above indicated that employees are highly influenced by the relationship they have with their manager when deciding to leave. The mean value was 1.76 while the standard deviation was .788. When asked if their supervisor inspired them to do their best in work, 10.2% strongly agreed, 32.2 % agreed, 16.9% were neutral, 27.1% disagreed while 13.6% strongly disagreed. When asked if they feel their opinion were valued by their managers, majority of the respondents disagreed with the statement. 4.4% of the respondents strongly agreed, 17.8% greed, 20% were neutral while 40% disagree and 17.8% strongly disagreed.

The lack of training and development seem to be a main factor of turnover; however, it is not highly impactful compared to the other factors, with a mean value of 2.10 and standard deviation of 1.009. Respondents were asked if this factor would influence their decision to leave an organisation to which 46.7% of the respondents strongly agrees followed by 37.8 percent that simply agreed and 8.9% remained neutral.

The Lack of work-life balance is said to be a main factor of turnover among nursing home staff according to the results presented above (Mean=1.80 and standard deviation=.809). Respondents were asked whether their job allowed them to make their own decision regarding how their working days and hours were scheduled in terms of working days. 43.4% of the respondents disagreed and strongly disagreed to the statement. 35% agreed and strongly agreed while 20% of the respondents were neutral to the statement.

4.3.2 Effects of Turnover

The second objective was to determine the implications of turnover on both the employees and the quality of service delivered and answer the research question: Does high turnover in the nursing home affect employees' performance and the quality of service delivered?

Table 4.4: *Implications of turnover on nursing home and their employee*

	N	Minimu m	Maximu m	Mean	Std. Deviation
When an employee leaves, the workload increases.	51	1	3	1.41	.606
When an employee leaves, workplace morale is affected.	53	1	4	1.68	.728
When an employee leaves , it affects the quality of service delivered to residents.	49	1	4	1.59	.840

Table 4.3 shows the employees opinions in relation to the implications of turnover, in terms of how it affects them, their working environment, and the level of service delivered. Majority of the respondents agreed that when employees leave, workplace morale is affected (mean=1.68). Respondents also agreed that when an employee leaves the workload increase (mean 1.41). Finally, respondents also agreed that when an employee leaves, it affects the quality of service delivered to residents in the nursing home.

4.3.3 Working Environment/ Conditions

The third objective of the study was to get the employee's perspective on their working the environment and conditions.

Table 4.5: *Employees perception on their overall working conditions*

	N	Minimu m	Maximu m	Mean	Std. Deviation
My working hours allows/ allowed me to meet my family and personal obligations.	53	1	5	2.75	1.207
The working conditions and overall workplace environment are/were positive and conducive.	45	1	5	3.29	1.180
My contact with persons to whom I have to offer services is/were demanding.	46	1	5	1.87	1.128

Table 4.5 shows employee perception on their overall working conditions. Majority of the employees agreed that their job allowed them to meet their personal and family obligations with a mean value of 2.75 and standard deviation 1.207. Majority of the Respondents felt their working condition were not positive or conducive with the mean value of 3.29 and standard deviation of 1.180. Respondents agreed that the contact they had with the person to whom they offer services to are somewhat demanding with a mean value of 1.87 and a standard deviation of 1.128.

4.4 Hypothesis Test

To answer the research question: Do nurses and healthcare assistant have a different experience in terms of factors influencing their decision to leave? To answer this question the hypothesis to his question were tested, which include:

HA1: Nurses and HCAs have different experiences in terms of career progression opportunities within the nursing home sector.

H01: Nurses and HCAs have the same experience in terms of career progression opportunities within the nursing home sector.

Table 4.6: Career progression opportunities for nurses and HCAs

		What is your current role?			
		I previously worked in the nursing home	Staff Nurse	Healthcare Assistant	Total
There is really too little chance for career progression opportunities.	Strongly agree	6	1	9	16
	Agree	3	0	11	14
	Neutral	0	3	6	9
	Disagree	0	7	2	9
	Strongly disagree	1	1	0	2
Total		10	12	28	50

Table 4.6 presents the results from a cross-tabulation between job role and career progression opportunities. Respondents were asked if they felt that their job role offered them less chances of progressing their careers, majority of the nurses disagreed while majority of HCA agreed. Table 4.7 below resents the chi-square results.

Table 4.7 Chi-Square Tests: Career progression opportunities

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	28.570 ^a	8	.000
Likelihood Ratio	32.925	8	.000
N of Valid Cases	50		

- a. 11 cells (73.3%) have expected count less than 5. The minimum expected count is .40.

The value of the teste statistics was 28.6 and the degree of freedom was 8. The corresponding p-value of the statistics was $p=0.000$.

Since the p-value was less than the significant level $\alpha = 0.05$, the null hypothesis is rejected and therefore concluded that nurse and HCAs have different experience in terms of career progression opportunities within the nursing home sector.

4.5 Summary of Chapter

A quantitative research was conducted to identify the factors that influence turnover among nursing home employees. The chapter presented the demographic makeup of the population sample to give an overview of the different demographics for the of the respondents. A descriptive analysis was conducted to identify the factors that influence turnover, the effects of turnover and employees' perception on their working environment. Low pay and lack of career advancement opportunities were identifying as the main causes of turnover among nursing home employees followed by training and development as well lack of work-life balance. When employees were asked of the implications of turnover on their working environment, majority agreed that when employees leave, it affects the quality of service delivered and decreases employee morale. Respondents agreed that their working conditions where not very conducive and their job was very demanding. In order to prove the hypothesis (HA1) a chi square test was conducted, which concluded that nurses and HCA have a different experience in regard to career progression opportunities.

Chapter 5

Discussion and Conclusion

5.0 Introduction

This chapter presents the discussion of the finding presented in the previous chapter. The discussion will be guided by research hypothesis with the aim of achieving the research objectives. The aim of the research is to establish the main factor influencing high turnover in nursing homes, from the employees' point of view. The results presented in the previous chapter will be discussed in further detailed and related to the findings in the literature review.

To recap, below are the hypothesis formulated for this study

Hypothesis 1(H1): There is a significant relationship between working environment, career progression, work-life balance management relationship and pay having an influence on turnover among healthcare employees.

Hypothesis 2(H2): Nurses and HCAs have different experiences in terms of career progression opportunities within the nursing home sector.

Hypothesis 3 (H3): Turnover has a significant effect on the quality of service delivered employee morale and the overall workload.

Hypothesis 4 (H4): Working conditions and overall working environment for nursing home employees are poor, unfavourable, and demanding.

5.1 Factors influencing turnover

The first object seeks to identify the various factors that contribute to high turnover among nursing home employees from the employee's point of view. The study established several factors that influence turnover among nursing home staff ; however, low pay was turned out to have the greatest impact, followed management relationship, training and development and finally work-life balance. Several studies have claim job satisfaction among healthcare workers(nurses and HCAs) is not influenced by pay but rather the freedom and independence to work and the fulfilment gained from providing care to others. (Dilig-Ruiz et al. 2018 and Cooper et al 1989). However, the results obtained from this study are contrary , as job satisfaction is mostly influenced by pay and the relationship employee have with the manager or immediate supervisor.

The first factor identified to have a high impact on turnover was pay. Respondents agreed that low pay would influence their decision to leave. These findings are congruent to Wang and Yuan (2018) study, which found that turnover among HCAs is highly influenced by the level of pay. HCAs are reported to have a low level of pay compared to nurses and would leave jobs to find better paying jobs. According to equity theorist, employees seek balance between what they invest into their jobs in terms of effort and skills, and what they gain from the outcome such as compensation and recognition (Adams 1963). This disputes Ludviga and Kalvina (2016) statement saying employees will work low paying jobs as long as they find their work to be meaningful. However, majority of respondents from this study agreed when they were asked if they found their job to be meaningful, although this clearly had no impact on their decision to leave an organisation. A study by Singh and Loncar (2010) looked at pay satisfaction and turnover intent and established that pay satisfaction influenced turnover among nurses. However, the author further added that the increase in pay was not sufficient to decrease turnover among employees.

The second factor identified was management relationship with the employee. Respondents from this study pointed to management relationship to influence their voluntary cessation of their job. This finding was the same as Reinaet et. al (2018) that says employees always point at their manager's behaviour as the primary reasons for resigning their jobs. This could be linked to the communication. Therefore, managers must seek to establish a positive relationship with their employees, by providing positive and constructive feedback, allowing employees to voice out their views and opinions. Branham (2012) also points to communication as a key factor in enhancing manager and employee relationship. Employees seek recognition for their efforts and when that is not offered, it affects the level of job satisfaction and hence, increases their chances of leaving. This study established different experiences among nurses and HCAs working in the nursing home sector. In terms of management relationship, majority of nurses claimed their opinions were valued by their manager while HCA disagreed. As previously mentioned, HCAs report directly to nurses, while nurses reported directly to clinical nurse manager (CNM). Although nurses have a good relationship with their manager, the same cannot be said for HCAs. The findings on HCA turnover suggest management relationship have a high impact on voluntary turnover among this cohort. This findings are similar to Chon and Kim (2020) study where caregivers the study complained that managers were unfair in terms of scheduling and duty allocation. Furthermore, when asked if their job allowed them to make decisions on how to schedule their work, majority of the respondents disagreed. This

shows the lack of flexibility from managers, where they impose a rigid style of management. According to Agyemang & Asamoah (2016), employees under an autocratic leadership are more likely to quite their job while those with a democratic leader are less likely to leave. Managers must be willing to be lenient with their employees and be empathetic in order to build a trustworthy relationship.

The third factor identifies as having an impact on employee turnover was training and development. Respondents agreed that the lack of training and development would influence their decision to leave an organisation. This finding supports Cloutier et al. (2015) suggestion of the importance of developing retention measure where the author points to training and development as a critical tool in retaining employees. Nursing home care is labour intensive and personal centred, without training employees are unable to manage certain challenging events. However, training employees on how to effectively manage their job will minimize frustration that could otherwise lead to stress and burnout hence, less chances of voluntary turnover .

Another factor linked to turnover is the lack of career progression opportunities, majority of the respondents agreed that they had less chances for career growth. This finding is similar to Verma and Chaurasia (2016) who noted that the lack of career progression opportunity was a cause of turnover. HCAs have less chances of progressing within the nursing home sector unless they obtain a different qualifications that enables them to become nurses. Due to the lack of career growth within one organisation, employees will hop from one job to another with no longevity intentions. However, nurses have better chances at developing their career within the sector as long as they enhance their education qualifications.

The other factor identified was work life balance, although this did not have the same impact compared to the other mentioned factors. According to Kramer and Son (2016), the working environment for nursing home staff is stressful requiring them to work irregular hour, however this looks like it was not enough reason to influence their turnover intentions.

The above findings from the primary study confirm the hypothesis that there is a significant relationship between working environment, career progression, work-life balance management relationship and pay having to influence turnover among nursing home employees.

5.2 Implications of employee turnover

The second objective was to determine the implications of turnover on both the employees and the quality of service delivered. Respondents agreed that high turnover affects the level of

service delivered to the residents in their care, it affects their morale and also increases the workload. This findings are similar to that of Ajit (2016) and Kayyali (2014) who found that high turnover increased the level of work for remaining employees and affects the residents' quality of care. An increase in workload consequently leads to stress and burnout, Chowdhury (2018) found burnout to be a contributing factor to job dissatisfaction. Nursing home facilities are labour intensive especially for HCAs, who have to assist residents with the activities of daily living. Therefore, the results accept the hypothesis that turnover has a significant effect on the quality of service delivered employee morale and the overall workload.

5.3 Nurse and HCA difference in experience

The third objective was to determine whether nurses and HCA had different experience in terms of turnover intentions. A hypothesis was formulated on the grounds of carer progression, stating that nursing HCAs had different experiences in terms of career growth opportunities within the nursing home sector. A crosstab analysis was conducted comparing the nurses and HCAs' response, where majority of HCAs agreed that their chances to grow the career were less compared to nurse, who mostly disagreed with the statement. This findings were in accordance with that of Schwendimann et al. (2016) who found HCA to have little or no chances to move up the ladder within the nursing home sector unless they changed career paths.

5.4 Working Environment/ Conditions

The third objective of the study was to get the employee's perspective on their working the environment and conditions. Literature perceives nursing home working conditions to be unfavourable , poor, and demanding. The study aimed to understand this from the employee's point of view. Majority of the respondents in the study agreed that their working conditions were unfavourable and that the contact with the person they provided service to was very demanding. According to price (1977), organisation working environment comprises elements such as communication (Price, 1977), the political environment, management style, the supervisory relationship, and the job content. The element of supervisory as succussed on its own as one of the major factor resulting in high turnover among nursing home employees. Brannon et al (2011) describe the work in the nursing home to be physically and emotionally draining, making it difficult for employees to stay for a longer tenure within the same organisation. This is due to the content of the job, as previously mentioned nursing facilities are labour intensive and personal centred. Employees often have to work with people with challenging behaviours such as dementia and other physical impairment. Furthermore, employees have to work irregularly hours to provide 24/7 care to the residents. These findings

are similar to that of by Chon and Kim (2020), who found that caregivers have demanding working conditions, where they have to work long hours and one staff member is expected to look after more than five residents who may sometimes have challenging behaviour. These working conditions lead to stress and burnout which is a contributing factor to job dissatisfaction, according to Chowdhury (2018).

5.5 Conclusion

This study revealed significant association between job satisfaction and turnover among nursing home employees in Ireland. The elements that determine employees' job satisfaction includes pay, management relationship, work-life balance, career progression opportunities and training and development. Of these, pay was predominantly the greatest influence of job satisfaction among nursing home employees. While most studies have found pay to be the least determinant of job satisfaction for healthcare workers, this study found work life balance to have the least impact on turnover decision among employees. Employees overall working conditions are unfavourable leading to stress and burnout, consequently, job dissatisfaction which leads to turnover.

Chapter 6

Recommendations and Conclusion

6.0 Introduction

Among the many objectives of this study, the researcher aimed to recommend retention measures, which will be discussed in this chapter. The results of the study were discussed and compared to those of previous research within the topic of employee turnover. The recommendations in this chapter are based on the results obtained from this study. Organisations should consider both extrinsic and intrinsic job satisfaction factors, this has been identified as an effective retention measure. Managers should aim to satisfy employees differently; job satisfaction varies from one employee to another. If fair rewards are put in place, they should also aim to strengthen better manager- employee relationship.

6.1 Recommendations Based on the Study

Pay was the highest contributing factor to turnover according to this study, Laser (2008) added that most employees feel that the major cause of turnover is the issue of pay. According to Al-Mamun & Hasan (2017), pay is a strongest determinant of job satisfaction , employees seek balance between what they invest into their jobs in terms of effort and skills, and what they gain from the outcome such as compensation and recognition (Adams 1963). Therefore, reward and compensation policies and systems should be put in place to ensure employees are fairly rewarded for their work.

Management and employee relationship is important for employee working environment and employee morale. The ability to effectively communicate, empathies and give constructive feedback gives employees an intrinsic value. Manager's interpersonal skills encourage positive relationship and improves employee performance (Chandrasekar 2011). Recruitment strategies should consider leadership profiles during the selection stage, to ensure the right candidates are selected for this role. Training should be provided to enable management to develop their interpersonal and communication abilities, so as to build a better relationship with their employees and maintain an overall conducive working environment.

Career progression opportunities was an identified factor in this study. Although nurses perception on this factor differed from that of HCAs it is essential to establish ways to create

opportunities for both cohorts. Rhoades and Eisenberger (2002) suggested that offering career progression opportunities is form of showing the organisation's care and value for its employees. Management should generate opportunities for career development in the organisation but looking at the gaps.

Work-life balance is an essential element among millennials, this cohort dominates the working age groups. Management should consider establishing better working hours and offer flexible working conditions to enable employees to the care of their personal obligations outside of work. For instance, the organisation can increase paid holiday hours and allow for flexible work schedule such as half day shift.

6.2 Costing and Timeline for recommendation

1. Pay had a significant influence on turnover according to this study. Management should consider rewards and compensation systems to ensure employees are fairly rewarded.

Benefit: This will ensure employees are fairly rewarded for the amount of work they do and based on their qualifications and experience in the sector.

Cost: In Private nursing homes nurses pay ranges from €16 - €21 per hour, while HCAs' pay ranges from €10.50 - €13 per hour. Nursing home should consider increasing the minimum wage with an extra €1 and the maximum pay rate to 16 per hour for HCAs. Nurses should be on a minimum wage of €19 per hour.

Timeline: Employee pay rate should be revisited and increased based on their tenure.

2. Introduce management training on the issue of communication and developing interpersonal skills

Cost: If the organisation has a training and development team, they can add this to their plan. An external training consultant can cost up to €5000 per training session.

Timeline: Training can be done once a year.

6.4 Conclusion

Employees are an essential resource to any organisation productivity . It is crucial that organisation aim to attract and retain highly skilled employee and reduce the likelihood of voluntary turnover. Numerous studies have identified the factors influencing turnover, the study only add to the body of many other studies. Although some extent of turnover is needed and acceptable as a way of refreshing the workforce and positive transformation, however, high level of turnover is detrimental. The nursing home sector in Ireland is one of the largest employer, experiencing high turnover is very costly to the overall operations of the facilities. Despite this, nursing homes offer care to the old and vulnerable, high turnover affect the level of quality care delivered to residents which affects their long term quality of life. This study identified the organisational factors leading to high turnover, although there are many other individual and external factors that should be considered in order to maximize retention. Based on the results from this study nursing homes should prioritise issue of pay among HCAs and nurses based on the job responsibilities as this has been identifies as a major cause of turnover.

6.5 Recommendations for Future Study

This research gathered data from a small sample of respondents, for future study, the researcher recommends targeting a wider sample of respondents to ensure accurate representation. Secondly, The research should focus on the individual and external factors influencing turnover among nursing home employees. Thirdly, it is advisable for the future researchers to undertake a qualitative research by specifically conducting interviews to allow a more detailed responses. Furthermore, the research should focus on the detailed measurement of identified variables.

6.6 Limitations

The nursing home sector in Ireland is large with over 460 private run nursing homes across the country (NHI, 2021). This requires a large population sample from which to conduct the research, however the study only covered three nursing homes within the Dublin area. The choice of nursing home was based on the researcher's familiarity with the facilities and therefore easy to gain access. The other limitation was attributed to the sample size for the research, initially the researcher aimed to gain at least 150 responses, but only managed to gain

70 responses. Secondly, the research focused on the organisational factors influencing turnover when there are other individual and external factors.

6.7 Ethical considerations

This research will involve human participation hence taking into consideration ethical issues that could arise from the study. If any ethical issues that arose were addressed prior to taking any action regarding the research. The researcher ensured that there was no bias during the selection of participants to ensure accurate and reliable results. The study followed the three core guiding principles governing the ethical conductance of research involving human participants (NCI, 2017) which include, respect of persons, beneficence, and non-maleficence and lastly Justice.

6.8 Reflection/ Personal Statement

The choice of this topic was inspired by my experience working in the nursing home sector for over 3 years. I have first-hand experience of turnover in the facilities, I therefore wanted to get a different perspective from other employees within the sector. The overall research process was a learning experience. I learnt how important it is to effectively communicate the aim of the research in order to gain accurate information. Putting a questionnaire survey was a challenging task in terms of determining what questions would best answer the research questions .

When choosing the research methods, I opted for a quantitative research also though the qualitative research would have been ,more effective in enabling me to acquire a more detailed data from the respondents. However, time and cost were a major constraint, considering there was deadline for the submission of the dissertation and the ability to balance academic and my professional job was very difficult. Furthermore, conducting interviews would have been financially costly. Despite this, the quantitative data collected were still very much effective in the analysis of the topic.

If were to conduct this research again in the future, I would consider a qualitative approach to the research and look into having a one on one chat with the participant, to gain detailed data. I would also consider the individual and external factors that influence turnover for a more accurate research. I would also want to establish the core different experiences among nurses and HCAs based on the difference in their roles within a nursing home. I am greatly satisfied

and delighted to have completed this research within the time frame provided and to have made a contribution to the body of research within the topic of turnover.

References

- Abbasi, S.M. and Hollman, K.W., 2000. Turnover: The real bottom line. *Public personnel management*, 29(3), pp.333-342.
- Alhamwan, M., Norazuwa B. M. and Imad A., 2015 "The impact of organizational factors on nurse's turnover intention behavior at public hospitals in Jordan: How does leadership, career advancement and pay-level influence the turnover intention behavior among nurses." *J. Mgmt. & Sustainability*.
- Al-Mamun, C.A., and Hasan, M.N., 2017. Factors affecting employee turnover and sound retention strategies in business organization: A conceptual view. *Problems and Perspectives in Management*, (15, Iss. 1), pp.63-71.
- Allen, D.G., Bryant, P.C. and Vardaman, J.M., 2010. Retaining talent: Replacing misconceptions with evidence-based strategies. *Academy of management Perspectives*, 24(2), pp.48-64.
- Ajit, P., 2016. Prediction of employee turnover in organizations using machine learning algorithms. *algorithms*, 4(5), p.C5.
- Barrick, M.R., Mount, M.K. and Strauss, J.P., 1994. Antecedents of involuntary turnover due to a reduction in force. *Personnel Psychology*, 47(3), pp.515-535.
- Branham, L., 2012. *The 7 hidden reasons employees leave: How to recognize the subtle signs and act before it's too late*. Amacom.
- Bryant-Lukosius, D., Spichiger, E., Martin, J., Stoll, H., Kellerhals, S.D., Fliedner, M., Grossmann, F., Henry, M., Herrmann, L., Koller, A. and Schwendimann, R., 2016. Framework for evaluating the impact of advanced practice nursing roles. *Journal of Nursing Scholarship*, 48(2), pp.201-209.
- CBRE Ireland Nursing Home Market Q2 (2020) [Online] available: <https://www.cbre.ie/en/research-and-reports/Ireland-Nursing-Home-Market--Q2-2020>
- CIPD (Chartered Institute of personal development) 2021 online available: <https://www.cipd.ie/news-resources/practical-guidance/factsheets/turnover-retention#gref>
- Cloutier, O., Felusiak, L., Hill, C. and Pemberton-Jones, E.J., 2015. The Importance of Developing Strategies for Employee Retention. *Journal of Leadership, Accountability & Ethics*, 12(2).

- Collis, J. and Hussey, R., 2014. Business Research. sl.
- Cooper, R., Donald & Schindler, Pamela, S. (2014) *Business Research Methods*. 12th ed. Mc Graw Hill
- Chon, Y., and Kim, Y.Y., 2020, December. Reasons for Turnover Intention among Direct Care Workers in Korea's Long-Term Care Insurance. In *Healthcare* (Vol. 8, No. 4, p. 395). Multidisciplinary Digital Publishing Institute.
- Dalton, D.R., Krackhardt, D.M. and Porter, L.W., 1981. Functional turnover: An empirical assessment. *Journal of applied psychology*, 66(6), p.716.
- Delina, G. and Raya, R.P., 2013. A study on work-life balance in working women. *International Journal of Commerce, Business and Management*, 2(5), pp.274-282.
- Dayal, G. and Verma, P., 2021. Employee Satisfaction and Organization Commitment: Factors Affecting Turnover Intentions and Organization Performance. *Ilkogretim Online*, 20(5).
- Dilig-Ruiz, A., MacDonald, I., Varin, M.D., Vandyk, A., Graham, I.D., and Squires, J.E., 2018. Job satisfaction among critical care nurses: A systematic review. *International journal of nursing studies*, 88, pp.123-134.
- Dwesini, N.F., 2019. Causes and prevention of high employee turnover within the hospitality industry: A literature review. *African Journal of Hospitality, Tourism and Leisure*, 8(3), pp.1-15.
- Donoghue, C. and Castle, N.G., 2009. Leadership styles of nursing home administrators and their association with staff turnover. *The Gerontologist*, 49(2), pp.166-174.
- Donoghue, C., and Castle, N.G., 2006. Voluntary and involuntary nursing home staff turnover. *Research on Aging*, 28(4), pp.454-472.
- Dess, G.G. and Shaw, J.D., 2001. Voluntary turnover, social capital, and organizational performance. *Academy of management review*, 26(3), pp.446-456.
- Gerhart, B., 1990. Voluntary turnover and alternative job opportunities. *Journal of applied psychology*, 75(5), p.467.
- George, C., 2015. Retaining professional workers: what makes them stay?. *Employee relations*.
- Golafshani, N., 2003. Understanding reliability and validity in qualitative research. *The qualitative report*, 8(4), pp.597-607.

- Hoppock, R., 1935. Job satisfaction.
- Hox, J.J. and Boeije, H.R., 2005. Data collection, primary versus secondary.
- Heale, R. and Twycross, A., 2015. Validity and reliability in quantitative studies. *Evidence-based nursing*, 18(3), pp.66-67
- Jiru, A.T. and Tadesse, W.M., 2019. Effects of human resource management practices on employee turnover intention: A case study of commercial banks in Ethiopia. *OPUS: HR Journal*, 10(1), p.1.
- Johnson, B. and Turner, L.A., 2003. Data collection strategies in mixed methods research. *Handbook of mixed methods in social and behavioural research*, pp.297-319.
- Kayyali, A., 2014. The impact of turnover in nursing homes. *AJN The American Journal of Nursing*, 114(9), pp.69-70.
- Kotrlík, J.W.K.J.W. and Higgins, C.C.H.C.C., 2001. Organizational research: Determining appropriate sample size in survey research appropriate sample size in survey research. *Information technology, learning, and performance journal*, 19(1), p.43.
- Kurniawaty, K., Ramly, M. and Ramlawati, R., 2019. The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management science letters*, 9(6), pp.877-886.
- Kramer, A. and Son, J., 2016. Who cares about the health of health care professionals? An 18-year longitudinal study of working time, health, and occupational turnover. *Ilr Review*, 69(4), pp.939-960.
- Lee, T.W., Hom, P., Eberly, M. and Li, J., 2018. Managing employee retention and turnover with 21st century ideas. *Organizational dynamics*, 47(2), pp.88-98.
- Ludviga, I., Senčíková, I. and Kalviņa, A., 2016, May. Turnover of public sector employees and the mediating role of job satisfaction: an empirical study in Latvia. In *SOCIETY. Integration. Education. Proceedings of the International Scientific Conference* (Vol. 4, pp. 364-378).
- Langove, N. and Isha, A.S.N., 2017. Impact of Rewards and Recognition on Malaysian IT Executives Well-being and Turnover Intention: A Conceptual Framework. *Global Business & Management Research*, 9.

- Lavoie-Tremblay, M., O'Brien-Pallas, L., Viens, C., Brabant, L.H. and Gelinas, C., 2006. Towards an integrated approach for the management of ageing nurses. *Journal of Nursing Management*, 14(3), pp.207-212.
- Maslach, C. and Leiter, M.P., 2016. Understanding the burnout experience: recent research and its implications for psychiatry. *World Psychiatry*, 15(2), pp.103-111.
- Michaels, C.E. and Spector, P.E., 1982. Causes of employee turnover: A test of the Mobley, Griffeth, Hand, and Meglino model. *Journal of applied psychology*, 67(1), p.53.
- Maneschiöld, P.O. and Lucaci-Maneschiöld, D., 2021. Nursing assistant's perceptions of the good work environment in municipal elderly care in Sweden—a focus group study. *Journal of Health Organization and Management*.
- Mignonac, K. and Richebé, N., 2013. 'No strings attached?': How attribution of disinterested support affects employee retention. *Human Resource Management Journal*, 23(1), pp.72-90.
- Miller, H.E., Katerberg, R. and Hulin, C.L., 1979. Evaluation of the Mobley, Horner, and Hollingsworth model of employee turnover. *Journal of Applied Psychology*, 64(5), p.509.
- Osman, M.K. (2013) High-Performance Work Practices and Hotel Employee Performance: The Mediation of Work Engagement. *International Journal of Hospitality Management*, 32, 132-140.
- Price, J.L (1977). The study of turnover, 1st edition, Iowa state university press, IA pp10-25
- Reina, C.S., Rogers, K.M., Peterson, S.J., Byron, K. and Hom, P.W., 2018. Quitting the boss? The role of manager influence tactics and employee emotional engagement in voluntary turnover. *Journal of leadership & organizational studies*, 25(1), pp.5-18.
- Sainju, B., Hartwell, C. and Edwards, J., 2021. Job satisfaction and employee turnover determinants in Fortune 50 companies: Insights from employee reviews from Indeed.com. *Decision Support Systems*, p.113582.
- Salehi, T., Barzegar, M., saeed Yekaninejad, M. and Ranjbar, H., 2020. Relationship between Healthy Work Environment, Job Satisfaction and Anticipated Turnover among Nurses in Intensive Care unit (ICUs). *Annals of Medical and Health Sciences Research*, 10(2).

Sajjadiani, S., Sojourner, A.J., Kammeyer-Mueller, J.D. and Mykerezi, E., 2019. Using machine learning to translate applicant work history into predictors of performance and turnover. *Journal of Applied Psychology*, 104(10), p.1207.

Statt, D.A., 2020. *A student's dictionary of psychology*. Psychology Press.

Schwendimann, R., Dhaini, S., Ausserhofer, D., Engberg, S. and Zúñiga, F., 2016. Factors associated with high job satisfaction among care workers in Swiss nursing homes—a cross sectional survey study. *BMC nursing*, 15(1), pp.1-10.

Saunders, M., Lewis, P. and Thornhill, A., 2007. Research methods. *Business Students 4th edition Pearson Education Limited, England*.7

Scanlan, J.N. and Still, M., 2019. Relationships between burnout, turnover intention, job satisfaction, job demands and job resources for mental health personnel in an Australian mental health service. *BMC health services research*, 19(1), pp.1-11.

Taherdoost, H., 2016. Sampling methods in research methodology; how to choose a sampling technique for research. *How to Choose a Sampling Technique for Research (April 10, 2016)*.

Taylor, S., 2019. *Resourcing and talent management*. Kogan Page Publishers.

Thomas, J., 2015. Study on causes and effects of employee turnover in construction industry. *International Journal of Science and research*, 4(5), pp.3041-3044.

Toles, M. and Anderson, R.A., 2011. State of the science: relationship-oriented management practices in nursing homes. *Nursing Outlook*, 59(4), pp.221-227.

Willard-Grace, R., Knox, M., Huang, B., Hammer, H., Kivlahan, C. and Grumbach, K., 2019. Burnout and health care workforce turnover. *The Annals of Family Medicine*, 17(1), pp.36-41.

Winter, G., 2000. A comparative discussion of the notion of validity in qualitative and quantitative research. *The qualitative report*, 4(3), pp.1-14.

Weng, Q. and McElroy, J.C., 2012. Organizational career growth, affective occupational commitment and turnover intentions. *Journal of Vocational Behavior*, 80(2), pp.256-265.

Zhang, T. and Li, B., 2020. Job crafting and turnover intention: The mediating role of work engagement and job satisfaction. *Social Behavior and Personality: an international journal*, 48(2), pp.1-9.

Zúñiga, F., Ausserhofer, D., Hamers, J.P., Engberg, S., Simon, M. and Schwendimann, R., 2015. The relationship of staffing and work environment with implicit rationing of nursing care in Swiss nursing homes—a cross-sectional study. *International journal of nursing studies*, 52(9), pp.1463-1474.

Appendices

Appendix 1

Questionnaire

What is your Gender?

Male[] Female[]

What is your Age?

18-24 [] 25-34 [] 35-44[] 45-54[] 55-64

What is your current role?

Staff Nurse[] Healthcare Assistant [] I previously worked in the nursing home

How long have you worked in the nursing home sector?

Less than a year[] 1- 2 years[] 2- 3 years[] 4-5[] 5-10[] More than 10 years

In terms of your working hours, please select the most appropriate response.

I am full time[] I am part-time, [] Not Applicable

Section 2:

Working Conditions

The job allows/ allowed me to make my own decision about how to schedule my work.

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

The working conditions and overall workplace environment are/were positive and conducive.

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

My contact with persons to whom I have to offer services is/were demanding. Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

My job requires/required working very hard or very fast.

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

Supervisor/ manager relationship

My supervisor / manager inspires/ inspired me to do my best work

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

I feel my opinions are heard and valued by my supervisor.

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

Pay and Reward

I am/ was satisfied with the level of pay and reward for the work I do.

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

There is really too little chance of promotion from my job.

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

Job Satisfaction

On a scale of 1 to 10, how satisfied are you with your current/ previous job? Tick the most appropriate number. (5& 6 being neither satisfied nor dissatisfied)

1-2-3-4-5-6-7-8-9-10

Turnover implications

When an employee leaves, the workload increases.

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

When an employee leaves, workplace morale is affected.

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

When an employee leaves , it affects the quality of service delivered to residents.

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

Factors influencing turnover

Low pay can influence my decision to leave an organisation.

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

Lack Of career advancement opportunities can influence my decision to leave an organisation.

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

Lack of management support can influence my decision to leave an organisation.

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

Lack of training and development can influence my decision to leave an organisation

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

Lack of Work-life balance and flexibility can influence my decision to leave an organisation

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

Why are you still with your current employer?

I believe my job is meaningful, and that I make a difference.

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

I have built personal friendships with my co-workers.

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

I am not ready to take on risk from a new job and adapting to a new organisation culture.

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

I am finding it difficulties to get a new job.

Strongly agree [] Agree[] Neutral [] Disagree[] Strongly disagree

