

# Exploring The Influence Of Management Practices In Retaining Nurses in Dunedin's Elderly Care Facilities

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## ABSTRACT

The New Zealand healthcare sector, particularly aged care, faces significant challenges due to an ageing population and a shortage of healthcare personnel. This study employs a qualitative research methodology, utilising semi-structured interviews and interpretive analysis, to examine the impact of management practices on nurse retention within aged care facilities in Dunedin, New Zealand. Key factors influencing nurse retention include workload management, mentorship, professional development, leadership practices, and organisational culture.

The findings suggest that transformational leadership—characterised by effective communication, empathy, and staff engagement—is essential for enhancing nurse retention and job satisfaction. The provision of professional support through mentorship programmes fosters nurses' confidence and resilience. Additionally, effective workload management and structured pathways for professional growth play a crucial role in mitigating burnout and enhancing overall job satisfaction.

This research employs Social Exchange Theory (SET) and Organisational Commitment Theory (OCT) to investigate how supportive management practices foster reciprocal commitment, job satisfaction, and the intention to remain within the aged care sector. The study further underscores the necessity for policy interventions to improve nursing working conditions in aged care and to establish a sustainable, high-quality workforce. Three critical areas requiring attention include leadership effectiveness, burnout mitigation, and professional development opportunities.

The findings indicate that transformational leadership enhances organisational commitment by providing emotional support, professional recognition, and career advancement opportunities, aligning with SET and OCT. Examining these factors enables healthcare administrators to

develop actionable strategies for nurse retention, ultimately improving the quality of care provided in aged care facilities.

This study contributes to existing knowledge by offering empirical insights into the specific leadership traits and organisational strategies that enhance nurse retention in aged care. By addressing gaps in current research, it provides a comprehensive understanding of how supportive management practices influence job satisfaction and workforce stability, thereby improving nurse retention in elderly care settings in New Zealand.

## **DECLARATION**

Declaration Concerning Thesis presented for the Degree of Master of Applied Management

Hareindran Jayapalan

Solemnly and sincerely declare, in relation to the thesis/dissertation/exhibition entitled:

**Exploring The Influence Of Management Practices In Retaining Nurses in Dunedin's  
Elderly Care Facilities**

That work was done by me, personally

and

The material has not previously been accepted in whole, or in part, for any other degree or  
diploma

Date: 22 -11-2024

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## CHAPTER 1

### BACKGROUND OF STUDY

#### 1.1 Introduction

New Zealand's healthcare sector, particularly in aged care, is facing significant challenges, including an ageing population and a shortage of healthcare professionals. These issues are further compounded by high turnover rates among nursing staff, which disrupt service delivery, increase operational costs, and negatively impact patient outcomes (North et al., 2015; Poon et al., 2022). Retaining registered nurses (RNs) in aged care institutions is critical to ensuring high-quality care and the well-being of elderly residents (Cheluvappa & Selvendran, 2022).

Research highlights that supportive management practices—such as professional development opportunities, a positive work environment, and strong leadership—significantly improve nurse retention (Al Yahyaei et al., 2022; Laschinger et al., 2016; Twigg & McCullough, 2013). By focusing on nurses' perspectives, this study seeks to identify leadership traits, actions, and approaches that influence nurse retention. The findings will offer insights into key factors affecting job satisfaction, work engagement, and the decision to remain in or leave the aged care sector.

Investing in nurse retention strategies has been shown to be more cost-effective in the long term than the continual cycle of turnover and hiring (Li & Jones, 2013). Understanding these factors is essential for developing leadership approaches that improve job satisfaction, decrease turnover rates, and ensure high-quality aged care services. Additionally, the healthcare sector struggles with poorly allocated resources, inadequate staffing levels, and a lack of administrative support, which contribute to high attrition rates (Sun et al., 2023). Another major

challenge is the ageing nursing workforce, which exacerbates the shortage of skilled personnel (Jamieson et al., 2015).

The financial burden of nurse turnover is considerable; replacing a single registered nurse—factoring in extra temporary staff costs and lost productivity—can amount to half of their annual salary (North et al., 2012). Specific leadership styles and organizational approaches that effectively reduce turnover require further exploration (De Vries et al., 2023). Furthermore, excessive workloads, limited career growth opportunities, and a lack of participation in health policy-making contribute to the ongoing retention challenges (Hajizadeh et al., 2021).

Addressing these gaps necessitates a thorough analysis of the impact of leadership, mentorship, and workload management on nurse retention in aged care facilities. This study aims to identify key management practices that contribute to workforce stability and provide evidence-based recommendations for improving nurse retention. By examining the interplay between leadership effectiveness, professional development opportunities, and workload management, this research seeks to inform policy and organizational strategies that ensure a sustainable aged care workforce.

## **1.2 Scope and Organization of the Thesis**

This thesis is structured into a series of chapters that systematically examine the factors influencing nurse retention in aged care facilities. Chapter 1 introduces the background and rationale for the study. Chapter 2 presents a comprehensive literature review, outlining existing research and theoretical frameworks related to nursing management practices that inform this study. Chapter 3 details the research methodology, including study design, sample size, data collection methods, and the interview process. Chapter 4 presents the findings from the interviews, which were analysed using Computer-Assisted Qualitative Data Analysis Software

(CAQDAS), specifically NVivo, to process data obtained from the semi-structured interviews. Chapter 5 provides a discussion of the findings, linking them to the literature review, while Chapter 6 concludes the thesis by summarising key insights, identifying research gaps, and highlighting opportunities for future research.

### **1.3 Aim**

This study investigates the role of management practices in retaining nurses in care homes in Dunedin, New Zealand. According to Guest (1997), studying nurses' viewpoints is crucial, as understanding employee perceptions can help identify areas for improvement in HRM strategies, enhance employee motivation and commitment, and ultimately lead to better organisational performance. This study aims to uncover management practices, actions, and approaches that influence nurse retention, specifically targeting elderly care homes in New Zealand Dunedin. The results will offer perspectives on the elements that affect nurse contentment, work involvement, and choosing to stay or depart from the elder care industry. Although conceptually distinct from turnover, retention can have the same negative consequences for care quality and financial expenditure due to hiring and training costs. However, unlike turnover calculations, which may only reflect replacements for the same position, retention rates capture the overall experience level of the workforce (Thomas et al., 2012). It is crucial to comprehend factors such as demographic, work-related, and job satisfaction to develop effective leadership approaches to improve job satisfaction, decrease turnover rates, and ensure top-notch care for elderly residents (Liu et al., 2023). This study seeks to gain a thorough understanding of the essential management practices that nurses appreciate the most and contribute to their decision to stay in their current employment by focusing on nurses' perspectives.

## **1.4 Research Question**

This study endeavors to determine the vital management practices that lead to improved nurse retention in aged care facilities in Dunedin, New Zealand. In particular, this research delves into how transformational leadership, effective workload management and mentorship programs affect nurse retention. The questions addressed include:

- What role does transformational leadership play in retaining nurses in aged care facilities?
- How does workload management impact nurse satisfaction and retention?
- How do mentorship programs enhance nurse retention in these settings for Dunedin?

## **1.5 Contribution to Business Practice**

The research on management practices influencing nurse retention in Dunedin's aged care facilities provides valuable contributions to these institutions' business and operational success. Like other healthcare organisations, aged care facilities rely heavily on a stable and committed workforce to ensure high-quality care for residents. However, the sector faces challenges in retaining nursing staff, leading to high turnover rates that disrupt service delivery, increase operational costs, and negatively impact patient outcomes (Twigg & McCullough, 2014). One of the primary contributions of this research is its potential to enhance organisational effectiveness by identifying critical management practices that contribute to nurse retention. Understanding which leadership styles, workplace environments, and professional development opportunities most effectively motivate nurses to stay in their positions allows aged care facilities to tailor their management approaches to better meet the needs of their staff (Holtom et al., 2008). This can lead to a more engaged and satisfied workforce, reducing turnover rates and the associated costs of recruiting, hiring, and training new employees (Hayes et al., 2012).

Moreover, the research aims to contribute to improved patient care outcomes. Consistency among nursing staff is critical for maintaining the quality of care, as long-term staff are more familiar with the needs of residents and can provide more personalised care (Castle & Engberg, 2005). High turnover disrupts this continuity, potentially compromising care quality and resident satisfaction. By implementing the management practices identified in this research, aged care facilities can foster a more stable nursing workforce, supporting better care outcomes and enhancing the facility's reputation (Bae, 2011). The research also has implications for leadership development within aged care facilities. By highlighting effective management practices, the study can inform the design of leadership training programs aimed at equipping managers with the necessary skills and knowledge to support nurse retention (Wong & Laschinger, 2013). This focus on leadership development improves nurse retention and contributes to the organisation's overall growth and sustainability by cultivating a strong leadership pipeline (Haycock-Stuart & Kean, 2013). Additionally, the study provides insights applicable to the broader healthcare and aged care sectors. With aged care facilities facing similar retention challenges worldwide, the findings could have broader applicability, offering strategies other organisations can adopt to improve nurse retention (Stone et al., 2007).

Retaining nurses directly influences the quality of care for residents, the well-being of staff, and the community's overall health (Sahil, 2021). It allows them to develop connections with residents, fostering personalised and consistent care, a critical factor in aged care where familiarity and trust are most important (Kieft et al., 2014). A stable nursing workforce empowers aged care facilities to operate efficiently, delivering vital services to Dunedin's vulnerable elderly population. It also minimises the financial burden of constant recruitment and training, allowing for the efficient allocation of resources (Saville et al., 2019). Improving the

working environment by reducing excessive overtime and eliminating forced labour practices is crucial for enhancing employee satisfaction, reducing burnout, and mitigating turnover (Rogers et al., 2020). These strategies attract new talent, strengthen the healthcare workforce, and promote long-term sustainability (Brook et al., 2019).

## CHAPTER 2

### LITERATURE REVIEW

The previous chapter focused on the background of the study, highlighting the challenges in the aged care facility in retaining nurses and the importance of maintaining a healthy retention rate in the sector, which converge to the research question: What are the key management practices and factors that influence the retention of RNs in aged care facilities in Dunedin? While there are numerous studies and literature reviews on the factors affecting nurse retention, there is a significant gap in the development of theories that explain the phenomenon of nurse retention comprehensively (Drake, 2014). Additionally, there is ample literature on factors affecting nurse retention, such as job conditions, and work relationships, there is a notable lack of theoretical frameworks that integrate these factors into a cohesive understanding of nurse retention (Drake, 2014). Extensive research has identified the regressive lag indicators and detrimental factors that contribute to nurses' intention to leave, leading to actual departures in up to 80% of cases (Pressley & Garside, 2023). However, there remains a limited understanding of the forward-looking indicators that influence nurses' decisions to stay and the potential positive effects on reducing turnover rates (Pressley & Garside, 2023).

To bridge the research gap, the literature review incorporates a theoretical framework grounded in Social Exchange Theory (SET) and Organisational Commitment Theory (OCT), providing a structured lens through which to examine the factors influencing nurse retention

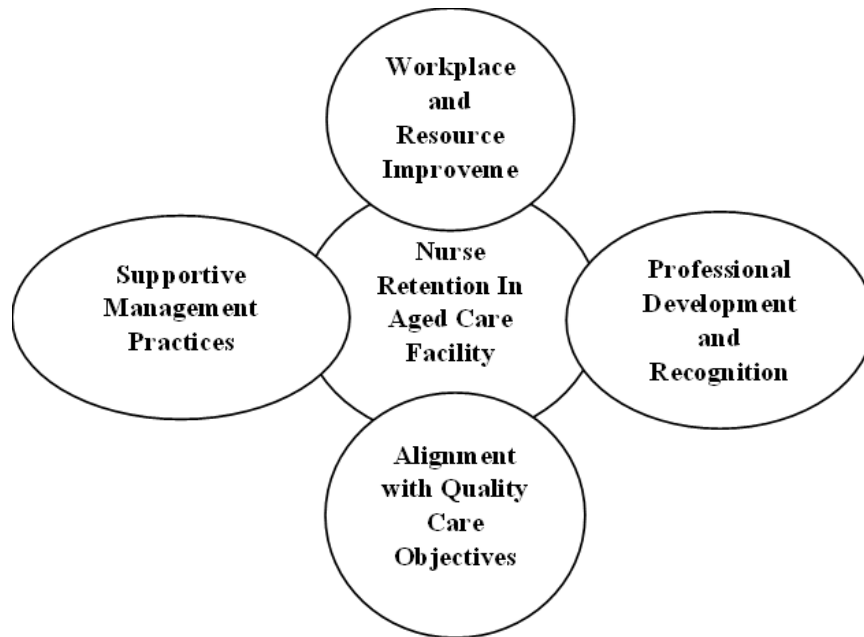
#### **2.1 Conceptual Framework**

The conceptual framework for nurse retention in aged care facilities focuses on four main categories: Workplace and Resource Allocation, Professional Recognition and Status, Supportive Management and Organisational Culture, and Policy and Systemic Challenges (Figure 1). These

categories address specific factors that lead to job satisfaction and the retention of nurses within aged care.

**Figure 1**

**Conceptual Framework**



Workplace and resource allocation focuses on how staffing levels, workload, and workplace conditions affect the nurses. Inadequate staffing combined with increased patient demands leads to higher workloads and burnout, significant contributors to nurse attrition (Chen et al., 2019).

Professional recognition and status demonstrates the demand for fair wages and professional respect. Professionals in aged care nursing may face pay and status inequalities regarding their counterparts in other subsectors of healthcare organisations, which may deter them from staying long-term (Sargent et al., 2009).

Supportive management and organisation culture supportive management and collaborative work settings fall under this category. Studies reveal supportive management and

the opportunity of quality care are required in the work environment for job satisfaction. The impact of such support was stated to be one of the important factors of nurse retention (Chenoweth et al., 2010).

Policy and systemic challenges deal with cost-cutting healthcare policies and limited authority for the nurse. The systemic factors pose challenges to quality care, thus resulting in dissatisfaction and turnover (Van Der Weyden, 2009). All these factors indicate the need for a holistic approach, including improving workplace conditions, recognition, support, and policies to enhance retention in nursing aged care.

## **2.2 Theoretical Framework: Social Exchange Theory and Organizational Commitment Theory**

Workplace experience, shaped by management practices, deeply impacts employee retention. A foundational framework for examining the reciprocal relationship between employers and employees is Social Exchange Theory (SET) (Jepsen & Rodwell, 2010; Chernyak-Hai & Rabenu, 2018). The theory goes that when organizations invest in their employees by providing mentorship, professional development, or leadership support, employees, in turn, reciprocate with loyalty and commitment to the organization. In aged care facilities, where nurses experience high emotional and physical demands, supportive leadership and fair workload management demonstrate an organizational commitment to nurses and enhance positive social exchange, which in turn leads to lower turnover intention (Ivziku et al., 2024). Organizational Commitment Theory (OCT), on the other hand, shows that employees are more likely to stay with an organization when they have an emotional attachment, experience job satisfaction, as well as a sense of identification with its mission (Lo et al., 2024). Aged care settings illustrate how leadership can influence the long-term retention of nurses by shaping their

perceptions of job security, professional recognition, and career advancement opportunities, as found in these theories.

### **2.3 New Zealand's Cultural and Socio-Economic Context**

Cultural and socio-economic factors in New Zealand greatly affect aged care facilities and nurse retention. Aged care facility operational capabilities are determined by government policies regarding healthcare funding and staffing regulations (Monro et al., 2023). An aging population coupled with migration trends pose demographic challenges that increase demand for skilled nursing care, making the retention of qualified nurses a priority for the sustainable delivery of health care (Jones & Dolsten, 2024). Health funders, health managers, nursing unions, educational institutions, and RNs themselves all play a role in mitigating threats to RN retention by minimising their negative impact or ensuring they are perceived as effectively managed within the profession while addressing the first two sets of factors more effectively should help reduce the risks associated with economic conditions, including the broader economic climate, pay equity within the sector, and nursing demographics that is unique to New Zealand (Moloney et al., 2017).

### **2.4 Registered Nurses Being Crucial to the Aged Care Facility in New Zealand**

Registered nurses play a crucial role in the functioning of elderly care facilities in New Zealand, serving as the backbone of the healthcare services provided to the elderly population. The importance of RNs in these settings cannot be overstated, as they are responsible for delivering high-quality, patient-centred care that meets the complex health needs of elderly residents (Kwame & Petrucka, 2021). The ageing population is snowballing in New Zealand, leading to an increased demand for skilled healthcare professionals in aged care facilities (Health New Zealand - Te Whatu Ora, 2024.). Registered nurses play crucial roles in managing chronic

health conditions prevalent among the elderly, including dementia, cardiovascular diseases, and mobility issues (DalPezzo, 2009; O'Connor et al., 2018; Zhang et al., 2021). Their expertise in clinical assessment, medication management, and the implementation of individualised care plans ensures that residents receive the best possible care tailored to their specific needs.

Moreover, RNs are also imperative to supervise and mentor enrolled nurses and healthcare assistants, ensuring that all staff members are competent in providing high-quality care (Pramila-Savukoski et al., 2019). This leadership role is critical in maintaining the standards of care within the facility and promoting a collaborative environment where continuous learning and improvement are encouraged. Furthermore, the presence of RNs in elderly care facilities contributes to resident's overall well-being and quality of life (Flaubert et al., 2021). They provide emotional and autonomy support, helping residents cope with the challenges of ageing and living in a care facility (Moilanen et al., 2021). This holistic approach to care is essential in promoting a patient's mental, physical, and emotional well-being.

Thus, RNs are indispensable to effectively operating elderly care facilities in New Zealand. Their clinical expertise, leadership, and commitment to providing compassionate and culturally appropriate care are critical in meeting the health needs of the country's ageing population. As New Zealand continues to face the challenges of an ageing society, the role of RNs in elderly care will only become more critical, making them a cornerstone of the nation's healthcare system (Shannon & McKenzie-Green, 2016).

## **2.5 Challenges Faced by Nurses in New Zealand's Aged Care Facilities**

Nurses in New Zealand's aged care facilities face significant challenges that impact their ability to provide optimal care to residents. These challenges include workforce shortages, high levels of stress and burnout, insufficient resources, and the increasing complexity of care

required for an ageing population (Carryer et al., 2010). The ageing population in New Zealand is straining the healthcare system due to a shortage of nurses in aged care facilities (New Zealand Nurses Organisation, 2018). The demand for nursing services has outpaced the availability of qualified professionals. This shortage leads to increased workloads, longer shifts, and the need for nurses to manage more residents than is ideal, which can compromise the quality of care (North et al., 2012). Nurses in aged care facilities frequently experience high levels of stress and burnout due to the emotional strain, physical demands, and responsibility of caring for residents with complex health needs (Ashipala & Nghole, 2022; Babapour et al., 2022). Burnout affects nurses' well-being (Hamama et al., 2019), leading to higher turnover rates and exacerbating workforce shortages (Salama et al., 2022). Furthermore, insufficient resources, including inadequate staffing, outdated equipment, and limited training, make it difficult for nurses to effectively address the diverse and complex needs of elderly residents in aged care settings (Maas et al., 2008; Heydari et al., 2019). As the elderly population in New Zealand grows, nurses are increasingly required to manage residents with complex health conditions, , which require specialised skills and knowledge (Hughes, 2020). As a result, the need for continuous upskilling and education places additional pressure on an already stretched workforce (Sarre et al., 2018). Nurses in aged care facilities often develop strong emotional connections with residents, which can be challenging, especially during end-of-life care as the emotional toll of losing residents and the demanding nature of compassionate care in difficult circumstances can lead to compassion fatigue and emotional exhaustion (Cocker & Joss, 2016; Thorson-Olesen et al., 2018).

## **2.6 Impact of Management in the Retention of RNs in Aged Care Facility**

Management practices in aged care facilities play a pivotal role in influencing the turnover of nurses, a significant concern due to their impact on patient care, employee morale,

and organisational efficiency. The relationship between leadership/management and nurse turnover is complex, involving multiple factors contributing to retention or increasing turnover (Hult et al., 2023; Pattali et al., 2024). Leadership style significantly affects nurse turnover; for instance, transformational leadership, characterised by inspiring, motivating, and supporting employees, is often associated with lower turnover rates (Kim & Cruz, 2022; Lin et al., 2020). Furthermore, the work environment and organisational culture are critical determinants of nurse retention. A supportive work environment, shaped by managers or leaders, where nurses feel respected and have the needed resources, leads to higher job satisfaction and lower turnover (Donley, 2021). However, a toxic work environment can lead to burnout and high turnover rates (Anjum et al., 2018; Rasool et al., 2021).

Effective communication and feedback are vital components of leadership that influence nurse turnover. Leaders who foster transparent communication, attentively listen to their workers, and offer constructive criticism cultivate trust and a sense of belonging among nurses (Jankelová & Joniaková, 2021). Supported by Kwame and Petrucka (2021), poor communication and a lack of feedback can lead to misunderstandings, dissatisfaction, and turnover.

Opportunities for professional development and career advancement are key factors in retaining nurses. When leaders offer training programs, mentorship, and clear pathways for career growth, nurses are more likely to stay with the organisation (Hafsteinsdóttir et al., 2020).

Furthermore, as per Matsuo et al. (2021), work-life balance and support are also crucial in reducing nurse turnover. Nursing is a demanding profession, and without adequate support for managing stress and maintaining a work-life balance, nurses are at risk of burnout, a leading cause of turnover (Rony et al., 2023). Leaders who offer flexible scheduling, adequate time off, and resources for stress management can help reduce turnover by improving employee's overall

well-being (Moen et al., 2011). Recognition and reward systems are another vital factor in retaining nurses (Seitovirta et al., 2017). Thus, regularly acknowledging and rewarding nurses for their hard work and contributions can enhance job satisfaction and employee loyalty. In addition, nurses who feel their efforts are recognised and appreciated are less likely to leave their jobs (Alahiane et al., 2023).

## **2.7 Factors Affecting the Nursing Shortage**

The nursing shortage in New Zealand is a pressing issue that poses significant challenges to the healthcare system (Haddad et al., 2023). As the population ages and the demand for healthcare services increases, understanding the factors contributing to the nursing shortage is critical for developing effective strategies to retain nursing staff. A substantial proportion of RNs are nearing retirement age, potentially leading to a loss of experienced professionals in the field (Walker & Clendon, 2015). The average age of nurses in New Zealand is now approximately 48; therefore, attracting and retaining younger nurses is essential to meet the increasing demand for nursing services due to the ageing population (Walker & Clendon, 2015b). The impending retirement of older nurses creates a gap that must be filled by new graduates, emphasising the need for effective recruitment and retention strategies (Kaewpan & Peltzer, 2019).

The work environment significantly impacts nurse retention and job satisfaction. Research indicates that a positive work environment characterised by supportive management, adequate staffing levels, and opportunities for professional development enhances job satisfaction among nurses (Halter et al., 2017). Conversely, a negative work environment can lead to increased stress, burnout, and dissatisfaction, prompting nurses to leave their positions

(Shim & Park, 2023). Halter et al. (2017) emphasise that addressing workplace conditions is crucial for improving job satisfaction and reducing turnover rates among nursing staff.

High workloads and inadequate staffing levels are critical factors contributing to the nursing shortage. Nurses often face overwhelming patient loads, leading to increased stress and burnout (Toh et al., 2012). Inadequate staffing affects the quality of patient care and contributes to job dissatisfaction and high turnover rates among nursing staff (Li et al., 2018). Toh et al. (2012) highlight that the nursing shortage exacerbates workload issues, creating a cycle of stress and dissatisfaction that further drives nurses' turnover.

The availability of professional development opportunities is essential for retaining nursing staff. Nurses who perceive a lack of opportunities for career advancement are more likely to seek employment elsewhere (Friese & Himes-Ferris, 2013). In New Zealand, ongoing education and training are critical to ensuring nurses remain competent and engaged. Li et al. (2018) emphasise that providing access to professional development programs can enhance job satisfaction and retention among nursing staff. Economic factors, including salary and benefits, are crucial in attracting and retaining nursing staff.

Competitive compensation packages are essential for ensuring nursing positions appeal to potential candidates (Rodgers et al., 2018). In New Zealand, the nursing workforce faces challenges related to salary disparities compared to other healthcare professions, which can lead to dissatisfaction and turnover (Sojane et al., 2016). Therefore, addressing compensation issues is vital for retaining nursing staff and ensuring a stable workforce. Globalisation has also increased reliance on international recruitment to address nursing shortages in New Zealand. While recruiting nurses from abroad can help alleviate workforce shortages, it raises concerns about the potential impact on healthcare systems in the countries where these nurses are drawn (Li et al.,

2018). The implications of drawing nurses from regions with existing shortages emphasise the need for ethical recruitment practices that consider the global nursing workforce (Li et al., 2016).

Work-life balance is a significant concern for many nurses, particularly in the demanding field of aged care. Research indicates that nurses who struggle to balance their professional and personal lives are more likely to experience burnout and dissatisfaction, leading to increased turnover rates (Aiken et al., 2011). Therefore, healthcare organisations must implement strategies that promote work-life balance for nursing staff. Flexible scheduling options and support for family-friendly policies can help nurses manage their workloads while maintaining personal commitments (Zanabazar et al., 2023).

Organisational commitment is also a critical factor that influences nurse retention. Nurses who strongly commit to their organisation are more likely to remain in their positions (Ivziku et al., 2024). Factors such as supportive management, positive work culture, and opportunities for professional growth contribute to organisational commitment among nursing staff. Research indicates that fostering a culture of commitment within healthcare organisations can significantly enhance nurse retention and reduce turnover rates (Goyal & Kaur, 2023).

## **2.8 Transformational Leadership**

Transformational leadership is characterised by its focus on inspiring followers to achieve greater heights through dimensions such as idealised influence and individualised consideration, qualities like being value-driven and visionary, and principles like making a compelling case for change and instilling self-confidence (Hay, 2006). It plays a vital role in fostering employee well-being, especially in the challenging context of the health sector (McVicar, 2003). According to Bass and Avolio (1994), transformational leadership promotes a culture of motivation, engagement, and personal growth to affect change in individuals and

societal systems. Idealised influence, inspirational motivation, intellectual stimulation, and personalised consideration are its four main constituents (Bass, 1985). These kinds of leaders encourage their team members to perform above and beyond expectations and to put the group's needs ahead of their own (Givens, 2008). This leadership style helps foster a culture of participation, support, and purpose where nurses handle emotionally and physically taxing tasks (Page, 2005).

Research indicates a favourable correlation between nurses' job satisfaction and transformative leadership (Gebreheat et al., 2023; Specchia et al., 2021). Leaders who provide opportunities for professional growth, emotional support, and recognition can significantly improve job satisfaction in elderly care homes, where burnout and stress are prevalent (Nielsen et al., 2008). By creating a vision that aligns with the principles of service, these leaders inspire motivation in others and help nurses feel fulfilled in their profession (McGuire & Kennerly, 2006).

The individualised concern is another way transformative leaders show that they genuinely care about the welfare of their employees (Steinmann et al., 2018). This gives nurses the freedom and flexibility to manage their workload in a way that works for their personal and professional lives while also being sensitive to their specific needs and concerns. This individualised approach lowers stress and boosts job satisfaction, which helps explain why retention rates are greater (Xuecheng et al., 2022). To reduce work-life conflict and increase job satisfaction, a transformational leader in an elderly care facility could, for example, offer flexible shift arrangements to meet a nurse's family obligations (Weale et al., 2017).

According to Wilson (2022), empathising with professional development and empowerment is another way transformational leadership affects nurse retention. In order to

retain employees who want to advance in their careers, transformational leaders must encourage nurses to pursue chances for growth and skill development. According to Cowden et al. (2011), these leaders make nurses feel more capable and secure in their positions by creating an atmosphere that promotes learning and creativity. Opportunities for professional growth can give nurses a sense of advancement and accomplishment in settings that provide senior care where the work can be repetitious and emotionally exhausting (Hassmiller & Wakefield, 2022).

In order to encourage nurses to stay with the company rather than go elsewhere for growth, transformational leaders could implement training programs, mentorship opportunities, or career advancement pathways (Alshammari & Alenezi, 2023). Organisations can significantly enhance nurse retention rates by providing continuous education, training, and clear career pathways, fostering a sense of value and loyalty among their nursing staff (Pattali et al., 2024). Nurses who are empowered to think critically, innovate, and participate in decision-making processes feel valued and invest in the organisation's success. When nurses are actively involved in decision-making, they develop a stronger sense of ownership and commitment to their workplace (Gottlieb et al., 2021). For instance, as per Page (2005) and Ystaas et al. (2023), when a transformational leader engages its nursing staff in discussions about enhancing patient care procedures while fostering a collaborative environment where nurses feel integral to the facility's success, this will help to elevate morale and reinforce retention by demonstrating the organisation's unwavering dedication to its nursing workforce.

Organisational culture greatly influences nurse retention, particularly in emotionally demanding environments such as elderly care facilities (Banaszak-Holl et al., 2013). A supportive and positive workplace culture, often cultivated by transformational leaders, is instrumental in mitigating turnover. Such leaders foster a culture characterised by mutual respect,

teamwork, and open communication, significantly enhancing nurse retention (Ambani et al., 2020; Teixeira et al., 2024).

Idealised influence is also a key component of transformational leadership, consisting of two main aspects: idealised influence attributed and idealised influence behaviour (Aydogdu & Asikgil, 2011). Idealised influence plays a significant role in influencing employees' commitment to the organisation, impacting organisational commitment positively, and motivating employees by aligning organisational goals with their values (Afshari, 2021; Bass, 1985). In elderly care facilities, where the quality of patient care is paramount, transformational leaders who embody compassionate and patient-centred care set a standard for their staff (Liao et al., 2023; Sfantou et al., 2017). This positive culture helps to alleviate burnout and stress and also fosters a sense of purpose and satisfaction among nurses, thereby enhancing retention (Boamah, 2022). Transformational leaders encourage a sense of community among nursing staff, promoting teamwork and collaboration (Ystaas et al., 2023). In elderly care facilities, where teamwork is essential for providing holistic care, a sense of camaraderie can help nurses cope with the challenges of the job (Larsson et al., 2022). Transformational leaders who encourage open communication, mutual support, and shared goals create a supportive workplace environment where nurses feel valued and appreciated, leading to higher retention rates (Trofino, 2000; Ystaas et al., 2023).

Burnout and emotional exhaustion are the major factors contributing to nurse turnover, particularly in elderly care facilities where the emotional demands of caring for vulnerable patients can be overwhelming (Harrad & Sulla, 2018; Kelly et al., 2021; Navarro Prados et al., 2021). Transformational leadership has been shown to reduce burnout by providing emotional

support, creating a positive work environment, and ensuring nurses have the necessary resources (Ystaas et al., 2023).

Through inspirational motivation, transformational leaders can help nurses feel a sense of purpose and meaning in their work, which can alleviate burnout (Labrague, 2024). By linking nurses' daily tasks to a broader vision of compassionate and dignified care for the elderly, transformational leaders can inspire nurses to find greater satisfaction and resilience in their work (Ystaas et al., 2023). This sense of purpose is essential in elderly care facilities, where nurses might otherwise feel overwhelmed by the physical and emotional demands of the job. Furthermore, transformational leaders address burnout by recognising the signs of emotional exhaustion in their staff and taking proactive steps to provide support (Green et al., 2011). For instance, a transformational leader might offer counseling services, peer support groups, or wellness programs to help nurses cope with the stresses of their work. By creating an environment where nurses feel emotionally supported, transformational leaders reduce the likelihood of burnout and increase nurse retention.

Organisational commitment is another key factor that is greatly influenced by transformational leadership (Schwarz, 2017; Yang et al., 2020). Nurses strongly committed to their organisation are less likely to leave, even in challenging times (Bell & Sheridan, 2020). Transformational leaders enhance this commitment by fostering loyalty and dedication to the organisation's mission and values. In elderly care facilities, where continuity of care is essential for patient well-being, organisational commitment is particularly important (Djukanovic et al., 2024). Transformational leaders who clearly articulate the facility's goals, values, and vision can enhance retention by fostering a strong sense of alignment with the organisation's mission, thereby strengthening their commitment (Kawana, 2024; Lagowska et al., 2022).

Furthermore, according to Yue et al. (2019), transformational leaders build trust and loyalty by providing transparent communication and recognising the contributions of their staff. Employees who feel appreciated and trust their leaders are more likely to remain with the organisation (Wei et al., 2016). Ultimately, transformational leadership is pivotal in influencing nurse retention in elderly care facilities (Conroy et al., 2023; Thwaites et al., 2023). In addition, transformational leaders create an environment where nurses feel valued, empowered, and motivated to stay by promoting job satisfaction, professional development, and supportive workplace culture (Choi et al., 2016; Gottlieb et al., 2021; Ystaas et al., 2023). Thus, as the demand for skilled nurses in elderly care continues to grow, fostering transformational leadership within these facilities will be crucial for retaining staff and ensuring high-quality patient care.

## **2.9 Job Burnout**

Job burnout has emerged as a substantial obstacle in the retention of healthcare personnel, particularly in elderly care (Haj et al., 2020). Burnout, a psychological syndrome characterised by emotional exhaustion, detachment, and reduced personal accomplishment, is common in emotionally demanding professions (Maslach et al., 1997). Nurses working in elderly care facilities are particularly vulnerable to burnout due to their physically and emotionally demanding nature (Harrad & Sulla, 2018; Martínez-López et al., 2021). Caring for vulnerable and elderly patients can gradually deplete nurses' emotional reserves, hence leading to burnout. Burnout affects nurses' well-being and contributes to high turnover rates in elderly care settings (Leskovic et al., 2024). American psychologist Herbert Freudenberger first described job burnout in 1974 (Heinemann & Heinemann, 2017), and it has since become a widely studied phenomenon in emotionally demanding occupations like healthcare (Maslach & Leiter, 2016). Maslach and Leiter (2016) define burnout as emotional exhaustion, depersonalisation, and

reduced personal accomplishment. Emotional exhaustion is a state of feeling emotionally worn out and drained due to accumulated stress from personal or work life (Wright & Cropanzano, 1998). Nurses are more likely to experience emotional exhaustion when they have heavy workloads, work in understaffed environments, and face constant time pressure (Dall'Ora et al., 2020).

Burnout often leads to several negative impacts, including depersonalisation. Depersonalisation involves a detached or cynical attitude towards patients, with nurses distancing themselves emotionally from their caregiving roles. Reduced personal accomplishment is characterised by a sense of inefficacy and dissatisfaction with one's achievements, which can erode a nurse's confidence and motivation. In elderly care facilities, nurses often work long shifts in stressful conditions, dealing with patients who require significant physical and emotional support. The constant exposure to suffering and loss, the demanding nature of patient care, and inadequate staffing levels contribute to high burnout among nurses in these settings (Kim et al., 2017).

When burnout is left unaddressed, it diminishes nurses' ability to provide compassionate and competent care and leads to higher turnover rates, exacerbating the staffing crisis in elderly care facilities (Dall'Ora et al., 2020; Duarte & Pinto-Gouveia, 2017; Kelly et al., 2021). Several factors cause the high burnout rates nurses in senior care facilities face. Workload is one of the main factors that contribute to burnout. In these environments, nurses frequently deal with a high patient load and limited time and resources, making it challenging to give senior patients, many of whom have complex medical and psychological needs, the kind of care they need (Fjelltun et al., 2009). Due to their inability to balance their personal needs with the needs of their patients, nurses may become physically and psychologically exhausted due to their heavy workload (Ryu

& Shim, 2021). Emotional demands largely influence job burnout in addition to workload. It can be emotionally taxing to care for elderly patients, especially those with terminal illnesses, dementia, or severe physical limitations (Harrad & Sulla, 2018; Rouxel et al., 2016). It can also be challenging for nurses to deal with the emotional sorrow brought on by patient suffering and death because they frequently develop deep ties with their patients (Kostka et al., 2021).

Depersonalisation, a coping strategy where nurses emotionally separate themselves from their patients, might eventually result from this emotional burden on nurses (Trifiletti et al., 2014). Although this distance may shield nurses from emotional overstimulation, it can also exacerbate burnout by fostering emotions of guilt and discontent with their caregiving responsibilities (Kim et al., 2020).

Lack of support from management and colleagues is contributing factor to job burnout in elderly care facilities (Ashipala & Nghole, 2022; Low et al., 2022). Nurses may occasionally feel alone or underappreciated when their supervisors fail to acknowledge or honour their efforts to deliver high-quality treatment (Cummings et al., 2018; Dall'Ora et al., 2020). According to Wang et al. (2013), this lack of support might result in decreased job satisfaction, emotional tiredness, and eventually greater turnover rates.

Lastly, a major contributing factor to burnout in senior care environments is moral distress, which arises when nurses feel unable to provide the quality of care they believe is necessary for their patients (Antonsdottir et al., 2021; Salari et al., 2022). This is frequently the result of structural limitations like time restraints, staffing shortages, or financial strains (Maslach & Leiter, 2016). Burnout appears in many ways, and it can impact a nurse's effectiveness at work and their emotional, mental, and physical well-being.

### **2.9.1 Consequence of Job Burnout among Nurses**

Burnout has far-reaching consequences; it affects the individual nurses, the overall functioning of elderly care facilities, and the quality of care provided to patients. One of the most significant impacts of burnout is its contribution to nurse turnover (Kelly et al., 2021; Shah et al., 2021). Nurses experiencing burnout are more likely to leave their jobs, either by transferring to less demanding roles within healthcare or by leaving the profession altogether. This turnover is costly for healthcare organisations due to the need for constant recruitment, hiring, and training of new staff (Willard-Grace et al., 2019).

In elderly care facilities, high turnover rates can lead to staff shortages, which, in turn, increase the workload for the remaining nurses, thereby creating a vicious cycle of burnout and turnover. When there are not enough nurses to provide adequate care, patient outcomes suffer, and the remaining staff experience even greater stress levels and emotional exhaustion (Tamata & Mohammadnezhad, 2022). This cycle is particularly detrimental in elderly care settings, where continuity of care is crucial for maintaining patient well-being.

Furthermore, burnout has a direct impact on patient care. Nurses who are emotionally exhausted or disengaged are less likely to provide high-quality, compassionate care (Khatatbeh et al., 2021). They may make more mistakes, be less attentive to patient needs, and exhibit negative behaviors such as irritability or impatience (Ondrejková & Halamová, 2022). In elderly care facilities, where patients are often highly dependent on nursing care (Schüttengruber et al., 2021), the decline in care quality resulting from burnout can seriously affect patient health and safety.

Burnout also affects team dynamics within elderly care facilities. Nurses experiencing burnout may withdraw from their colleagues, becoming less communicative and less

collaborative (Low et al., 2022). This can disrupt the functioning of care teams, leading to communication and coordination breakdown, which are essential for providing comprehensive, patient-centred care. Therefore, when team cohesion suffers, the overall work environment becomes more stressful, further exacerbating burnout among staff members (Ronen & Mikulincer, 2009).

### **2.9.2 Mitigating Job Burnout to Improve Nurse Retention**

Given the significant impact of burnout on nurse retention and patient care, it is essential to implement strategies to mitigate burnout and improve the work environment for nurses in elderly care facilities. One of the most effective ways to address burnout is through organisational support (Rollins et al., 2021). This includes ensuring enough staff members are on hand, supplying tools to assist nurses in handling their workload, and providing emotional support through peer support groups or counselling. Nurses are more likely to stay in their positions and are less likely to develop burnout when they feel supported by their employers (Laschinger & Fida, 2014).

Leadership plays a crucial role in mitigating burnout. Transformational leadership, which focuses on motivating and supporting employees, has been shown to reduce burnout by fostering a positive work environment and promoting job satisfaction (Khan et al., 2020; Ystaas et al., 2023). In elderly care facilities, leaders who engage with their nursing staff, recognise their efforts, and involve them in decision-making processes can help reduce feelings of emotional exhaustion and depersonalisation, thereby improving retention (Lundgren et al., 2015).

Another essential strategy is to provide professional development opportunities for nurses. Offering training programs, career advancement pathways, and opportunities for skill development can help nurses feel more competent and fulfilled in their roles (Alshammari &

Alenezi, 2023). When employees feel that they are growing professionally and that their work is meaningful, they are less likely to experience burnout and more likely to remain committed to their organisation (Hodkinson et al., 2022; Liang & Hsieh, 2005).

It is also noted that work-life balance is essential for reducing burnout. Nurses in elderly care facilities often work long hours and struggle to balance their personal and professional lives. Offering flexible schedules, reducing overtime, and encouraging regular breaks can help alleviate the physical and emotional demands of the job while reducing the likelihood of burnout (Mercer et al., 2014; Ray & Pana-Cryan, 2021).

Addressing moral distress is crucial for preventing burnout in elderly care settings. Nurses need to feel empowered to provide high-quality care that aligns with their professional values, which can be achieved by ensuring they have the necessary resources and time to care for their patients and by fostering an ethical work environment where they feel free to express concerns related to patient care (Gottlieb et al., 2021).

Transformational leader enhances employees' positive work outcomes by fostering their intrinsic motivation. This heightened intrinsic motivation contributes to improved work performance while simultaneously mitigating burnout and work-related stress (Khan et al., 2020).

## **2.10 Mentorship**

Nurses in elderly care settings often face significant physical, emotional, and professional demands, leading to high turnover rates (Woodhead et al., 2014). One effective strategy used to address these challenges and improve nurse retention is the implementation of mentorship programs. Mentorship, a structured relationship in which an experienced nurse (mentor) provides guidance, support, and knowledge to a less experienced nurse (mentee), has been identified as a

crucial factor in enhancing job satisfaction, professional development, and retention among nurses (Davey et al., 2020; Gong et al., 2022; Gularte-Rinaldo et al., 2023). One of the most significant benefits of mentorship is its emotional support to nurses. Nursing, particularly in elderly care settings, can be an emotionally taxing profession (Alruwaili et al., 2024). Nurses, frequently confronted with the existential realities of ageing, illness, and death, may experience emotional exhaustion and burnout (Delafontaine et al., 2024; Tarbi et al., 2023). A mentor can offer invaluable guidance on navigating these challenges, sharing their experiences, and providing a compassionate listening ear when needed. This emotional support can help nurses feel more connected to their work and less isolated, reducing the likelihood of burnout and increasing job satisfaction (Mariani, 2012).

Mentorship also contributes to job satisfaction by helping nurses develop a sense of purpose and fulfilment in their roles. Through mentorship, nurses can receive feedback and recognition for their efforts, boosting their confidence and reinforcing their commitment to the profession (Race & Skees, 2010). When nurses feel valued and supported, they are more likely to remain in their positions and continue providing high-quality patient care (Karmacharya et al., 2023). Mentorship provides an invaluable avenue for professional development and career advancement. According to Halcomb and Ashley (2019), nurses perceive their skills as underutilised or limited in growth opportunities within their current roles. Mentorship programs can address this by offering guidance on skill enhancement, pursuing further education or certifications, and exploring new career paths within nursing (Connie et al., 1998). For instance, a mentor can assist a mentee in identifying areas for clinical skill improvement, offer advice on continuing education opportunities, or provide insights into leadership roles within the healthcare

system. By fostering a culture of learning and development, mentorship programs can enhance nurse engagement and motivation, leading to higher retention rates (Hookmani et al., 2021).

### **2.10.1 Mentorship Impact on Confidence and Competence**

Mentorship plays a pivotal role in fostering confidence and competence among nurses. Nurses new to elderly care settings may feel overwhelmed by the complexities of the role. A mentor can provide guidance on managing challenging situations, offering feedback on clinical skills, and fostering the confidence necessary for success (Mikkonen et al., 2021). As nurses develop greater competence and confidence, they are more likely to experience job satisfaction and remain committed to their positions (Hermansson et al., 2024). Moreover, the enhanced competence gained through mentorship can improve patient care, further enhancing job satisfaction and retention (Mikkonen et al., 2021). Effective mentorship fosters emotional stability by providing psychological safety, confidence, and guidance to new nurses. Literature suggests that emotionally supportive mentorship reduces anxiety, improves job satisfaction, and encourages long-term commitment to the profession (Gularte-Rinaldo et al., 2022).

### **2.10.2 Mentorship Impact on Job Satisfaction and Emotional Well-being**

Mentorship plays a pivotal role in promoting emotional well-being and job satisfaction among nurses working in nursing homes. These healthcare professionals often face significant emotional challenges due to their work, which involves caring for patients who are elderly, frail, or facing terminal illnesses (Voumard et al., 2018; Williams et al., 2007). The emotional and psychological toll of such interactions can lead to burnout and compassion fatigue, contributing to high turnover rates within the nursing home sector. Through mentorship, less experienced nurses can benefit from the guidance and support of seasoned professionals. Mentors can offer invaluable insights on how to navigate emotionally demanding situations, helping mentees

develop effective coping mechanisms and strategies for maintaining their emotional resilience (Lasater et al., 2021; Shuler et al., 2021). By providing a safe space for reflection and discussion, mentors can contribute to a more supportive and nurturing work environment, ultimately enhancing job satisfaction and reducing the likelihood of burnout (Gularte-Rinaldo et al., 2022; Mabona et al., 2022; Waltz et al., 2020). According to Brunetto et al. (2013), experienced nurses can play a crucial role in supporting the emotional well-being of their less experienced colleagues. By sharing their coping mechanisms and strategies for managing stress, mentors can help newer nurses develop emotional resilience. For instance, a mentor might provide guidance on techniques such as emotional distancing or balancing the personal impact of patient loss (Brunetto et al., 2013; Cavanaugh et al., 2022). Such emotional support can be instrumental in preventing burnout and fostering a healthier work-life balance, ultimately leading to greater job satisfaction. According to Mariani (2012) and Gong and Li (2021), a positive correlation is consistently demonstrated between emotional support through mentorship and job satisfaction among nurses. This, in turn, can contribute to reduced turnover rates.

Furthermore, mentorship fosters a sense of belonging within the workplace, a critical factor in nurse retention (Schroyer et al., 2016). In the nurturing environment of a nursing home, where nurses often develop deep connections with residents (Touhy, 2001), having a support system is essential for processing emotional experiences. Mentors can provide a listening ear, offer encouragement, and validate the emotional labour involved experienced by nurses (Smith, 2011). Such a supportive environment can significantly enhance job satisfaction, making nurses more likely to remain in their positions long-term.

Beyond emotional support, mentorship programs offer significant opportunities for professional development (Walters et al., 2019), a crucial factor in retaining nurses within

nursing homes. According to Sun et al. (2023), nurses in these settings perceive their roles as stagnant, with limited prospects for career advancement. This lack of perceived growth can lead to dissatisfaction and ultimately contribute to turnover (Mah et al., 2024). Mentorship can address this by providing clear pathways for professional development, skill enhancement, and career progression.

Mentors can play a vital role in helping nurses expand their clinical competencies, acquire advanced care techniques for the elderly, and even explore leadership roles within the facility. For example, nurses in nursing homes can develop expertise in gerontological nursing, palliative care, or dementia care under the guidance of their mentors (Frøiland et al., 2021; Maas et al., 2006). This enhances their clinical skills and fosters a sense of competence and empowerment. Research has demonstrated that nurses who perceive professional growth are more likely to remain in their positions (Laschinger et al., 2016; Yarbrough et al., 2016). Mentorship can also be pivotal in providing nurses with a clear sense of career direction. Whether a nurse aspires to advance into management, specialise in geriatric care, or pursue advanced certifications, mentors can offer invaluable advice and resources (Hassmiller & Wakefield, 2022). Mentorship can significantly reduce the likelihood of turnover by assisting nurses in identifying their career goals and developing strategies to achieve them. Nurses who perceive a future for themselves within their current organisation are more likely to remain committed and motivated (McLaughlin et al., 2010).

Confidence building is also a crucial component of mentorship that contributes to nurse retention in nursing homes. New nurses or those transitioning into elderly care for the first time often encounter significant challenges, such as managing complex patient conditions and dealing with end-of-life care (Kirby et al., 2014). The complexity of elderly care, which frequently

involves managing multiple chronic conditions, can be overwhelming for less experienced nurses. According to Chen and Lou (2013), mentorship plays a vital role in helping these nurses develop confidence by providing guidance, feedback, and opportunities for skill development. A mentor can serve as a role model, demonstrating how to handle difficult situations while offering practical advice on patient care. For example, a mentor might show a new nurse how to manage the care of a patient with advanced dementia or communicate effectively with family members about a patient's declining health (Hartung et al., 2021; Hendricks-Ferguson et al., 2015). By providing this kind of hands-on learning and support, mentors help build the confidence of newer nurses, making them feel more capable in their roles.

Confidence is directly associated with nurse retention. Nurses who feel confident in their abilities are less likely to experience self-doubt and anxiety, which can lead to job dissatisfaction and burnout (Najafi & Nasiri, 2023). By offering consistent support and positive reinforcement, mentors help nurses develop the self-assurance they need to succeed in their roles. As a result, they are more likely to remain in the nursing profession and less likely to leave due to feelings of inadequacy or stress (Lyu et al., 2024). Mentorship also plays a crucial role in fostering a sense of integration within the nursing home environment (Gularte-Rinaldo et al., 2022), a critical factor in nurse retention. Nurses who feel isolated or disconnected from their colleagues are more likely to leave the profession; however, those who feel a sense of belonging are more likely to stay (Hawkins et al., 2022; Kutoane et al., 2023). Mentorship contributes to this sense of belonging by facilitating relationships between nurses and fostering a supportive and collaborative work culture.

In nursing homes, where nurses often work closely with residents, families, and interdisciplinary teams, feeling integrated into the workplace is particularly important. According

to Frøiland et al. (2021), mentors can help newer nurses navigate the dynamics of the nursing home environment, from understanding the facility's policies and procedures to grasping the nuances of patient care. Mentorship can also facilitate the development of relationships with other staff members, creating a sense of camaraderie and support. This integration into the workplace community can reduce feelings of isolation and improve job satisfaction, both of which are critical for retention (D'Oliveira & Persico, 2023).

Mentorship also contributes to cultivating a culture of collaboration and teamwork within nursing homes (Tyler & Parker, 2010). By fostering strong professional relationships, mentorship programs create an environment where nurses feel comfortable seeking assistance, sharing knowledge, and working together to deliver high-quality care. This sense of community is essential for retaining nurses in nursing homes, where the work can be physically and emotionally demanding (Rijnaard et al., 2016). While the focus of mentorship is often on the benefits for the mentee, it is essential to acknowledge that mentors in nursing homes also gain significantly from the relationship. Serving as a mentor allows experienced nurses to share their knowledge, contribute to the profession, and help shape the future of nursing (Grossman, 2012). This sense of fulfillment can enhance mentors' job satisfaction, making them more likely to remain in their positions.

Beyond emotional satisfaction, mentorship offers mentors opportunities for their professional development (Hudson, 2013; Kalıpçı, 2018). By taking on a leadership role, mentors can develop valuable skills such as communication, teaching, and leadership (Rekha & Ganesh, 2012). These skills contribute to the mentor's personal growth and can open up new career opportunities, such as moving into management or educational roles within the nursing home (Bryant et al., 2015). Therefore, mentorship programs benefit both mentors and mentees,

contributing to the overall retention of nursing staff. Mentoring and transformational leadership theories function in a complementary manner, with strong leadership encompassing both the communication of a clear and compelling vision, as demonstrated through transformational leadership practices, and the provision of individualized guidance and support to subordinates through mentoring (Scandura & Williams, 2004).

### **2.10.3 Management's Role in Supporting Mentorship Programs in Nursing Homes**

The success of mentorship programs in nursing homes is contingent upon the unwavering support of organisational leadership. Leaders play a pivotal role in fostering a culture of mentorship by providing the necessary resources, encouragement, and infrastructure for mentorship relationships to thrive (Bally, 2007; Nick et al., 2012). This includes offering training for mentors, establishing clear expectations for the mentorship process, and recognising the contributions of both mentors and mentees. Leadership support is essential to ensure that mentorship is not viewed as a peripheral or optional activity but rather as a fundamental aspect of the organisation's strategy for staff retention and professional development (Fountain & Newcomer, 2016). Therefore, by prioritising mentorship, leaders can cultivate an environment where nurses at all stages of their careers feel supported. This is particularly crucial in the challenging environment of nursing homes, where turnover and burnout are prevalent (Nelsey & Brownie, 2012).

Furthermore, leadership must allocate the time and resources necessary for mentorship programs to be effective. This involves providing mentors with sufficient time away from their regular duties to engage meaningfully with their mentees and ensuring that mentoring activities are included in workload assessments and performance reviews (Clutterbuck, 2005). Without dedicated time for mentorship, even the most well-intentioned programs can falter due to

competing demands on nurses' time. Key manager skills can further enhance mentorship programs' success by ensuring mentors receive adequate training (Holmes & Carr, 2017). This training should encompass both clinical and interpersonal skills, equipping mentors with the tools they need to effectively support the development of less experienced nurses (Mikkonen et al., 2021). For instance, mentors must learn how to provide constructive feedback, manage the emotional aspects of mentoring, and guide mentees through complex clinical scenarios (Eller et al., 2014).

In nursing homes, where the pace and emotional intensity of the work are often high, trained mentors can offer invaluable guidance on how to cope with stress and manage time effectively (Ohue & Menta, 2024). Leadership's role extends beyond merely providing resources. Leaders must align mentorship programs with broader organisational goals, particularly around nurse retention and professional development (Dirks, 2021). Structured mentorship programs with clear objectives, timelines, and evaluation criteria ensure consistency and accountability, which in turn boosts the effectiveness of mentorship (Rush et al., 2019). This formal structure enables continuous feedback and improvement, ensuring that mentorship remains aligned with the evolving needs of nurses and the organisation (Nowell et al., 2017). Periodic assessments of mentors and mentees can track progress, providing opportunities to refine and strengthen the mentorship process (Zerzan et al., 2009). This enhances the program's effectiveness and ensures that mentors and mentees derive meaningful benefits from their participation.

Management is also crucial in recognising and rewarding mentors. Public recognition of mentors during staff meetings, awards, or even financial incentives can reinforce the importance of mentorship within the organisation (Nowell et al., 2017). Incentivising mentorship through

opportunities for professional advancement or continued education credits encourages experienced nurses to engage with and invest in mentoring roles (Price & Reichert, 2017). Acknowledging the achievements of mentees is also equally important. Recognising their progress and contributions can foster a positive feedback loop, encouraging further participation in the mentorship program and reinforcing a culture of continuous learning and support (Mubuuke et al., 2021).

A well-structured mentorship program can significantly enhance the work environment in nursing homes, where the emotional and physical demands on nurses are substantial (Frøiland et al., 2021). Nurses in these settings often experience high levels of stress due to the intensity of care required by elderly patients, many of whom have complex medical needs (Chen & Lou, 2014). In such environments, mentorship offers emotional support and helps nurses develop coping strategies to navigate the challenges of their roles. Mentors can reduce feelings of isolation and burnout by providing guidance and reassurance, which are key factors contributing to nurse turnover (Huybrecht et al., 2011). Several studies have shown that nurses who feel supported through mentorship are more likely to remain in their roles, thereby improving nurse retention rates in nursing homes (Burr et al., 2011; Schoonbeek & Henderson, 2011; Ward & McComb, 2018).

Furthermore, mentorship programs foster a culture of continuous learning, which is essential for maintaining high standards of care in nursing homes (Ward & McComb, 2018). The health needs of elderly patients can change rapidly, necessitating nurses to stay abreast of the latest clinical knowledge and practices. With this, mentorship helps ensure that newer or less experienced nurses continually learn and grow in their roles (Buerhaus et al., 2006).

By fostering a culture of support, motivation, and professional growth, transformational leaders ensure that mentorship goes beyond basic skill development, creating an environment where new nurses feel empowered, valued, and confident in their roles (Lysfjord & Skarstein, 2024).

## **2.11 Career Advancement**

To improve nurse retention in these contexts, one of the best strategies is to offer the nursing staff opportunities for professional development and career advancement. In the nursing profession, especially within the aged care sector, the daily tasks can often feel repetitive, and the emotional and physical demands of the job can lead to burnout (De Hert, 2020). This makes it critical for healthcare organisations to invest in the continuous professional growth of their nursing staff. Offering opportunities for further education, specialised certifications, and pathways to leadership roles motivates nurses and demonstrates the organisation's commitment to their long-term career development (Nashwan, 2023). Nurses who feel that their professional aspirations are supported are more likely to stay with their employer, as they perceive the organisation as investing in their future.

Furthermore, professional development helps maintain a highly skilled workforce, ensuring that nurses are equipped with the latest knowledge and techniques necessary to provide high-quality care to elderly residents (Mlambo et al., 2021). This focus on career advancement fosters a sense of achievement and personal growth, which are essential factors in improving job satisfaction and reducing turnover (Huo, 2021; Weng & McElroy, 2012). Therefore, providing continuous learning opportunities and clear career progression is one of the most effective strategies to retain RNs in aged care settings.

Another essential element of career growth for nurses is Continuing Professional Development (CPD). Its activities help to improve nurses' competencies and enhance their career satisfaction (Price & Reichert, 2017). Price and Reichert (2017) also emphasised that better-educated and better-trained nurses can adapt quickly to the changing healthcare environment, which follows an increase in job satisfaction and reduces turnover. Healthcare organisations should make CPD opportunities available to nurses. They should include training programs, workshops, and leadership training that will enable them to upgrade their skills and progress in their careers.

The notion of career identity is highly relevant to nurse career development. A strong sense of career identity was associated with an increased desire to attend professional development and engage at work (Wu et al., 2022). Healthcare managers are also key to helping nurses cultivate a strong career identity by offering job-specific training and coaching that reflect the career goals of the individual nurse (Ystaas et al., 2023). Organisations also need to promote belonging and purpose in the nursing profession in order to incentivise nurses to stay within the profession while continuing down their path (Gottlieb et al., 2021). The other essential key to fostering advancement in nursing is recognition and reward systems. Studies have demonstrated that nurses who sense appreciation for what they do are more motivated to remain in their positions and continue their career development (Dan et al., 2018).

Performance-related reward systems can increase the motivation of nurses to perform optimally in their work and aspire for further progression within their profession. Awards and promotions are some ways organisations show nurses that they appreciate their hard work (Dan et al., 2018). Mentorship and preceptorship play a huge part in the career growth of each nursing individual. For nurses to have smooth career progression, quality mentorship initiatives must

guide and help them along the way (Gularte-Rinaldo et al., 2022). By pairing nurses with mentors, healthcare institutions can help facilitate knowledge exchange and assist newcomers in transitioning into their careers. Nurturing a bond, in turn, helps retain young nurses and nourishes regular learning and career paths for nurses (Hariyati & Nurdiana, 2019). The impact of self-concept and resilience on job career development must not be underestimated. It is suggested that nurses with a positive self-concept and high resilience levels are more likely to seize career progression opportunities (Mills et al., 2017). Key management practices such as transformational leadership may have the added interventions of personal and professional growth and flexible resources that can build self-esteem workshops or resilience training (Salam et al., 2023). Healthcare organisations can serve as agents for change by providing nurses with the tools and resources they need to foster a positive self-image and administer coping strategies that empower and enable nurses to take charge of their careers and progress upward.

Additionally, it is essential for the nursing profession to encompass a diverse array of individuals, and addressing the distinct requirements of various demographic groups within this becomes very important in promoting career advancement. For example, younger nurses may need different support systems when compared to more experienced nurses (Najafi & Nasiri, 2023). Customising management practices to address the varied needs of the nursing workforce ultimately impacts job satisfaction and, in turn, worker retention among different generations. Offering responsibility projects and professional development activities to young nurses can make them feel more involved in their careers (Brown et al., 2012). The relevance of supportive management in helping career development was further brought to the fore this past year due to the effects of external factors such as COVID-19. During the pandemic, a heavier burden of concern has been placed on healthcare workers, so it is necessary that management takes

measures to ensure the psychological health and well-being of nurses (Song & McDonald, 2021). Fostering mental health support and offering time to heal can reduce burnout and empower nurses to advance their careers.

One other critical element of management practices that is related to a managerial skill is the known capacity for effective communication, which could presumably have an influence on nurses' career advancement. This enables management and nursing staff to communicate freely, which is essential for identifying problems and facilitating job satisfaction (Huntington et al., 2011). Nurses will stay, remain committed, and start contributing in favor of the organisation once they feel that they are heard and valued (Ching et al., 2022). As a result, this kind of management is preferred in the style of proven communication—advertised growth opportunities and organisational support. Nurses who advance in their careers are more likely to experience higher job satisfaction, reducing burnout and frustration (Xie et al., 2024).

Many factors influence nurses' career advancement in aged care, with key management practices playing a central role. Nurses' job satisfaction and career success depend on essential elements such as career mapping, supportive work environments, continued professional development, recognition and reward systems, mentorship, and effective communication. Practicing these key strategies will significantly improve nurse retention and overall patient care outcomes, as well as build a more sustainable nursing workforce.

## **2.12 Staffing and Workload**

The sufficiency of staffing is one of the most important factors influencing nurse retention. A correlation has been repeatedly evidenced in the literature that inadequate staffing increases work demands, which is linked to rates of nurse burnout identities and job dissatisfaction MacPhee et al. (2017). Insufficient staffing frequently results in interruptions,

with nurses not being able to finish their duties, culminating in emotions of frustration and packaging disorders (Drennan et al., 2016). As a result, management practices surrounding optimal nurse staffing are crucial for sustaining the nursing workforce. Drennan et al. (2016) also mentioned that healthcare organisations might alleviate the strain on individual nurses by improving nurse staffing in order to meet patient care requirements, leading to increased job satisfaction and retention.

Additionally, the importance of staffing levels cannot be overstated with regard to patient outcomes. Research suggests that increasing the number of nurses on staff has been shown to increase patient safety and satisfaction (Cho et al., 2022). The consequences of not addressing nurse workload are far-reaching; poor-quality care and adverse patient outcomes, including medication errors and hospital readmissions, are among several potential issues (Goh et al., 2020). Consequently, management practices that ensure sufficient staffing are advantageous for nurses and improve the quality of care delivered to patients in residential aged care settings. Nurse retention relies heavily on some form of effective workload management. Hewko et al. (2014) argue that varying and unpredictable workloads can be a predictor for occupational fatigue, which affects general job satisfaction. According to Hewko et al. (2014), nursing managers establish systems for monitoring workload fluctuations while communicating early warnings about changing work conditions. Organisations that proactively manage workloads create a more consistent workplace where nurses can complete their responsibilities without feeling overwhelmed (Greenglass et al., 2003). This strategy has the ability to make nurses' work lives better and improve patient care delivery. In addition, utilising work distribution tools like electronic health charts and scheduling software can help organise tasks by providing an assignment for each nurse, as it helps ensure that workloads are distributed efficiently among staff

(Van Bogaert et al., 2017). They have tools that provide ongoing data on patient acuity and the current number of staff available to help nurse managers figure out nurse assignments.

Improving workload management through technology can increase nurse job satisfaction and retention for healthcare organisations (Mohammadnejad et al., 2023).

In addition, creating a teamwork culture is an important element of nurse retention, along with staffing adequacy and workload management. Evidence suggests that high workloads can be managed more effectively when nursing teams support each other with respect to shared responsibilities (Gao et al., 2020). Encouraging open collaboration and communication among employees also promotes teamwork; this builds job satisfaction, which may lead to lower turnover rates (Amos et al., 2005). Organisations can promote a culture of care in the workplace that enables nurses to speak out when they feel overburdened and ask for help when needed, delivering higher commitment to their jobs. In addition, team-building exercises and regularly scheduled staff meetings can also bring the nurses together to create a sense of teamwork and common purpose (Maghsoud et al., 2022). Connected nurses are more likely to remain engaged in their roles and less likely to experience thoughts of leaving the profession, which will happen when they receive support from other colleagues (Bragadóttir et al., 2023). Thus, in aged care environments, it is important to manage work in ways that support these collegial and collaborative practices between nurses.

Flexible scheduling is another significant management practice affecting nurse retention. Flexible work arrangements can assist nurses in finding better ways to manage their increased workloads and balance work with life outside of the clinical arena (Dousin et al., 2021). This could be in the form of flexible scheduling and part-time positions, which can allow healthcare organisations to better cater to the ample needs of their nursing staff, increasing job satisfaction

and retention. Flexibility in shifts enables the nurses to fulfil personal and professional obligations, which are expected to hold back the nurse burnout and turnover issue (Dousin et al., 2021). Ultimately, flexible scheduling can also help boost staff morale and job satisfaction. Having control over scheduling increases a service provider's sense of being valued and respected (Rizany et al., 2019). Having an employee's sense of autonomy can also be beneficial for their job satisfaction and dedication to the organisation (Gottlieb et al., 2021). Consequently, key management practices, including amplifying flexible scheduling, are crucial to retaining nurses in the aged care sector. Fixing the problem of implicit rationing in nursing care is critical to addressing nurse retention. Research indicates that being unable to complete all required work due to higher nurse workload is related to a sense of failure and lower job satisfaction (Li et al., 2023; Zhao et al., 2020). Therefore, the quality of care given to patients can be improved when management practices make staffing adequate for patient needs, which reduces coping strategies, leading to less rationing of nursing care. Moreover, it is vital for organisations to conduct ongoing evaluations of nursing workloads in relation to patient care requirements, noting which aspects of care may be rationed (Ivziku et al., 2021). Removing these gaps makes it possible for healthcare organisations to ensure that their nurses are caring at the needed level, which causes greater enjoyment with their work and retention. This proactive initiative helps nurses and improves patient care (Maghsoud et al., 2022).

### **2.13 Job Satisfaction**

A key factor influencing nurse retention is job satisfaction, which is profoundly affected by various management practices. As such, job satisfaction is a complex trait that reflects many dimensions of the nurse experience—such as relationships with colleagues, avenues for professional development, and elements that form the overall work climate (Lorber & Savič,

2012). Job satisfaction in previous studies has been reported as an important factor in reducing turnover intention among nurses (Sahan & Terzioğlu, 2022). Higher job satisfaction among nurses can lead to better retention rates as they will be more likely to be committed to their roles and the organisation (Hu et al., 2022).

The biggest driver of job satisfaction is actually the workplace itself. A friendly work environment, management, and communication support are important factors that help to increase job satisfaction among staff (Sahan & Terzioğlu, 2022). In contrast, toxic environments characterised by conflict, poor communication from managers, and a lack of support can result in dissatisfaction and higher attrition (Rasool et al., 2021). As such, management intervention in order to improve a positive work culture experience for nursing staff seems necessary to maintain job satisfaction and reduce turnover. Management practices include various activities, such as leadership styles, communication strategies, workload management, and staff development (Bell & Kozlowski, 2002). Effective management makes a positive work environment that contributes to job satisfaction possible. In their study, Sahan and Terzioğlu (2022) mentioned that the transformational leadership practices of nurse managers are highly associated with the job satisfaction levels of staff nurses, according to previous research. Such leaders instill the purpose of being part of something beyond themselves and enable their teams to take ownership of their actions. This leadership style improves organisational commitment and job satisfaction of nursing staff while increasing nurse retention percentage (Sahan & Terzioğlu, 2022). Conversely, poor management practices can lead to dissatisfaction among nurses, resulting in increased turnover. For example, research has established that lower staffing levels and heavier workloads are important determinants of nurse burnout and job dissatisfaction (Dall'Ora et al., 2020; Purcell et al., 2011). If nurses were constantly busy with no help from

management, that would cause a reduction in job satisfaction, which ultimately increased the chance of these nurses leaving their work. As a result, management needs to focus on delivering balanced staffing and workload management in order to boost job satisfaction levels and retention.

Leadership is also a critical component of management practices that significantly impacts job satisfaction among nurses. An effective nurse leader can create an environment where collaboration, communication, and professional growth are encouraged (Brunt & Bogdan, 2018). Similarly, transformational leadership styles are positively associated with job satisfaction in nurse staff (Sahan & Terzioğlu, 2022). Transformational leaders drive the levels of motivation in their teams to new heights, making everyone feel like they are really part of something much bigger than themselves. This type of top-managerial style increases organisational commitment and job satisfaction for nursing professionals, resulting in lower staff turnover rates (Sahan & Terzioğlu, 2022). In contrast, autocratic or laissez-faire leadership styles can lead to dissatisfaction among nurses (Al-Thawabiya et al., 2023; Boles et al., 2018; Khan & Tidman, 2021). Autocratic leaders may stifle creativity and collaboration, while laissez-faire leaders may fail to provide the necessary guidance and support. Both leadership styles can contribute to a negative work environment, decreasing job satisfaction and increasing turnover intentions (Vesterinen et al., 2013). Therefore, nurse managers must adopt effective leadership styles to promote job satisfaction and retention. This is because the quality of interpersonal relationships among nursing staff and between nurses and management plays a crucial role in job satisfaction (Hayes et al., 2010). For example, Driskell et al. (2018) underlined the component of working together and the freedom to decide to play an external role in work satisfaction.

Nurses with support from their coworkers and supervisors tend to have more job satisfaction (Orgambídez et al., 2022). In contrast, in the absence of support, one may experience isolation or unhappiness, which consequently processes turnover intentions. Job dissatisfaction can have severe consequences for both nurses and the healthcare system as a whole.

Unhappiness in nursing is associated with higher rates of nurse burnout, which is defined as decreased job-related affect and performance leading to increased absenteeism (Boamah et al., 2022). This cycle of dissatisfaction can create a negative work environment, further exacerbating turnover rates. Additionally, job dissatisfaction can lead to negative patient outcomes through the nursing staff. For example, studies have been conducted on the impact of high turnover rates for nursing staff and degradation in patient care outcomes (Juraschek et al., 2011). High turnover can have detrimental effects on aged care settings where continuity of care is required to ensure elderly patients remain safe and well for as long as possible.

The relationship between job satisfaction and turnover intentions is well-documented, with higher levels of job satisfaction correlating with lower turnover rates. Therefore, by addressing the factors contributing to job satisfaction, such as interpersonal relationships, workload management, recognition, and professional development, healthcare organisations can enhance job satisfaction among nursing staff, ultimately leading to improved retention rates and better quality care for elderly patients. As the aged care sector continues to face challenges, it is imperative for management to implement strategies that support and empower nurses, ensuring a sustainable and committed workforce.

#### **2.14 Rewards and Recognitions**

Rewards and recognition are critical components of job satisfaction. They serve as motivators that acknowledge the efforts and contributions of nursing staff. When nurses receive

recognition for their hard work, it enhances their sense of value and belonging within the organisation. This acknowledgement can take various forms, including verbal praise, awards, bonuses, and opportunities for professional advancement (Bork & LeBar, 2023). Research indicates that recognition is a significant driver of job satisfaction and can lead to improved work performance (Bork & LeBar, 2023; Yang & Jiang, 2023). Hence, acknowledgement is especially vital as it can significantly impact staff morale, particularly in demanding environments such as aged care facilities (Alahiane et al., 2023).

Nurses frequently endure long hours and face challenging conditions while caring for elderly patients, affecting their mental well-being and contributing to burnout (Goudarzian et al., 2024). Therefore, an effective rewards and recognition program can help mitigate this issue by fostering a positive workplace atmosphere and ultimately enhancing job satisfaction and employee retention. Evidence indicates that recognition translates directly into job satisfaction for nurses. For example, recognition desire had a significant positive association with job satisfaction among nurses, as shown by the recent study by Goudarzian et al. (2024). A little extra gratitude goes a long way in reaping the rewards of high-performing nurses who are satisfied with their jobs, leading to lower turnover within the organisation. The identification of recognition in the current study is consistent with job satisfaction research more generally represented in the literature, which suggests recognition increases employee motivation and loyalty levels (Ndiango et al., 2024). In addition, it is likely that recognition helps to function the organisational culture better. Recognition is key to creating a culture of employee appreciation and support that organisations will always benefit from in the long term (Phillips et al., 2023). This work environment makes them help each other, so the feeling of job satisfaction may increase (Bork & LeBar, 2023). By simply not recognising their contribution, employees can

experience a sense of undervaluation and disengagement, which in turn results in an increased turnover rate (Furnham & Taylor, 2004). Rewards and recognition refer to the methods companies use to acknowledge and appreciate their workforce. These rewards can be classified into two primary categories: intrinsic and extrinsic (Wiersma, 1992). Intrinsic rewards are those the individual experiences directly through their work, such as feelings of satisfaction and accomplishment (Manzoor et al., 2021). In contrast, extrinsic rewards are tangible benefits the organisation provides, including salary increases, bonuses, and awards (Manzoor et al., 2021). With intrinsic reward, nurses derive self-satisfaction from their work, which generally keeps them motivated and engaged in their roles (Zeng et al., 2022). It is provided by professional development, decision-making power, and a positive work environment. For example, when nurses are given the opportunity to make clinical decisions and have access to continuous education, they likely feel more fulfilled and appreciated in their position (Zeng et al., 2022). In developing these rewards, extrinsic motivators are also vital in supporting the satisfaction and retention of nurses. This could involve performance-based incentives such as bonuses or recognition programs, as well as promotion opportunities (Sanders et al., 2018). Studies show that by providing competitive salaries and benefits, the nurse will perceive a higher value in the organisation, increasing job satisfaction and retention (Kim et al., 2024; Paarima et al., 2024; Vevoda et al., 2023). In addition, structured recognition takes the form of recognising the nurse of the month or providing financial rewards such as a performance bonus. This makes nurses realize their work is valued and encourages them to strive for more work excellence.

Recognition is also a determinant that may affect the job satisfaction of nurses. With better job satisfaction, retention rates increase when nurses perceive the value that they contribute (Alahiane et al., 2023). The study conducted by Ayalew and Workineh (2019) further

found that recognition is the motivating part, which positively correlates with job satisfaction in the nursing profession. Thus, there is a need to promote great recognition programs that can greatly improve job satisfaction and retention. The evidence supporting rewards and recognition is clear, but there are hurdles to implementing robust programs within aged care facilities. A frequent challenge lies in resource and funding constraints for recognition programs (Schiff & Lewin, 2016). Rewards and recognition programs can be challenging to resource around the already tight aged care budgets. There might also be resistance to change by an organisation's management or staff. Changing attitudes and behaviors around recognition can be difficult, especially in organisations where the culture does not place a high value on it (Rehman et al., 2021). To battle these negative aspects, management must express the need for recognition and how it affects job satisfaction and retention.

Transformational leaders can play a pivotal role in enhancing recognition within healthcare teams by fostering a culture of appreciation and support (Labrague, 2024). This is achieved in part through developing a recognition culture, ensuring the ongoing contributions of nursing staff are recognised. Informal praise in meetings, formal recognition programs, and public celebration of successes are all ways to do this. Celebrating the achievements of your team is what gives them a sense of self-worth and makes them feel part of something significant, thus encouraging nurses to stick around (Lamb et al., 2018). Additionally, transformational leaders tailor their recognition efforts by providing individualised recognition. Recognising that different nurses value different forms of acknowledgment, these leaders take the time to understand the unique preferences of their team members (Williamson et al., 2022). For example, some nurses may be spurred on by public acknowledgment, and others find more value in behind-the-scenes praise or a monetary reward (Mohammed et al., 2021). Transformational

leaders can take this personalisation step further, which increases the effect of recognition and helps nurses feel seen for how they contribute.

Another key aspect of leadership is peer recognition. For transformational leadership, it is imperative to create the kind of environment where nurses want to notice the good work of their co-workers (Ystaas et al., 2023). This improves working together and also establishes a collaborative culture all around. By supporting peer-to-peer recognition and other similar programs, these leaders reinforce the importance of respect as well as collaboration in delivering quality patient care (Bosch & Mansell, 2015). This positive and uplifting work environment reinforces community and morale.

Transformational leaders further strengthen recognition by providing opportunities for professional development. They show appreciation for the nursing staff's contributions by investing in their growth and career advancement. Whether through access to additional training programs, offering mentorship opportunities, or creating pathways for promotion, leaders show their commitment to rewarding their team's hard work (Brewer et al., 2016). This investment in professional development not only serves as a form of recognition but also empowers nurses to advance in their careers, contributing to higher job satisfaction and retention (Nashwan, 2023). As the aged care sector continues to face challenges, it is imperative for transformational leaders to implement strategies that support and empower nurses, ensuring a sustainable and committed workforce.

## **2.15 Remuneration**

Remuneration, in the form of salary, bonuses, and other financial incentives, plays a crucial role in determining job satisfaction for nurses. While job satisfaction is influenced by multiple factors, including work-life balance, professional development opportunities, and

leadership support, compensation remains one of the most tangible indicators of a nurse's value within an organisation. When nurses feel under-compensated, they may seek employment elsewhere, where their skills and efforts are better recognised. A study by Sutanto et al. (2023) underscores the importance of a well-organised compensation system in improving nursing retention, with clear evidence that fair remuneration leads to higher job satisfaction and loyalty to the organisation. To address this issue, New Zealand's government introduced initiatives like the "reducing pay disparities scheme," which aimed to bridge the wage gap between ARC nurses and those employed by Te Whatu Ora (Health New Zealand). This initiative, funded by Te Whatu Ora, began on April 1, 2023, and has been instrumental in improving nurse retention in ARC facilities. According to the NZACA Member Profiling Survey (2023), the increase in nurse pay following the introduction of this scheme has resulted in significant improvements in retention rates across the sector. The impact of the pay rise has been particularly evident among RNs and Clinical Nurse Managers (CNMs), whose turnover rates have decreased notably since the scheme was implemented. The data from the NZACA Member Profiling Survey (2023) provides a compelling case for the importance of remuneration in retaining nurses in the ARC sector. Before the pay rises, the ARC sector faced a turnover crisis, with a 48% annual turnover rate for RNs in 2021 and a 24% turnover rate for Clinical Nurse Managers in the same year. These high turnover rates undermined the quality of care provided to residents and placed significant pressure on the remaining staff, exacerbating burnout and dissatisfaction. However, after the pay increases were introduced, the annual turnover rate for RNs dropped to 33% in 2023, while the turnover rate for Clinical Nurse Managers fell to 17%. These figures clearly demonstrate the positive impact of improved compensation on nurse retention. The reduction in turnover rates also suggests that more nurses are finding aged care a viable and sustainable long-

term career option, thanks to the more competitive salaries now offered in the sector. This is a critical development in ARC settings, where continuity of care is important for the well-being of residents. When staff are constantly changing due to high turnover, the residents never get into a routine with the same people, and handing over care notes gets more cumbersome for all concerned. However, higher remuneration for nurses leads to improved retention, which organisations like ARC believe will imply a more predictable rotation that keeps experienced staff around longer and more familiar with residents' conditions and routines. Poor pay can cause your staff to become unhappy and could increase turnover. Wankam et al. (2023) found that the sense of being underpaid was a higher risk factor than psychosocial stress for intense involvement in exit behavior, especially in regions with higher-staffed hospitals and, thus, a wider salary spread. This is even more alarming in aged care since the workforce is already under significant pressure, and retaining experienced staff who have worked hard to provide quality care should be a priority.

Aside from competitive salaries, nurse retention is also significantly determined by benefits and incentives. Nursing staff experience greater satisfaction if they are provided with benefits like health insurance, life insurance, retirement plans, paid time off, and professional development opportunities. A well-rounded benefits package can significantly impact nursing salary and how valued nurses feel by the organisation. Starting in 2023, Te Whatu Ora has provided key benefits designed to retain RNs in the aged care sector. According to the NZACA Member Profiling Survey (2023), these benefits are thoughtfully designed to attract RNs and foster their long-term commitment by supporting their well-being, professional growth, and overall job satisfaction.

One of the most significant incentives is the provision of education-related benefits. The NZACA Member Profiling Survey (2023) also reported that in addition to educational support, many facilities—85.2% reimburse or fully cover the cost of nurses' Annual Practicing Certificate (APC) fees. Maintaining professional registration is essential for RNs, and this financial support reduces the personal cost burden. Shiri et al. (2023) observed that financial assistance for certification and registration can significantly reduce job-related stress and increase nurses' loyalty to their employers. The well-being of nursing staff is also prioritised in these facilities, with 70.5% of facilities offering benefits designed to enhance both physical and emotional health. This includes free meals or snacks during shifts, access to Employee Assistance Programs (EAP), wellness programs, and subsidised social events. Such incentives are crucial, as highlighted by Almeida et al. (2024), who found that promoting nurse well-being leads to higher job satisfaction, lower absenteeism, and a more cohesive work environment. Some employers also acknowledge personal milestones, such as birthdays, fostering a more supportive and inclusive workplace culture. Ross et al. (2017) argue that it is essential for creating a sense of community among nursing staff.

The NZACA Member Profiling Survey (2023) also observed that flexible working arrangements are another critical benefit offered by 62.3% of facilities. Flexibility in scheduling is vital for maintaining a healthy work-life balance, especially in a demanding field like aged care, where burnout is a significant concern. Research by Dousin et al. (2021) shows that flexible work arrangements are linked to higher job satisfaction and retention rates among nurses, allowing individuals to manage personal and professional responsibilities more effectively. According to the NZACA Member Profiling Survey (2023), accommodation support is another notable incentive provided by 42.6% of aged care facilities, offering either assistance in securing

housing or providing an accommodation allowance. According to Kamau et al. (2022), accommodation benefits are very important for nurses relocating to areas with higher living costs, as this support eases the financial burden and helps them transition more smoothly into their roles.

It was also noted by the NZACA Member Profiling Survey (2023) that transport-related incentives, offered by around 30% of facilities, also play a role in supporting nurse retention. This includes free car parking, travel allowances, or direct transport provisions. Such benefits reduce the logistical and financial pressures of commuting, which, as noted by Starbird et al. (2018), can be a significant source of stress for nurses, particularly those in rural or remote locations where public transportation may be limited. Additionally, as per the NZACA Member Profiling Survey (2023), some facilities provide reimbursement or coverage for insurance costs, offering nurses an extra layer of financial protection. Although not as common as other benefits, this support form is highly valued, as it alleviates the financial risks associated with professional practice. Sija (2022) found that financial security through benefits like insurance coverage significantly improves nurses' perceptions of job security, thus enhancing retention.

Finally, individual facilities may offer other unique benefits tailored to their staff's specific needs, as noted by the NZACA Member Profiling Survey (2023). These might include personalised recognition programs, additional wellness initiatives, or opportunities for career advancement. Gottlieb et al. (2021) emphasised that personalised incentives contribute to creating a positive work environment where nurses feel valued, supported, and motivated to stay long-term.

The range of non-monetary benefits provided in New Zealand's aged residential care sector plays a crucial role in improving the recruitment and retention of RNs. These benefits,

including educational support, well-being initiatives, flexible working arrangements, and financial assistance for housing and transportation, collectively foster a work environment that prioritizes nurses' professional growth and personal well-being. By addressing these key areas, aged care facilities can enhance job satisfaction, reduce turnover, and maintain a more stable and dedicated nursing workforce—an essential factor in delivering high-quality care in this sector.

## CHAPTER 3

### RESEARCH METHODOLOGY

This chapter outlines the research design, data collection methods, sampling strategy, and analytical approach used to investigate the key management practices influencing nurse retention in aged care facilities.

#### 3.1 Qualitative Research

This study employs a qualitative research design, with interviews structured to be semi-structured. Qualitative research facilitates an in-depth understanding of the factors influencing job satisfaction and retention, providing a detailed perspective on how management practices impact the job retention rate (Vasquez, 2014). Qualitative designs are widely used in nursing and healthcare research because of their adaptability, straightforward approach, and effectiveness across various healthcare settings (Doyle et al., 2019). This research design is especially valuable for nursing and healthcare professionals conducting primary studies, as it offers a robust approach to exploring issues of genuine clinical importance within their practice environment. It enables an in-depth examination of real-world challenges, providing meaningful insights that can directly inform and improve clinical practice (Doyle et al., 2019).

#### 3.2 Method

According to Sofaer (1999), qualitative methods are essential for health services and policy research, particularly in rapidly changing environments, as they can help develop a more comprehensive theoretical framework and research agenda. Data collections were conducted in the form of semi-structured qualitative interviews, allowing consistency across participants and flexibility regarding what questions are asked, allowing researchers to delve deeper into topics that appear during a conversation (DeJonckheere & Vaughn, 2019). Semi-structured interviews

strike a balance between structured, predefined questions and the flexibility to explore emergent topics during the conversation (DeJonckheere & Vaughn, 2019). This approach provides a general content map, thus allowing variation within interviews to capture unplanned insights on the one hand and ensuring thematic consistency across participants by ensuring that particular themes are covered. Although all participants were asked about their experiences with job satisfaction, the open-ended nature of these interviews afforded follow-up questions that further explored topics, such as how management support or mentorship programs could affect professional well-being. The semi-structured nature of the interviews allowed interviewers to ask probing questions about how individual experiences, working circumstances, and relationships inside their facilities influenced nurse job satisfaction/retention decisions (Kosydar-Bochenek et al., 2023). It was important that these questions were flexible so the interviews could explore a number of facets relating to nursing in an aged care facility—from professional development opportunities to tasks driven by time pressure and emotional stress. Furthermore, the capacity to pivot fluidly from programmed questioning in live interviews fostered opportunities for resilience and independence within conversations, which otherwise could have been laid dormant under a more straightforward survey structure.

### **3.2.1 Sampling**

This study focuses on registered nurses working in aged care facilities in Dunedin, New Zealand. Purposive sampling was used to better match the sample to the aims and objectives of the research, thereby improving the rigour of the study and the trustworthiness of the data and results, which is supported by four key aspects: credibility, transferability, dependability, and confirmability (Campbell et al., 2020). Total of nine RN's with varying experience were chosen for the interview. Data saturation determines whether the sample size is adequate for the research

(Hennink & Kaiser, 2021). To obtain saturation, the study needs to have at least 9 to 17 participants (Hennink & Kaiser, 2021).

Inclusion criteria required participants to have at least one year of experience in aged care Dunedin, ensuring familiarity with workplace challenges and leadership practices. All participants were also asked about their eligibility to work in New Zealand and made sure participants were above 18 years old. RN's who did not meet this criteria were not chosen.

### **3.3 Method Of Data Collection**

The primary data collection in this research was semi-structured interviews, which incorporated open-ended questions that could help provide detailed information from participants (McIntosh & Morse, 2015). This pathway was chosen to incorporate participant responses as directly and personally (experiential vs. theoretical) as possible without automatically structuring interviews away from certain nuanced information that could be accessed using less rigorous methods (Adams, 2015). It enabled a conversational spiral during the semi-structured interviews that are fundamental in creating rapport with participants, particularly when discussing sensitive topics such as job satisfaction and burnout or workplace relationships within aged care facilities (Foà et al., 2020). Recruitment of participants began with phone calls. For every participant emailed, the researcher started with a brief overview of the research and why that specific person would be valuable to hear from in the context. The researcher used these initial phone calls to describe the study itself, including its purpose of examining what factors impact nurse job satisfaction and retention in aged care facilities. This introductory conversation recurred whether participants had any immediate questions or needed clarity on the study. It was also an opportunity to assess their level of interest/ability to participate. Once this rudimentary conversation had been established, the researcher worked with each participant to determine the

best way and what would be most comfortable for an interview. Whether a face-to-face meeting, over-the-phone interview, or online video call, it was imperative to make adjustments in order to care for participants who preferred personalised approaches and busy schedules. This tailored approach was pivotal to ensuring that participants were comfortable, something even more important when discussing personal experiences in the professional environment (Carter et al., 2021). After securing verbal consent during the phone conversation, the researcher sent a detailed follow-up email to each participant. This email included vital logistics, confirming the date and time as well as the location (in-person or virtual) of the interview. The researcher also provided a copy of the consent form and confidentiality agreement explaining ethical considerations, including that participation was voluntary and participants could withdraw from it at any time with no negative ramifications. Participants were provided with these policies and encouraged to review them before the interview and follow up if they had further questions or concerns. This step was essential for fostering transparency and trust, both of which are vital in ethical research practices (LeBlanc, 2014). The researcher also reminded the participants of what this study aimed to explore—the voluntary nature of their participation—and why it was important to maintain confidentiality throughout. The interviews were all conducted in a private setting to ensure comfort and privacy, ranging from participants' dorm rooms with closed doors securing them of some much-needed privacy behind roommates, as well as reminders that they could say at any point, "I don't want this question recorded" or ask for an off-record request about parts of the conversation. For the interviews, the researcher stayed within a pre-developed interview outline to prevent misunderstanding between discussions while maintaining a structured flow and allowing for the introduction of new topics. As such, this flexibility allowed

attendees to expand on their circumstances and situation in the workplace, resulting in a richer quality of data gathered (Velardo & Elliott, 2021).

### **3.3.1 Rationale For Semi-Structured Interviews**

Semi-structured interviews were chosen as the primary method of data collection, enabling participants to share their experiences openly while ensuring that key topics aligned with the research objectives were addressed (DeJonckheere & Vaughn, 2019). This research study follows a qualitative method analysis that aligns with the interpretivism (constructivism) epistemology and subjectivism ontology.

The choice of semi-structured interviews was also driven by the specific needs of the research, which aimed to explore both individual and shared experiences among nurses. In contrast to interviews that follow a script and may restrict responses, semi-formal interviews provide a space for participants to share personal stories and discuss sensitive issues like burnout, stress, and management concerns in a relaxed setting (DeJonckheere & Vaughn, 2019). In a healthcare environment such as care facilities, caring for the needs of patients and coping with physical and mental challenges can be quite burdensome for nurses; these aspects may not always be accurately reflected in standard numerical assessments. Moreover, the semi-structured format allows researchers to tailor their approach to each interview, asking additional or clarifying questions when needed to deepen the understanding of specific themes (Robinson, 2023).

### **3.3.2 Interview Processing**

A total of nine interviews with the RNs at aged care centers were conducted. Consent forms were confirmed, and the interview process was explained, ensuring participants were informed and comfortable using a cell phone as the recording device. Participants were allowed to quit the survey

at any point if they felt uncomfortable. Observational notes were taken during the interviews. Upon conclusion, participants were asked if they had any additional insights and informed about the member-checking process, with appointments scheduled accordingly.

The analysis of the interview transcripts aimed to explore the following research question: What are the key management practices and factors that influence the retention of registered nurses in aged care facilities in Dunedin?

### **3.3.3 Ensuring Data Quality**

In order to maintain the consistency and quality of results, all interviews adhered to an interview guide that outlined main subjects such as satisfaction at work, environment in the workplace, setting up operations practice, or career perspective. However, interviews were designed to approach these topics flexibly, adapting to the flow of conversation while focusing on the research objectives. The interviews were audio-recorded or written down with the consent of participants and later transcribed verbatim to ensure accuracy in data analysis (Bernard, 2002). Semi-structured interviews were essential in capturing what participants said and how they said it, including the tone, emphasis, and emotions behind their words (DeJonckheere & Vaughn, 2019). These aspects of communication are particularly important when discussing sensitive issues like job satisfaction and burnout, where participants might feel vulnerable or reluctant to openly criticize their workplace (Robinson, 2023). By using semi-structured interviews, this research allowed for some degree of standardisation in probing the specific elements influencing nurse retention while remaining flexible enough to capture individual contexts and emergent themes. This is an inductive qualitative method that can grasp a comprehensive view of job satisfaction, leadership, and organisational culture as a complex phenomenon from the perspective of aged care nursing.

### **3.4 Method Of Data Processing**

This research adopted a hybrid approach of deduction and induction (Yukhymenko et al., 2014), where categories were developed based on predefined criteria such as poor spelling, poor use of the English language, grammatical errors, length, positioning, placement, and colours. Themes were then inductively produced by grouping similar codes.

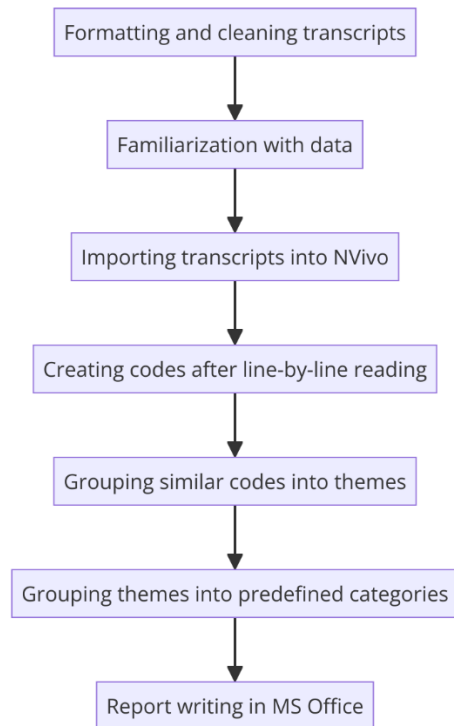
The interview transcripts were imported and coded using the Computer Assisted Qualitative Data Analysis Software (CAQDAS), specifically NVivo. Coding, which involves systematically categorising text segments from interview transcripts to identify key themes and patterns (Stolz & Ozoliņš, 2018), was facilitated by NVivo (Figure 2). The six-step thematic analysis process by Braun and Clarke (2006), which involves familiarising oneself with the data, generating initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the report, was employed for data analysis.

Themes or patterns in the data can be identified and analysed through an inductive or ‘bottom-up’ approach (Frith & Gleeson, 2004) or a theoretical deductive or ‘top-down’ approach (Boyatzis, 1998; Hayes, 1997). It is crucial to note that researchers cannot completely detach themselves from their epistemological and theoretical commitments, meaning that the data has not been coded in an epistemological vacuum (Braun & Clarke, 2006).

This software package is instrumental in conducting qualitative research, providing advanced tools for data visualisation and deeper analysis (Gibbs, 2002; Patton, 1990). NVivo supports the development of codes, themes, and categories (Strauss, 1987) and is advantageous for coding, theory building, and data analysis, enhancing the understanding of research problems (Bazeley & Jackson, 2013; Denardo, 2002). The primary benefit of NVivo is its ability to replace the traditional paper and pen technique with efficient data management and analysis tools.

## Figure 2

### *Nvivo Workflow*



In the initial stage of analysis, a line-by-line reading of the interview transcripts was performed to create codes by categorising text segments and identifying key patterns. These codes were then grouped into themes, which were subsequently organised into 25 predefined categories based on the interview questions.

## CHAPTER 4

### RESULTS

This chapter summarises the study's findings, which are organised according to the categories (Table 1) identified through data analysis. The findings emphasise the important trends, insights, and responses provided by the participants, offering an in-depth overview of the study's findings. Each category is thoroughly examined and accompanied by direct extracts from interview transcripts.

**Table 1**

**List of Categories Created After Grouping Similar Themes and Codes**

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Category 1	Development Opportunities and Clinical Ladder for Nurses in Aged Care
Category 2	Nurses' Limited Involvement in Policy-Making Decisions
Category 3	Frequency and Quality of Consultation by Nursing Administrators
Category 4	Perceived Fairness of Pay for Nursing Work in Aged Care Facilities
Category 5	Experiences of Mental Exhaustion in Aged Care Nursing
Category 6	Strategies for Reducing Burnout Among Nurses in Aged Care
Category 7	Adequacy of Support Services for Patient Care in Aged Care Facilities
Category 8	Impact of Mentorship on Job Performance
Category 9	The Role of Mentorship in Professional Development for Nurses
Category 10	Perceived Safety and Supportiveness of the Work Environment in Aged Care Facilities
Category 11	Workload and Staffing Challenges in Aged Care Facilities
Category 12	Comprehensive Strategies for Burnout Mitigation
Category 13	Influence of Staffing and Workload Strategies on Nursing Performance
Category 14	Management Strategies to Reduce Workload and Enhance Job Satisfaction
Category 15	Advocating for Adequate Staffing to Ensure High-Quality Care and Reduce Turnover

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Category 16	Importance of Professional Development in Nurse Retention
Category 17	Career Advancement as a Key Factor in Nurse Retention in Aged Care
Category 18	Commitment to Long-Term Career Development in Nursing
Category 19	Key Factors Contributing to Job Satisfaction in Aged Care Facilities
Category 20	Factors Contributing to Job Dissatisfaction and Turnover in Aged Care Sector
Category 21	Primary Factors Contributing to Job Burnout Among Nurses in Aged Care Facilities

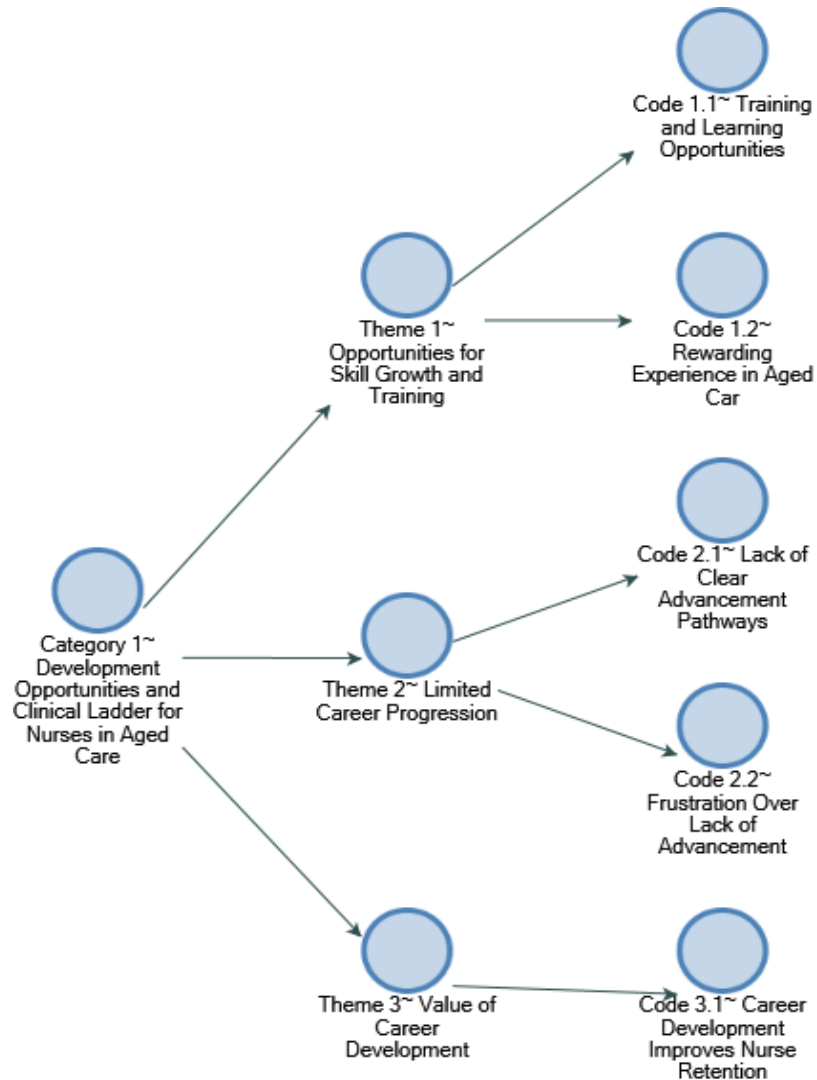
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#### **4.1 Category 1: Development Opportunities and Clinical Ladder for Nurses in Aged Care**

Nurses perceived development opportunities and the clinical ladder in aged care centers differently, depending on the scope of training and career advancement opportunities available. While some appreciate the learning experiences aged care offers, others express frustration at the limited scope for career progression. Providing more structured growth pathways and compensating added responsibilities can improve nurses' satisfaction and retention.

**Figure 3**

**Themes and Codes Flow For Development Opportunities and Clinical Ladder for Nurses in Aged Care**



**4.1.1 Theme 1: Opportunities for Skill Growth and Training**

**Code 1.1: Training and Learning Opportunities.** Many nurses believe that aged care provides valuable training and learning experiences, especially in managing chronic diseases and elderly care (Figure 3). These skills contribute to personal growth and professional development, offering nurses a deeper understanding of end-of-life care. According to Participant 3, “Aged

care is a good place for nurses to learn and grow. You get to take care of older people, which is challenging but rewarding.” Participant 2 further stressed that “They usually provide training on different occasions... last time they asked me to go for some trainings in W Cargill.”

**Code 1.2: Rewarding Experience in Aged Care.** According to Participant 3, the experience of working with older people and managing their health conditions offers emotional and professional rewards. This contributes to their satisfaction and desire to remain in the sector. As mentioned by Participant 3, "You can learn a lot about chronic diseases and how to help people who are near the end of their lives. This experience can help you become a better nurse."

#### **4.1.2 Theme 2: Limited Career Progression**

**Code 2.1: Lack of Clear Advancement Pathways.** Participant 7 expresses concern over the limited career progression opportunities available in aged care. The participant feels the positions above nurses are limited, and opportunities to climb the clinical ladder are rare. When promotions are given, they sometimes come without added responsibilities or pay raises.

Participant 7 highlighted that "The chances of nurses advancing their careers are highly limited in the aged care industry. There really wasn't much of like an opportunity for us to climb up the ladder." The participant further stressed that "They did give me a role of senior registered nurse, but it was more for a title. It didn't come with a pay rise or any other responsibilities."

**Code 2.2: Frustration Over Lack of Advancement.** Participant 2 often feels stuck in their current roles, with few opportunities to advance or take on new responsibilities. This lack of growth potential can lead to frustration and dissatisfaction with the aged care sector. According to the participant, "There is no other opportunity for us."

### **4.1.3 Theme 3: Value of Career Development**

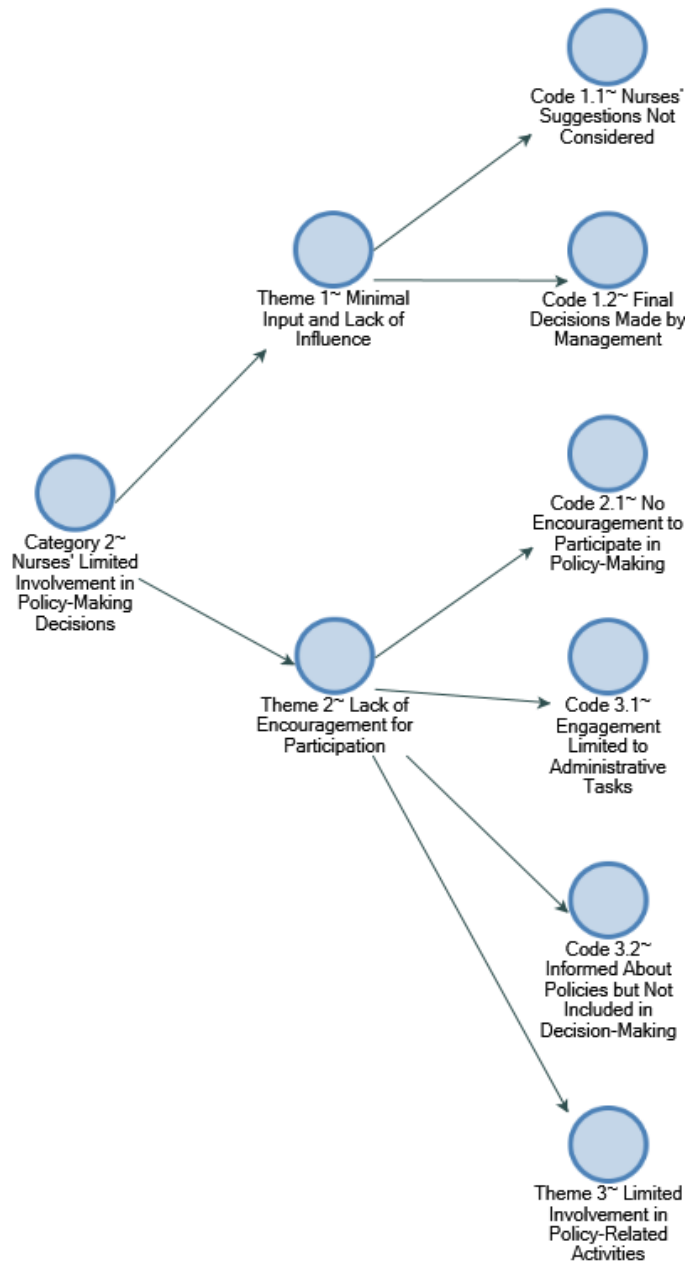
**Code 3.1: Career Development Improves Nurse Retention.** Providing more structured career development opportunities could improve nurse retention in the aged care sector. When nurses see a clear path to grow and advance, they are more likely to stay committed to their roles. Participant 7 conveyed that "If there were more opportunities to move up, I believe more nurses would stay."

## **4.2 Category 2: Nurses' Limited Involvement in Policy-Making Decisions**

Nurses in aged care facilities report having minimal involvement in the policy-making process. While they may be informed about upcoming changes or asked for input, their suggestions are often disregarded, and higher management ultimately makes decisions. This lack of meaningful participation can result in dissatisfaction and feelings of disempowerment. Increasing nurses' engagement in decision-making processes could lead to policies that are more aligned with their on-the-ground experiences and improve overall job satisfaction.

**Figure 4**

**Themes and Codes Flow For Nurses' Limited Involvement in Policy-Making Decisions**



**4.2.1 Theme 1: Minimal Input and Lack of Influence**

**Code 1.1: Nurses' Suggestions Not Considered.** Nurses often feel that their feedback regarding policy changes is not considered. Even when asked for input, their opinions are not reflected in

the final decisions made by higher management without incorporating staff perspectives. As shared by Participant 2, “They’ll ask our decisions once they have put out the policy... but they won’t take that as an outcome.” Participant 2 further mentioned that “They’ll just go with their decisions... like what their higher management says.”

**Code 1.2: Final Decisions Made by Managements.** Though nurses can discuss new rules and provide suggestions, management typically makes the final decisions without much input from the nursing staff. This lack of meaningful participation leaves nurses feeling excluded from the policy-making process. According to Participant 3, “We can talk about new rules and give our ideas, but the bosses usually make the final call.” Similarly, Participant 2 stated, “They won’t take our decisions. They will just go to what management has already decided.”

#### **4.2.2 Theme 2: Lack of Encouragement for Participation**

**Code 2.1: No Encouragement to Participate in Policy-Making.** In some organisations, nurses are not encouraged to engage in policy-making. Policies are developed by central offices and distributed to the staff for implementation, leaving nurses with little to no input in the creation of these guidelines. Participant 7 expressed that "In our organisation, we really didn’t have much input with regard to policy-making... policies were just made in the main offices and then distributed to us." The participant also stressed that "We were not even encouraged to participate in it."

#### **4.2.3 Theme 3: Limited Involvement in Policy-Related Activities**

**Code 3.1: Engagement Limited to Administrative Tasks.** Nurses report that their involvement in policy-related activities is often limited to administrative tasks, such as documentation and patient reassessments. These activities, while important, do not involve any direct input in policy decisions, further marginalising nurses from the policy-making process. Based on Participant 7’s

response, "We did have those days we called paper days... but it didn't involve anything policy-related. We were just meant to reassess the documentation of patients."

**Code 3.2: Informed About Policies but Not Included in Decision-Making.** While nurses are kept informed about policy changes through memorandums, they do not feel actively involved in shaping those policies. Their role is primarily to follow the guidelines rather than contribute to their development. Participant 2 said, "They usually provide us some memorandum beforehand... but they'll just go with what management has decided."

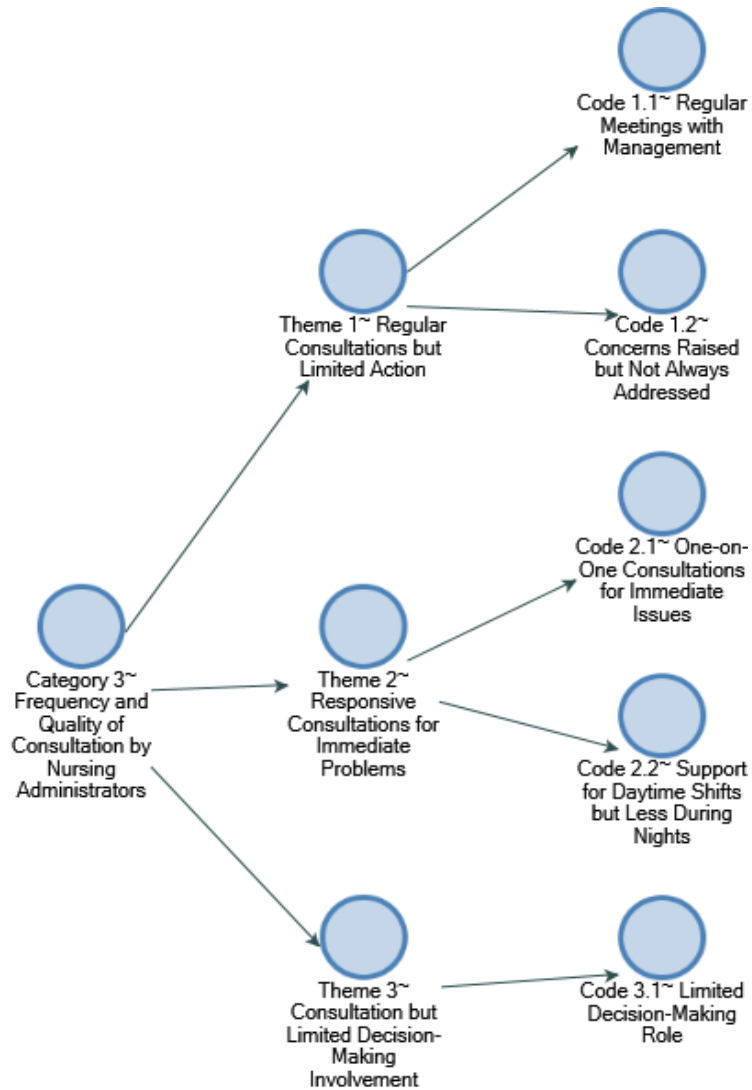
#### **4.3 Category 3: Frequency and Quality of Consultation by Nursing Administrators**

Nursing administrators in aged care facilities vary in how frequently and effectively they consult with staff on daily problems and procedures. While some nurses report regular team meetings and individual consultations, others express frustration over the lack of follow-through on issues raised. The frequency and responsiveness of management can significantly impact staff satisfaction, communication, and the quality of care provided.

**Figure 5**

**Themes and Codes Flow for Frequency and Quality of Consultation by Nursing**

**Administrators**



**4.3.1 Theme 1: Regular Consultations but Limited Action**

**Code 1.1: Regular Meetings with Management.** Some nurses report regular meetings with management, such as weekly or monthly quality and RN-specific meetings. These meetings provide opportunities for staff to raise concerns, especially regarding patient care, though the

follow-up on these issues is not always consistent. This was highlighted by Participant 2, who stated, "We have a meeting with the management, especially with the manager... if we have any concerns, we can just inform them and they will take appropriate actions." The participant also mentioned that "We are having quality meetings monthly and also RN meetings."

**Code 1.2: Concerns Raised but Not Always Addressed.** Despite regular meetings, nurses often feel that their concerns are only superficially addressed. Issues are noted but not followed up on, leaving them feeling unheard or unsupported by management. According to Participant 2, "Sometimes I feel like it's for names' sake... they will just write it down and they won't get back to us."

#### **4.3.2 Theme 2: Responsive Consultations for Immediate Problems**

**Code 2.1: One-on-One Consultations for Immediate Issues.** Nurses appreciate the availability of nursing administrators for immediate or urgent issues. Administrators frequently consult with staff one-on-one or in teams when necessary, particularly when changes need to be made quickly. In the words of Participant 3, "Our bosses usually talk to us about problems and how to do things better. We meet as a team or talk one-on-one." Participant 3 also expressed that "Sometimes, we need to talk right away, like when something bad happens... our bosses usually listen to us and want our ideas."

**Code 2.2: Support for Daytime Shifts but Less During Nights.** While nursing administrators are available to consult with staff during office hours, nurses on night or afternoon shifts may have to handle urgent issues independently. Although phone support is available, the lack of physical presence among managers can be a challenge. Participant 7 conveyed that "We were quite well supported... during office hours. If they were not available physically, you can call

them by phone.” The participant 7 further mentioned that “On afternoon or a night shift, more emergency matters were left up to you.”

#### **4.3.3 Theme 3: Consultation but Limited Decision-Making Involvement**

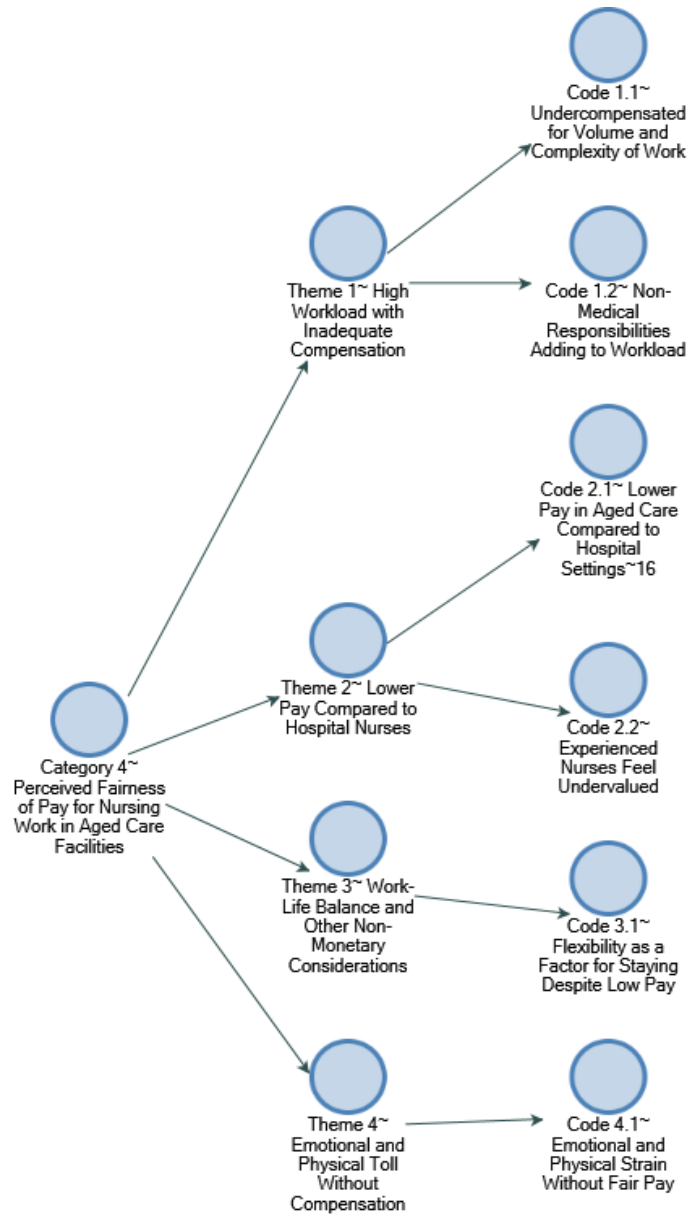
**Code 3.1: Limited Decision-Making Role.** Nurses acknowledge that while they can consult with administrators on certain issues, their input often does not influence major decisions or procedures. Consultations focus more on immediate issues than long-term policy or procedural changes. Participant 3 said, "We can talk about new rules and give our ideas, but the bosses usually make the final call."

#### **4.4 Category 4: Perceived Fairness of Pay for Nursing Work in Aged Care Facilities**

Nurses working in aged care facilities often feel undercompensated for their workload and responsibilities. Despite their extensive duties, which frequently include caring for a large number of patients and handling complex situations, their pay is often lower compared to hospital nurses. Some nurses also take on non-medical tasks due to understaffing, adding to their sense of being unfairly paid. Addressing these concerns could improve job satisfaction and retention.

**Figure 6**

**Themes and Codes Flow for Perceived Fairness of Pay for Nursing Work in Aged Care Facilities**



**4.4.1 Theme 1: High Workload with Inadequate Compensation**

**Code 1.1: Undercompensated for Volume and Complexity of Work.** Two nurses feel that their compensation does not match the volume of work they handle, which includes caring for a large number of patients with varying levels of care needs. In some cases, they are the only RNs

responsible for numerous patients, adding to the stress and feelings of being undervalued.

According to Participant 7, "Some days I was the only nurse in a 60-bed facility. It ranged from residential level, hospital level, and we had D-3 dementia patients." Participant 2 further mentioned, "I'm working with 50 patients... we're having more responsibilities when we work here, but I don't think we are getting much salary like hospital nurses."

**Code 1.2: Non-Medical Responsibilities Adding to Workload.** In addition to nursing tasks, nurses often handle non-medical responsibilities due to staffing shortages. This adds to their workload and contributes to their feeling underpaid. Based on Participant 7's response, "Sometimes I was responsible for handling anything medical related... sometimes the cook will not turn up and they'll come to me, get me to cover the cook."

#### **4.4.2 Theme 2: Lower Pay Compared to Hospital Nurses**

**Code 2.1: Lower Pay in Aged Care Compared to Hospital Settings.** Nurses in aged care often feel that their pay is not competitive compared to nurses in hospitals. Despite having similar qualifications and experience, they receive less compensation for their work in aged care.

According to Participant 2, "I feel like hospital nurses are getting more payment. But those working in the homes like us... we are not getting much salary like hospital nurses." Participant 3 also said, "I think I should get paid more. I had 6 years of experience working as a nurse in other countries."

**Code 2.2: Experienced Nurses Feel Undervalued.** Nurses with years of experience feel their expertise is not fairly compensated in the aged care sector. Despite bringing valuable skills to their roles, they believe their pay does not reflect their contributions. As observed by Participant 3, "I think my skills and what I do for the team deserve a higher salary."

#### **4.4.3 Theme 3: Work-Life Balance and Other Non-Monetary Considerations**

**Code 3.1: Flexibility as a Factor for Staying despite Low Pay.** Some nurses stay in their current roles despite feeling underpaid because of the job's flexibility, which helps them balance their personal responsibilities. The ability to manage shifts around their family needs can be a more important factor than salary alone. As shared by Participant 2, "I need to look after my son as well... I'm doing only PM shift. So, this works well for me. That's why I'm staying in Crest home."

#### **4.4.4 Theme 4: Emotional and Physical Toll Without Compensation**

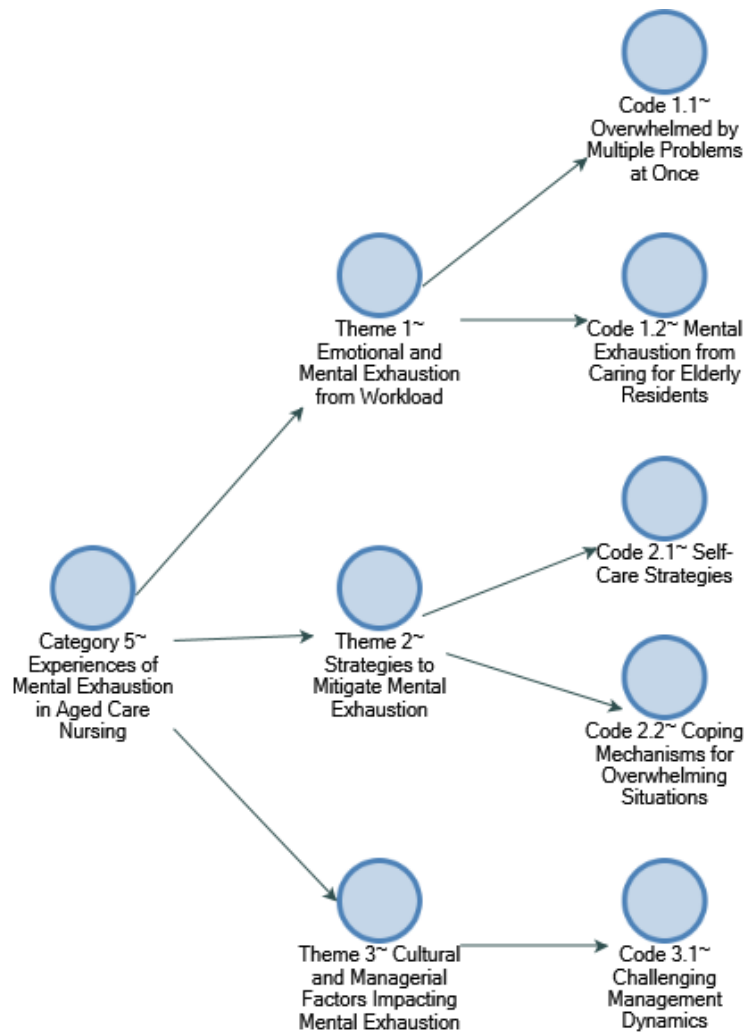
**Code 4.1: Emotional and Physical Strain Without Fair Pay.** Nurses express that their job demands significant mental, physical, and emotional energy, yet they do not feel adequately compensated for this strain. Handling a range of complex issues, from medical care to managing conflicts, adds to their dissatisfaction with their pay. According to Participant 7, "My job involves mental, physical, and sometimes even emotional aspects of my well-being... I feel like we were not well compensated for the volume of work."

#### **4.5 Category 5: Experiences of Mental Exhaustion in Aged Care Nursing**

Mental exhaustion is a common experience among nurses in aged care settings, driven by emotional demands, overwhelming workloads, and managerial challenges. Nurses often face mental fatigue from handling multiple issues at once, emotional care for elderly residents, and the physical demands of the job. While some implement self-care strategies to mitigate these effects, cumulative stress can impact their well-being and ability to provide care.

**Figure 7**

**Themes and Codes Flow for Experiences of Mental Exhaustion in Aged Care Nursing**



**4.5.1 Theme 1: Emotional and Mental Exhaustion from Workload**

**Code 1.1: Overwhelmed by Multiple Problems at Once.** Nurses often feel overwhelmed when faced with multiple problems simultaneously, particularly when they are the only person in a leadership or decision-making role. This accumulation of stress contributes significantly to their mental exhaustion. Participant 7’s perspective was that “Sometimes you do get pretty overwhelmed... multiple problems coming up at the same time... you do get really mentally overwhelmed sometimes.”

**Code 1.2: Mental Exhaustion from Caring for Elderly Residents.** The emotional demands of caring for elderly residents, many of whom may have complex needs, can lead to frequent mental exhaustion. The combination of physical care and emotional involvement contributes to this fatigue. Participant 3 mentioned that "The emotional demands of caring for elderly residents, combined with the physical workload and potential for burnout, can contribute to mental fatigue."

#### **4.5.2 Theme 2: Strategies to Mitigate Mental Exhaustion**

**Code 2.1: Self-Care Strategies.** Some nurses find ways to mitigate mental exhaustion through self-care practices such as mindfulness, exercise, and maintaining a work-life balance. These strategies help reduce the emotional and mental strain, allowing nurses to manage their exhaustion better. As observed by Participant 3, "I've found that implementing self-care strategies, such as mindfulness, exercise, and maintaining a healthy work-life balance, can help mitigate these effects."

**Code 2.2: Coping Mechanisms for Overwhelming Situations.** While nurses try not to let the overwhelming situations get to them, there is an acknowledgement that sometimes the mental toll builds up. Despite attempts to cope, the mental strain from managing crises can be difficult to avoid altogether. Participant 7 indicated that "You try not to let that get to you, but sometimes it does build up and you do get overwhelmed."

#### **4.5.3 Theme 3: Cultural and Managerial Factors Impacting Mental Exhaustion**

**Code 3.1: Challenging Management Dynamics.** Nurses from different cultural backgrounds sometimes face additional challenges when adapting to management styles in new countries. Complex interactions with management, especially when cultural expectations around respect and hierarchy differ, can add to their mental strain. According to Participant 2, "My first

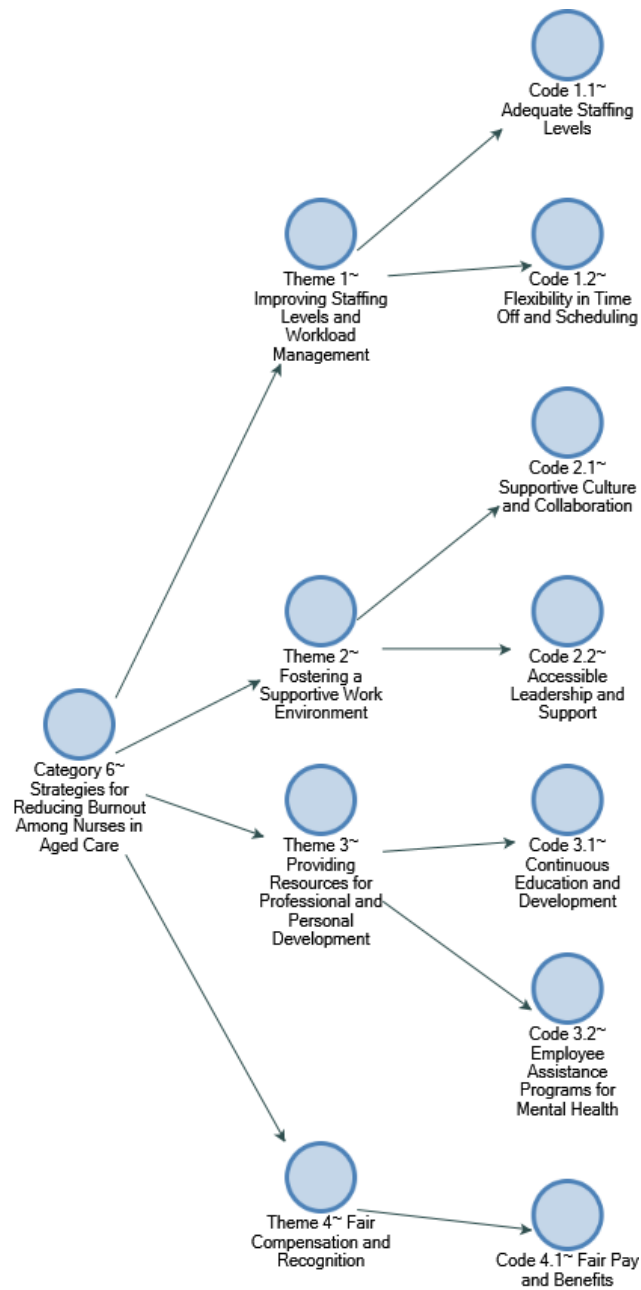
manager, she was very rude to me... in India... we'll give more respect. We will obey what they say.”

#### **4.6 Category 6: Strategies for Reducing Burnout Among Nurses in Aged Care**

Organisations need to address key factors such as staffing levels, flexible work arrangements, continuous education, supportive environments, mental health resources, and fair compensation to reduce burnout among nurses. These strategies aim to relieve the pressures contributing to burnout, improve nurses' well-being, and enhance their capacity to provide quality care. Organisations can foster a healthier work environment and reduce nurse turnover by implementing these measures.

**Figure 8**

**Themes and Codes Flow for Strategies for Reducing Burnout among Nurses in Aged Care**



#### **4.6.1 Theme 1: Improving Staffing Levels and Workload Management**

**Code 1.1: Adequate Staffing Levels.** Ensuring enough nurses and care workers to handle patient needs is crucial for preventing burnout. Overworked nurses dealing with excessive

patient loads are more likely to experience stress and fatigue, making appropriate staffing a priority. As per Participant 3's input, "Ensure that there are sufficient staff to meet patient needs and prevent excessive workloads." Similarly, Participant 7 expressed that "Ensuring there are enough staff... even the nurses and care workers to take care of all the patients."

**Code 1.2: Flexibility in Time Off and Scheduling.** Allowing nurses the flexibility to take time off when needed and providing flexible work arrangements, such as part-time hours or job-sharing, helps them manage their work-life balance and reduces stress. As mentioned by Participant 3, "Offer options like part-time, flexible hours, or job sharing to help employees manage their work-life balance." Participant 7 also expressed that "I had to beg them to give me some time off... they said that, oh, there's not enough nurses to cover your shift."

#### **4.6.2 Theme 2: Fostering a Supportive Work Environment**

**Code 2.1: Supportive Culture and Collaboration.** A supportive work environment with mutual respect, collaboration, and open communication is essential for reducing burnout. A positive workplace culture helps nurses feel valued and supported, which can mitigate the emotional strain of the job. In the words of Participant 3, "Foster a culture of respect, collaboration, and open communication."

**Code 2.2: Accessible Leadership and Support.** Management needs to be accessible and responsive to nurses' needs. Having a supportive leadership team that listens to staff concerns and takes action is vital for creating a healthier work environment. Participant 5's perspective was that "Hopefully they would be able to work on the staffing levels... ensuring there are enough staff to cover shifts."

### **4.6.3 Theme 3: Providing Resources for Professional and Personal Development**

**Code 3.1: Continuous Education and Development.** Offering ongoing training and professional development opportunities helps nurses stay updated on best practices and feel more competent in their roles. This sense of growth and support reduces burnout by making nurses feel valued and invested in by the organisation. According to Participant 3, “Invest in ongoing training and support to help nurses stay updated and feel valued.”

**Code 3.2: Employee Assistance Programs for Mental Health.** Providing access to mental health resources, such as EAP, can help nurses manage the emotional toll of their work. These programs support mental well-being, reducing the risk of burnout. As articulated by Participant 3, “Provide access to resources and support for mental health and well-being.”

### **4.6.4 Theme 4: Fair Compensation and Recognition**

**Code 4.1: Fair Pay and Benefits.** Compensating nurses fairly for the amount of work they do and providing competitive benefits is critical for preventing burnout. Nurses who feel underpaid and undervalued are more likely to experience frustration and stress, contributing to burnout. In the words of Participant 3, “Ensure that nurses are adequately compensated for their work and receive competitive benefits packages.” Similarly, Participant 5 highlighted that “Compensate the nurses pretty well so that they’ll feel appreciated and valued for the amount of work.”

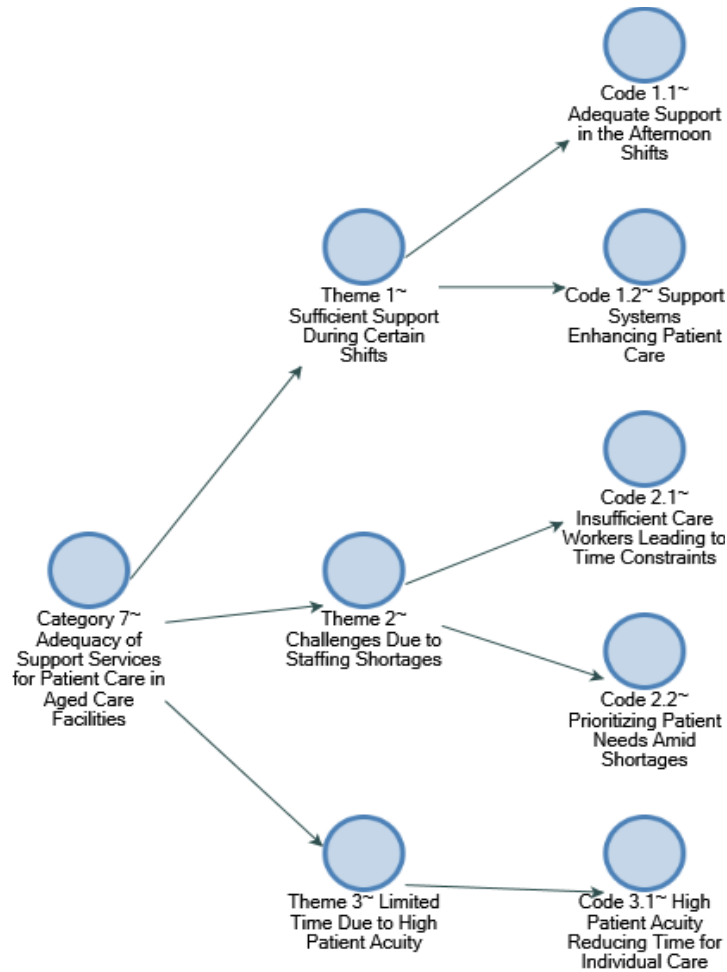
## **4.7 Category 7: Adequacy of Support Services for Patient Care in Aged Care Facilities**

The adequacy of support services in aged care facilities significantly impacts nurses' ability to spend quality time with their patients. While some nurses report having sufficient support services, others express frustration over staffing shortages and increased patient acuity that limit their ability to provide one-on-one care. The availability of support staff, resources, and

proper communication systems are crucial to ensuring that nurses can meet the needs of their patients.

**Figure 9**

**Themes and Codes Flow for Adequacy of Support Services for Patient Care in Aged Care Facilities**



**4.7.1 Theme 1: Sufficient Support During Certain Shifts**

**Code 1.1: Adequate Support in the Afternoon Shifts.** Some nurses feel that afternoon shifts provide more opportunities to engage with patients due to fewer competing responsibilities, such as contacting doctors or managing administrative tasks. During these shifts, nurses have more

time to address residents' needs. As described by Participant 2, "In the afternoons, I feel like we have enough opportunities to deal with the residents." The participant further added, "In the mornings... we won't get enough time to look after residents because we have to contact doctors."

**Code 1.2: Support Systems Enhancing Patient Care.** In some cases, nurses feel that support services, such as nursing assistants and therapists, help them provide better care by delegating daily activities and coordinating with team members. These services help nurses focus more on patients' medical and emotional needs. According to Participant 3, "There are adequate resources in place to allow me to spend quality time with my patients... including nursing assistants to assist with daily living activities."

#### **4.7.2 Theme 2: Challenges Due to Staffing Shortages**

**Code 2.1: Insufficient Care Workers Leading to Time Constraints.** Staffing shortages, particularly when fewer care workers show up for shifts, limit nurses' ability to spend quality time with patients. Nurses feel rushed during their rounds, preventing them from providing the one-on-one attention many patients desire. According to Participant 7, "There were supposed to be 3 to 4 care workers allocated, but sometimes only two would turn up... you really don't have that much time to spend with them." Participant 7 added, "I felt really guilty at times having to quickly breeze through all the patients, especially during my morning medication rounds."

**Code 2.2: Prioritising Patient Needs Amid Shortages.** When staffing shortages persist, nurses must prioritize patient needs and delegate tasks. While they manage to ensure that essential care is provided, patients' emotional and psychological needs may go unmet due to the lack of time. As described by Participant 3, "When staffing shortages or increased patient acuity arise, it's

important to prioritize patient needs and ensure they receive necessary care, even if it means delegating tasks.”

#### **4.7.3 Theme 3: Limited Time Due to High Patient Acuity**

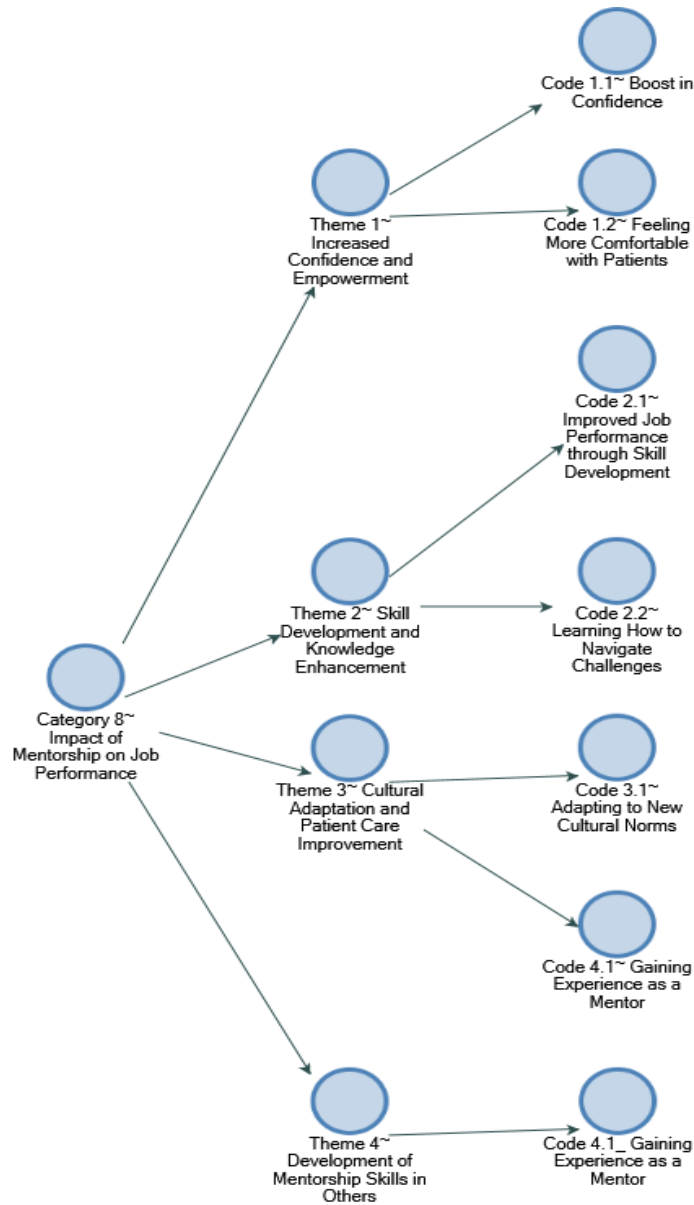
**Code 3.1: High Patient Acuity Reducing Time for Individual Care.** Nurses experience difficulty spending adequate time with patients when patient acuity is high. The complexity of patient needs, combined with the limited number of staff, results in nurses focusing on urgent care while having less time for other important aspects of patient care. Participant 3’s perspective was that “There are times when staffing shortages or increased patient acuity limit the amount of one-on-one time I can spend with residents.” Participant 7 also added, “It still happens because there really isn’t enough time.”

#### **4.8 Category 8: Impact of Mentorship on Job Performance**

Mentorship significantly enhances nurses’ job performance by building confidence, providing guidance, and fostering skill development. Nurses who have received mentorship report feeling more empowered, supported, and capable of navigating challenges in their roles. Senior colleagues’ personalised feedback and support help nurses adapt to different work environments and improve their patient care.

Figure 10

Themes and Codes Flow for Impact of Mentorship on Job Performance



#### 4.8.1 Theme 1: Increased Confidence and Empowerment

**Code 1.1: Boost in Confidence.** Mentorship has helped nurses build confidence in their abilities. Through guidance and feedback, they feel more competent and assured in their roles, allowing them to take on more responsibilities and contribute effectively to the team. According to Participant 2, “Mentorship given me extra opportunities to develop confidence.” Participant 3

added, “As a result of mentorship, I feel more empowered in my role and better equipped to contribute to the team.”

**Code 1.2: Feeling More Comfortable with Patients.** Through mentorship, nurses have become more comfortable interacting with patients, especially when adapting to different cultural expectations or new environments. Mentorship has helped nurses transition smoothly and develop better communication with patients. As mentioned by Participant 5, “I felt more comfortable with my patients because of the mentorship I received from my senior nurses.”

#### **4.8.2 Theme 2: Skill Development and Knowledge Enhancement**

**Code 2.1: Improved Job Performance through Skill Development.** Mentorship has directly contributed to nurses’ skill development, providing them with the tools and knowledge to improve their patient care and overall job performance. Nurses can handle their responsibilities more effectively through regular feedback and hands-on support. Participant 3 shared that “My mentor has provided valuable guidance, support, and feedback, helping me to develop my skills and knowledge.”

**Code 2.2: Learning How to Navigate Challenges.** Nurses have gained valuable experience through mentorship in handling challenges at work. The mentorship experience has allowed them to develop strategies for dealing with difficult situations, improving their resilience and problem-solving abilities. According to Participant 3, “They have helped me to build confidence in my abilities and navigate challenges more effectively.”

#### **4.8.3 Theme 3: Cultural Adaptation and Patient Care Improvement**

**Code 3.1: Adapting to New Cultural Norms.** Mentorship has been beneficial for nurses transitioning from different cultural backgrounds. It has allowed them to adapt to new norms in patient care, such as various communication styles, which are crucial for providing personalised

care to patients. Based on Participant 7's response, "It's quite different from how we handle patients in the Philippines... here the patients like to be called by their first name. I felt more comfortable because of the mentorship."

#### **4.8.4 Theme 4: Development of Mentorship Skills in Others**

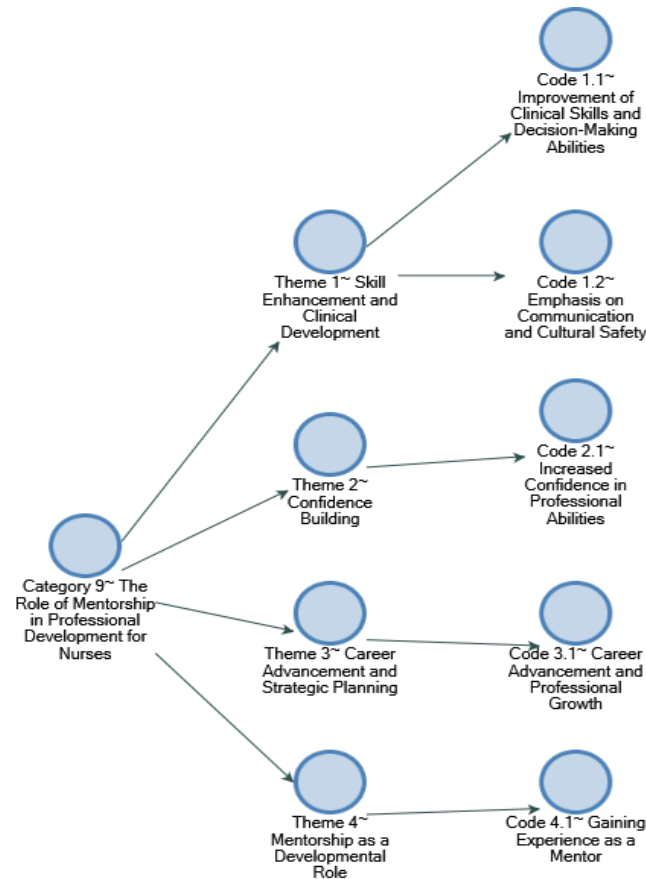
**Code 4.1: Gaining Experience as a Mentor.** Nurses who have served as mentors report that the experience has contributed to their personal and professional growth. Mentoring others helps them gain confidence in leadership roles and reinforces their own learning. As described by Participant 2, "I had 2, 3 students... mentorship has given me extra opportunities to develop confidence."

#### **4.9 Category 9: The Role of Mentorship in Professional Development for Nurses**

Mentorship significantly impacts professional development in various ways, including skill enhancement, confidence building, and career advancement. Nurses benefit from the guidance and support provided by their mentors, who help them navigate complex clinical environments, enhance their decision-making abilities, and adapt to new cultural and professional norms. Mentorship also plays a crucial role in building confidence, encouraging professional growth, and providing valuable insights into career advancement.

**Figure 11**

**Themes and Codes Flow for the Role of Mentorship in Professional Development for Nurses**



**4.9.1 Theme 1: Skill Enhancement and Clinical Development**

**Code 1.1: Improvement of Clinical Skills and Decision-Making Abilities.** Mentorship enhances nurses' clinical skills and decision-making abilities, helping them navigate the complexities of aged care. Mentors provide invaluable guidance, allowing mentees to better understand their field and improve their performance. As stated by Participant 3, “Mentorship has helped me enhance my clinical skills, improve my decision-making abilities, and develop a stronger understanding of the aged care industry.”

**Code 1.2: Emphasis on Communication and Cultural Safety.** Mentorship has also helped nurses develop crucial communication skills, particularly when dealing with patients from different cultural backgrounds. This cultural sensitivity ensures that nurses provide respectful and appropriate care, enhancing their ability to serve diverse populations. According to Participant 7, “My mentor really honed my communication skills with the patients... he emphasized how to handle Māori patients and their families.”

#### **4.9.2 Theme 2: Confidence Building**

**Code 2.1: Increased Confidence in Professional Abilities.** Mentorship is vital in building nurses’ confidence, helping them believe in their abilities and take on new responsibilities. The guidance and encouragement of mentors help nurses overcome challenges and feel empowered in their roles. **According to Participant 3,** "Mentorship has helped me build confidence as a nurse... my mentor's support has helped me believe in my abilities and take on new responsibilities." Participant 2 also mentioned, "I’m getting more confident as I continue working as a preceptor, even though I don't have much experience in that role."

#### **4.9.3 Theme 3: Career Advancement and Strategic Planning**

**Code 3.1: Career Advancement and Professional Growth.** Mentors provide nurses with strategic guidance on career advancement, helping them identify opportunities and create a plan for their future. This mentorship support builds confidence and opens doors for long-term professional growth. Participant 3 stated, “My mentor has provided invaluable guidance on career advancement, helping me identify potential opportunities and develop a strategic plan for my future.”

#### **4.9.4 Theme 4: Mentorship as a Developmental Role**

**Code 4.1: Gaining Experience as a Mentor.** Serving as a mentor or preceptor has also contributed to professional growth for some nurses. Though challenging, acting as a mentor helps develop leadership skills and instils greater confidence in their own abilities. Participant 5 mentioned, “Last year, I started working as a preceptor... it’s given me extra opportunities to develop confidence.”

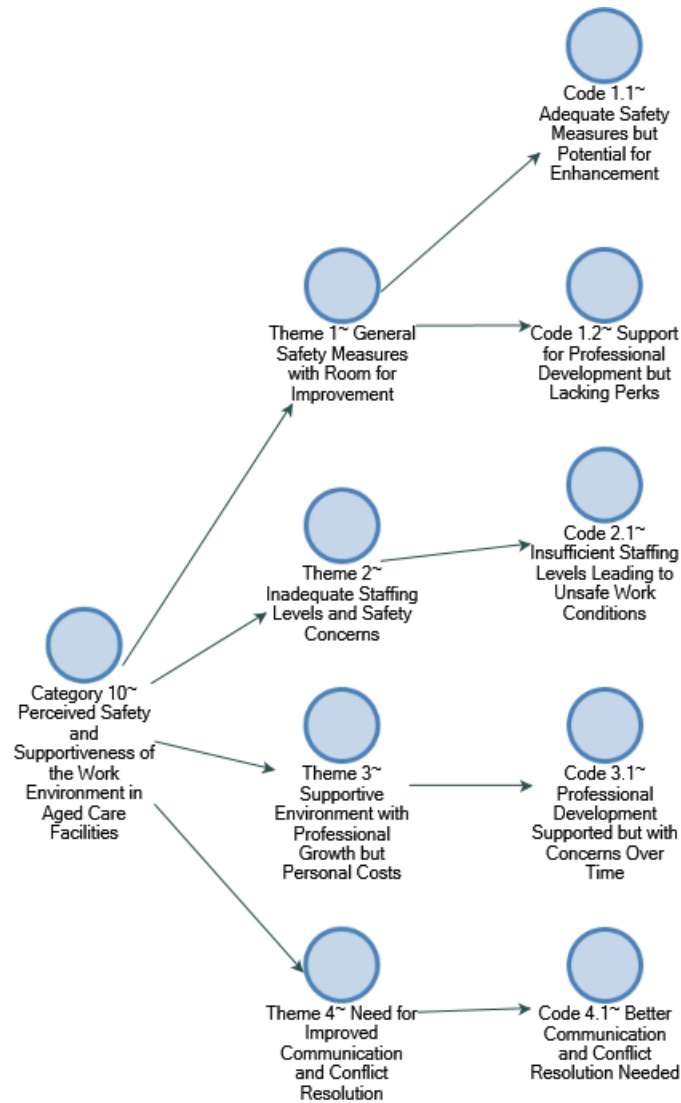
#### **4.10 Category 10: Perceived Safety and Supportiveness of the Work Environment in Aged Care Facilities**

Nurses’ perceptions of safety and supportiveness in their work environments vary. While some facilities provide general safety measures and support professional growth, others fall short due to inadequate staffing levels, creating an unsafe atmosphere. Improvements in communication, staffing, and employee well-being could foster a safer and more supportive work environment.

Figure 12

Themes and Codes Flow for Perceived Safety and Supportiveness of the Work

Environment in Aged Care Facilities



4.10.1 Theme 1: General Safety Measures with Room for Improvement

**Code 1.1: Adequate Safety Measures but Potential for Enhancement.** Nurses acknowledge that their facilities have basic safety measures in place. However, there is room for further improvement, especially in fostering a supportive work culture, addressing conflicts, and

focusing on employee well-being to create a more positive environment. According to Participant 3, "Safety measures are generally in place, but there is always room for enhancement... a more supportive work culture could be fostered."

**Code 1.2: Support for Professional Development but Lacking Perks.** While facilities may support nurses' professional development, such as allowing them to pursue postgraduate studies, these opportunities often lack tangible benefits like monetary incentives, making the support feel limited. Participant 7 stated, "They did support me when I decided to do my postgraduate studies... but it didn't come with any monetary incentives."

#### **4.10.2 Theme 2: Inadequate Staffing Levels and Safety Concerns**

**Code 2.1: Insufficient Staffing Levels Leading to Unsafe Work Conditions.**

A recurring issue is insufficient staffing levels, particularly when caring for patients with high needs, such as hospital-level and dementia care. Nurses report that the lack of staff makes providing adequate attention to patients difficult, leading to feeling unsafe at work. According to Participant 7, "The facility probably did not provide a safe working environment in regard to staffing levels... we were really not coping well with just a few staff members." The participant further stated, "I don't think the facility was particularly safe... the staffing levels were not always appropriate."

#### **4.10.3 Theme 3: Supportive Environment with Professional Growth but Personal Costs**

**Code 3.1: Professional Development Supported but with Concerns Over Time.** While facilities may encourage professional growth, such as by allowing nurses to study, some concerns about pursuing education might interfere with work, creating tension between professional development and work commitments. Participant 7 highlighted, "It was my choice if

I wanted to study or not, but they were worried it would take some days away from them to do classes.”

#### **4.10.4 Theme 4: Need for Improved Communication and Conflict Resolution**

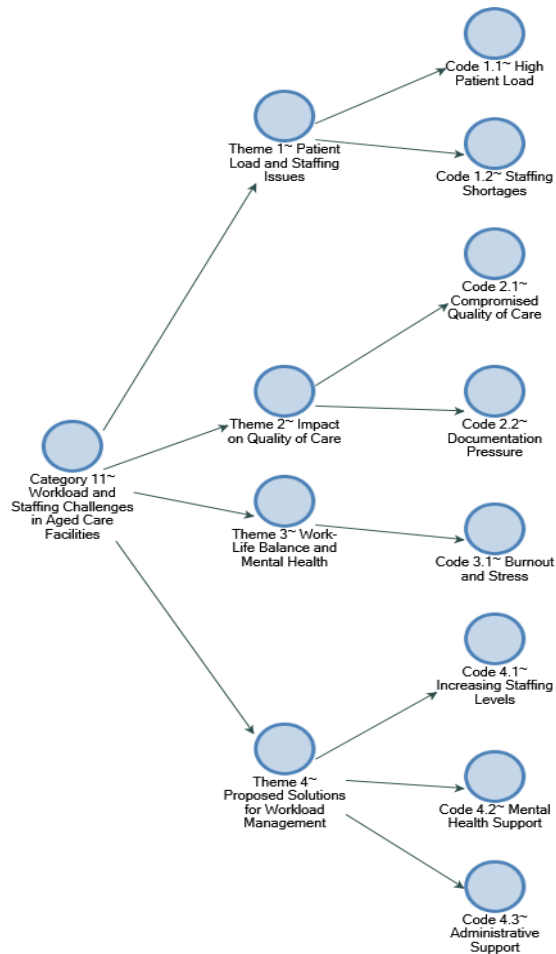
**Code 4.1: Better Communication and Conflict Resolution Needed.** Nurses express that while safety measures exist, there is a need for better communication and training in conflict resolution. These improvements could lead to a more supportive and collaborative work environment, prioritising safety and well-being. As observed by Participant 3, “A more supportive work culture could be fostered through open communication, conflict resolution training, and a focus on employee well-being.”

#### **4.11 Category 11: Workload and Staffing Challenges in Aged Care Facilities**

The workload and staffing issues in aged care facilities significantly contribute to nurse burnout, stress, and compromised patient care. Nurses face overwhelming patient loads and staffing shortages, directly impacting their ability to maintain work-life balance and deliver quality care. The mental strain caused by these challenges is exacerbated by administrative burdens and the pressure to complete documentation. Proposed solutions, such as increasing staffing levels, improving mental health support, and reducing administrative responsibilities, are critical to alleviating these issues and enhancing nurse well-being and patient care quality.

**Figure 13**

**Themes and Codes Flow for Workload and Staffing Challenges in Aged Care Facilities**



#### **4.11.1 Theme 1: Patient Load and Staffing Issues**

**Code 1.1: High Patient Load.** Nurses highlight the overwhelming patient load they are required to handle, especially in the context of aged care facilities. The high number of patients per nurse is a central factor that causes stress and difficulty achieving work-life balance. Based on Participant 1’s response, “Yeah, exactly that because currently phase 125 resident hospital patient ratios at the residential and hospital level care.” Participant 8 further stressed that “The current workload for nurses in aged care facilities can be quite challenging. Many nurses face

high patient loads and significant administrative responsibilities, making it tough to find a good work-life balance.”

#### **4.11.2 Code 1.2: Staffing Shortages**

Staff shortages add to the stress of nurses, increasing their workload and responsibilities. Nurses often have to take on additional tasks due to inadequate staffing, further impacting their work-life balance. Participant 9’s perspective was that “No, because maybe at the moment of our load balance may be good, but back probably when I was working it was quite increased due to the shortage of staff.” The participant further highlighted, “The responsibility wise is increases when the decrease of staff.”

#### **4.11.3 Theme 2: Impact on Quality of Care**

**Code 2.1: Compromised Quality of Care.** Nurses express concern that the current workload negatively impacts the quality of care they can provide. Even though they complete their tasks, they doubt whether the standard of care is maintained under these conditions. In the words of Participant 4, "We can manage, like we can finish our work or job to be done, but you know, the quality our doubt in that with the workload nowadays.”

**Code 2.2: Documentation Pressure.** The stress of completing necessary documentation exacerbates the workload. Nurses feel that if something is not documented, it is as though it was never done, leading to additional stress and after-hours work to correct documentation lapses. As shared by Participant 9, “If we don't document it—it means that we haven't done the work. So, many a time we had to go back and do that, which makes it quite stressful.”

#### **4.11.4 Theme 3: Work-Life Balance and Mental Health**

**Code 3.1: Burnout and Stress.** The high workload often leads to burnout and stress, directly affecting nurses' ability to maintain a healthy work-life balance. Due to the mental strain, nurses

find it difficult to switch off from work, even after their shifts. According to Participant 8, “Many nurses face high patient loads and significant administrative responsibilities, making it tough to find a good work-life balance. This often leads to stress and burnout.” Based on Participant 9’s response, “Even after coming, like the stress will be still there and probably one or two things if we forget, we come back to go back and do that.”

#### **4.11.5 Theme 4: Proposed Solutions for Workload Management**

**Code 4.1: Increasing Staffing Levels.** One suggested solution is to increase the staffing levels in aged care facilities. Nurses believe doing so would allow them to better manage their workload and offer great treatment without jeopardising their work-life balance. As shared by Participant 8, “To improve this situation, I think it's important to consider increasing staffing levels.”

**Code 4.2: Mental Health Support.** Nurses suggest that providing better mental health support could help them cope with the stress caused by the high workload. Access to mental well-being resources could lead to improved job satisfaction and a better work-life balance. According to Participant 8, “I think it’s important to consider increasing staffing levels and providing more support for mental health.”

**Code 4.3: Administrative Support.** Reducing the administrative burden on nurses or providing additional support could allow them to focus more on patient care and reduce overall stress levels. Participant 1 conveyed that “We are only handling the patient cases as well as we are held the care staff while they much to handle our balance work life with this current situation.”

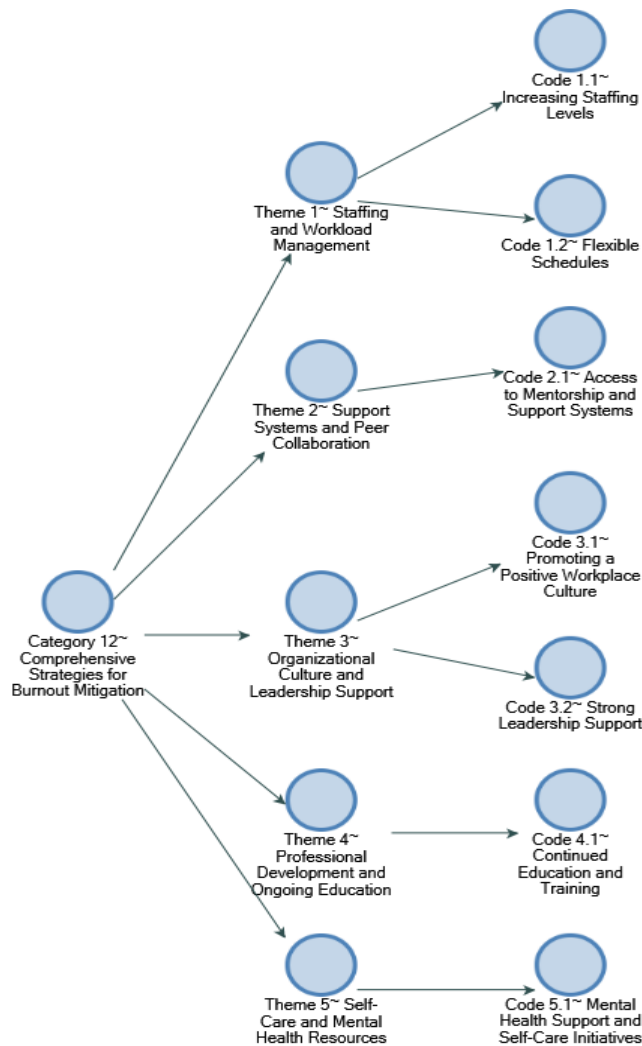
#### **4.12 Category 12: Comprehensive Strategies for Burnout Mitigation**

This broad theme encompasses various strategies to reduce job burnout among nurses in aged care facilities. These strategies include improving staffing levels, offering flexible

schedules, creating a supportive organisational culture, fostering mentorship and peer support, promoting professional development, and providing access to mental health resources. Together, these efforts aim to alleviate the stress and workload pressures on nurses, allowing them to deliver quality care while maintaining a healthy work-life balance. Each theme highlights the importance of organisational support and personal well-being initiatives in mitigating burnout.

**Figure 14**

**Themes and Codes Flow for Comprehensive Strategies for Burnout Mitigation**



#### **4.12.1 Theme 1: Staffing and Workload Management**

**Code 1.1: Increasing Staffing Levels.** One key strategy nurses suggest is increasing staffing levels to balance the workload. Having more staff on duty can reduce the burden on individual nurses, allowing them to manage their responsibilities more effectively, thus mitigating burnout. Participant 9's perspective was that "Mainly the increased staffing will help with the burnout of nurses." The participant also stated, "If we have two nurses on duty for 60 residents, like 30 for each nurse can be more, better than 60 for a nurse."

**Code 1.2: Flexible Schedules.** Offering nurses flexible work schedules is also an effective strategy to help them balance work and personal life, which can alleviate burnout. Planning time off and taking leave is important for their well-being. As observed by Participant 8, "Giving nurses flexible schedules can help them juggle their work and personal lives." Similarly, Participant 5 mentioned that "Roster day off together, which always isn't him. Like cyclic roster in advance things, they want to do on their days off."

#### **4.12.2 Theme 2: Support Systems and Peer Collaboration**

**Code 2.1: Access to Mentorship and Support Systems.** Nurses value mentorship and support systems in dealing with critical situations. Having mentors or peers to rely on for guidance during challenging patient care scenarios helps reduce stress and creates a collaborative environment. According to Participant 9, "So, it really helps the knowledge and guidance of the mentor really helps with the like patient care and even to deal with the critical situations." Participant 8 also expressed that "It's super important to make sure there are enough staff to handle the workload. It's also great to provide access to mental health resources and set up support systems with their peers to create a caring environment."

### **4.12.3 Theme 3: Organisational Culture and Leadership Support**

**Code 3.1: Promoting a Positive Workplace Culture.** A supportive organisational culture that encourages taking breaks promotes self-care, and fosters recognition for hard work can significantly help mitigate burnout. Nurses feel more motivated when they are appreciated and the culture supports their well-being. Based on Participant 8's response, "It's cool to have a culture that encourages taking breaks." The participant added, "Giving recognition and showing appreciation for the hard work of the staff can make a big difference in keeping their spirits up."

**Code 3.2: Strong Leadership Support.** A participant highlighted the importance of having strong leadership support. Leaders who are approachable and who actively promote well-being initiatives create a more open and friendly environment, which helps nurses manage burnout more effectively. Participant 8 mentioned that "Having strong leadership support can also make the workplace more open and friendly."

### **4.12.4 Theme 4: Professional Development and Ongoing Education**

**Code 4.1: Continued Education and Training.** Providing nurses with continued education and training opportunities is seen as a way to improve job satisfaction and reduce burnout. Ongoing training allows nurses to feel more equipped to handle complex patient care situations, reducing stress and enhancing the quality of care. According to the feedback from Participant 9, "More continued education also will help with the like giving good and compassionate care for the patients." Similarly, Participant 8 mentioned that "Regular training on managing stress is really important."

#### **4.12.5 Theme 5: Self-Care and Mental Health Resources**

**Code 5.1: Mental Health Support and Self-Care Initiatives.** Access to mental health resources and promoting self-care initiatives are vital strategies to mitigate burnout. Nurses emphasised the need for mental health support to manage stress effectively and prioritize their well-being. As conveyed by Participant 8, “It’s empowering to promote self-care initiatives to help nurses prioritize their well-being.” Participant 8 also added, “It’s also great to provide access to mental health resources.”

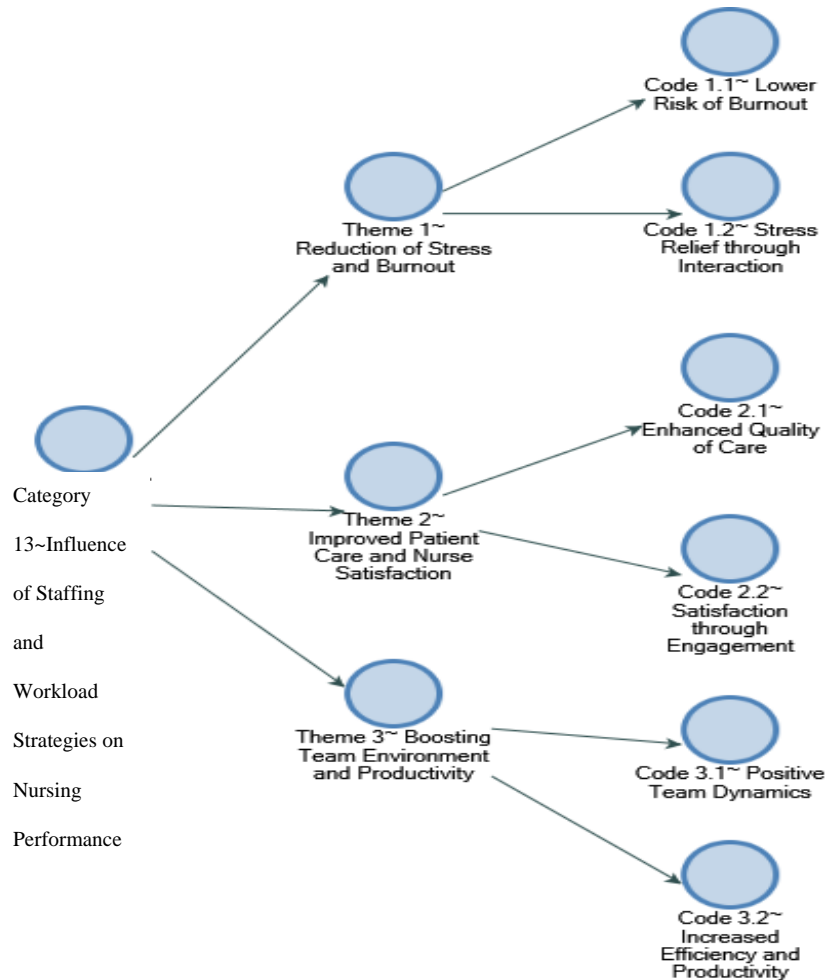
#### **4.13 Category 13: Influence of Staffing and Workload Strategies on Nursing Performance**

Adequate staffing and balanced workload strategies are vital for optimising nursing performance. These strategies reduce burnout, enhance job satisfaction, and improve the quality of patient care. A well-supported team environment boosts productivity and allows nurses to focus on medical and emotional aspects of care. This results in better outcomes for patients and greater nurse retention.

Figure 15

### Themes and Codes Flow Influence of Staffing and Workload Strategies on Nursing

#### Performance



#### 4.13.1 Theme 1: Reduction of Stress and Burnout

**Code 1.1: Lower Risk of Burnout.** Proper staffing levels help reduce the likelihood of burnout, enabling nurses to handle their responsibilities without becoming overwhelmed. A well-staffed environment creates a healthier work-life balance for nurses. According to Participant 6, proper staffing “Definitely decreases the likelihood of staff burnout and will decrease your sick leave and will increase your productivity.” Similarly, Participant 8 stated that “When staffing levels

are adequate, we are less likely to experience burnout, allowing us to concentrate on our responsibilities and provide better care.”

**Code 1.2: Stress Relief through Interaction.** Having the right staffing levels allows nurses to take time to engage with patients, relieving stress for both the nurses and the patients, which enhances the overall care experience. As observed by Participant 9,

“If we have advocates staffing and that can really help... we can make ourselves available for the residents, and that can improve their satisfaction as well as our satisfaction in work.”

#### **4.13.2 Theme 2: Improved Patient Care and Nurse Satisfaction**

**Code 2.1: Enhanced Quality of Care.** With sufficient staff, nurses can provide more comprehensive care, improving patient outcomes and satisfaction. Adequate staffing enables nurses to focus on patient care rather than being rushed through tasks. Participant 8 conveyed that “When staffing levels are adequate, we are less likely to experience burnout... This leads to improved patient outcomes and higher satisfaction rates.” Participant 9 mentioned that “We are just rushing with the patients... talking to them, they like to relieve their stress by talking, which is not happening.”

**Code 2.2: Satisfaction through Engagement.** Adequate staffing allows nurses to spend more time on meaningful interactions with patients. This patient engagement increases satisfaction for both parties and enhances the quality of care provided. Participant 9 expressed that “Mostly, patients will really like to talk with us... that can relieve their stress.”

#### **4.13.3 Theme 3: Boosting Team Environment and Productivity**

**Code 3.1: Positive Team Dynamics.** A properly staffed facility creates a positive team environment where workloads are shared, leading to more effective teamwork. This environment supports the care staff and nurses, allowing smoother operations. Based on Participant 6’s

response, “It’s a positive team environment, that’s what it is.” Participant 1 further highlighted that “We are the one who is helping the care staff to do a lot of their work as well.”

**Code 3.2: Increased Efficiency and Productivity.** With proper workload strategies, nurses experience higher productivity. The ability to focus on their duties without constant pressure leads to increased job performance and fewer mistakes. As observed by Participant 6, “Proper staffing will increase your productivity.” Participant 4 also stated, “More time to spend events rather than job.”

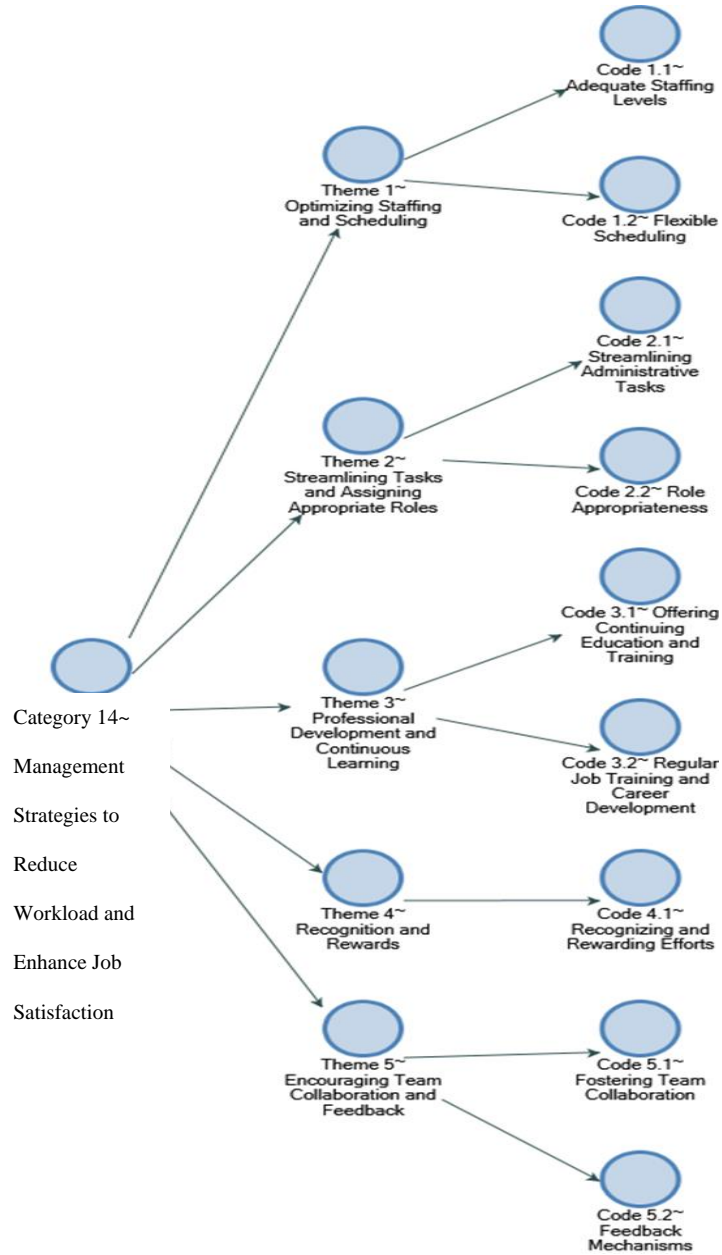
#### **4.14 Category 14: Management Strategies to Reduce Workload and Enhance Job**

##### **Satisfaction**

This broad theme highlights various strategies management can adopt to reduce nurses’ workload. These strategies include improving staffing, providing flexible scheduling, offering ongoing training, streamlining administrative tasks, and recognising staff efforts. By addressing these areas, management can create a more balanced and efficient working environment that fosters job satisfaction and improves overall nursing performance.

Figure 16

Themes and Codes Flow for Management Strategies to Reduce Workload and Enhance Job Satisfaction



#### **4.14.1 Theme 1: Optimising Staffing and Scheduling**

**Code 1.1: Adequate Staffing Levels.** Increasing staffing levels is one of the most frequently suggested solutions to reduce workload. Proper staffing ensures that nurses are not overburdened, leading to better job satisfaction and patient care. This is consistent with Participant 9's view, which states that "If they can put more casual staff on, like more of casual staff so that if somebody calls in sick, they have people to come and work for us." Participant 4 added, "As I said earlier, maybe they can't afford more staff, but if someone or more has to help, it would be different."

**Code 1.2: Flexible Scheduling.** Providing flexible scheduling options is another way management can help reduce the workload. This flexibility allows nurses to manage their personal and professional responsibilities more effectively, reducing stress. According to Participant 8, "Adequate staffing, flexible scheduling."

#### **4.14.2 Theme 2: Streamlining Tasks and Assigning Appropriate Roles**

**Code 2.1: Streamlining Administrative Tasks.** Management can also reduce the workload by simplifying or automating administrative tasks. Nurses can focus more on patient care by minimising paperwork or delegating non-clinical responsibilities. Participant 8 suggested, "Streamline administrative tasks."

**Code 2.2: Role Appropriateness.** Ensuring that the right staff are assigned to the right roles helps to improve efficiency. Misassignments, where staff perform tasks they are not suited for, can lead to inefficiency and increased workload. Participant 6 highlighted that "So, is it the right person doing the right job... sometimes it's the wrong person doing the right job or the right person doing the wrong job."

#### **4.14.3 Theme 3: Professional Development and Continuous Learning**

**Code 3.1: Offering Continuing Education and Training.** Providing ongoing training and education opportunities is critical for reducing workload, as it equips nurses with better skills to handle complex tasks, which in turn boosts their job satisfaction. As observed by Participant 9, “If we can get more continuing education... that can also help with good nursing care as well as nursing satisfaction.”

**Code 3.2: Regular Job Training and Career Development.** Incorporating career development programs can reduce monotony and increase engagement, helping nurses feel more equipped and valued and ultimately lightening the workload. According to Participant 9, “If they can put more continuing nursing programs... it can help with the increased quality of nursing care.”

#### **4.14.4 Theme 4: Recognition and Rewards**

**Code 4.1: Recognising and Rewarding Efforts.** Recognition of hard work through rewards or achievements can significantly boost morale and reduce the psychological burden of a heavy workload. This acknowledgment helps nurses feel valued and supported. Participant 1’s perspective was that “They can increase the salary, or they can give some paper. Some achievements they can give, something like that.” Consistent with Participant 1’s view, Participant 8 stated, “Recognize and reward efforts.”

#### **4.14.5 Theme 5: Encouraging Team Collaboration and Feedback**

**Code 5.1: Fostering Team Collaboration.** Encouraging collaboration among staff can help distribute the workload more evenly. A supportive team environment allows for better management of daily tasks, reducing individual strain. As mentioned by Participant 8, “Encourage team collaboration.” Participant 6 added, “It’s a positive team environment, that’s what it is.”

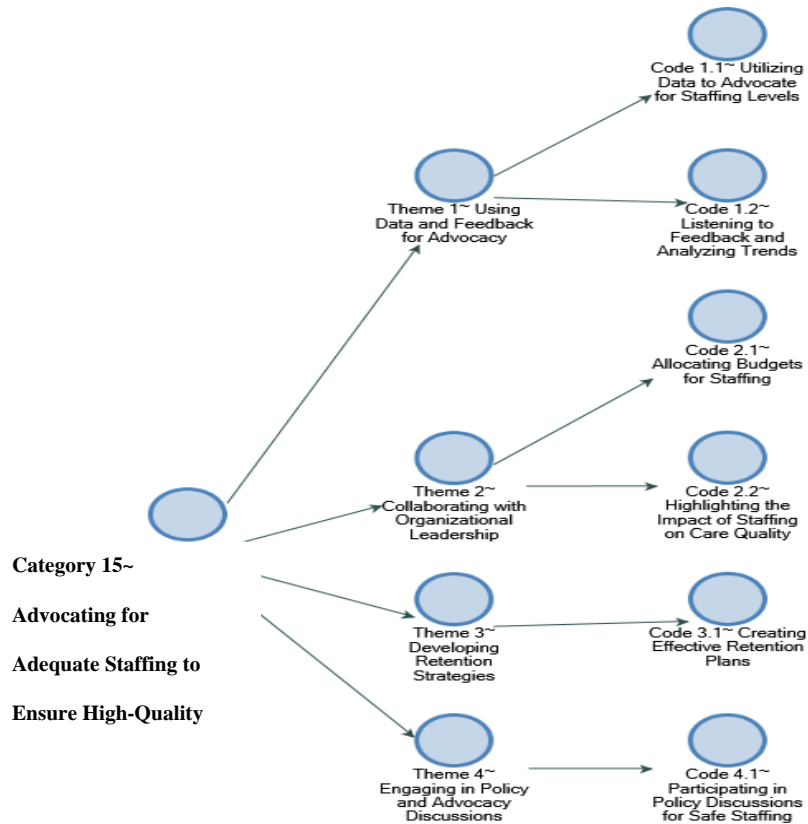
**Code 5.2: Feedback Mechanisms.** Management can help reduce workload by implementing feedback mechanisms, allowing nurses to voice their concerns and suggest improvements. This creates a more responsive and adaptable work environment. According to Participant 8, “Feedback mechanisms” can help reduce workload.

#### **4.15 Category 15: Advocating for Adequate Staffing to Ensure High-Quality Care and Reduce Turnover**

This broad theme focuses on how management can effectively advocate for sufficient staffing to maintain high-quality care and reduce nurse turnover. By utilising data, fostering communication, developing retention strategies, and engaging in policy discussions, management can create an environment that supports both patient care and nurse well-being, ensuring a sustainable and efficient workforce.

**Figure 17**

**Themes and Codes Flow for Advocating for Adequate Staffing to Ensure High-Quality Care and Reduce Turnover**



**4.15.1 Theme 1: Using Data and Feedback for Advocacy**

**Code 1.1: Utilising Data to Advocate for Staffing Levels.** Management can use data to demonstrate the impact of staffing on patient outcomes and nurse retention. Data-driven advocacy ensures that decisions are grounded in evidence, highlighting the correlation between staffing, care quality, and nurse satisfaction. Participant 8 explained that “Management can advocate for adequate staffing by using data to show the impact of staffing levels on patient outcomes and nurse retention.” According to Participant 6, “You need to look at like sick leave... has there been an increase in workload? You know, are people starting to get burned out?”

**Code 1.2: Listening to Feedback and Analysing Trends.** Effective communication between staff and management is crucial. Listening to feedback on staffing issues and analysing trends in sick leave and workload can provide valuable insights to adjust staffing needs and prevent burnout. As mentioned by Participant 6, “Management too needs to think about... they actually listen to the feedback that they’re getting.”

#### **4.15.2 Theme 2: Collaborating with Organisational Leadership**

**Code 2.1: Allocating Budgets for Staffing.** Collaborating with leadership to secure budgets for hiring and retaining staff is an important strategy for maintaining adequate staffing levels. Advocacy at this level helps ensure that the necessary resources are in place to support quality care and prevent nurse shortages. Participant 8 highlighted that “Allocating budget for hiring nursing staff, collaborating with organisational leaders.”

**Code 2.2: Highlighting the Impact of Staffing on Care Quality.** Management can advocate by showcasing how proper staffing directly impacts patient care and outcomes. Highlighting these connections helps secure the necessary support from organisational leaders to prioritize staffing improvements. Participant 7 explained that “Highlighting the impact of staffing on patient care... can support efforts to ensure high-quality care and reduce nurse turnover.”

#### **4.15.3 Theme 3: Developing Retention Strategies**

**Code 3.1: Creating Effective Retention Plans.** In addition to advocating for more staff, management can develop retention strategies to reduce turnover. By focusing on policies that support nurse well-being and job satisfaction, management can ensure that existing staff are motivated to stay. Participant 8 mentioned that “Developing retention strategies... can support efforts to ensure high-quality care and reduce nurse turnover.”

#### **4.15.4 Theme 4: Engaging in Policy and Advocacy Discussions**

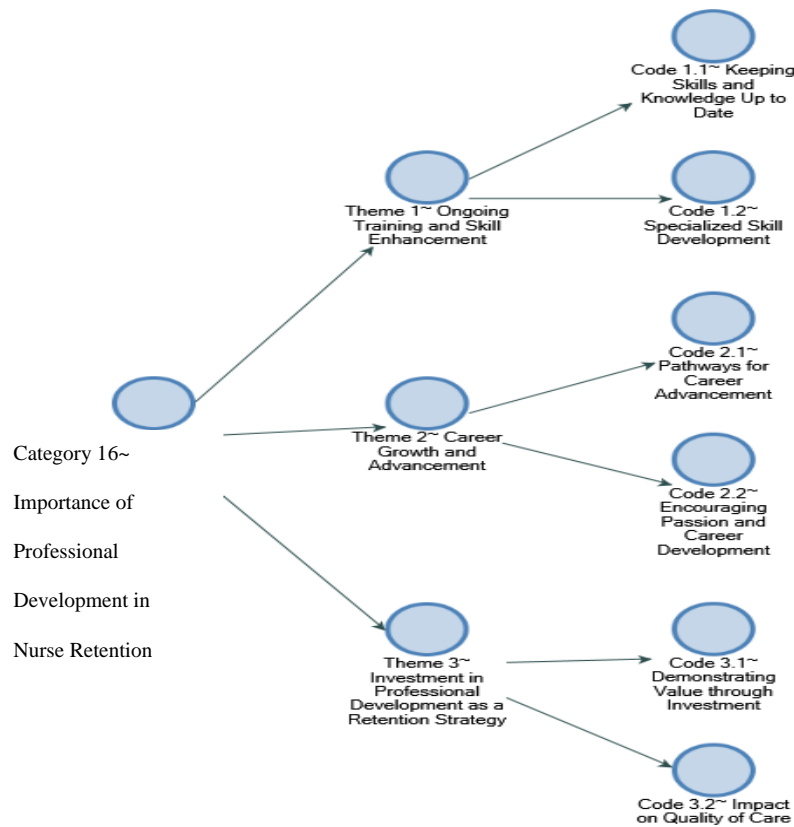
**Code 4.1: Participating in Policy Discussions for Safe Staffing.** Advocating for safe staffing at a policy level allows management to engage in broader discussions that influence regulations and guidelines. By participating in these discussions, management can contribute to establishing safer, more effective staffing norms that benefit both nurses and patients. According to Participant 8, “Participating in safe staffing policy discussions can support efforts to ensure high-quality care and reduce nurse turnover.”

#### **4.16 Category 16: Importance of Professional Development in Nurse Retention**

Providing professional development opportunities is key to retaining nurses in aged care settings. Ongoing training, skill enhancement, and career advancement pathways help nurses stay updated and competent and foster growth and satisfaction. When management invests in their staff's professional development, it signals value and commitment, increasing retention by encouraging personal and professional growth within the organisation.

**Figure 18**

**Themes and Codes Flow for Importance of Professional Development in Nurse Retention**



**4.16.1 Theme 1: Ongoing Training and Skill Enhancement**

**Code 1.1: Keeping Skills and Knowledge Up to Date.** Regular training allows nurses to keep their skills and knowledge current, which is essential in a constantly evolving field. Staying up to date makes nurses more competent and confident in their roles, leading to higher job satisfaction. According to Participant 4, “If you don’t have any classes or we don’t be up to date... it’s good going without the skills and knowledge.” Participant 8 also mentioned that “Ongoing training allows us to acquire new skills and knowledge, boosting confidence and competence.”

**Code 1.2: Specialised Skill Development.** Providing education in specialised areas, such as wound care, allows nurses to develop a passion for certain aspects of their job, which can lead to expertise in those areas. This specialisation can increase job satisfaction and the quality of care

provided. Participant 6 stated that “If you give her the education on the wound, she might really roll with it and she could actually leave to be a wound care specialist.”

#### **4.16.2 Theme 2: Career Growth and Advancement**

**Code 2.1: Pathways for Career Advancement.** Clear career advancement opportunities help retain nurses by offering them a sense of progress and purpose. When nurses see a future in their current role, they are likelier to stay with the organisation. As described by Participant 4, “For advancing the career, if someone needs to advance their career.” Participant 8 also stated, “Clear pathways for career advancement encourage us to stay with the organization.”

**Code 2.2: Encouraging Passion and Career Development.** Listening to what nurses are passionate about and providing them with opportunities to pursue these areas through professional development helps to cultivate loyalty and retention. As mentioned by Participant 6, “It’s about actually listening to what the staff member wants.”

#### **4.16.3 Theme 3: Investment in Professional Development as a Retention Strategy**

**Code 3.1: Demonstrating Value through Investment.** When management invests in professional development, it shows that they value their nurses. This investment boosts morale and loyalty, making nurses feel appreciated and more likely to remain with the organisation. As described by Participant 8, “Investing in professional development demonstrates that management values their staff.”

**Code 3.2: Impact on Quality of Care.** Providing continuous learning opportunities ensures that nurses are better equipped to handle the complex needs of aged care residents, which in turn leads to higher-quality care and improved job satisfaction. Participant 8 stated, “When nurses engage in continuous learning, we are better equipped to provide high-quality care.”

#### **4.16.4 Theme 3: Leadership Development and Career Growth**

**Code 3.1: Leadership and Mentorship Programs.** Leadership development programs and mentorship opportunities allow nurses to take on more responsibilities and feel they are progressing in their careers. Such programs offer pathways for career growth, helping to retain nurses by fostering a sense of purpose and advancement. Participant 8 stated that “Mentorship, leadership development, workshops and seminars” offer growth opportunities for their career.

**Code 3.2: Specialised Career Development.** Focusing on niche areas, such as wound care or dementia care, can ignite passion in nurses, encouraging them to stay longer in their roles as they gain deeper expertise in a field that interests them. Participant 6 shared that “If you give her the education on the wound, she might really roll with it and she could actually leave to be a wound care specialist.”

#### **4.16.5 Theme 4: Recognition and Incentives**

**Code 4.1: Salary Increments and Recognition.** In addition to professional development, providing salary increments and recognising nurses' efforts through career development incentives can significantly motivate them to stay in their roles. This shows that management values their contributions and rewards their continued professional growth. According to Participant 8, “Salary increments... These opportunities can significantly enhance motivation and retention among nursing staff.”

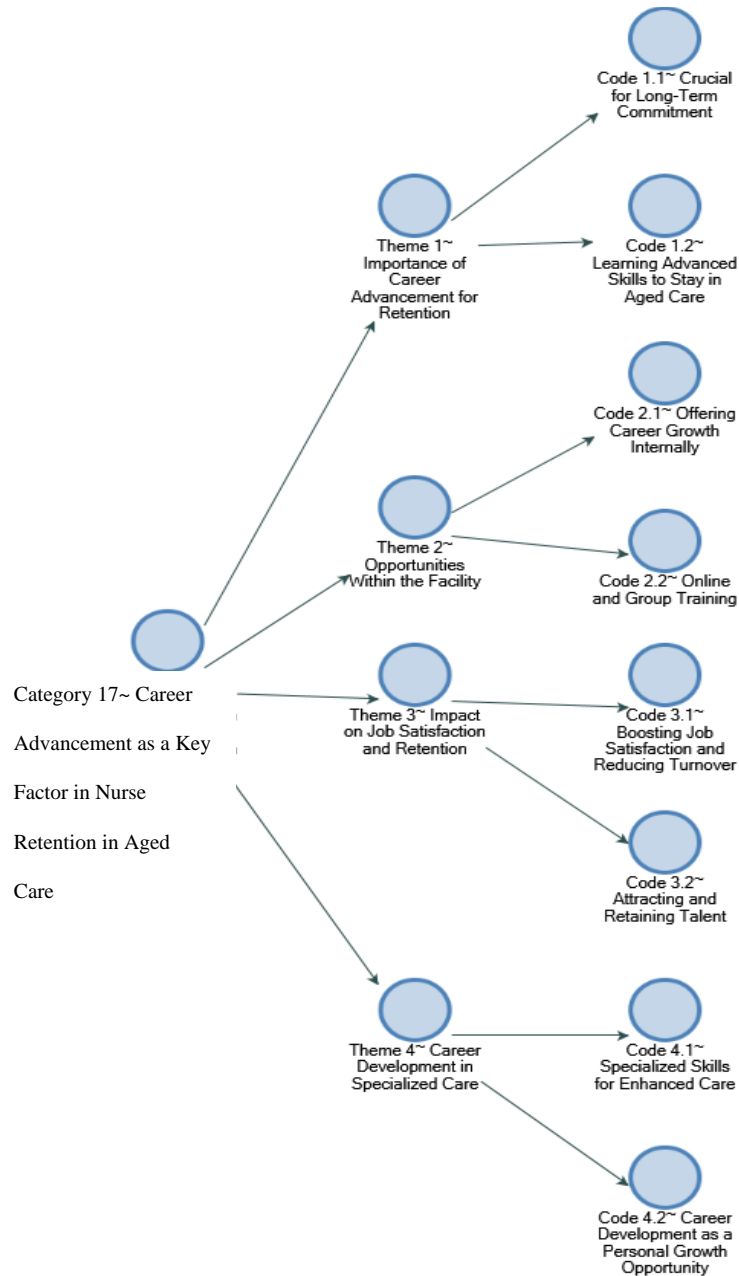
### **4.17 Category 17: Career Advancement as a Key Factor in Nurse Retention in Aged Care Facility**

Providing opportunities for career advancement is widely viewed as essential for retaining nurses in the aged care sector. Access to career development not only enhances job satisfaction but also encourages long-term commitment and attracts new talent. These

opportunities allow nurses to expand their skills, increasing their motivation to stay in the sector while improving residents' overall quality of care.

**Figure 19**

**Themes and Codes Flow for Career Advancement as a Key Factor in Nurse Retention in Aged Care**



#### **4.17.1 Theme 1: Importance of Career Advancement for Retention**

**Code 1.1: Crucial for Long-Term Commitment.** Offering career advancement opportunities is considered crucial for retaining nurses, as it encourages long-term commitment and reduces turnover. Career growth opportunities can enhance job satisfaction and help nurses stay engaged in their roles. Participant 8 mentioned that

“Providing career advancement opportunities is crucial for retaining nurses in aged care. It enhances job satisfaction, encourages long-term commitment, reduces turnover.”

**Code 1.2: Learning Advanced Skills to Stay in Aged Care.** Access to advanced nursing skills and continuous education motivates nurses to stay in aged care. Without such opportunities, nurses may feel they are not advancing and may look for roles elsewhere that offer better learning and career growth options. As observed by Participant 9, “If we had more opportunities to learn things like advanced nursing care... nurses may stay more in aged care.”

#### **4.17.2 Theme 2: Opportunities Within the Facility**

**Code 2.1: Offering Career Growth Internally.** Providing career development opportunities within the facility can help retain nurses by allowing them to advance their careers without the need to leave the organisation. Nurses who want to progress in their careers will stay if their workplace offers internal advancement options. Participant 4 noted that “If you have an option in your facility, they may stay there.”

**Code 2.2: Online and Group Training.** Management’s provision of online training and group training sessions helps facilitate learning and career advancement, making it easier for nurses to continue their education while staying engaged in their current roles. According to Participant 1, “Management providing online trainings as well as we're having some training groups. So, it's really helping.”

### **4.17.3 Theme 3: Impact on Job Satisfaction and Retention**

**Code 3.1: Boosting Job Satisfaction and Reducing Turnover.** Career development opportunities improve job satisfaction by allowing nurses to grow professionally, reducing turnover. Nurses are more likely to stay in roles where they feel valued and see progression opportunities. Participant 8 emphasised that “Career advancement opportunities improve job satisfaction, attract new talent, and reduce turnover.”

**Code 3.2: Attracting and Retaining Talent.** Facilities that offer career development are better positioned to attract new talent and retain existing staff. When nurses see clear pathways for growth, they are more likely to commit to staying in the sector long-term. Participant 4 shared their thoughts, stating, “It would be a good opportunity for someone who wants to advance their career... If you don’t have the option in your facility, they may go away and advance their career elsewhere.”

### **4.17.4 Theme 4: Career Development in Specialised Care**

**Code 4.1: Specialised Skills for Enhanced Care.** Providing training in specialised areas such as advanced nursing care, dementia, and palliative care allows nurses to deepen their expertise and stay motivated. This helps retain nurses by giving them the skills necessary to handle complex resident needs. According to the statements of Participant 9, “If we had more education in continuing education... that can help with staying in aged care as well.”

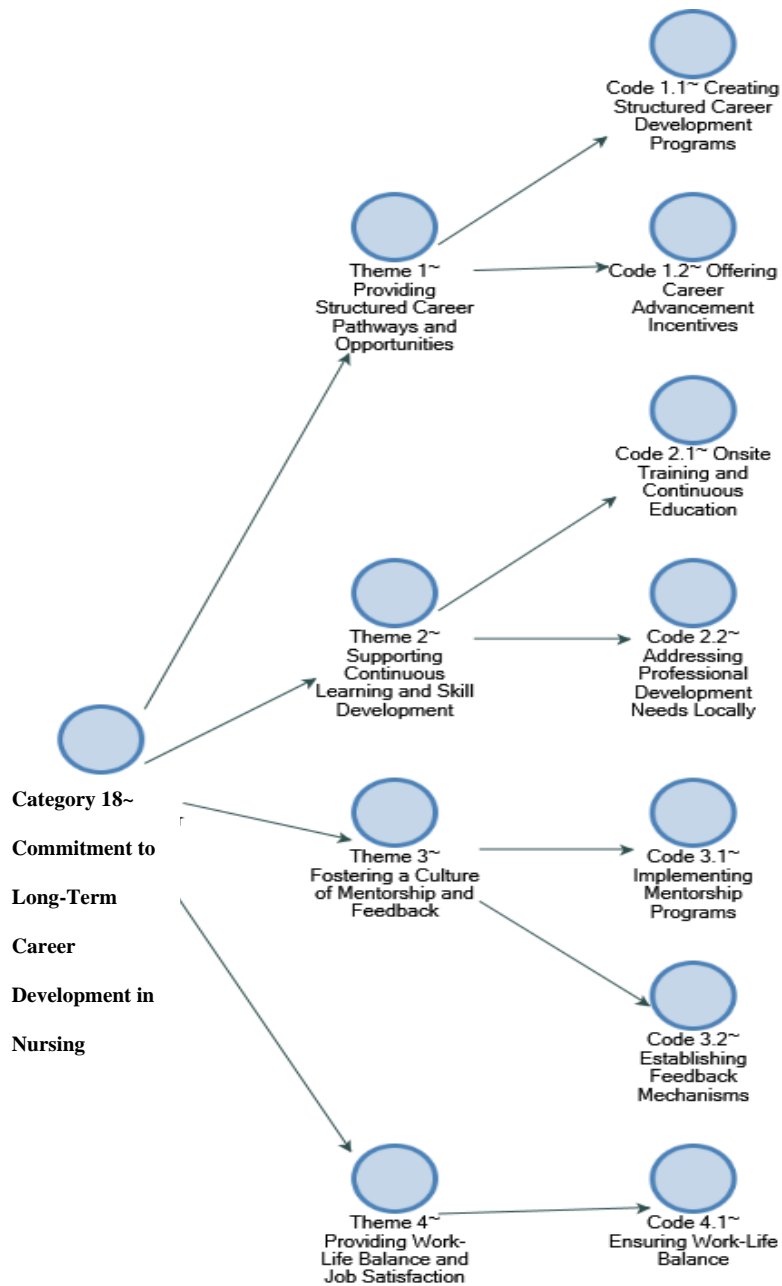
**Code 4.2: Career Development as a Personal Growth Opportunity.** Career advancement allows nurses to develop professionally and personally, keeping them engaged and committed to their roles. This personal growth is often tied to job satisfaction and increased retention. Participant 8 remarked that “Career advancement opportunities... help with job satisfaction and encourage long-term commitment.”

#### **4.18 Category 18: Commitment to Long-Term Career Development in Nursing**

Organisations can demonstrate their commitment to the long-term career development of nursing staff through various strategies. These include providing structured career pathways, financial support, continuous learning opportunities, onsite training, and mentorship. Investing in their nurses' professional growth allows organisations the opportunity to foster loyalty, reduce turnover, and improve the quality of care. Commitment to long-term development creates an environment where nurses feel valued and motivated to stay in their roles.

Figure 20

Themes and Codes Flow for Commitment to Long-Term Career Development in Nursing



4.18.1 Theme 1: Providing Structured Career Pathways and Opportunities

**Code 1.1: Creating Structured Career Development Programs.** Offering structured career pathways helps nurses progress in their careers, providing them with opportunities to advance

into leadership roles or specialize in areas of interest. This structure motivates nurses to stay and grow within the organisation. Participant 8 indicated that “Organizations can create structured career pathways, offer professional development programs, and implement mentorship and leadership training.” Participant 6 also mentioned that “At the rest home, obviously started to get bored. So, that’s why I climbed up the ladder... But you’ve got to keep learning.”

**Code 1.2: Offering Career Advancement Incentives.** Financial support for continuing education and offering career advancement opportunities, such as in-service education, incentivize nurses to pursue growth without needing to leave the organisation. Participant 4 offered the insight that “If they can ensure we are getting enough, you know, study hours and arrange some in-service educations... that would be helpful for the staff too.” Participant 8 suggested that “Provide financial support for continuing education.”

#### **4.18.2 Theme 2: Supporting Continuous Learning and Skill Development**

**Code 2.1: Onsite Training and Continuous Education.** Organisations can provide onsite training and regular skill development courses to ensure nurses remain competent and confident in their roles. Offering accessible education opportunities, especially in smaller or rural settings, demonstrates organisational commitment to growth. According to Participant 9, “Onsite training is very low... sending us to bigger cities also costs a lot of money. So, they just try not to do more of nursing professional development courses for nurses.” Participant 1 also stated, “The management providing online trainings... it’s really helping.”

**Code 2.2: Addressing Professional Development Needs Locally.** Organisations in smaller or rural areas need to address the challenge of limited training options by providing more local opportunities, reducing the need to travel and increasing participation in development programs.

Participant 9 pointed out that “Places like in Gore, they need to send us to big cities for training... onsite training is very low.”

#### **4.18.3 Theme 3: Fostering a Culture of Mentorship and Feedback**

**Code 3.1: Implementing Mentorship Programs.** Mentorship programs allow experienced nurses to guide less experienced staff, creating a support network that fosters growth and leadership development. This mentorship can help retain staff by nurturing professional relationships and offering clear guidance. According to Participant 8, “Organizations can implement mentorship and leadership training.”

**Code 3.2: Establishing Feedback Mechanisms.** Establishing channels for feedback enables nurses to communicate their professional development needs. Organisations that actively listen and respond to these needs demonstrate a commitment to supporting career growth. Participant 6 noted that “They actually listen to the feedback that they’re getting.”

#### **4.18.4 Theme 4: Providing Work-Life Balance and Job Satisfaction**

**Code 4.1: Ensuring Work-Life Balance.** Nurses appreciate work environments that support both their professional and personal lives. Organisations show that they care about their staff’s long-term well-being by offering manageable workloads, flexible schedules, and supportive policies. Participant 1 shared their thoughts, stating, “We have only just 8-hour shifts, 4-days weekly duty... So, they’ll be getting a good working environment as well as a stress-free situation.”

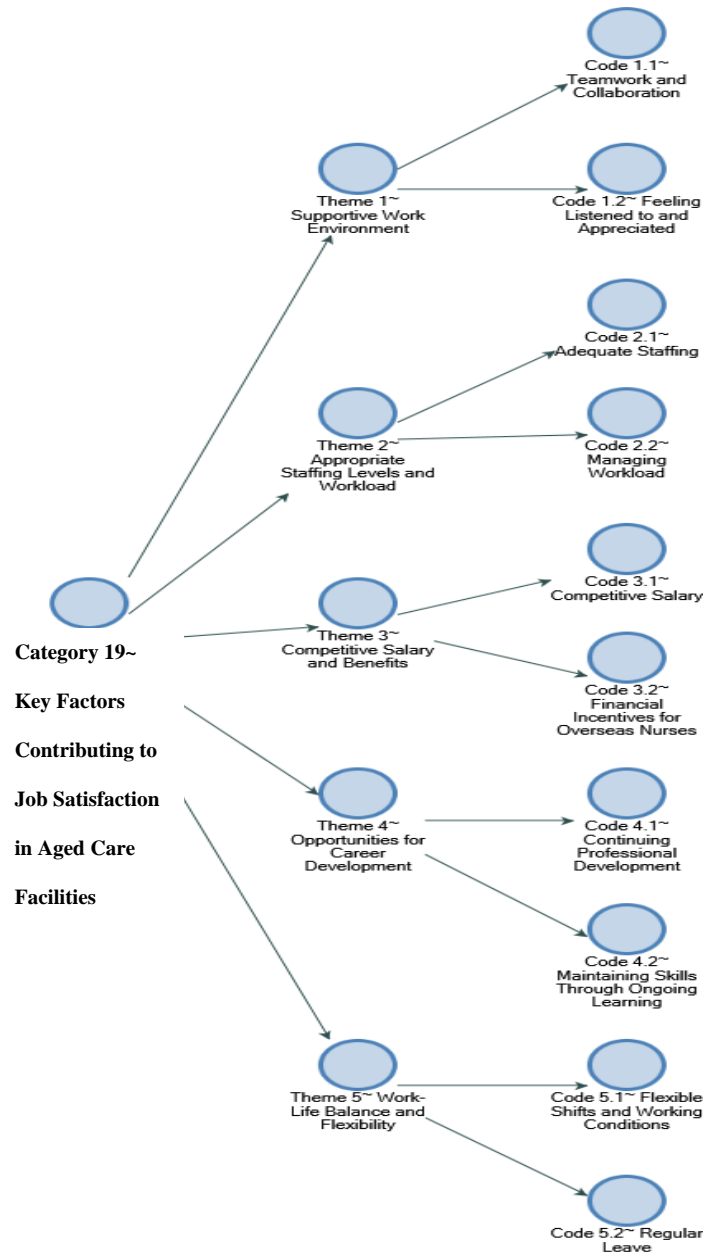
### **4.19 Category 19: Key Factors Contributing to Job Satisfaction in Aged Care Facilities**

Job satisfaction in aged care facilities is influenced by various factors, including supportive work environments, appropriate staffing, competitive salaries, and flexibility in work arrangements. These elements collectively encourage nurses to stay in their roles by creating a

positive work culture, reducing stress, and providing growth opportunities. When these factors are aligned with nurses' personal and professional needs, they foster loyalty and long-term commitment.

**Figure 21**

**Themes and Codes Flow for Key Factors Contributing to Job Satisfaction in Aged Care Facilities**



#### **4.19.1 Theme 1: Supportive Work Environment**

**Code 1.1: Teamwork and Collaboration.** A supportive environment that fosters teamwork and collaboration significantly boosts job satisfaction. Nurses feel more motivated to stay in an aged care facility when they know they have the backing of their colleagues and management.

Participant 8 pointed out that “Feeling supported by colleagues and management can significantly enhance my overall job satisfaction.”

**Code 1.2: Feeling Listened to and Appreciated.** Nurses value feeling appreciated and being listened to by their employers. A workplace that adapts to their needs and preferences, such as preferred shifts, creates a more fulfilling work experience. Participant 6 shared their thoughts, stating, “Feeling appreciated. Regular leave. A roster that meets my needs and a positive workload.” The participant further stated, “I did feel listened to... so, I was really lucky. And that you keep your staff.”

#### **4.19.2 Theme 2: Appropriate Staffing Levels and Workload**

**Code 2.1: Adequate Staffing.** Job satisfaction is heavily influenced by having adequate staffing levels. Nurses in aged care facilities handle large patient loads, and insufficient staff can lead to stress and burnout. Ensuring proper staffing levels is essential for maintaining job satisfaction. According to Participant 9, “Increased staffing and the salary equal to the government. I mean the DHP staff because in aged care nurses... we just care for like 60, 70 patients.”

**Code 2.2: Managing Workload.** Nurses find job satisfaction when the workload is balanced, preventing burnout. Proper distribution of tasks helps create a more manageable and less stressful work environment. Participant 9 suggested that “Increased staffing... if they can do that—that also helps to nurses to stay in aged care.”

#### **4.19.3 Theme 3: Competitive Salary and Benefits**

**Code 3.1: Competitive Salary.** A competitive salary is crucial for retaining nurses, especially those considering moving to other sectors. Nurses expect fair compensation for their workload, and a lack of competitive pay can be a significant factor in seeking other opportunities.

Participant 4 remarked that “We came here to... make money to support the family... if you have less pay, definitely we'll move to the hospitals.” According to Participant 9, “The decreased salary is also a thing.”

**Code 3.2: Financial Incentives for Overseas Nurses.** Overseas nurses, in particular, seek competitive salaries and financial incentives as they often move to provide better lives for their families. Proper compensation is key to ensuring their job satisfaction and retention. Participant 4 alluded to the fact that “Especially for the overseas nurse... we came here for a better life and make money to support the family.”

#### **4.19.4 Theme 4: Opportunities for Career Development**

**Code 4.1: Continuing Professional Development.** Nurses value opportunities for professional growth and development. Access to career advancement and continuous education programs boosts job satisfaction and encourages nurses to stay with the organisation. Participant 9 asserted that “Opportunities with career development... if these can be increased, all the nurses will stay in aged care.”

**Code 4.2: Maintaining Skills Through Ongoing Learning.** Providing consistent training and development opportunities, such as in-service education and CPD (Continuing Professional Development) hours, helps nurses stay motivated and engaged in their roles. Participant 4 emphasised that “Staff need to attend 20 hours of CPD... it would be helpful for the staff too.”

#### **4.19.5 Theme 5: Work-Life Balance and Flexibility**

**Code 5.1: Flexible Shifts and Working Conditions.** Nurses experience job satisfaction when they have flexible shifts and working hours. A balanced work-life schedule that meets personal preferences, such as avoiding unwanted shifts, significantly improves retention. According to Participant 1, “We have only just 8-hour shifts, 4-days weekly duty... they’ll be getting a good working environment as well as a stress-free situation.”

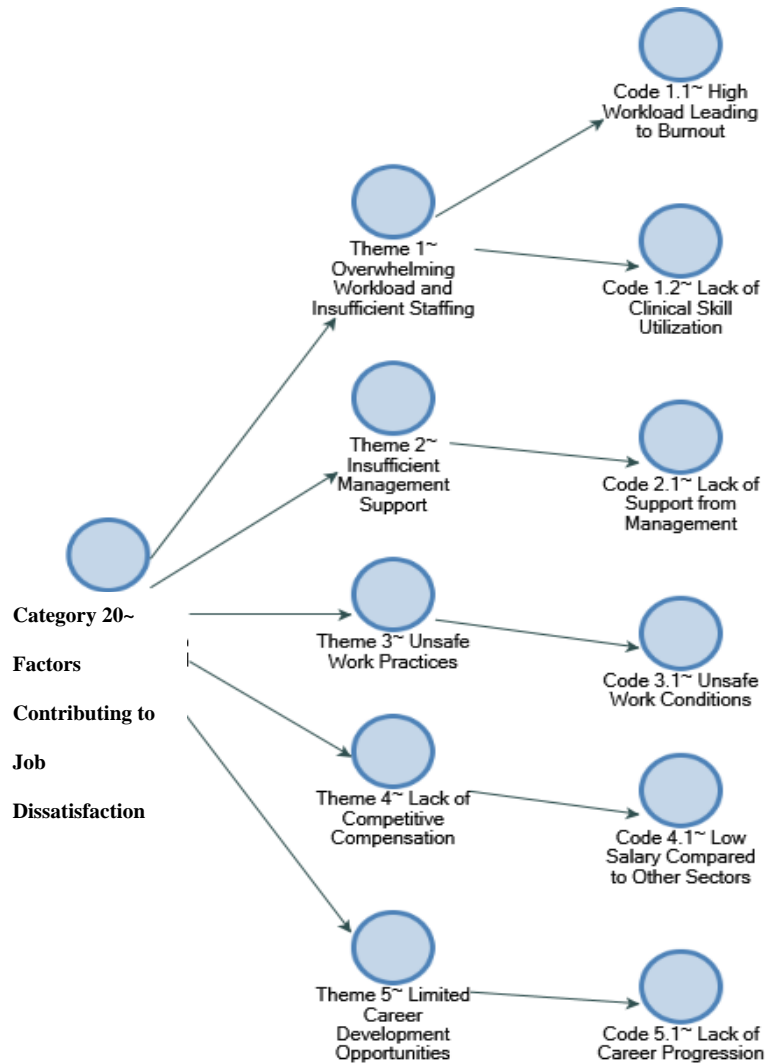
**Code 5.2: Regular Leave.** Offering regular leave and a flexible roster that accommodates personal needs ensures that nurses maintain a healthy work-life balance, which is vital for job satisfaction. Participant 6 shared their thoughts, stating, “Regular leave. A roster that meets my needs.”

#### **4.20 Category 20: Factors Contributing to Job Dissatisfaction and Turnover in Aged Care Sector**

Nurses in the aged care sector may consider quitting their jobs due to various factors, including overwhelming workloads, lack of management support, limited career advancement opportunities, unsafe work practices, and insufficient compensation. These issues create dissatisfaction and stress, prompting nurses to seek better opportunities elsewhere. Addressing these concerns can help aged care facilities retain staff and reduce turnover.

**Figure 22**

**Themes and Codes Flow for Factors Contributing to Job Dissatisfaction and Turnover in Aged Care Sector**



**4.20.1 Theme 1: Overwhelming Workload and Insufficient Staffing**

**Code 1.1: High Workload Leading to Burnout.** An excessively high workload without sufficient staffing can cause burnout and stress, leading nurses to leave their jobs. The demands of managing a large number of patients with minimal support significantly contribute to dissatisfaction. Participant 6 expressed their concern, “Two higher workloads. A manager that

didn't listen and unsafe practice and I'll be gone." This was similar to Participant 8's view, "High workloads, inadequate staffing... are all significant contributors to job dissatisfaction."

**Code 1.2: Lack of Clinical Skill Utilisation.** Some nurses feel their clinical skills are underutilised in aged care compared to hospitals. This lack of engagement with advanced nursing practices can lead to boredom and dissatisfaction. As noted by Participant 4, "The nursing skills we can use for the aged care... for a beginner, can't say that word bit boring, but... nursing the practice."

#### **4.20.2 Theme 2: Insufficient Management Support**

**Code 2.1: Lack of Support from Management.** Nurses may feel unsupported when management fails to address their concerns or provide sufficient resources. This lack of responsiveness can lead to frustration, making nurses more likely to leave their roles. Participant 6 pointed out that "A manager that didn't listen... and I'll be gone." Participant 8 also stated, "Poor work environment and inadequate staffing... are significant contributors to job dissatisfaction."

#### **4.20.3 Theme 3: Unsafe Work Practices**

**Code 3.1: Unsafe Work Conditions.** Unsafe practices in the workplace, such as poor patient care protocols or insufficient safety measures, are a major reason nurses may quit their jobs. Nurses prioritize patient safety, and working in environments that compromise safety standards is a significant issue. Participant 6 expressed their concern, "Unsafe practice and I'll be gone." Participant 4 mentioned that "In hospitals... we can... care, the nursing the practice."

#### **4.20.4 Theme 4: Lack of Competitive Compensation**

**Code 4.1: Low Salary Compared to Other Sectors.** Low compensation is a significant factor that pushes nurses to leave aged care facilities, particularly when wages are not competitive with

those in hospitals or other healthcare settings. Nurses expect fair pay for their workload and expertise. According to Participant 4, “One pay, you know, Php D salary... If you have less pay, definitely we’ll move to the hospitals.” Participant 8 shares a similar view, “Low compensation... is a significant contributor to job dissatisfaction.”

#### **4.20.5 Theme 5: Limited Career Development Opportunities**

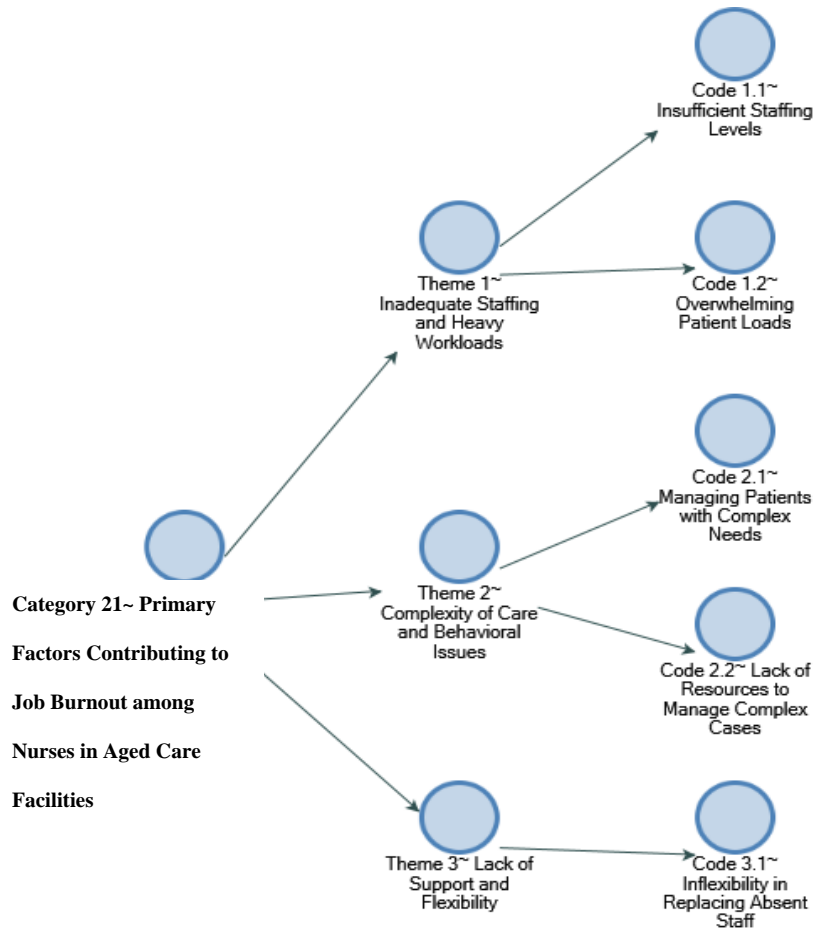
**Code 5.1: Lack of Career Progression.** Aged care facilities that do not provide opportunities for career advancement can cause nurses to feel stagnant in their roles. Without an avenue for growth or skill development, nurses may seek roles in other healthcare sectors that offer more dynamic opportunities. Participant 4 shared their thoughts, stating, “In aged care... the nursing skills we can use are... less. In hospitals... the nursing practice.” Participant 8 highlighted that “Limited career advancement... is a significant contributor to job dissatisfaction.”

#### **4.21 Category 21: Primary Factors Contributing to Job Burnout Among Nurses in Aged Care Facilities**

Job burnout among nurses in aged care facilities is primarily driven by factors such as inadequate staffing, handling high patient loads with complex care needs, and lack of support in managing these challenges. These factors lead to stress and exhaustion, pushing nurses to experience emotional and physical burnout. Addressing these core issues can help reduce burnout and improve job satisfaction.

**Figure 23**

**Themes and Codes Flow for Primary Factors Contributing to Job Burnout among Nurses in Aged Care Facilities**



**4.21.1 Theme 1: Inadequate Staffing and Heavy Workloads**

**Code 1.1: Insufficient Staffing Levels.** Inadequate staffing is frequently cited as one of the main contributors to burnout. Two nurses report being responsible for an overwhelming number of residents without enough support, leading to physical exhaustion and emotional stress. It was noted by Participant 9 that “Mostly it’s due to the decreased staffing level... for 60 residents, they just provide one nurse, which is not adequate.” Participant 9 elaborated, saying, “If somebody

calls in sick, they just try to manage with the staff they have. They just don't find anymore... that is the main thing.”

**Code 1.2: Overwhelming Patient Loads.** Handling large numbers of patients with diverse care needs, including those with behavioral issues or complex medical conditions, increases the pressure on nurses, leading to burnout. Participant 1 reported that “At the moment, we are handling maybe a lot of patients with behavioral issues... especially the hospital level cases like bipolar.” Participant 9 shared that “We won't be able to advocate for all of their problems, and that is the main thing that is causing the burnout in aged care.”

#### **4.21.2 Theme 2: Complexity of Care and Behavioral Issues**

**Code 2.1: Managing Patients with Complex Needs.** Nurses are often tasked with caring for patients with complex mental health or medical conditions. This complexity adds another layer of difficulty to their already heavy workload, contributing to emotional and physical strain. Participant 1 pointed out that “Handling the moment like one patient ratio... a lot of patients like behavioral issues even like we need to handle a lot of residents, especially the hospital level basis like bipolar.”

**Code 2.2: Lack of Resources to Manage Complex Cases.** Nurses struggle to provide adequate care for complex cases when resources are limited. Insufficient staff, training, and support make it difficult to deliver the care required, increasing stress and frustration. According to Participant 9, “They just provide one of us... and we won't be able to advocate for all of their problems.”

#### **4.21.3 Theme 3: Lack of Support and Flexibility**

**Code 3.1: Inflexibility in Replacing Absent Staff.** When staff members are absent, there is often little effort to bring in additional support. This leaves the remaining nurses with an even

heavier workload, exacerbating feelings of burnout. As noted by Participant 9, “If somebody calls in sick, they just try to manage with the staff they have.”

## CHAPTER 5

### DISCUSSION

This research highlights the multifaceted nature of nurse retention in aged care facilities, emphasising the critical role of effective management practices in shaping job satisfaction and workforce stability. The findings underline several interconnected factors—leadership, mentorship, workload management, professional development opportunities, and recognition systems—that significantly influence nurses’ decisions to stay in their roles. By integrating participants’ perspectives with existing literature, this discussion explores these key themes in depth and offers insights into their implications for aged care facilities in Dunedin, New Zealand.

#### **5.1 Leadership and Organisational Culture**

Leadership was consistently identified as a pivotal factor in fostering a supportive and engaging work environment. Participants emphasized, as discussed in Category 2 and Category 7 in the result chapter above; the importance of transformational leadership, where leaders inspire, communicate effectively, and show empathy toward staff. These attributes were linked to increased job satisfaction and a sense of belonging among nurses, which aligns with existing studies highlighting the positive impact of supportive leadership on retention (Boamah et al., 2018; Ystaas et al., 2023; Fallatah & Laschinger, 2016 ). Conversely, the absence of consistent leadership—particularly during night shifts—was a recurring concern among participants as per discussed in Category 3. This lack of accessible leadership at critical times not only contributed to feelings of insecurity but also negatively affected team cohesion and morale (Kleynhans et al., 2022). Addressing these gaps by ensuring leadership presence and support across all shifts could significantly enhance staff confidence and retention (Weaver et al., 2022)

## **5.2 Mentorship and Professional Development**

Mentorship emerged as a highly valued aspect of workplace support, with participants highlighting its role in fostering confidence, professional growth, and emotional resilience. Nurses who experienced structured mentorship programs reported feeling more integrated and capable in their roles, particularly during the early stages of their careers in aged care as captured in Category 8, Category 9, and Category 18 in the result chapter. However, the literature review revealed that if mentorship initiatives lacked formal structures, will make their implementation inconsistent (Friday & Friday, 2002). The absence of clear guidelines and incentives for mentors could be seen as a barrier to sustaining these programs (Friday & Friday, 2002). Formalising mentorship systems, offering training for mentors, and recognising their contributions could ensure that all nurses receive adequate support, ultimately improving retention (Gularte-Rinaldo et al., 2023).

Professional development opportunities were another critical factor affecting retention. Participants expressed frustration over limited career progression pathways and insufficient access to continuing education, which contributed to feelings of stagnation, which was discussed in Category 19 and Category 20. This finding aligns with the broader literature, which identifies career advancement as a key driver of job satisfaction and retention (Flinkman & Salanterä, 2015). Investing in leadership training, specialised certifications, and structured career pathways would not only enhance nurses' skills but also demonstrate organisational commitment to their professional growth (Mlambo et al., 2021; Shiri et al., 2023).

## **5.3 Workload and Staffing Challenges**

Workload management was a dominant concern among participants, with many describing their experiences of high patient loads and inadequate staffing. Excessive workloads

were directly linked to burnout, emotional exhaustion, and reduced job satisfaction was captured under the result chapter in Category 6, Category 7, Category 10, Category 11, Category 12, Category 13, Category 14 and Category 15. Participants noted that insufficient staffing levels often left them unable to provide the quality of care they aspired to, which further exacerbated stress and dissatisfaction. This finding aligns with the literature review that identifies workload and staffing issues as primary drivers of burnout in healthcare settings (Dall’Ora et al., 2020).

Improving nurse-patient ratios, implementing flexible scheduling, and ensuring adequate staffing coverage across shifts were identified as key strategies for mitigating burnout and enhancing retention according to participants (McHugh et al., 2021; Griffiths et al., 2021). Participants also emphasised the importance of managers advocating for increased resources to address these challenges effectively. By prioritising workload management, aged care facilities can create a more sustainable work environment, reducing turnover and improving resident care outcomes (Cameron et al., 2023).

#### **5.4 Recognition and Reward Systems**

Recognition Recognition and reward systems were highlighted as essential motivators for nurse retention as captured in the result chapter under Category 14. Participants expressed a strong desire for their contributions to be acknowledged, whether through financial incentives, career advancement opportunities, or verbal recognition. The lack of formal recognition systems often led to feelings of being undervalued and unappreciated (Alahiane et al., 2023). These findings echo existing research, which emphasises the importance of recognising and rewarding employees to boost morale and job satisfaction (Specchia et al., 2021).

Furthermore, participants suggested that even small gestures, such as personalised thank-you notes or public acknowledgements, would have a positive impact on their sense of value

within the organisation as discussed in Category 17. This has been supported by Brun and Dugas (2008), who backed the findings of the impact of public acknowledgment and gestures to boost employee's trust in the organisation.

## **5.5 Implications for Management Practices**

The findings of this study underscore the need for a comprehensive and multifaceted approach to nurse retention in aged care facilities. Transformational leadership, mentorship, professional development opportunities, workload management, and recognition systems all play critical roles in creating a supportive and sustainable work environment as stressed in the literature review. Aged care facility leaders must prioritise these areas to address the challenges of nurse turnover effectively.

Leadership development programmes focusing on empathy, communication, and staff engagement are essential for fostering a positive organisational culture (Aitken & Von Treuer, 2020). Formal mentorship systems and professional development pathways can enhance job satisfaction by providing nurses with opportunities for growth and support (Gularte-Rinaldo et al., 2023). Addressing workload and staffing challenges through better resource allocation and advocacy is equally important to prevent burnout and improve nurse well-being (Dall'Ora et al., 2020). Lastly, recognition systems that celebrate nurses' contributions can significantly boost morale and reduce turnover intentions (Specchia et al., 2021).

## CHAPTER 6

### CONCLUSION

Boamah (2022) and Ystaas et al. (2023) consistently found that transformational leadership was correlated with higher nurse retention due to its ability to create an engaging and nurturing work environment (Boamah, 2022; Ystaas et al., 2023). Structured leadership development programs focusing on effective communication, staff engagement, and conflict resolution should be a priority for management within aged care facilities. Leadership training focused on recognition and feedback systems can make the workplace more supportive, helping to increase job satisfaction and decrease nurse turnover. Nurses who feel valued and listened to are more likely to be committed to their roles, creating a stable workforce that improves patient care outcomes. Expanding mentorship and career development opportunities is another crucial aspect of enhancing aged care nurse retention. Formal mentorship programs can be implemented, which involve matching new hires with more experienced nurses and providing guidance, emotional support and professional development. Limitation of the Research

The limitations of this thesis include the small sample size, as the study is based on a limited number of interviews with registered nurses working in aged care facilities in Dunedin. While the participants offer valuable insights, the sample may not be fully representative of all nurses in similar settings across New Zealand, limiting the generalisability of the findings to other regions or types of healthcare facilities. Additionally, the qualitative methodology, while well-suited for exploring subjective experiences and nuanced perspectives, lacks the statistical rigour of quantitative studies. As a result, the findings are rooted in personal perceptions and may not capture the full range of factors influencing nurse retention. These limitations highlight the importance of considering the study's context when applying its findings more broadly. This

study highlights several key factors essential for improving nurse retention in Dunedin's aged care sector. Transformational leadership, characterised by empathy, effective communication, and staff engagement, is crucial in fostering job satisfaction and reducing turnover. Structured mentorship programmes provide nurses with the necessary support to build confidence, develop professionally, and enhance emotional resilience, contributing significantly to retention.

Access to continuous professional development, including training and career progression opportunities, reinforces organisational commitment and job satisfaction among nurses. Effective workload management, achieved through improved nurse-patient ratios, flexible scheduling, and adequate staffing, is vital in preventing burnout and ensuring sustainable working conditions. Additionally, recognition and reward systems, including financial incentives and career advancement opportunities, boost morale and reinforce a culture of appreciation within the workplace.

Addressing systemic issues through policy interventions is imperative to secure better working conditions, safe staffing levels, and sufficient funding for aged care facilities. By focusing on these key areas, aged care facilities in Dunedin can create a supportive and sustainable work environment, ultimately enhancing nurse retention and ensuring high-quality care for elderly residents. Future research should explore the role of technological innovations and expand its geographic scope within New Zealand to further develop a comprehensive understanding of nurse retention strategies in aged care.

Future research incorporating larger, more diverse samples and mixed methods could address these limitations and provide a more comprehensive understanding of the topic.

## **6.1 Opportunity for Further Research**

Future studies could broaden the geographic scope to include aged care facilities across New Zealand, allowing for a comparative analysis of nurse retention factors in urban, regional, and rural settings. Additionally, further studies are needed at the practical application of mentoring and transformational leadership in real-world nursing settings. Also, the role of key stakeholders (e.g., health funders, unions, managers, and educators) in fostering effective leadership and retention strategies needs to be further researched to enhance retention among nurses. The impact of economic and demographic factors on RN retention and how leadership interventions can mitigate these challenges needs to be further researched too.

Employing a mixed-methods approach would enhance the robustness of findings by combining qualitative insights with quantitative data, providing a more comprehensive understanding of the issue. Longitudinal studies tracking retention trends over time would also provide valuable insights into the evolving impact of management practices. Lastly, investigating the role of technological innovations, such as digital workload management tools, could reveal new opportunities for improving job satisfaction and retention in aged care. These areas of inquiry would build on this study's findings, offering actionable insights to support workforce stability and improve nurse retention in aged care facilities across New Zealand.

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## APPENDICES

### Appendix A. Otago Polytechnic Ethics Approval

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24 September 2024



Dear Hareindran

Re: Application for Ethics Consent

Reference Number: 2024 10

Title of Application: Management Practices Influence in Retaining Nurses in Dunedin's Old Aged Care Facilities

Thank you for your application for ethics approval for your internship project.

The review panel has considered your ethics application. We are pleased to inform you that we are satisfied with the ethics form and confirm ethical approval for the project.

Many thanks for your considered responses to our recommendations.

We wish you well with your research.

All correspondence regarding this application should include the reference number assigned.

Regards,

Rachel Byars  
Acting Head of Business Programmes

## Appendix B. Interview Questions

### Interview questions (For Nurse)

1. Are there career development opportunities or a clinical ladder available for nurses?
2. Are staff nurses given the opportunity to participate in policy decisions?
3. Does the administration listen to and respond to employee concerns?
4. Do nursing administrators consult with staff on daily problems and procedures?
5. Is the supervisory staff supportive of the nurses?
6. Do you feel you are being paid a fair amount for the work you do?
7. Do you feel unappreciated by the organization when you think about what they pay you?
8. Do you feel mentally exhausted at work?
9. Are there adequate support services that allow you to spend time with your patients?
10. What leadership strategies did you use to improve nurse retention?
11. How do you measure the effectiveness of your nurse retention strategies?
12. What challenges have your organizational leaders encountered in developing strategies to increase retention?
13. How did your organizational leaders overcome challenges when developing strategies to increase retention?
14. Which of these strategies worked best?
15. What has been the effect of implementing these strategies?
16. What would you do differently if you were to begin again the implementation of these leadership strategies to improve nurse retention?
17. What other information not addressed you would like to share regarding strategies to improve nurse retention?

## Appendix C. Information Sheet

### INFORMATION SHEET

#### Project Title: Management Practices Influence in Retaining Nurses in Dunedin's Old Aged Care Facilities

This study examines the perspectives of both nurses and nurse leaders to analyse how management practices impact nurse retention in care homes in Dunedin.

The objectives of this survey are as follows:

5. Identify Key Management Practices

To identify the specific management practices used in Dunedin's old-aged care facilities that significantly impact nurse retention.

6. Evaluate the Effectiveness of Management Practices

To evaluate how these management practices affect nurses' job satisfaction, morale, and overall retention rates.

7. Understand Challenges and Barriers

To understand the challenges and barriers that nurses face within these facilities, and how management practices either mitigate or exacerbate these issues.

8. Examine the Relationship Between Management and Nurse Retention

The interview will cover key areas such as:

- Demographic information such as age, gender, job level
- Job satisfaction
- Employee participation
- Nurse Manager Ability, Leadership, and Support of Nurses
- Job Burnout
- Staffing and Resource Adequacy

The participant must be a registered nurse and be 18 years of age or older and be legally work in New Zealand. The researcher will be grateful if you could participate in this interview, which will likely take up to 20 minutes. Reporting on the research findings will not include any individual information.

The responses will be collected and stored securely so that only the researcher and supervisor can access them. After analysing the data, a report will be submitted to Otago Polytechnic for grading. Data will be stored securely up to seven years at a secure repository at Otago Polytechnic and will be destroyed after that. If you want to receive a summary of the report, you may contact or email the contact information below.

The participation in this interview is completely voluntary. You have the free will not to participate without any disadvantage to yourself of any kind.

## Appendix D. Consent Form

**Project Title: Management Practices Influence in Retaining Nurses in Dunedin's Old Aged Care Facilities**

I have read the information sheet concerning this project and understand what it is about. All my questions have been answered to my satisfaction. I understand that I am free to request further information at any stage during this research.

I know that:

- My participation in the project is entirely voluntary and I am free to refuse to answer any particular question without any disadvantage. I am free to stop participating at any time during the data collection
- I understand that my identity will be confidential, and I will not be named, or I choose to be identified by my name/pseudonym, of \_\_\_\_\_
- I understand that data will be collected in the form of notes and/or audio, and that unless I indicate otherwise my identity will be concealed.
- I can choose to withdraw information provided without giving reasons and without any disadvantage until the end of data collection which is 25<sup>th</sup> Oct 2024
- I cannot withdraw any information I have supplied after the data is analysed or participant identifying information is removed. That date is 3rd Oct 2024
- I understand the data will be securely stored and only the researcher and their supervisor will have access. At the completion of the project my data will be retained in secure storage by Otago Polytechnic for seven years after which it will be destroyed.
- The results of the project may be published [and/or used at a presentation in an academic conference] but my anonymity / confidentiality will be preserved unless I have indicated otherwise.
- I can ask to receive a copy of the research findings or request a copy of the transcript/recording of my interview if I want, I need to do this by 25<sup>th</sup> Oct 2024

Additional information given or conditions agreed to

I agree to take part in this project under the conditions set out in the Information Sheet.

..... (signature of participant)  
..... (full name of participant – please PRINT)  
..... (signature of researcher)  
..... (full name of researcher – please PRINT)  
..... (date)

NOTE: one copy of this signed form will be left with all participants and one copy retained by the researcher.

This project is carried out under the auspices of the Otago Polytechnic Research Ethics Committee Category B Delegated Authority: School of Business

Ethics approval number (2024 10)