

TURNOVER INTENTION AMONG AGED CARE WORKERS AND RETENTION STRATEGIES: A SCOPING REVIEW

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ABSTRACT

The number of eldercare services is growing due to the increase of the global ageing population nowadays. Despite the demand, turnover intention among the geriatric care workforce or aged care workers is still the utmost challenge. Aged care workers play an essential role to run the services. This paper explores the factors of their turnover intention as a preliminary output in developing a new framework of Human Resource (HR) practices in the Malaysian eldercare context. This paper reviews and analyses articles discussing turnover intention factors among geriatric or aged care workers globally. An electronic search of six databases was performed to identify studies published between 2015 and 2021. A total of 28 articles were included for discussion in the review. The studies showed that job burnout, lack of competencies, low motivation, and working cultures are positively related to aged care workers' turnover intention. The evidence from prior literature also points out the need to analyse the HR practices of retaining aged care workers in organisations that could decrease turnover intention among aged care workers. Therefore, this paper will help to give an overview of the significant factors on why the geriatric workforce choose to leave the organisation and guide future scholars to identify the most suitable HR practices that could overcome these turnover intention factors within the geriatric workforce.

Keywords: *Turnover intention, geriatric, aged care workers, eldercare*

1.0 INTRODUCTION

World population ageing remains a significant global challenge. Population ageing can be described by an increase in older adults who have a longer life expectancy and a declination in the fertility rate (Li et al., 2019; WHO, 2020). According to the United Nations (2019), there were more than 703 million persons aged 65 years and above globally in 2019, and the number had increased from 6% in 1990 to 9% in 2019. The older persons are expected to double up in number to 1.5 billion in 2050. This figure has shown the necessity to adopt and establish more elderly care services whether in private, public, or third sectors. Threlkeld (2020) mentioned that eldercare services are growing tremendously in the United States and have created new emerging aged care models of care providers in the country as they witness the job growth, especially in healthcare sectors.

Despite the growing number of eldercare services and employment opportunities, managing eldercare services remain the most significant challenge these days. The most highlighted problems are the higher turnover rate and hard-to-retain aged care workers in these services (Ministry of Health Malaysia, 2019; Zhang & Wang, 2020; Aziz et al., 2017; Dhakal et al., 2017). Several studies by Hodgekin et al., 2017; Chon et al., 2020; Aziz et al., 2017; Jamaludin et al., 2019 have stated that the turnover rate is alarming in many countries, including Malaysia, with an average of 25%-75% for nurses and age care workers (i.e., medical staff, administrative staff, social workers, housekeeping staff, and therapists). Some organisations could have a 100% turnover rate alone (Jamaludin et al., 2019; Aziz et al., 2017). Besides, the Ministry of Health of Malaysia (2019) mentioned that one of the challenges that need to be addressed is human resource management of the healthcare sectors, especially when the ageing population increases in 2030. The main human resource concern is to retain the current employees or aged care workers as well as attracting job seekers to choose this service as their career.

This paper explores the factors influencing aged care workers' turnover intention as a preliminary output and identifying knowledge gaps before further developing a new HR practices framework in the Malaysian eldercare context. A brief explanation of the factors that can lead to the aged care workers turnover intention, the impacts of actual employee turnover in organisations, and the urgency to meet the demanding aged care sectors nowadays was included. Moreover, this paper considered the factors influencing turnover intention among aged care workers worldwide. Finally, 28 articles were reviewed to identify the gap in the literature, and the paper discusses potential retention strategies for eldercare organisations.

2.0 METHODOLOGY

For this scoping review, a content analysis of published articles was undertaken to seek evidence and identify the main factors of aged care workers' turnover intention and explore the retention strategies suggested or implemented in the current literature. The turnover intention factors among aged care workers in several countries were identified based on the selected publications. First, relevant articles were selected from the databases such as Web of Science (WoS), Scopus, Science Direct, Google Scholar, Semantic Scholar, and Springer. This search was based on the combination of keywords, including turnover intention, retention, intention to stay, aged care workers, geriatric, eldercare, nursing home, social workers, ageing care workforce, and turnover retention rates among eldercare workers.

This process yielded a total of 405 articles. However, only 56 articles were used after the screening process at the second stage. Only 46% or 56 articles were related to the turnover intention factors among aged care workers in a formal organisation setting. Then, a total of 28 articles were considered as the fundamental references in constructing the proposed retention

strategies in advancing current HR practices (see Table 1). At the same time, the remaining articles provided supportive information for this study. The selected papers covered most regions, mainly from the countries currently facing and preparing for the hype growth of ageing populations like German, China, Sweden, Australia, Korea, and Japan. These selected articles were analysed (Rahnfeld et al., 2016; Kim and Kim, 2017; Lundmark et al., 2020; Dhakal et al. 2017; Dhakal et al., 2020; Zhang and Wang, 2020; Gaudenz et al., 2019; Jeon et al. 2015; Wang et al., 2015; Piers et al., 2018; Strandell, 2019; Jakobsen et al. 2018; Elliot et al., 2015; Austen et al., 2016; Ravenswood and Haar, 2018; King et al., 2017; Gao et al., 2017; Weale et al.; 2017; Radford et al., 2017; Cheng et al., 2017; Xerri et al., 2018; Xie et al., 2020; Xiao et al., 2020; Chon and Kim, 2020; Chen et al., 2020; Eltabayni et al., 2018; Lee and Shin, 2020; Aziz et al., 2018; Akgunduz and Sanli, 2017; Akingbola, 2013).

This paper first considers the impacts of the changing environment in eldercare sectors on organisations to sustain their labour supply and crucial employees in delivering better services. Then, a brief introduction is given on the ageing population phenomenon and its impact on employee-employer productivity, elderly patients' quality of service, occupational health and safety, and turnover rate among aged care workers generally. Following this is a discussion on 28 factors influencing employees' turnover intention in eldercare service, which were later identified as job burnout, lack of competencies, low motivation, and hostile working cultures. Finally, a discussion of the research gap and potential retention strategies in order to enhance HR practices is presented.

Table 1: Summary of the reviewed articles

Authors	Short title	Country	Context	Study Output
Jeon et al. (2015)	The effectiveness of a leadership and management program in aged care (CLiAC)	Australia	residential and community-aged care sites – public sector	CLiAC programme negatively related to staff turnover, or improving patient care quality and safety
Wang et al. (2019)	Investigating the relationship between intrinsic motivation and turnover intention. Mediator- job burnout and pay satisfaction	China	6-8 Nursing homes - public and public sectors	Intrinsic motivation negatively related to turnover intention. Job burnout and pay satisfaction significantly mediates the relationship between intrinsic motivation and turnover intention
Gaudenz et al. (2019)	Factors of care workers have intention to leave	Switzerland	Swiss nursing homes	Intention to leave showed negative relationships with supportive leadership and affective organisational commitment. Positive relationships between excessive workload, emotional exhaustion, and care worker health problems.
Zhang & Wang (2020)	Turnover Intention Among Direct Care Workers (DCW) of Older Adults	China	Hospitals and nursing homes	DCWs from hospitals reported lower turnover intention and higher levels of job satisfaction Lack of job security and job satisfaction of non-contractual DCWs in hospitals and both in nursing homes.

Kim and Kim (2017)	Impact of job characteristics on turnover intention. Mediator job satisfaction	South Korea	In-home elderly care service	The role ambiguity and workload had significant effects on turnover intention. Job satisfaction mediates the relationship of the influence of role ambiguity and workload on turnover intention.
Rahnfeld et al. (2016)	The care setting - turnover intention relationship of geriatric nurses	German	Geriatric Care	No direct relationship between care setting and leaving attitudes. Positive relationship between leaving attitudes with time pressure and social conflicts. Study suggested career planning in geriatric care are needed.
Piers et al. (2018)	Interprofessional teamwork, quality of care and turnover intention in geriatric care	Belgium	Acute geriatric units	Creating a care environment of good interprofessional teamwork helps to retain nurses and achieve higher quality of care.
Lundmark et al. (2020)	The association between organisational change, turnover intentions, overcommitment and perceptions of quality of care among nurses	Spain and Sweden	Eldercare organisation	Positive relationship between organisational change, employees' turnover intention and overcommitment. Negative relationship between organisational change and perceived quality of care.
Strandell (2019)	A comparison of the work situation in Swedish home care 2005 and 2015	Sweden	Swedish elderly home care	Stress level of home care workers were worse in 2015 compared to 2005. Receiving less support from their supervisors, less time to discuss difficult situations with colleagues, considerably less scope to affect the planning of their daily tasks, mentally exhausted than those surveyed in 2005.
Jakobsen et al. (2018)	Collaboration among eldercare workers	Denmark	Danish eldercare homes	Well-functioning collaboration among care workers is pivotal.
Elliott et al. (2015)	Investigation of resilience in the dementia care workforce	Australia	Dementia care in Tasmania	Aged care workplaces that advocate employee wellbeing and support employees to cope with their work roles more likely to retain motivated and committed staff.
Austen et al. (2016)	Work ability, age and intention to leave aged care work	Australia	The Australian aged care sector	Mature age women have relatively high levels of work ability and their work ability remains high in their 50s and 60s. Work ability is a critical determinant of intention to leave in key occupational groups.
Dhokal et al. (2017)	Attracting and retaining personal care assistants of residential aged care sector	Australia	Residential aged care organisation located in	1. On ongoing training as a key retention strategy 2. Relatively heavy workloads and high emotional demands increase the dissatisfier.

			Western Australia.	3. Working hours, low pay and limited career development opportunities.
Ravenswood and Haar (2018)	Physical and verbal abuse of aged-care employees in the home and community sector, and its relationship with work demands, training and employee outcomes.	New Zealand	Home and community-based aged-care providers.	1. Training is highly beneficial, enhancing job satisfaction and decreasing incidences of abuse. 2. Physical and verbal abuse has a detrimental impact on job satisfaction and turnover intentions
King et al. (2017)	The impact of employing temporary agency workers (TAW) on Australian aged workforce	Australia	Australian aged care workforce	The use of temporary agency Workers negatively impacting on their retention in the long-term service. Negative impact on job satisfaction, a predictor of an increase in intention to leave.
Gao et al. (2017)	Challenge-related stress and felt challenge to predict turnover intention	Australia	Residential care	Greater sense of job challenges appeared to reduce turnover.
Weale et al (2017)	Flexible working arrangements by applying a person–environment fit model	Australia	Residential aged-care facilities	Implementing flexible working arrangements and policies aimed at optimising P–E fit at the organisation or facility job level, optimise work–life interaction, will aid retention
Radford et al. (2017)	Job satisfaction and intention to stay	Australia	Community and residential aged care	Focusing on interprofessional team development, and improving team culture may improve employees’ job satisfaction further.
Cheng et al. (2018)	Perceived job quality, work-life interference and intention to stay	Australia	Aged Care Workforce in Australia	Perceived job quality positively correlates with intention to stay. Work-life interference mediates the relationship between perceived job quality and intention to stay.
Xerri et al. (2018)	Support for aged care workers and quality care in Australia: A case of contract failure?	Australia	Aged carers in profit and nonprofit setting	Personal and organisational support for carers is important for carer retention
Xie et al. (2020)	How Transformational Leadership and Clan Culture Influence Nursing Staff’s Willingness to Stay	China	Aged care agency	Transformational leadership influence the relationship between willingness to stay with organisational commitment and job satisfaction. (2) Clan culture also affects the willingness to stay and organisational commitment and job satisfaction. (3) Professional identity has a positive impact on intention to stay.
Dhawal et al. (2020)	Attracting and retaining aged care assistants	Australia	Western Australia residential care facilities	Young employees, casually employed and working in urban areas, were more likely state their intention to leave

Xiao et al. (2020)	Identifying the reasons why workers decide to enter, stay or leave the aged care workforce	Australia	Residential and community aged care services for older adults	Factors to work – passion, no other career option available, career development opportunities, flexible shift, social bonds and get trust Factors to leave – poor management, heavy workload
Chon and Kim (2020)	Reasons for Turnover Intention among Direct Care Workers	Korea	Long term care insurance system	Struggled with demanding working conditions, and low salary. Poor relationships supervisors. Workers' health conditions prevented them from carrying out their care work.
Chen et al. (2020)	Burnout and intention to leave among care workers. Moderator: Technology Acceptance	Hong Kong	Residential care in Hong Kong	Burnout was significantly and positively associated with intention to leave. Technology acceptance negatively associated with intention to leave.
Eltaybani et al. (2018)	Factors related to intention to stay in the current workplace among long-term care nurses	Japan	Hospitals- Public sector	Workplace, work engagement, support from the nurse manager, and perceived quality of care process are significant predictors of intention to stay
Lee & Shin (2020)	The factors associated with nursing home registered nurses' intention to stay in their workplace.	Korea	Nursing homes across South Korea	Organisational factors have no significant relationship with RNs intention to stay. RNs' intention to stay was positively associated with years of experience, career promotion opportunities, and perceptions of NH resident safety culture.
Aziz et al. (2018)	Factors of Influencing Turnover Intention among Nursing Home Staff	Malaysia	Nursing homes in Klang Valley– private sectors	Factors that can influence intention to stay: 1. Development of skills and competencies 2. Competitive salary and benefits 3. Proper job content and working schedule/job rotation

3.0 FINDINGS AND DISCUSSION

3.1 Major factors involved in turnover intention among aged care workers

Turnover intention refers to the consideration employees give to leaving or resigning their current position. Turnover intention can also be a predictor for actual turnover (Allen, 2019; Li et al., 2019; Zhang & Wang, 2020). The Ministry of Health Malaysia (2019) mentioned that addressing human resources management is vital to meet the challenges posed by Malaysia's evolving eldercare sub-sector of the healthcare industry. In the study by Aziz et al. (2017), the major challenges of eldercare organisation are the high turnover among aged care workers. Even though employee turnover is a typical occurrence of any for-profit and not-for-profit organisations, it remains a significant problem. The consequences of high turnover significantly affect the organisation's budgetary plan and create further barriers to organisational success when critical staff members leave (Jamaluddin et al., 2019; Chon et al.,

2020; Allen, 2019). Considering the unfavourable impacts of high turnover or the loss of committed employees, HR practices within organisations should be improved and forewarned by the listed critical turnover intention factors in order to encourage employees to stay longer. The first factor of aged care workers' turnover intention is job burnout in the workplace environment, which covers physical and emotional exhaustion (Rezaei et al., 2018; Andersen et al., 2020; Andersen et al., 2012; Wang et al., 2019). Aged care workers experience a severely hectic work schedule, a minimal work-life balance, and heavy job commitment. The aged workers need to commit twenty-four-seven shift rotations resulting from overwork pressure (Pei-San & Alavi, 2017; Xiao et al., 2020). For example, their duties include making extra efforts to carry elderly patients to perform their daily routines like going to the toilet, changing their diapers, or conducting physiological treatment. This physical job commitment can sometimes lead to occupational pain issues or medical conditions associated with the development of musculoskeletal disorders (Andersen et al., 2012; Karstad et al., 2018; Imo, 2017).

Consequently, these issues could increase the risk of long-term absences through sickness and creating workplace conflicts due to sudden absenteeism and turnover intention among aged care workers. Furthermore, in emotional exhaustion of aged care workers are caused by a low influence at work, aged care workers' work-life conflicts, low self-esteem due to lack of competencies, facing verbal or non-verbal abuse of elderly patients, poor work culture support, and job dissatisfaction (Rezaei et al., 2018; Johnson et al., 2020; Johnson et al., 2020; Imo et al., 2017). The job burnout factor (physical and emotional exhaustion) affects the individual and will spread throughout the staff and create a hostile workplace. It can become difficult for the management to control the situation and sustain their operations if it does happen.

The second factor of turnover intention among aged care workers is lack of competencies. Competence can be referred to as the ability or capabilities to do tasks that require specific knowledge or skills to perform the job assigned (Hager & Gonczi, 1996). Austen et al. (2016) found that aged care workers with high work ability have a low intention to leave than aged care workers with lower work ability. This work ability is referred to the employee's ability to meet the current and future demands of their jobs which also relates to employee's competencies. Furthermore, lack of competencies can also lead to low self-esteem and causing high stress in the workplace, where they found it challenging or difficult to handle and accomplish specific tasks (Johnson et al., 2020). For the context of Malaysia, Isa et al. (2020) mentioned that aged care workers in most Malaysia eldercare services lack trained staff and affecting the overall organisation's wellbeing. Hence, the low level of employees' competencies leads to high turnover rates and affects the quality of the organisation's services.

The third factor is low motivation (extrinsic and intrinsic motivation). A.Martin-Garcia & Tomas (2016) stated that extrinsic motivation for employees includes incentives, career development, job security, and performance appraisal. Based on previous literature, the turnover intention of aged care workers related to extrinsic motivation is low compensation, job insecurity and limited potential for career development (Dhakal et al., 2017; Zhang and Wang, 2020; Rahnfeld et al., 2020; Xerri et al. 2018). Chon & Kim, 2020; Aziz et al., 2018; Wang et al., 2019; Dhakal et al., 2017 argued that eldercare nursing homes pay low salaries to aged care workers. Despite the heavy workloads and extra job responsibilities, aged care workers in many regions (e.g., Australia, Japan, Malaysia and Korea) received relatively low pay compared to other sectors. Besides, Dhakal et al. (2017) mentioned that the eldercare sector faces significant challenges to retaining and attracting staff due to unattractive prospects in remuneration and lack of career advancement. Nearly 40% of aged care workers had thought of leaving their organisation due to their dissatisfaction with the payment, job stress and lack

of career prospects. Therefore, eldercare organisations must assess their operational expenses comprehensively and allocate more resources to employee compensation and benefits because the organisation inevitably encounters competition with other organisations of different sectors to attract or retain high-performed workers (Cooper et al., 2020; Baluch et al., 2020; Allen, 2019; Akgunduz et al., 2017).

In addition, job insecurity in aged care workers has mentioned by Zhang and Wang (2020) on permanent contractual workers and non-permanent contractual workers in China's eldercare services. The findings reveal that aged care workers with non-permanent contractual status are more likely to experience high turnover intention and have a higher turnover rate compared to the permanent contractual aged care workers. This situation occurred because the permanent contractual aged care workers are entitled to labour rights and benefits according to China's employment law. Moreover, non-permanent contractual aged care workers do not consider their positions have security and stability due to their lack of future career development. Thus, the eldercare service needs to have a career development plan and job security for each employee. Enhancing the employee's extrinsic motivation could increase the retention rate, which is crucial for the management to face the current demands of the ageing population.

As for intrinsic motivation, Herzberg's (1966, 1968) stated that the employees would be intrinsically motivated by work-related factors (such as a pleasant working environment or the appropriate job content) that could lead the job satisfaction. Employees can experience intrinsic rewards even when they are provided with extrinsic rewards, but intrinsic rewards motivate employees' behaviour more powerfully than extrinsic rewards. Besides, an employee's intrinsic motivation usually linked to the high commitment of the job and increasing the intention to stay longer in the organisation (Renard & Snelgar, 2016). Furthermore, lack of skills, working ability, and job knowledge could affect the level of intrinsic motivation (A. Martin-Garcia & Thomas, 2016; Renard & Snelgar, 2016). As mentioned before, significant factors of turnover intention are closely related to the low intrinsic motivation as many of the workers experience job dissatisfaction and poor extrinsic reward. However, there is a lack of previous literature mentioned or specifically focusing on increasing intrinsic motivation among aged care workers. Thus, it is crucial to focus on the motivation enhancement of the aged care workers in the organisation HR practices.

The last factor is the hostile working cultures of an eldercare service organisation that can influence intention to leave among aged care workers. According to Khaliq et al. (2021), working culture or organisational culture is constructed by the values, beliefs, and workplace tradition that could enhance the employee's motivation. The working culture includes communication in the workplace (with supervisors and colleagues), employee's empowerment, and the opportunity given by supervisors to make a decision, which also involved quality circles of colleagues and good team working (A. Martin-Garcia & Thomas, 2016; Khaliq et al., 2021). Many previous literatures have mentioned the working culture issues, especially on communication among staff, lack of supervisor's support, work social conflicts, and teamwork have affected their motivation and increased turnover intention. For instance, the study conducted by Strandell et al. (2019) has proven that less support from supervisors and less opportunity to discuss the job difficulties among colleagues has increased the intention to leave among aged care workers. Therefore, the eldercare organisation must take serious action to create the best working culture for the geriatric workforce and make it the best HR practices.

3.1 Potential retention strategies

This paper clarifies the factors affecting turnover intention among aged care workers or the geriatric workforce from the selected literature. Now we are aware that effective retention

strategies for dealing with these turnover issues are crucial. Even though previous studies have discussed recommendations for addressing turnover intention and retaining aged care workers, few have focused on the HR practices of the organisation that could implement. Based on the literature presented in Table 1, three major strategies have been concluded and categorised: (1) increase the competencies of aged care workers, (2) revalue their intrinsic and extrinsic motivation, and (3) instil better workplace cultures. These retention strategies are aimed explicitly at eldercare services, especially in Malaysia. These three effective strategies must be implemented immediately and simultaneously within eldercare service organisations.

To increase the competencies of aged care workers, organisations need first to enhance their capabilities in managing employees. As mentioned by Aziz et al., 2018; Wang et al., 2020; Dhakal et al., 2017; Austen et al., 2016; Gaudenz et al., 2019; Eltaybani et al., 2018; Weale et al., 2017, poor management has led to turnover intention, which involves improper job rotation, a heavy workload and a lack of organisational support. These issues are problematic and could lead to physical and emotional job burnout. Actions that could be implemented are revising and adequately planning the HR practices in the eldercare organisation. This planning needs top management commitment and organisational efforts to increase the HR practices efficiencies (A.Martin-Garcia & Thomas, 2016; Dhakal et al., 2017). After improving the management capabilities, the management must monitor the employee's working ability and necessary skills to ensure the quality of eldercare services and increase employee job performance (Eltaybani et al., 2018; Radford et al., 2017; Dhakal et al., 2017). Employees' job performance reflects that they are satisfied with the job, and job satisfaction will increase their intention to stay.

Next is to revalue the extrinsic and intrinsic motivation of aged employees. The management must offer the best remuneration compatible with staff workload and skills (Dhakal et al., 2017; Dhakal et al., 2019; Aziz et al., 2018). Other than remuneration, alternative benefits, bonuses and annual increments should be carefully considered by the organisation. Furthermore, the job security aspects and promotion prospects (Rahnfeld et al., 2016; Dhakal et al., 2017; Elliot et al., 2015; Aziz et al., 2018) of aged care workers must be carefully planned, cost-effective and timely. In addition, the management should plan each worker's leave and workload extensively so that work-life balance and personal conflicts can be managed meticulously by the employees (Xiao et al., 2020; Xerri et al., 2018; Rahnfeld et al., 2016). The employees will keep motivated when they know that the organisation gives them personal time and flexible with the working schedule. Consequently, the well-being of aged care workers would be assured, which can sustain their intrinsic motivation, and employees could give their total commitment to their job.

Finally, the need to instil better workplace cultures in the eldercare services by using supervisors' role to create a better workplace for all staffs. Supervisors are the important people to coordinate all operation activities, communicate regularly with workers, and sometimes act as intermediaries for any employee-related issues that need to be reported to the top management (Strandell et al., 2019; Piers et al., 2018). They could also initiate a positive organisational culture, influencing intrinsic motivation by creating a supportive environment and establishing social bonds among aged care workers (Piers et al., 2018; Wang et al., 2019; Jeon et al., 2015; Eltaybani et al., 2018). Based on prior literature, the role of eldercare services supervisors could enhance the retention rate among aged care workers (Xie et al., 2020; Strandell, 2019; Xiao et al., 2020; Chon and Kim, 2020, Jeon et al., 2015). Besides, supervisors' support for aged care workers is essential in motivating and opening opportunities for aged care workers to perform their jobs. When employees feel they are allowed to voice out their opinion, having autonomy of the work, and feel accepted by the workplace, it will intrinsically motivate them to do the best and give full commitment to their job (A.Marin-

Garcia et al.,2016; Strandell, 2019; Chon and Kim, 2020). Thus, it is vital to train eldercare supervisors in leadership skills in order to increase the retention rate of aged care workers.

4.0 CONCLUSION

Based on the review, it has been identified that job burnout, a lack of competencies, and hostile working cultures positively influence aged care workers' turnover intention. After conducting the analysis, this paper has finalised three potential retention strategies that are: (1) to increase the competencies of aged care workers, (2) to revalue their intrinsic and extrinsic motivation, and (3) to instil better workplace cultures. The listed potential retention strategies will enlighten how HR practices could be implemented and adapted to the high demands of the eldercare services due to the increased ageing population. However, there is still a lack of study on the psychological aspects of individual well-being in the geriatric workforce. The need to focus on enhancing intrinsic motivation among the aged care workers is critical because this element suits the nature of eldercare work and could positively affect the workforce improve the retention rate. Besides, the eldercare management and policymakers may play a vital role in implementing these HR practices to ensure aged care workers remain longer in an organisation.

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