

2021

## Examining Nursing Home Staff Turnover Rate in Long-Term Care Organizations in the United States

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# Walden University

College of Health Professions

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Dandrea Vanettra Kittles

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Walden University  
2021

Abstract

Nursing Assistant Turnover Intention and Job Satisfaction in U.S. Long-Term Care

Organizations

by

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MA/MS, Wilmington University, 2015

BS, Wilmington University, 2014

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Healthcare Administration

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## Abstract

Every year, many nursing assistants in the United States leave their positions. The high level of turnover can be disruptive to patient care and costly to organizations needing to replace workers; another consequence can be increased job dissatisfaction among remaining staff. Despite the high turnover in nursing facilities, there remains a research gap regarding the factors that promote employee retention. The purpose of this study was to examine nursing assistants' beliefs about job satisfaction as an approach to prevent job turnover and retain high-achieving staff in nursing homes in the United States among the older adult population. Herzberg's motivation-hygiene theory served as the theoretical framework. The research question examined whether a relationship existed between high staff turnover and employee commitment, occupation fulfillment, employee benefits, work environment, and motivation among nursing assistants in the United States. A secondary analysis of data from 70 studies was used to answer the study's research question and test three corresponding hypotheses. A correlational analysis revealed a statistically significant inverse relationship between turnover intention and each of the following variables: employee commitment, occupation fulfillment, staff compensation, work environment, and motivation among U.S. nursing assistants. The findings may be used to achieve positive social change by nursing administrators to promote job satisfaction for nursing assistants in nursing home facilities.

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## Dedication

I would like to dedicate my work to the Lord Jesus Christ, Pastor Anthony and Margo Wallace, Apostle James and Joyce Warrington, Pastor Elaine Buford, Minister Bobbie Alston, and Sonja McCray, along with my family and friends. They have provided endless support during this journey to make this dream come true. To my mentors, Bobbie Alston, you have been so patient, kind, and understanding over the years. A special thanks to Elaine Buford for the hours you spent with me concerning my schoolwork; you have been a source of joy and inspiration in my life. I am so grateful for each of you and love you so much. This journey has enhanced my knowledge and provided an opportunity to acquire new skills and resources, which I transfer to you so that it can propel your growth. I want my nieces and nephews to recognize the richness of education and that success becomes possible with hard work and passionate dedication. Also, I would like to thank each person who has touched my life with endless words of encouragement during this process. However, this achievement is evidence that the Lord Savior and Jesus Christ has provided many blessings in my life support me in whatever I needed, and you fulfilled your promise. Throughout my challenges, my support team was always by my side to provide their love and encouragement. My newly acquired skills and resources will also allow my work clients to increase in knowledge and resources in their lives. I am grateful for the unconditional love, patience, and understanding.

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## Section 1: Foundation of the Study and Literature Review

### **Introduction**

The purpose of this study was to examine the connection between high staff turnover and employee commitment among nursing assistants in the United States. The variables were occupation fulfillment, staff compensation, work environment, and motivation. I considered the skills of nursing assistants and the problems that cause high turnover rates. Research shows the important role of nursing assistants in serving the growing older adult population in U.S. nursing homes (Bryant, 2017). Nursing homes require plans to maintain service; the viability of such plans could be contingent on increasing the occupation satisfaction and motivation of, and establishing a healthy atmosphere for, nursing assistants in the business (Bryant, 2017).

Section 1 includes the background of the study problem, the purpose of the study, the research questions (RQs) and hypotheses, the theoretical framework, and the nature of the study, followed by a literature review. I review the literature on staff retention issues and some of the documented outcomes of high nursing assistant turnover. The review provides an outline of retention policies recommended by researchers in specific areas (Liang et al., 2014). Research shows that a correlation exists between nursing assistant retention and the well-being of residents; therefore, this issue must be taken seriously. I conducted this project study to explore whether higher job satisfaction might reduce nursing assistant turnover and promote better care of nursing home residents.

## **Problem Statement**

Individuals over the age of 65 constitute over 13% of the U.S. population (Haddad & Toney-Butler, 2019). By 2030, this age group is project to expand by 20% before stabilizing (U.S. Bureau of Labor Statistics, 2015), demonstrating a need for quality long-term care, both now and in the future, in nursing home facilities. The older adult population is matched with the most consistent health care and support, 80-90% of which is provided by nursing assistants, the highest percentage of care a client receives daily within a nursing facility (U.S. Bureau of Labor Statistics, 2015). In this quantitative analysis, I delineated the problems that cause high turnover rates among nursing assistants who are vitally needed in nursing homes (Bryant, 2017). Nursing assistants are at the frontlines of nursing facility care, yet the turnover rate for nursing assistants is 400% (Marshal & Rossman, 2016). Therefore, these facilities require plans to maintain service, which could be contingent on increasing occupation satisfaction and motivation and establishing a healthy atmosphere for nursing assistants in the business (Bryant, 2017). Otherwise, facilities run the risk of providing subpar care to the adults who may need the most comprehensive daily support.

In 2015, the U.S. Bureau of Labor Statistics predicted that there were 1,420,570 individuals working as nursing assistants and providing direct care under the supervision of a licensed health care provider in the United States. Mitigating issues caused by high turnover rates and the time-consuming process of hiring nursing assistants have contributed to the problem of retention in nursing homes (Kayyali, 2014). According to the American Health Care Association, retention issues could increase occupational

expenses that are connected unacceptable support outcomes, putting the well-being of the older adult population at risk (Cooper et al., 2016). To examine the study problem, I identified critical variables from prior studies.

Many nursing supervisors are apprehensive of their ability to keep high-performing staff members with degrees, who are in high demand and are problematic to replenish. Nursing assistants have also noted gaps in organizational approaches (Squires et al., 2015). For example, nursing assistants may evaluate internally and collaborate more than administrative personnel (Squires et al., 2015). Subtle modifications in the process, scheduling, procedures, and documentation of care in nursing homes may be pursued by administrators to improve quality and affect nursing assistants' work, but these solutions are often implemented without the nursing assistants' input (Davila et al., n.d). By exploring the obstacles associated with employee turnover, I sought to clarify areas where enhancements can decrease turnover potentially increasing the quality of care (Micke, 2015).

Despite the high turnover in nursing facilities, there remains a research gap regarding what causes stable employee retention. I conducted this study to address the gap in the literature on the causes of nursing assistant turnover in nursing homes. Findings may justify improved incentives and ultimately reduce a disproportionate provider-to-patient ratio (Cooper et al., 2016). Nursing home management faces difficulty in keeping staff and enhancing patient care at a lower cost. The Patient Protection and Affordable Care Act of 2010 expanded patients' support to produce a barrier for nursing assistants to give essential care at high levels that enhanced patient

duties (Cooper et al., 2016). The overall objective of health care policies is to execute an environment where nursing assistants implement high-value patient care. Although there are challenges with turnover, potential methods to accomplish better nursing home policies that focus on coupling financial incentives with performance measurement also exist (Berenson & Rice, 2015).

Nursing assistants make up a considerable percentage of health care workers, and the numbers are increasing (Walton & Rogers, 2017). Predominantly, nursing assistants are women who receive a lower salary and have family stressors (Walton & Rogers, 2017). Managers of long-term care facilities function to maintain increased work from nursing assistants while maintaining low expenses, which does not promote retention or job satisfaction (Fritzler, 2014). A study by American Health Care Association showed that nursing homes have a high turnover rate among employees leading to heightened operating costs and unacceptable care results, which puts the well-being of the older adult population at risk (Cooper et al., 2016). However, improved incentives and reduced provider-to-patient ratios may help decrease turnover.

### **Purpose of the Study**

The reason for this quantitative research was to assess the reasons for high turnover among U.S. nursing assistants, who take care of patients in long-term care. High turnover rates have a detrimental impact on nursing facilities (Micke, 2015). High levels of staff turnover of nursing assistants are costly and disruptive to patient care. Significant factors such as job satisfaction, benefits, and employee engagements contribute to a 400% turnover rate of nursing assistants nationwide (Brady, 2016). The most severe



result of nursing assistants' high turnover may be the potentially adverse work environment (Plaku-Alakbarova et al., 2018). High turnover creates a need for new-hire training with the associated cost, leads to time lost with patients, and results in less-quality care for the vulnerable patient community (Zysberg et al., 2019). By observing the issues of employee turnover and work atmosphere, I sought to identify areas where enhancements can potentially decrease high turnover rates, increase inducements, and reduce staff-to-patient ratios (Micke, 2015).

### **Research Questions and Hypotheses**

The overarching RQ for this study was, does a statistically significant relationship exist between high staff turnover and employee commitment, occupation fulfillment, employee benefits, work environment, and motivation among nursing assistants in the United States? The specific RQs and their corresponding hypotheses were as follows:

RQ 1: Do staff benefits and a high staff turnover rate affect the work environment in nursing homes?

*H<sub>11</sub>*: Statistically important employee benefits and high turnover rates of personnel do not meaningfully affect nursing homes' work environment.

*H<sub>01</sub>*: Statistically important employee benefits and high turnover rates of personnel do meaningfully affect nursing homes' work environment.

RQ 2: Is there a correlation between employee commitment and occupation fulfillment in nursing home care?

*H<sub>12</sub>*: A statistically significant correlation exists between employee commitment and occupation fulfillment in nursing home care.

*H*<sub>02</sub>: A statistically significant correlation does not exist between employee commitment and occupation fulfillment in nursing home care.

RQ 3: If employee compensation is increased, do nursing assistants experience motivation within the work atmosphere?

*H*<sub>13</sub>: When employee compensation is increased, nursing assistants experience statistically significant motivation within the work atmosphere.

*H*<sub>03</sub>: When employees' compensation is increased, nursing assistants will not experience statistically significant motivation within the work atmosphere.

### **Theoretical Framework**

In the late 1950s and the early 1960s, Frederick Herzberg defined the motivation-hygiene theory (Caffrey, 2018). Herzberg proposed that job satisfaction is the underlying problem causing increased staff turnover; this correlation remains relevant today (Caffrey, 2018). The motivation-hygiene theory is focused on performance, acceptance, achievement within work responsibilities, reliability, and the possibility for promotion and increase (Caffrey, 2018). For example, research has revealed that motivation and occupation satisfaction for employee recognition is a problem in businesses. Herzberg's theory also includes motivational construction, which affects job fulfillment (Somaie et al., 2017). Motivation relates to an emotional force that stimulates individuals to achieve personal and organizational goals. Motivating factors are characteristics that assist individuals in performing tasks and equips them with pleasure, like fulfillment in performance, recognition, and promotion opportunities (Caffrey, 2018). Hackman and

Oldham (Year, as cited in Caffrey, 2018) also offered a particular job example to interpret how critical professional features affect labor results, including job gratification.

However, the motivation-hygiene theory can help define employee impulse and commitment as circumstances that may link to changes in turnover (Caffrey, 2018). Thus, I analyzed whether increased employee satisfaction can reduce the cost of health care for the older adult population and increase their lifespan (see Brady, 2016). I examined various operations and interpreted private modes, needs, benefits, expectations, and ex-post-facto participants' traits (see Simmons, 2014). High turnover usually implies that nursing assistants have a healthy relationship linking staff turnover, retention, job satisfaction, motivation, earnings, and work environment. I analyzed data on self-sufficiency and (a) nursing assistants' capacity to perform their obligations for patients' welfare, (b) patient to staff ratios, (c) personal factors, (d) the provision of coaching (Painter, 2017). These factors directly impact retention rates among nursing assistants.

### **Nature of the Study**

I used a quantitative approach to measure a management conception, individual connections, and scientific data analysis (Bryant, 2017). Investigating the relationships among staff turnover, employee commitment, occupation fulfillment, staff compensation, work environment, motivation among nursing assistants may support policy change in the United States (Bryant, 2017). Research shows quality care increases and decreases with high turnover among nursing assistants' in nursing homes (Williams, 2015). The variables under investigation required a more in-depth quantitative study, which might

lead to better generalizability because a qualitative study is inappropriate for this research (Hayes, 2015).

### **Literature Search Strategy**

I utilized secondary resource material such as research papers, government reports, internet resources, reference books, data sets, and reference books. Secondary articles and data were obtained and utilized to conduct a quantitative comparison to distinguish the fundamental variables. Results from national research studies of older adult care and reviews for nursing assistants provide insight on the subject of nursing assistants working in nursing homes in the United States (Harris et al., 2016). They will lead to an analysis of data related to the scope of this study. A variety of credible data portals were used, such as Jolt, EBSCOhost, PMC, PubMed, Sage Journals, National Center for Health Statistics, National Library of Medicine of the National Institutes of Health, Walden University Library, and the Centers for Medicare and Medicaid Services.

### **Literature Review Related to Key Variables and/or Concepts**

The National Federal Interagency Forum (2016) reported in year of 2013 that the fastest-growing population group in the United States are citizens ages 65 years and older. They make up 13% of the population, which is equivalent to over 40 million Americans (Haddad & Toney-Butler, 2019). The population of Americans who are 85 years and older will grow to an anticipated 5.5 million by the year 2030 and increase by 19 million in 2050 (Roberts et al., 2018). Data also indicate that 22% of the worldwide population will reach a median age of 60 or older by the middle of the 21st century (Haddad & Toney-Butler, 2019). In 2011, fewer members of the older adult population

lived in nursing homes, but nursing homes will increase in population to 17% with those between the ages of 65 to 74, and the percentage increases more with age (Roberts et al., 2018). Therefore, 55% of the older adult population will access nursing homes and will need service for at least one year, and 21% will need service for several years or more (Roberts et al., 2018). Although some older adult patients will need the services of a nursing home, these facilities and other departments may not be able to meet the increased demand (Haddad & Toney-Butler, 2019).

Although nursing assistants held about 1.5 million jobs in 2018 (U.S. Bureau of Labor Statistics, 2019), high turnover has a significant impact on patients' health outcomes because assistants support the most basic needs of older adult patients (Griffiths et al., n.d.). Most of the older adult population in nursing homes need help with personal care, such as support with daily instrumental activities, and nursing assistants provide 90% of care in nursing homes (Hayes, 2015). For example, research shows that 68% of older adults need service with their hygiene such as bathing, dressing, eating, and transporting. Additionally, more than 86% of older adults require assistance with these overall activities and services, which contributes to their quality of life (Abrahamson et al., 2018). Nursing homes serve to fulfill this purpose by offering comprehensive support, which is most readily provided by nursing assistants.

According to the National Annual Report, turnover rates for nursing assistants is 400%, (Hayes, 2015). A large percentage of nursing assistants self-terminate their employment from nursing homes. As a result, older adult patients face adverse physical, and emotional health problems, subjecting them to new nursing assistants and a low

standard of service (Hayes, 2015). However, nursing assistants who remain in nursing homes for an extended period develop individual bonds with older adult patients and heightened compassion for them, which adds to the quality of patients' well-being. Therefore, nursing homes with high turnover rates negatively affect patient care and quality of life (Hayes, 2015).

### **Employee Turnover**

According to research done in 2010 through 2012, some states have annual retention rates ranging from 37.2% to 62.5%, with about 50% staying for less than a year as nursing home staff (De Simone et al., 2018). Additionally, another 354 nursing homes in four different states average a yearly turnover rate of 85.5% (De Simone et al., 2018). High staffing rates has undesirable consequences that may, limit nursing homes' financial profit, destroy patient-worker relationships, inhibit boss-worker relationships, impede staff-patient ratio requirements, cause staff shortages, extend work hours, and increase emotional and mental stress (De Simone et al., 2018). Furthermore, nursing homes spend about 25 billion dollars a year because of low nursing assistant retention (Brady, 2016).

Although there is no single answer to justify high turnover rates in nursing facilities, some research suggests that it could be the attitude and the unacceptable behavior of some older adult patients (Brady, 2016). However, opposing research disputes that it has nothing to do with patients but rather the lack of proper training for nursing assistants (Brady, 2016). Moreover, other researchers argue solutions for retention are rooted in employee engagement, job gratification, and stability (Brady, 2016). Stakeholders advocate for increasing job fulfillment and empowerment by

incorporating meaningful advancement and growth opportunities to create more supportive organizational training (Brady, 2016).

A survey of 3,039 nursing assistants showed that they leave their jobs due to a lack of opportunity for advancement (Brady, 2016), but practice and learning opportunities show a difference in the rating of workers' engagement in care-planning, management, and day-to-day decision-making (Brady, 2016). Reducing employee turnover can positively influence the efficiency and performance ability of a corporation (Brady, 2016). Due to high turnover, patients encounter opposing forces, such as delays in care, because of unskilled substitutes or new staff members (Harrington et al., 2016). These rates may also inhibit residents from forming personal relationships with nursing assistants because of the constant fluctuation in care agents (Harrington et al., 2016). The relationships generated between patients and staff build emotionally oriented care, which is often a key motivational influence for the retention of many nursing assistants. However, 37.2% of nursing assistants depart their place of occupation due to inadequate benefits as well as unfair work policies, extended work hours, and ineffective relationships with supervisors or colleagues (Andersen & Havaei, 2015). Although the turnover rate in different states has shown some improvement, the Center of Nursing in Florida demonstrated a need for new state-specific investigations in nursing assistants' retention (Centers for Disease Control and Prevention [CDC], 2016). Data also indicates that the intense workload for nursing aides may lead to a high level of stress; this causes turnover among nursing assistants, which negatively affects the well-being of older adults (Dietrich et al., 2014).

## **Employee Engagement**

When nursing assistants are acknowledged as vital entities within a nursing facility, it enhances the quality of care for the residents. The research reveals that nursing assistants often perform their work while enduring hostile environments coupled with pay as low as \$12.14 an hour and occupational burnout (Zisberg et al., 2019). The nursing assistants are no different from customer service agents wherein excellent customer service is required for a successful business. However, nursing homes, in particular, use a business model, which could represent increased revenue, a strong reputation, and opportunities to enhance the community ((Zisberg et al., 2019). When nursing assistants recognize that patients and members of the families are one of a kind and deserving of personalized care, then the aids demonstrate a greater enthusiasm to help older adult patients and their families and respond more resourcefully when dealing with problems or worries (“Customer Service,” 2019). Nursing assistants can provide extraordinary care in various circumstances. These circumstances can include reception customs to welcome a resident, learning to develop service skills that promote morality, and enhancing the reputation of nursing assistants among older adult patients (“Customer Service,” 2019).

## **Retention**

One element of a nursing agency's success is to focus on viable strategies to attract nursing assistants and reduce the turnover ratio. Nursing home administrators must provide employees with educational programs to improve and ease the cause of high turnover rates (Adams, 2016). Education provides staff members with the opportunity to become qualified for their profession. The survey reveals that many workers want to take



satisfaction in sharpening an appropriate trade, such as nursing home organizations, along with coaching in older adult care (Doyle, 2014). Nursing home organizations are the largest growing in the United States, according to the United States Department of Labor (2019); the turnover rate for nursing assistants and personal care services is around 400% each year.

The study shows that various staff members want training to sharpen skills, get the appropriate trade, such as personal home care, along with certification as a nursing assistant (Dowell, 2014). Educational opportunities can decrease the turnover rate, and it helps to draw adequate candidates. The research shows that 85% of caregivers want more training and better educational opportunities. Seventy-one percent of caregivers wish to learn and stay within a company's origin (Kunaviktikul et al., 2015). Nursing assistants are dissatisfied with their positions, and employees do not provide quality care for their patients (Gellatly et al., 2014). Research studies show that patient attributes correlate to nursing assistants' follow-up (Kunaviktikul et al., 2015.) High turnover rates, and the time to process and hire new nursing assistants have contributed to the problem of retention in nursing homes (Kayyali, 2014). As cited in Bhuyan (2014), a nationwide study led by Home Care Pulse shows that 60% of nursing assistants employed in nursing facility leave their place of employment within a year due to bad working conditions. More than seven hundred nursing homes joined in the annual survey and measured clients' care and daily activities (Abrahamson et al., 2018). High turnover rates appear to affect nursing assistants and is a persistent concern in nursing homes (Jeroen et al., 2014). Therefore, nursing administrators face high turnover rates; deficiencies will limit the

growth and emotional connection between nursing assistants and patients, along with increased workloads, and future shortages limit discussion and intercommunication among nursing assistants and patients (Fritzler, 2014). Secondary sources reveal that the average nursing assistants' turnover rate is higher than 100% in numerous services; many studies show nursing homes having a 400% high turnover rate (Marshall and Rossman, 2016).

### **Employment Compensation**

In 2016, the CDC conducted a national retention survey, which involved over three hundred participants. The results of this survey showed that 70% of those participating nursing assistants left their present place of employment for the top two reasons: either an increase in salary or an opportunity for career advancement (Homisak, 2019). When employers offer salary increases, it can cause competition among employers. Employees seek to work for the facility offering the highest pay, thus, adding to the nursing turnover rate. Data from 2016 also shows that nursing assistants depart for other ambitious reasons, which included job security and full-time health benefits such as dental, vision, and other health care benefits (CDC, 2016). Homisak (2019) suggests that the nursing profession has other reasons why nursing assistants have such a significant turnover. Often, these reasons include: the need for additional finances due to single parenting, self-motivation and the desire to do better and become successful, and to eliminate a negative work environment riddled with conflict between the boss and other employees (Homisak, 2019). Benefit inconsistencies between health care workers, as well as irregular operation of disbursement methods for hourly labors, appear in for-profit

health care workers and influence employment gratification results (Homisak, 2019). Nursing assistants provide care to older adult patients without regard to positive interaction or concern for patients' emotional well-being. Nursing assistants might partner with nursing facilities and other centers that offer vital services. High turnover among nursing assistants could therefore affect every area of precision care (Bryant, 2017). The nursing assistants constitute the majority of staff yet are leading providers for older adults in nursing homes. The research shows that a higher quality of service relates to higher staff-to-patient ratios (Cooper et al., 2016). The study measures the connections among staff satisfaction, planning, and acknowledgement of nursing assistants in nursing facilities that influence nursing assistant retention. Even though this may be an undesirable situation, it does not necessarily make nursing assistants leave, but acts as a significant predictor. Another contingency factor for nursing assistants is the potential role as primary breadwinner in their households. Bryant (2017) suggests that nursing assistants with adequate incomes as well as full-time status could limit high turnover rates. Numerous studies show that a slight increase in salary will also cause nursing assistants to stay on the job longer (Edelstein, 2014). Increased salary postings by employers for nursing assistants add to the problem of high turnover rates because employees will go where the salary is greater (Edelstein, 2014).

Moreover, literature shows that the type of facility plays a vital role in turnover. Nursing homes fall under two categories, which are non-profit versus profit. For-profit nursing homes are driven by financial gain and may make fewer consideration about the care for patients and the well-being of staff members. On the other hand, a non-profit

nursing home shows the contrary. A national survey found that 15.6% of nursing assistants leave their employers because of profit gain and not enough staff accommodation (Woodhead et al., 2014). Nursing homes that focus on profit do not provide enough awareness to the low-end staff members such as nursing assistants; the staff does not receive acknowledgment nor a higher level of training. For example, the for-profit long-term care facility's philosophy is to seek operating avenues that are cost-efficient, or in other words, the for-profit homes strategize to get more work from nursing assistants while keeping their salaries low (Edelstein, 2014). Therefore, this means these employers try to maximize profits and minimize costs. In contrast, nonprofit long-term care facilities admit fewer patients (Hummel, 2017). They do not overwork their nursing assistants because this, too, can lead to employee burnout and frequent turnovers (Woodhead et al., 2014). Other studies suggest that administrators of nonprofit health care facilities are more people-than-profit oriented. Some nursing assistants may lack college degrees and copious training or experience, but the nonprofit facility is patient and caring enough to assist the employees in reaching their goals. These employers appreciate, commend, and celebrate their staff for individual and team efforts (Woodhead et al., 2014). The non-profit facilities often focus more on building great relationships and group camaraderie, especially with the low-level staff; they seem to do so far better than the for-profit facilities (Woodhead et al., 2014). These facilities tend to stay in compliance with the bed-to-aide, 1 to 5 ratio guidelines (Woodhead et al., 2014).

Employees remain on the job longer when they are valued. Administrators claim that non-profit facilities are a problem. However, high turnover could decrease if nursing

homes increase the salary of their staff members, particularly nursing assistants (McGilton et al., 2014). Nursing homes that are nonprofit focus on less beds and accommodating less patients, so the presence of nursing assistants is more proportionate to the number of patients they assist (Woodhead et al., 2014). Nursing home policies affect for-profit turnover. Nursing assistants believed that for-profit nursing homes prioritize financial gain for their services, rather than the patients' clinical results and the care received. For-profit nursing homes typically become less patient-centered and exceed the patient to worker ratio to the staff's detriment. Therefore, if nursing homes does not change their policies this could cause a burnout among nursing assistants (Woodhead et al., 2014). More trouble in staffing deficiencies place a burden on the existing employees. The study shows that nonexistent occupational advancement and low earnings could be the reason for nursing assistant retention problems (Al-Hussami et al., 2015). The health care field is not a disappearing career. People will always encounter be injury, sickness, or have other health issues that demand some form of before, during, or after medical attention. A 2019 nationwide study shows what is happening in the State of Delaware's standards for according to the United States Bureau, Occupational Employment, (United States Bureau, 2019). The National Statistics shows a mean hourly rate of \$13.72, but the State of Delaware shows that the average nursing assistants working in nursing homes earn approximately \$12.14 to \$18.55 per hour, and the median wage is \$14.44 (United States Bureau, 2019).

However, under-educated nursing assistants do not receive medical benefits or sustain income to obtain and afford premium coverages. However, some nursing

assistants leave their job after six months (Al-Hussami et al., 2014). The result of this research shows that 60% of nursing homes have recruitment shortages. They also have a higher number of shortages as far as resident services (Backhaus et al., 2014). Numerous nursing homes realize that staffing must be a key factor if nursing homes are to uphold a minimum of standard. Nursing directors carry many burdens and problems in maintaining their operations (Skirbekk & Nortvedt, 2014). Nursing homes are fighting with economic limitations along with a decline in federal funds and an inadequate number of residents who can pay for service. Other factors add to the lack of ability to provide nursing assistants with higher pay retention incentives (Bryant, 2017).

Adequate compensation is necessary to increase job gratification and decrease high turnover, along with education remission, educational release, and health insurance (Dill et al., 2014). However, companies that sponsors nursing occupations, through training and educational reimbursement, found that their staff stayed longer at their jobs (Dill et al., 2014). Career achievement, recognition potential, and enhanced occupational knowledge increases employee fulfillment, which promotes retention (Hummel, 2017).

Health care coverage ensures workers and their families from difficulties associated with medical expenses. The difference in turnover rates is, in part, due to shortages of affordable health care coverage (Skirbekk & Nortvedt, 2014). Nursing assistants are prone to search for jobs that give compensation. Nursing homes that grant rewards such as tuition reimbursement and health coverage increase the possibility that committed team members will continue within the nursing home trade. Findings show that low-income workers, such as nursing assistants, abandon their positions for purposes

that turnover methods often fail to specify. I propose that nursing assistants who sustain a higher salary, because of full-time employment, will defy turnover odds.

### **Motivation**

Herzberg (1959), was a motivation philosopher who discussed the impact on self-gratification, and work-related performances (Hur, 2018). He believed self-assurance, income, and corporation procedures, working conditions including supervision and relationships with other co-workers were factors that made employees happy. However, this is a temporary solution because momentary happiness is not a long-term motivator. Self-motivation will bring about the individual need for growth (Hur, 2018). Furthermore, Herzberg stated that employee dissatisfaction is linked to a high turnover rate (Hur, 2018). High turnover rates decrease sensitivity levels and emotional caregiving to nursing home residents; subsequently, when staffing is limited, results become the priority and personal responsibility diminishes (Dempsey & Reilly, 2016). Recent research shows that organizations lost over sixty-million dollars in revenue because of high employee turnover (Woodhead et al., 2014). Study shows that lack of trust and disrespect from leadership can lead to high nursing assistant's discontentment and turnover. Furthermost, nursing assistants identify themselves as being the lowest ranking employees in their facilities; this affects their job gratification (Jang et al., 2015). The turnover rate of nursing assistants may also result from superficial interactions with higher management (Jang et al., 2015). When employers support staff and communicate, it gives a sense of trust, which could decrease the turnover rate among nursing assistants

(Bolima, 2015). Without intrinsic and extrinsic motivations, such as respect and communication, nursing assistants are prone to seek more satisfactory job options.

### **Job Satisfaction**

The health care field is becoming a widespread occupation for countless individuals. According to the U.S. Bureau of Labor Statistics, 65% of individuals born in the 1980s are prone to enter nursing compared to individuals born in 1955 (O'Hara et al., 2019). The minimum staffing qualifications in federal and state regulations oversee nursing homes and have not improved to guarantee the quality of service. The study also showed that younger individuals will control the nursing labor force beyond 2020; therefore, nurse homes, businesses, and administrators need to recognize how to engage their staff (O'Hara et al., 2019). However, nursing assistants encounter higher levels of compassion exhaustion. The study of 1,400 nursing assistants and young nurses indicated higher levels of compassion burnout (O'Hara et al., 2019). Researchers determined that younger nurses are more likely to endure burnout, secondary traumatic, and compassion exhaustion than their equivalents in other age groups. The research revealed that compassion burnout appears in high turnover, which influences patients' welfare and influences poor decision making on the part of staff members (Michele et al., 2019). Job disappointment and high turnover are significant obstacles in the medical field. These issues influence staffing, retention, efficiency, self-esteem, excellence, and well-being. The standard time to draft and onboard a new nurse is 82 days (O'Hara et al., 2019). When employees are not satisfied with their position, they abandon those jobs, which decreases efficiency, increases employer expenses.



Bolima (2015) highlighted the National Nursing Home Survey that measured how particular work-related factors could upset a nursing assistant's judgment to leave their place of employment. These factors included age, educational background, and employment history. A single outcome of this research was that the administration could significantly foretell a nursing assistant's propensity to quit, as well as their level of job contentment (Bolima, 2015). The study also illustrated factors for occupation high turnover in a literature review of its own. It contained a summary of two analytical views: turnover rate perspective, and the quality of life assumptions. The hypotheses give insight into the various exchange relationships within nursing homes. Even so, possible intervention approaches are examined using memory care units for service delivery. The study consists of nurse assistants who are of the aboriginal population, while the other community are older adult residents in nursing homes. Therefore, the turnover rates of nursing assistants serve significant perplexity within the older adult population. The reason for this research is to illustrate that increasing occupational salary would reduce turnover rates and increase the reports of improved care for older adult patients and their families. The quality of life and care for older adults in the nursing homes hinges on the availability and continuation of the nursing assistants' career field in that facility.

### **Definitions**

Nursing assistant: Nursing assistants, nurse aides, and orderlies are several individuals who receive a low salary and report economic activity and household requirements (Walton & Rogers, 2017, p.2).

Employee turnover: Employees that leave a company such as layoff, resignations or being fired from an organization (Brawley & Pury, 2016).

Employee engagement: The passionate and regular involvement, with staff interaction, with the supervisor or business (Swarbalatha & Prasanna, 2014).

Hygiene factors: The hygiene factors are matters that employees have, such as policies and procedures, working obligations, and salaries (Vévoda et al., 2011).

Job satisfaction: The level to which a worker is content with his or her job. Management theorists and human resource professionals traditionally view job satisfaction as indicative of an employee's willingness to perform at an optimum level of performance (Hoffman-Miller, 2019).

Long-term care: Personal care and health services given over an extended period, usually for people that have lost individual capabilities to care for him or herself (Schwinn & Dinkel, 2015).

Motivation: When individuals have emotional strength; this encourages people to achieve more and of their goals (Berg, 2015).

Retention: Outcomes from an organization that promotes and secures employment within the company (Successful Workforce Recruitment and Retention Starts with Adequate Pay and Accessible Benefits, 2019).

### **Assumptions**

Theories are unconfirmed or positive inquiry components that seem to be accurate and usually involve data or circumstances exceeding the investigator's authority and confounding variables (Leedy & Ormrod, 2018). I summarized secondary data, which

can increase the studies' experimental honesty and enhance the questions that lead to procuring relevant data and implementing the most effective strategy to comprehend the conditions that influence workers to leave the nursing home facilities. The next assumption implies that secondary data analysis of large longitudinal and public data sets is a traditional approach applied in many social abilities to explain complicated problems concerning performance and the benefits of utilizing data sets to developmental questions over its lifespan. Then the study assumed that high turnover rate was a representation of, or contributor to, actual turnover rates (Leedy & Ormrod, 2018).

On a larger scale, this investigation and analysis of trends in the health care field among nursing homes may uncover variables that are relevant to retention issues for general workers in the medicine or other vital industries within the United States. Potential turnover factors such as job satisfaction, motivation, compensation, benefits, and upward mobility are concerns that potentially impact workers outside of this study's cohorts. If one can identify the root of poor retention and high turnover, the general implications can help businesses better address a grave issue, which in turn, may improve customer service and quality of care results.

### **Scope and Delimitations**

The delimitations are circumstances that restrict the range and determine the limits of the research (Simon & Goes, 2013). The first delimitation of this research is national. The sample drawn from the population in this study included nursing assistants that work in nursing homes or long-term care centers. The study population involved only nursing assistants nationwide, in the United States, in long-term care facilities or nursing

homes and eliminated workers in other health field positions. Several phases of the research problem discuss those parts that the literature review exposes are characters on nursing assistants who decide to leave their positions, including employees in the nursing home or long-term care centers. The Herzberg (1959) analytical structure was a two-factor approach that connects to previous turnover studies about employees who planned to leave their profession (Bryant, 2017). The choice of a quantitative approach originates from the resolution to decline the qualitative research method, which was unsuitable for data testing (Bryant, 2017).

### **Limitations**

Limitations are defects or barriers that have a positive outcome and could exhibit intimidation to the internal efficiency of the research (Leedy & Ormrod, 2018). The study will show data that included nursing assistants in national nursing homes and senior living. Additionally, I evaluated secondary self-reported data on employees' turnover intention, defined by the genuineness and diligence of the respondents' acknowledgment (Leedy & Ormrod, 2018). The research contained tangible information concerning high turnover or measured other issues that could have affected or may impacts nursing assistant turnover. To examine the outcome of the study, I utilized a significant conceptual or philosophical structure. It is the responsibility of a nursing assistant to deliver high-quality care for residents (Williams, 2015). Many nursing homes exhibit data that involves care variables over unrestricted, and individual nursing facilities' may be complicated to obtain (Williams, 2015). Except for nursing home accepting public funding, there is no regulated, broad-scale reporting obligation about financials or

turnover rates (Painter, 2017). Consequently, the volatility of the workforce may lead to incorrect data tracking. Therefore, nursing homes may guard distributing any contrary data that could indicate disparities against the company's creditable reputation.

### **Significance**

The research significance seems clear. A study of this type informs Americans and their adult children about unsatisfactory patient outcomes, encouraging stakeholders to question the quality of facilities specializing in older adult care. Local state and governmental organizations may respond to this review. According to a study conducted by the U.S. Bureau of Labor Statistics, 80% to 90% of the care for the older adult population in nursing homes in 2015 was provided by nursing assistants. Nursing aides most readily assist aging Americans who are often chronically ill or disabled; these patients may receive insufficient care if staffing is frequently changing, which means new aides will need time and experience to comprehend the needs of every new patient (U.S. Bureau of Labor Statistics, 2015). Grabowski et al. (2014) cited that the research shows a substantial cultural shift and displays preliminary effects that increase individual services for older adult patients in this research. High turnover among nursing assistants' impacts quality of care within the nursing facility (Kayyali, 2014). Nursing assistants' high employee rates model a waterfall of opposing consequences in every care department area (Bryant, 2017). Daily, nursing assistants contribute nearly 2 hours, which is 60% of the total nursing hours, to residents' care than hours for registered nurses and licenses practice nurses connected (Bryant, 2017). Nursing assistants who work in the nursing fields enhance the quality of care (Schwinn & Dinkle, 2015).

The research of retention between nursing assistants and improving retention leads to increased quality of care, which is also reassuring to the beneficiaries' parents and concerned members of society (Kayyali, 2014). As cited by Arnold (2013), a supportive workplace supports a lack of well-being and decreases team progress. Nursing homes appear not to meet the organizational environment that supports the communicative approach where both employee's and residential needs are met (Arnold, 2013).

### **Implications for Social Change**

According to Buchan and Campbell (2013), nursing homes need to consider every staff member to be a valuable part of the care puzzle; a staff member should not be treated as if he or she is quickly replaceable. The trend of social change is one more aspect of quality health care amid staff deficiency (Wells et al., 2014). The demand for the caregiver in nursing homes in the United States has significantly grown (Wells et al., 2014). Since 1980, employment for nurse assistants has grown 83% to its highest numbers (U.S. Bureau of Labor Statistics, 2016). Yet, the remaining lack of nursing positions is tied to poor administration, management, poor working conditions, and the responsibilities of the nursing assistants. Therefore, nurse assistants are unsatisfied and worry, among other staff, about their performances (Phillips & Malone, 2014).

I interpreted data on the high turnover rate between nurse assistants and nursing homes along with secondary data, such as the Nursing Home Survey online domain and the CDC database. I focused on seventy articles that showed insufficient data. The concerns revealed significant disparities in quality of care, quality of life, and

performance levels. The issues show that nurse assistants' turnover rate result in a high number of voids in nursing homes. However, this concludes that the deficiencies in nursing homes measure quality issues and high turnover rates (Buchan & Campbell, 2013). The turnover rate decreases when nursing assistants are trained to give psychological care and focus on providing a quality level of care (Wells et al., 2014). The statistics on staff contentment are associated with increasing levels of quality since staff members are more dedicated to nursing homes, health, and the safety of the aging. Nurse assistants that are disengaged and unfulfilled in their positions are likely not to adequately address the needs and wants of older adults (Gellatly et al., 2014). I recognized a correlation between high staff turnover and the capacity to provide quality care (Kunaviktikul et al., 2015). I discovered that nursing homes that have a high turnover rate among nurse assistants show high rates of infections (Kunaviktikul et al., 2015), which demonstrates the need for greater retention in nursing homes. Otherwise, the health and well-being of the nation's most seasoned population are at risk. I assumed that employee turnover rate is an essential concern that nursing homes cannot disregard.

### **Summary and Conclusions**

Nursing assistants provide 90% of personal care in nursing homes (Kramar, 2014); however, this group's turnover is as high as 400% on national averages. Subsequently, human resources management must mitigate multiple factors such as recruitment, employee compensation, and employee motivation while promoting the success of the business and enhancing productivity (Kramar, 2014). Therefore, managing staff is an essential part of the company by offering competitive wages, compensation

packages, which will affect the organizations along with vision and mission statements (Kramar, 2014). The expectation of Human Resources management concentrates more on organizational review as a whole, as opposed to mere individual reviews (Kramar, 2014) recognizing the importance and motives of the stakeholders is the first step of establishing vital Human Resources planning and practices. Nursing homes cannot function accurately without the help of the staff, a provision will not occur without proper treatment from the administrations and having some open-door policies for communications. Companies that understand the effect of employees' satisfaction are most likely to struggle hard to support reliable communication procedures. The anticipated outcome is the creation of a recommendation to increase the effectiveness and productivity of the business by hiring quality employees. Such statuses will only happen if the staff is genuinely content with their working conditions (Kramar, 2014).

I anticipate that adequate efforts to comprehend the reasons for high turnover will create newer Human Resources policies that incorporate proposals to enhance worker fulfillment, which will decrease turnover and improve productivity. Companies cannot ignore the dilemma of high nursing assistants' turnover (Holmberg et al., 2013). Approximately 43% of older adults in the United States will require long-term care during their lifetime. The United States Government anticipates nursing homes will provide caregivers for seniors who need assistance. Retaining trained employees will decrease the turnover rate to meet the demands for nursing assistants who can provide quality care (Holmberg et al., 2013), especially since nursing assistants supply the bulk of that care. The study confirms that nursing home employee turnover could lead to



significant financial burdens for nursing homes and clients. Higher turnover significantly and negatively impairs the quality of life provided to older adults. The research further gathers that decreasing high staff turnover in nursing homes is significant because it would profit the United States health care policy and revitalize patient load (Bryant, 2017).

Nursing assistant turnover largely affects managers and directors in nursing homes (Davis, 2013). Financial issues have made it challenging for corporations across the U. S. to overcome the difficulties of hiring skill workers (Holmberg et al., 2013). When employee retention increases, it helps organizations, communities, and the economy overall (Bryant, 2017). The reason for this research is to investigate the variables of employee motivation; commitment, pay, work environment, and job satisfaction have a vital bearing on employee turnover among nursing assistants (Bryant, 2017). The conclusions could support the creation of policies to achieve motivating factors that could in turn, lessen the high turnover in the long-term care setting. Organizations need retention plans to decrease the operational costs for the high employee turnover within the United States (Bryant, 2017).

## Section 2: Research Design and Data Collection

### **Introduction**

Staffing rates have been an issue in U.S. nursing homes since the early 1970s, with an average annual turnover rate between 55% to 75% (Barbera, 2014). High staffing turnover has remained constant throughout the years, surpassing the standard for caregivers in nursing homes. Low quality of service is connected to staff recruitment as most U.S. nursing homes do not have adequate staffing to provide good quality of care. However, current policies do not discuss high turnover rates among the nursing staff in connection with the care of services. Customer service affects the Centers for Medicare & Medicaid Services' five-star rating, quality indicators, and accuracy on the Minimum Data Set of long-term care facilities ("Customer Service," 2019). In November 2016, the Centers for Medicare & Medicaid Services released a new requirement that includes person-centered care. The requirement for reliable customer service aligns with the goals of achieving and successfully integrating the person-centered care philosophy.

The purpose of this study was to investigate the causes of high nursing assistant turnover observed in nursing homes and explore the relationship between employee pay, employee turnover rates, and quality care for the older adult population (Bryant, 2017). Nursing assistant turnover in the United States is increasing, which has adverse effects on vulnerable older adult individuals whom nursing workers serve (Micke, 2015). Recognizing the obstacles of employee turnover may also reveal areas where enhancements can lessen the high turnover and increase the quality of care (see Micke, 2015). When attention is labor intensive, staff turnover can have broad outcomes,

including increasing site operating costs and lower job satisfaction. The most severe results of nursing assistant turnover include the potential adverse health outcomes for residents (Micke, 2015).

### **Research Design and Rationale**

A study approach is a systematic method to solving a problem (Schick-Makaroff et al., 2016). Quantitative methods involve analysis of identified variables between examples of members who are representatives of more extensive research (Schick-Makaroff et al., 2016). The quantitative design promotes the purpose of statistics, allowing results from the representation of an entire population (Bryant, 2017). A quantitative approach also supports a deductive strategy and a chance to deny or to fail the null hypothesis. The conclusions of the quantitative study are the result of an analytical summary and research (Mensah, 2014). I used a quantitative method to answer the RQs and measure the study variables. The study included statistical data from a career one-stop network that is sponsored by the U.S. Department of Labor, nursing assistants from O\*NET online, and otherwise calculable and predictable data about constructs related to the research questions and data measurement.

The study involved examining workers' satisfaction concerns from a worker's perspective. Many acknowledge the problem and recognize the need to find a solution (Bryant, 2017). However, the problem needs answers rooted in a reliable analysis, focused on recognizing the requirements and executing a strategy, to reduce the number of adverse older adult incidents in long-term care facilities (Bryant, 2017). The solutions presented based on data from nursing assistants do not reflect actual staff members' need

and are not the only potential suitable measures. Subsequently, the research may guide nursing homes to help other departments and industries with a similar process towards viable solutions for turnover. The recommendations from this study also provide an opportunity for other researchers to conduct further research to establish if these principles have been adequate.

### **Design**

This quantitative research included a correlational design that was used to examine the relationship among selected variables, including employee turnover, employee engagement, retention, employment compensation, motivation, job satisfaction, and emotional level. This approach included quantitative methods for measuring potential correlations with variables rather than causation (Wells et al., 2014). A correlation study was relevant for this research because the objective was to define whether relationships exist between the identified variables, and to quantify the magnitude of all relationships among predictor variables and the scale variable (Bryant, 2017).

### **Methodology**

I coordinated the gathering, organization, and analysis of data. I collected reliable secondary data from quantitative articles and multiple regression charts from research and government reports, the internet, and reference books. To eliminate bias, I used methods based on research and gathered data from national and reputable organizations and a national survey by the CDC. The findings from the initial study done by the CDC regarding nursing assistants in the United States indicated that two out of three direct care workers or nursing assistants leave within the first year (CDC, 2016).

## **Population**

Demographic data represent the essential components of this analysis from both content and discontent employees. The target population were nursing assistants in nursing homes. Nursing assistants make up the majority of nursing home care and provide the most hands on and consistent support. These are individuals who achieve some health care training and assist RNs and LPNs to care for older adults (Squires et al., 2015). Although nursing assistants offer nonstop attention to occupants, they also have the most substantial staff turnover rate. The overall turnover rate for all nursing home workers is, on average, 45%, with the turnover rate highest among nursing direct care staff (Squires et al., 2015). Nursing residence status, demographics, salary, the connection with their administrator, and career situation are some of the factors that may affect turnover (Rachel, 2017). Additionally, the physical requirement of the job, negative correlations linking nursing assistants and administrative personnel, and shortage of occupation promotion can lead to turnover (Rachel, 2017). Therefore, I examined the relationship among these factors and their effect on turnover rates for nursing assistants. I contrasted the variables of high turnover between the nursing assistant populace in various nursing home facilities as outlined in previous research to explore the retention rate disparities and what occurs in individual nursing facilities to encourage those rates.

## **Sampling and Sampling Procedures**

I compared previously documented retention issues across the United States to highlight and confirm the variables that contribute to high turnover. Therefore, the

sampling procedures will involve locating the most relevant and quantitative data available on the nursing assistant population in nursing homes and analyzing which dynamics are most influential for the purpose of the study. The workforce concerning nursing assistants predicts that 70 to 80% of the older adult population would need long-term care who are dealing with chronic illnesses or living with a disability (Centers for Disease of Control and Prevention, 2016).

### **Ethical Procedures**

The ethics in the study shows the ability of the examiner to be honest and consider the articles used to inform the research in describing the study (Mealer & Jones, 2014). The researcher is also required to uphold character honesty, dependability, and integrity for acceptable and dependable research (Mealer & Jones, 2014). I obtained the permission of the Walden University Institutional Review Board before beginning the study (see Ude, 2015).

### **Summary**

This quantitative study was designed to examine the relationships among employee high turnover, employee commitment, job fulfillment, employee compensations, work atmosphere, and incentive among nursing assistants in nursing facilities. In this section, I summarized the researcher's role in this research, culture and example selection, review process, design, secondary data collection, and data analysis methods. This study consisted of nursing assistants in nursing homes in the United States (Bryant, 2017). The quantitative data collected, the approach to analyze data, and discussion of the results are in the next section.

### Section 3: Presentation of the Results and Findings

#### **Introduction**

I studied the associations pertaining to the high turnover rate among nursing assistants in nursing homes focusing on employee compensation, employee engagement, job satisfaction, motivation, and work environment. An analysis of 70 studies resulted in three null and alternative hypotheses that were the focus of this research. Correlational and multiple regression analyses of secondary data revealed a statistically significant inverse relationship between turnover intention and each of the following variables for nursing assistants in the United States: employee commitment, occupation fulfillment, staff compensation, work environment, and motivation. I analyzed secondary data to explore the relationships between employee commitment, occupation fulfillment, staff compensation, work environment, and motivation among nursing assistants. The purpose was to analyze statistically important connections between the variables to accept or discard the studies' theories. The secondary data came from the articles concerning nursing assistants working in nursing homes.

#### **Results**

The following sections contain discussions of the findings from this study. The analysis occurs in light of the previously published findings in peer-reviewed literature and the motivation-hygiene theory, which was the theoretical framework for this research study. The subsections are in the same order as the hypotheses and report the results of the data analysis. Discussions in these subsections include how the findings from this study are consistent with, or divergent from, previously published related peer-reviewed

research and Herzberg's motivation-hygiene theory, which served as this research's theoretical framework.

### **Employee Compensation**

The correlations between employee compensation and employee turnover intention indicated that a statistically significant relationship exists, representing a negative relationship between employee compensation and employee turnover rate in the nursing home field based on the views expressed by participants in this study. The results are consistent with previous research indicating that wages affect nursing assistants' plans to abandon their place of employment within the first 6 months to a year to this existing issue (Al-Hussami et al., 2014). The previous research suggests that employee salary can affect retention and overall employee turnover rate. Similarly, I found that a lack of adequate employee benefits such as sick time, health insurance, education program, paid holiday, and paid vacation has a significant negative relationship to nursing assistant turnover rates (see Misra et al., 2013). According to Brady (2016), benefits are important for maintaining worthy personnel in similar industries, though they do not guarantee that staff members will stay with an organization. Some nursing assistants remain in their positions to support their families when additional income sources are available. However, the research indicates a high level of business restraints prohibiting the retention of these employees due to the inability to offer higher pay incentives.

Also consistent with the findings in this study, prior research revealed that budgetary constraints, while they are not the only issue in employee recruitment and retention, should not be ignored (Skirbekk & Nortvedt, 2014). The results from the first



hypothesis are consistent with Herzberg's (1959) motivation-hygiene theory, which indicates that compensation is a determining factor of employee job satisfaction; perceptions of low compensation could ultimately lead to high employee turnover (Somaie et al., 2017).

Table 1 shows the top five states for pay for nursing assistants in 2019, according to the U.S. Bureau of Labor Statistics. Alaska was the highest paid state with a yearly salary of \$40,320 and the lowest number of jobs: 1,730. California had the highest numbers of jobs at 100,190 and an annual mean wage of \$ 36,630 in the nursing assistant field. Table 2 shows the top five highest states with the highest concentration of jobs and location quotients in this occupation; Rhode Island was the highest and North Dakota the lowest.

**Table 1**

*The Top Paid States for Nursing Assistants, May 2019*

State	Employment	Employment per thousand jobs	Location quotient	Hourly mean wage	Annual mean wage
Alaska	1,730	5.46	0.56	\$19.38	\$40,320
New York	85,090	8.93	0.92	\$18.66	\$38,810
Hawaii	4,000	6.30	0.65	\$18.13	\$37,710
California	100,190	5.76	0.60	\$17.61	\$36,630
District of Columbia	3,460	4.78	0.49	\$16.98	\$35,320

*Note.* From *Nursing Assistants*, by U.S. Bureau of Labor Statistics, 2019, Occupational Employment Statistics (<https://www.bls.gov/oes/current/oes311131.htm>). In the public domain.

**Table 2**

*States With the Highest Concentration of Jobs and Location Quotients for Nursing Assistants*

State	Employment	Employment per thousand jobs	Location quotient	Hourly mean wage	Annual mean wage
Rhode Island	9,300	19.24	1.99	\$15.88	\$33,020
North Dakota	8,020	18.99	1.96	\$16.50	\$34,320
Kansas	21,840	15.68	1.62	\$13.12	\$27,280
Maine	9,020	14.76	1.53	\$14.79	\$30,770
Iowa	22,450	14.49	1.50	\$14.67	\$30,520

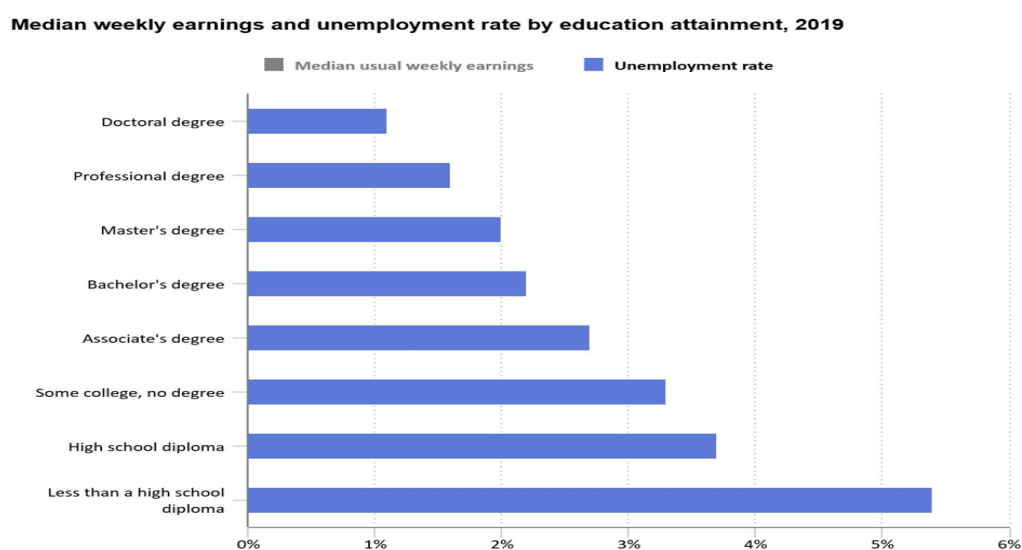
*Note.* From *Nursing Assistants*, by U.S. Bureau of Labor Statistics, 2019, Occupational Employment Statistics (<https://www.bls.gov/oes/current/oes311131.htm>). In the public domain.

Nursing assistants are looked upon as inferior to most colleagues, earning relatively lower pay based on limited educational and training experiences, which could be another factor of high turnover coupled with the finding that lower compensation related to higher turnover intention. According to the U.S. Bureau of Labor Statistics (2020), personnel age 25 and over without a high school diploma had the highest unemployment rate (5.4%) and lowest median weekly earnings (\$592) in 2019, among those at all education levels (see Figures 1 and 2). Employees with higher levels of

education had lower unemployment rates and the highest earnings. However, the pay system was created on the principle that staff increase their education as they reach particular levels of training within the company (Curran & Walsworth, 2014). Therefore, evaluation of pay-for-knowledge systems was beyond the probability of this study.

### Figure 1

*2019 MU.S. Median Unemployment Rate by Education Level*



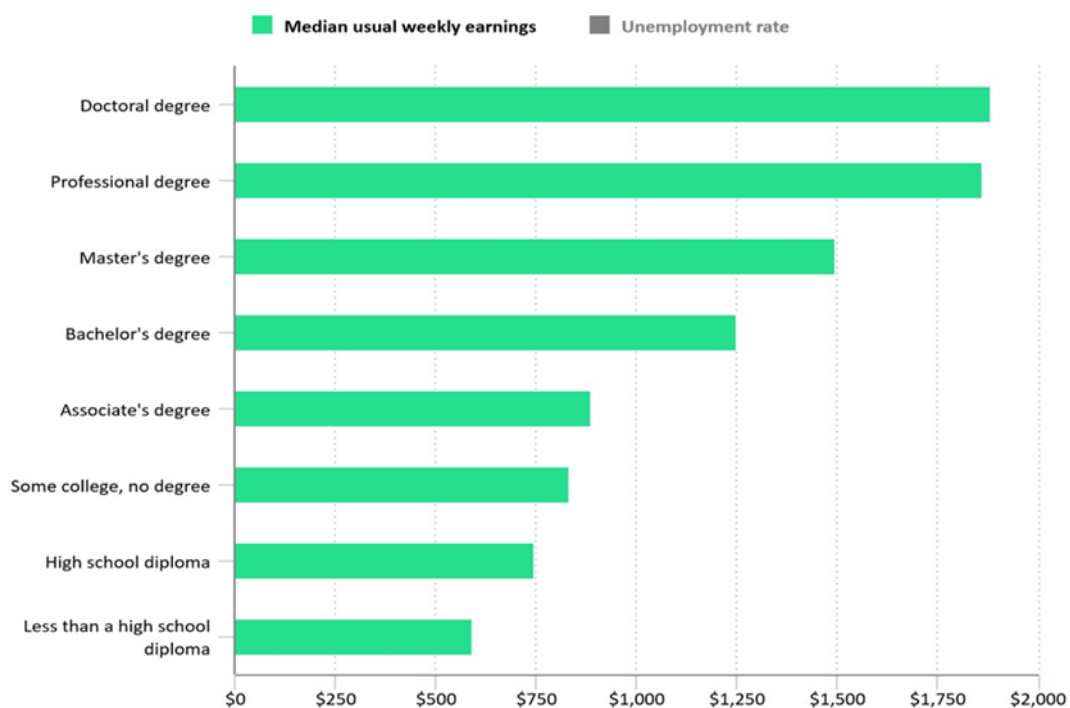
*Note.* The chart shows data for full-time wage and salary workers 25 years of age and older. From *Nursing Assistants and Orderlies*, by U.S. Bureau of Labor Statistics, 2020, Occupational Outlook Handbook

(<https://www.bls.gov/ooH/healthcare/nursing-assistants.htm>). In the public domain.

**Figure 2**

*2019 U.S. Median Weekly Earnings by Education Level*

**Median weekly earnings and unemployment rate by education attainment, 2019**



*Note.* The chart shows wages and unemployment rates by education for staff 25 years of age and older. From *Nursing Assistants and Orderlies*, by U.S. Bureau of Labor Statistics, 2020, Occupational Outlook Handbook

(<https://www.bls.gov/ooh/healthcare/nursing-assistants.htm>). In the public domain.

### **Employee Engagement**

The secondary data indicated a statistically significant negative relationship between employee engagement and employee turnover rate among nursing assistants in nursing home fields of study. The finding is consistent with prior research by Zhang et al. (2013) who identified that engagement has a strong relationship to, or impact on,

turnover intentions. The results pertaining to the negative relationship between engagement and turnover intention were consistent with the previously published reports that employees who lack sufficient training, and who feel unsupported by their leaders, are more likely to leave their organizations (Mapelu & Jumah, 2013). The findings in this study also align with the position established by Frey et al. (2013), which highlighted the nursing homes experiences with declining customer satisfaction, poor efficiency, and limited financial execution when employees feel withdrawn or disconnected. These factors potentially lead to high employee turnover.

The findings of this study expand the understanding that employees who feel that their workplace supports interpersonal relationships, provides their employees with respect, and allows them to make decisions are less likely leave the company. These findings showed that involving employees in strategic plans or employer operational plans provides them with a sense of importance, consistent with the previously published report by Biswas and Bhavnagar (2013) that employee engagement acts as a mediating variable between organizational support and employees' commitment and satisfaction. The finding from the tests of the related hypothesis is consistent with what Herzberg (1959) advanced in his motivation-hygiene theory, because employees should feel engaged or involved, which leads to a better overall performance and higher levels of job satisfaction.

### **Job Satisfaction**

The results of the correlation tests between employee job satisfaction and employee turnover intention indicated that a statistically significant negative or inverse

relationship exists between the measurements of the two variables, based on self-reported views of employees in the long-term care industry who participated in this study. This finding is consistent with previous research by Choi and Johantgen (2012) who showed that supportive managers tend to have more satisfied employees. If there is a lack of job satisfaction between the nursing assistants working in nursing homes, the outcomes could lead to voluntary employee turnover. Other factors such as belongingness, work environment, and self-efficacy are all previously reported determining factors of job satisfaction (Choi & Johantgen, 2012). The findings show that negative perceptions of job satisfaction had a significant relationship to higher employee turnover intentions, which is consistent with the findings of the Herzberg (1959) two-factor theory, which linked satisfaction with other positive outcomes in the workplace. The results of this research also aligned with previous reports that revealed how one's intent to quit a job decreased as job satisfaction increased (Ćulibrk et al., 2018).

According to Brown et al. (2013), nursing assistants have become an integral part of the health care system. Nursing assistants spend the most amount of time with residents but have the least amount of training. Recent reports demonstrate that nursing assistants believe their salary is not commensurate with their workload, and turnover rates in this field have indicated low job satisfaction. In light of these issues, nursing administrator developed an advanced training program for nursing assistants in our nursing home field to determine whether investing in their staff would increase job satisfaction and therefore affect turnover rates and patient outcomes.

Therefore, the overall job satisfaction improved slightly during the study period, satisfaction with training offered was the only area significantly affected by the intervention; however, significant decreases in turnover rates were observed between the pre- and post-intervention periods (Brown et al., 2013). The results of this study also aligned with prior research by Berridge et al. (2018), Gaudenz et al. (2019), and Matthews et al. (2018) who found that as job satisfaction increased, the intent to voluntarily quit a job decreased by Berridge et al. (2018), Gaudenz et al. (2019), who found that as job satisfaction increased, the intent to voluntarily quit a job decreased. A study conducted by (Gion et al., 2019) showed that lower salaries and no benefits, over work-loaded, and inadequate chances for increase are causes Nursing assistants feel are personally and professionally minimized. An unhealthy work environment including lack of respect from peers, RN colleagues, and management; lack of recognition for their work; lack of teamwork and communication at all levels; rigid work hours; disproportionate nursing assistants staff to patients' ratio; and chronic staffing shortages make the Nursing assistants group vulnerable to job dissatisfaction and increase the likelihood of turnover. For example, Gion et al. (2019) conducted a survey by email between September 8 and October 13, 2015, of 147 nursing assistants with a 46% participation rate. Gion et al. sought to understand the effects of retention on nursing assistants. The survey was created and exempt from the institution's institutional review board because it was categorized as a quality improvement project. The assessment showed a demand for nursing assistants in the field with proactive planning could influence staffing and retaining efforts; however, the upper management staff must focus

on factor that are important to nurse assistants that can advocate job satisfaction and retention. Administrative support and staff engagement have two fundamentals that shows a positive impact on recruitment and retention efforts (Gion et al., 2019). However, with the support of the upper manager connected with a decrease in the level of work stress and intent to leave an organization.

In addition, the study also showed that 298 nursing assistants and 136 nurses observed the confidence-building between nursing assistants fell into low, medium, or high encouragement groups. The nursing assistants that identified with high empowerment were noted to have positive performance, enough time to provide care, good peer support, higher self-esteem, less burnout, higher job satisfaction and committed to their employment, better work-related attitudes, and less intent to quit their job in comparison to nursing assistants who were in the medium and low encouragement units (Gion et al., 2019).

### **Motivation**

The third finding revealed no statistically significant relationship between employee motivation and employee turnover intention in the nursing home field. The results of the of secondary data show employee motivation and employee turnover intention. The indications are that motivation, as measured in this study, did not contribute to the multiple regression model to help explain employee turnover intention. However, study shows some components, such as being the main source of income in one's family, as well as other individual motivators were reliable predictors of nursing assistant high turnover rate. The result shows a lack of motivation by management could



result in increased turnover rates. In addition, basic and extrinsic motivation correlated with job satisfaction and reduced the plan to quit; while intrinsic motivators may be more difficult to measure than extrinsic motivators, they may not be any less important or valuable (Mishra & Mishra, 2014). Aligning with Agarwal et al. (2016), Aguinis and O'Boyle (2014) developed research-based general principles and implementation guidelines to assist leaders in providing a compensation system for employee motivation, improve firm-level performance, and employee retention.

The five general principles were defining and measure performance accurately, make rewards contingent on performance, reward employees promptly, maintain justice in the reward system, and use monetary and nonmonetary rewards (Aguinis & O'Boyle, 2014). For example, a previous research conduct by Dahiya et al. (2014) showed that incentive and recognition plans are essential for staff motivation and retention. Dahiya et al. (2014) confirmed managers must execute respect, recognition, and benefits to keep employee satisfaction high and increase retention. Nursing homes that create a family work environment includes employee of the month, birthday luncheons, holidays, yearly wages, sick leave, family leave, and working with a productive employee though a difficult time as nonmonetary rewards. However, the finding in this particular study is not consistent with a substantial amount of research indicates the contrary, that motivation has a significant relationship to employee turnover. It is possible that the survey did not adequately capture the intrinsic and extrinsic motivators that could lead to reduced turnover intention. In addition to the previously published researchers who focused on intrinsic motivators and rewards (Mishra & Mishra, 2014), findings from the tests of this

hypothesis are also not consistent with the Herzberg (1959) motivation hygiene theory because this theory advances the idea that motivation affects job satisfaction, which could influence an employee to remain or quit a job. A search for explanations of these findings is worthwhile in light of the recent studies that collectively indicate that motivation is essential in job satisfaction and a lack of motivation is a leading factor causing high employee turnover. If the nursing assistants' wages are considerably lower than staff counterparts, then the employees may lack motivation to do their best in these positions.

These employees tend to exert minimum effort to remain because there is nothing that motivates them to continue to stay. However, when companies value their employees it increases the motivation and decreases the turnover rate within their business. Many executives want to foster an environment centered around teamwork; however, this initiative is sometimes lost in translation when communicating with employees. One way to ensure success in this venture is to share business goals across every level of the organization. When all employees feel up to date on the company's direction, it leads to greater involvement and a better sense of value and motivation.

### **Work Environment**

The research shows a correlation between employee work environments with employee turnover intention, indicating that a statistically significant relationship exists, and there is a negative relationship between employee work environment and employee turnover intention in the long-term care industry. This finding is consistent with previous research by Zhang et al. (2013) who showed that work specifications considerably influence both the health of nursing assistants and their plans to quit the company.

Results are also consistent with the previously published research by Bryant (2017), who discussed how non-empowered work environments lead to high stress and the increased desire to leave their jobs. The finding from the research show that the hypothesis is consistent with the Herzberg (1959) Motivation-Hygiene Theory, because it indicates that positions within satisfying environments, such as those that allow for a respectful environment and empowering conditions, are those that make nursing assistants more willing to stay (Somaie et al., 2017).

#### Section 4: Application to Professional Practice and Implications for Social Change

##### **Interpretation of the Findings**

I examined the relationship between high staff turnover among employee commitment, occupation fulfillment, staff compensation, work environment, and motivation among nursing assistants in the United States. I found a correlation between job fulfillment and greater level of quality care. The study shows that nursing assistant turnover has a negative effect on staff, with decreased productivity and reduced self-confidence, which in turn could increase stress and burnout.

A climate of mutual respect may improve nursing assistants' job satisfaction, however. Research shows that such a climate builds the strengths of a team by focusing on the strength, value, and contribution of each individual cohort (Hendricks & Cope, 2012). Facility leaders should create processes to promote and reward communication, mentoring, and motivation among nursing assistant staff while using technology to increase collaboration in the workforce (Hendricks & Cope, 2012). Empowering and giving more responsibility to nursing assistants in long-term care may lead to a more attractive work environment. Motivated workers value teamwork, the ability to offer input on decisions affecting their jobs, and the ability to problem solve. However, a direct care, worker-centered style of leadership runs parallel to the person-centered shift in paradigm of the nursing home resident.

##### **Recommendations**

In the future, nursing home leaders should consider creating a position that specializes on retention. Leaders have focused on patient-centered-care for the residents

they serve. It is time that stakeholders take a serious look at giving that same recognition and attention to the front-line staff of nursing homes. A new position such as a retention specialist may be the answer (Rausch, 2016). By definition, the retention specialist is an employee who is specifically designated to evaluate needs and resources of nursing assistants and direct working staff. The position would entail someone who will customize a nursing assistant strategy specifically for the organization by aligning with the mission statement of the organization. It is unlikely that a “one size fits all” approach will be successful so a unique program will need to be developed for each facility. A goal of the retention specialist will be to create, develop and train internally. Nursing assistant leaders will innovate and create strategies to move the program forward. The retention specialist will build a network of leaders who will vigorously support, promote, develop, and train leaders to use innovative strategies to reduce nursing assistant turnover. These advocates will be the future of the nursing assistant retention program and will be able to sustain the program for the long term. Often, human resource departments do not have the specific training to create, evaluate, and sustain a successful employee retention programs because their job is to get new employees in the door. In contrast, the goal of a retention specialist is to keep the newly hired employee with the organization.

### **Implications for Professional Practice and Social Change**

#### **Professional Practice**

Creating a new position such as a retention specialist may decrease staff turnover in nursing homes. Nurses will expect a measurable reduction of employee turnover from a retention specialist. In addition, they would expect the retention specialist to improve

staff attitudes toward the facility and promote a positive attitude. The goal would be that employees describe the facility as “a good place to work” in an effort to recruit their friends to their own workplace. At the start of the program the administrator in the facility will agree to turn over their nursing assistant employee turnover data, which are generally collected by the Human Resources department of the facility. Data will be collected at the start, after six months, and then again after 12 months. The three sets of data will be compared and reviewed by the administrator. Employees will be asked about their opinion of the success of the program through a short survey at the beginning of the program, after six months of implementation, and again in 12 months. The results of the survey will be reviewed by the administrator of the facility and the second survey will challenge the vitality of a successful program.

The position must be given high credibility. There must be a “buy-in” for the program at all levels of management, especially from the nursing administration. Even a simple derogatory remark from a key management person could derail and discredit the entire program. It is tempting to start a new program and then not give the new retention specialist adequate time to do the position well, or, worse yet, to start the program and continually decrease the number of hours dedicated to do the job. The retention specialist will focus on three main ideas:

- develop a higher learning program,
- develop an education program, and
- develop a career ladder.

In August 1999, a group of nurses joined forces to develop and evaluate a career ladder for nursing assistants in Boston. The consortium consisted of representatives from Benjamin Health Center, Massachusetts Extended Care Federation, and Boston Private Industry Council. Funded by a Department of Labor grant, the project was implemented to evaluate the effects on turnover and retention when opportunities for career development were provided (Rausch, 2016). Therefore, the curriculum was placed in nursing facilities for testing. Piloting the program was the Edgar P. Benjamin Health Care Center in Boston, Massachusetts. The outcomes were very promising. Before implementing the career ladder program, the center experienced an 80% annual turnover of nursing assistants. With the program, the center now enjoys a retention rate of 54%. Most (80-90%) of the original participants in the career ladder program continue to be employed at the center. Since implementing this program, the health care recruitment costs have dropped significantly—from \$50,000 to \$10,000 in a year (Rausch, 2016).

There are three levels of nursing assistant career advancement, according to Rausch (2016). Career Ladder one involves enrolling in certified nursing assistant program. The focus is on teaching skills to assist residents in activities of daily living. Career Ladder two involves teaching restorative care emphasizing dignity, quality of life, and independence. Career Ladder three involves preparing for complex medical needs. Tract one includes curriculum to care for complex needs like respiratory, infections, neurological, and orthopedic. Tract two includes curriculum for cognitive impairments like Alzheimer's disease. Tract three includes curriculum specific to mental illness such as bipolar, depression, and psychosis. It is important to reward training with a specific

change in job responsibilities. With greater responsibility comes greater pay. Raises serve as reinforcement of the program as a nursing assistant climbs to ladder to success.

### **Positive Social Change**

It is worth considering what the mentoring program looks like if management turned the design and execution over to a team of millennials. In the early years, traditionalist leaders would highlight the value of passing wisdom down to the next generation and developed formal and conventional mentoring programs for the younger generation. Traditionalist viewed a mentoring program as a way to establish a one-to-one relationship between a more experienced mentor and a more junior mentee in an effort to boost career advancement and satisfaction. Over the last twenty years, the influence of social network research and the emergence of the internet as a dominant communication medium changed the way mentoring has been viewed.

There has been a push by the Gen Xers to begin to experiment with virtual relationships and electronic media communication. This push is due to the growing use of e-learning, video conferencing, email, dating websites, Linked-In, Facebook, Twitter, and a variety of other avenues of virtual communication. In today's workplace, the challenge with the conceptual structure of overseeing and supporting the open ideas in a virtual atmosphere is foundational to a productive workplace (Rausch, 2016). By observing the mentoring program this new style will dominate the future of this practice as a model for developing and learning.

If nursing homes are to in maintain success, their staff nursing leaders must overcome the 'one size fits all' attitude to a nurse-centric assistant workforce. However,



nurse assistants may not operate with a universal perspective. However, the challenges of this approach for employee retention and satisfaction will not produce a nursing staff that values a feeling of success, respect and appreciation (Rausch, 2016). Core values focus on positive attributes, which suggest that a manager develops a plan to promote quality, productivity, reduce tensions and conflict through the knowledge of international cohort similarities and differences (Rausch, 2016). Hendricks and Cope (2012) suggest that core values can be classified into the categories of communication, compensation. A goal of a nursing home might be to bridge the gap and create solutions that appeal to each staff's belief system (Hendricks & Cope, 2012). Communication is the cornerstone for managing diverse workforce needs and challenges (Bah, 2015). Managing successful communications within each cohort may increase the opportunity to learn from the positive features that each staff member has to offer (Bah, 2015).

### **Conclusion**

Acknowledging and diffusing the different skillsets in the workforce can help cohesiveness and promote understanding (Bah, 2015). Bah (2015) contends that millennial nurse graduates have been educationally prepared to speak for themselves and encouraged to voice their opinion to contribute to the team whereas, from a veteran nurses' perspective this may be viewed as disrespectful because nursing assistants are taught to listen to their elders and speak when they are spoken to. It is important to set a baseline for tolerance and respect for all staff members to ensure all viewpoints are considered. According to (Kieft et al., 2014) the study shows consistency in the workplace with nurse retention and gives a negative, non-supportive, hostile and

unhelpful peers and co-workers are important obstacles to a nurse assistants' ability to find pleasure in their employment.

The results of this report provide nursing home leadership with ways of measuring and studying each viewpoint based on the importance of the connection. Through assessment, supervisors can provide their suggestions to advance the situations within that particular establishment. However, with the right strategies, executives may decrease or avert staff turnover, leading to greater monetary sustainability. The conclusions that nursing assistants' confidence-building performs common place in the nursing home ethos transformation advantages are absolutely related with retention shows that these preparations may significantly increase employees' stability. Therefore, this change will benefit to nursing homes and resident care. However, the findings can be useful to nursing homes seeking to achieve greater retention of these critical members of their staff. Also, we recommend longitudinal research to examine whether adoption of staffing empowerment practices does indeed result in longer nursing assistant retention.

The following subcategories embrace a completed dialogue about the applicability of the results of this study with admiration to the professional practice of the long-term care in the nursing homes. The main subdivisions stipulated beneath contain scholarly points of view in support of how the results are significant to enhanced organization practice. The subcategories are in the same order as the hypotheses, report of the outcomes of the data evaluation, and discussions that occurred in earlier sections.

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## Appendix A: Permission Letter 1

On Wed, 1 Apr 2020 at 23:46, Dandrea Kittles <email redacted> wrote:

Greetings, Ms. Janet. Harris I am a doctoral student at Walden University, pursuing a Doctor of Healthcare Administration degree. I am writing my doctoral research outline entitled “Examining the Effect of Nursing Home Employment Staff Turnover Rate in Long-Term Care Organizations in the United States.” I am asking for your consent to use and represent in my research some of your variation of the instrument and graphs from the following study: The Shifting demand for non-medical services. I am inquiring about using and reproducing this instrument under the following circumstances: your survey instrument will be for my research and will not sell or use for compensated purposes. Upon final approval, a copy will be to your attention. If agreeable to the term and condition, please send written consent to use your study.

Sincerely,

Dandrea Kittles

Doctoral Candidate

Walden University

From: Janet L Harris <janet.harris@sheffield.ac.uk>

Sent: Sunday, April 5, 2020 5:39 AM

To: Dandrea Kittles <email redacted>

Subject: Re: Shifting demand for non-medical services/Permission

Dear Dandrea

Permission is granted to use the material from the study.

Yours sincerely

Janet Harris

Parliamentary Fellow Integration of Health & Social Care

NIHR Fellow in Knowledge Mobilization

Reader in Knowledge Mobilization

University of Sheffield

School of Health and Related Research (SchARR)

30 Regent Street Sheffield S1 4DA England

0114 2222980

## Appendix B: Permission Letter 2

9/27/2020

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Dandrea Kittles ▾

### An Approach to Recruitment and Retention of Certified Nursing Assistants Using Innovation and Collaboration.

Author: Gion, Therese; DNP, RN; CRRN, NE-BC; Abitz, Tracey; DNP, RN; CTN-B, NEA-BC



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