

Insight #4

Turnover risk

Over the last 10 years, the percentage of aged care employees who often think of leaving their organisation has reduced significantly...

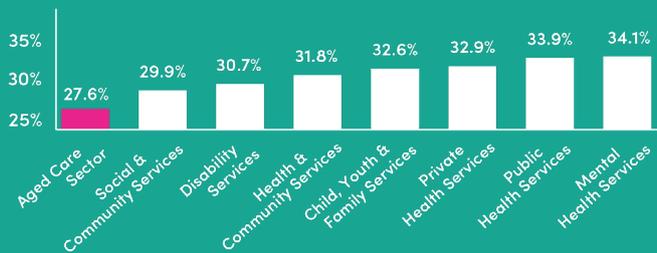
I often think about leaving the organisation

Aged Care Respondents: 69,405



I often think about leaving the organisation

Respondents: 333,116



... And is the lowest compared with a number of other health and community sectors ...

... But that hasn't had a big impact on the percentage who have formed a specific intention to leave their organisation.

I have formed a special intention to leave this organisation

Aged Care Respondents: 71,714



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Analysis of the insight

Overall, aged care workers are thinking less and less about leaving their organisations. In 2009-11, the Aged Care Census Database (ACCD) shows that over 30% of workers said that they 'often' thought about leaving their aged care organisation. By 2017-19 this had dropped almost 7% to 23.8%. With two slight exceptions, this downward trend in workers thinking less about leaving their aged care organisation continued across the decade.

Unfortunately, this improved mindset does not appear to be translating directly into any great improvements in preventing staff loss. Typically, there is a data correlation between worker sentiment and action, that is to say, if staff are thinking less about leaving aged care, we should see a decrease in the number of staff leaving aged care.

How can you as an aged care provider capitalise on these improved worker attitudes and translate them into reduced turnover?

Research has long established a direct relationship between a worker's intention to stay in their organisation and:

- **Perceived organisational support (POS):** Whether a worker feels their organisation values their contribution and cares about their wellbeing.¹
- **Perceived supervisor support (PSS):** How much a worker feels that their supervisor cares about their wellbeing and values their contribution.²
- **Job embeddedness:** A worker's sense of their job being the 'right fit' for them and having social links to it internally and externally within the community.³
- Findings from aged care specific research on the effect of these factors on aged care workers deciding to stay in their jobs,⁴ has the following advice for providers:

- There are differences in worker age cohort's reasons for staying in aged care
 - Younger workers required higher levels of POS, PSS and job embeddedness than older workers.
 - As such, providers could consider specific initiatives targeting younger workers, such as more intensive supervisor feedback, employee recognition initiatives and work social/networking events.

1. Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986), Perceived Organisational Support, *Journal of Applied Psychology*, vol. 71, pp. 500-507.

2. Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L. and Rhoades, L. (2002), Perceived Supervisor Support: Contributions to Perceived Organisational Support and Employee Retention, *Journal of Applied Psychology*, vol. 87, pp. 565-573.

3. Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablynski, C. J. and Erez, M. (2001), Why People Stay: Using Job Embeddedness to Predict Voluntary Turnover, *The Academy of Management Journal*, vol. 44, pp. 1102-1121.

4. Radford, K and Chapman G (2015) Are All Workers Influenced to Stay by Similar Factors, or Should Different Retention Strategies be Implemented? Comparing Younger and Older Aged-care Workers ABL Vol. 41 No. 1 2015 pp. 58-81.