

12-12-2023

Recruitment and Retention Challenges in Adult Care Facilities

Shirley Ann Jones
Walden University

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>



Part of the [Psychology Commons](#)

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact ScholarWorks@waldenu.edu.

Walden University

College of Management and Human Potential

This is to certify that the doctoral dissertation by

Shirley Ann Jones

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee

Dr. Ethel Perry, Committee Chairperson, Psychology Faculty

Dr. Marlon Sukal, Committee Member, Psychology Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2023

Abstract

Recruitment and Retention Challenges in Adult Care Facilities

by

Shirley Ann Jones

MS, Indiana Wesleyan University, 2016

BS, University of Cincinnati, 1996

Dissertation Proposal Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Industrial and Organizational Psychology

Walden University

February 2024

Abstract

The senior citizen population is growing, as is the need for adult care. But the recruitment and retention of employees in adult care facilities has been challenging. The pandemic exacerbated this challenge, creating labor shortages that must be addressed to ensure the care of the senior population. This Husserlian phenomenological qualitative study was conducted to explore the lived experiences of human resources (HR) managers and senior leaders coping with the challenges of recruitment and retention in adult care facilities post-pandemic. Herzberg's two-factor theory and social exchange theory serve as the theoretical foundation for the study, given their connection with recruitment and retention. The study explored three areas using one-on-one interviews: (a) the meaning of the lived experiences of staff recruitment of adult care facility HR managers, executive directors, and administrators after the pandemic; (b) The lived experiences of staff retention of adult care facility HR managers, executive directors, and administrators after the pandemic; and (c) How adult care facility HR managers, executive directors, and administrators described recruiting and retention after the pandemic. Analysis of the interview data collected from a sample of 8 adult care facility HR managers and senior leaders were manually hand-coded and organized using Quirkos software. Results indicated HR Managers experienced challenges with virtual recruitment methods, identified the importance of employee appreciation, and the flexibility needed for recruitment and retention. This study contributes to positive social change by providing a broader understanding of the challenges and recommendations for recruiting and retaining health care workers in adult care environments.

Recruitment and Retention Challenges in Adult Care Facilities

by

Shirley Ann Jones

MS, Indiana Wesleyan University, 2016

BS, University of Cincinnati, 1996

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Industrial and Organizational Psychology

Walden University

February 2024

Dedication

I dedicate this work to my family and friends. This has been a long journey that has been more than worth the tears, fears, challenges, and accomplishments. As I reflect on this journey, I am reminded of the unwavering support I have received from my family and friends. To my family, especially my husband Frank Jones and my niece Mikayla Chess, you were with me through the long hours of research, the sleepless nights, and the moments of self-doubt, your belief in me gave me the strength to persevere. You were not just witnesses to this journey, but pillars of strength that held me up when the challenges seemed great or in some cases insurmountable. To my nephew, Gerrod Chess, thanks for being you. To my sisters you know how much I appreciate you and your support. A special dedication to my niece Danielle. While you are not here to see the end of this journey, I dedicate this accomplishment to you.

I am also appreciative of my friends, who listened patiently, offered words of encouragement when the frustration set in, and celebrated and encouraged me to celebrate even the smallest milestones. Your belief in me and the value of my journey has inspired me to stay on course. This dedication is not just a tribute to the people who stood by me, but a testament to the range of emotions I experienced throughout this journey. From tears shed in frustration to the fears that accompanied not knowing the unknown, each challenge was met with resilience and transformed into an accomplishment. I am forever appreciative of all of those in my life who shared this journey.

Acknowledgments

I wish to acknowledge my friends and family who have supported me during this journey. I extend my heartfelt appreciation to the individuals who played pivotal roles in shaping this journey. To my husband Frank Jones, for the constant reminder over the many years, that I can do this. To Mikayla Chess, my niece, for reading and providing feedback on my APA format and citations and for celebrating with me each step of the way. I am grateful for the unwavering support of my sisters Ola Morrow, Annie Timmons and Dorothy Rivers, you helped transform the difficult moments. Your belief in my abilities acted as a constant source of motivation, reminding me that I was never truly alone on this journey. I am grateful to Anne Marie Lavin for always supporting me in this journey and accomplishment. I want to acknowledge and am profoundly grateful to my dissertation committee. Dr. Perry, thank you for your support and feedback. Dr. Perry, your role as a sounding board and a source of constructive feedback proved invaluable. Your willingness to engage in thoughtful discussions and provide insightful suggestions helped me refine my ideas and navigate the intricacies of research. Your support was a cornerstone upon which the structure of this work was built. Dr. Sukal, I am appreciative to you for agreeing to be my second member at the last minute and providing the needed feedback that allowed me to complete the journey. A special acknowledgment to Dr. Schmidt, you pushed me to set goals and work towards accomplishing them. I appreciate your mentorship which pushed me beyond the confines of my comfort zone. As you would say, “keep pressing!”

Table of Contents

List of Tables	v
Chapter 1: Introduction to the Study.....	1
Background	2
Problem Statement	4
Purpose of the Study.....	5
Research Questions	6
Theoretical Framework	6
Nature of Study.....	7
Definitions.....	7
Assumptions.....	9
Scope and Delimitations	9
Limitations	10
Significance.....	11
Potential Contributions to Advance Knowledge.....	11
Potential Implications for Positive Social Change.....	11
Summary and Transition	11
Chapter 2: Literature Review	13
Literature Search Strategy.....	13
Theoretical Framework	14
Herzberg’s Two Factor Theory.....	14
Social Exchange Theory	15

Key Study Concepts and Variables.....	16
Recruitment.....	16
Retention and Turnover	17
Adult Care and the Global Pandemic.....	19
Workforce Staffing	20
Summary and Transition	21
Chapter 3: Research Method.....	22
Research Design and Rationale.....	22
Role of the Researcher	23
Methodology.....	24
Participant Selection Logic	24
Instrumentation	25
Procedures for Recruitment, Participation, and Data Collection	25
Data Analysis Plan	26
Issues of Trustworthiness.....	27
Credibility	28
Transferability.....	28
Dependability.....	28
Confirmability.....	29
Ethical Procedures.....	29
Summary	30
Chapter 4: Results	31

Setting.....	31
Demographics	32
Data Collection	33
Data Analysis	35
Evidence of Trustworthiness.....	38
Results.....	39
Theme 1: Transition to Virtual Recruitment.....	41
Theme 2: Staff Shortages and Recruitment Challenges	43
Theme 3: Training and Development	45
Theme 4: Retaining Staff and Staff Turnover.....	46
Theme 5: Employee Appreciation and Impact of the Pandemic on Employee Intent to Leave	48
Theme 6: Leadership's Role in Retention, Communications, and Flexibility	49
Theme 7: Recruitment Strategies/Informal Strategies	50
Theme: 8 Lack of Support, Decision Finality, and Training for HR and Leadership.....	51
Summary	52
Chapter 5: Discussion, Conclusions, and Recommendations.....	54
Interpretation of the Findings.....	54
RQ 1 Theme 1: Transition to Virtual Recruitment	56
RQ 1 Theme 2: Staff Shortages and Recruitment Challenge	58

RQ 1 Theme 3: Training and Development	59
RQ 2 Theme 4: Retaining Staff and Staff Turnover	60
RQ 2 Theme 5: Employee Appreciation and Impact of the Pandemic on Employee Intent to Leave	61
RQ 2 Theme 6: Leadership's Role in Retention, Communications, and Flexibility	62
RQ 3 Theme 7: Recruitment Strategies/Informal Strategies	63
RQ 3 Theme 8: Lack of Support, Decision Finality, and Training for HR and Leadership	64
Theoretical Interpretation of the Findings	66
Limitations of the Study.....	68
Recommendations.....	69
Implications.....	69
Reflexive Insight.....	70
Conclusion	72
References.....	73
Appendix: Interview Guide.....	83

List of Tables

Table 1. Participant Demographics Post Pandemic	32
Table 2. Identified Theme by Research Question.....	40

Chapter 1: Introduction to the Study

Long-term care (LTC) and adult care facilities serve the needs of the aging population (Chao & Lu, 2019; Choi et al., 2021; Scales, 2021). These needs include daily care assistance, medication management, transportation, and companion care (Chao & Lu, 2019; Choi et al., 2021; Scales, 2021). To meet these needs, facilities need to be staffed appropriately with nurses and caregivers (Denny-Brown et al., 2020; White et al., 2021; Xu et al., 2020). Staffing has been an ongoing challenge, and the pandemic has further impacted staff recruitment and retention in adult care facilities (Denny-Brown et al., 2020; White et al., 2021; Xu et al., 2020).

Retention and recruitment has been studied in various industries. These industries have included LTC and adult care. For example, research has shown that work pressures, work conditions, and lack of appreciation by managers have impacted nurse retention (Chamanga et al., 2020). Additionally, work attractiveness increases when nurses are the leading professional with the patient as the focus of care (De Groot et al., 2018). However, there have been limited studies conducted about recruitment and retention during COVID in LTC or adult care facilities (Chu et al., 2014; White et al., 2021).

The challenge of recruiting and staffing adult care facilities could result in seniors staying home longer, which is unsafe, or being in facilities where the care cannot be provided at the level required (Chu et al., 2014; Huang & Bowblis, 2020; Xu et al., 2020). Understanding how to ensure that the elderly population is cared for properly will affect society at all levels (Chun et al., 2014; Denny-Brown et al., 2020; Xu et al., 2020). As a result, this study has broad applications and social change implications in providing

recommendations on how to decrease workforce staffing challenges, thereby improving the quality of life and care for seniors.

This chapter provides a background and overview of the study. The background and problem statement sections address why the study is needed, summarizes research literature related to the topic, and describe the gap in knowledge that the study addressed. The explicit reason or intent of the study is described in the purpose section. The framework section follows the purpose statement, where I focus on how the concepts connect to the study. An overview of the methodology and how data were collected and analyzed is included in the section devoted to the nature of the study. Subsequent sections in Chapter 1 include the definitions of relevant concepts, study assumptions, study limitations, and the significance of the study.

Background

The Baby Boomer generation is aging, creating a need for various levels of adult care in the United States (Kickman & Snell, 2002). According to Workforce Policy (2021), by 2050, there will be an 84% increase in the adult population over 65 years old. As a result, the demand for caregivers, nursing assistants, health care, and other providers to supply these levels of adult care needed by the aging population will increase. According to the U.S. Bureau of Labor Statistics (2018), employment in health care is projected to grow faster than average occupations into 2026. As an extension of the health care industry, adult care has experienced the same challenges in recruiting and retaining nursing assistants, health care aides, and other providers (World Health Organization [WHO], 2020).

The challenge with staffing has been exacerbated by the demands faced during the COVID-19 pandemic (Denny-Brown et al., 2020; Harrington et al., 2020; White et al., 2021). The impact of the pandemic is weakening as society normalizes, but the recruitment and retention of the adult care workforce not only remains a challenge but has intensified (Denny-Brown, 2020). The pandemic has impacted the mortality rates in nursing homes, shortages of personal protective equipment, state mandates and policies (Denny-Brown et al., 2020; Xu et al., 2020), and the increased cost of labor stemming from government supplemental stimulus payments and state unemployment benefits (Morath, 2021). These impacts have resulted in staffing shortages in health care and other service-oriented industries and increased competition by organizations for these workers. Therefore, organizations have had to become more creative in recruitment and retention strategies (Ptel, 2020).

There has been research on retention and recruiting in adult care facilities. But there is still a need to understand the factors that contribute to the understanding of recruitment and retention in adult care facilities and how to improve the work environments (Chamanga et al., 2020; De Groot et al., 2018). This study addressed this gap in the literature by exploring the lived experiences of HR managers and leadership coping with the challenges of recruitment and retention efforts in adult care facilities in anticipation of the post-pandemic job market. This study was needed to provide the adult care industry, as well as other industries, with a deeper understanding of the challenges associated with recruiting and retaining staff post-pandemic.

Problem Statement

The challenges with recruitment and retention have resulted in organizations looking to human resources (HR) for answers and strategies to meet service demands (Breugh, 2009). While different parts of an organization can view the recruitment and retention efforts differently, the need to attract, recruit and retain the workforce is consistent (Breugh, 2009). HR is tasked with developing, managing, and supporting recruitment and retention efforts and strategies within organizations (Fitz-Enz, 2009; Ptel, 2020). Recruitment is identifying and hiring the right person with the right skill set to perform the job required (Breugh, 2009; Gomez-Mejia et al., 2007; Phillips & Gully, 2012). Organizations have used a variety of recruitment initiatives to attract and recruit the talent needed including social media and online recruitment, advertising on job boards, job fairs, employer branding, recruitment, and improving the candidate experience (Ptel, 2020). Many of these initiatives are used in health care and adult care organizations. In addition, health care organizations have relied on volunteers, modified training requirements, and modified licensing requirements and HR policies (Denny-Brown, 2020).

In addition to hiring the right individual for the job, organizations need strategies to retain talent through retention strategies that compel employees to stay (Hausknecht et al., 2009). Retention strategies start with the hiring process and include hiring the right people and keeping them engaged and committed (Allen, 2008). These strategies include salaries, benefits, good company culture or work environment, and job satisfaction (SHRM, 2019). Strategies need to be diverse, so they align with the diversity of

employees and their different needs. In health care, additional considerations for retention are attendance bonuses, training, paid time off, benefits for part-time employees, housing, food, transportation, and daycare (Denny-Brown, 2020).

Research has explored the retention and recruiting of nurses and nursing assistants in adult care facilities (Chamanga et al., 2020; Chao & Lu, 2020; Huang & Bowblis, 2020). Still, there is a need to understand factors affiliated with recruitment and recruitment in adult care communities (Chamanga et al., 2020) and understand negative work environments to improve retention (De Groot et al., 2018). This study explored this gap and explored the lived experiences of HR managers and leadership coping with the challenges of recruitment and retention efforts in adult care facilities in anticipation of the post-pandemic job market.

Purpose of the Study

The intent of this phenomenological qualitative study was to explore the lived experiences of HR managers and senior leaders in coping with the challenges of recruitment and retention efforts in adult care facilities in the post-pandemic job market. Shortages created by the inability to recruit and retain quality staff have led to the inability to care for the senior population. Exploring the lived experiences of HR managers and administrators provided an understanding of recruitment and retention strategies and challenges in the post-pandemic job market. Therefore, the study can provide HR departments and the LTC facilities guidance on recruiting and retaining staff more effectively.

Research Questions

The following were the research questions for this study.

RQ 1: What is the meaning of the lived experiences of staff recruitment of adult care facility HR managers, executive directors, and administrators after the pandemic?

RQ 2: What are the lived experiences of staff retention of adult care facility HR managers, executive directors, and administrators after the pandemic?

RQ 3: How do adult care facility HR managers, executive directors, and administrators describe recruiting and retention after the pandemic?

Theoretical Framework

The specific frameworks relevant to employee recruitment and retention include Herzberg's two-factor theory and social exchange theory. Herzberg's two-factor theory, or motivation and hygiene theory, states intrinsic factors or motivation and extrinsic factors or hygiene influence job satisfaction (Herzberg, 2003). In terms of retention and recruitment, this theory explains the motivators to join or stay with an organization, recognition, development, and achievement; hygiene is an intrinsic factor that includes working conditions, pay, and supervisor in adult care (Herzberg, 2003).

Social exchange theory is an impactful workplace theory that focuses on exchange rules, reciprocity, repayment rules, and negotiated agreements (Cropanzano & Mitchell, 2005). This theory is important in understanding recruitment and retention concerns in adult care facilities. The strength of relationships and interactions between the employer and coworkers determines the social exchange, intent to stay, or intent to join the organization (Cropanzano & Mitchell, 2005).

Nature of Study

This qualitative study explored the lived experiences of HR managers and leadership coping with the challenges of recruitment and retention efforts in adult care facilities in a post-pandemic job market. I used a Husserlian phenomenological qualitative inquiry using one-on-one, semistructured interviews as the methodology. The focus of a phenomenological inquiry is understanding the lived experiences of the phenomenon and allows for the researcher's personal experiences (Patton, 2015). The specific phenomenological inquiry employed was the Husserl technique, looking at the experience based on interpretation (Merriam & Tisdell, 2016). Using this technique, I explored the meaning and understanding of retention and recruiting. Participants in the study were HR managers, executive directors, and administrators of adult care facilities. Interviews explored these individuals' detailed experiences with staff recruitment and retention during a pandemic while working in an adult care facility. Since this is a phenomenology study, data analysis involved hand coding the collected data to determine themes (Manyam & Panjwani, 2019).

Definitions

The following terms were operationally defined for the purpose of the study.

Long-term care facilities: This includes nursing homes, assisted living, continuing care retirement communities, and adult care facilities that meet personal care needs and provide medical services for the short term or for longer periods of time (National Institute of Aging, 2017).

Nursing homes: These facilities provide physical and mental nursing care beyond

what is required in an assisted living facility (National Institute of Aging, 2017).

Pandemic: COVID-19 is described as a pandemic. A pandemic is the spread of an infectious disease over a large geographic area; across countries and continents (Kelly, 2011)

Post-pandemic: Describes the decrease in infection protocols and the number of reported cases of an infectious disease. It is the post-recovery after a pandemic. It has been described as a review of the pandemic, its management, and the preparedness and response plans (Eurosurveillance Editorial Team, 2010). The WHO has not declared the post-pandemic phase for COVID.

Recruitment: Recruitment is the process of identifying and hiring the right person with the right skill set to perform the job required (Breaugh, 2009; Gomez-Mejia et al., 2007; Phillips & Gully, 2012). The cost to recruit the right individual should not be exorbitant (Fahim, 2018).

Retention: A stability metric that measures people's intent to stay with an organization (Maurer, 2017). Retention measures the number of people who start with an organization and are still with the organization for the period measured, not to include those hired (Maurer, 2017).

Turnover: A stability metric that measures people leaving an organization (Maurer, 2017). Turnover is calculated based on those leaving the organization during the measurement period selected by the organization; this does not include layoffs and involuntary (Maurer, 2017).

Assumptions

There are several assumptions associated with qualitative research (Creswell & Creswell, 2018). With a focus on meaning, context, and data collection, there are assumptions related to a phenomenological approach (Merriam & Tisdell, 2016). The following assumptions were made for this study to ensure that data collection and analysis were accurate and trustworthy. First, I assumed that the data collected and analyzed were descriptive, as participants described their experience with retention and recruitment. I also assumed that the knowledge and information provided by the participants about recruitment and retention during the pandemic was accurate. This assumption is made based on the reality of the individual participant. Finally, as the primary researcher in qualitative research, I identified my biases, experiences, and assumptions upfront.

Scope and Delimitations

The focus of this qualitative study was to explore the lived experiences of HR managers and senior leaders in coping with the challenges of recruitment and retention efforts in adult care facilities in the post-pandemic job market. This study was chosen to address strategies to address recruiting and retention challenges in the LTC industry. The economy, globalization, and population aging were factors that impacted the workforce before the pandemic. The pandemic has layered additional challenges that have created workplace shortages. For instance, the pandemic exacerbated the perception of the work environment and the attractiveness of the job (Choi et al., 2018). Hence, this study was selected to expand on the gap in the literature. Participants who are working or have

worked in the industry during the pandemic were recruited. These participants were limited to those in HR or are members of management and executive directors who have knowledge of recruiting and retaining staff at the facilities. The study has the potential transferability to other industries with similar recruiting and retention challenges.

Limitations

Limitations of this study included researcher bias and the recruitment of participants. I worked in HR in the LTC industry. The challenge I had was maintaining objectivity throughout the process. To remain objective and not influence the interviewee's response or predetermine the study's outcome, I had to set aside my beliefs when developing interview questions and data collection (Merriam & Tisdell, 2016; Patton, 2015). Reflexive journaling can be used to notate biases, thoughts, and opinions during the qualitative research process (Ortlipp, 2008). I kept a journal during this qualitative study. Bias awareness was necessary during the data analysis phase as well. Therefore, I needed to pause and reflect on the study results to ensure my personal assumptions and beliefs did not interfere with the analysis (Dahlberg & Dahlberg, 2019). I used snowball sampling focusing on social media recruitment, which addressed potential researcher bias. The second limitation of the study was access to participants, which could have impacted the recruitment of participants. Participants may not have wanted to share their experiences during COVID or might have wanted to ensure confidentiality. To mitigate confidentiality as a concern, I collected limited demographic information from the participants.

Significance

Potential Contributions to Advance Knowledge

Recruitment and retention in adult care facilities are important to study because there will be an increase in the number of adults needing the levels of care provided by adult care facilities (Workforce Policy 2021). With the projected increase in the number of adults needing care and the projected decrease in the number of those providing direct care to these individuals, the need to understand recruiting and retaining caregivers is important to the long-term prognosis of the adult care industry. This study provided an understanding of retention and recruiting strategies based on the projected shortages of direct care staff and the job market post-pandemic.

Potential Implications for Positive Social Change

As staffing, recruiting, and retention challenges increase, HR will need to provide additional education, resources, and training to those responsible for people management; this study promoted this understanding (Breagh, 2009; Fitz-Enz, 2009; Ptel, 2020). Understanding intent to stay and recruiting strategies that mitigate the decision to leave can fill a gap in the literature and provide real solutions to the challenges that the industry can use. This study could have global implications for the adult care industry as staff shortages have a global impact, leading to positive social change.

Summary and Transition

In Chapter 1, I described the background and the problem of the study. In addition, the chapter included a definition of critical concepts, the purpose of the study, the research questions, theoretical framework, nature of the study, assumptions, scope

and delimitations, and limitations. These sections provided the overview and introduction to the study on the recruitment and retention of staff at adult care facilities during the pandemic.

Chapter 2 includes an in-depth review of the literature on recruitment and retention in adult care during the pandemic. Chapter 2 also includes the strategy for the literature review. Chapter 2 ended with a literature review of the key concepts and a summary and transition. Chapter 3 addresses the research design, methodology, and data analysis used in this qualitative study.

Chapter 2: Literature Review

Recruitment and retention are a problem in the adult care industry because of the workforce shortages that have magnified due to the pandemic (White et al., 2021; Xu et al., 2020). This phenomenological qualitative study was conducted to explore the lived experiences of HR managers and senior leaders in coping with the challenges of recruitment and retention efforts in adult care facilities in the post-pandemic job market. The major sections of Chapter 2 include the strategy used to conduct the literature review and an in-depth discussion of the theoretical foundation for the study. Chapter 2 follows with a discussion of the key concepts of the study based on the review of the literature.

Literature Search Strategy

In conducting an extensive review of the literature, I used the Walden Library, Google Scholar, Thoreau, ProQuest, dissertations, government resources, current industry resources, and internet searches. The keywords used included *staffing and nursing homes, recruitment, retention and senior housing, retention, nursing home, and staffing, recruitment and retention long term care facilities, recruitment and long term care facilities, workforce in long term care, turnover and long term care since 2020, baby boomers, long term care, staffing ,nursing homes, and COVID 19, employee retention, nursing homes and COVID 19, workforce ,nursing homes, and COVID, employee retention or employee turnover and long term care facilities, staff recruitment and long term care facilities, employee recruitment, staffing, nursing homes and CVID, employee retention and adult care, employee retention and long term care, employee retention and long term care facilities, employee retention and nursing homes, employee recruitment*

and nursing homes, employee recruitment and long term care, recruitment challenges and long term care facilities, shortages of staff in nursing homes, and nursing home shortages and recruiting or recruitment or hiring. The literature search was limited to peer-reviewed sources in the past 5 years and was further limited to sources since 2020 to include current research on the pandemic.

Theoretical Framework

A conceptual framework joins the research study; this includes why the study is needed and how the selected methodology answers the research questions (Ravitch & Carl, 2016). Herzberg's two-factor theory and social exchange theory were the framework to explore the lived experiences of HR managers and senior leaders in coping with the challenges of recruitment and retention efforts in adult care facilities in the post-pandemic job market.

Herzberg's Two Factor Theory

Herzberg's two-factor theory is classified as a motivation theory and (Pinder, 2008) and is widely used to explain job satisfaction (Hackman & Oldham, 1976). Motivation can be intrinsic or extrinsic, also referred to as motivator and hygiene factors. Intrinsic motivation includes factors that help the level of job satisfaction, and extrinsic motivation includes factors that prevent dissatisfaction in the work environment (Herzberg, 1968).

Herzberg's two-factor theory explains that there are basic human needs that must be met (Pinder, 2008). In recruiting candidates and employees, it is important for employers to understand these basic needs (Pinder, 2008). The basic needs that

employers must meet to increase motivation include survival and the need for advancement and growth (Pinder, 2008). Retention and recruitment strategies seek to answer how to get employees to stay or what are the workplace motivators that improve retention (Bratt & Gatutun, 2018; Chu et al., 2014; Eltaybani et al., 2018). Ultimately, individuals are motivated less by the money they make and more by challenging and interesting jobs (Herzberg, 1968; Hulin & Judge, 2003).

Herzberg's two-factor theory is widely accepted and applied across industries. As a motivation theory, Herzberg's theory has been used to explain why employees are attracted to an organization and why they leave (Martin et al., 2006; Tamosaitis & Schwenker, 2002). The research questions in this study can be answered with this foundation in mind, as I sought to explore the lived experiences of HR managers and senior leaders in coping with the challenges of recruitment and retention efforts in adult care facilities in the post-pandemic job market. The nuance of the pandemic and the changes or perceived changes in the motivation of why individuals leave or quit and how they determine job selection, and the employer can be explained by the socioeconomic cost-benefit of interactions in Herzberg's theory, hygiene, and motivators.

Social Exchange Theory

Social exchange theory (SET) has its roots in sociology and is attributed to George Homans, who linked sociology and economics together to describe social interactions. SET includes two types of social exchanges: perceived organizational support (POS), the exchange relationship between the employee and the employer, and leader-member exchange (LMX), the quality of the exchange (Aselage & Eisenberger,

2003; Ko & Hur, 2013). If beneficial, POS interactions between the employee and the employer will increase the employee's emotional commitment, thereby increasing retention and the intent to stay (Eisenberger et al., 1986; Ngo et al., 2013). In addition, SET offers the view that retention can improve if the employer goes above and beyond when determining benefits offerings (Eisenberger et al., 1986; Ko & Hur, 2013). SET can be summarized as getting the maximum reward for the least cost (Yin, 2018).

SET can be used to explore behaviors' social and economic impact. This foundation is easy to understand and can be easily applied. There are numerous studies involving social exchange theory in the workplace. Social exchange theory, specifically POS and leader-member exchange, was used in a cross-sectional study with nurses to explore turnover and job satisfaction (Trybou et al., 2014). Social exchange theory also highlighted that employee commitment and rewards impact intent to leave among technology professionals (Harden et al., 2016). SET offers a similar approach to the people side of the business. Similarly, retention and recruitment of employees involve relationships and economics. This theory is typically applied to benefit offerings in the workplace. Thus, this theory helped to explore the lived experiences of HR managers and senior leaders in coping with the challenges of recruitment and retention efforts in adult care facilities in the post-pandemic job market. In addition, the components of SET have broad application for the post-pandemic workforce issues in the adult care industry.

Key Study Concepts and Variables

Recruitment

Technology changes and the pandemic have led organizations to evaluate how to

recruit top talent. Recruitment refers to how qualified candidates are generated to meet the requirements of the identified job or position (Gomez-Mejia et al., 2012). There are various recruiting resources available to organizations, including social media platforms such as LinkedIn, Facebook, Instagram, and Twitter. With the increase in staffing shortages, the urgency and the difficulty associated with recruiting have increased. As a result, the ability to reach and connect with many potential candidates is integral to successful recruitment. In addition, social media allows organizations to reach and connect with millions of potential employees (Doherty, 2021). This type of connection cannot happen with traditional methods such as ads in the local newspaper. However, an organization may need to continue to use traditional resources to recruit employees in addition to social media. For example, Kot (2015) recommended employees testimonials be used as a recruiting strategy, whereas (Doherty, 2021) stressed the importance of applicant tracking technology to improve the quality and quantity of candidates and including behavioral assessments. Recruitment is not a stand-alone process. To effectively recruit, employers need to understand where employees come from and why employees leave and why they stay (Kash et al., 2016). This understanding ties recruitment, retention, and turnover together. Further research is needed to explore factors related to recruitment and retention challenges associated with nurses or nurse supervisors in nursing homes (Chamanga, 2020; Kash et al., 2016).

Retention and Turnover

Researchers have studied both retention and turnover in long-term care. Turnover measures the rate at which people leave an organization (Gomes-Mejia et al., 2012).

Retention measures the number of employees that stay with an organization. This metric looks at the number of employees employed that are still with the company a year later (Huang & Bowblis, 2020). Both metrics are used in adult and long-term care when discussing why employees stay or leave an organization.

The high rate of turnover in health care has resulted in shortages in health care (Gaudenz et al., 2017). While shortages were seen and projected before the pandemic, this event has magnified staff shortages and turnover (Gaudenz et al., 2017). To understand turnover, researchers have conducted studies focused on the employees' intent to leave the job (Bratt & Gautum, 2018; Gaudenz et al., 2017; Zúñiga et al., 2019). For instance, negative job environments resulted in negative outcomes toward the job and feeling supported increased the intent to stay (Choi et al., 2020). There is also low turnover when staffing levels are high (Temple et al., 2009). With the rate of turnover increasing, the number of those employees who decided to stay in health care has decreased.

Researchers have identified factors that have driven the intent to leave or intent to stay (Bratt & Gatutun, 2018; Chu et al., 2014; Eltaybani et al., 2018). Though it is important to understand the intent to stay and the factors that impact it, this has not been widely studied, specifically involving nurses in LTC (Chu et al., 2014; Eltaybani et al., 2018). It is important to improve the understanding of the negatives of working in-home care as a nurse and strategies to mitigate them (De Grott et al., 2018). Studies have revealed that factors impacting nurse retention in LTC include age, experience, and work environment (Eltaybani et al., 2018), and turnover was impacted by leadership,

supervisory support (Gaudenz et al., 2017; Noguchi et al., 2021), others leaving the job, and satisfaction with the job (Chu et al., 2014). Further, in LTC facilities, organizational support, low burnout, and involvement in work increases intent to stay for older nursing assistants, and personal factors impact retention of younger nursing assistants (Chao & Lu, 2020). There are higher workforce retention rates where nursing facilities had owner-managers and identified the need to better understand the findings since, typically, owner-managed facilities do not have higher wages (Huang & Bowblis, 2020).

Retaining staff is important in providing the level and quality of care to patients and residents. Higher turnover among registered nurses in nursing homes has been reported as leading to increased infections and hospital stays (Doherty, 2021). Turnover also impacts the bottom line and fines by regulatory agencies (Doherty, 2020). In addition, retention is important because employee staffing is the largest operating expense for adult care facilities and decreases hiring and training costs (Huang & Bowblis, 2020).

Adult Care and the Global Pandemic

LTC represents a continuum of care that includes assisted living, independent living, memory care, skilled nursing, and nursing homes (CDC, n.d.; National Institute on Aging [NIA], n.d.; NAICS, 2017; Vermaak et al., 2017). LTC communities or facilities provide care to the elderly population in a community setting, allowing residents to age in place; these residents may have additional medical conditions (CDC, n.d.; NIA, n.d.).

COVID has impacted LTC facilities, resulting in changes to workforce staffing and changes in service delivery. Due to the widespread impact of COVID-19, the WHO

declared it a pandemic on March 11, 2020 (Shammi et al., 2020). The population in long-term care is at a higher risk for COVID based on the age of the elderly residents and their medical conditions (Andrew & Barrett, 2021). During the pandemic, the increased staff shortages in adult care environments were attributed to factors related to COVID (Xu et al., 2020). COVID-19 infections in long-term care facilities were a key predictor of resignations by staff (Jones et al., 2021). The level of care in these facilities was impacted by the shortages of appropriate caregivers. In addition, facilities were challenged with maintaining infection protocols for staff and patients (Xu et al., 2020).

Workforce Staffing

The senior living industry is projected to grow as the population ages.. According to the Bureau of Labor Statistics (2015), the need for direct caregivers will increase by 12% in 2022. However, the pandemic's growth and continued shortages have changed recruitment strategies and how organizations recruit staff. Staffing challenges in nursing homes increased due to the COVID-19 pandemic and has led to burnout and staff shortages (White et al., 2021). Doherty (2021) found that of the 451 nursing homes surveyed, 55% had staffing shortages, with 63% of those providing care more likely to leave, especially in facilities with COVID patients.

Workforce challenges are a result of a lack of nurses (Both et al., 2018). This scarcity of resources could be corrected by changes in policy and workforce planning to respond to the challenge (Both et al., 2018). Solutions to the nursing shortage have included increasing wages and benefits, work environment, support, scheduling, work-life balance, and employment opportunities (Shamsi & Peyravi, 2020). Health outcomes

in senior living facilities are more likely to be positive when there is optimal staffing (Doherty, 2021; Jones et al., 2021).

Summary and Transition

The need for care by seniors is increasing as the population ages. This need has increased the need for staff in long-term care facilities. The projected staffing shortages have become even more challenged with COVID and the retirement of health care workers. As these organizations support seniors' care, they need to recruit and hire quality candidates, provide a good work environment, and the reason for them to stay to meet financial and regulatory requirements. Though there has been research on recruitment and retention (Chamanga et al., 2020; Chao & Lu, 2020; Huang & Bowblis, 2020), there needs to be more to understand the challenges of negative work environments to improve retention (De Groot et al., 2018). This study explored this gap and explored the lived experiences of HR managers and leadership coping with the challenges of recruitment and retention efforts in adult care facilities in anticipation of the post-pandemic job market.

Chapter 3 introduces the research method used in this qualitative phenomenological research study. Chapter 3 also provides details on the role of the researcher and the instrumentation and one on one interviews that were used to explore the research gap. The strategy for analysis data and how I addressed issues of trustworthiness associated with the research study are also discussed.

Chapter 3: Research Method

This study was conducted to explore the lived experiences of HR managers and senior leaders in coping with the challenges of recruitment and retention efforts in adult care facilities in the post-pandemic job market. Recruitment and retention of staff in long-term care can impact the care provided and the clinical outcomes for the elderly population. If long-term care facilities are unable to hire the right number of staff or retain them, the work shortages in this industry will continue.

Chapter 3 contains several sections. I discuss the research design and the rationale for selecting the design. In addition, I discuss the role of the researcher and provide information about the methodology used. Chapter 3 also includes the logic for selecting participants, instrumentation, and the data analysis plan. The chapter ends with a discussion on the issues of trustworthiness in conducting qualitative research.

Research Design and Rationale

The central phenomenon of the study was recruitment and retention and the challenges post pandemic for HR in long-term care facilities. Recruitment is identifying and selecting the right person with the required skill set for an identified position, and retention is defined as the intent of employees to stay employed. The research questions I used for this qualitative study are:

- RQ 1: What is the meaning of the lived experiences of staff recruitment of adult care facility HR managers, executive directors, and administrators after the pandemic?
- RQ 2: What are the lived experiences of staff retention of adult care facility

HR managers, executive directors, and administrators after the pandemic?

- RQ 3: How do adult care facility HR managers, executive directors, and administrators describe recruiting and retention after the pandemic?

A phenomenological qualitative method was chosen to explore the phenomena.

The focus of a phenomenological approach is on understanding the meaning of lived experiences (Merriam & Tisdell, 2016; Patton, 2015). There are several approaches that can be used in a qualitative study. A Husserl phenomenological approach is one of the common approaches to qualitative research. The research questions in this study were appropriate for a phenomenological approach because this approach is better suited for intense or emotional experiences (Merriam & Tisdell, 2016).

Role of the Researcher

In qualitative research, the researcher is an observer and the interviewer. I was responsible for conducting the one-on-one participant interviews. Potential challenges that I faced as the observer included researcher bias. I work in HR in the long-term care industry with community locations that have been impacted by the COVID -19 crisis. I had to maintain objectivity and not influence the interviewee's response or predetermine the study's outcome. I used a journal to record my opinions and thoughts as a means of being transparent with my biases as I conceptualized the study, during the study, when I developed interview questions, and during data collection when using prompts.

Bracketing identifies one's beliefs before conceptualizing the study to determine how they could influence the study (Merriam & Tisdell, 2016; Patton, 2015). I used bracketing during the analysis of data. Bracketing is pausing throughout the study to look at

one's pre-understandings (e.g., personal beliefs, theories about behavior, assumptions, etc.) to self-reflect so these understandings are not influencing the analysis of the data (Dahlberg & Dahlberg, 2019). In addition to the potential influence of my beliefs, the recruitment of participants was a challenge. I used a snowball method of recruitment and recruited key informants through social media. To offset the potential influence of the researcher, I did not include participants I know.

Methodology

A qualitative phenomenology method was used in this study. Phenomenology is a type of qualitative study that finds themes and makes meaning of an individual's experiences about an event or subject (Creswell & Creswell, 2018; Patton, 2015; Ravitch & Carl, 2016). This methodology typically uses interviews to understand the lived experiences of the study participants (Creswell & Creswell, 2018).

Participant Selection Logic

In this study, purposeful snowball sampling was used to select participants. Purposeful sampling is when study participants need to be identified and selected based on knowledge or experience about the phenomenon being studied (Patton, 2015; Ravitch & Carl, 2016). This sampling strategy was chosen because senior leaders and HR leaders have the knowledge and experience in recruitment and retention in the long-term care industry during the pandemic. I worked with long-term care facility leaders, used social media platforms such as LinkedIn, and reached out to Leading Age to identify participants based on their long-term care experiences.

I set out to select at least 10 potential participants to participate in the study.

Participants in a phenomenological study can range from three-10 (Creswell & Creswell, 2018). The selected number of participants was sufficient to ensure data saturation. Data saturation is described as the point when no additional data produces new information (Patton, 2015). Since I was conducting one-on-one interviews, asking the same questions of all participants, this helped to achieve data saturation (Guest et al., 2006).

Instrumentation

One-on-one interviews were conducted in person, on the phone, or using online meeting platforms such as Zoom or Microsoft Teams. This was the primary data collection technique used in the study. An interview is preferred because it is not time consuming and is easy to conduct. Face-to-face interviews are preferred over telephone (Novick, 2008). In addition, there is no research to confirm a loss in translation when using a phone interview (Novick, 2008).

In-person interviews, when conducted, followed appropriate COVID protocols based on the recommendation of the Center for Disease Control (CDC). All interviews were conducted free of distractions for the interviewer and the participants. Interviews were recorded and were transcribed after the interviews are completed. The interviews were conducted using a semistructured interview guide developed by me (see Appendix A). An interview guide provides flexibility and keeps the interviewer on track. I asked appropriate follow-up questions to probe and create an environment that encouraged participants to share their experiences.

Procedures for Recruitment, Participation, and Data Collection

Participants in the research study included leaders and HR professionals who

worked in long term care during the global pandemic. Individuals who did not have experience with recruitment or retention were excluded. HR professionals and leaders as key informants, have knowledge about the phenomena of interest, retention, and recruitment in long term care post pandemic (Patton, 2015; Ravitch & Carl, 2016). I set out to recruit a sample size of 10–12 participants who meet this inclusion criterion. Sample size depends on the approach and consists of 12–20 participants (Baker & Edwards, 2012), though saturation can dictate sample size (Mason, 2010). Data were collected using one on one interviews. I used semi structured interview questions, and I asked the same questions to several participants.

Data Analysis Plan

The three research questions supported the selected research design and methodology. In qualitative research, the researcher must be able to complete the analysis of the data without being biased. Data re collected so it can be analyzed (Williams & Moser, 2019), which in a phenomenological study involves six steps (Manyam & Panjwani, 2019):

1. Transcriptions
2. Organizing the data
3. Coding
4. Identifying categories
5. Identifying and interpreting common themes
6. Using a reflexive journal

These steps were included as part of the data analysis plan. The interviews conducted

were recorded and transcribed. A phenomenological approach can include verbatim transcription as part of data analysis. Verbatim transcription focuses on what was said and nonverbals observed (Halcomb & Davidson, 2006). As such, this study included verbatim transcription.

After the interviewm themes were identified and manually coded to start the storyline (Manyam & Panjwani, 2019). The organization of the data was a manual process that involved organizing and coding. Once collected and transcribed, the data provided by the participants was appropriately coded and categorized. The actual coding is Step 3 of the process and involved repetitively looking at the transcripts to highlight and mark them up to identify and connect themes (Manyam, & Panjwani, 2019).

The fourth step involved looking at the codes so categories can be identified. Step 5 is when I was able to connect the meaning or make interpretations. Coding uses code or shorthand to identify and retrieve data (Merriam & Tisdell, 2016). In addition to hand coding the data, I used an electronic system that facilitates easy retrieval of the information and will help in looking for patterns or themes. NVivo is one of several qualitative data analysis (QDA) programs (Babbie, 2017). For this study, I used Quirkos as a QDA to analyze and code the collected data. The final step, maintaining a reflexive journal, is important since it helps understand and reduce bias (Manyam & Panjwani, 2019).

Issues of Trustworthiness

There are four ways to establish trustworthiness when conducting qualitative research: credibility, transferability, dependability, and confirmability (Lincoln & Guba,

1985). Each of these were discussed relative to this study to explore the lived experiences of HR managers and senior leaders in coping with the challenges of recruitment and retention efforts in adult care facilities in the post-pandemic job market.

Credibility

Credibility is a way of confirming the integrity of the findings (Lincoln & Guba, 1985). There are seven ways to ensure integrity or establish credibility: prolonged engagement, persistent observation, triangulation, peer debriefing, negative case analysis, referential adequacy, and member-checking. In this research study, triangulation was used to establish credibility. This involved using more than one data source.

Transferability

A qualitative study is transferable if the findings from the study can be duplicated in other situations. Transferability is synonymous with external validity, which involves looking at thick descriptions, how they are described, and if the conclusions can be applied to other settings, other people, or situations (Cohen & Crabtree, 2006). Thick descriptions were determined and evaluated based on thematic statements made by HR and adult care leaders. I evaluated these themes and thematic statements during data analysis.

Dependability

In qualitative research, an inquiry audit establishes dependability, meaning the study finding can be duplicated and that there is consistency (Cohen & Crabtree, 2006). I decided on the best method for an inquiry audit and included it as part of the study to examine data and get feedback from peers. At a minimum, I had an audit trail that

consisted of notes, transcripts, interviews, coding, and themes that can be reviewed by other researchers and evaluated for consistency and to understand the research findings.

Confirmability

The final way to establish credibility is confirmability. Confirmability is the extent the study is influenced by the participants (Lincoln & Guba, 1985). Four ways to establish confirmability when conducting qualitative research include a confirmability audit, audit trail, triangulation, and reflexivity. Of the four techniques to establish confirmability, I used reflexivity. A reflexive journal is used to record during the research process.

Ethical Procedures

The IRB application spelled out the specifics of access to participants and how they were treated during the study. I sent out an invitation to study participants once identified. Participation in the study was voluntary, and they did not receive payment for participation but were given a thank you gift card. Participants were over 21 years old. Communications to participants included logistics of the interview, the reason for the study, my contact information, and informed consent. Participants were advised that the interviews were recorded, transcribed, and analyzed. Participants were advised of the risks and benefits associated with the review. Privacy was addressed with participants. They were informed that interviews were recorded, and transcripts are available upon request. Any identifiers on transcripts were redacted, and interview recordings and transcripts were destroyed upon completion of the research. There was no additional risk, COVID protocols were followed, and there was no financial compensation or additional

benefits to the participants.

Summary

Chapter 3 provided the rationale for selecting a phenomenological qualitative study to answer the research questions that explored the lived experiences of HR managers and senior leaders in coping with the challenges of recruitment and retention efforts in adult care facilities in the post-pandemic job market. Chapter 3 provided an in-depth look into the research design, methodology, participant selection, and data analysis plan and ended with a discussion on issues of trustworthiness. This chapter provided the information needed for researchers to duplicate the study.

Chapter 4: Results

This qualitative study was conducted to explore the lived experiences of HR managers and senior leaders in coping with the challenges of recruitment and retention efforts in adult care facilities in the post-pandemic job market. Research questions focused on the meaning of the lived experiences of staff recruitment after the pandemic, the lived experiences of staff retention after the pandemic, and how HR managers, executive directors, and administrators describe recruiting and retention after the pandemic. I explored these experiences, providing insight into recruitment and retention strategies and challenges after COVID. This phenomenological qualitative study can provide HR managers and administrators in LTC facilities with more awareness on recruiting and retaining in the industry.

Chapter 4 includes a discussion on the study setting and demographics relevant to the study as well as a description of the data collection and the data analysis process. Evidence of trustworthiness to include credibility, transferability, dependability, and confirmability are also included in the chapter. Chapter 4 concludes with a detailed discussion of the results of the study by addressing each research question followed by a summary.

Setting

Initial contact with each participant was through email communications. Each participant contacted me to express interest in participating in the study. I responded back to each participant with a confirmation that they met the requirements to participate in the study. Once confirmed, I scheduled a Zoom interview with each participant, based on

their availability. I confirmed the consent form had been received before proceeding with the Zoom interview. All interviews were recorded to be transcribed later. Participants 1 and 2 were not provided with the interview questions in advance, whereas Participants 3–8 received the questions beforehand.

Demographics

The demographics section of this phenomenological qualitative study provides an overview of the participants involved in the research. It includes relevant characteristics such as gender, job title, years of experience, and other factors that may have influenced their experiences with staff recruitment and retention in adult care facilities after the pandemic. A total of eight participants were included in the study, all of whom held key positions in HR management in adult care facilities. The participants' identities are kept confidential, and they are referred to as Participant 1 (P1) through Participant 8 (P8) throughout the study. Table 1 provides an overview of the demographics of the participants.

Table 1

Participant Demographics Post Pandemic

	Gender	Role	Years in Leadership	Years in Human Resources
P1	Female	Business Office Manager	6	6
P2	Female	HR	5	3
P3	Female	HR	2	8
P4	Female	Human Resource Manager	1	3.5
P5	Female	HR	2	4
P6	Female	HR	2	5
P7	Female	Human Resource Manager	3	4

P8	Female	HR	3	5
----	--------	----	---	---

Data Collection

The sample for this study was purposefully selected to include HR managers, executive directors, and administrators. Participants were invited to take part in the study through a combination of convenience and snowball sampling methods. Initial contact was made via email, explaining the purpose and scope of the research, along with an invitation to participate in the study. HR managers were further encouraged to refer to other senior leaders within their organization who could provide valuable insights into the recruitment and retention challenges faced in their adult care facilities. Before participating in the study, each participant received an informed consent form detailing the study's objectives, confidentiality measures, and their right to withdraw from the research at any point without repercussions. Consent was obtained from all participants, and their anonymity was ensured throughout the study. Geographical data was not collected on work locations of participants in the post-pandemic job market.

The data collection process took place over a period of 2 months, from December 2022 to January 2023. Each participant's interview was conducted individually via Zoom and lasted approximately 20 to 60 minutes. The variation in interview length was attributed to a combination of factors, including the distractions for participants, the depth of participant responses, scheduling constraints, and the nature of the questions posed. In some instances, interviews lasting less than 30 minutes occurred when participants provided succinct yet comprehensive answers. Their ability to articulate their experiences efficiently allowed for meaningful insights to be captured within a relatively brief

timeframe. It is important to emphasize that interview length did not affect the rigor of the data collected. The interview protocol was designed to explore each research question thoroughly, ensuring that the conversations provided rich qualitative data that contributed to the study's findings. The interview protocol was designed based on the research questions and the theoretical frameworks of Herzberg's two-factor theory and social exchange theory. The questions aimed to understand the impact of the pandemic on recruitment and retention efforts, the strategies employed by adult care facilities to address these challenges, and the role of social exchange in fostering employee loyalty.

I originally aimed to have 12 participants, but due to the similarity of experiences shared among participants, the sample size was narrowed down to eight participants. By narrowing my focus, I sought to ensure that the analysis would capture the nuanced aspects of the participants' accounts, enabling me to provide a more in-depth exploration of the phenomenon at hand. In addition, during the data collection process, I encountered several technological challenges such as internet service disruptions leading to frozen or disconnected interviews that influenced the smooth flow of interviews and data acquisition. This issue not only hindered real-time communication but potentially was a barrier to participants fully expressing their thoughts and experiences. These challenges highlighted the intricacies of conducting research using virtual technology. As a mitigation strategy, I acknowledged the challenge upfront and discussed the steps to take if disruptions were to occur. Another notable challenge was the audio quality and clarity. In some instances, background noise or poor audio transmission made it difficult to hear participants' responses accurately. This situation prompted the use of the Zoom recording

feature in addition to Otter to enhance audio quality during transcription.

Another challenge during the data collection process was that there were no senior leaders or administrators who responded or were referred by other participants. Despite efforts to reach out to this segment of the workforce, there were limited responses or referrals from senior leaders. One potential explanation for this absence could be the heightened responsibilities and time constraints that senior leaders and administrators face in post-pandemic recovery efforts. Their engagement in strategic decision-making and crisis management might have left them with limited availability for research participation. Additionally, the lack of participation from senior leaders might underscore existing organizational hierarchies where communication channels predominantly flow downward. It could reflect a reluctance to engage in research initiatives or a lack of perceived value in sharing their experiences with recruitment and retention efforts. To address this limitation, I engaged with existing contacts within the industry and utilized the university participant pool to expand outreach strategies to ensure a more comprehensive representation of the workforce. Despite the absence of senior leaders, the insights gathered from HR managers offered valuable perspectives on the challenges faced in recruitment and retention efforts.

Data Analysis

The data analysis process followed the principles of phenomenological analysis, aiming to uncover the essence of the lived experiences of the participants (Moustakas, 1994). The transcripts were thoroughly read and re-read to immerse myself in the data. I then engaged in open coding, identifying initial themes and patterns related to

recruitment and retention challenges and strategies. Herzberg's two-factor theory and social exchange theory served as guiding frameworks during the coding process, enabling me to interpret the data through the lenses of intrinsic motivation, extrinsic factors, and exchange relationships between employees and employers.

I followed the six steps for data analysis in a phenomenological study:

1. Transcriptions
2. Organizing the data
3. Coding
4. Identifying categories
5. Identifying and interpreting common themes
6. Using a reflexive journal

Step 1 of the analysis was transcriptions. I read the transcripts, and reread the transcripts, transcribing the interviews verbatim which allowed me to immerse myself in the participants' actual words and experiences, without imposing my interpretations. In Step 2, to organize the data, I highlighted the data to identify patterns and themes that reoccurred from participant to participant. Organizing the data helped me to discover the essence of the experiences. Coding is step 3, which in qualitative research involves identifying meaningful units within the data. In my analysis, I identified the themes and patterns to form categories. I identified 31 categories based on the categories and codes. Identifying and interpreting common themes is Step 5 in a phenomenological analysis. This involves not only describing what the participants said, but my interpretation of the underlying meanings and significance of their experiences. As I identified and defined

the themes, I was able to identify and interpret the common themes from the data collected. The final step is using a reflexive journal. Husserl's emphasis on phenomenological reduction and bracketing involves reflecting on assumptions and biases. In keeping a reflexive journal, using OneNote, I was able to continually examine how my perspectives might influence the interpretation of the data.

By following these steps, I engaged in a process that seeks to understand the intentional aspects of consciousness and the essence of the participants' lived experiences. This approach allowed me to go beyond surface-level descriptions and uncover the deeper meanings that contribute to research findings. The interviews were recorded and transcribed verbatim, ensuring accuracy and capturing participants' responses in their own words. This approach to data analysis aimed to uphold the accuracy and authenticity of the participants' experiences as conveyed in their own words. The transcriptions of the interviews served as the foundation of the analysis, capturing the information shared by the participants. The verbatim transcription process ensured that no detail was lost, preserving the richness of their narratives, and minimizing the risk of misinterpretation. Multiple iterative readings of the transcriptions were conducted, allowing me to immerse myself in the participants' experiences and gain an intimate understanding of their perspectives. This immersion not only upheld the accuracy of the interpretations but also enabled me to uncover subtle nuances and emotions underlying their descriptions.

The data analysis process involved a balance between inductive coding and deductive theme development. I derived initial codes directly from the participants'

descriptions, focusing on their language and context. This ensured that the coded segments accurately represented the intended meaning as conveyed by the participants. During the iterative analysis, prominent themes gradually emerged from the interconnected codes, highlighting the recurrent patterns that characterized participants' encounters with recruitment and retention challenges. By adhering closely to participants' words, I was able to maintain the authenticity of their experiences and thereby the accuracy of my interpretations.

To enhance the accuracy and efficiency of the data analysis, I employed Quirkos software. This software provided a structured platform for organizing the transcribed data, facilitating the systematic coding process. Quirkos allowed me to link specific excerpts of text to relevant codes and themes, ensuring that the analysis remained closely tied to the participants' original narratives. Furthermore, Quirkos enabled the visualization of data connections, helping me to identify relationships between different codes and themes. This feature was particularly valuable in validating the accuracy of my interpretations, as it allowed me to trace back to the original data sources and ensure that my derived themes resonated with the participants' experiences. The transcriptions served as the primary data source for the subsequent analysis.

Evidence of Trustworthiness

The researchers independently coded the transcripts and then compared the findings to the identified themes and codes. To enhance the credibility of the study, I employed multiple strategies to ensure that the participants' responses accurately represented their experiences. During the recruitment of participants, I maintained email

communications leading up to the Zoom interview to establish rapport and build trust. I created an environment that encouraged participants to contact me via email with any questions. Through this open dialogue and rapport building during the Zoom interview I encouraged participants to share their perspectives, which led to a richer understanding of the challenges and issues they encountered.

While generalizability was not the primary aim of this phenomenological study, transferability was considered by providing a detailed description of the research context, sample selection, and data collection procedures. This information enables readers to assess the applicability of the findings to similar settings.

To ensure dependability, I maintained a detailed audit trail of the research process. I documented each step, from initial data collection to final theme identification. For example, when coding the interview transcripts, I noted any uncertainties or areas of ambiguity. This transparency allowed me to track the decision-making and facilitated any necessary adjustments during the analysis. In addition, this detailed documentation of the research steps allows for the study's replication, enhancing the study's dependability.

To maintain confirmability, reflexivity was practiced throughout the study, acknowledging the potential impact of the researchers' perspectives and biases on the analysis and interpretation of the data. Reflective journaling was used and recorded in OneNote by the researcher to examine and increase awareness of the researchers' assumptions and potential influences on the findings.

Results

The data analysis process followed a phenomenological approach, which involved

multiple readings of the transcriptions to gain a comprehensive understanding of the participants' perspectives. This approach allowed the researchers to move inductively from coded units to larger representations, including themes. Based on interviews, data was coded, and 31 themes were identified. Upon further review of the research questions and the transcripts, 31 themes were combined to identify six themes. The researcher asked each participant a total of 16 questions with other questions added to clarify the participants response if needed. Of the 16 questions, six were designed to gather demographic related questions. The specific themes that emerged from the data based on the research questions are below. Table 2 provides a summary of themes and the research questions.

Table 2

Identified Theme by Research Question

Research Question	Identified Theme
RQ1: What is the meaning of the lived experiences of staff recruitment of adult care facility HR managers, executive directors, and administrators after the pandemic?	<ol style="list-style-type: none"> 1. Transition to Virtual Recruitment 2. Staff Shortages and Recruitment Challenge 3. Training and Development
RQ2: What are the lived experiences of staff retention of adult care facility HR managers, executive directors, and administrators after the pandemic?	<ol style="list-style-type: none"> 4. Retaining Staff and Staff Turnover 5. Employee Appreciation and Impact of the Pandemic on Employee Intent to Leave 6. Leadership's Role in Retention, Communications, and Flexibility
RQ3: How do adult care facility HR managers, executive directors, and administrators describe recruiting and retention after the pandemic?	<ol style="list-style-type: none"> 7. Recruitment Strategies/Informal Strategies 8. Lack of Support, Decision Finality, and Training for HR and Leadership

RQ1: What is the meaning of the lived experiences of staff recruitment of adult care facility HR managers, executive directors, and administrators after the pandemic?

Theme 1: Transition to Virtual Recruitment

This theme directly addresses the shift from in-person recruitment methods to virtual platforms for staff recruitment during and after the pandemic. The pandemic necessitated a shift from in-person interviews to virtual recruitment methods. HR managers had to adapt and use platforms like Zoom for interviews and onboarding processes. P6 describes the change as gradual, but necessary.

Mostly we did phone calls, before scheduling the interviews and initially we started with the interviews that what done in person, but due to COVID, some COVID measures had to be observed. And we had to do it through Zoom. So that's really changed because we had not done that before.

P1's experience was similar.

So it was, you know, either phone screens getting them set up with a zoom interview, doing and then fitting in the onboarding electronically rather than having them coming in and filling those things out.

P2 summarizes the shift by saying, "In the start of the pandemic, now, we were doing it mainly in person, but now the pandemic got really worse and people had to do it virtually".

Similarly, P8 shared the impact of this shift.

First we had online recruiting through like online, especially through zoom, you will have to make sure that they are available on a certain date for the interview, that they have given their correct contact that they are readily available anytime they are called upon once the interview has been completed. So, we had to have

that information. And most times we had to do it through zoom because zoom offers a platform where you can even like record some responses.

The shift to virtual interviews had led to time constraints for the interview process. The virtual format reduced the available time for conducting interviews. In addition, the transition to virtual interviewing impacted time and effective evaluation of the candidate.

As P4 commented:

Recruiting staff during the pandemic, especially new staff has been a challenge in terms of getting the right qualified candidates and also having that time to interview them. Like not enough time for that because most of the interviews were now transformed to being virtual.

Participants also indicated the willingness of organizations to adapt to the changing circumstances. This included the use of innovative technology and modifying the recruitment process. P5 shared:

Recruiting staff through the pandemic through the pandemic was a bit about a bit more detailed and also, it was being done in a way that there was the virtual inclusion. And we had to recruit very often because we suffered loss of employees at one point or another. When I mean, detail is because during the virtual platforms, would take an interview for more, more time than an in person because we generally wants to know, details. Full details, and mind you this time we are meeting not in person, so you also have a lot to ask.

P6 similarly stated:

Mostly we did phone calls, before scheduling the interviews and initially we

started with the interviews that what done in person, but due to COVID, some COVID measures had to be observed. And we had to do it through Zoom. So that's really changed because we had not done that before.

P7 also highlighted the importance of candidate availability and accurate contact information for virtual interviews.

First we had online recruiting through like online, especially through zoom, you will have to make sure that they are available on a certain date for the interview, that they have given their correct contact that they are readily available anytime they are called upon once the interview has been completed. So, we had to have that information. And most times we had to do it through zoom because zoom offers a platform where you can even like record some responses.

Theme 2: Staff Shortages and Recruitment Challenges

This theme explores the difficulties and challenges faced by HR managers, executive directors, and administrators in recruiting staff after the pandemic, including finding qualified candidates and adjusting to virtual interviews. The pandemic caused staff shortages in adult care facilities, resulting in increased workload and stress for existing employees. Recruiting qualified candidates within a short time frame was challenging. P2 shared the observation of resignations on recruitment.

We'll get resignation letters. Now. Like, not in a very predictable way. They would come in very often. So, there is need to fill this space.

P3 shared the difficulty associated with recruitment as a result of resignations as well.

That time we were very short of staff. And the reason is because of the pandemic

itself, other people were resigning or even passing on due to COVID. So, it was really difficult to recruit back then.

P1 emphasized the challenge of staff retention due to salary disparities. P1 mentions that they could not compete with the higher wages offered by staffing agencies or other companies. This indicated a recruitment challenge where employees are drawn to other opportunities offering better compensation.

We definitely didn't pay as much as a travel agency pays. So it's kind of like it was it is what it is, and it's like, it's hard, like, you know, you can't keep this how , how can you keep the CNA when they can go work for another company and get paid like, you know, almost three times as much as they're making per hour and our facility. You know, it's hard to keep a CNA that way.

P5 indicated that recruiting staffing was more detailed and involved virtual inclusion. The organization had to frequently recruit due to a loss of employees. This suggests a high turnover rate during the pandemic.

Recruiting staff through the pandemic through the pandemic was a bit about a bit more detailed and also, it was being done in a way that there was the virtual inclusion. And we had to recruit very often because we suffered loss of employees at one point or another.

P8 did not experience the same challenge with staff shortages. There were only a few employees who left the organization, and they left at various times. This type of turnover allowed the organization to implement retention policies and maintain effective communication strategies to meet employees' needs.

The good thing they didn't leave at all. Like we only had five employees leave. But they didn't leave together. So, it was a bit this this month, another month. So, by the time we were having like, retention policies at least we were able to maintain a good communication strategy for all employees to ensure that their needs are met.

Theme 3: Training and Development

This theme relates to the experiences of staff recruitment and the training received by HR managers and administrators to adapt to virtual recruitment methods. The pandemic led to a significant transition to virtual hiring methods, including virtual interviews and online onboarding. As P1 describes:

We definitely had to get creative because normally we were doing in-person interviews, and things like that, but we couldn't have people in the building as often. And so it was, you know, either phone screens getting them set up with a zoom interview, doing and then fitting in the onboarding electronically.

P2 discussed the training they received. The training involved the use of online media, social media, and applications like Zoom and Teams. The focus seems to be on improving technical skills and familiarity with these tools.

The training that we got recently was used by users like the use of the online media, social media, and also the use of applications such as zoom, and Teams because some of us were not really conversant with Zoom especially. And so there was the technical department that was tasked with that.

P4 expressed a lack of sufficient training. The training provided was not considered

adequate or comprehensive.

Most of the time, we didn't get enough training. And consider was training that was done, per se. And also, I would say that we just gave more time for the recruitment. We had budgeted maybe for a certain period, but you also had to like increase the time.

P7 commented on the need for flexibility in training and recruitment due to the pandemic's challenges. Training had to be conducted through Zoom to accommodate remote work arrangements and to address the fact that not everyone was familiar with the platform. P7 highlighted the importance of timing in advertising positions and communicating with candidates effectively.

It was first to be able to be very flexible in terms of recruiting period. We had to do it in a faster way. We also had to do training through Zoom, because not everyone was one person to zoom. And also we had to keep on like knowing what to do. What when is the right time to like, advertise positions and also when is the right time to like, talk to these candidates

RQ2: What are the lived experiences of staff retention of adult care facility HR managers, executive directors, and administrators after the pandemic?

Theme 4: Retaining Staff and Staff Turnover

This theme directly addresses the experiences of retaining staff after the pandemic and the challenges faced in employee retention. The pandemic posed challenges in staff retention due to uncertain working conditions, and some employees chose to leave for better opportunities or to pursue other life plans. P1 observed that:

So, I feel like initially, like people didn't know what was going on. They're like, I don't want to work in healthcare. But then there were also the people that were like everything else was shutting down and said, this is the only place I can work.

P7 describes staff retention as a process with give and take.

Retaining staff during the pandemic has been a tall order because some of them when if you have that kind of environment where you're trying to negotiate, they end up like leaving, some with notice others without. But the good thing is at least we are able to recruit. And the good thing is that we can be able to negotiate for better salary packages, and improvement in in employee welfare.

P2 and P4 both shared the challenges of staff retention. They stressed the importance of understanding employee motivations, the influence of pandemic-related uncertainties, and the impact of budget constraints and policies on staff turnover. P2 discussed the need for managers to communicate openly with employees to understand why they leave.

At one point you even had to like, go down to their level, and ask them why.

Because improving the condition even go to an extent of like forgoing forseeing what the future holds. Like, I'd say maybe the pandemic is not gonna last forever but see some made up their minds completely some were in situations where they were willing in to change their mind. So very few chose to remain when they had expressed that intent to resign.

P4 mentioned employee decisions to leave might have been influenced by factors beyond the organization's control. P4 also called out the investment required for personal protective equipment (PPE), safety measures, and COVID-related training and its impact

on turnover.

The retention of staff still was a challenge, because some of them had moved completely just had their decision made. And also, another thing is that there was no budget allocation for salaries review. So, we didn't have very good policies on that. Only that now people had to invest more on the PPE, safety measures, training on COVID.

Theme 5: Employee Appreciation and Impact of the Pandemic on Employee Intent to Leave

This theme focuses on employee appreciation, its role in staff retention, and how the pandemic impacted employees' intent to leave their positions. Ensuring employee well-being, providing a safe work environment, and effective communication were vital in staff retention during the pandemic. According to P3:

First, you have to know the reason that they went leave. And if it's a reason that you can talk, or even have a meeting with the management, to get to know how to what can be done to make things on their end easier, then we have to do that.

P8 shared the challenge of not meeting employee needs.

I think some of the cases that are presented to us in a way, it seemed like there was no room for negotiation because maybe they had already got other jobs, or were now moving, transitioning. Or going back to school, or even going back home.

P1 described a creative approach to employee appreciation that positively impacted employee morale.

We would always like pull from that and whether it was you know, we did, during the pandemic we had turned like a cart into like we put ,used one of the marketing wheels that we have and we like it is like a spinning wheel and then we had all these different prizes on the cart so we would like wheel it around to the staff and let them like win a prize.

P2 emphasized the importance of regular recognition and promotions in retaining employees. The emphasis on being friendly implies a positive work environment contributes to retention.

I remember there was a time where by people go for long without being promoted, without being, like recognized, you know, positions that recognize people on a quarterly basis. So, we had to have those. Those performance standards get improved. And also we had to tell people we had to be friendly.

P4's response touched on both tangible and intangible forms of appreciation. The mention of salary review, provision of personal protective equipment (PPE), and enhanced training facilitation addresses practical needs and professional development.

Like being told that maybe in the next 3 months, we'll review our salaries, we also look into the issue of care, in terms of PPE, more facilitation in terms of training.

It was basically that but some of these people had already made up their minds.

Theme 6: Leadership's Role in Retention, Communications, and Flexibility

This theme revolves around the experiences of HR managers, executive directors, and administrators in retaining staff, emphasizing the role of leadership in effective communication, flexibility, and staff retention strategies. HR managers had to become

creative in their recruitment strategies, including utilizing social media, referrals, and contacting candidates who had previously applied. P3 shared, “We've had to rely on referrals, you had to rely on social media, internet, and also getting to know the staff database of employees who have previously applied for some positions.” P5 shared the experience with employees referring a friend and stated, “We used mostly social media and also word of mouth and also referrals.” The leadership implemented changes to support employee retention. P5 discussed the important focus on the well-being of the employee.

Changes that we made in terms of helping the employees cope and also helping them to last longer in the company, because people really needed to be safe at work and they also needed to have a secure and the like, some form of job security.

P6 discussed the importance of employee well-being while emphasizing the importance of leadership in response to keeping employees engaged and committed.

I think responding in good times gives an employee a moral to also remain in the organization but if you take too long to respond, some of them get impatient or even deliver, don't deliver actually. I think is just delivering who they, what they need.

RQ3: How do adult care facility HR managers, executive directors, and administrators describe recruiting and retention after the pandemic?

Theme 7: Recruitment Strategies/Informal Strategies

This theme delves into the various recruitment strategies adult care facility

personnel used, including informal approaches, after the pandemic. The pandemic led to a significant transition to virtual hiring methods, including virtual interviews and online onboarding. P1 shared that:

We definitely had to get creative because normally we were doing in-person interviews, and things like that, but we couldn't have people in the building as often. And so it was, you know, either phone screens getting them set up with a zoom interview, doing and then fitting in the onboarding electronically.

The transition also impacted the scheduling of candidates as described by P4.

But another challenge that kept on happening is that for example, we anticipate feedback from the from the potential candidate on responding like for the fact that they have been chosen for an interview on a certain date you expect them to confirm like early, but at times you will find that candidate takes too long to respond. So, it interferes with the scheduling.

P2 shared a strategy of early advertising to attract candidates and enhance the recruitment process.

So, you had to advertise early so if you are planning to, like have candidates by next month, but one would advertise maybe in this month, so that this information goes through the right channels, and this time they were mainly through the online media, social media, or even referrals.

Theme: 8 Lack of Support, Decision Finality, and Training for HR and Leadership

This theme sheds light on the experiences of HR managers, executive directors, and administrators in handling recruitment and retention issues effectively, highlighting

the need for adequate support, decision-making, and training. The emphasis on Employee Safety and Training: Ensuring employee safety, providing PPE, and conducting training on COVID-19 protocols became essential during the pandemic. P2 notes that

Some of the soft skills training that you had to utilize are in terms of maybe teamwork and problem solving, because now, I believe when things got really worse, there are so many complaints for them, from the management, from the patient.

On the other hand, P4 saw the need for soft skill training and training on how to support and improve the whole person. P4 commented, "Trainings mainly on communication and on how to improve their well-being at work, in terms of salaries, and also in terms of just having a channel."

P4 also highlighted several challenges related to HR leadership, the lack of support, decision finality, and training are addressed.

Not enough training. It's basically getting them to a negotiation table and also helping them to realize that this is something that is affecting people globally.

There was no budget or allocation for that. So, it didn't even experience that kind of training.

As I completed this qualitative phenomenological study, I did not encounter any discrepant cases or non-confirming data as I analyzed the data.

Summary

Chapter 4 provided an in-depth analysis of the data collected from HR managers and senior leaders in adult care facilities. Applying Herzberg's Two-Factor Theory and

Social Exchange Theory has enriched the understanding of the participant's experiences in dealing with recruitment and retention challenges in the post-pandemic job market.

The research questions were answered based on the data collected, capturing the essence of the lived experiences of staff recruitment and staff retention of adult care facility HR managers, executive directors, and administrators after the pandemic. In summary, the data analysis revealed six themes related to staff recruitment and retention in adult care facilities after the pandemic. The findings shed light on the challenges and strategies HR managers, executive directors, and administrators employ in managing their workforce during unprecedented times.

Chapter 4 concluded with an overview of the data collection and analysis process, highlighting the rigor and trustworthiness of the study. The combination of semi-structured interviews and phenomenological analysis, supported by Quirkos software, ensured a thorough exploration of the lived experiences of HR managers and senior leaders in coping with recruitment and retention challenges in the adult care industry. Chapter 5 discussed the interpretation of the findings, the limitations of the study, and the recommendations and implications of this phenomenological study.

Chapter 5: Discussion, Conclusions, and Recommendations

In this phenomenological qualitative study I explored the lived experiences of HR managers and senior leaders in coping with the challenges of recruitment and retention efforts in adult care facilities after the pandemic. As a part of the qualitative research process, I incorporated reflexive journaling into my research. Reflexive journaling promoted self-awareness, allowing me to question and challenge my preconceived notions during the data analysis phase. Acknowledging challenges to include the recruitment of participants, my potential bias as an HR professional, and challenges with technology was vital in maintaining the integrity of this study. Though elimination of subjectivity is not attainable, the transparency achieved through self-reflection and journaling helped to minimize the impact. The purpose of this chapter is to provide a deeper understanding of the themes identified in Chapter 4 and to discuss their significance in the context of the adult care industry. This chapter also addresses the limitations of the study and offers recommendations for future research and practice.

Interpretation of the Findings

The findings from this study confirmed and extended the existing knowledge in the discipline of HR management in the post-pandemic job market. The themes identified in Chapter 4—such as the transition to virtual recruitment, staff shortages, training and development, retaining staff and staff turnover, employee appreciation, leadership’s role in retention, recruitment strategies, and lack of support and training—provided valuable insights into the experiences of HR managers and senior leaders in adult care facilities. The pandemic significantly impacted recruitment and retention efforts in the adult care

industry. HR managers and administrators had to adapt to virtual recruitment methods, faced challenges finding qualified candidates, and coped with staff shortages due to resignations and uncertain working conditions. Additionally, the importance of employee appreciation, effective communication, and flexible strategies emerged as crucial factors in retaining staff during and after the pandemic.

In reviewing the study's findings by research question, the results for RQ 1 confirmed a significant transition in recruitment strategies from traditional in-person methods to virtual platforms, driven by the constraints imposed by the pandemic. HR managers adapted to virtual interviews, utilizing platforms like Zoom to conduct interviews and onboard new hires. This transition was described as both gradual and necessary. The participants' experiences revealed a need for flexibility in adapting to these changes, including challenges in scheduling virtual interviews and the requirement for candidates to adapt to recent technology. The participants emphasized the importance of early advertising and recruitment through online media, social media, and referrals. The findings did not challenge the transition to virtual recruitment methods due to the pandemic. However, the potential negative consequences of this shift were not addressed.

The findings for RQ 2 confirmed that staff retention was a significant challenge in the adult care facility industry during and after the pandemic. Uncertain working conditions, including safety concerns, influenced employees' decisions to leave or explore better opportunities. Participants emphasized the importance of understanding employee motivations for leaving and the impact of pandemic-related uncertainties. The role of leadership in communication, employee appreciation, and creating a positive work

environment was highlighted as a crucial factor in staff retention. Additionally, the participants discussed the impact of budget constraints on staff turnover and the challenges of retaining staff with the pandemic-related changes.

The findings for RQ 3 confirmed that recruitment strategies underwent substantial changes after the pandemic. The participants mentioned a shift toward virtual recruitment methods, such as virtual interviews and online onboarding. They also discussed the need for flexibility in response to candidates' availability and using informal strategies such as referrals, social media, and early advertising to attract potential candidates. The findings also confirmed the significance of training, particularly in adapting to recent technologies and communication tools. To further discuss the interpretation of the findings, it is essential to review the findings based on the research question and the identified themes.

RQ 1 Theme 1: Transition to Virtual Recruitment

Theme 1 confirmed the existing knowledge that the COVID-19 pandemic prompted a shift from traditional in-person recruitment methods to virtual platforms. This shift aligns with broader trends in remote work and digital transformation. The participant responses for this research question and theme identify the changes in the recruitment process for adult care facilities due to the pandemic. The shift from traditional in-person interviews to virtual platforms emerged as a central and noteworthy theme. Participants shared their experiences adapting to virtual recruitment methods, which involved conducting interviews through platforms like Zoom and utilizing electronic onboarding processes. This transition necessitated creative adjustments to the recruitment process, such as using innovative techniques like spinning wheels with prizes

to engage candidates. Participants also highlighted challenges regarding time constraints and candidate availability during virtual interviews. Consequently, recruitment strategies evolved to encompass early advertising, increased social media utilization, and referrals to attract potential candidates in the post-pandemic context.

In addition, the findings confirmed the established knowledge that the COVID-19 pandemic initiated a shift from traditional in-person recruitment methods to virtual platforms. Theme 1 underscores the significant departure from conventional practices in response to the pandemic. HR managers and administrators had to adapt swiftly, employing platforms like Zoom for conducting interviews and onboarding processes (see White et al., 2021; Xu et al., 2020). While the transition to virtual recruitment was gradual, it was necessary to respond to the restrictions on in-person interactions imposed by COVID-19. Virtual interviews allowed for the continuity of recruitment efforts, but participants noted inherent constraints, including reduced interview duration and the need to become accustomed to modern technology. This theme highlights the adaptable nature of HR professionals who embraced virtual methods to ensure the uninterrupted flow of recruitment processes.

In conclusion, all participants in the study experienced a shift from in-person to virtual recruitment methods due to the pandemic. Challenges included adapting to virtual interviews and effectively scheduling candidates. To address these challenges creatively, approaches such as using spinning wheels with prizes were employed, as exemplified by the experiences of P1 and P4. Moreover, P1, P2, P5, P6, and P7 acknowledged this pivotal shift from in-person to virtual recruitment methods, emphasizing adopting

platforms like Zoom for interviews and onboarding processes.

RQ 1 Theme 2: Staff Shortages and Recruitment Challenge

Theme 2 aligns with prior research findings highlighting how workforce challenges can lead to staffing shortages and recruitment difficulties in various sectors (Bratt & Gautum, 2018; Gaudenz et al., 2017). This study not only reaffirms the issue of staff shortages identified in prior research studies, particularly in adult care settings, but also emphasizes how recruitment challenges, such as recruiting qualified candidates, intensified during the COVID-19 pandemic. These findings align with and contribute to the existing literature, highlighting the pressing workforce issues adult care facilities face during these challenging times.

This study found that staff shortages were prevalent due to a combination of factors, including resignations and the uncertainties brought about by the pandemic. These challenges significantly strained HR managers tasked with maintaining a stable workforce. Recruitment difficulties were equally pronounced, characterized by the struggle to identify and attract qualified candidates and the competitive pressure of higher wages in other sectors. In response to these challenges, HR managers employed various recruitment strategies, a point echoed by P2, P3, and P5. These strategies included tapping into referrals and using social media platforms to connect with potential candidates. The firsthand experiences shared by P2, P3, P5, and P8 underscored the broader trends, highlighting the difficulties encountered in finding qualified candidates, addressing frequent resignations, and the perpetual need for recruitment due to high turnover rates.

RQ 1 Theme 3: Training and Development

Theme 3 builds on existing knowledge by emphasizing the crucial need for training, particularly in adapting to recent technologies and communication tools during a crisis, such as the COVID-19 pandemic. The significance of training has been explored in the existing literature, with studies like Temple et al. (2009) highlighting the importance of addressing turnover and retention issues and Choi et al. (2020) emphasizing the role of the work environment and the need for training and development in staff retention. While the importance of training is well-established, this study highlights its critical role in adapting to rapidly changing circumstances and crisis conditions.

Participants in this study had to adapt to virtual recruitment methods, which required training, to use platforms like Zoom effectively. This training primarily focused on developing technical skills and familiarizing themselves with online tools, as discussed by P1 and P2. P1 mentioned adapting to new onboarding methods as part of their training experience, while P4 expressed dissatisfaction with the level of training provided. P2 and P6 highlighted the training they received in using virtual tools, indicating the importance of technical proficiency in navigating the new recruitment landscape. P7 shared their insights into training experiences, further underscoring the significance of equipping staff with the necessary skills to operate in a digital environment. The participants' experiences in this study collectively emphasize the critical role of training and development in successfully adapting to new technologies and tools during times of crisis. Training not only empowered staff with the skills needed for virtual recruitment but also contributed to their overall preparedness to navigate rapidly

changing circumstances, ultimately enhancing the resilience of the recruitment process.

In summary, Theme 3 sheds light on the importance of training and development, both as a response to the challenges posed by the pandemic and as a broader strategy for preparing staff to thrive in evolving work environments.

RQ 2 Theme 4: Retaining Staff and Staff Turnover

Theme 4 in this study reinforced the issue of staff turnover identified in prior literature as a significant challenge in the health care industry. Leadership, supervisory support, and job satisfaction have influenced staff turnover rates (Bratt & Gatutun, 2018; Chu et al., 2014; Eltaybani et al., 2018). However, the experiences shared by participants reinforce the dynamics of staff retention in the post-pandemic era.

Challenges in retaining staff surfaced due to numerous factors, including uncertainties, employee motivation, and external opportunities. Participants highlighted the multifaceted nature of these challenges. P1 drew attention to the challenge of retaining staff due to salary disparities. This concern, not explicitly discussed by other participants, indicated a specific issue related to compensation impacting staff retention. P2 and P3 discussed the profound impact of staff resignations on the recruitment process as a challenge. Their insights emphasized the unpredictability of resignations and their cascading effects on recruitment timing, a perspective not uniformly shared by all participants. In contrast to the challenges mentioned by others, P8 shared a positive experience where only a few employees left the organization. This unique perspective highlights cases of successful staff retention amidst the broader challenges. P1, P2, and P4 acknowledged the existence of staff retention challenges during the pandemic,

identifying factors such as uncertainty, budget constraints, and personal decisions affecting their efforts. P1 and P7 broadened the perspective by discussing employee retention challenges from a more comprehensive standpoint. In contrast, P8 provided a positive experience in which only a few employees left the organization. In summary, the challenges related to staff retention in the health care sector are multifaceted and complex. Though some participants highlighted specific issues, such as salary disparities and the impact of resignations, others emphasized the broader challenges tied to uncertainties and budget constraints.

RQ 2 Theme 5: Employee Appreciation and Impact of the Pandemic on Employee Intent to Leave

The RQ 2 Theme 5 findings extended existing knowledge by underscoring the critical importance of employee appreciation, especially during the challenges posed by the pandemic, and its positive influence on staff retention. Shamsi and Peyravi (2020) have previously identified factors such as pay, work environment, and support as significant drivers of employee intent to leave. This research adds to this understanding by highlighting the additional impact of external opportunities and pandemic-related uncertainties on employees' intention to leave.

Employee appreciation emerged as a crucial factor in staff retention efforts, with organizations implementing creative methods and frequent recognition to boost morale. This approach was highlighted by P1, P2, P5, and P6, underscoring its role in retaining staff members. P2 and P3 emphasized the significance of understanding employees' reasons for intent to leave and the need for open communication to address their

concerns. They stressed the importance of leadership in fostering a safe and supportive work environment.

P1 drew attention to the diverse responses of employees to the challenges posed by the pandemic, underlining the need for flexible and adaptive retention strategies. On the other hand, P8 highlighted instances where negotiation to retain staff was impossible due to alternative job opportunities or career transitions.

In summary, the findings emphasize that employee appreciation, creative recognition methods, and leadership's role in creating a supportive environment are crucial in retaining staff members, especially during times of crisis. While some employees may be influenced by external opportunities and uncertainties related to the pandemic in their intent to leave, understanding their motivations and maintaining open communication remain essential retention strategies.

RQ 2 Theme 6: Leadership's Role in Retention, Communications, and Flexibility

Leadership's role in communication, flexibility, and adapting strategies was essential for staff retention. RQ2 Theme 6 extended existing knowledge by emphasizing leadership's role in creating a safe and supportive work environment during and after a crisis. This theme underscores the importance of open communication and flexibility in retaining staff (Gaudenz et al., 2017; Noguchi et al., 2021; Zúñiga et al., 2019).

Participants consistently highlighted the importance of open communication and timely responses as good leadership practices. P5, P6, and P7 emphasized these aspects as crucial for retaining staff. Clear and effective communication fosters an environment of trust and reassurance, which, in turn, contributes to employee retention. P3, P5, and P6

provided insights into how leadership plays a significant role in employee retention. They discussed the proactive changes leaders implement to ensure employee safety, well-being, and job security. These actions not only boost morale but also contribute to staff retention efforts.

P3 and P5 delved into leadership strategies related to recruitment, including the utilization of referrals and social media. Effective recruitment strategies related to retention efforts aimed at attracting candidates who are a good fit for the organization's culture and values. P6 emphasized leadership's ongoing role in employee engagement through timely responses to employee concerns. This active engagement with employees contributed to their sense of belonging and commitment to the organization, which, in turn, aids in staff retention.

Theme 6 highlighted the essential role of leadership in shaping the work environment, fostering open communication, and demonstrating flexibility. These leadership practices are instrumental in staff retention, ensuring employees feel valued and supported during and after challenging times.

RQ 3 Theme 7: Recruitment Strategies/Informal Strategies

The study findings for RQ3 Theme 7 extended existing knowledge by shedding light on the shift towards informal recruitment approaches, particularly early advertising and social media utilization during and after the pandemic. Participant responses offered valuable insights into the changing landscape of recruitment and retention strategies within adult care facilities in the post-pandemic era. It was evident that the HR in these facilities recognized the necessity of adapting to new methods while grappling with

challenges in the recruitment process. Prior literature reflected the need for improved recruiting strategies, including technology and social media (Doherty, 2021; Gomez-Mejia et al., 2012). The ongoing importance of employee safety and training, especially in the context of COVID-19 protocols, was underscored.

Recruitment strategies employed by adult care facility personnel encompassed various approaches, including early advertising, social media utilization, referrals, and virtual interviews. These strategies were adapted to align with the changing recruitment landscape, where virtual methods became necessary. Challenges encountered in the recruitment process included scheduling candidates and adapting to virtual methods. P1, P2, and P4 cited these challenges, reflecting the practical difficulties and adjustments required in recruitment.

In summary, Theme 7 highlighted the shift towards informal recruitment strategies and the complex landscape adult care facility personnel face as they adapt to new methods and challenges. Innovative recruitment strategies are essential for attracting candidates in the post-pandemic era.

RQ 3 Theme 8: Lack of Support, Decision Finality, and Training for HR and Leadership

The findings for RQ3 Theme 8 extended existing knowledge by emphasizing the importance of support, decision-making processes, and training for HR and leadership in handling recruitment and retention challenges during crises. Chao and Lu (2020) and De Grott et al. (2018) emphasized the importance of leadership's role and support to impact retention. The findings of this study revealed that employee safety and training were

critical in addressing the evolving challenges. Training efforts extended beyond technical skills, emphasizing the development of soft skills and adherence to essential COVID-19 protocols. This shift reflected the changing landscape of workforce management.

P2, P4, and P8 shared insights into the challenges faced in HR leadership. These challenges encompassed a lack of support, difficulties in achieving decision finality, and concerns related to the adequacy of training. These perspectives highlight the complexity of HR leadership roles in navigating staff recruitment and retention dynamics.

Collectively, the experiences and insights provided by the participants offer a comprehensive understanding of the challenges, strategies, and changes in staff recruitment and retention within adult care facilities post-pandemic. These insights are invaluable for organizations seeking guidance in managing their workforce during and after crises such as a global pandemic.

This study confirmed established knowledge and extended it by providing specific insights into the context of HR management in adult care facilities during and after the pandemic. These extensions contribute to a deeper understanding of the challenges and strategies encountered in the dynamic field of workforce management.

In conclusion, the research questions and identified themes in this study both confirmed established knowledge and extended it by providing specific insight into the context of HR management in adult care facilities during and after the pandemic. These extensions contribute to a deeper understanding of the challenges and strategies of recruitment and retention post-pandemic.

Theoretical Interpretation of the Findings

The research questions and the emerging themes can be understood by applying the theoretical framework of Herzberg's two-factor theory. This theory categorizes workplace factors into hygiene factors, which prevent dissatisfaction, and motivation factors, which enhance satisfaction (Herzberg, 1968). Applying this framework to the experiences of HR managers and administrators during and after the pandemic offers valuable insights into various aspects of HR management.

First, the transition to virtual recruitment methods, necessitated by the pandemic, can be understood through Herzberg's two factors. The shift from traditional in-person methods to virtual platforms primarily addresses working conditions, a hygiene factor. This transition was necessary to prevent dissatisfaction and ensure recruitment continuity during challenging times. However, it also introduced challenges related to virtual interviews and the need to adapt to modern technology, which can potentially become sources of dissatisfaction if not effectively managed (Pinder, 2008).

Next, the experiences related to staff retention and turnover align with Herzberg's theory. Factors such as employee appreciation, effective communication, and leadership's role in creating a positive work environment correspond to the motivation factors outlined in Herzberg's theory. These factors contribute positively to job satisfaction and reduce the likelihood of staff turnover or job dissatisfaction (Herzberg, 1968; Wall & Stephenson, 1970). On the other hand, challenges related to uncertain working conditions and external opportunities influencing employee leave decisions represent hygiene factors. Failure to address these hygiene factors adequately could lead to dissatisfaction

and potential turnover.

In addition to Herzberg's Theory, Social Exchange Theory can be applied to the research questions and themes, specifically in the context of HR managers and administrators engaging in a social exchange with job candidates. HR managers sought to fill staff vacancies in adult care facilities, and job candidates sought employment opportunities. This exchange was mutually beneficial. This exchange reflects the basis of SET and the concept of reciprocity in social relationships, where individuals engage in social exchanges to maximize rewards while minimizing costs (Homans, 1958). HR managers aimed to maintain a fully staffed facility, and candidates aimed to secure employment. The findings indicate that the shift to virtual recruitment methods responded to this exchange, allowing HR managers to continue their recruitment efforts and candidates to access job opportunities. Challenges such as adapting to virtual interviews represented potential barriers to this exchange, which HR managers had to navigate to maintain this mutually beneficial relationship.

HR managers and administrators engaged in a social exchange with current employees. HR managers aimed to retain their staff, while employees considered whether to stay or explore other opportunities. The exchange was rooted in mutual benefit: HR managers sought to maintain a stable and committed workforce, and employees sought a supportive work environment and job security. The findings highlight numerous factors, including uncertain working conditions and external opportunities, influenced challenges in staff retention.

Research has explored the role of perceived organizational support (POS) in

employment relationships. They found that when employees perceive that their organization values their contributions and cares about their well-being, they are more likely to exhibit positive work attitudes and behaviors (Aselage & Eisenberger, 2003; Eisenberger et al., 1986; Ko & Hur, 2013; Ngo et al., 2013). HR managers addressed these challenges by emphasizing employee appreciation, effective communication, and leadership's role in creating a positive work environment. In return, employees were expected to remain committed and contribute positively to the organization, fostering a mutually beneficial relationship.

Overall, Herzberg's two-factor and Social Exchange theories enriched the understanding of intrinsic and extrinsic motivational factors influencing job satisfaction and employee loyalty. The study also shed light on the importance of social exchange relationships between employees and employers in fostering employee commitment and intent to stay in the adult care industry.

Limitations of the Study

Despite the rigorous data collection and analysis process, the study has limitations. A limitation of the study was that the specific context of adult care facilities in the post-pandemic job market might not fully represent the experiences in other industries or different geographic regions. Additionally, virtual interviews might have influenced the participants' responses, potentially affecting the depth of their shared experiences. While reflexive journaling is a part of the phenomenological qualitative study, it can be a limitation.

Recommendations

Based on the interpretation of the findings and the limitations, several recommendations are offered for future research, which could enhance the understanding of the challenges faced by HR professionals during times of crisis. First, conducting a study with a more extensive and diverse sample of HR managers and senior leaders from various industries could enhance the generalizability of the findings. This broad level of participants would provide a more comprehensive exploration of recruitment and retention challenges across different organizational contexts.

Second, a longitudinal research approach could result in valuable insights into the evolution of these challenges over time, post-pandemic. By tracking these trends, researchers could capture the dynamic nature of HR practices as organizations adapt to changing circumstances, leading to a deeper understanding of the long-term impact of the pandemic on HR strategies.

Finally, using a mixed method approach and combining qualitative data from interviews with quantitative data could offer a more holistic understanding of the relationships between recruitment and retention challenges and their effects on workforce outcomes.

Implications

The findings of this study hold implications for practice and positive social change. The understanding of managing retention and recruiting and during a crisis such as the post pandemic job market has practical application for the adult care industry, with broader application to the workplace in other industries. At the individual level, the

knowledge gained from this study can influence positive social change. Understanding the challenges and strategies related to recruitment and retention in the post-pandemic job market can help HR managers and senior leaders create a supportive and engaging work environment for employees impacting positive social change. Implementing effective recruitment and retention practices at the organizational level can lead to a more resilient and motivated workforce, ultimately improving the quality of care provided in adult care facilities. This study contributes to the dialogue on HR management practices in the adult care industry at the societal or policy level, potentially influencing policies that support workforce development and employee well-being.

This study highlights the significance of qualitative research in exploring the lived experiences of HR managers and senior leaders. Applying Herzberg's Two-Factor Theory and Social Exchange Theory in the analysis provides a theoretical framework for understanding the complexities of recruitment and retention challenges in the adult care industry. The study's methodology also shows the effectiveness of virtual interviews and thematic analysis in phenomenological research.

The insights gained from this study can be translated into practical recommendations for HR managers and senior leaders in adult care facilities. Implementing virtual recruitment strategies, prioritizing employee appreciation, fostering positive social exchange relationships, and providing training and support for HR managers and leaders can enhance recruitment and retention efforts after the pandemic.

Reflexive Insight

While completing this qualitative study on Recruitment and Retention Challenges

in Adult Care Facilities, I faced several challenges and moments of self-reflection, doubt, and deep thought and emotion. These experiences played a crucial role in shaping the research process and outcomes, and it is important to acknowledge and share them to ensure transparency and rigor in this study.

One of the most significant challenges and areas of frustration that I faced was the recruitment of participants. It seemed to take forever to get the first response from participants that met the inclusion criteria. In reaching out to fellow cohort and residency students, I was told to trust the process. While I understood what they were saying, I could not see the outcome as there appeared to be no interest in my research study. The feedback from my Chairs, both former and current to expand and rethink the recruitment strategy made a difference and I was able to see the impact of snowball recruitment. Once participants responded, the process for data collection and data analysis was underway.

Another area of reflection related to my choice of interview participants. I selected individuals who were HR professionals working in adult care during the pandemic. In selecting the participants, I wanted to ensure they would be able to share the essence of their experiences allowing for a rich exploration of the study topic. This selection also allowed for potential bias towards HR professionals. This bias became evident during data collection and data analysis, as most participants emphasized the challenges with recruitment and retaining employees. Recognizing this bias, I leveraged the interview guide to ask probing questions to better explore their experiences, encouraging them to share any challenges or obstacles they might have encountered.

Another point of reflection was the platform selected to conduct the participant

interviews. I selected the Zoom platform and used Otter to transcribe. After the first two interviews, I used the Zoom platform to record for transcription. During several interviews, there were technological concerns including internet glitches and participants having to reconnect. My chair provided some tips, as well as experience in the workplace, I was able to acknowledge some of these challenges up front, identify and communicate actions for the participants take allowing the ability to collect the data.

Finally, my own assumptions and beliefs about retention and recruitment as an HR professional could have influenced my interpretation of the data. As such, and as part of the qualitative research process, I realized that I needed to engage in reflexive journaling to document my thoughts and biases.

Conclusion

This phenomenological qualitative study on the lived experiences of HR managers and senior leaders in coping with recruitment and retention challenges after the pandemic provides valuable insights that can improve HR practices in the adult care industry. The study's contributions to the discipline of HR management and its potential impact on positive social change underscore the significance of understanding the lived experiences of professionals in managing human capital in challenging times.

References

- Allen, D. G. (2008). *Retaining talent: A guide to analyzing and managing employee turnover*. SHRM Foundation. <https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/documents/retaining-talent.pdf>
- Andrew, M. K., & Barrett, L. (2021). COVID-19 susceptibility in long-term care facilities. *The Lancet Healthy Longevity*, 2(6), e310–e311.
- Aselage, J., & Eisenberger, R. (2003). Perceived organizational support and psychological contracts: A theoretical integration. *Journal of Organizational Behavior*, 24(5), 491–509.
- Babbie, E. (2017). *Basics of social research* (7th ed.). Cengage Learning.
- Both, N. J. M. C., Dijkstra, M. T. M., Klink, A., & Beersma, B. (2018). Maldistribution or scarcity of nurses? The devil is in the detail. *Journal of Nursing Management*, 26(2), 86–93.
- Bratt, C., & Gautun, H. (2018). Should I stay or should I go? Nurses' wishes to leave nursing homes and home nursing. *Journal of Nursing Management*, 26(8), 1074–1082. <https://doi.org/10.1111/jonm.12639>
- Breugh, J. A. (2009). Recruiting and attracting talent: A guide to understanding and managing the recruitment process. *SHRM Foundation's Effective Practice Guidelines Series*, 1–33. <https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/documents/recruiting-attracting-talent.pdf>
- Chao, S., & Lu, P. (2020). Differences in determinants of intention to stay and retention

- between younger and older nursing assistants in long-term care facilities: A longitudinal perspective. *Journal of Nursing Management*, 28(3), 522–531.
- Choi, S. P. P., Yeung, C. C. Y., & Lee, J. K. L. (2018). A phenomenological study of the work environment in long-term care facilities for older adults. *Journal of Applied Gerontology*, 39(6), 651–659. <https://doi.org/10.1177/0733464818776786>
- Chamanga, E., Dyson, J., Loke, J., & McKeown, E. (2020). Factors influencing the recruitment and retention of registered nurses in adult community nursing services: An integrative literature review. *Primary Health Care Research & Development*, 21, e31. <https://doi.org/10.1017/s1463423620000353>
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900. <https://doi.org/10.1177/0149206305279602>
- Chu, C. H., Wodchis, W. P., & McGilton, K. S. (2014). Turnover of regulated nurses in long-term care facilities. *Journal of Nursing Management*, 22(5), 553–562.
- Choi, S. P. P., Yeung, C. C. Y., & Lee, J. K. L. (2020). A phenomenological study of the work environment in long-term care facilities for older adults. *Journal of Applied Gerontology*, 39(6), 651–659. <https://doi.org/10.1177/0733464818776786>
- Dahlberg, H., & Dahlberg, K. (2019). The question of meaning - A momentous issue for qualitative research. *International Journal of Qualitative Studies on Health and Well-Being*, 14(1). <https://doi.org/10.1080/17482631.2019.1598723>

- Denny-Brown, N., Stone, D., Hays, B., & Gallagher, D. (2020). *COVID-19 intensifies nursing home workforce challenges*. U.S. Department of Health and Human Services Assistant Secretary for Planning and Evaluation Behavioral Health, Disability, and Aging Policy.
- De Groot, K., Maurits, E. E. M., & Francke, A. L. (2018). Attractiveness of working in home care: An online focus group study among nurses. *Health & Social Care in the Community*, 26(1), e94–e101. <https://doi.org/10.1111/hsc.12481>
- Doherty, M. (2021). *Recruitment strategies to improve staffing ratios in long-term care*. HealthcareSource Blog.
- Eltaybani, S., Noguchi-Watanabe, M., Igarashi, A., Saito, Y., & Yamamoto-Mitani, N. (2018). Factors related to intention to stay in the current workplace among long-term care nurses: A nationwide survey. *International Journal of Nursing Studies*, 80, 118–127. <https://doi.org/10.1016/j.ijnurstu.2018.01.008>
- Eurosurveillance Editorial Team. (2010). World Health Organization declares post-pandemic phase. *Eurosurveillance*, 15(32), 19636.
- Fahim, M. G. A. (2018). Strategic human resource management and public employee retention. *Review of Economics and Political Science*, 3(2), 20–39. <https://doi.org/10.1108/rep-07-2018-002>
- Fitz-Enz, J. (2009). *The ROI of human capital: Measuring the economic value of employee performance*. American Management Association.
- Gaudenz, C., De Geest, S., Schwendimann, R., & Zúñiga, F. (2017). Factors associated with care workers' intention to leave employment in nursing homes: A secondary

data analysis of the Swiss Nursing Homes Human Resources Project. *Journal of Applied Gerontology*, 38(11), 1537–1563.

<https://doi.org/10.1177/0733464817721111>

Gomez-Mejia, L. R., Balkin, D. B., Cardy, R. L., & Carson, K. P. (2007). *Managing human resources*. Pearson/Prentice Hall.

Guest, G., Bunce, A., & Johnson, L. (2006). How many interviews are enough? An experiment with data saturation and variability. *Field Methods*, 18(1), 59–82.

Harden, G., Boakye, K. G., & Ryan, S. (2016). Turnover intention of technology professionals: A social exchange theory perspective. *Journal of Computer Information Systems*, 58(4), 291–300.

<https://doi.org/10.1080/08874417.2016.1236356>

Harrington, C., Ross, L., Chapman, S., Halifax, E., Spurlock, B., & Bakerjian, D. (2020). Nurse staffing and coronavirus infections in California nursing homes. *Policy, Politics, & Nursing Practice*, 21(3), 174–186.

<https://doi.org/10.1177/1527154420938707>

Hausknecht, J. P., Rodda, J., & Howard, M. J. (2009). Targeted employee retention: Performance-based and job-related differences in reported reasons for staying. *Human Resource Management*, 48(2), 269–288.

<https://doi.org/10.1002/hrm.20279>

Herzberg, F. I. (1968). One more time: How do you motivate employees? *Harvard Business Review*, 46 (1), 53-62.

Homans, G. C. (1958). Social behavior as exchange. *American Journal of Sociology*,

63(6), 597–606. <http://www.jstor.org/stable/2772990>

Halcomb, E. J., & Davidson, P. M. (2006). Is verbatim transcription of interview data always necessary? *Applied Nursing Research, 19*(1), 38–42.

doi:10.1016/j.apnr.2005.06.001

Huang, S. S., & Bowblis, J. R. (2020). Workforce retention and wages in nursing homes: An analysis of managerial ownership. *Journal of Applied Gerontology, 39*(8), 902-907.

Hulin, C. L., & Judge, T. A. (2003). Job attitudes. In W. C. Borman, D. R. Ilgen, R. J. Klimoski, & I. B. Weiner (Eds.), *Handbook of psychology, Volume 12: Industrial and organizational psychology* (pp. 255–276). Wiley.

Jones, A., Watts, A. G., Khan, S. U., Forsyth, J., Brown, K. A., Costa, A. P., ... & Stall, N. M. (2021). Impact of a public policy restricting staff mobility between nursing homes in Ontario, Canada during the COVID-19 pandemic. *Journal of the American Medical Directors Association, 22*(3), 494-497.

Kash, B. A., Castle, N. G., Naufal, G. S., & Hawes, C. (2006). Effect of staff turnover on staffing: A closer look at registered nurses, licensed vocational nurses, and certified nursing assistants. *The Gerontologist, 46*(5), 609-619.

Kelly, H. (2011). The classical definition of a pandemic is not elusive. *Bulletin of the World Health Organization, 89*, 540-541.

Knickman, J. R., & Snell, E. K. (2002). The 2030 problem: caring for aging baby boomers. *Health Services Research, 37*(4), 849-884.

Ko, J., & Hur, S. (2013). The impacts of employee benefits, procedural justice, and

managerial trustworthiness on work attitudes: Integrated understanding based on social exchange theory. *Public Administration Review*, 74(2), 176–187.

<https://doi.org/10.1111/puar.12160>

Lincoln, Y.S. & Guba, E.G. (1985). *Naturalistic inquiry*. SAGE Publications.

Manyam, S. B., & Panjwani, S. (2019). Analysing Interview Transcripts of a Phenomenological Study on the Cultural Immersion Experiences of Graduate Counselling Students.

Martin, A., Mactaggart, D., & Bowden, J. (2006). The barriers to the recruitment and retention of supervisors/managers in the Scottish tourism industry. *International Journal of Contemporary Hospitality Management*, 18(5), 380–397.

<https://doi.org/10.1108/09596110610673529>

Maurer, R. (2017, March 21). *Data will show you why your employees leave or stay*. Society of Human Resource Management.

<https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/data-retention-turnover-hr.aspx>

Merriam, S.B., & Tisdell, E.J. (2016). *Qualitative research: A guide to design and implementation* (4th ed.). John Wiley and Sons.

Morath, E. (2021, May 6). Millions are unemployed. Why can't companies find workers? *Wall Street Journal*. <https://www.wsj.com/articles/millions-are-unemployed-why-cant-companies-find-workers-11620302440>

National Institute of Aging. (2017). *Residential facilities, assisted living, and nursing homes*. National Institute of Health Retrieved from

<https://www.nia.nih.gov/health/residential-facilities-assisted-living-and-nursing-homes>

Ngo, H., Loi, R., Foley, S., Zheng, X., & Zhang, L. (2012). Perceptions of organizational context and job attitudes: The mediating effect of organizational identification.

Asia Pacific Journal of Management, 30(1), 149–168.

<https://doi.org/10.1007/s10490-012-9289-5>

Noguchi, W. M., Yamamoto, M. N., Nagami, Y., Eltaybani, S., Inagaki, A., & Taniguchi, Y. (2021). Homecare nurses' length of conversation and intention to remain at the workplace: A multilevel analysis. *Journal of Nursing Management (John Wiley & Sons, Inc.)*, 29(4), 721–730.

<https://doiorg.ezp.waldenulibrary.org/10.1111/jonm.13212>

Novick, G. (2008). Is there a bias against telephone interviews in qualitative research?

Research in Nursing & Health, 31(4), 391–398. doi:10.1002/nur.20259

Ortlipp, M. (2008). Keeping and Using Reflective Journals in the Qualitative Research Process. *The Qualitative Report*, 13(4), 695-705. Retrieved from

<https://nsuworks.nova.edu/tqr/vol13/iss4/8>

Patton, M. Q. (2015). *Qualitative research & evaluation methods: Integrating theory and practice* (4th ed.). SAGE Publications.

Phillips, J., & Gully, S. M. (2012). *Strategic staffing*. Pearson/Prentice Hall.

Pinder, C. C. (2008). *Work motivation in organizational behavior* (2nd ed.). Psychology Press.

Ptel, M. (2020). Social posting in Covid-19 recruiting era-milestone HR Strategy

augmenting social media recruitment. *Dogo Rangsang Research Journal*, 10(6), 82-89.

Ravitch, S. M., & Carl, N. M. (2016). *Qualitative research: Bridging the conceptual, theoretical, and methodological*. SAGE Publications.

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714.

Scales, K. (2020). It is time to resolve the direct care workforce crisis in long-term care. *The Gerontologist*, 61(4). <https://doi.org/10.1093/geront/gnaa116>

Society of Human Resource Management (2021, April 16). *Managing for employee retention*. Retrieved from <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingforemployeeretention.aspx>

Shamsi, A., & Peyravi, H. (2020). Nursing shortage, a different challenge in Iran: A systematic review. *Medical Journal of the Islamic Republic of Iran*, 34(1), 1–9. <https://doi-org/10.34171/mjiri.34.8>

SHRM. (2019, February 26). *Managing Employee Retention*. SHRM. <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingforemployeeretention.aspx>

Tamosaitis, W. L., & Schwenker, M. G. (2002). Recruiting and retaining technical personnel at a contractor-operated government site. *Engineering Management Journal*, 14(1), 29–34. <https://doi.org/10.1080/10429247.2002.11415146>

- Temple, A., Dobbs, D., & Andel, R. (2009). Exploring correlates of turnover among nursing assistants in the National Nursing Home Survey. *Health Care Management Review, 34*(2), 182–190.
<https://doi-org/10.1097/HMR.0b013e31819c8b11>
- U.S. Bureau of Labor Statistics. (2018, April 13). *Healthcare occupations: Occupational outlook handbook*. Retrieved from <https://www.bls.gov/ooh/healthcare/home.htm>
- White, E. M., Wetle, T. F., Reddy, A., & Baier, R. R. (2021). Front-line nursing home staff experiences during the COVID-19 pandemic. *Journal of the American Medical Directors Association, 22*(1), 199-203.
- World Health Organization. (2020). Preventing and managing COVID-19 across long-term care services: policy brief. https://www.who.int/publications/i/item/WHO-2019-nCoV-Policy_Brief-Long-term_Care-2020.1
- Workforce Policy*. (2021). Leadingage.org. <https://leadingage.org/workforce-policy>
- Xu, H., Intrator, O., & Bowblis, J. R. (2020). Shortages of staff in nursing homes during the COVID-19 pandemic: What are the driving factors? *Journal of the American Medical Directors Association, 21*(10), 1371-1377.
- Yin, N. (2018). The influencing outcomes of job engagement: An interpretation from the social exchange theory. *International Journal of Productivity and Performance Management, 67*(5), 873–889. <https://doi.org/10.1108/ijppm-03-2017-0054>
- Zúñiga, F., Chu, C. H., Boscart, V., Fagertun, A., Gea-Sánchez, M., Meyer, J., Spilsbury, K., Devi, R., Haunch, K., Zheng, N., & McGilton, K. S. (2019). Recommended Common Data Elements for International Research in Long-

Term Care Homes: Exploring the Workforce and Staffing Concepts of Staff Retention and Turnover. *Gerontology & Geriatric Medicine*, 5, 1–8.

Appendix: Interview Guide

Introductory Statement

Thank you for participating in the interview. The purpose of the research is to look at the experiences of HR managers and senior leaders with the challenges of recruitment and retention efforts in adult care facilities in the post-pandemic job market. The interview should last about 60 minutes. After the interview, I will review your answers and analyze the data. As a participant, you will not be identified in any documents, and no one will be able to connect you with your answers. You can stop this interview at any time. This interview is being recorded by the researcher to be transcribed later. Do you have any questions?

1. What industry did you work in during the pandemic? In what capacity?
2. Can you tell me what industry you presently work in? In what capacity?
3. How many employees were/are in the facility where you worked during the pandemic?
4. What have been your experiences with recruiting staff during the pandemic?
5. Can you describe your interactions with candidates/potential staff?
6. Describe the training you have received on recruiting staff during the pandemic?
7. Describe the recruiting resources you have used during the pandemic?
8. Describe what changes you have made when recruiting during the pandemic?
9. What have been your experiences with retaining staff during the pandemic?
10. Can you describe your interactions with staff when they intend to leave?

11. Describe the training you have received on retaining staff during the pandemic?
12. Describe the resources you have used to retain staff during the pandemic?
13. Describe what changes you have made to retain staff during the pandemic?
14. How long have you been working in HR? In a leadership role?
15. How long have you worked in adult/long -term care?
16. Is there anything else you would like to share?

Closing/Concluding Statement

Thank you for participating in the interview. I will follow back up with you in the next few weeks to allow you to review the interview for accuracy. I will ensure that I share via email a summary of the results of the study once it is complete.