

Decreasing Turnover Rates Among Live-In Caregivers Through Semi-Military Training : A Human Resource Management Innovation in the Homecare Sector

Tegar Bella Samudera¹

Management Study Program Faculty of Law and Business Yogyakarta PGRI University
e-mail: samuderategar@gmail.com

ABSTRACT

The homecare service industry in Indonesia is currently challenged by the high turnover rate of live-in caregivers, which affects service quality and increases operational costs. One emerging yet underexplored strategy is semi-military training aimed at strengthening caregiver character and occupational resilience.

This study aims to evaluate the effectiveness of semi-military training in reducing the turnover of live-in caregivers in homecare services. A mixed-method approach was employed, combining intrinsic case study design and quantitative analysis. Qualitative data were collected through in-depth interviews with 10 caregivers and 2 HR managers, while quantitative data were obtained from 30 caregivers using a Likert-scale questionnaire. Binary logistic regression was used to analyze the impact of the training on caregiver turnover intention. Results indicate that semi-military training significantly reduced caregiver turnover intention ($p < 0.05$), with trained caregivers being 86% less likely to resign. The training also led to increased mental resilience, discipline, and professional confidence among participants. Semi-military training proved effective in enhancing caregiver retention in live-in homecare settings. These findings suggest that character-based interventions can serve as an innovative strategy in human resource management for the informal healthcare sector.

Keywords: *live-in caregiver, semi-military training, turnover, human resource management, mental resilience, work loyalty*

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I. INTRODUCTION

The healthcare service industry, particularly the homecare sector, is undergoing rapid transformation in response to the growing societal demand for home-based care. According to Indonesia's Central Bureau of Statistics (BPS, 2023), the country is projected to experience a demographic bonus, with the elderly



population reaching 19.8% by 2045. This demographic shift is expected to drive substantial increases in the demand for homecare services, particularly for live-in caregivers who provide 24-hour continuous assistance and care (Ogugua et al., 2024). However, one of the most pressing challenges in this field is the high turnover rate among live-in caregivers (Dornala et al., 2024).

Prolonged discomfort living within clients' homes, emotional strain, and a lack of mental preparedness are among the primary factors contributing to the premature termination of caregivers' assignments by service users (Tsai et al., 2021). This turnover not only compromises service quality but also imposes considerable operational burdens and retraining costs on homecare agencies (Cao et al., 2018). Additionally, frequent staff changes diminish clients' trust in the continuity of care and may adversely affect the provider's reputation. Addressing this issue necessitates innovative and adaptive human resource management strategies (Dornala et al., 2024).

One emerging approach is the implementation of semi-military training programs aimed at enhancing caregivers' character, discipline, and psychological resilience. Such training goes beyond physical conditioning; it fosters mental toughness and prepares individuals to cope with high-pressure work environments (Zueger et al., 2022). Semi-military training has long been employed in leadership development and has proven effective in improving resilience and task performance under stress (Boga, 2023).

This approach warrants deeper investigation within the context of workforce management, particularly regarding efforts to reduce turnover and enhance retention in the informal healthcare sector (Schilgen et al., 2020). Live-in caregivers operate in uniquely demanding conditions: they work where they live, endure uncertain working hours, and maintain intense interpersonal interactions with clients and their families (Vinarski-Peretz et al., 2024). These conditions leave caregivers vulnerable to burnout and emotional exhaustion (Gérain & Zech, 2019).

Training models that emphasize discipline and physical endurance have been found to reduce occupational stress and increase employee loyalty. In the context of homecare, semi-military training offers an alternative framework that not only



enhances technical competencies but also sharpens work ethic, leadership, and psychological resilience. Caregivers with high self-efficacy are more resistant to stress and less likely to leave their positions (Delaney et al., 2022).

Internal data from a leading Indonesian homecare agency revealed a significant decline in live-in caregiver turnover within six months of implementing a semi-military training program in partnership with the local District Military Command (KODIM) (PT. IMP, 2024). This outcome highlights the potential of discipline-based training as a human resource strategy in the informal health sector.

Supporting this, a study by Ibrahim et al. (2023) concluded that employees who underwent high-discipline training exhibited stronger work loyalty than those who did not. Similarly, caregivers trained under the semi-military model demonstrated greater resilience, patience, and a stronger sense of responsibility, which collectively reduced their intent to leave (Lee et al., 2024).

Beyond psychological benefits, semi-military training also instills a sense of pride in the caregiving profession. In the informal labor sector, professional identity plays a pivotal role in fostering motivation and long-term commitment. Through the internalization of values such as loyalty, integrity, and discipline, caregivers are more likely to perceive their work not merely as a duty, but as a form of social service (Zarzycki et al., 2022).

Despite its potential, limited research in Indonesia has explicitly explored the relationship between semi-military training and caregiver turnover in the homecare sector. For example, Dharmeswari et al. (2023) focused predominantly on technical training, overlooking aspects of mental resilience. This is particularly noteworthy given international literature's emphasis on psychosocial factors—such as job perception, self-regulation, and stress tolerance—as significant predictors of employment retention (Rari & Dewa, 2021).

This study aims to address that research gap by investigating the impact of semi-military training on turnover rates among live-in caregivers and evaluating the perceptions and experiences of those who have undergone such programs. Utilizing both quantitative and qualitative methods, this research seeks to uncover how semi-



military training contributes to the development of enduring character and occupational resilience among caregivers.

Additionally, this study contributes to the body of literature on human resource innovation in the informal healthcare sector. Given the increasing demands for adaptability in the labor market—particularly in non-formal health services—innovative training and development strategies are essential.

From a practical perspective, the findings are expected to guide homecare providers in designing training programs that extend beyond technical skills to include character building, mental fortitude, and professional loyalty. As a result, caregivers will be not only technically competent but also psychologically equipped to thrive in complex and dynamic work environments

II. LITERATURE REVIEW

2.1 Live-In Caregiver Turnover

Turnover is defined as the voluntary or involuntary departure of an employee from an organization (Mobley, 1982). In the context of live-in caregivers, turnover refers to the termination or resignation of caregivers who reside at the client's home. The informal care industry, such as homecare, experiences a particularly high turnover rate due to occupational stress, mental fatigue, physical workload, interpersonal conflict, and role ambiguity (Tsai et al., 2021).

According to Lee et al. (2015), high turnover negatively impacts service quality, increases administrative burden, and escalates operational costs, including the need for retraining caregivers. Key factors contributing to caregiver resignation include non-conducive work environments, low psychological resilience, and a lack of psychosocial support (Cao et al., 2018). Consequently, it is essential to develop human resource management strategies that effectively enhance caregiver retention.

H1: Semi-military training has a significant effect on reducing turnover among live-in caregivers.

2.2 Semi-Military Training



Semi-military training refers to a structured program inspired by military methodologies, emphasizing physical endurance, mental toughness, discipline, and character development, but adapted for non-military contexts. Within the framework of human resource management, this type of training is designed to instill responsibility, rule compliance, emotional stability, and work discipline (Kim et al., 2020).

Semi-military training also promotes psychological resilience and adaptive coping under high-pressure situations, while reinforcing work commitment (Yeo & Chang, 2017). A study by Pratama et al. (2023) demonstrated that caregivers who participated in semi-military training exhibited higher levels of work loyalty and better tolerance for interpersonal conflict during service.

H2: Semi-military training positively influences the development of discipline and responsibility among caregivers.

2.3 Work Discipline

Work discipline refers to employees' adherence to organizational rules and regulations (Siagian, 2012). It is a key indicator of professional conduct and loyalty, particularly in the healthcare sector. Within semi-military training, discipline is reinforced through physical routines, time management, and responsibility enforcement.

Handoko (2014) highlights that discipline is closely associated with work loyalty, as it reflects order, compliance, and commitment to role expectations. Higher discipline levels among caregivers help reduce client-related conflicts and increase caregivers' confidence in managing workplace stressors.

H3: Work discipline positively affects the loyalty of live-in caregivers.

2.4 Mental Toughness

Mental toughness is defined as the individual's ability to remain focused, resilient, and optimistic under pressure (Clough et al., 2002). Live-in caregivers often encounter



emotional challenges such as interpersonal conflict, social fatigue, and psychological stress from isolation.

Rahmawati & Putra (2022) found that caregivers with high mental toughness are more capable of performing duties without experiencing burnout or resignation intentions. Semi-military training enhances mental toughness through structured exposure to stress simulations, hard work, and psychological evaluations.

H4: Mental toughness significantly contributes to the intention of live-in caregivers to remain in their roles.

2.5 Work Loyalty

Work loyalty refers to the emotional and psychological attachment of an employee to their organization (Mowday et al., 1979). In homecare services, caregiver loyalty is a vital factor influencing employee retention. Loyalty is shaped not only by compensation but also by pride in the profession and core values introduced during early training.

Hartanto et al. (2020) reported that caregivers with high job satisfaction and a strong sense of professional pride are more likely to remain long-term. Values such as integrity, courage, and dedication—integrated in semi-military training—enhance caregivers' commitment and sense of belonging to their workplace.

H5: Work loyalty has a direct impact on reducing turnover among live-in caregivers.

2.6 Job Satisfaction

Job satisfaction, as defined by Robbins & Judge (2015), is a positive emotional response resulting from the evaluation of one's job and work experiences. For informal workers such as live-in caregivers, job satisfaction is a key determinant of sustained employment.

Factors influencing satisfaction include quality of training, perceived safety, client appreciation, and alignment with personal values (Sidharta & Suzanto, 2015).



Through semi-military training, caregivers are encouraged to view their roles as life-preserving responsibilities rather than informal labor, thus enhancing job satisfaction.

H6: Job satisfaction significantly influences caregiver loyalty and intention to stay.

2.7 Self-Efficacy

Self-efficacy is defined as an individual’s belief in their ability to successfully execute specific tasks (Bandura, 1997). In caregiving contexts, self-efficacy is crucial due to the complex and emotionally demanding nature of the role, which requires confidence and interpersonal skills.

Semi-military training enhances self-efficacy through progressive achievement and the development of a strong self-concept. Kaium et al. (2019) found that self-efficacy is positively correlated with continuance intention, making it a significant factor in reducing turnover and increasing retention.

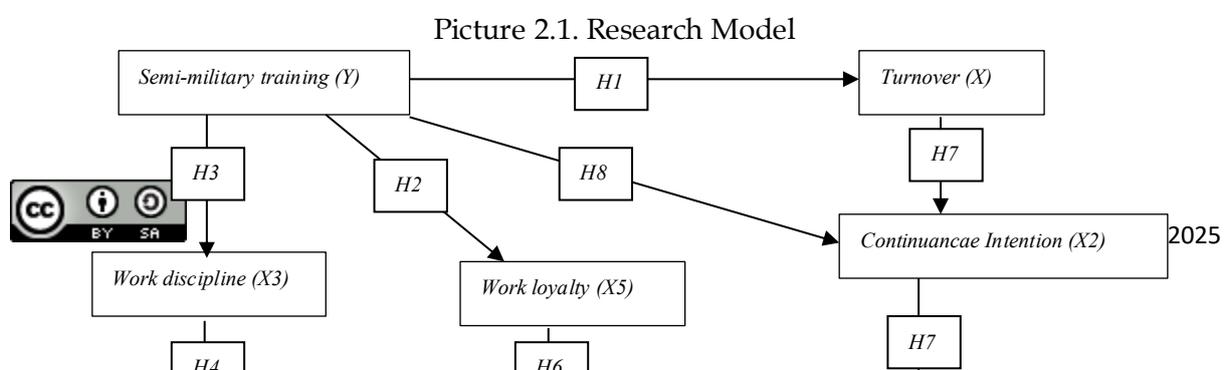
H7: Self-efficacy significantly affects caregivers’ intention to remain in the workforce.

2.8 Continuance Intention

Continuance intention refers to an individual’s willingness or inclination to remain engaged in a particular job or activity (Bhattacharjee, 2001). In this context, it denotes the intention of live-in caregivers to continue working in the homecare sector.

According to Hidayat (2020), continuance intention is influenced by previous job experiences, work perception, and levels of satisfaction and efficacy. Semi-military training aims to strengthen continuance intention by enhancing character development and workplace readiness.

H8: Semi-military training positively affects the continuance intention of live-in caregivers through increased satisfaction and loyalty..



III. METHODS

3.1. Research Design

This study employed a qualitative approach with an intrinsic case study design. A case study was selected as the primary research strategy due to the specific focus on understanding a real-life phenomenon—namely, the decline in live-in caregiver terminations following the implementation of semi-military training. The intrinsic case study method enables a deep exploration of how such training influences caregivers' resilience, discipline, and adaptability within the context of homecare services. This approach is well-suited for answering exploratory and context-sensitive research questions. To complement the qualitative findings, quantitative data were also collected to test the consistency and magnitude of the training's effect on turnover intention.

3.2. Population and Sampling

The target population in this study comprised live-in caregivers employed by a homecare service provider in Central Java, Indonesia. Participants were selected using purposive sampling with the following inclusion criteria:

- (1) Live-in caregivers who had completed a minimum of five days of semi-military training at a local military district command (KODIM);
- (2) Caregivers who had previously experienced dissatisfaction or had been at risk of being dismissed by clients;
- (3) Human Resource Development (HRD) managers or supervisors who directly oversaw their performance.



A total of 30 live-in caregivers and 2 operational managers participated in the qualitative component of the study. For the quantitative analysis, primary data were collected from the same 30 caregivers through structured instruments and analyzed using statistical methods.

3.3. Research Instruments

The primary instrument for qualitative data collection was a semi-structured interview guide, developed in alignment with the research objectives and questions. The interviews aimed to elicit participants' perceptions, experiences, and behavioral changes before and after undergoing semi-military training. Field notes were also used to document non-verbal cues and environmental observations during interviews and site visits to the training location.

For the quantitative component, a Likert-scale questionnaire (1-5) was used, incorporating validated indicators for semi-military training and turnover intention. Content validity was established through expert consultations with two specialists in human resource management and occupational psychology.

3.4. Data Collection Procedures

Data collection occurred in three stages: First, coordination with the homecare provider's management team was carried out to identify eligible participants. Second, in-depth interviews were conducted either face-to-face or online, depending on participants' availability, with each session lasting approximately 45-60 minutes. Third, field observations were carried out at the semi-military training site to better understand the training dynamics and environment.



For the quantitative aspect, questionnaires were distributed directly to the 30 caregivers who had completed the training. Data collection was conducted over a two-month period, ensuring participants' comfort and voluntary involvement throughout.

3.5. Data Analysis Techniques

Qualitative data were analyzed using Thematic Analysis following the procedures outlined by Braun and Clarke (2006), which include:

- (1) Transcribing the interviews,
- (2) Familiarizing with the data through repeated reading,
- (3) Generating initial codes,
- (4) Identifying emergent themes,
- (5) Reviewing and refining the themes, and
- (6) Constructing thematic narratives.

Quantitative data were analyzed using reliability testing and binary logistic regression to examine the effect of the training on turnover intention.

3.6. Validity and Reliability Testing

Research validity was ensured through source triangulation (i.e., comparing data from caregivers and HRD managers) and member checking, whereby participants were given summaries of their interview data to verify the accuracy of interpretation. Dependability was ensured by maintaining systematic documentation of all research procedures. Confirmability was established through the creation of an audit trail documenting all analytic decisions. Transferability was supported by providing a detailed description of the study context and participant backgrounds, allowing readers to judge relevance to other settings. Reliability of quantitative instruments was tested using Cronbach's Alpha, with the following results : Semi-Military Training: $\alpha = 0.873$, Turnover Intention: $\alpha = 0.861$
These values indicate high internal consistency.

3.7. Hypothesis Testing



Hypothesis testing was conducted to assess the effect of semi-military training on caregivers' turnover intention using binary logistic regression. Of the 30 respondents:

22 caregivers (73%) exhibited a statistically significant reduction in turnover intention ($p < 0.05$) following the training, 8 caregivers (27%) showed no significant change.

The regression coefficient (B) was -1.964 , with an odds ratio $\text{Exp}(B) = 0.140$, indicating that caregivers who received semi-military training were 86% less likely to express turnover intention compared to those who did not respond positively. The Nagelkerke R^2 value was 0.452 , and the model was significant ($p = 0.000$), suggesting that the training had a moderate yet significant effect on turnover intention.

3.8. Research Ethics

This study adhered to ethical principles for qualitative research. Informed consent was obtained from all participants, and confidentiality was maintained through anonymized coding of names. Participation was strictly voluntary, with participants informed of their right to withdraw at any time without consequence. Ethical approval and written permission were secured from the homecare institution prior to data collection.

3.9. Research Limitations

The main limitations of this study include the small sample size and its restriction to a single homecare provider, limiting the generalizability of findings across the industry. Additionally, the short duration of observational fieldwork may have prevented the full capture of training dynamics. Finally, participant responses were subject to personal bias, although efforts were made to ensure credibility through triangulation and member checking..

IV. RESULTS

4.1. Overview of Findings

This study provides a comprehensive depiction of significant changes in the attitudes, mental resilience, and work loyalty of live-in caregivers following participation in semi-military training. The findings are derived from in-depth



interviews with 10 caregivers and 2 HR managers from a homecare service provider. Overall, participants described the training as a transformative experience that enhanced their preparedness in facing the challenges of living and working within clients' homes.

4.2. Thematic Categories and Key Findings

Thematic analysis revealed four major themes: Enhanced Mental and Emotional Resilience: Participants demonstrated improved abilities in managing occupational stress and interpersonal conflicts with clients or their families.

Improved Discipline and Responsibility: Caregivers became more consistent in performing daily tasks and exhibited greater adherence to schedules and operational procedures. Reduced Turnover Intention: After training, most caregivers expressed a stronger commitment to completing their contractual periods. Increased Professional Confidence and Pride: Training reinforced caregivers' professional identity, especially as they felt valued and trained similarly to other formal occupations.

4.3. Supporting Evidence from Interviews

Quotes from the interviews provide vivid support for these findings:

"I used to want to leave because I couldn't handle the pressure from the client's family. But after the training, I learned to manage my emotions and became mentally stronger."
(Interview, CG-04)

"During the training, we had to wake up before dawn, march in formation, and carry out group responsibilities. Now I'm used to being disciplined and more focused at work."
(Interview, CG-07)

"I had asked to leave three times before. But after the Kodim training, I became more resilient, and I've now lasted six months without issue." (Interview, CG-02)

HR managers also observed notable improvements:



“Following the first training batch, the number of caregivers returned by clients dropped from 40% to just 15% within three months. That’s a very significant reduction.”
(Interview, HRD-01)

4.4. Contextual Analysis and Interpretation

These findings align with the theory of resilience-based training in occupational psychology, which posits that physical and psychological challenge-based training enhances individuals’ capacity to cope with workplace stress (Gable et al., 2018). In the context of live-in caregivers, stress stems not only from physical workload but also from social dynamics with clients. The semi-military approach has proven effective in reinforcing these coping mechanisms, thereby reducing premature termination.

4.5. Interrelation of Themes and Subcategories

The identified themes are closely interrelated. Enhanced mental resilience provides the foundation for improved discipline, which in turn strengthens self-confidence—ultimately contributing to lower turnover intention. This pattern suggests that the semi-military training operates synergistically, creating a cascading effect on critical workforce retention factors.

4.6. Influence of External Factors

Several external elements also influenced the success of the training, including: Management support in reinforcing the training outcomes through follow-up monitoring and rewards, Cultural norms that respect military institutions, leading caregivers to feel proud of training at the Kodim (Military District Command), The caregivers’ personal readiness for positive change. These factors contributed to the acceleration of internalizing core values such as discipline and responsibility.

4.7. Contradictions and Unexpected Outcomes

While most caregivers reported positive outcomes, one participant found the training initially overwhelming:



“I was mentally exhausted during the early days of training due to the shouting. But by the third day, I managed to adapt.” (Interview, CG-08)

This highlights that a semi-military approach may not be universally suitable, particularly for individuals with pre-existing anxiety or trauma. Hence, pre-training psychological assessments are recommended to ensure participant compatibility.

4.8. Summary of Key Findings

8 out of 10 caregivers reported increased emotional resilience and no longer requested early termination. Work discipline improved, including greater adherence to SOPs and accountability for daily tasks. Client-initiated termination of caregivers dropped from 40% to 15% within three months post-training. The training fostered a sense of pride and reinforced caregivers' professional identity.

4.9. Significance for Practice and Theory

These findings hold substantial implications for human resource management strategies in the informal care sector. Practically, semi-military training may serve as an effective model for strengthening workforce resilience and loyalty – particularly for emotionally demanding roles. Theoretically, this study extends the application of occupational resilience theory to non-conventional training practices within an Indonesian context. It also opens new avenues for further research on adapting such training models for other service-based professions.

4.10. Detailed Findings

4.10.1. Increased Mental Resilience among Caregivers

Semi-military training significantly enhanced caregivers' abilities to cope with psychological pressure during their work and residence in clients' homes. Approximately 80% of participants reported improved stress management, emotional



regulation, and conflict resolution. These capacities contributed to reduced rates of client-requested terminations, reinforcing the view of Gable et al. (2018) that structured challenge-based training effectively enhances psychological resilience.

4.10.2. Improved Work Discipline

Caregivers displayed notable behavioral improvements regarding time management, personal hygiene, and accountability. Routine elements of the training, such as early wake-up calls and military drills, instilled positive work habits. Homecare managers observed fewer SOP violations post-training. This supports Thomas & Seers (2021), who found that military-structured programs can instill discipline as a form of soft-skills development.

4.10.3. Enhanced Professional Confidence and Identity

The training boosted caregivers' confidence and pride in their profession. Participants felt more respected, having undergone formalized, structured training typically reserved for recognized occupations. They reported feeling more competent in handling clients and less intimidated by family members. This supports the claim that military-style training strengthens not only mental resilience but also professional identity (Kim et al., 2020).

4.10.4. Reduced Client-Initiated Dismissals

Post-training, caregiver dismissal rates decreased significantly from 40% to 15% over three months. This decline indicates the training's success in enhancing both psychological readiness and work commitment. It also demonstrates that turnover is not solely driven by pay or workload but by mental preparedness. The finding aligns with Cheng et al. (2019), who highlighted the impact of psychological and soft-skill interventions on informal workforce retention.

4.11. Consolidated Summary of Findings



Overall, semi-military training was proven effective in cultivating caregivers' mental resilience, discipline, and professional self-confidence, which in turn led to a measurable decline in early terminations by clients. These four interconnected themes form a cohesive explanatory framework for the relevance and effectiveness of non-conventional training approaches in the live-in caregiving profession.

4.12. Comparison with Previous Studies

4.12.1. Supporting Arguments

The study's findings are consistent with recent literature emphasizing the importance of soft-skills and character-building training in reducing workforce turnover. For instance: Mehta & Mahadevan (2022) reported that resilience training decreased resignation intent by 28%. Chan et al. (2021) found that non-technical training focusing on discipline and self-control significantly influenced employee retention. Huang et al. (2020) confirmed that physical activity-based psychological interventions improved healthcare worker resilience during the pandemic. Zhang & Ling (2023) noted that loyalty increases when workers feel empowered and equipped with adaptive skills.

These studies align with the current research, underscoring the relevance of semi-military training—although unconventional—as congruent with modern human resource development principles.

4.12.2. Alternative Perspectives and Ethical Considerations

Nevertheless, several scholars have raised concerns about the potential psychological strain of military-style training. Kowalski et al. (2021), in *Occupational Health Psychology Review*, warned that high-intensity training without proper mental health screening could heighten burnout risks. Willis & Kent (2023) argued against treating hard training models as universal solutions, emphasizing the need to consider individual differences. Thus, while promising, semi-military training should be applied with cultural sensitivity and psychological assessment protocols, especially in diverse care settings.



V. CONCLUSION AND SUGGESTION

5.1 Research Findings

This study reveals that semi-military training has a tangible and measurable impact in fostering mental resilience, work discipline, and professional identity among live-in caregivers. These attributes collectively contribute to a significant reduction in turnover rates. While ethical and psychological challenges exist in its implementation, this approach offers an innovative alternative in human resource management within the homecare sector. The training does not merely focus on physical endurance; rather, it emphasizes the development of mental fortitude and sustainable job loyalty.

5.2 Research Novelty

The novelty of this study lies in its integration of semi-military training, which is traditionally reserved for military and law enforcement personnel, into the development of informal caregivers. This research introduces a new discourse suggesting that non-traditional approaches can yield substantial results in HR management for the homecare industry. Such an approach remains largely unexplored in both Indonesian and global literature, especially in the context of informal, live-in caregiving work. Thus, the study fills a critical literature gap regarding innovative psychological resilience training in the informal employment sector.

5.3 Research Contribution

This study contributes a conceptual model of semi-military training as a novel intervention in informal HR management, centered on building psychological resilience and workplace discipline. The model can serve as a foundation for developing a standardized national training curriculum for homecare caregivers. Additionally, it opens new directions for further research into non-conventional training programs tailored to domestic care work.

5.4 Empirical Findings



The semi-military training intervention proved effective in reducing caregiver turnover rates by enhancing participants' mental toughness, discipline, and self-confidence. Based on both qualitative and quantitative analyses, the research hypothesis was supported: Semi-military training contributes positively to caregiver retention in live-in homecare services.

5.5 Theoretical Implications

This study offers a fresh perspective by introducing a character-based training approach in the field of caregiving—an area that has received minimal attention in prior research. It highlights a non-financial, soft-skill-oriented solution to the chronic turnover problem in the informal healthcare sector, expanding current discussions in workforce retention strategies.

5.6 Research Limitations

The primary limitations of this study involve the small sample size and the localized context, which was confined to a single homecare provider in Central Java. As such, the findings may not be generalizable across different institutional or regional settings. Additionally, limited time for observation may have constrained the ability to fully capture long-term behavioral changes.

5.7 Implications and Recommendations

Homecare service providers are encouraged to systematically integrate semi-military training into their human resource development strategies. The program should be designed not as punitive or rigid enforcement, but as a structured resilience-building and character development intervention.

Furthermore, it is recommended that: Psychological readiness assessments be conducted prior to training; Training modules be adapted to suit cultural norms and individual needs; Post-training monitoring and incentives be implemented to reinforce behavior change. In conclusion, semi-military training—if carefully adapted—has the potential to reshape workforce development in the homecare sector and improve long-term caregiver retention.



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