

Exploring factors contributing to the successful management of selected public old age homes in the North West Province, South Africa

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Keywords

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Aging is a global phenomenon and a public health concern as life expectancy rises. Public and private leaders continuously consider their responsibilities to society. Thus, non-profit organizations (NPOs) are becoming important community partners, helping solve long-term social issues. South African stakeholders are concerned about NPOs mismanaging donations and old-age funding and neglecting elderly people. Growing numbers of unregistered old-age homes, rising demand, and an aging population exacerbate views of NPOs mismanaging old-age homes. The purpose of this research was to identify and characterize the elements that contribute to the successful management of public old-age homes in the North West Province of South Africa. A qualitative multiple case study and interpretivism research paradigm were used to explore NPOs in three regions in the North West province. Atlas ti.9 was used to analyse data, create categories, and generate themes. The findings of this study revealed that these old age homes provide 24-hour care, food, laundry, room cleaning, social work, and nursing care. The governance style, leadership, planning, execution, quality management, and accountability are crucial to long-term care in these facilities. By mobilizing resources, managing stakeholders, and offering high-quality client-centered services to elders, the management team assures

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1. Introduction

In the South African context, senior citizens are defined in terms of the Older Persons Act 13 of 2006 as any person who has attained the age of sixty years in terms of females, and sixty-five years for males. The Act aims to effectively deal with the plight of older persons by establishing a framework for the empowerment and protection of older persons and for the promotion and maintenance of their status, rights, well-being, safety, and security (Older Persons Act 13 of 2006). The Constitution of South Africa (Act 108 of 1996), Section 27 (1) (c), states that the government must assist the elderly. Old age homes came into existence in South Africa within the social work domain because of various social problems including loneliness, economic and housing problems, deteriorating mobility of the older persons, and lack of family and other support systems for them in the community (Perold & Muller, 2000). An old-age home is defined in terms of the Older Persons Act 13 of 2006 as a structure for housing older persons who are sixty years (60) and above daily. NPOs are community initiatives established and registered by the Department of Social Development of South Africa in terms of the NPO Act 71 of 1997 to manage public old-age homes. Despite the operational challenges of NPOs that arose from management, which include staff retention and limited funding from private and government sources, they are useful in the social welfare sector of the nation (Choto, Iwo, & Tengeh, 2020). Kaltenbrunner and Renzl (2019) opined that NPOs are useful in providing interventions to community welfare services where the government has limited intervening capacities. Furthermore, Salamon and Sokolowski (2016) explained that NPOs are strategic partners within communities and researchers need to properly conceptualize their scope of interventions within communities. Choto *et al.* (2020) conducted a study in South Africa on NPOs and socio-economic development. The study highlighted that NPOs are involved in various social activities to assist the government in accelerating the provision of services to all citizens. However, public perceptions are that mismanagement of funds (donations and old-age grants) and poor quality of care provided to elderly citizens by these organizations are on the rise and concern to stakeholders. In the North West Province, these perceptions are further exacerbated by the increasing number of unregistered old-age homes and an increasing demand for old-age homes, as well as the increasing number of older persons in communities. In the Department of Social Development Report (2021), the North West Province has a total of 64 old-age homes managed by NPOs, of which 25 (39%) are registered according to the

Older Persons Act 13 of 2006, while 39 (61%) are unregistered due to non-compliance to the set norms and standards as per the Older Person Act 13 of 2006 Regulations.

The need to manage NPOs effectively and responsibly is crucial to the community due to the importance of the services they provide particularly for older citizens. This study focused on selected old-age homes established and managed by NPOs in the Ngaka Modiri Molema, Dr Kenneth Kaunda, and Bojanala Districts of the North West Province. These NPOs were selected because they are considered well-managed in terms of governance, accountability, and the provision of quality services to the elderly. There are no empirical studies about the factors that contribute to the successful management of these homes in the Northwest Province. Identifying the factors may enable researchers to implement the findings in the 61% of long-term care facilities that are poorly managed in the North West Province.

Sudharsanan and Bloom (2018) explained that there is a need for more research to determine whether old-age homes that are aimed at the protection of the elderly are being sufficiently funded, efficiently operated, and managed, as well as providing protection services to elderly citizens. The outcome of this research may recommend strategies to be implemented as an improvement plan for unregistered and conditionally registered old-age homes across the province. Such an intervention may ensure that elderly citizens receive quality services in line with the provisions of the Older Persons Act 13 of 2006.

Based on the observations and public concerns about the management of public old age homes operated by NPOs, this research intends to explore factors contributing to the successful management of selected public old age homes in the North West province.

1.1. Background

Statistics South Africa (Stats SA, 2019) indicates that South Africa had a total of 4 035 030 older persons, of whom 8.8% or 353 448 represent the elderly population in the North West Province. Furthermore, a report from the United Nations (2010) explained that 80% of the elderly may require special care and protection by 2050, and this should be part of the government's agenda when they do plans. The report stated that most of these elderly people may in the future come from low to middle-income population groups. In a report from Stats SA (2019), it was explained that the average life expectancy for females in South Africa has improved from 61.94 years in 2011 to 67.68 years in 2019, and progressed to 71.3 years in 2021, while males improved from 55.99 years to 60.73 years, respectively.

According to Elliot, Gold, Sissons, and Wilson (2014), the advancement in medical technology and treatments that have resulted in the increased life expectancy of senior citizens can be attributed to the increasing population of older persons in South Africa. Similarly, Khan *et al.* (2016) established in a study that access to financial resources, health standards, and facilities are contributory factors to improved life expectancy in South Africa. Based on the population trends, it could be projected that the next two decades may see the life expectancy of the population double and reach an average of 80 years for both genders. This assertion confirms the findings of the United Nations Report (2012). Salamon *et al.* (2016) opined that the government must take the lead in the provision of old-age homes as a public service to older citizens. However, the Department of Social Development Report (2021) found that in the North West Province, delivery of residential care services for older persons, as illustrated in Figure 1, shows that 64 facilities have been established and managed by NPOs.

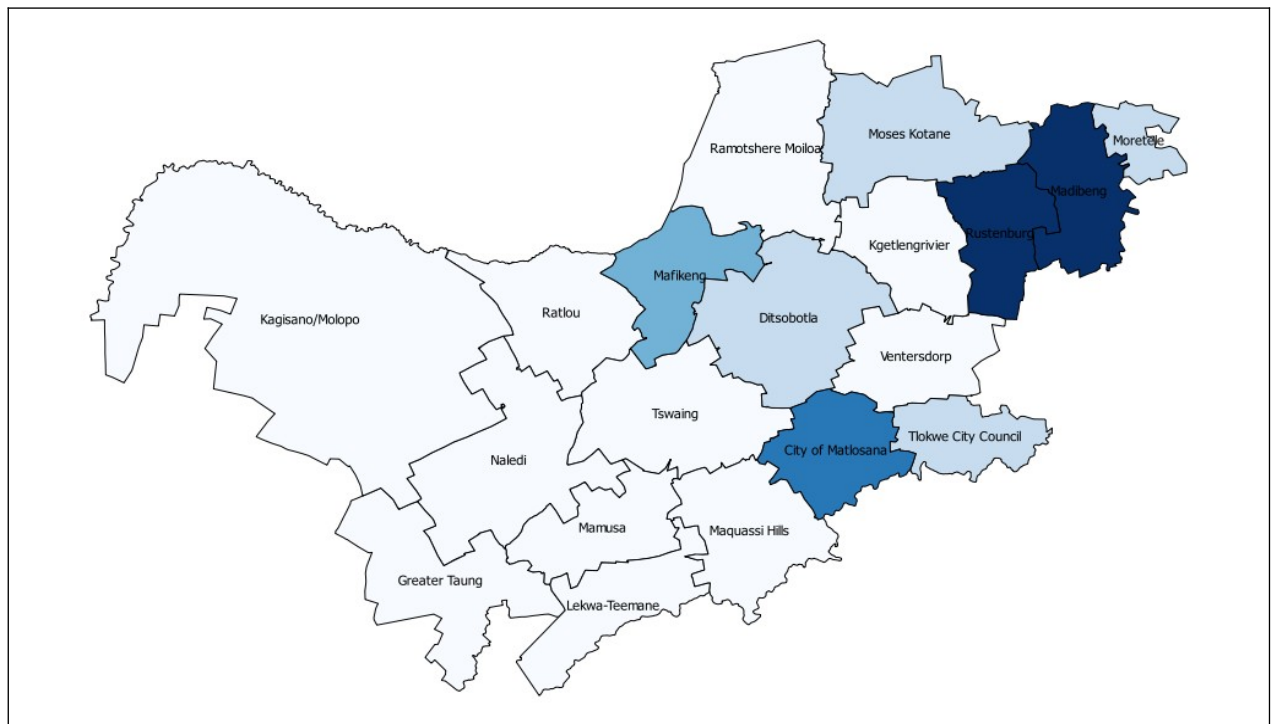


Figure 1: Map depicting the concentration of old age homes in the North West Province

Source: STATS SA 2019 mid-term population estimates

Ornellas and Engelbrecht (2018) mentioned that post-apartheid, South Africa has focused on the de-institutionalization of care services to the elderly and promoted community-based care services to the elderly. The inadequate synchronization between reducing institutionalization and increasing community-based care services characterized the process of de-institutionalization of care services. The results were (1) less humane services provided to the elderly and (2) a proliferation of unregistered non-government organizations (NGOs) providing care services to senior citizens due to

increasing demand (Spolander, Engelbrecht & Pullen-Sansfacon, 2016; Ornellas, 2018). Ornellas and Engelbrecht (2018) further explained that the de-institutionalization of care was nothing else but a neoliberal cost-cutting mechanism to downplay social justice issues and prioritize economic matters that resulted in the inadequate government's responsibility to provide services. The result was service fragmentation, a lack of quality assurance, budget cuts, and staff shortages in older persons' care facilities. Furthermore, industrialization, urbanization, and de-institutionalization agendas created an opportunity for communities to mobilize themselves and establish NPOs to respond to the growing demand for services needed by older persons Ornellas and Engelbrecht (2018).

Despite the important contributions of NPOs in providing services to elderly citizens, these organizations are experiencing management and administrative challenges that affect the provision of services (Kukumani & Kotte, 2011). The inability of the NPOs to provide proper care and protection services to the elderly, as prescribed by legislation, was confirmed by the Department of Social Development Report (2010). The report highlighted that older persons are not enjoying their right to adequate housing in the sense that the majority of these old age homes are in no state of complying with set norms and standards. The Department of Social Development Report (2010) report further emphasized that in the North West Province, 60.9% of all NPOs engaged in the management and administration of old age homes are unregistered and are non-compliant with the norms and standards, as per the Older Persons Act 13 of 2006. In the province, the quality of services provided to senior citizens is compromised by the high level of unregistered NPOs and the increasing demand for old age homes coupled with non-compliance to norms and standards (Department of Social Development Report, 2010). Table 1 indicates that the state is still not complying with providing financial injection to old-age homes. Currently, only 40.6% of old-age homes managed by NPOs are subsidized compared to 59.3% of facilities that are unsubsidized within the North West Province of South Africa.

Table 1: Number of public old-age homes managed by NPOs - North West Province

District Name	Name of the local municipality	Number of the old-age home	Registered	Unregistered	Subsidized	Unsubsidised
Bojanala	Madibeng	8	4	4	4	4
	Kgetleng	2	2	0	2	0
	Rustenburg	7	0	7	0	7
	Moses Kotane	3	0	3	0	3

	Moretele	5	0	5	0	5
Sub-total	5	25	6	19	6	19
Dr Kenneth Kaunda	Matlosana	13	2	11	2	11
	JB Marks	7	4	3	4	3
	Maquassi- Hills	2	1	1	1	1
Sub-total	3	22	7	15	7	15
Ngaka Modiri Molema	Ramotshere- Moiloa	4	2	2	2	2
	Mafikeng	2	2	-	2	0
	Tswaing	5	2	3	3	2
	Ditsobotla	1	1	0	1	0
Sub-total	4	12	7	5	8	4
Dr Ruth Segomotsi Mompoti	Lekwa- Teemane	2	2	0	2	0
	Naledi	2	2	0	2	0
	Mamusa	1	1	0	1	0
Sub-total	3	5	5	0	5	0
Total	15	64	25	39	26	38

Source: Department of Social Development Database (2021)

The challenge faced by the Department of Social Development in the North West Province is how to prepare for the projected need for old-age services without compromising the provisions/aspirations of the Older Persons Act (North West Department of Social Development Report, 2010). Furthermore, the challenge is how to assist the existing non-compliant old-age homes managed by NPOs to comply with the Older Persons Act 13 of 2006. Based on public perceptions and the background, it was important to explore the factors contributing to the successful management of selected public old-age homes managed by NPOs in the North West province. The outcome of such a study could help in the management and administration of non-compliant old age homes since they operate in the same geographic environment and social sector.

1.2. Problem Statement

Shah et al. (2021) elucidated that old-age homes in the South African context have always been associated with settlers' (European) culture, while African (black) and Indian (Asian) cultures encourage elderly persons to stay at home with extended families. However, rapid urbanization and industrialization, coupled with increased employment opportunities among younger adults of African and Asian descent today have increased the preference for nuclear families. A nuclear family system is defined as a family of two generations consisting of a father mother and children (Guro, 2018). Families are migrating to other areas for better opportunities, leaving behind their elderly parents alone to care for themselves. As such, seeking alternative living arrangements that cater to the elderly has resulted in the increasing demand for older person homes among young African and Asian adults to house their aged parents.

Besides, the increasing number of unregistered and non-compliant old age homes managed by NPOs across the province has enforced public concern about the poor quality of services the elderly citizens are getting because they are deemed not in line with the Older Persons Act 13 of 2006 (North West Department of Social Development Report, 2010). Similarly, the Social Development Department Report (2010) highlighted that older persons are not enjoying their right to adequate housing and care in unregistered facilities due to non-compliance to the minimum norms and standards, as encapsulated in the regulations of the Older Person Act 13 of 2006. A key question that arose was, "What are the factors that contribute to the successful management of selected old age homes in the province?" In answering these questions, findings may be used to assist the non-compliant old age homes to address the growing public concern about the management of public old age homes. A qualitative research approach was used in this study to address this question with key stakeholders in the selected old age homes in Ngaka Modiri Molema (NMM), Dr. Kenneth Kaunda (Dr. KK) Bojanala, and senior officials in the North West Department of Social Development

1.3. Research objectives

This paper aimed to explore factors contributing to the successful management of selected public old-age homes in the North West Province.

2. Literature Review

The aging population is a global phenomenon that raises the demand for old age homes due to the growing number of frail elderly people in poorer nations who lack financial security and family assistance (Balaswamy & Adamek, 2017). There is a need for a more holistic public health approach that recognizes the potential of long-term care to ensure that older people live meaningful lives (World Health Organization -WHO, 2015). Extensive training is essential for capable employees who

are supported and valued. The majority of elderly people living in nursing (personal care with nursing) and residential (personal care without nursing) care facilities have significant degrees of reliance, cognitive impairment, and multimorbidity (Gordon *et al.*, 2014).

In the United Kingdom, nearly 400,000 people receive 24-hour care from 18,000 homes (Buisson, 2018). The sector is dominated by for-profit organizations, with a few non-profit and philanthropic providers. In contrast to the South African context, and specifically, the North West Province where this study was done, 64 non-profit groups and a few state facilities provide institutional care services to about 4500 older people (Social Development Report, 2021). Local authorities' distinctive actions in providing residential care services may differ regionally and locally, based on service providers, local demography, and supply and demand patterns (Competition and Markets Authority, 2017).

Despite the supportive role of NPOs, the public perception in South Africa is that NPOs mismanage funds (donations and old-age grants). It is also perceived that they provide poor-quality care to elderly citizens in care facilities (Old Age Homes). This research is centered on how managers of NPOs (old age homes) in the North West province have developed innovative ways and models that resolve the challenges associated with the proper management of old age homes at a local level in alignment with national, continental, and global frameworks such as the Sustainable Development Goals (SDGs). As such, the Principles of Responsible Management Education (PRME) calls for public institutions, businesses, organizations, and individuals to contribute towards addressing societal challenges through systemic reasoning, the ability to think broadly, and critically, and most importantly, to establish interlinkages between different systems, institutions, and individual organizations for resolving management challenges in old age homes (María García-Feijoo *et al.*, 2020, André, 2020).

According to Wright (1998), negative staff attitudes toward elderly patients are a significant contributor to poor nursing home care. Negative attitudes might lead to a lack of care among staff. To ensure quality nursing care for older adults, auxiliary nurses, and care workers must be trained to do their tasks with knowledge and skill. O'Donoghue, Jooste, and Botes (2004) recommended that for the management of unethical behaviour in homes for older persons, the following guidelines can be adopted:

- Adequate orientation and education programmes of professional values and practice for auxiliary nurses and care workers should be developed and implemented.
- A system of quality assurance/structure, process, and outcome standards should be developed and implemented in homes for older persons.
- Moral sensitivity programmes should be developed to prepare the auxiliary nurse and care worker to understand the residents of the old age home in terms of their physical, spiritual, and emotional needs.

- A formal recruitment and selection system/process for the recruitment of auxiliary nurses and
- care workers in homes for older persons should be initiated.

Dawud, Kotecho, and Adamek, (2022) discovered that formal caregivers assisted older adults with personal care, medication administration, and emotional support in their study titled "It is all about giving priority to older adults' needs:" challenges of formal caregivers in two old age homes in Ethiopia." Caregivers encountered numerous obstacles as a result of heavy workloads, long work hours, a lack of training, and low pay, including managing problematic behavior in older adults, exposure to health hazards, and job stress. The overwhelming demands of caring for older individuals in resource-constrained circumstances have a significant impact on caregivers' personal lives.

Statistics South Africa (Stats SA, 2019) indicates that South Africa had a total of 4 035 030 older persons, of whom 8.8% or 353 448 represent the elderly population in the North West Province. The report further stated that most elderly people in the future may come from low to middle-income population groups. Statistics South Africa (StatsSA, 2019) further explained that the average life expectancy for females in South Africa has improved from 61.94 years in 2011 to 67.68 years in 2019 and projections are that it may increase to 71.3 years in 2021 compared to males whose life expectancy has also improved from 55.99 years to 60.73 years on average respectively.

Elliot, Gold, Sissons, and Wilson (2014) viewed the increasing life-expectancy averages may being attributed to the advancement in medical technology and treatments globally. This has resulted in the increased life expectancy of senior citizens thereby increasing the population of older persons in South Africa. Similarly, Khan et al. (2016) in a prior study established that access to financial resources, health standards, and facilities are contributory factors to improved life expectancy in South Africa. Based on the population trends, it could be projected that the next two decades may see the life expectancy of the population double and reach an average of 80 years for both genders. This assertion confirms the findings in a United Nations Report (2010). Hence, Salamon et al. (2016) in a study opined that the government must take the lead in the provision of old-age homes as a public service to older citizens. However, the Department of Social Development Report (2021) found that in the North West Province, delivery of residential care services for older persons, as illustrated in Figure 1, shows that only 64 facilities have been established by the government and managed by NPOs.

Ornellas and Engelbrecht (2018) clarified that post-apartheid South Africa has focused on the de-institutionalisation of care services to the elderly and promoted community-based care services to the elderly. The inadequate synchronisation between reducing institutionalisation and increasing community-based care services characterised the process of de-institutionalisation of care services. The results were (1) less humane services provided to the elderly and (2) a proliferation of unregistered non-government organisations (NGOs) providing care services to senior citizens due to increasing demand (Spolander, Engelbrecht and Pullen-Sansfacon, 2016; Ornellas et al., 2018). Ornellas *et al.* (2018) further explained that the de-institutionalization of care was nothing else but a neoliberal cost-cutting mechanism to downplay social justice issues and prioritise economic matters that resulted in the inadequate government's responsibility to provide services. This resulted in service fragmentation, a lack of quality assurance, budget cuts, and staff shortages in older persons' care facilities. Furthermore, industrialisation, urbanisation, and de-institutionalisation agendas created an opportunity for communities to mobilise themselves and establish NPOs to respond to the growing demand for services needed by older persons.

Despite the important contributions of NPOs in providing services to elderly citizens, these organisations are experiencing management and administrative challenges that affect the provision of services (Kukumani and Kotte, 2011) and concern the public. The inability of the NPOs to provide care and protection services to the elderly, as prescribed by legislation, was confirmed by the Department of Social Development Report (2010). The report highlighted that older persons are not enjoying their right to adequate housing in a sense that majority of these old age homes are in no state of complying with Norms and Standards.

The challenge faced by the Department of Social Development in the North West Province is how to prepare for the projected need for old-age services without compromising the provisions/aspirations of the Older Persons Act. Furthermore, another challenge is about "how to assist the existing non-compliant old-age homes managed by NPO to comply with the Older Persons Act". Based on public perceptions and the reviewed literature, it was important to examine the factors contributing to the successful management of selected public old-age homes managed by NPOs in the North West province. The outcome of such a study provides a contextual tool for the management and administration of non-compliant old age homes since they operate in the same geographic environment and social sector.

2.1. Theoretical Perspectives on Management in Public Old Age Homes

The conceptualisation of this study was underpinned by the structural-functionalist theory, The first theory is the "structural-functionalist" as discussed by Durkheim (1895); Mosoge and Pilane (2014:7) emphasized that, society is interconnected through members' activities, institutional functions, and how order and stability are achieved in organizations. The theory further asserts that government and

Non-profit organizations should work together to resolve social problems that disrupt societal stability (Mosoge and Pilane, 2014:7). As explained in the theory, members of society play an important role in achieving “social cohesion”. As such community-based organizations are established to provide services in areas where the government cannot drive service delivery needs in poor communities (Amed, Bahoo, and Ayub, 2019:21). Therefore, as the number of elderly citizens increases in poor communities across South Africa, so are the burdens to traditional families and communities. Hall and Sambu (2017:102-103) stated that different factors may have led to the problem faced by older persons with many traditional communities and families experiencing major social and economic burdens. The existence of too many stakeholders to bring about social order and stability by providing services to older persons is a direct result of traditional families’ failures to cope with the rising social and economic challenges (Shah *et al.*, 2021:2). The functionalist theory, therefore, provides a solid base for the explorations.

Management involves the achievement of the objectives of an organization through planning, organizing, leading, and controlling the organization's resources (human, financial, physical, technological, and informational) and external organizations (Griffin, 2022). It can be seen as a process that cares about people - its purpose is the creation and delivery of value. The management of public old age homes is shaped by internal and external factors. The purpose of management also entails understanding its function as well as the aims and objectives of management. Considering organizational management theories, management can be viewed as "an organizational perspective on the exercise of authority and responsibility in a managerial hierarchy, in the search for organizational goals". The "organizational perspective" refers to the handling of individuals and work groups (Jung and Newton, 2022). Daft (2007) states that a "Manager gets things done through other people". This idea depicts management as a leadership role in facilitating the activities of people towards the accomplishment of a common objective and, therefore, entails an organizational process.

Similarly, Rossouw (2009) postulates that the term "managing" implies the capability of using human, economic, and technical resources to accomplish predetermined objectives. Studies on the factors influencing the efficient management of older persons' residential care institutions indicate that a manager has to understand the dynamics of both the internal and external subsets of the public old age homes and their interaction with the immediate environment which could impact the operation of the home.

3. Research Methodology

This section describes the research methods for the study. The study paradigm, research method, data collection instrument, population and sample, data collection and analysis procedure, trustworthiness, and ethical considerations are all discussed.

3.1. Research paradigm and research method

This study used the interpretivism research paradigm, which advocates for respecting people's uniqueness and how they view their environment, understanding things from their perspectives, and developing themes and patterns to interpret behaviours or responses (Bryman, 2014). A multiple-case study approach with the adoption of the constructivist research paradigm was used. The adopted research approach was qualitative and premised on the assumption that society is socially constructed (interpretivism). The qualitative study methodology was deemed the most appropriate method since it creates descriptive data based on participants' observable actions, behaviours, and perceptions in their natural environment (Eyishi, 2016: 92). Therefore, managers of organizations (Older person's homes) rely on their personal contextual experiences within communities in executing their function (Creswell and Creswell 2018). As such, three theories underpin this study namely, the structural-functional theory, rational trust theory, and the contingency theory of leadership. The structural-functional theory, as discussed by Durkheim (1895) and Mosoge and Pilane (2014) explains that society is interconnected through members' activities, institutional functions, and how order and stability are achieved in organizations. The rational trust theory explains "the extent to which information is provided to the public about the activities of stakeholders, justifies their existence in the community and the role they play to benefit such community" (Keating & Thrandardottir, 2016). Therefore, organizations such as NPOs consist of organizational structures that have leaders, and the contingency theory of leadership points to the roles and duties of leadership within an organization in the provision of services to communities (Abba, 2018).

3.2. Data collection instrument and process

Data was collected in this study using the semi-structured interview. According to McMillan and Schumacher (1993), a semi-structured interview guide allows the researcher to ask as many questions as needed. Individual interviews with interviewees were done to collect all of the information needed for the research project. Relevant questions about the study's objectives were asked. Semi-structured interviews provided additional flexibility and freedom by allowing researchers to prepare questions in a way that the interviewee could understand (Creswell, 2002).

Participants were informed of the interview timing to enable them to prepare for the interview at the most convenient time and location without disrupting their regular activities. Wiersma (1995) supports these procedures, arguing that interviews should be scheduled flexibly. Each participant was

scheduled for a 25–30-minute interview. The schedule was designed to allow interviewers to express themselves freely.

3.3. Population and sample

The participants in this study were chosen using purposive sampling following a non-probability sampling method to select participants. An electronic voice recorder was also used to record participant responses, and the researcher transcribed the data into written responses before data analysis. The initial phase of this qualitative study involved creating an interview schedule for all eligible participants. The approach was continued by calling the participants and explaining the goal of the study. Emails were sent to confirm the interview appointment. The contents of the interview comprised questions answered during the interview to make participants feel at ease. To obtain data and reduce expenses and time, telephone, zoom, and in-person interviews with beneficiary committee members were employed. To keep the administrator focused, a recording device was utilized. Transcribing and taking notes were completed after each interview to ensure that no data was lost in the process. Transcribing also helps the researcher in confirming the information with the participants.

3.4. Participants

Table 2 below presents a summary of the population and sampling method used in this study:

Table 2: Population and sample frame

Participant	Sampling method	Sample size (minimum)			
Registered old age homes managed by NPOs (study population)	Purposive & convenience	(Guided by saturation theory)			
Key informants/experts	In-depth knowledge of old age homes managed by NPOs	M	C	G	
Heads of old age home	Purposive & Convenience	3	3	3	
Supervisors of old-age homes	Purposive & convenience	3	3	3	
Management Committee members of old age homes	Purposive & convenience	3	3	3	

Government officials (social development)	Purposive & Convenience	3	3	3	
Totals		<u>12</u>	<u>12</u>	<u>12</u>	

Source: Researcher's design

3.5. Data Analysis

The acquired data were imported into the ATLAS ti.9 application as the first stage in data organization. The Atlas ti.9 tool was used to code data, develop categories, and finally generate themes for report writing. Coding techniques were used to define, measure, explain, and understand participant responses regarding social behaviours, attitudes, and viewpoints. Finally, themes were identified, and ideas and patterns were developed and validated by theoretical and empirical research. Three data analysis strategies were pursued and the rationale for this approach was to understand the meaning stakeholders of the selected old age homes ascribed to their experiences (Creswell 2018). The province has 64 public old-age homes, of which 25 are registered in terms of both the NPO Act 71 of 1997 and the Older Persons Act 13 of 2006. A purposive sampling process was followed to select three public old age homes managed by NPOs. Participants included in this study were senior government officials from the Department of Social Development, managers/heads of old age homes, supervisors, and management committee members of old age homes. The sample selection is shown in Table 2. The sampling process was non-probabilistic and purposive (Maestriperieri, Radin & Spina, 2019). The sample size in this research was determined by saturation plus two.

3.6. Ethics

The North-West University (NWU) Institutional Research Ethics rules and processes were adhered to during the entire study. The national and international laws and regulations related to the field of study and protection of personal information (POPIA) were followed. An Ethics clearance approval letter to conduct the study was provided by the NWU Research Ethics Committee. Braun and Clarke (2006) recommend assigning experienced researchers to guide qualitative data analysis, especially thematic analysis, to ensure results and conclusions' trustworthiness. The researcher was guided, trained, and supervised by the appointed research supervisor. A critical analysis of the evidence from collected data guided the results and recommendations.

4. Results and discussion of findings

Although a purposive sampling process was followed, the participants' characteristics including experience were considered to enrich the data in gaining insight into the operations of old age homes. All three targeted (Case study) old age homes participated in this study. The results and findings for

this research were presented under four themes (a) nature of services provided by old age homes; (b) challenges faced by the NPOs; (c) Management and administrative challenges faced by NPOs and (d) management strategies used in the management of old age homes. The results were presented under two broad categories, namely, personal characteristics of participants and thematic analysis of participants' views.

The nature of participants who took part in this study was summarised using frequencies and percentages and the results are presented in Table 3 below. The results show the characteristics of all participants who took part in this study in terms of positions and experience measured in years serving in an NPO. There were three facility managers (3:25%) constituting 25% of the interviewees, three supervisors (3: 25%), three members of the management committee (3: 25%), and three government officials (3: 25%) respectively.

Table 3: Nature of participants

Participants	Frequency	Percentage
Manager	3	25%
Supervisor	3	25%
Management Committee	3	25%
Government officials	3	25%
Total	12	100%
How long have you been in the position?		
Below 5	1	8,3%
5 - 9 years	4	33,4%
10 years	6	50%
Above 10	1	8,3%
Total	12	100%

Source: Researcher's data

The table also illustrates the duration of each participant in the positions they are occupying and only a single participant (8,3%) was below 5 years of service in their position while four (33, 3%) participants have been in their positions for between 5-9 years. Six participants have been occupying their position for 10 years (50%) compared to one participant (8,3%) who has been in the position for more than 10 years. This finding is an indication that interviewees were very experienced, have in-depth knowledge of NPOs, occupy leadership roles in the NPOs, and are involved in the strategic and innovative management of NPOs.

Furthermore, the nature of activities or services rendered in the selected old age home was identified and summarised in Table 4. From the interview, participants summarise the activities as “Taking care of the older persons through the provision of accommodation on a 24-hour care basis, giving them food, washing their clothes, cleaning their rooms, social work, and healthcare services” and “Taking care of older persons and persons with disabilities by providing them with accommodation for 24-hour care, giving them food, washing their clothes, cleaning their rooms, social work and nursing care support services”. A further breakdown of participants’ responses was done using frequency and percentages.

Table 4: Nature of activities performed in the selected old age homes?

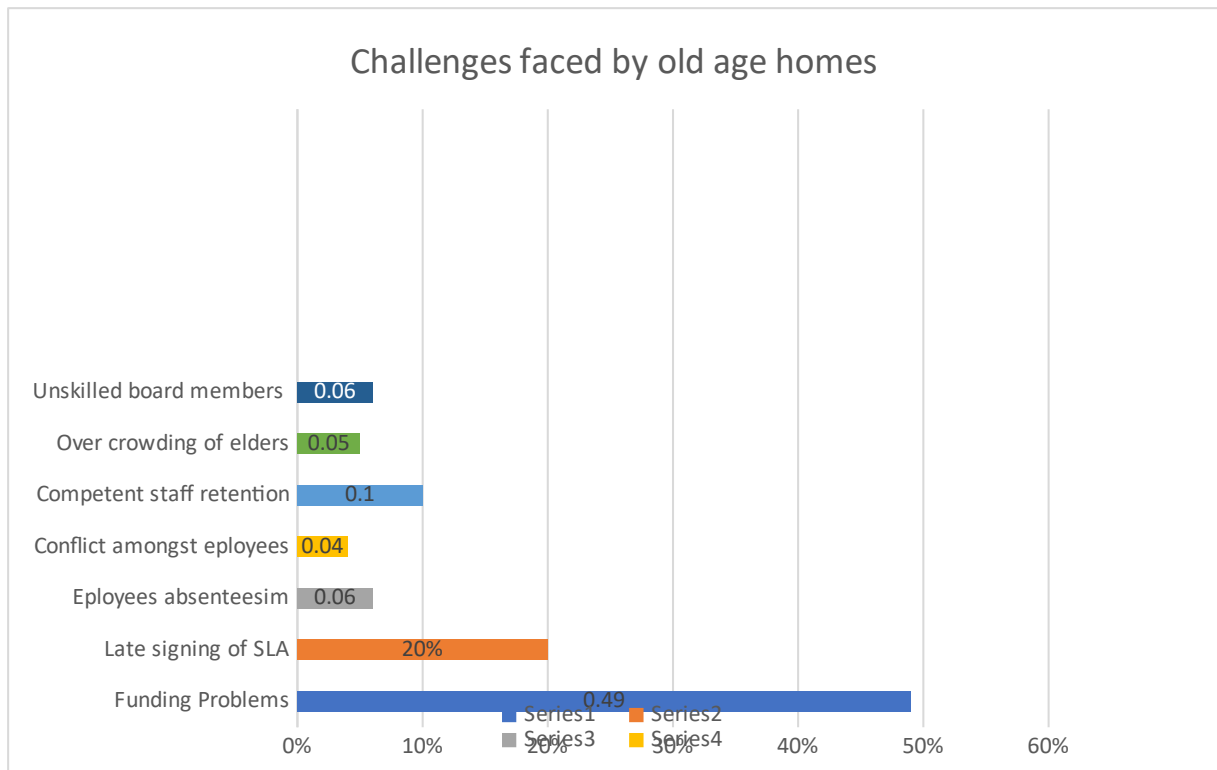
Nature of the old age home	Frequency	Percentage
Taking care of older persons through the provision of accommodation on a 24-hour care basis, giving them food, washing their clothes, cleaning their rooms, social work, and healthcare services.	9	75%
Taking care of older persons and persons with disabilities by providing them with accommodation for 24-hour care, giving them food, washing their clothes, cleaning their rooms, social work, and nursing care support services.	3	25%
Total	12	100%

Source: Researchers own data

Findings revealed that, 75% of services offered involved taking care and providing welfare services to the elderly on a day-to-day basis, while 25% involved providing 24-hour care and accommodation to persons with disabilities. This finding implies that the primary functions of most old age facilities in the North West province in South Africa are to offer accommodation to the elderly on a 24-hour basis, related welfare, and health services.

During the researcher’s interaction with participants, they were requested to identify the challenges they encountered in the day-to-day management and administration of the old age home. The identified challenges were summarised, and the results are presented in Figure 2.

Figure 2: Challenges (problems) faced by selected old age homes.

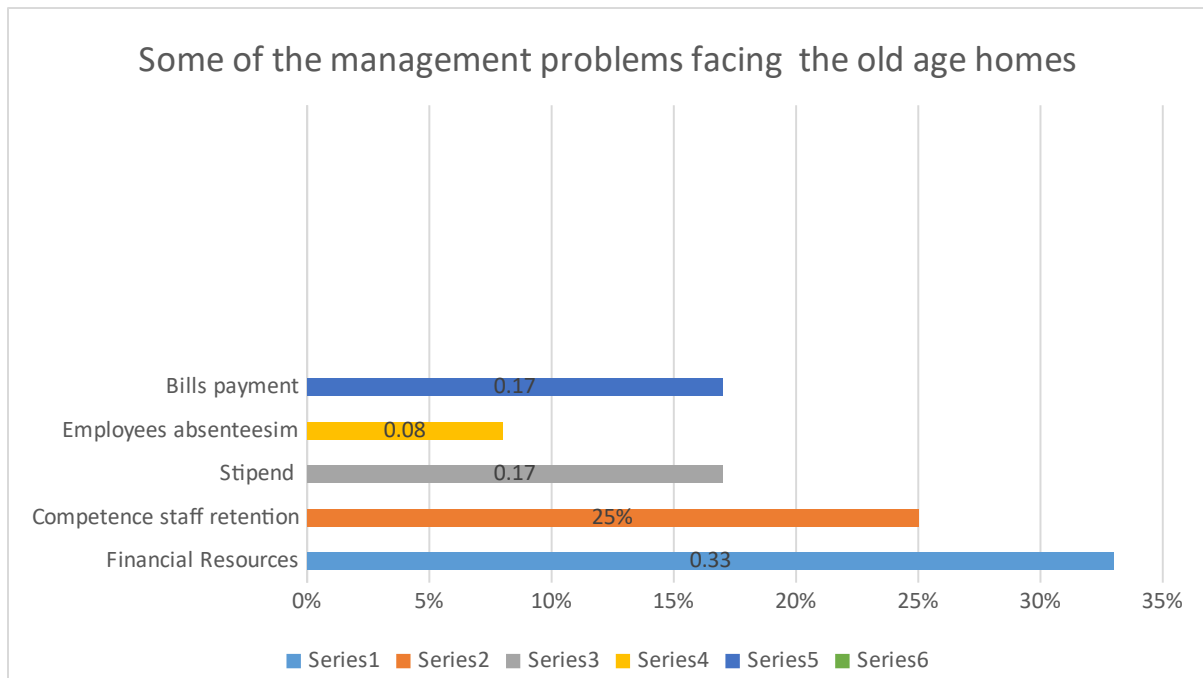


Source: Researcher's data

From Figure 2, funding was identified as a major problem (49%), and inadequate funding compromises the provision of quality care to older persons. This was followed by the late signing of the Service Level Agreement between the NPOs and the Department of Social Development (20%). Other challenges identified include retention of skilled employees due to poor salaries (10%), overcrowding due to the limited availability of old age homes to house older persons and provide quality care services (5%), increasing numbers of inexperience and unskilled board members (6%) and finally, conflicts amongst employees of NPOs (5) who are meant to service the elderly.

Furthermore, participants were asked to identify management and administrative challenges they confront in their daily operation of old-age homes. The results were summarised and presented in Figure 3.

Figure 3: Management and administrative challenges facing old age homes.



Source: Researcher's data

Figure 3 indicates that some of the main management and administrative problems facing old age homes were limited financial resources (33%) and elderly citizens are expected to contribute towards the sustainability of these homes. This was the major challenge that management faced as most of the elderly did not have financial resources to contribute towards the sustenance at the old age homes. Furthermore, retention of experienced and competent employees (25%), settling of bills (water, electricity), and paying of stipends (17%) to volunteers compounds the problem. The problem of employee absenteeism (8%) was also identified as a management challenge and the implication to the management and administration of old age homes is the declining quality of services for the elderly.

Furthermore, thematic analysis was performed on data collected from the lived experiences such as participants (Sundler et al., 2019). The thematic analysis method allows the researchers to review the research questions and objectives (nature of services provided by old age homes; challenges faced by the NPOs; Management and administrative challenges faced by NPOs; management strategies used in the management of old age homes) during the cyclical data collection and analysis process (Bhatia, 2018). The objective was to develop themes and sub-themes and identify direct quotes from participants that explain the themes. This study applied the thematic analysis method to analyze data using the five steps as identified by Castleberry and Nolen (2018). Though researchers like Braun and Clarke (2006) have explained the six-step process, while Sundler et al. (2019) identified three phases. The difference is that some are intertwined in one phase/step, while others are separated into individual steps or phases. ATLAS.ti version 22 software was used to analyze data. Table 5 presents the emerging theme, category, sub-category, and quotations

Theme	Category	Sub-category	Quotation
Nature of old age homes	Level of service according to the Social Development Service Delivery Framework: Tertiary services	Provision of 24-hour care services to older persons	<p>We are caregivers to older persons through the provision of accommodation on a 24-hour care basis, giving them food, washing their clothes, cleaning their rooms, social work, and nursing care services.</p> <p>Our older people are taken care of, and there are no complaints. The nurses have forged relations with the Department of Health, as we have our elders visiting doctors visiting them, and they also get medication with ease from the clinic.</p>
		Quality Service Standards	<p>We give a better-quality service; this is attested by the feedback we get from people who are happy about how we care for their elders.</p> <p>We make everyone feel at home.</p> <p>Yes, this is well managed and run, the growing rate and the waiting list show how well this old age is managed and run as most people want to come.</p>
		Health and safety standards	<p>It is different due to its building and vegetable garden. The building is big, and we pair up our elders so they can help each other.</p>
Governance of old age homes	The oversight function of old age home	Willingness and commitment to providing strategic direction for the residential care facility	<p>Our old age home has a board of directors that provides oversight functions to the facility. Our home also has a beneficiary committee that represents service beneficiaries and serves on the board of directors.</p> <p>Our home complies with the norms and standards on governance by ensuring the consistent holding of meetings, submission, and presentation of financial and performance reports by the facility manager to the board of directors every quarter and the collective</p>

			resolution of any challenges facing the old age home.
	Legislative Frameworks- Policies and Acts	Compliance with Older Persons Act 13 of 2006	<p>Yes, it is compliant with the act. The way the elders are treated and taken care of in this organization. Yes, we are compliant as there are always people who come to inspect the building and always give positive feedback.</p> <p>Yes, the old age has all the relevant documentation and certificates that allow it to operate, and we are compliant.</p> <p>Yes, we respect our elders and give them all the necessary support and care.</p> <p>Yes, we do comply, hence we get funding and service level agreement.</p> <p>Yes, we comply as the elders' committee regularly reminds us about their problems, and this makes us comply</p>
Challenges facing old age homes	Financial resources	The late signing of Service Level Agreements Funding challenges	<p>We always send our business plan on time, but the SLA is signed late.</p> <p>The late signing of the SLA affects staff morale because we cannot pay staff on time.</p>
	Staff conduct	Employee absenteeism Substance abuse	<p>Staff 'absent' themselves because we cannot pay them on time. They go to look for other work because of the inadequate stipend we pay them.</p> <p>We always experience staff conflict fighting over limited resources and unruly behaviour.</p> <p>Problematic employees are dealt with in terms the human resource policy on staff discipline and employees assistance programme. We refer them to professionals to get help when necessary.</p>
Management challenges in old age	Staff remuneration	Conditions of services	This old age home is managed and run but due to a lack of resources, and this makes it

homes			impossible to meet other commitments
	Payment of Bills	Debt management	<p>Using the elders' contributions to pay bills, get food from the garden and get some donations.</p> <p>This old age home is managed and run but due to lack of resources, this makes it impossible to meet other commitments.</p>
	Financial challenges	Fundraising Debt Management	<p>When the organisation started, there was only one block, then, the organisation raised funds. We talked to 'lotto', and they have built us a block. The first block was built by Age in action and has donations from the Lefurutshe bicycle club.</p> <p>By ensuring a 90% deduction of the social grant, as legislated by the Social Assistance Act.</p> <p>Timeous signing of the SLA is achieved by striving to ensure that our funding proposal is compliant.</p> <p>Conduct monthly fundraising to augment the unit cost stipulated by the old age home to pay staff.</p>
Management strategies	Management function	Problem-solving skills	Our home has a management team comprising a facility manager, financial officer, administrator, nursing manager and a social worker.
		Stakeholder relations	<p>Consulting with the Department of Social Development on various issues that are complex and not sure how to resolve them.</p> <p>The nurses have forged relations with the Department of Health as we have our elders visiting doctors visiting them, and they also get medication with ease from the clinic.</p>
		Resource mobilisation	<p>By ensuring a 90% deduction of the social grant as legislated by the Social Assistance Act,</p> <p>Timeous signing of the SLA is achieved by</p>

			<p>striving to ensure that our funding proposal is compliant.</p> <p>Conduct monthly fundraising to augment the unit cost stipulated by the old age home to pay staff.</p>
	Human management	Performance management to ensure accountability by staff	<p>All employees have clock cards and if one is absent, he/she must bring a medical certificate from a doctor.</p> <p>The management takes corrective measures, they attend to problems immediately so that the staff can do their job effectively.</p> <p>We credit good performance and encourage others to work hard.</p>
		Teamwork	<p>We have staff meetings to get new ideas.</p> <p>Management regularly holds feedback sessions with employees.</p> <p>We work as a team, when there is a conflict, we solve it amongst ourselves; we communicate and understand each other and follow the available guidance.</p>
		Capacity building	<p>Training employees on labour relations.</p> <p>We always have feedback sessions and refresher workshops and meetings.</p> <p>When the manager attends any training, he capacitates or conducts in-service training to share with all other employees what he has learned.</p>

Table 5: Themes, categories, subcategories and quotations

Source: Researchers own data

From the table, there were five themes that emerged, namely, nature of old age homes, governance of old age homes, challenges facing old age homes, management challenges in old age homes, and management strategies. The five themes resulted in ten categories and nineteen sub-categories. The emergent sub-categories were further explained by direct quotes from the interviews with participants as depicted in Table 5.

4.1. Discussion of findings

The Older Persons Act 13 of 2006 mandates service providers of residential care facilities to aid with daily personal care, health care, house chores, and maintenance tasks. This is further echoed by Joshua (2017) who alluded that older persons cared for in residential care facilities should be provided with a combination of basic medical care, prevention, and rehabilitation, inclusive of lower care activities such as housework, meals, shopping, and transportation frequently. Similarly, Harris-Kojetin et al. (2019) elaborated that residential care services include a broad range of health, personal care, and supportive services that meet the needs of frail older people and other adults with limited self-care capacity.

Participants in this study confirmed that, the old age homes they managed provide care services that include accommodation on a 24-hour care basis, meals, washing of clothes, cleaning of rooms, social work, and nursing care services. This finding is supported by the work of Sudharsanan and Bloom (2018) who explained that there is a need for more research to determine whether old-age homes that are aimed at the protection of the elderly are being sufficiently funded, operated, and managed efficiently, as well as providing protection services to the elderly citizens. Hence, the selected old age homes in this study thus provide a range of services on a 24-hour basis that include accommodation, nutrition, health care, psychosocial support, and hygiene services. However, the quality and standards are highly dependent on the continuous availability of funds. However, given the declining state budget allocated to NPOs responsible for managing these care facilities coupled with increasing demand for care services, the effect is a lowering of quality and standards.

Several studies show that there is a strong collaboration between the staffing levels of nurses and a higher quality of care outcomes for older persons in residential care facilities. It is a requirement for old-age homes to meet the minimum ratios of nurses to be registered to operate as old-age homes (Older Persons Act 13 of 2006). Participants from the selected old age homes confirmed that they have a nursing component. To establish whether the facilities provide quality services, participants were asked: What makes this old age home different from other old age homes? The participant responded as follows: Our organization has improved; we notice this by the alarming numbers of people who want to be accommodated and even people coming from far places. This is illustrated by the long waiting list of people applying for admission. Additionally, others responded as follows: We give a better-quality service; this is attested by the feedback we get from people who are happy about how we care for their elders. These views are in line with service standards encapsulated by the Social Development Service Monitoring Framework (2016) and Wu et al. (2021:124) who emphasized that facilitating care-centred services assists healthcare providers in better understanding the older

person's needs, providing comfort, building reciprocity and trust relationships as well as ensuring the continuity of quality care.

From the literature, it can be concluded that quality care can be measured by the feedback from service recipients, which is person-centered and provides the perspective of the older persons being cared for (Chu et al., 2021). This is evidenced by the feedback from the participants to confirm the other factors that contribute to the successful management of old-age homes. Health and safety are regarded as important elements amongst the aging population. The physical environment of a residential care facility determines the safety of the old age home. According to Stowe, Thomas, and Crews (2010), most elderly people are prone to injuries such as falls and fractures, which sometimes lead to death and are associated with the effect of the physical environment of the facility. In this study, participants illustrated that their facilities are safe, and this is how they responded to the question of how different their facility is from others: It is different due to its building and the vegetable garden. Others responded by saying: The building is big, and we pair up our elders so that they can help each other. From the literature, it can be summed up that health and safety are critical matters in preventing fatalities amongst the elderly in old age homes by making the physical environment safe and conducive to their well-being.

Good governance is determined by the effectiveness and efficiency of services measured by the quality and quantity of people-centred services (Ukeje, 2019). According to the Auditor General of South Africa (2018), service delivery improvement is dependent on good governance. These sentiments were also echoed by the King IV report, which defines corporate governance as the discharge of ethical and effective leadership by organisations towards attaining sustainable ethical culture, good performance, effective control, and legitimacy (Institute of Directors South Africa (IDSA), 2016). Participants believe that commitment is the foundation of good governance. When asked to explain the management structure of the old-age home, participants responded as follows: Our old age home has a board of directors and a beneficiary committee that sits in board meetings and plays an oversight role: manager, finance officer, social worker, and a nursing manager in charge of daily activities of the home.

Different scholars believe that oversight is an integral part of good governance. Kinyondo (2015) elaborated on the effectiveness of oversight and alluded that its existence must create a conducive climate that has trust to facilitate information sharing amongst all stakeholders. This sentiment was confirmed by the participants who indicated that "Our home complies with the norms and standards on governance by ensuring the consistent holding of meetings, submission, and presentation of both financial and performance reports by the facility manager to the board of directors quarterly, and a collective resolution of any challenges facing the old age home". This was echoed by Amed et al.

(2019:32) that NPOs should strive to maintain a good reputation by improving their presentation of structure, governance, and accountability to stakeholders. There was a follow-up question as to why they thought that their old age home was better managed than others. Participants responded as follows: “The manager always wants to see things happening, she is always concerned about how the elders are taken care of, and we have regular meetings with staff.” Based on the information deduced from the literature and the responses from participants, it can be concluded that good governance sets the tone for a good culture of effective performance to deliver services that are people-centered.

Challenges experienced by long-term care facilities can be classified as human factors and institutional dynamics. The human factors include entrenched culture, skills, and competencies, while institutional dynamics are more of organisational design and unintended consequences (Lekala, 2019). Alwi et al. (2021) highlighted that old-age homes managed by NPOs/NGOs are faced with several challenges that include, ensuring continued financial support from donors, providing enough facilities to meet the growing demand for services for senior citizens, mastering the art of self-sufficiency without government grants and maintaining their staff to prevent the high staff turnover due to unstable funding of organisations. Participants were asked to elaborate on problems faced by old age homes. Their responses were as follows: “Funding was their most critical challenge caused by the late signing of the Service Level Agreement (SLA)”. That has a ripple effect on the operation of the facility because they end up not being able to retain competent staff. Others echoed “employee absenteeism and conflicts among staff followed by overcrowding of elders in the facilities and unskilled board members”.

Based on the information from the review of the literature and the responses from participants in the study, it can be concluded that long-term care facilities for older persons experience various challenges, namely financial, staff retention, overcrowding employees, absenteeism, staff conflicts, and some unskilled board members.

The management team is responsible for the daily operations in the long-term care facilities. Their day does not go by without experiencing challenges. Formosa (2019) summarised these challenges including the inability to incentivise staff that adheres to the application of quality standards in their endeavour to deliver services to older persons. Shankardass (2019) also echoed the lack of regulations to curb elder abuse as one of the management challenges in old-age homes. Other challenges include inadequate funding. Maboya (2019) highlighted that the high level of dependency on donors by NPOS forces them to end up tailoring their operations according to the funding conditions which makes them vulnerable. Other management challenges include a lack of competent care workers, an inadequate supply of long-term facilities despite the growing population that requires institutionalization, and a lack of international and quality standards for frail care. Participants are of the view that management

teams of old age homes are faced with multifaceted challenges. When asked to explain the management challenges in their old age homes, this is how they responded: “We have financial resource constraints as our major challenge; we can’t even retain our competent staff and honour on time the payment of bills and stipends”. Others indicated “employees’ absenteeism.” Based on the reviewed literature, it can be summed up that the management of old age homes is faced with many challenges in the North West Province.

Facilities are expected to raise funds from different donors or venture into some income-generating activities to sustain themselves. According to Lapuente and Van de Walle (2020), such fundraising efforts require innovation, effectiveness, and efficiency to ensure that efforts are geared toward outputs and outcomes. Lapuente and Van de Walle. (2020) maintain that public organizations are becoming like private entities wherein a manager who has a private business orientation brings in innovation while maintaining operations within the confines of traditional values. Participants claimed that the success of their old age homes requires innovation to deal with the daily challenges facing their facilities. Participants were asked to explain how their facility has been fixing these management challenges. This is how they responded: “The management does corrective measures - they attend to problems immediately so that staff can do their job effectively”. This is part of the management function on the application of problem-solving skills: “Consulting with the Department of Social Development on various issues that are complex and not sure how to resolve them. The nurses have forged relations with the Department of Health, as we have our elders getting doctors visiting them, and they also get medication with ease from the clinic”. This is also the function of the management: “All employees have clock cards, and if one is absent, he/she must bring a medical certificate from a doctor. We credit good performance and encourage others to work hard”. This is part of human resource management, which is also part of the management function that includes team building, capacity building, and staff training: “By ensuring a 90% deduction of the social grant, as legislated by the Social Assistance Act. The timeous signing of the SLA is achieved by striving to ensure that our funding proposal is compliant”. They conduct monthly fundraising functions to augment the unit cost stipulated by the old-age home to pay staff. From the literature and the participants’ responses, it can be concluded that the factors that contribute to the successful management of old age homes in the North West Province are dependent on the continuous fixing of challenges as they arise. This is demonstrated by the management competency in innovation and problem-solving skills, staff management, stakeholder relations, and resource mobilization.

5. Implications for responsible management practice

Aging is an important part of human life and there are physiological and behavioural changes that result from the process of aging (Panday & Kumar, 2017) (Kalideen, Govender, van Wyk & Kuupiel,

2021). The changing family value systems and increasing employment opportunities among young adults have created the opportunity for the establishment of residential care facilities for the elderly to become an indispensable service (Panday et al. & Kumar, 2017). The managerial implications of this research are profound for leaders and administrators of NPOs managing old-age facilities. NPOs can improve the effectiveness of their old-age facilities, better serve their elderly residents, and contribute positively to the broader community's well-being. Key implications include the following:

- **Improving Governance and Leadership:** Older facilities succeed with good governance and leadership. Management should prioritize honest, ethical, and accountable governance and leadership. The elderly can benefit from less mismanagement and better resource allocation.
- **Focusing on quality management means monitoring and improving service quality.** Managers should implement quality management systems to ensure 24-hour services, meals, laundry, room cleaning, social work, and nursing care. Audits and comments can help maintain high standards and resolve service delivery issues.
- **Prioritize Client-Centered Care:** Elderly needs must be met. Managers should tailor services to residents' needs to improve their quality of life. This includes tailored care plans, resident participation in decision-making, and well-being activities.
- Managers must ensure operational responsibility to build stakeholder and public trust and increase accountability. It comprises transparent financial management, consistent performance reporting, and regulatory compliance. Accountability improves the company's reputation and reduces mismanagement worries.
- High-quality care requires personnel development and capacity improvement. Managers should foster a culture of excellence, ensure their staff can meet older folks' complex needs, and provide ongoing professional development.

6. Contribution of the study

The study theoretically has contributed towards the closure of the gap in the body of knowledge on the success factors in the management of public old age homes. Practically the study has assisted the Department of Social Development with a guideline that outlines key factors to be considered when planning for the establishment of old age homes in the North-West Province. This is important because the literature indicates that there is a need for more old-age homes in the province by 2050 due to cultural shifts, urbanisation, and migration. Furthermore, findings from the study have provided the Department with a sound methodological path to follow when developing a comprehensive plan with projections on the number of old-age homes required by the province in 2050. Such a methodology allows the Department to mobilize necessary resources towards the goal of providing care and protection for elderly people. This study might be expanded in the future to

develop a framework that can be used as an assessment tool for monitoring and evaluation of old-age homes as prescribed by the Older Persons Act 13 of 2006.

This study contributes significantly to the field of responsible management education putting light on the important aspects that ensure good management of public old-age homes in the North West Province of South Africa. In light of global aging and growing concerns about the quality and ethics of elder care, this study addresses a critical societal issue. Specifically, it sheds light on how NPOs can successfully manage and supply important services to senior populations despite limited resources and rising demand. By identifying critical factors such as governance style, leadership, planning, execution, quality management, and accountability, the study provides a framework for best practices that can be used not only in South Africa but also in other regions facing comparable difficulties. The findings highlight the importance of NPOs in mobilizing resources, managing stakeholders, and providing client-centered care, reinforcing their role as critical community partners in solving long-term socioeconomic concerns associated with aging.

Furthermore, the study emphasizes the importance of improved control and assistance for NPOs to prevent mismanagement and ensure that the elderly's requirements are satisfied. This work is especially important for legislators, NPO leaders, and community stakeholders because it gives actionable insights that might improve the quality of care and governance in nursing homes, thereby benefiting the well-being of senior people.

7. Conclusions, Limitations, and Future Research

Aging is a global phenomenon. Statistics South Africa (Stats SA, 2019) indicates that South Africa has a total of 4 035 030 older persons, of which 8.8% or 353 448 represent the elderly population in the North West Province. United Nations (2010) indicated that 80% of the elderly will require care and protection services by 2050 in long-term care facilities.

This research aimed to explore the factors contributing to the effective management of selected public old age homes in the North West Province, South Africa. Old age homes fulfill an important service in the care of the elderly. The study has identified strong leadership, stakeholder management and partnerships, triple bottom planning, attractiveness and clarity of innovative concepts, marketing skills, and risk management that must be incorporated into the planning process as strategies to contribute to the successful management of old-age homes managed by NPOs. Public old age homes face an enormous overload daily as they have a place for a limited number of people. It is therefore of utmost importance that old age homes are managed responsibly and effectively. The management of an agency is crucial to the attainment of an entity's objectives. This calls for effective management for

the old age homes to cope with the ever-changing environment and challenges of increasing elderly numbers that require their services. Public old age homes should look at the management of private old age homes and benchmark best practices to better manage their NPOs.

Currently, there is no international quality standard for the care of older persons in long-term care facilities. Secondly, there is a need to expand this study to cover a broader national population to generalize the research findings. Lastly, there is a need to conduct further research to create a consensus on the definition of frailty. Understanding this phenomenon is critical for the future of South Africa and worldwide. It is recommended that further research be conducted to understand the required quality standards for older persons cared for in residential care facilities and to broaden the research scope to generalize success factors in the management of old-age homes in South Africa.

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