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THE RELATIONSHIP BETWEEN INTERNAL ENVIRONMENT ON THE PERFORMANCE OF RETIREMENT HOMES

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ABSTRACT. The internal environment of retirement homes should be given more attention. Hence, this study was conducted to investigate whether there is any relationship between the internal environment with the performance of the retirement homes. About 400 questionnaires were distributed, and only 205 returned and usable for the study. Thus, the response rate is 51.25%. There are eight items for the internal environment with α=0.828, so as the performance with eight items and α= 0.876, thus the reliability of the items is high. A Pearson correlation analysis was performed, the result showed that there is a direct, significant, and positive relationship between the internal environment and performance of retirement homes (r=0.800**; p=0.000). Most of the respondents agreed that important elements for the internal environment are the availability of elderly centric treatment, a good relationship between elderly tenants with professional from the hospital, routine activities to keep elderly tenants fit, active and happy, and availability of 24 hours professional and ambulance services for elderly tenants. Whereas the most important elements for retirement homes' performance are the number of tenants is increasing, the food and facilities are of high quality, basic health screening equipment is available, the caretakers are highly skilled, and the homecare is equipped with internet facilities. The findings of this study meet the objective of this study.

1. INTRODUCTION

The percentage of population in Malaysia for age 65 and above is 5.0% in the year 2010 and estimated to increase 14.5% in the year 2040 projected of 9.5% increment. Whereas the percentage of the working age group was 67.6% in the year 2010 and expected to decrease to 66.9% in the year 2040 which estimated the decrement of 0.7%. Based on the population of Malaysia, 8.17% or 2.62 million people are elderly out of 32.04 million in 2018 (Department of Statistics Malaysia, 2016). The need for home care for loneliness elderly among Malays increased drastically up to 20% each year from the total of the whole elderly in Malaysia (Kehusmaa, Autti-Rämö, Helenius, Hinkka, Valaste, & Rissanen, 2012). Most of elderly from independent and dependent are having loneliness and depression, the need of peers' friends is crucial, where they will share and spend time together. Happy and activeness are both will increase longevity of an elderly. As elderly with low income, the determinant factor for being successful is being active and maintains social interactions (Havighurst, & Albrecht, 1953). Hence, this study was conducted to identify whether the internal environment of retirement has a significant influence on the performance of retirement homes in Malaysia.

2. LITERATURE REVIEW

This section forwarded a brief discussion on retirement homes in Malaysia, internal environment for retirement homes, performance of retirement homes, and the relationship between the internal environment and performance of retirement homes.

2.1. **Retirement Homes in Malaysia.** There is no specific definition of social care in Malaysia, nevertheless social care is defined as an activities of personal care, protection or support services to those who in need due certain circumstances through society or community (Health Services, 2016). The social care services are designed to support independent and disable elderly to perform their activities daily living. In the context of silver hair society, the social care is to serve for basic necessities in activity daily living, protection or support in terms of psychological and psychosocial (Health Services, 2016). In Malaysia the public long term home care provides treatment and protection to chronically

ill older person which required sophisticated healthcare equipment despite the medical treatment, guidance and counselling, physiotherapy, devotional guidance and religion activities (Jaafar, 2017; Lim Pei Li & Hayat Khan, 2012).

2.2. Internal Environment of Retirement Homes.

The important factors for retirement homes internal environment are availability of system for storing health information, qualified caretakers, 24 hours professional and ambulance service, relationship between elderly and professional, elderly centric treatment, outsourced mobile treatment, ability of caretaker to communicate with the elderly, and routine activities for elderly.

a. Availability of system for storing health information

Due to the nature of the elderly who are residing in the retirement homes are either experiencing dementia or other critical illness as such their medical or health information should be stored in a system that will be available to be retrieved whenever needed. A mobile cloud computing should be in place to ensure the availability of the information to ensure the effective and efficient management of the elderly in the retirement homes (Chang, Tsai, Kuo, & Huang, 2019; Karaca, Moonis, Zhang, & Gezgez, 2019; Woll, & Bratteteig, 2019).

b. Qualified caretakers

A qualified caretakers or nurses should be made available at the retirement homes to ensure that the elderly will get proper attention and service from the caretakers that will further improve their health condition and well-being (Casey, Low, Jeon, & Brodaty, 2016; Ellis, & Rawson, 2015). There is also elderly who are having communication disability as such a well-trained caretaker should be in place to reduce the communication barriers between the caretakers and the elderly (Forsgren, Skott, Hartelius, & Saldert, 2016).

c. 24 hours professional and ambulance service

The elderly should be provided with emergency button to alert the 24 hours professional and ambulance service availability in the case of emergency (Hanif, Abd Aziz, Aini, Wenjia, & Hua, 2018; Tan, & Lee, 2018).

d. Relationship between elderly and professional

Sharing Resources optimize available resources by mobilizing, sharing scare resources such as professional healthcare, skilled, trained, certified and personalized caretaker, social transport, daily necessities, psychological and psychosocial support, emergency drug and respite training for caretaker and for elderly (Kandel & Adamec, 2017). It is significant to have a transformation to internal dynamic and the developmental process of local or regional integrated care practices (Royal College of General Practitioners, 2016).

e. Elderly centric treatment

The retirement should be well managed, clean, the facilities are in good shaped, the availability of transport for emergency purpose, and the design of the facilities should cater towards the elderly needs (Hanif, Abd Aziz, Aini, Wenjia, & Hua, 2018; Tan, & Lee, 2018).

f. Outsourced mobile treatment

It is crucial to outsourced treatment to mobile treatment provider as it is more efficient for elderly in the retirement homes. Thus, it is not only cost efficient to the retirement homes operators, but it will also benefit the elderly living in the retirement home to have social contacts with external professionals. This practise is common among the home based care environment for elderly whereby the mobile treatment providers include health care professionals, and also nurses (Chang, Tsai, Kuo, & Huang, 2019; Dzissah, Lee, Suzuki, Nakamura, & Obi, 2019; Woll, & Bratteteig, 2019).

g. Ability of caretaker to communicate with the elderly

Most of the elderly living in the retirement homes need to social bonds between them and also the caretaker, hence it is crucial for retirement homes operators to ensure that the caretakers are able to communicate well with the elderly (Casey, Low, Jeon, & Brodaty, 2016). This is supported by a study conducted by Onunkwor, Al-Dubai, George, Arokiasamy, Yadav, Barua, and Shuaibu, (2016) on private retirement homes in Malaysia, they discovered that most of the elderly considered the quality of life in the private retirement homes dependent on the social support, and outdoor leisure activities.

h. Routine activities for elderly

The need for home care for lonely among elderly Malays has increased drastically up to 20% each year (Kehusmaa, Autti-Rämö, Helenius, Hinkka, Valaste, & Rissanen, 2012). In fact, those with dementia has expressed feeling bored and lonely in the retirement home, hence, routine activities in the retirement home should be full with meaningful activities that will reduce the level of loneliness among the elderly (Mjørud, Engedal, Røsvik, & Kirkevold, 2017; Slettebø, Sæteren, Caspari, Lohne, Rehnsfeldt, Heggestad, & Aasgaard, 2017).

2.3. **Retirement Homes Performance.** Most literatures had highlighted that the performance of a retirement home can be divided into two which are the elderly or the tenants, and the facilities provided by the retirement homes. As for the tenants or the elderly the performance will be evaluated based on their happiness index with the services, activities, and the increasing number of tenants or elders that will increase the social interaction among them (Casey, Low, Jeon, & Brodaty, 2016; Onunkwor, Al-Dubai, George, Arokiasamy, Yadav, Barua, and Shuaibu, 2016; Mjørud, Engedal, Røsvik, & Kirkevold, 2017; Slettebø, Sæteren, Caspari, Lohne, Rehnsfeldt, Heggestad, & Aasgaard, 2017). In terms of the facilities they are measuring the performance of the retirement on the number of caretakers (Kandel & Adamec, 2017), high quality food and services (Hanif, Abd Aziz, Aini, Wenjia, & Hua, 2018), availability of health screening equipment (Hanif, Abd Aziz, Aini, Wenjia, & Hua, 2018; Tan, & Lee, 2018), availability of internet connection (Hanif, Abd Aziz, Aini, Wenjia, & Hua, 2018), and skilled caretakes (Kandel & Adamec, 2017).

2.4. **The Relationship between the Internal Environment and the Performance of Retirement Homes.** The integrated factor between operational and social resource and the customer relationship management in home care has an impact on profit. The integration of social resources and operational activities in home care will result in minimizing the cost of operational, development and a required training for caregivers in long term care services which will improvise the performance of the organization. The customer relationship management does influence to the performance of the caretakers thus increases the performance of retirement homes. Therefore, the elderly friendly workplaces and

workspaces are required in motivating the caregivers to work efficiently and effectively towards the performance of the organization (Casey, Low, Jeon, & Brodaty, 2016; Ellis, & Rawson, 2015; Forsgren, Skott, Hartelius, & Saldert, 2016).

The elderly friendly accommodation, equipped with the elderly friendly appliances and setting for kitchenettes, basic healthcare equipment, basic medical equipment, and elderly friendly dining room, toilet and shower room, emergency drugs as discussed in research journal. This including the unexpected medical treatment is restored in the home, which in turn has an impact on performance (Bierstedt & Blau, 2006). The standby medical treatment and drugs lead to the highly positive image of the organization.

The integrated networking concept between elderly and healthcare and medical record with the nearest general hospital will contribute to the effective and efficient operational activities between home care and the hospital (Chang, Tsai, Kuo, & Huang, 2019; Karaca, Moonis, Zhang, & Gezgez, 2019; Woll, & Bratteteig, 2019). The items of social support resources including the physic social and psychological support to disable elderly including the multipurpose, multiple need care, and complex need care services. The involvement of technological resources and database will do result in improvising the performance of the organization as discussed in the previous researched. Hence, the following hypotheses is forwarded:

H1 There is a positive and significant relationship between the internal environment and the performance of retirement homes.
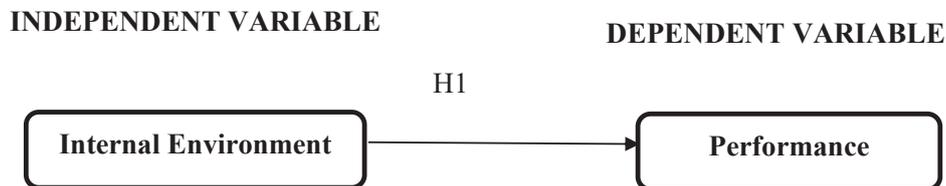
FIGURE 1. Conceptual Framework for the Study

3. METHODOLOGY

3.1. **Sampling and Data Collection.** About 400 questionnaires distributed to the selected homecare, the method used is dropped and collect for data collection. Whereby, the questionnaires were given to one of the staff at the homecare, and after two weeks the questionnaires were collected from the homecare.

TABLE 1. Sampling for Data Collection

Location	Number of Samples
Selangor	100
Kelantan	100
Johor	100
Kuala Lumpur	100
Total	**400**

3.2. **Questionnaire Development.** The items developed for the internal environment and performance as in Table 2.

3.3. **Pilot Study.** About 100 questionnaires were collected from the four locations within four months, and the data were analyzed for reliability analysis.

3.4. **Reliability Test.** From 100 respondents who participated in the study, a reliability analysis was performed to evaluate the items developed for the study is reliable and can be used to measure the construct. The results show that the Cronbach's Alpha for both constructs is high as shown in Table 3. The items identified for the internal environment are eight items with $\alpha=0.877$, as such no items were eliminated for the construct. As for performance, all eight items are reliable and can be used to measure the construct with $\alpha=0.911$.

TABLE 2. Items for Internal Environment and Performance

Items for Internal Environment	Source
IE1: System for storing health information of the elderly tenants are available.	Chang, Tsai, Kuo, & Huang, 2019; Karaca, Moonis, Zhang, and Gezgez, 2019; Woll, & Bratteteig, 2019
IE2: Caretakers are qualified to handle high-end equipment.	Casey, Low, Jeon, & Brodaty, 2016; Ellis, & Rawson, 2015; Forsgren, Skott, Hartelius, & Saldert, 2016
IE3: 24 hours of professional and ambulance service are available.	Hanif, Abd Aziz, Aini, Wenjia, & Hua, 2018; Tan, & Lee, 2018
IE4: Good relationship between elderly tenants with professionals from the hospital.	Casey, Low, Jeon, & Brodaty, 2016; Onunkwor, Al-Dubai, George, Arokiasamy, Yadav, Barua, and Shuaibu, 2016
IE5: Elderly centric treatment by professionals are available.	Hanif, Abd Aziz, Aini, Wenjia, & Hua, 2018; Tan, & Lee, 2018
IE6: Outsourced mobile treatment is more efficient for elderly tenants.	Chang, Tsai, Kuo, & Huang, 2019; Dzissah, Lee, Suzuki, Nakamura, & Obi, 2019; Woll, & Bratteteig, 2019
IE7: The caretaker can communicate well with the elderly tenants.	Casey, Low, Jeon, & Brodaty, 2016; Onunkwor, Al-Dubai, George, Arokiasamy, Yadav, Barua, and Shuaibu, 2016
IE8: Routine activities to keep elderly tenants fit, active, and happy.	Mjørud, Engedal, Røsvik, & Kirkevold, 2017; Slettebø, Sæteren, Caspari, Lohne, Rehnsfeldt, Heggestad, & Aasgaard, 2017
Items for Performance	**Source**
P1: The tenants are happy with the services.	Casey, Low, Jeon, & Brodaty, 2016; Onunkwor, Al-Dubai, George, Arokiasamy, Yadav, Barua, and Shuaibu, 2016;
P2: The number of employed caretakers is increasing.	Mjørud, Engedal, Røsvik, & Kirkevold, 2017; Slettebø, Sæteren, Caspari, Lohne, Rehnsfeldt, Heggestad, & Aasgaard, 2017
P3: The tenants are happy with the activities provided by home care.	Kandel & Adamec, 2017
P4: The number of new tenants is increasing provided by home care.	Kandel & Adamec, 2017
P5: The food and facilities offered are of high quality.	Hanif, Abd Aziz, Aini, Wenjia, & Hua, 2018
P6: Basic health screening equipment to detect blood pressure, sugar level, cholesterol, and temperature are available.	Hanif, Abd Aziz, Aini, Wenjia, & Hua, 2018; Tan, & Lee, 2018
P7: There is internet connectivity in the homecare.	Hanif, Abd Aziz, Aini, Wenjia, & Hua, 2018
P8: The caretakers are highly skilled.	Kandel & Adamec, 2017

TABLE 3. Reliability Analysis for Pilot Study

	Number of Items	Items Deleted	Total Items	Cronbach's Alpha
Internal Environment	8	0	8	0.877
Performance	8	0	8	0.911

3.5. **Descriptive Analysis.** Descriptive analysis was performed to analyses the constructs which are the internal environment, and performance. Further, the profile of the respondents also was analyzed to understand whether there is any respondent bias.

3.5.1. *Internal Environment.* The descriptive statistics for the eight items with total means of 28.300, with a variance of 23.22, and the standard deviation of 4.81894. The detail of the score as shown in Table 4. From the table, it shows that only four items with a mean score of more than 3.500 which

are 24 hours professional and ambulance services (mean=3.7000; std. deviation=0.83485), routine activities (mean=3.6600; std. deviation=0.85540), elderly centric treatment by professionals (mean=3.6500; std. deviation= 0.77035), and good relationship between elderly tenants with professionals (mean=3.5800; std. deviation=0.80629).

TABLE 4. Descriptive Analysis for Internal Environment

Items	N	Std. Deviation	Mean
IE1: System for storing health information of the elderly tenants are available.	100	0.83267	3.4400
IE2: Caretakers are qualified to handle high-end equipment.	100	0.86568	3.4100
IE3: 24 hours of professional and ambulance service are available.	100	0.83485	3.7000
IE4: Good relationship between elderly tenants with professionals from the hospital.	100	0.80629	3.5800
IE5: Elderly centric treatment by professionals are available.	100	0.77035	3.6500
IE6: Outsourced mobile treatment is more efficient for elderly tenants.	100	0.79614	3.4500
IE7: The caretaker can communicate well with the elderly tenants.	100	0.80522	3.4100
IE8: Routine activities to keep elderly tenants fit, active, and happy.	100	0.85540	3.6600

3.5.2. *Performance.* The descriptive statistics for the eight items with total means of 28.9700, with a variance of 22.534, and the standard deviation of 4.74705. The detail of the score as shown in Table 5. From the table, it shows that only six items with a mean score of more than 3.500 which are the number of tenants (mean=3.7500; std. deviation=0.79614), high-quality food and facilities (mean=3.7300; std. deviation=3.7300), tenants happy with the activities (mean=3.6700; std. deviation=0.77921), availability of basic health screening equipment (mean=3.6600; std. deviation=0.75505), highly skilled caretakers (mean=3.6500; std. deviation=0.67232), and happy with services (mean=3.5500; std. deviation=0.80873).

3.5.3. *Respondents Profiles.* Out of 100 respondents, most of the respondents at the age of 45 to 55 years old (51%) followed by 56 to 70 years old (41%), and finally more than 70 years old (8%). In terms of ethnicity, most of the respondents are Malay (88%) followed by Chinese (9%) and Indian (3%). On the gender and marital status, it was quite equally distributed which are 54% are male, and 46% are female, and about 56% are married and 44% are single. About 40% of the respondents with a degree and above, 25% with lower secondary school qualification, 24% with SPM, 7% with STPM and Diploma, and only 4%

TABLE 5. Descriptive Analysis for Performance

Items	N	Std. Deviation	Mean
P1: The tenants are happy with the services.	100	0.80873	3.5500
P2: The number of employed caretakers is increasing.	100	0.78393	3.4600
P3: The tenants are happy with the activities provided by home care.	100	0.77921	3.6700
P4: The number of new tenants is increasing.	100	0.79614	3.7500
P5: The food and facilities offered are of high quality.	100	0.72272	3.7300
P6: Basic health screening equipment t0 detect blood pressure, sugar level, cholesterol, and temperature are available. and temperature are available.	100	0.75505	3.6600
P7: There is internet connectivity in the homecare.	100	0.71774	3.5000
P8: The caretakers are highly skilled.	100	0.67232	3.6500

without any formal education. In terms of the state where the respondents are residing includes Kelantan (47%), Selangor (32%), Kuala Lumpur (17%), and Johor (4%). About 58% of the respondents are pensioners, 20% are professionals, 11% are skill-workers, 9% others, and 2% are self-employed. Most of the respondents are with saving around RM11K to RM50K (43%), followed by RM51K to RM100K (28%), Less than RM10K (19%), and more than RM100K (10%). Hence, most of the respondents are male, Malay, married, with at least a bachelor's degree, from Kelantan, pensioners, and with saving between RM11K to RM50K as shown in Table 6.

4. DATA ANALYSIS

This section presents the output for the data analysis, descriptive analysis for the constructs, and respondents' profiles. Also, the correlation analysis was conducted to test whether there is any relationship between the internal environment and the performance of retirement homes.

4.1. **Reliability Analysis.** The reliability analysis for 208 respondents was performed, and it showed that the Cronbach's Alpha score for the internal environment is 0.828 which the items used to measure the internal environment, can be used to measure the factor. Whereas the Cronbach's Alpha for performance also high as shown it is 0.877, so all eight items are reliable and can be used to measure the performance of home care.

TABLE 6. Respondent Profiles

Age	N	%	Ethnic Group	N	%
45 - 55 years old	51	51.0	Malay	88	88.0
56-70 years old	41	41.0	Chinese	9	9.0
More than 70 years old	8	8.0	Indian	3	3.0
Total	**100**	**100**	**Total**	**100**	**100**
Gender	**N**	**%**	**Marital Status**	**N**	**%**
Male	54	54.0	Married	56	56.0
Female	46	46.0	Single	44	44.0
Total	**100**	**100**	**Total**	**100**	**100**
Education Background	**N**	**%**	**state**	**N**	**%**
No education	4	4.0	Selangor	32	32.0
Primary/SRP/PMR	25	25.0	Kelantan	47	47.0
SPM	24	24.0	Johor	4	4.0
STPM/Diploma	7	7.0	Kuala Lumpur	17	17.0
Degree and above	40	40.0			
Total	**100**	**100**	**Total**	**100**	**100**
Past Job	**N**	**%**	**Saving**	**N**	**%**
Pensioner	58	58.0	Less RM10K	19	19.0
Skill workers	11	11.0	RM 11K to RM50K	43	43.0
Professional	20	20.0	RM51K to RM100K	28	28.0
Self-employed	2	2.0	More RM100K	10	10.0
Others	9	9.0			
Total	**100**	**100**	**Total**	**100**	**100**

TABLE 7. Reliability Analysis

Factor	Number of Items	Number of Items Deleted	Total Items	Cronbach's Alpha
Internal Environment (IE)	8	0	8	0.828
Performance (FP)	8	0	6	0.876

4.2. **Descriptive Analysis.** The descriptive analysis was performed to analyze the respondent's profiles for the 205 respondents, and the constructs (internal environment and performance) for this study.

4.2.1. *Respondents Profiles.* Out of 205 respondents, most of them at the age of 56 to 70 years old (52.7%), Malay (58.5%), male (51.2%), married (50.2%), education at the bachelor level and above (35.1%), from Selangor (41%), pensioner (35.6%), and with saving of more than RM51K (62.9%). Hence, the profiles of the respondents as shown in Table 8, and it shows that there is no respondents bias, as it is equally distributed.

TABLE 8. Respondent Profiles

Age	N	%	Ethnic Group	N	%
45 - 55 years old	78	38.0	Malay	120	858.5
56-70 years old	108	52.7	Chinese	72	35.1
More than 70 years old	19	19.3	Indian	13	6.3
Total	**205**	**100**	**Total**	**205**	**100**
Gender	**N**	**%**	**Marital Status**	**N**	**%**
Male	105	51.2	Married103	50.2	
Female	100	48.8	Single	102	49.2
Total	**205**	**100**	**Total**	**205**	**100**
Education Background	**N**	**%**	**state**	**N**	**%**
No education	5	5.4	Selangor	84	41.0
Primary/SRP/PMR	41	20.0	Kelantan	51	24.9
SPM	34	16.6	Johor	43	21.0
STPM/Diploma	52	25.9	Kuala Lumpur	27	13.2
Degree and above	72	35.1			
Total	**205**	**100**	**Total**	**205**	**100**
Past Job	**N**	**%**	**Saving**	**N**	**%**
Pensioner	73	35.6	Less RM10K	23	11.2
Skill workers	33	16.1	RM 11K to RM50K	53	25.9
Professional	65	31.7	RM51K to RM100K	98	47.8
Self-employed	10	4.9	More RM100K	31	15.1
Others	24	11.7			
Total	**205**	**100**	**Total**	**205**	**100**

4.2.2. *Internal Environment.* The mean score of more than 3.50 is used to show that most of the respondents agreed with the statements. For internal environments descriptive analysis as shown on Table 9, about four items agreed by most respondents which are the availability of elderly centric treatment (mean= 3.6732; std. deviation= 0.77682), the good relationship between elderly tenants with professional from the hospital (mean= 3.6341; std. deviation= 0.85624), routine activities to keep elderly tenants fit, active and happy (mean= 3.6146; std. deviation= 0.97155), and availability of 24 hours professional and ambulance services for elderly tenants (mean= 3.5854; std. deviation= 0.91222).

TABLE 9. Descriptive Statistics: Items for Internal Environment

Items	Mean	Std. Deviation	N
IE1: System for storing health information of the elderly tenants are available.	3.4293	0.88069	205
IE2: Caretakers are qualified to handle high-end equipment.	3.3659	0.93819	205
IE3: 24 hours of professional and ambulance service are available.	3.5854	0.91222	205
IE4: Good relationship between elderly tenants with professionals from the hospital.	3.6341	0.85624	205
IE5: Elderly centric treatment by professionals are available.	3.6732	0.77682	205
IE6: Outsourced mobile treatment is more efficient for elderly tenants.	3.3951	0.93671	205
IE7: The caretaker can communicate well with the elderly tenants.	3.4098	0.88998	205
IE8: Routine activities to keep elderly tenants fit, active, and happy.	3.6146	0.97155	205

4.2.3. *Performance.* The scale used to measure performance is 5-point Likert scales, thus, the score of more than 3.50 is considered that the items were agreed by most respondents as the important items for performance as shown in Table 10. Those items are the number of tenants is increasing (mean=3.6780; std.

deviation=0.81875), the food and facilities are high quality (mean=3.6146; std. deviation=0.81215), basic health screening equipment is available (mean= 3.6049; std. deviation=0.86601), the caretakers are highly skilled (mean= 3.6049; std. deviation=0.86601), and the homecare is equipped with internet facilities (mean=3.5707; std. deviation=0.79281).

TABLE 10. Descriptive Statistics: Items for Internal Environment

Items	Mean	Std. Deviation	N
P1: The tenants are happy with the services.	3.4537	0.87113	205
P2: The number of employed caretakers is increasing.	3.3268	0.89416	205
P3: The tenants are happy with the activities provided by home care.	3.4976	0.84959	205
P4: The number of new tenants is increasing.	3.6780	0.81875	205
P5: The food and facilities offered are of high quality.	3.6146	0.81215	205
P6: Basic health screening equipment to detect blood pressure, sugar level, cholesterol and temperature are available.	3.6049	0.86601	205
P7: There is internet connectivity in the homecare.	3.5707	0.79281	205
P8: The caretakers are highly skilled.	3.6049	0.86601	205

4.3. **Correlation Analysis.** As shown in Table 11, the results of the descriptive statistics of the Pearson Correlation Analysis show that the mean score for the internal environment is 3.5134 with a standard deviation score of 0.60378 for the internal environment. Whereas, for performance, it shows that the mean score is 3.5439 with a standard deviation of 0.61975.

The correlation analysis shows that there is a positive and significant relationship between the internal environment with the performance of home care with

TABLE 11. Descriptive Statistics

	Mean	Std.Deviation	N
Internal Environment	3.5134	0.60378	205
Performance	3.5439	0.61975	205

r=0.800** and p=0.000. Hence, those that agreed with the internal environment items also agreed with the items for performance, and vice versa.

TABLE 12. Pearson Correlations

		Internal Environment	Performance
Internal Environment	Pearson Correlation	1	0.800**
	Sig. (2-tailed)		0.000
	N	205	205
Performance	Pearson Correlation	0.800**	1
	Sig. (2-tailed)	0.000	
	N	205	205
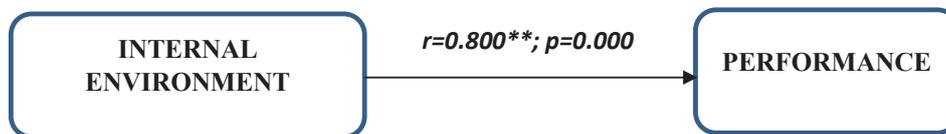
FIGURE 2. Relationship Between Internal Environment with Performance

5. FINDINGS AND DISCUSSION

The results from the analysis show that there is a positive and significant relationship between the internal environment and the performance of retirement homes in Malaysia.

5.1. **The Relationship between the Internal Environment and Performance of Retirement Homes.** It was identified for elements that are pertinent for the internal environment of the retirement homes which are elderly centric treatment (Hanif, Abd Aziz, Aini, Wenjia, & Hua, 2018; Tan, & Lee, 2018), the relationship between the elderly with professional from the hospital (Casey, Low,

Jeon, & Brodaty, 2016; Onunkwor, Al-Dubai, George, Arokiasamy, Yadav, Barua, and Shuaibu, 2016), routine activities in the retirement homes (Mjørud, Engedal, Røsvik, & Kirkevold, 2017; Slettebø, Sæteren, Caspari, Lohne, Rehnsfeldt, Heggestad, & Aasgaard, 2017), and availability of 24 hours professional ambulance services (Hanif, Abd Aziz, Aini, Wenjia, & Hua, 2018; Tan, & Lee, 2018), which also supported by previous research on the important element for internal environment of retirement homes.

The most important elements or criteria to measure the performance of retirement homes are the number of tenants (Kandel & Adamec, 2017), the quality of food and facilities (Hanif, Abd Aziz, Aini, Wenjia, & Hua, 2018), availability of basic health screening equipment (Hanif, Abd Aziz, Aini, Wenjia, & Hua, 2018; Tan, & Lee, 2018), highly skilled caretakers (Kandel & Adamec, 2017), and availability of internet facilities for the elderly tenants equipment (Hanif, Abd Aziz, Aini, Wenjia, & Hua, 2018; Tan, & Lee, 2018).

Hence, most of the elderly responded to the survey agreed that there is a positive and significant relationship between the internal environment and the performance of retirement homes as depicted in Figure 3..
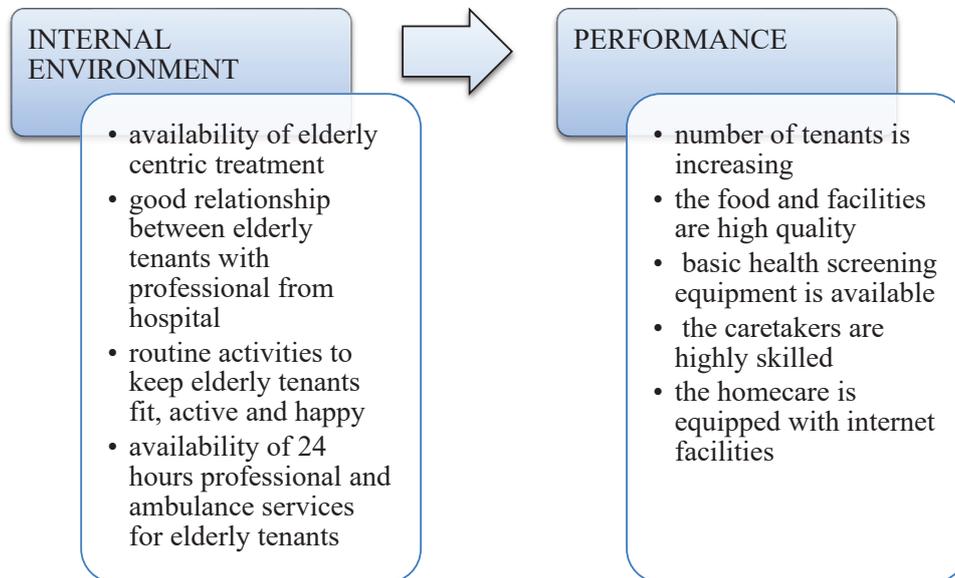

FIGURE 3. Internal Environment and Business Performance of Retirement Homes

6. Conclusion

In conclusion, all retirement homes should take into consideration the elements which are considered as important or critical by the elderly tenants. The retirement homes are expected to have an elderly centric treatment, the professionals from hospitals must have a good relationship with the elderly tenants, routine activities that excite the tenants, and also 24 hours professional and ambulance services for the tenants. Most of the tenants agreed that the performance of retirement homes highly dependent on the number of tenants, high-quality foods and services, availability basic health screening types of equipment, highly skilled caretakers, and availability of internet services in the retirement homes.

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