

## RESEARCH ARTICLE

# The relationship between management of facilities and tenants' satisfaction towards retirement homes: An exploratory study

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### ABSTRACT

This paper intends to explore whether there exists any relationship between management of facilities and tenants' satisfaction towards retirement homes in Malaysia. A set of questionnaire was administered to 400 tenants of retirement homes in Selangor, Kuala Lumpur, Johor, and Kelantan and only 205 complete questionnaires were used for the study. The questionnaire consists of six items on management of facilities with a high reliability value of  $\alpha = 0.93$ ; and eight items on tenants' satisfaction with a high reliability value of  $\alpha = 0.91$ . The results from Pearson correlation analysis show that there is a strong, positive and significant relationship between management of facilities and tenants' satisfaction towards retirement homes. The respondents agreed with the items on efficient management of facilities which are collaborations with NGOs in providing transport and medical assistance, creating awareness of these collaborations, availability of food bank supply, an integrated database, effective management of activity space, collaboration with public professional healthcare and skilled social volunteers. As for tenants' satisfaction, the tenants agreed with the items which include an increase in the number of retirement home tenants, availability of health screening equipment, high quality food and facilities, and skilled caretakers, retirement homes equipped with internet facilities, and happy with activities conducted. Hence, the findings show that the management of facilities in retirement homes has a direct relationship with tenants' satisfaction towards these retirement homes.

**Keywords:** ageing; collaboration; happiness; NGOs; skilled

**JEL Classification:** A10

## 1. Introduction

The ageing population in the world is increasing as reported by Pablo Alvarez<sup>[1]</sup>, in 2022, that is, about 771 million people at the age of more than 64 years old comprised 10% of the world's population. The ageing population is expected to increase to 16% by 2050 and further increase to 24% by 2100. In addition, the top three countries with the highest ageing population as of 2021 are Japan with 30%, Italy with 24% and Finland with 23% of ageing population. However, it is forecasted that more Asian countries and island nations might be facing low population growth and are expected to have more than one-third of the population at the age of more than 65 years old and these include Jamaica, South Korea, and Albania<sup>[1]</sup>.

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In fact, Malaysia is also experiencing an increase in the ageing population as reported by the Department of Statistics Malaysia<sup>[2]</sup>; the ageing population of Malaysia is growing at a rate faster than is expected whereby its population of more than 15% will exceed the age of 65 by the year 2050. Two main factors which contribute to the increasing number of the elderly include the rise in life expectancy, and low fertility rates<sup>[3]</sup>. Higher life expectancy may be due to marked developments in living conditions, technology advances in the medical field and healthy dietary intake. Due to the increase in the elderly population in Malaysia, the concept of retirement homes or old folks' homes emerged. However, this concept of retirement homes in Malaysia is lagging in terms of providing housing for the elderly group as compared to countries such as Australia, United Kingdom, and Singapore where this concept has become established and well-supported by the government.

The National Health Policy for Older People was introduced in the year 1997 with the idea of promoting healthy ageing that includes productive ageing for those who have retired at the age of 60 years. Due to this, in the 10th Malaysia Plan, the government emphasized on issues related to the upgrading of amenities such as ICT and provision of accessible health care for elderly persons<sup>[4]</sup>. The Malaysian government policy promotes volunteer bodies to provide care for older persons by offering grants to these organizations to help provide community services to the elderly. For instance, the National Council of Senior Citizens Organization Malaysia (NASCOM) is a voluntary non-sectarian, non-governmental and non-profit federation of senior citizens' organization which aims to implement programs to promote better interaction and understanding which inter-generation is based with social care inclusion towards reduction of operational costs<sup>[5]</sup>.

Besides, the Department of Social Welfare acts as the agency in charge of facilitating policies for the elderly in Malaysia. This department provides services and amenities for elderly care and protection to achieve higher living standards. The policy of the elderly includes a proper plan of action, the role of management and social services, and the provision of facilities and services to ensure that the elderly sustain their active, physical, mental, and social well-being while becoming healthier and more independent<sup>[6]</sup>.

The development of nursing and homecare shows that the government is serious in its endeavour to support retirement homes, and this is obvious through the increase in the number of nursing homes as stated in the Private Healthcare Facilities and Services Act, 1998<sup>[7]</sup>, and registered care centres as required by the Care Centre Act 1993<sup>[8]</sup>. Moreover, initiatives taken by the Social Welfare Department include establishing *Rumah Sri Kenangan*, *Rumah Ehsan*, *Rumah Sejahtera*, *Pusat Jagaan Harian Warga Emas*, and *Pusat Aktiviti Warga Emas*. These initiatives should become a national predicament since the needs of the elderly in Malaysia is increasing annually.

Retirement homes have many facilities provided for the elderly. In Europe, US, Australia, Japan, and Singapore which are developed nations, facilities such as social care include activities such as assisting with the necessities and needs in daily living that focus on rehabilitative and preventive care as well as community care<sup>[9]</sup>. In Malaysia, the role of family members and the community is critical where social services and community care are concerned. According to the welfare state approach, close acquaintances, family members and the community take the responsibility to care for the elderly. Institutional care, that is private nursing homes are often only accessible to the elderly who can afford it<sup>[5-8]</sup>.

The extent to which these facilities are managed efficiently in retirement homes is a critical indicator of tenants' satisfaction towards retirement homes. The happiness index or satisfaction level of tenants of retirement homes is determined by the internal resources which mediate the effectiveness and efficiency of the policy for the elderly. These internal resources include physical resources such as basic needs and necessities which include accommodation that is hospitable to the tenants, a kitchen equipped with electrical appliances, and medicine for emergency use<sup>[5]</sup>. These have an impact on tenants' happiness or satisfaction level of

retirement homes. Efficiency in facility management can contribute towards healthy ageing which in turn can promote the elderly community to contribute constructively to the social and economic development of the nation.

Hence, this study aims to explore the relationship that exists between management of facilities in retirement homes and tenants' satisfaction level of these homes which is regarded as critical to tenants' happiness in Malaysia.

## **2. Literature review**

This section discusses the management of facilities in retirement homes (Section 2.1 below), tenants' satisfaction of retirement homes (Section 2.2), the relationship between management of facilities and tenants' satisfaction of retirement homes (Section 2.3) and adopting the expectancy theory to study the relationship between management of facilities in retirement homes and tenants' satisfaction towards the retirement homes (Section 2.4).

### **2.1. Management of facilities in retirement homes**

In Malaysia, there are currently 365 retirement homes and according to Noor et al.<sup>[5]</sup>, these homes are facing a multitude of problems with regard to the overall management of these homes. According to Lewis et al.<sup>[10]</sup>, and Md Isa et al.<sup>[11]</sup>, many of these homes are still regarded as not being well-equipped whereby they lack trained staff, essential equipment besides facing serious financial constraints; however, some of these homes are still able to sustain their operations.

In terms of management of facilities provided to the elderly in retirement homes, these include management of activity spaces, collaborations with public professional healthcare and skilled social volunteers, availability of a publicly-accessible integrated database, food bank or wheel of food supply, government collaborations with NGOs in providing transport and medical assistance, and creating awareness among caregivers and the elderly on these collaborations between the government and NGOs<sup>[9,11,12]</sup>.

Hence, it is essential that the management of these facilities needs to be examined if it needs to be improved to raise the satisfaction or happiness of the elderly tenants. In this way, the elderly can have healthy ageing and contribute towards the social and economic development in Malaysia.

In the present study, management of six facilities in retirement homes are investigated. The purpose is to examine the tenants' perceptions on the efficiency in management of these facilities in retirement homes by the management which include effective management of activity spaces, collaborations with public professional healthcare and skilled social volunteers, availability of a publicly accessible integrated database, availability of food bank or wheel of food supply, government collaborations with NGOs in providing transport and medical assistance and creating awareness among caregivers and the elderly on these collaborations between the government and NGOs.

### **2.2. Tenants' satisfaction level of retirement homes**

Tenants' satisfaction towards retirement homes also reflects their happiness index. Past studies on retirement homes suggest that senior citizens' happiness index can sustain the satisfaction of the Gross National Happiness in a country indirectly<sup>[13,14]</sup>. The level of satisfaction of tenants of retirement homes reflects their happiness index, which in turn is essential for sustaining the quality of their lives. To achieve this satisfaction or happiness, the facilities at retirement homes need to be managed efficiently. As cited by Hanif et al.<sup>[15]</sup>, facility management of retirement homes has become a significant indicator of tenants' satisfaction.

Tenants' satisfaction of retirement homes can be measured either based on social interactions or facilities<sup>[10,15-20]</sup>. Social interactions include happiness experienced by the tenants during the activities, services provided, and increase in the number of new tenants<sup>[16-20]</sup>. The facilities are assessed based on the total number of caretakers, skilled caretakers, quality of food and services, availability of health screening equipment, as well as availability of internet connectivity<sup>[15,16]</sup>.

In the present study, eight items are used to gain respondents' level of satisfaction towards the retirement homes. These items are happiness of tenants, number of caretakers, tenants are happy with activities, number of tenants increasing, high quality food and facilities, availability of health screening equipment, and Internet connection or Wi-Fi, as well as highly skilled caretakers.

### **2.3. The relationship between management of facilities and tenants' satisfaction towards retirement homes**

Past studies have revealed that efficient management of retirement homes and tenants' satisfaction play an important role in ensuring high satisfaction level or happiness of tenants towards these homes. Like other studies<sup>[9,12,21]</sup>, Costa-Font<sup>[21]</sup> stated that the physical features of retirement homes can create feelings of happiness among tenants with the intention and thoughts of relocating and living at the designated locations. Hanif et al.<sup>[15]</sup> in their study on the elderly's satisfaction level of the facilities at a retirement home in Temerloh, Pahang revealed that besides family members' social support, physical features of the retirement home can also positively impact the elderly by raising their quality of life.

### **2.4. Vroom's expectancy theory**

This study aims to examine whether there is any relationship between management of facilities and tenants' satisfaction towards retirement homes. For this purpose, Vroom's expectancy theory is adopted as the theory proposes that an individual will perform in a particular manner with the expectation that an expected and desirable outcome will follow (as cited in Vroom et al.<sup>[22]</sup>). The expectancy theory is applied in the study to explore whether the efficiency in management of facilities (Independent variable) can affect tenants' satisfaction or happiness (Dependent variable-expected outcome) in the retirement homes (refer to **Figure 1**). In other words, if the facilities at the retirement homes are managed efficiently, this means that tenants will have a high satisfaction level towards the retirement homes, and vice versa.

Hence, H1 is presented below:

H1: There exists a relationship between management of facilities and tenants' satisfaction towards retirement homes in Malaysia.



Source: Research findings.

**Figure 1.** Conceptual framework of the study.

## **3. Methodology**

This section briefly discusses sampling (Section 3.1), questionnaire (Section 3.2), and reliability analysis of items (Section 3.3).

### 3.1. Sampling and data collection

The sampling method used in this study is purposive sampling. The respondents chosen are the elderly who are not experiencing dementia and fit to answer the questionnaire. In this study, about 400 questionnaires were distributed to the operators of retirement homes in Selangor, Kuala Lumpur, Johor, and Kelantan. These operators identified the tenants who were able to respond to the questionnaire, and these include healthy and non-dementia tenants who were fit to answer the questionnaire. The questionnaire was administered to these tenants and the duration for data collection was around four months. Only 205 (51.3%) completed questionnaires were received and analyzed for the study. According to Krejcie and Morgan’s table, for a known sample, the minimum sample should be 207; however, the number of tenants who fulfilled the criteria was only 205. Hence, the analysis for this study is based on 205 tenants to generalize the four selected states in the central, southern, and eastern regions of Peninsular Malaysia. The summary of the sampling, and response rate is shown in **Table 1**.

**Table 1.** Sampling and response rate by states.

States	Number of Questionnaires Distributed	Total Completed and Returned	Percentage (%)
Kuala Lumpur	100	27	13
Selangor	100	84	41
Johor	100	43	21
Kelantan	100	51	25
<b>Total</b>	<b>400</b>	<b>205</b>	<b>100</b>

The analysis of respondents’ profile show that out of 205 respondents, most of the respondents (62%) were aged above 56 years, 58.5% were Malays, 51.2% consists of males, 50.2% with married status, 35.1% who possessed a Bachelor’s degree and above, and 41% who originated from Selangor. Hence, the sample had a well-distributed profile, thus the sample can be categorized as being within the definition of the elderly. Table 2 summarizes the respondent profiles.

**Table 2.** Respondents’ profile.

Age	N	%	Ethnic Group	N	%
45–55 years old	78	38.0	Malay	120	58.5
56–70 years old	108	52.7	Chinese	72	35.1
More than 70 years old	19	9.3	Indian	13	6.3
<b>Total</b>	<b>205</b>	<b>100</b>	<b>Total</b>	<b>205</b>	<b>100</b>
Gender	N	%	Marital Status	N	%
Male	105	51.2	Married	103	50.2
Female	100	48.8	Single	102	49.8
<b>Total</b>	<b>205</b>	<b>100</b>	<b>Total</b>	<b>205</b>	<b>100</b>
Education Background	N	%			
No education	5	2.4			
Primary/SRP/PMR	41	20.0			
SPM	34	16.6			
STPM/Diploma	53	25.9			
Degree and above	72	35.1			
<b>Total</b>	<b>205</b>	<b>100</b>			

### 3.2. Questionnaire

The questionnaire is divided into three sections. The first section of the questionnaire is on basic demographic information such as age, gender, education background, ethnicity, marital status, and where the respondents come from. This information is essential to ensure that there was no respondent biasedness.

The second part of the questionnaire consists of six items on management of facilities in retirement homes. The questionnaire has a 5-point Likert scale ranging from 5 (Strongly Agree) to 1 (Strongly Disagree) where respondents rated the management of facilities according to how they perceived the facilities were managed efficiently. There are six items on management of facilities in retirement homes which include effective management of activity spaces, collaborations with public professional healthcare and skilled social volunteers, availability of a publicly accessible integrated database, availability of food bank or wheel of food supply, government collaborations with NGOs in providing transport and medical assistance, and creating awareness among caregivers and the elderly on these collaborations between the government and NGOs<sup>[9,11,12]</sup>.

The third part of the questionnaire contains eight items on tenants' satisfaction towards retirement homes. These items were rated based on a 5-point Likert scale ranging from 5 (Strongly Agree) to 1 (Strongly Disagree). The items include the elderly expressing happiness with the retirement home services<sup>[9,14-19]</sup>, the elderly being happy with the activities<sup>[16-20]</sup>, the number of caretakers employed, the increasing number of tenants<sup>[16-20]</sup>, availability of high quality food and facilities<sup>[16]</sup>, and equipment for basic health screening, and availability of internet access, as well as highly-skilled caretakers<sup>[10,15,16]</sup>. **Table 3** below summarizes the items developed for each variable.

**Table 3.** Items for Management of Facilities and Tenants' Satisfaction.

Items for Management of Facilities	References
MFH1: Effective and efficient management of activity spaces	[9], [11], [12]
MFH2: Collaboration with public professional healthcare, and skilled social volunteers	
MFH3: Availability of a publicly accessible integrated database	
MFH4: Availability of food bank supply or wheel of food	
MFH5: Government collaborations with NGOs to provide transport and medical assistance	
MFH6: Ability to create awareness among caregivers and elderly on government-NGOs collaborations to provide transport and medical assistance.	
Items for Tenants' Satisfaction	References
TS1: Happiness of tenants	[16], [17], [18], [19], [20]
TS2: Number of caretakers	
TS3: Tenants happy with activities	
TS4: Number of tenants are increasing	
TS5: High quality food and facilities	[10], [15], [16]
TS6: Equipment for health screening	
TS7: Availability of internet connection or Wi-Fi	
TS8: Highly skilled caretakers	

### 3.3. Analysis

The first analysis is reliability analysis to ensure that the items used for the study are reliable and can be used to measure the variables. The second analysis is descriptive statistics analysis to determine respondents' profile, whether it is biased or not. The third analysis presented is the mean and standard deviation of items to determine the level of agreement of the items by the respondents. The final analysis is hypothesis analysis,

where Pearson Correlation analysis was to determine whether there is any significant relationship between IV (independent variable) and DV (dependent variable). The next section presents the findings of the analyses.

## 4. Findings

This section summarizes the responses of the 205 respondents in the questionnaire. The findings of reliability analysis, and descriptive statistics for management of facilities in retirement homes and tenants' satisfaction are presented below.

### 4.1. Reliability analysis

Reliability analysis for the six (6) items on management of facilities (MFH) shows that  $\alpha = 0.93$  for six items, while for the eight (8) items on tenants' satisfaction (TS),  $\alpha = 0.91$ . Since the value for Cronbach's Alpha is more than 0.90 for both variables, therefore the items can be used to measure the variable, and are highly reliable<sup>[21]</sup>. Hence, no items were deleted for the analysis.

### 4.2. Management of facilities in retirement homes (MFH)

There are six (6) items on management of facilities in retirement homes, and most of the respondents agreed with the facilities management of the retirement homes as all the items depict a mean exceeding 3.50 (as shown in **Table 4** below). These items include the ability to create awareness among caregivers and the elderly on government-NGOs collaborations to provide transport and medical assistance (mean= 4.15, s.d.= 0.90), government collaborations with NGOs in providing transport and medical assistance (mean= 3.93; s.d.= 0.89), food bank supply (mean= 3.77; s.d.= 0.95), an integrated database (mean= 3.67; s.d.= 1.06), effective management of activity spaces (mean= 3.66; s.d.= 0.87), and collaborations with public professional healthcare and skilled social volunteers (mean= 3.55; s.d.= 1.02) (refer to **Table 4**). The findings of this study support previous studies<sup>[9,11,12]</sup>.

**Table 4.** Descriptive statistics of items on management of facilities in retirement homes (MFH).

Items	Mean	Std. Deviation	N
MFH1: Effective and efficient management of activity spaces	3.66	0.87	205
MFH2: Collaboration with public professional healthcare, and skilled social volunteers	3.55	1.02	205
MFH3: Availability of a publicly accessible integrated database	3.67	1.06	205
MFH4: Availability of food bank supply or wheel of food	3.77	0.95	205
MFH5: Government collaborations with NGOs to provide transport and medical assistance	3.93	0.89	205
MFH6: Ability to create awareness among caregivers and elderly on government-NGOs collaborations to provide transport and medical assistance.	4.15	0.90	205

Source: Extracted from SPSS Output.

### 4.3. Tenants' satisfaction (TS)

As for tenants' satisfaction, the findings show that on average, the tenants stated 'neutral' for 3 items (TS1, TS2, TS3) as the mean for these items is 3.50 or less. However, they agreed with 5 items on tenants' satisfaction (TS4, TS5, TS6, TS7, TS8) as these items had a mean exceeding 3.50. The key elements which contributed to tenants' satisfaction level in descending order are the increase in the number of retirement home tenants, availability of high-quality food and facilities, and health screening equipment, availability of internet connection or Wi-Fi, highly skilled caretakers, tenants happy with activities, tenants' happiness, and number of caretakers (refer to **Table 5** below).

**Table 5.** Descriptive statistics of items on tenants’ satisfaction (TS).

Items for Tenant’s Satisfaction	Mean	Std. Deviation	N
TS1: Happiness of tenants	3.45	0.87	205
TS2: Number of caretakers	3.33	0.89	205
TS3: Tenants happy with activities	3.50	0.85	205
TS4: Number of tenants are increasing	3.68*	0.82	205
TS5: High quality food and facilities	3.62*	0.81	205
TS6: Equipment for health screening	3.61*	0.87	205
TS7: Availability of internet connection or Wi-Fi	3.57	0.79	205
TS8: Highly skilled caretakers	3.61*	0.87	205

Source: Extracted from SPSS Output.

#### 4.4. Pearson correlation results on management of facilities in retirement homes (MFH) and tenants’ satisfaction (TS)

From the Correlation Analysis, the average mean for management of facilities is 3.79, and the average mean for tenants’ satisfaction is 3.55, hence, on average most of the respondents agreed with both variables as the average mean is more than 3.50 (refer to **Table 6**). Correlation analysis findings suggests that the relationship between management of facilities in retirement homes and tenants’ satisfaction level of old folks’ homes is positive, strong, and significant at 0.01 level with  $r = 0.635^{**}$ ,  $p = 0.000$  (refer to **Table 7** below). Since the *R*-value is positive and significant at 0.01 level (2-tailed), hence, we can assume that there is a highly significant relationship between management of facilities and tenants’ satisfaction. In other words, tenants who agreed with the items on management of facilities, also agreed with the items on tenants’ satisfaction and vice versa (refer to **Table 7** below). This finding is in line with findings from previous studies that claim that effective management of facilities correlates positively with tenants’ satisfaction of retirement homes (refer to **Figure 2**)<sup>[9,12,23–25]</sup>.

**Table 6.** Average mean of management of facilities in retirement homes items and tenants’ satisfaction items.

	Average Mean	Std. Deviation	N
Management of Facilities (MFH)	3.79	0.95	205
Tenants’ Satisfaction (TS)	3.55	0.85	205

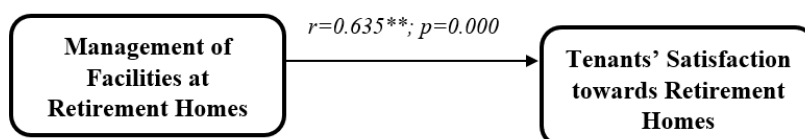
Source: Extracted from SPSS Output.

**Table 7.** Correlation analysis between management of facilities (MFH) and tenants’ satisfaction (TS) towards retirement homes.

		TS
MFH	Pearson Correlation	0.635**
	Sig. (2-tailed)	0.000
	N	205

\*\* Correlation is significant at the 0.01 level (2-tailed).

Source: Extracted from SPSS Output.



**Figure 2.** Relationship between management of facilities in retirement homes (MFH) and tenants’ satisfaction (TS).



## 5. Discussion

From the analysis, it can be deduced that there exists a relationship between the two main variables of the study, namely management of facilities (Independent variable) and tenants' satisfaction (Dependent variable) of retirement homes.

The tenants of retirement homes agreed that facilities at the retirement homes were managed very well, and these include collaborations between government and NGOs in providing support such as transport and medical assistance<sup>[24,26-28]</sup>, availability of food bank supply, availability of an integrated database, effective management of activity spaces, and collaborations with professional healthcare and skilled social volunteers at retirement homes<sup>[28,29]</sup>.

In addition, they also agreed that the increasing number of tenants at the retirement homes, high quality food and facilities, availability of equipment for basic health screening, caretakers who are skilled, and availability of internet connection or Wi-Fi<sup>[24,27,28,30]</sup> and tenants happy with activities are important for a retirement home.

The findings of Pearson Correlation analysis show that  $r = 0.635^{**}$ ,  $p = 0.000$ , that is, there is a strong, positive, and significant relationship indicating that tenants who agreed with the items on management of facilities, also agreed with the items on satisfaction of the retirement homes and vice-versa. Therefore, H1 is supported, hence indicating that there exists a relationship between management of facilities and tenants' satisfaction of retirement homes in Malaysia. This implies that to raise the satisfaction level of tenants, the management of retirement homes should evaluate their facilities and determine whether they meet the minimum requirements as expected by the tenants, and further upgrade these facilities to fulfil their expectations.

## 6. Conclusion

In essence, management of facilities and tenants' satisfaction play a critical role in ensuring that retirement homes fulfill the expectations of the elderly as well as potential tenants of these homes<sup>[23,28,29]</sup>. Most of the elderly who participated in the study stated that the facilities were managed very well in their retirement homes. These facilities which are deemed to be important include government collaborations with NGOs exist in providing transport and medical assistance<sup>[23]</sup>, caretakers and the elderly have the awareness of existing collaborations between the government and NGOs in providing transport and medical assistance to the elderly in these homes. Other critical items on facilities include the provision of food bank supply, an integrated database on details of the elderly, an effective and efficient management of retirement homes activity space, collaborations with public professional healthcare providers, and skilled social volunteers.

In short, the elderly regard the accessibility to various amenities and services including healthcare and support services as being critical factors in selecting retirement homes<sup>[30]</sup>. Hence, there is a need to ensure that the facilities of these homes meet, if not, exceed the expectations of the elderly, that can be seen, in terms of the increase in the number of tenants, enhanced quality of food and facilities, availability of accessibility to health screening equipment, highly skilled caretakers, and internet connections or Wi-Fi<sup>[24,25,27,28,31]</sup>.

These indicators are regarded as crucial to promote healthy ageing among the elderly in retirement homes so that they can engage themselves and contribute towards the social and economic development of the country. Therefore, if retirement homes can cater to these needs of the elderly as set by the government policy<sup>[26]</sup>, they will have a high satisfaction level leading to happiness and resulting in the elderly living a quality life at retirement homes.

The present study has a few limitations in that the study did not investigate retirement homes from other states besides the four states mentioned above. Furthermore, no comparison was made across gender and race of tenants with regard to their perceptions on management of facilities and satisfaction towards retirement homes. It is recommended that further research be conducted on more retirement homes in other states in Malaysia and investigate the management of facilities and tenants' satisfaction towards retirement homes across gender, race, and religion. The findings of this research have implications for the government, NGOs, and management of retirement homes to re-examine the policies of retirement homes and improve on the quality and management of facilities as well as the services provided to the elderly in retirement homes to lead a healthy ageing life.

The significance of this study is that the facilities that need to be improved are identified to raise the satisfaction or happiness of the tenants of retirement homes in general. Besides, management strategies can be outlined to improve the efficiency in the management of these facilities which in turn can increase tenants' satisfaction. Thus, the aim of the study has been achieved.

## **Author contributions**

Conceptualization, KSDK and NSAR; methodology, NSAR; software, NSAR; validation, KSDK and NSAR; investigation, KSDK and NSAR; resources, KSDK and NSAR; data curation, KSDK and NSAR; writing—original draft preparation, KSDK and NSAR; writing—review and editing, KSDK and NSAR; visualization, KSDK; project administration, KSDK; funding acquisition, KSDK. All authors have read and agreed to the published version of the manuscript.

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## **Conflict of interest**

The authors declare no conflict of interest.

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