What About Supervision Matters?
Supervision Satisfaction as a Predictor of Turnover Intentions

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What is Supervision?

- One-on-one guidance

- The difference between supervision and training:
  - Training is usually conducted in a group setting
  - Supervision is much more hands-on and personalized

- Developed an evidence-based supervision curriculum that trains supervisors on how best to motivate direct staff (Reid, Parsons, & Green, 2011)
Previous Research

• Firth, Mellor, Moore, & Loquet, 2004 (N= 173)

• Administered a questionnaire that measured:
  o Commitment to organization (i.e., turnover)
  o Job satisfaction
  o Stress
  o Supervision satisfaction

• Emotional support buffered against stress and turnover

• Conclusion: Managers must monitor supervisor and supervisee relationship
Previous Research

• **Special Educators** (Billingsley, 2004; Miller et al., 1999):
  - Perceived supervisory/administrative support to be **adequate** = remain at the job
  - Perceived supervisory/administrative support to be **inadequate** = leave job

• **Emotional Support**
  - Demonstrating appreciation
  - Taking an interest in work
  - Perpetuating open communication
Methods

The Supervision Satisfaction Scale \( (\alpha = .80) \)

- Adapted from Eisenberg’s (2002) study
- Five items with the highest reliability were used
- 5-point Likert scale measuring perceived supervisor support
  
  - Example “My supervisor(s) really care(s) about my well-being.”

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td></td>
<td></td>
<td></td>
<td>Strongly Agree</td>
</tr>
</tbody>
</table>

In this study, The Supervision Satisfaction Scale \( \alpha = .90 \)
Results
Supervision Satisfaction Questionnaire

“My supervisor really cares about my well being”

“My supervisor cares about my general satisfaction at work”

“When I do the best possible job, my supervisor will notice”

“My supervisor shows a great deal of concern for me”

“My supervisor cares about my opinions”
## Correlations between Supervision Comp and the Individual Questions of which the Comp is Comprised

<table>
<thead>
<tr>
<th>Question</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My supervisor(s) really care(s) about my well-being</td>
<td></td>
<td>0.780**</td>
<td>0.576**</td>
<td>0.685**</td>
<td>0.622**</td>
<td>0.860**</td>
</tr>
<tr>
<td>2. My supervisor(s) care(s) about my general satisfaction at work</td>
<td>0.621**</td>
<td></td>
<td>0.701**</td>
<td>0.622**</td>
<td>0.873**</td>
<td></td>
</tr>
<tr>
<td>3. When I do the best job possible, my supervisor(s) will notice</td>
<td>0.689**</td>
<td>0.621**</td>
<td></td>
<td>0.829**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. My supervisor(s) show(s) very a great deal of concern for me</td>
<td></td>
<td></td>
<td>0.619**</td>
<td></td>
<td>0.873**</td>
<td></td>
</tr>
<tr>
<td>5. My supervisor(s) care(s) about my opinions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.812**</td>
<td></td>
</tr>
<tr>
<td>6. Supervision Satisfaction Comp  Avg. of a participant’s response</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
</tbody>
</table>

**Correlation is significant at the 0.01 level (2-tailed).**
Overall Satisfaction with Supervision

**Likely to Leave**

- **Mean** = 3.69
- **Std. Dev.** = 0.946
- **N** = 45

**Likely to Stay**

- **Mean** = 4.15
- **Std. Dev.** = 0.853
- **N** = 51

* p = .013

Skewed

Very Dissatisfied | Very Satisfied | Very Dissatisfied | Very Satisfied
What other aspects of supervision could be changed to increase supervision satisfaction?
<table>
<thead>
<tr>
<th>Correlations between Supervision Comp and Various Other Questions NOT Relating to Supervision</th>
<th>Supervision Comp</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of SUPERVISORS you DIRECTLY work under</td>
<td>.020</td>
</tr>
<tr>
<td>The number of clients you work with per month</td>
<td>.174</td>
</tr>
<tr>
<td>Perceptions regarding the average level of severity of autism on your cases</td>
<td>.070</td>
</tr>
<tr>
<td>Correlations NOT significant</td>
<td>✗</td>
</tr>
</tbody>
</table>
### Correlations between Supervision Comp and Various Other Questions Relating to Supervision

<table>
<thead>
<tr>
<th>Question</th>
<th>Supervision Comp</th>
</tr>
</thead>
<tbody>
<tr>
<td>My supervisor(s) provide(s) enough continuing training</td>
<td>.554**</td>
</tr>
<tr>
<td>My supervisor makes competent decisions</td>
<td>.628**</td>
</tr>
<tr>
<td>How SATISFIED are you with your supervisor’s ethical standards</td>
<td>.707**</td>
</tr>
<tr>
<td>How SATISFIED are you with your PROFESSIONAL relationship with your supervisor</td>
<td>.767**</td>
</tr>
<tr>
<td>The way my supervisor handles their coworkers</td>
<td>.806**</td>
</tr>
<tr>
<td>How SATISFIED are you with your PERSONAL relationship with your supervisor</td>
<td>.838**</td>
</tr>
</tbody>
</table>

**. Correlations are significant at the 0.01 level (2-tailed).
“How SATISFIED are you with your supervisor’s ethical standards”

**r = .707 w/supervision satisfaction comp**

**p = .004**

Likely to **Leave** (N= 45)  
Likely to **Stay** (N= 53)
How SATISFIED are you with the way your supervisor handles their coworkers

**r = .806** w/supervision satisfaction comp

**p = .010**

Likely to Leave (N= 36)

Likely to Stay (n= 42)
“How SATISFIED are you with your professional relationship with your supervisor”

**$r = .767$ w/supervision satisfaction comp**

*$P = .038$*

Likely to **Leave** (N= 45)  
Likely to **Stay** (N= 53)
“How SATISFIED are you with your **personal** relationship with your supervisor”

$$r = .838 \text{ w/supervision satisfaction comp}$$

$$p = .008$$

Likely to **Leave** (N= 45)

Likely to **Stay** (n= 53)
Summary

Turnover Intentions

- Satisfaction with the way supervisor handles coworkers
- Satisfaction with Professional Relationship
- Satisfaction with Personal Relationship
References


