



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:
 - Commitment to organization (i.e., turnover)
 - Job satisfaction
 - Stress
 - Supervision satisfaction
- Emotional support buffered against stress and turnover
- Conclusion: Managers must monitor supervisor-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."

1 2 3 4 5
Strongly Disagree Strongly Agree

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”

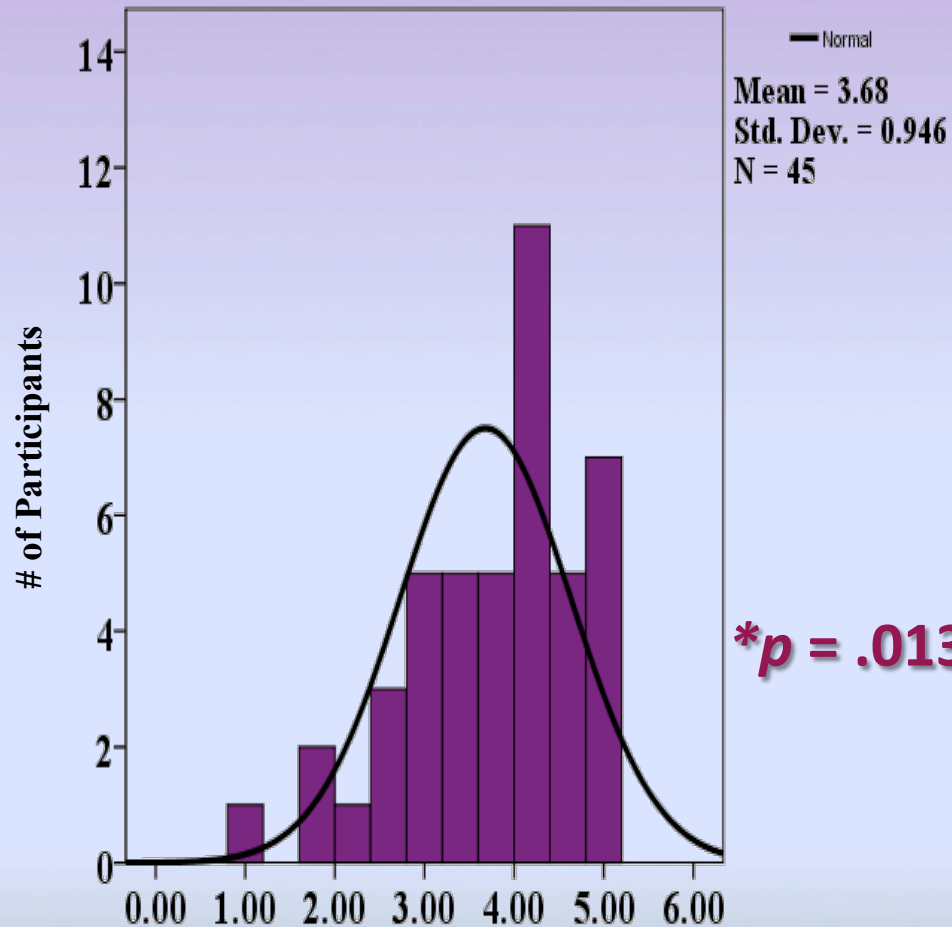
**Correlations between Supervision
Comp and the Individual Questions of
which the Comp is Comprised**

| | 1 | 2 | 3 | 4 | 5 | 6 |
|--|--|--------|--------|--------|--------|--------|
| 1. My supervisor(s) really care(s) about my well-being | - | .780** | .576** | .685** | .622** | .860** |
| 2. My supervisor(s) care(s) about my general satisfaction at work | | - | .621** | .701** | .622** | .873** |
| 3. When I do the best job possible, my supervisor(s) will notice | | | - | .689** | .621** | .829** |
| 4. My supervisor(s) show(s) very a great deal of concern for me | | | | - | .619** | .873** |
| 5. My supervisor(s) care(s) about my opinions | | | | | - | .812** |
| 6. Supervision Satisfaction Comp | Avg. of a participant's response across all the items | | | | | - |

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

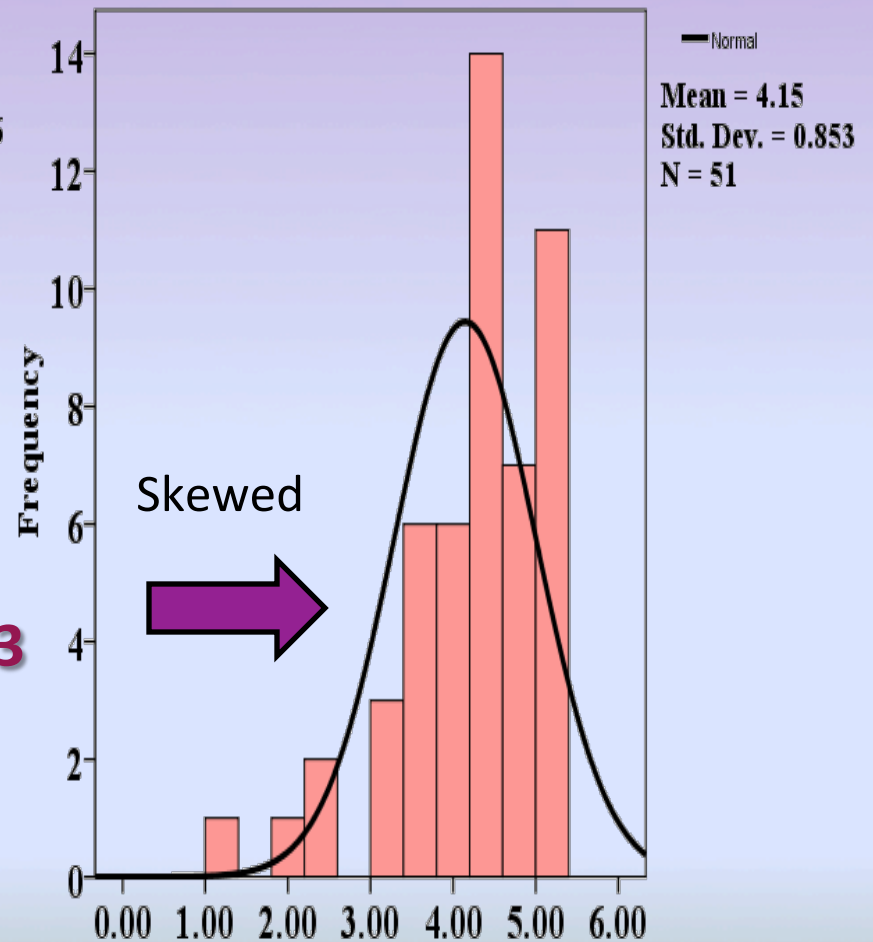
Overall Satisfaction with Supervision

Likely to Leave



****p = .013***

Likely to Stay



Very Dissatisfied

Very Satisfied

Very Dissatisfied

Very Satisfied



What **other** aspects of supervision could be changed to **increase** supervision satisfaction?



Correlations between Supervision Comp and Various Other Questions NOT Relating to Supervision

Supervision Comp

The number of SUPERVISORS you DIRECTLY work under

~~-.020~~

The number of clients you work with per month

~~-.174~~

Perceptions regarding the average level of severity of autism on your cases

~~.070~~

Correlations NOT significant



| Correlations between Supervision Comp and Various Other Questions Relating to Supervision | Supervision Comp |
|---|------------------|
| My supervisor(s) provide(s) enough continuing training | .554** |
| My supervisor makes competent decisions | .628** |
| How SATISFIED are you with your supervisor's ethical standards | .707** |
| How SATISFIED are you with your PROFESSIONAL relationship with your supervisor | .767** |
| The way my supervisor handles their coworkers | .806** |
| How SATISFIED are you with your PERSONAL relationship with your supervisor | .838** |
| **, Correlations are significant at the 0.01 level (2-tailed). | |

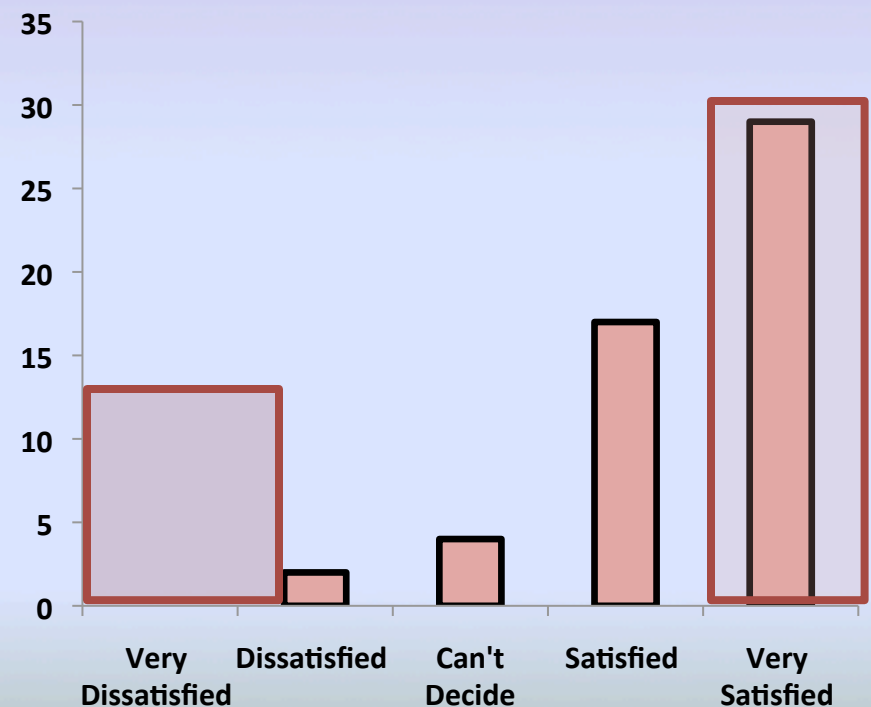
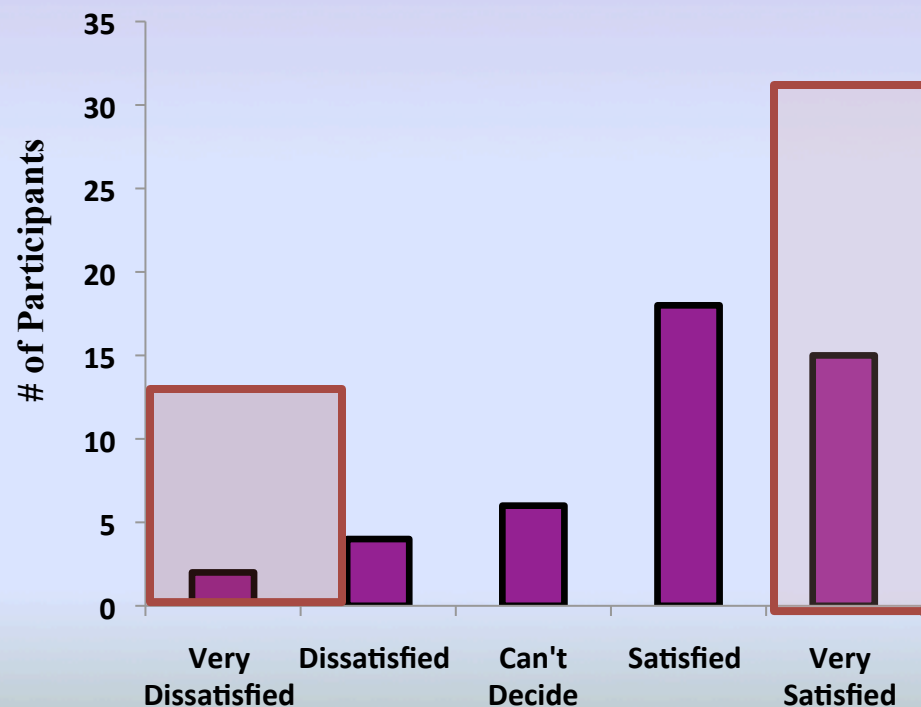
“How SATISFIED are you with your supervisor’s ethical standards”

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

**** $p = .004$**

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

Likely to **Stay** (N= 53)



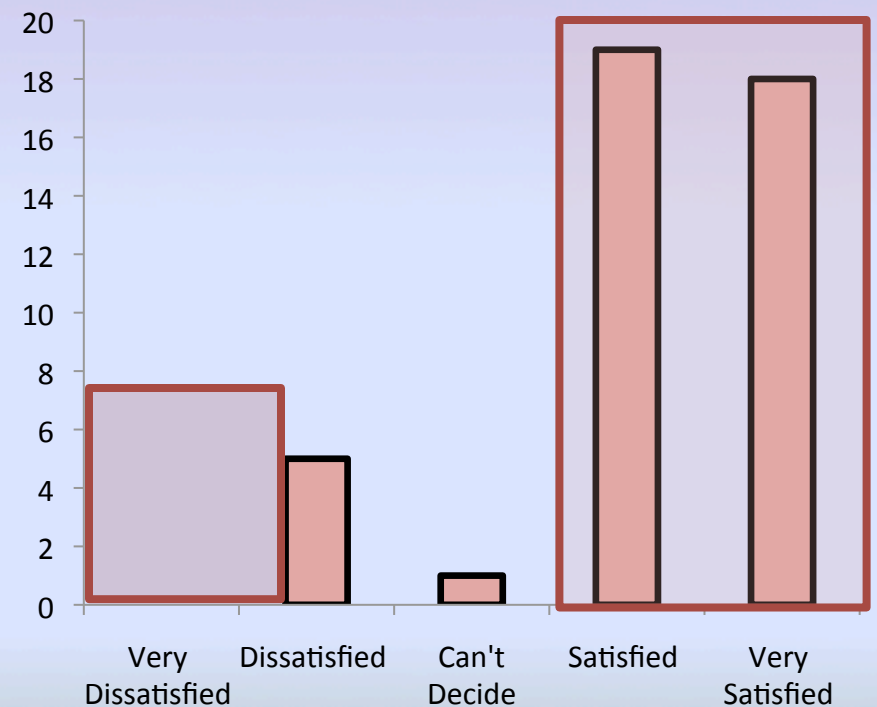
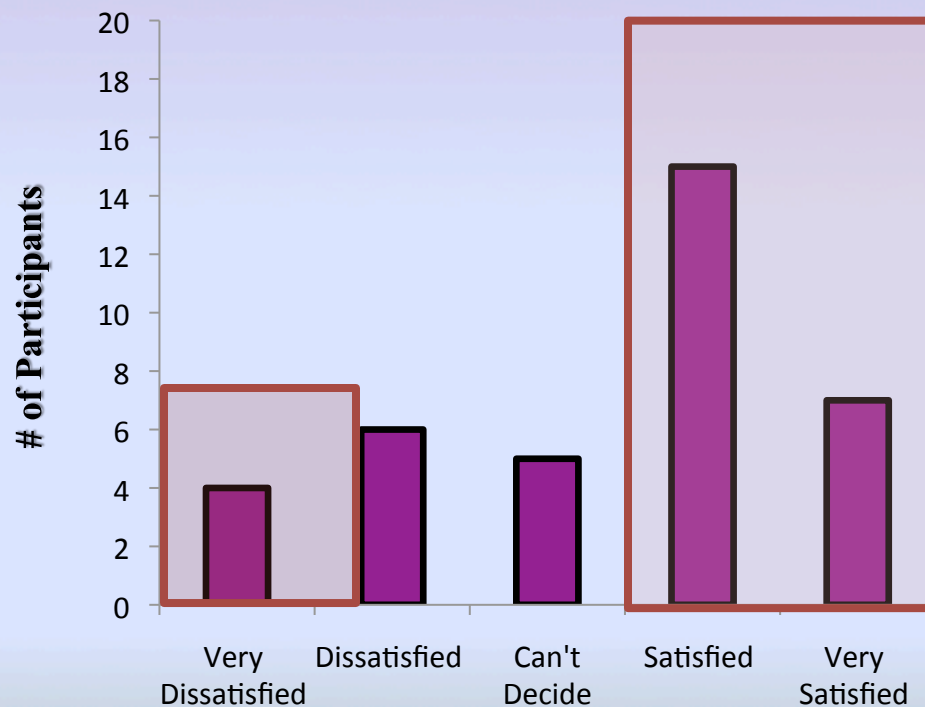
How SATISFIED are you with the way your supervisor handles their coworkers

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

****p = .010**

Likely to **Leave** (N= 36)

Likely to **Stay** (n= 42)



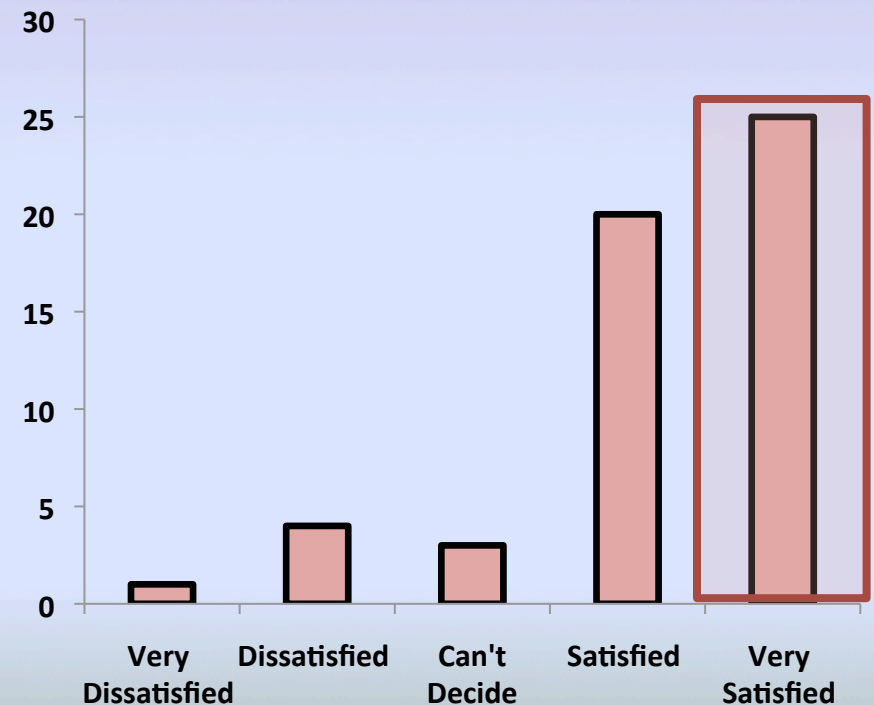
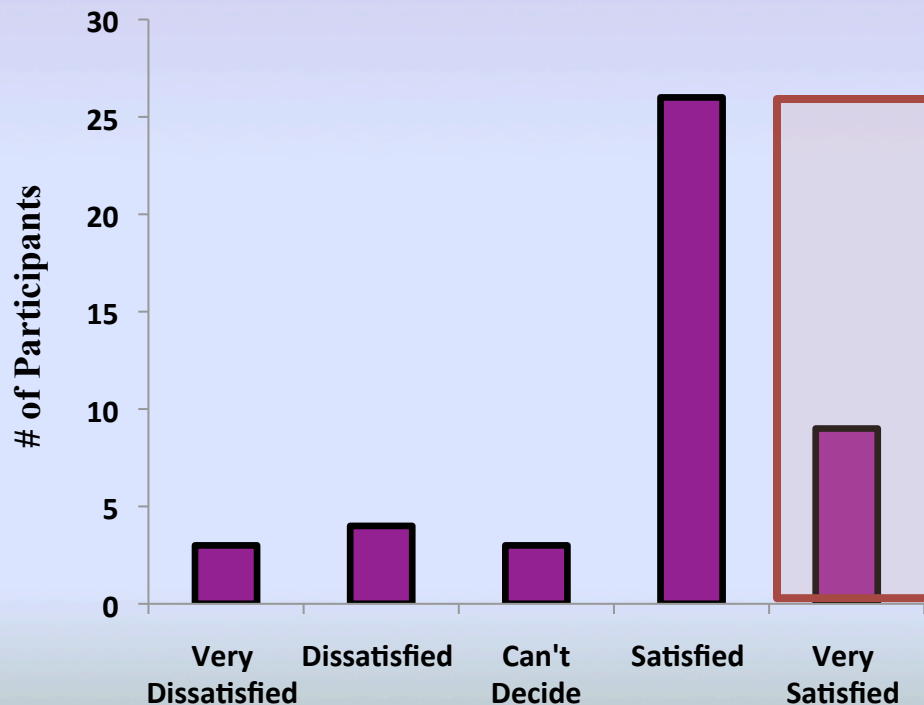
“How SATISFIED are you with your **professional** relationship with your supervisor”

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

***P = .038**

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

Likely to **Stay** (N= 53)



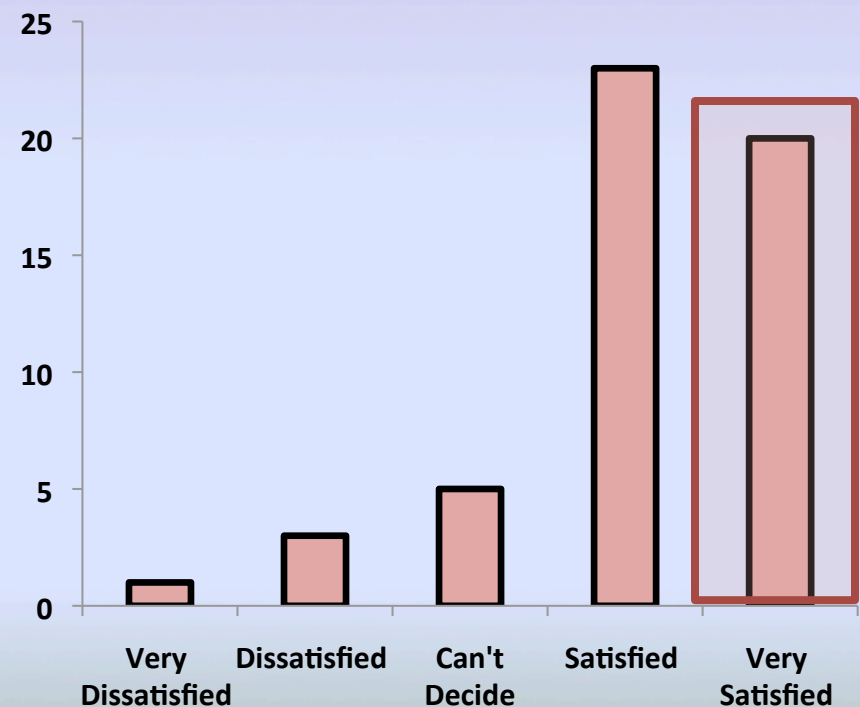
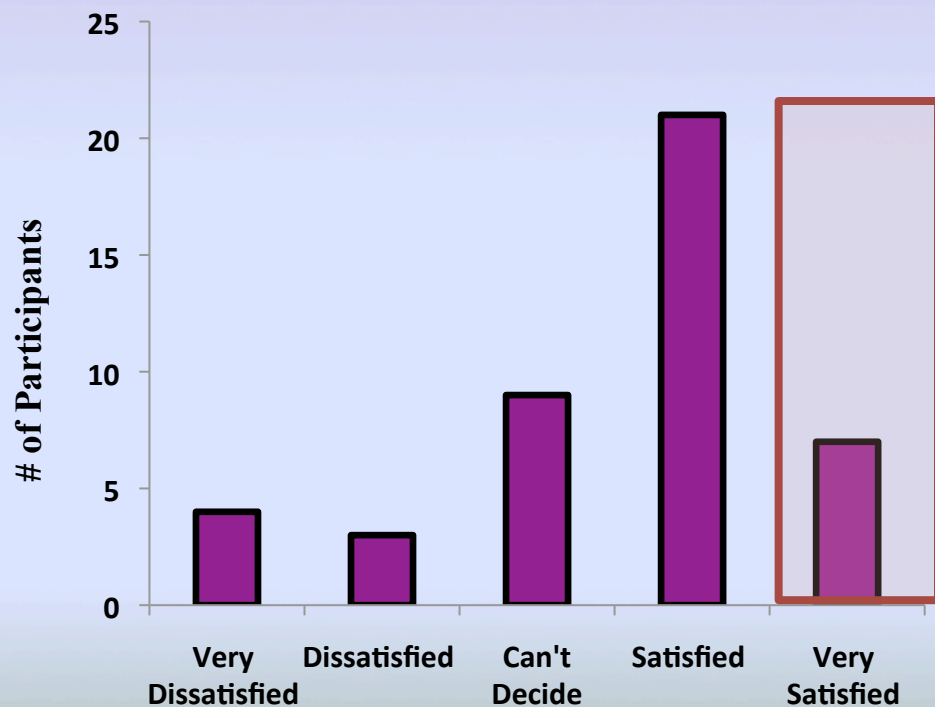
“How SATISFIED are you with your **personal** relationship with your supervisor”

****r = .838 w/supervision satisfaction comp**

****p = .008**

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

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





Summary

**Supervision
Satisfaction**

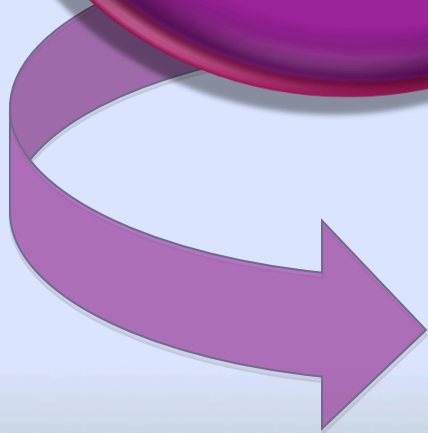
**Satisfaction with
the way supervisor
handles coworkers**

**Satisfaction
with Ethical
Standards**

**Satisfaction with
Professional
Relationship**

**Satisfaction
with Personal
Relationship**

**Turnover
Intentions**





References

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