



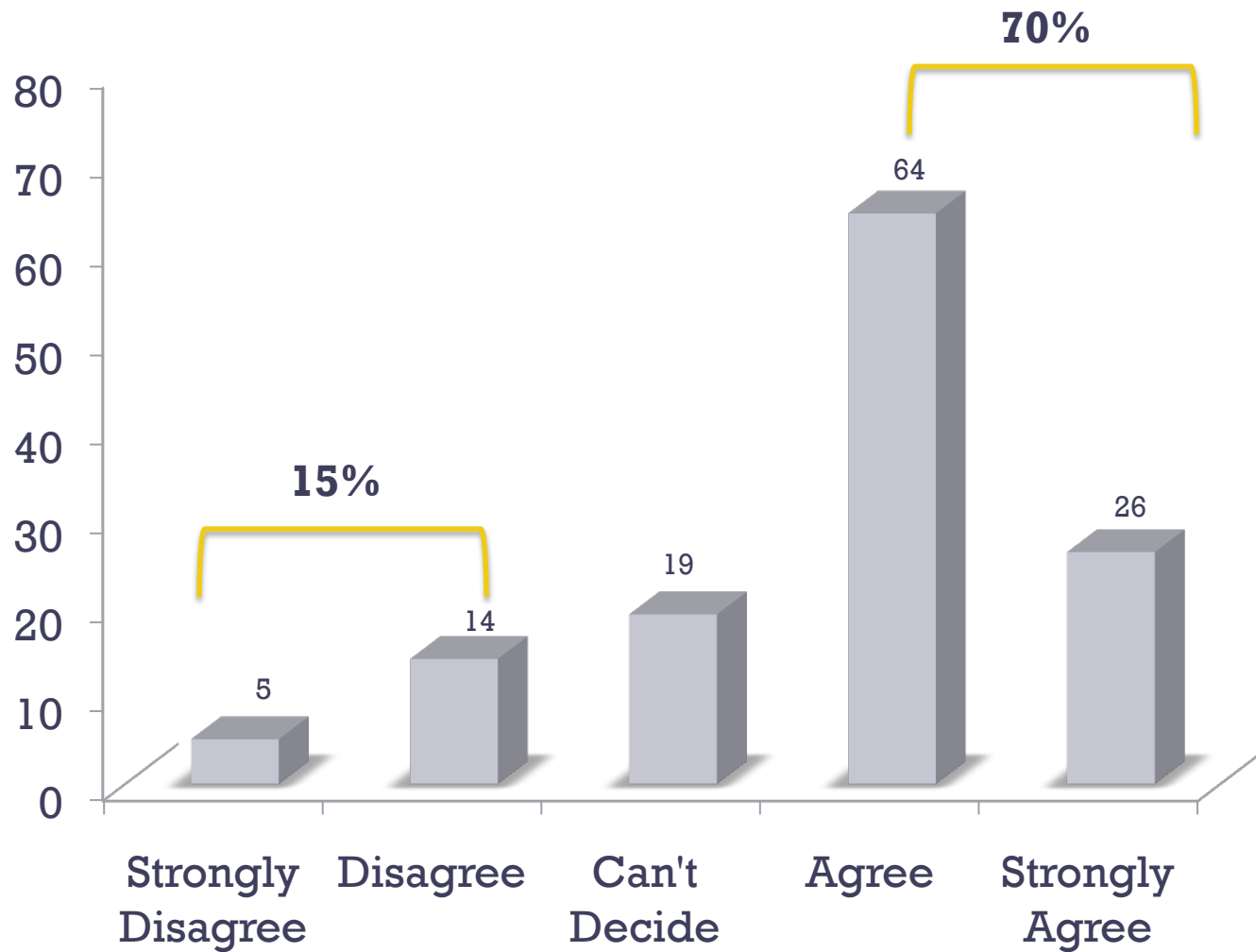
# **We Hired New Staff, Now Let's Keep Them! – The Influence of Training Satisfaction on Turnover Intentions**

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## I Wish I Could Get Additional Training






# **What Is Training**

- **Class/Groups**
  - **Observing Others Work**
  - **Others Observing Your Work**
  - **One-On-One**
- 




# **How Has Training Been Measured?**

- **Employee Satisfaction with Training** (Schmidt 2007; Lui 2006)
  - **Training Methodology** (Schmidt 2007; Sieben 2007)
  - **Duration of Training** (Rondeau, Williams, Wagar 2009; Schmidt 2007)
- 



# Why Training Matters

- **Training relates to turnover** (Rondeau, Williams, & Wagar, 2009)
  - **Training satisfaction relates to organizational commitment** (Lui, 2006)
    - Schmidt (2007)
      - **Duration of training**
      - **Training methods**
- 

# Training Satisfaction Scale

- Adapted from Lui (2006), measured training satisfaction in salespersons ( $\alpha = .71$ )
- A 5 item scale, rated on a 5-point Likert-type scale from “strongly disagree” to “strongly agree”



**In this study, The Training Satisfaction Scale  $\alpha = .46$**



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## **Training Satisfaction Scale**

**1. My training materials were as extensive as I expected**

**2. The company provides enough initial training**

3. My supervisor provides enough continuing training

4. My training at the company allows me to be a better therapist, no matter where I provide therapy

5. I wish I could get additional training

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## Correlation Matrix

*Variables*

1

2

Training Scale Composite

.875\*\*

.843\*\*

1. My training materials were as extensive as I expected

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.477\*\*

2. The company provides enough initial training

.477\*\*

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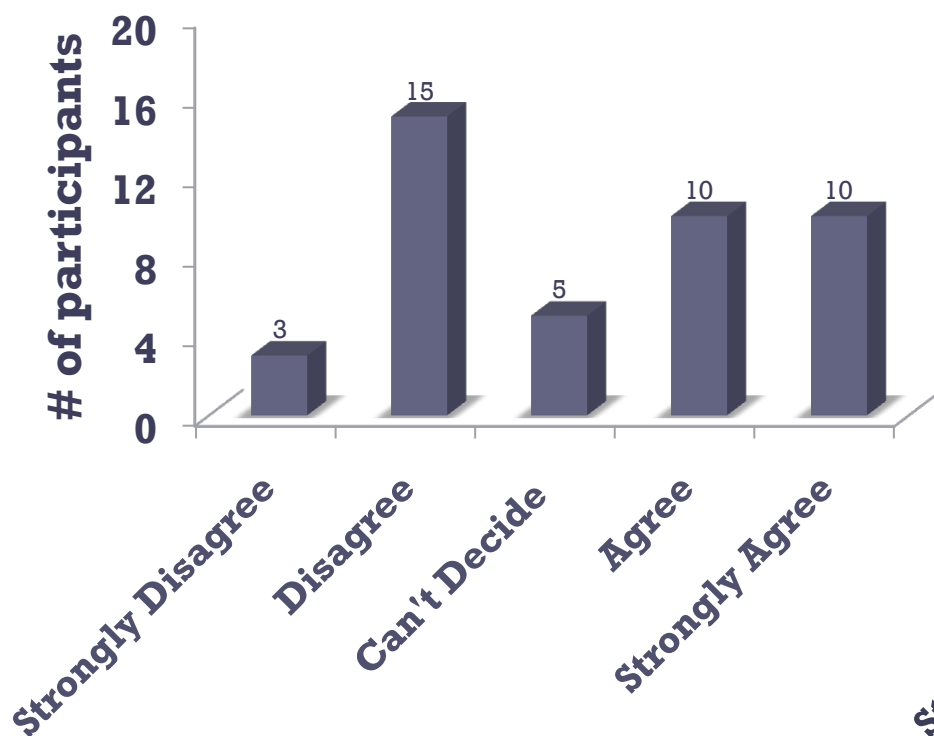
\*\*  $p < 0.01$



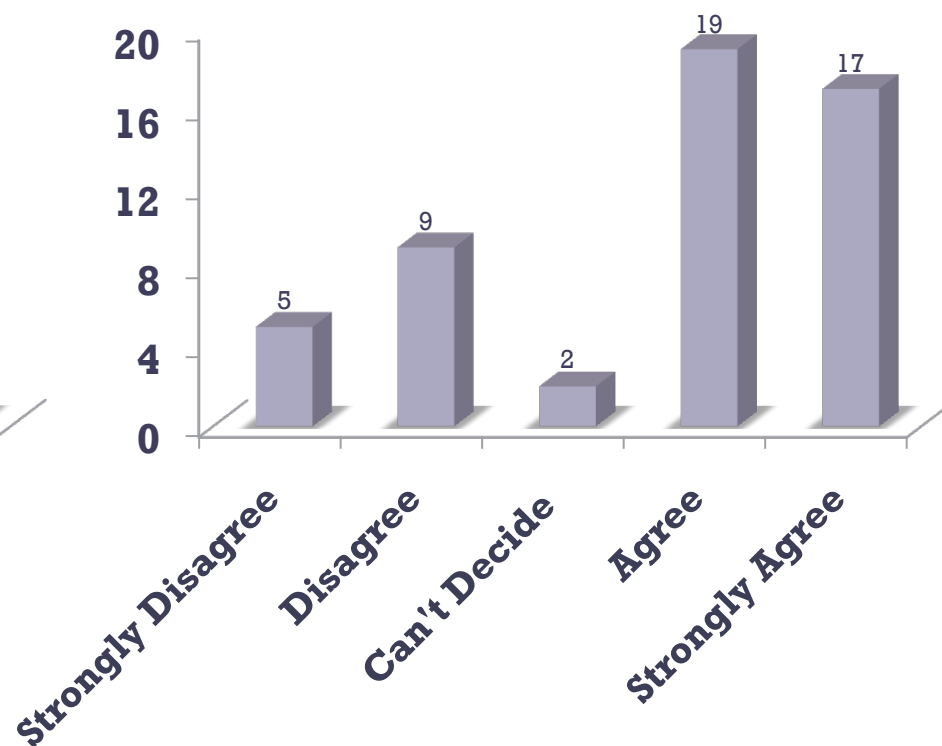


## My Training Materials Were As Extensive As I Expected

Likely To Leave (N=43)

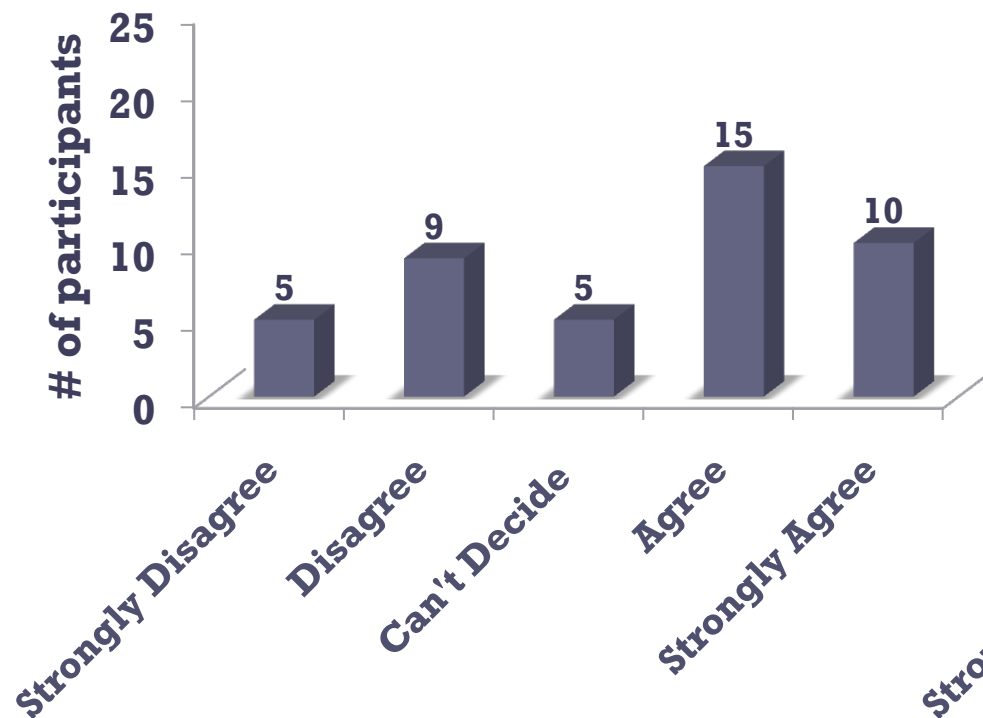


Likely To Stay (N=52)

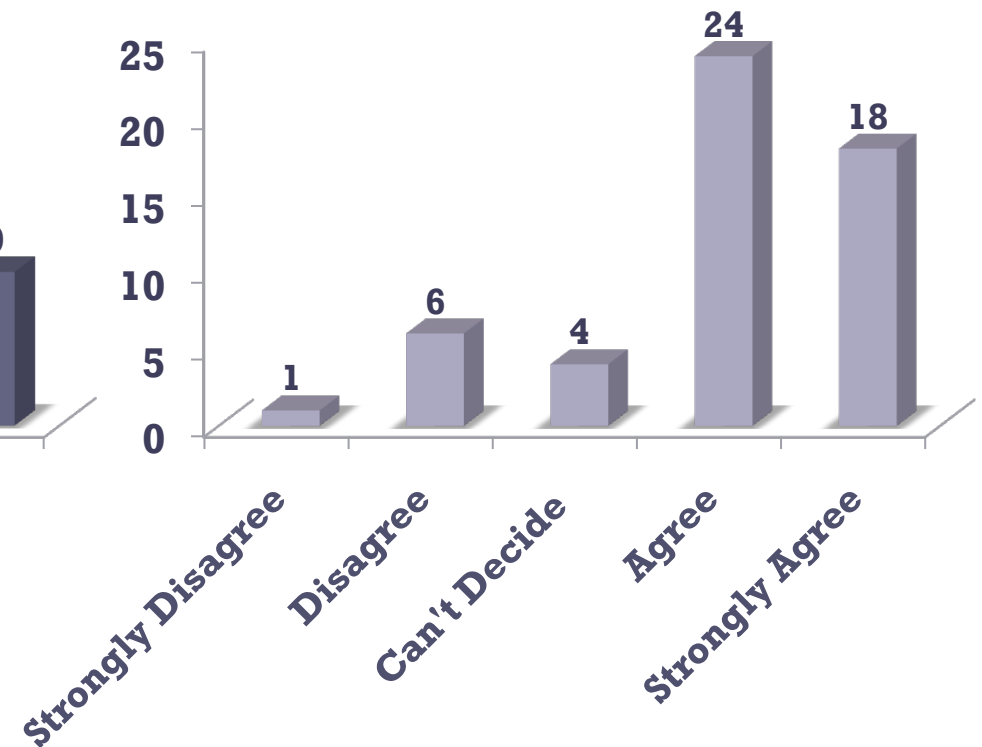


## The Company Provides Enough Initial Training

Likely To Leave (N=44)



Likely To Stay (N=53)



## Correlation Matrix

The company provides  
enough initial training

2. Total Hours Trained	.403**
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3. Hours Spent In A Class-Type Setting	.400**
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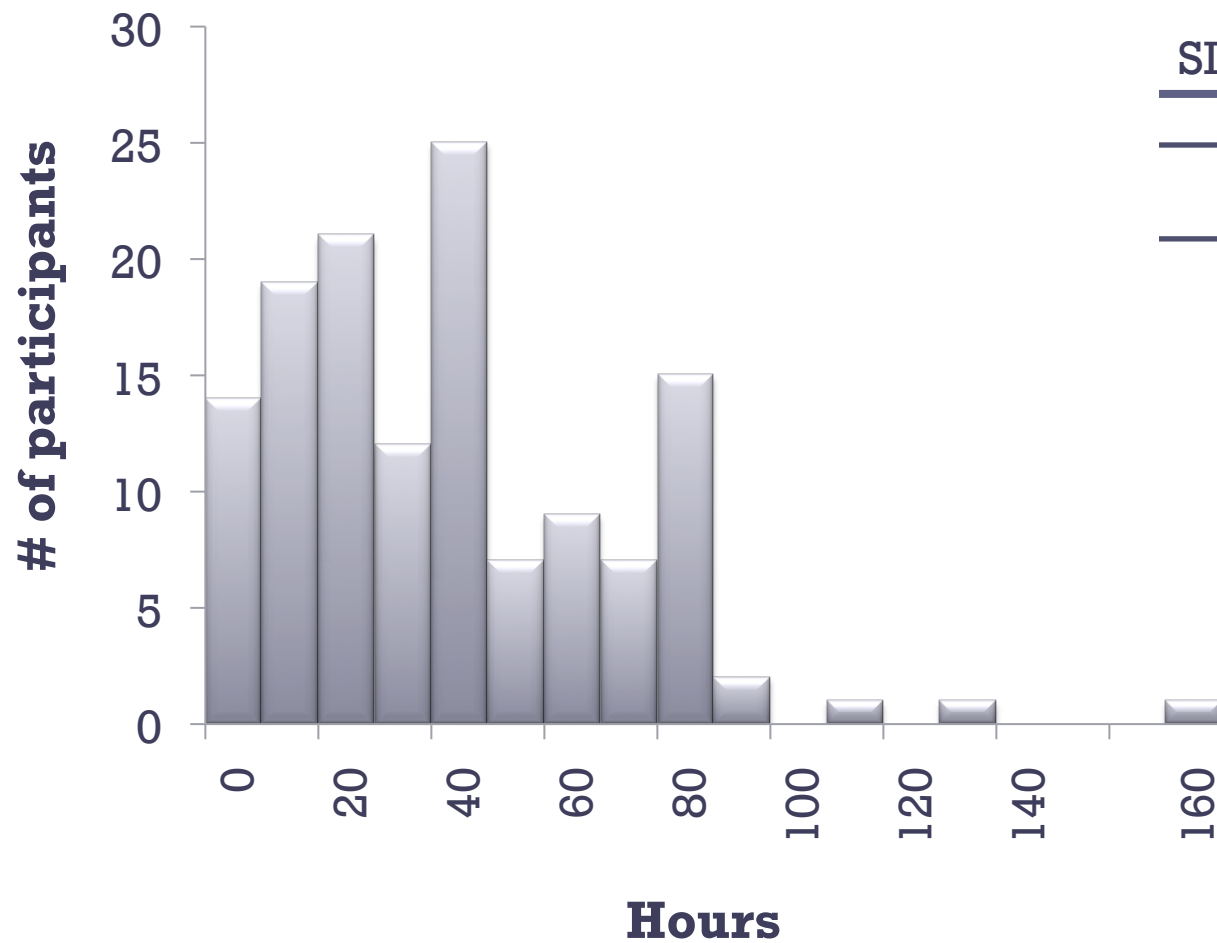
4. Hours Spent Observing Others	.290**
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5. Hours Others Spent Observing Your Work	.200**
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6. Average Age Range Of Clients	-.441**
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\*\*  $p < 0.01$

## Total Hours Trained



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Mean	39
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Median	35
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SD	28
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$r = .403^{**}$
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## Hours Spent In A Class-Type Setting

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Mean	20
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Median	20
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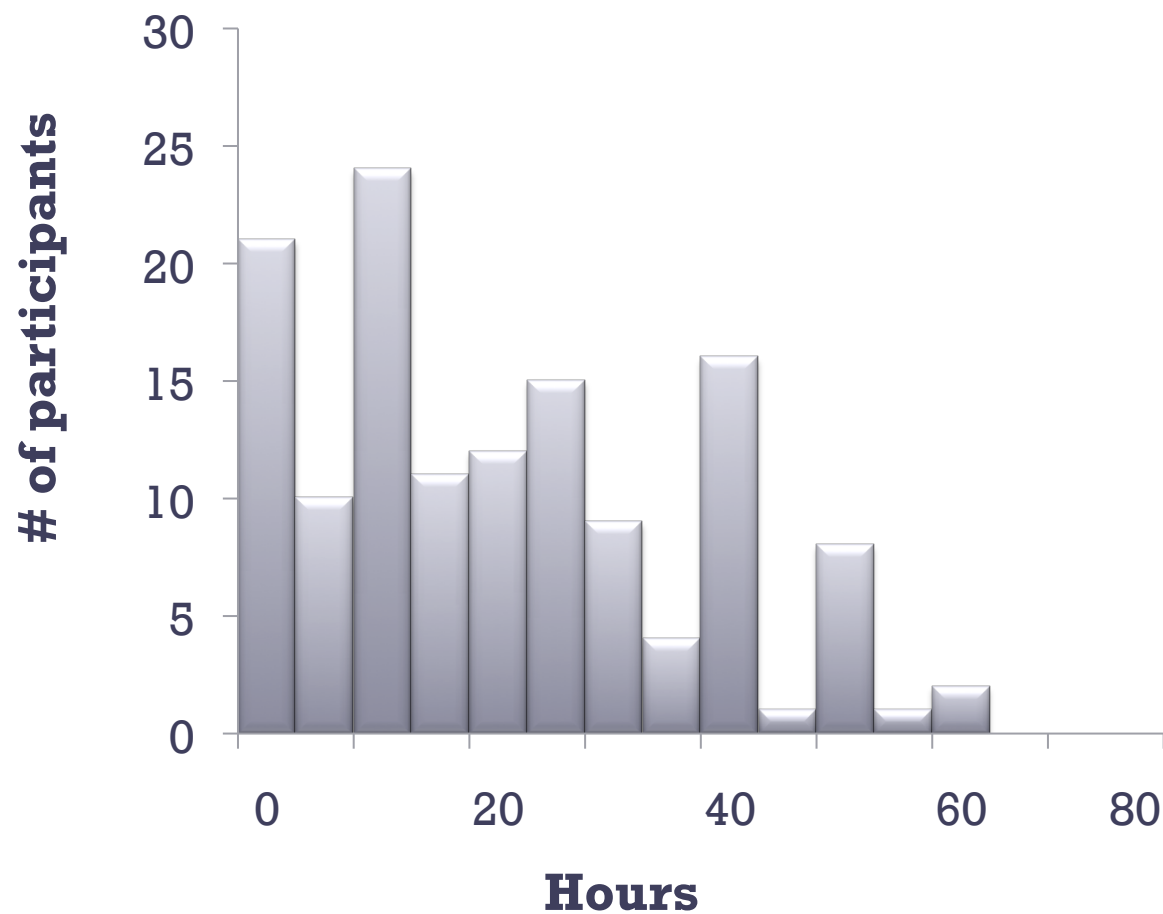
SD	16
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$r = .400^{**}$
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## Hours Spent Observing Others

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Mean	18
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Median	13
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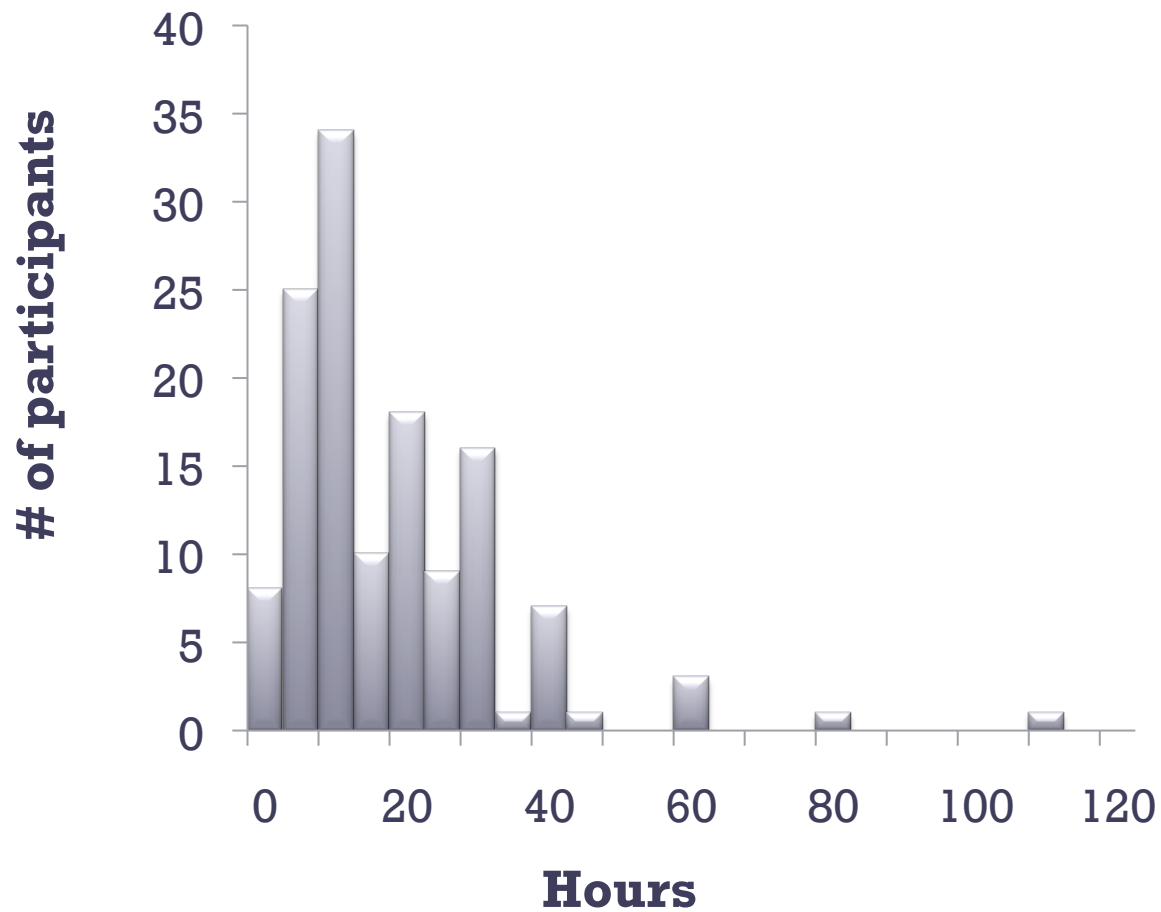
SD	16
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$r = .290^{**}$
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## Hours Others Spent Observing Your Work

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Mean	10
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Median	6
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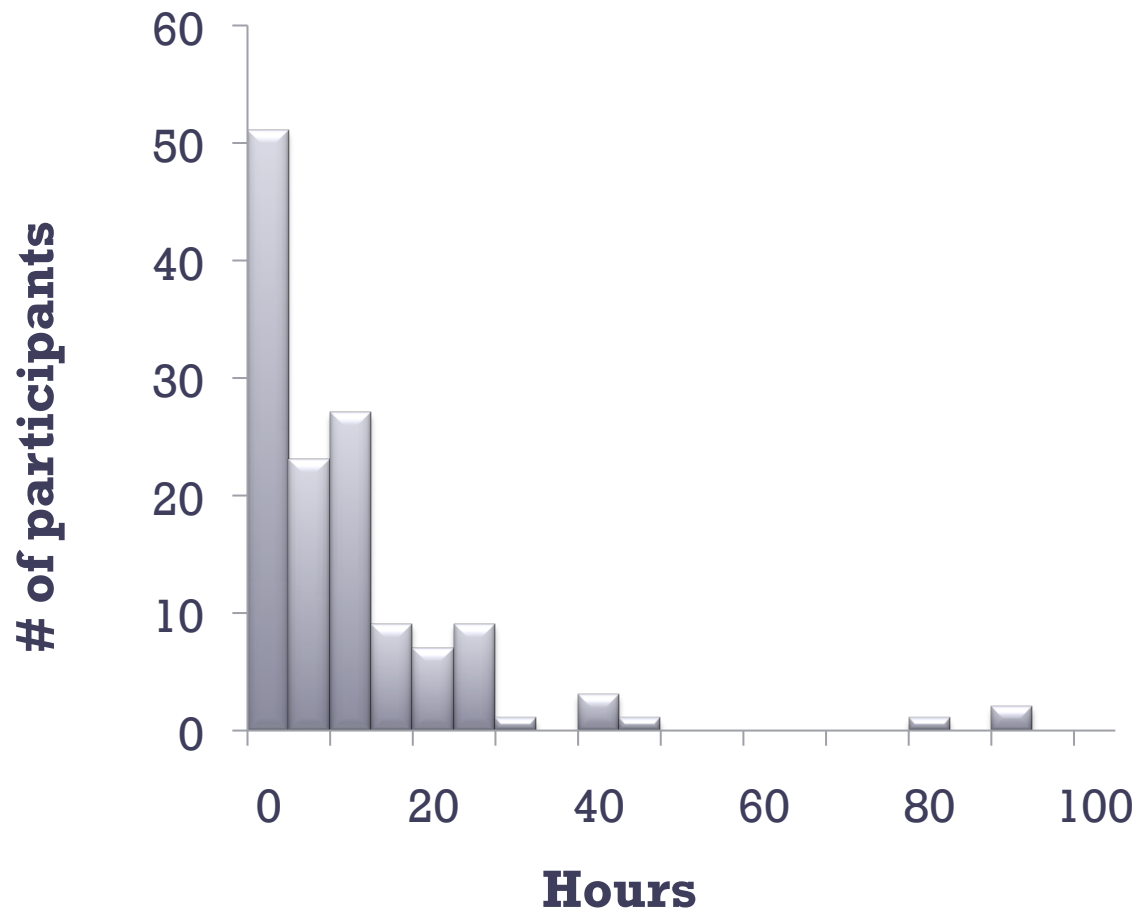
SD	15
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$r = .200^{**}$
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## Age Range Of Clients





The diagram features a large dark blue circle on the left labeled 'Turnover Intentions'. A curved arrow points from this circle to a light blue rounded rectangle labeled 'Training Satisfaction' at the bottom. To the right of the circle are two columns of light blue rounded rectangles. The first column contains 'Materials'. The second column contains 'Initial Training', 'Duration', 'Class Setting', 'Observing Others', 'Others Observing You', and 'Age of Clients'. The entire diagram is framed by a purple header bar at the top and a yellow footer bar at the bottom.

Materials

Initial Training

**Duration**

**Class  
Setting**

**Observing  
Others**

**Others  
Observing  
You**

**Age of  
Clients**

Turnover  
Intentions

Training  
Satisfaction

# References

- Liu, C. (2006). The early employment influences of sales representatives on the development of organizational commitment. *Employee Relations*, 29(1), 5-15.
- Schmidt, S. W. (2007). The relationship between satisfaction with workplace training and overall job satisfaction. *Human Resource Development Quarterly*, 18 (4), 481-498. doi:10.1002/hrdq.1216
- Rondeau, K., Williams, E. S., Wagar, T. H. (2009). Developing Human Capital: What is the impact on nurse impact? *Journal of Nursing Management*, 17, 739-748