MISCONCEPTIONS REGARDING IMPORTANT FACTORS THAT ARE, OR ARE NOT, RELATED TO TURNOVER

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SUMMARY

- Significant predictors of turnover
  - Satisfaction with initial training
    - Prior to staff being placed in the field
  - Satisfaction with the extensiveness of materials used
  - Satisfaction with supervision
  - Satisfaction with pay
INTRODUCTION

- A) Therapist Characteristics
  - Age
  - Level of education
  - Years at current job

- B) Client Characteristics
  - Age
  - Severity of case
INTRODUCTION

C) Organizational Characteristics

- Benefits (e.g., health insurance)
- Reimbursements (e.g., mileage)
- Hours worked per week
- Satisfaction with hours worked per week
- Hourly pay
- Satisfaction with pay
- Opportunities for advancement
- Job Expectations at recruitment
ORGANIZATIONAL CHARACTERISTICS: BENEFITS (VISION, DENTAL, HEALTH)

Likely to leave

Likely to stay

\[ \chi^2 = .005, \ p = .945 \]

<table>
<thead>
<tr>
<th>Insurance</th>
<th>Likely to leave</th>
<th>Mean = .55</th>
<th>Std Dev = .504</th>
<th>N = 44</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
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<td></td>
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</table>

<table>
<thead>
<tr>
<th>Insurance</th>
<th>Likely to stay</th>
<th>Mean = .54</th>
<th>Std Dev = .503</th>
<th>N = 52</th>
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<tbody>
<tr>
<td>No</td>
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<tr>
<td>Yes</td>
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</tbody>
</table>
ORGANIZATIONAL CHARACTERISTICS: REIMBURSEMENTS (GAS, MILEAGE, CELL)

Likely to leave

Likely to stay

\[ \chi^2 = .020, \ p = .888 \]

Mean = .81
Std Dev = .395
N = 53

Mean = .80
Std Dev = .405
N = 45
ORGANIZATIONAL CHARACTERISTICS: AVERAGE HOURS/Week

Likely to leave

Likely to stay

“On average, how many hours per week do you work at this company?”

$r = -.023, p = .806$
ORGANIZATIONAL CHARACTERISTICS: SATISFACTION WITH HOURS

How satisfied are you with the number of hours you are currently scheduled?”

- **Likely to leave**
  - Mean = 2.84
  - Std Dev = 1.313
  - N = 45

- **Likely to stay**
  - Mean = 1.96
  - Std Dev = 1.176
  - N = 53

$t = 3.51^{**}$, $p = .001^{**}$
ORGANIZATIONAL CHARACTERISTICS:

**Under-Scheduled**

<table>
<thead>
<tr>
<th>Likely to leave</th>
<th>Number of People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly likely</td>
<td>8</td>
</tr>
<tr>
<td>Somewhat Likely</td>
<td>6</td>
</tr>
<tr>
<td>Undecided</td>
<td>4</td>
</tr>
<tr>
<td>Somewhat Unlikely</td>
<td>2</td>
</tr>
<tr>
<td>Highly Unlikely</td>
<td>1</td>
</tr>
</tbody>
</table>

Mean = 2.53  
Std Dev = 1.341  
N = 36

**Over-Scheduled**

<table>
<thead>
<tr>
<th>Likely to leave</th>
<th>Number of People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly likely</td>
<td>4</td>
</tr>
<tr>
<td>Somewhat Likely</td>
<td>2</td>
</tr>
<tr>
<td>Undecided</td>
<td>1</td>
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<tr>
<td>Somewhat Unlikely</td>
<td>4</td>
</tr>
<tr>
<td>Highly Unlikely</td>
<td>4</td>
</tr>
</tbody>
</table>

Mean = 3.00  
Std Dev = 1.41  
N = 5
**Organizational Characteristics: Hourly Pay**

**Likely to leave**

“If you are paid hourly, how much do you make?”

- Mean: $18.57
- SD: $4.79
- Median: $18.57
- Mode: $17

**Likely to stay**

- Mean: $19.89
- SD: $4.59
- Median: $18.47
- Mode: $18

\[ t = -1.38, \ p = .17 \]
**Organizational Characteristics: Satisfaction with Pay**

“On my present job, this is how I feel about my pay and the amount of work that I do”

\[ t = -3.30^*, p < .001^* \]
Pay Satisfaction with Pay
ORGANIZATIONAL CHARACTERISTICS: OPPORTUNITIES FOR ADVANCEMENT

Likely to leave  Likely to stay

“On my present job, this is how I feel about the chances for advancement on the job...”

\[ t = -4.15^*, p = .001^* \]
ORGANIZATIONAL CHARACTERISTICS: JOB EXPECTATIONS

“How well does your job match what you were told during the recruitment process?”

Likely to leave

Likely to stay

$t = -4.48^*, \ p = <.001^*$
ORGANIZATIONAL CHARACTERISTICS: SUMMARY

- Correlate with Turnover:
  - Satisfaction with Hours
  - Satisfaction with Pay (Ali & Baloch, 2008)
  - Opportunities for Advancement
  - Job Expectations (Earl & Bright, 2007)
THERAPIST CHARACTERISTICS

- Did not correlate with turnover
  - Age of therapist
    - $r = .079$, $p = .278$
    - Both groups mostly ranged in between the ages of 20 – 30
  - Level of education
    - $\phi_c = .228$, $p = .550$
    - Both groups mostly had B.A. or a B.S.
  - Years at current company
    - $r = .028$, $p = .878$
    - Both groups ranged in time from less than a year to two years
CLIENT CHARACTERISTICS

- Did not correlate with turnover
  - Age range of clients
    - $\phi_c = .205, p = .179$
    - Both groups mostly had clients in between the ages of 3-11
  - Severity of cases (Billingsley et al., 1995)
    - $\phi_c = .199, p = .719$
    - Both groups mostly had clients who were moderate in severity
**Why Should We Worry About This?**

- 60% of employees who report intent to leave, actually leave the company
- Costly
  - Hire and train new employees
  - 150% of one person’s salary
- Time consuming
  - Train new employees
LIMITATIONS

- Exploratory Study
  - Variability
- Attrition
- Sample Size
- Self-report
IMPLICATIONS

- First time an assessment of turnover has been done in the field
- Provide evidence for some variables and put misconceptions to rest
- Satisfaction with number of hours scheduled
- Satisfaction with pay
- All of the variables that were related to turnover were organizational characteristics
FUTURE DIRECTION

- Direct measures (e.g., knowledge of autism and ABA; Beecroft, Dorey, & Wenton, 2008)
- Use standardized scales
  - Satisfaction with training
  - Satisfaction with supervision
  - Satisfaction with pay
    - What makes direct staff satisfied with pay?
  - Satisfaction with hours scheduled
    - What makes direct staff satisfied with hours?
  - Initial expectations of the job
  - Opportunities for advancement
REFERENCES