

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

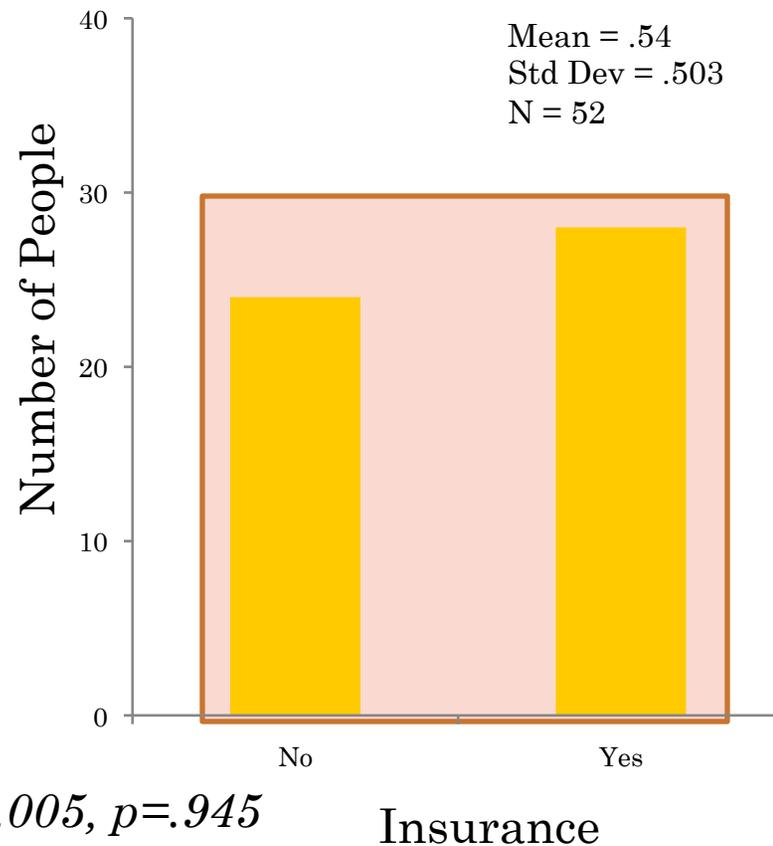
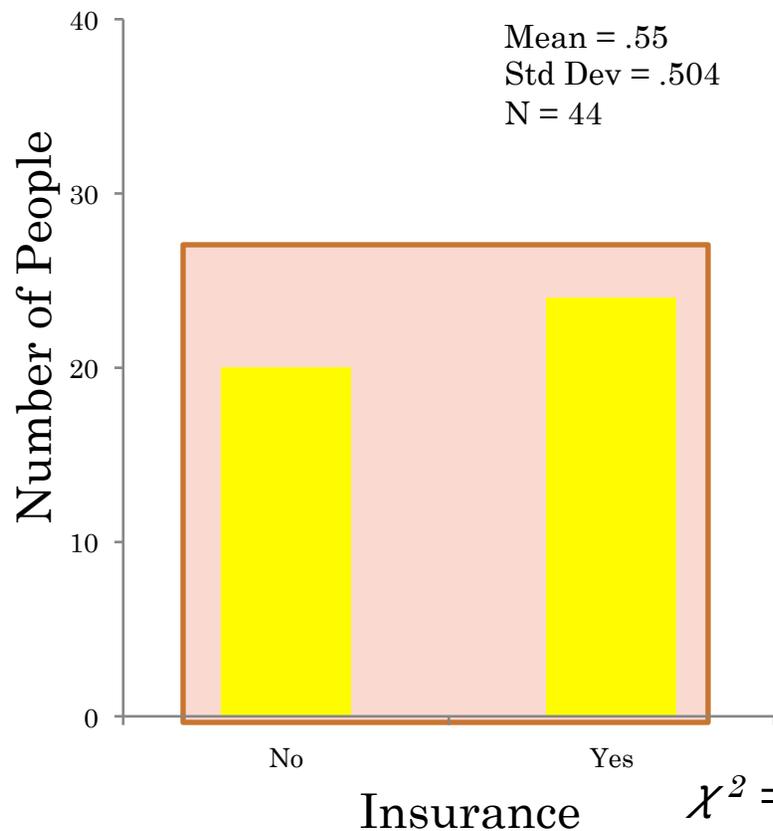
- Benefits (e.g., health insurance)
- Reimbursements (e.g., mileage)
- Hours worked per week
- Satisfaction with hours worked per week
- Hourly pay
- Satisfaction with pay
- Opportunities for advancement
- Job Expectations at recruitment



ORGANIZATIONAL CHARACTERISTICS: BENEFITS (VISION, DENTAL, HEALTH)

Likely to leave

Likely to stay



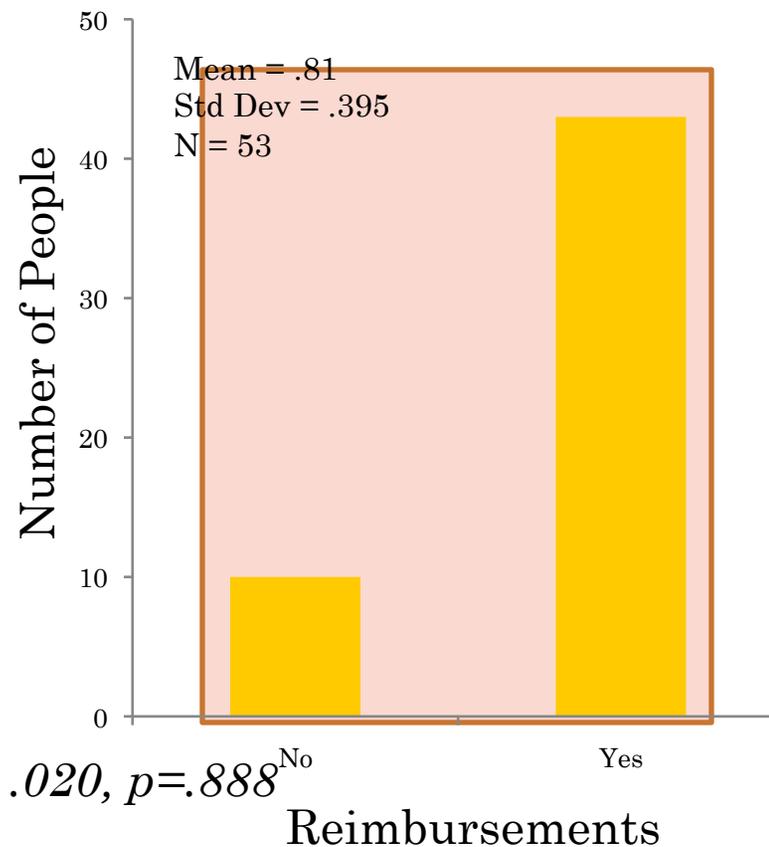
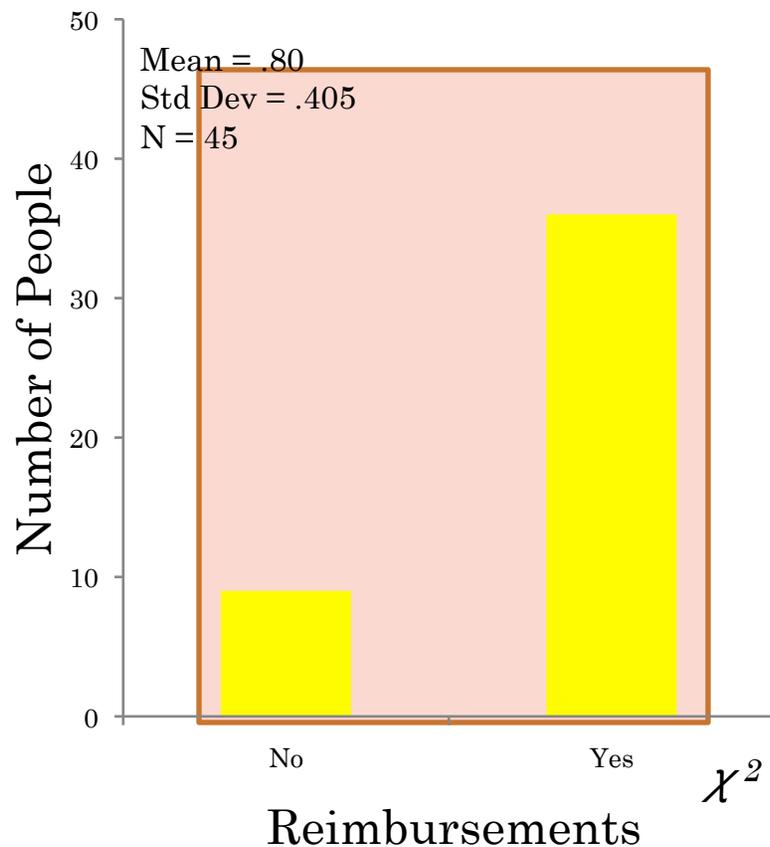
$\chi^2 = .005, p = .945$



ORGANIZATIONAL CHARACTERISTICS: REIMBURSEMENTS (GAS, MILEAGE, CELL)

Likely to leave

Likely to stay



$\chi^2 = .020, p = .888$

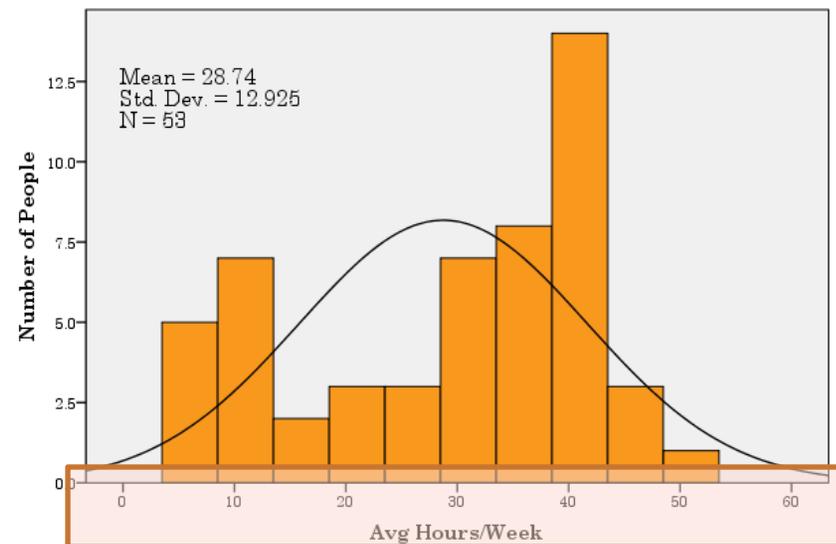
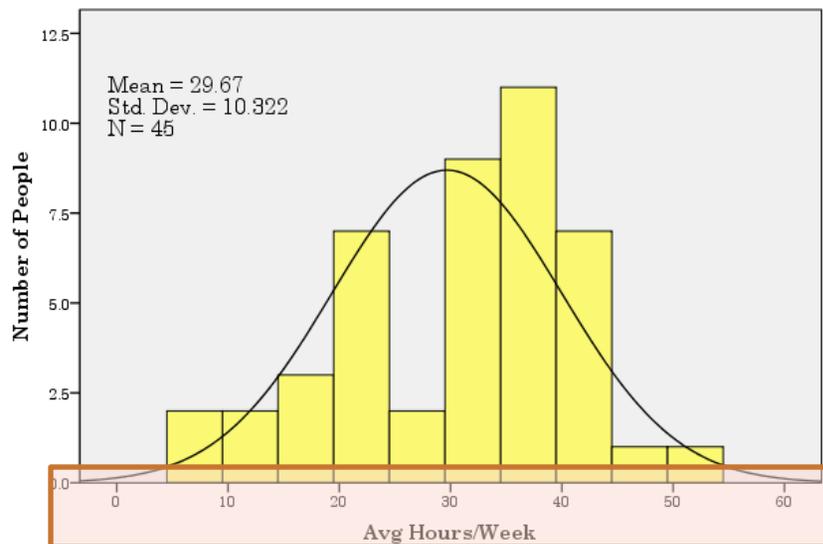


ORGANIZATIONAL CHARACTERISTICS: AVERAGE HOURS/WEEK

Likely to leave

Likely to stay

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



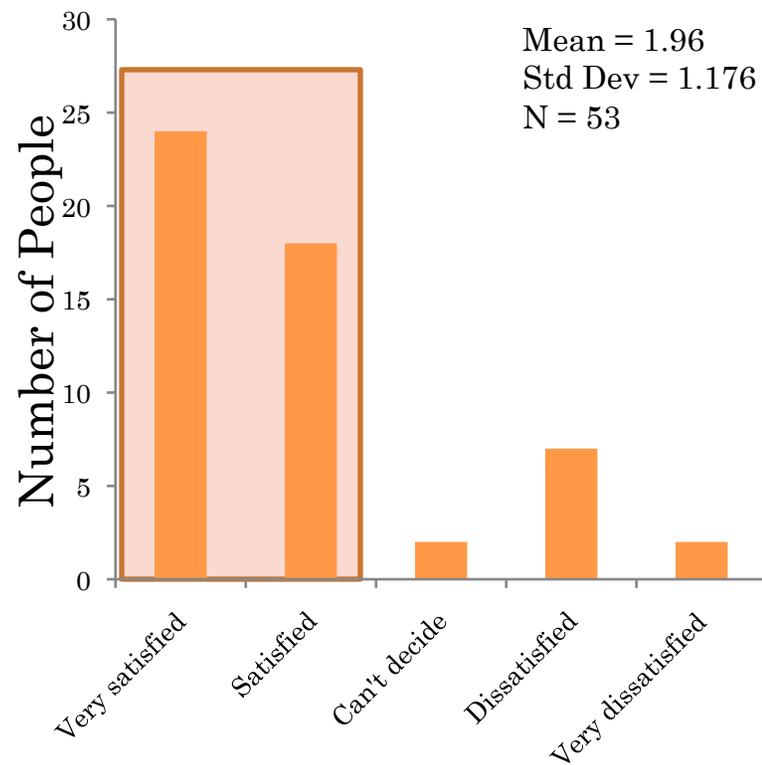
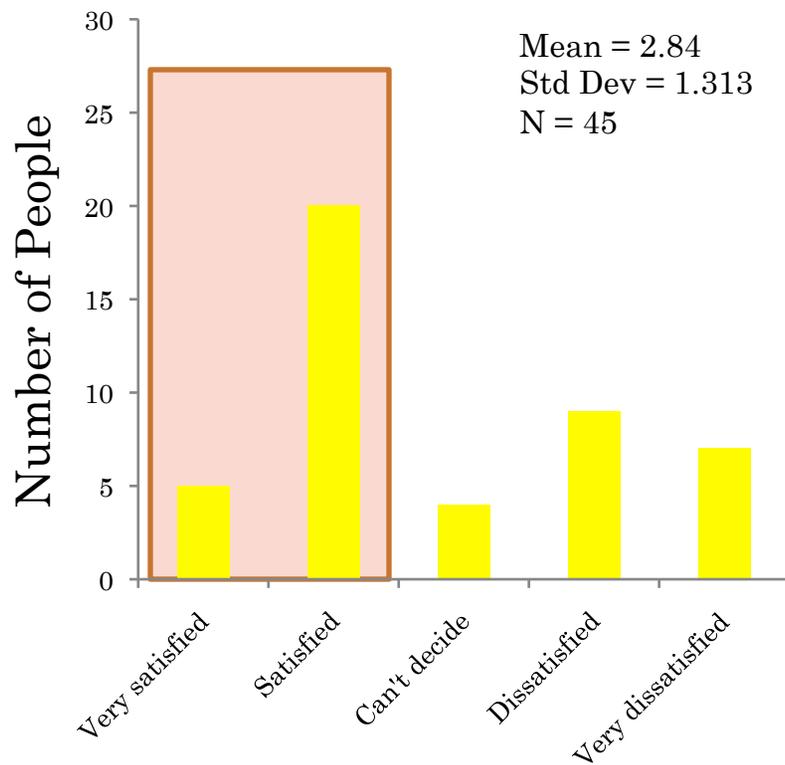
$r = -.023, p = .806$

ORGANIZATIONAL CHARACTERISTICS: SATISFACTION WITH HOURS

Likely to leave

Likely to stay

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

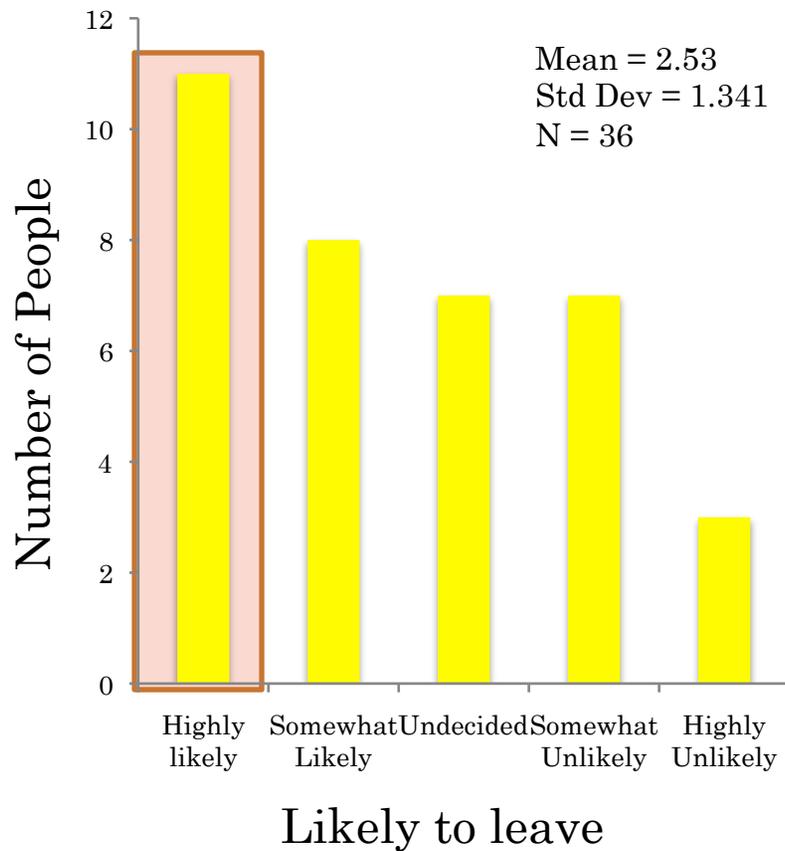


$t = 3.51^{**}, p = .001^{**}$

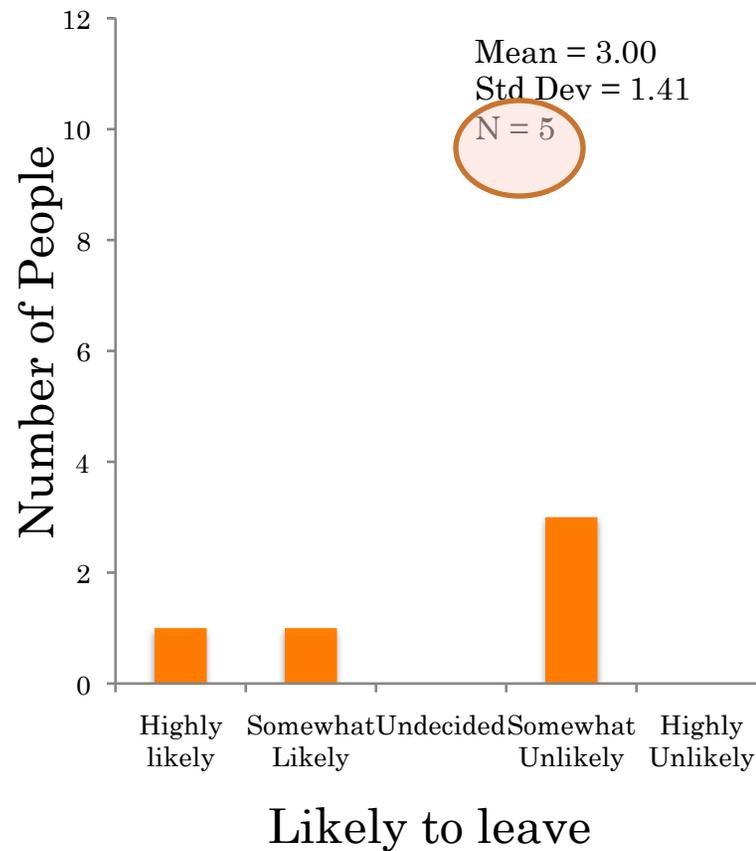


ORGANIZATIONAL CHARACTERISTICS:

Under-Scheduled



Over-Scheduled

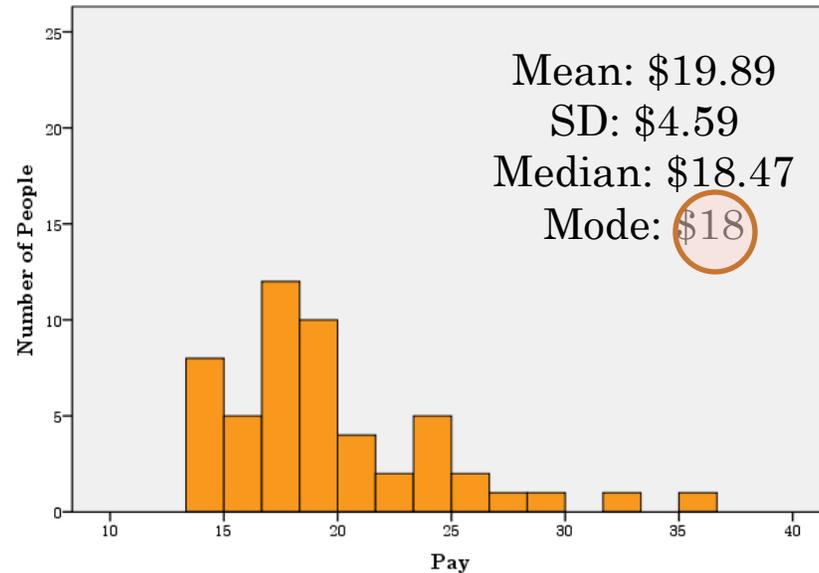
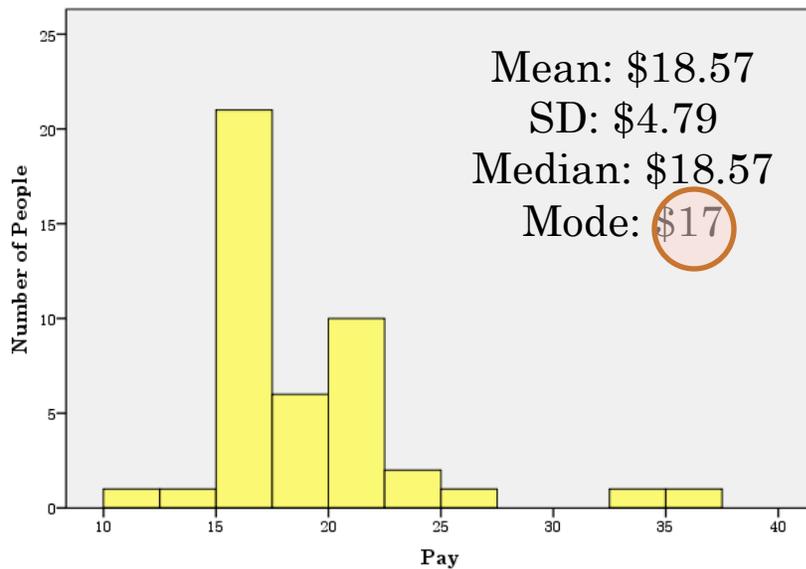


ORGANIZATIONAL CHARACTERISTICS: HOURLY PAY

Likely to leave

Likely to stay

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



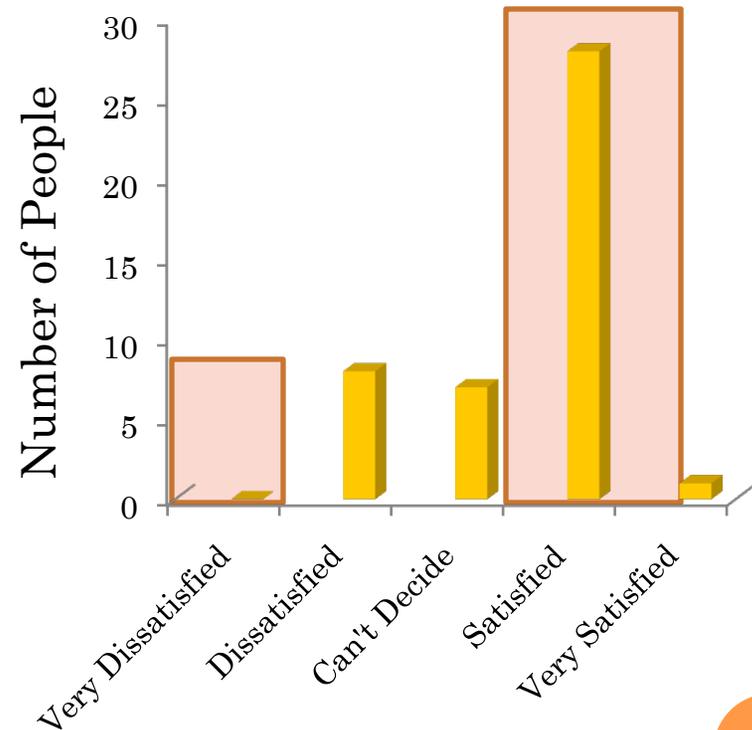
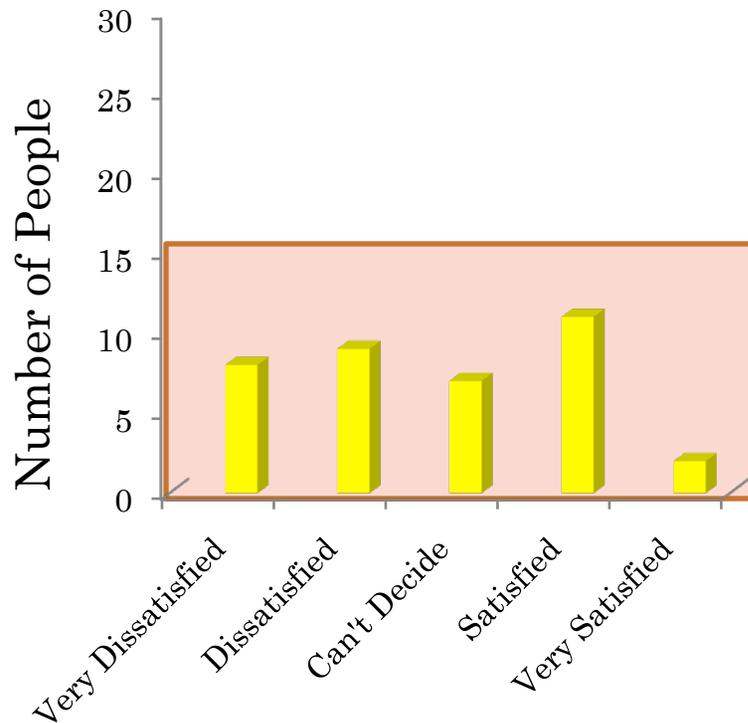
$t=-1.38, p=.17$

ORGANIZATIONAL CHARACTERISTICS: SATISFACTION WITH PAY

Likely to leave

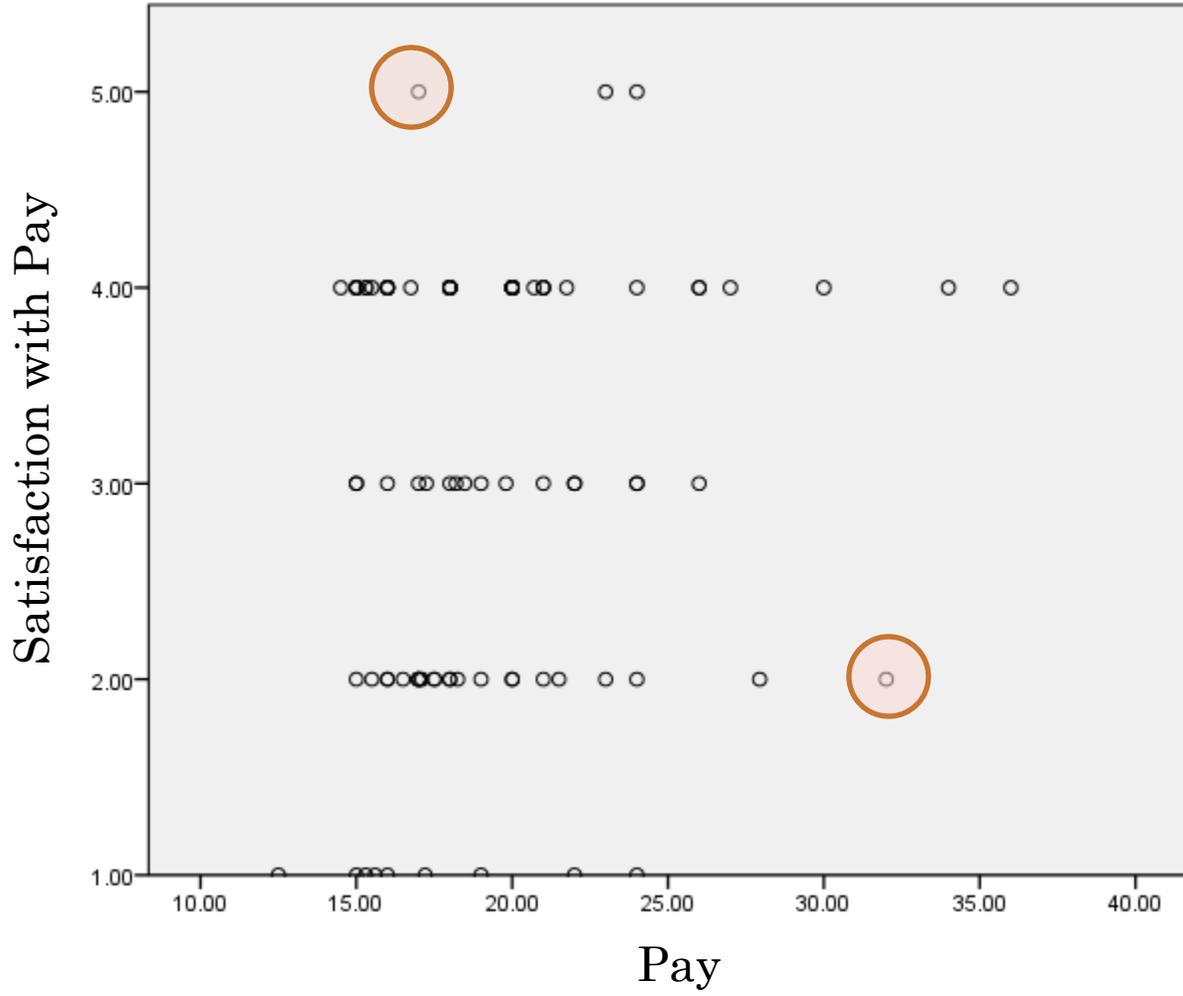
Likely to stay

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



$t = -3.30^*, p < .001^*$



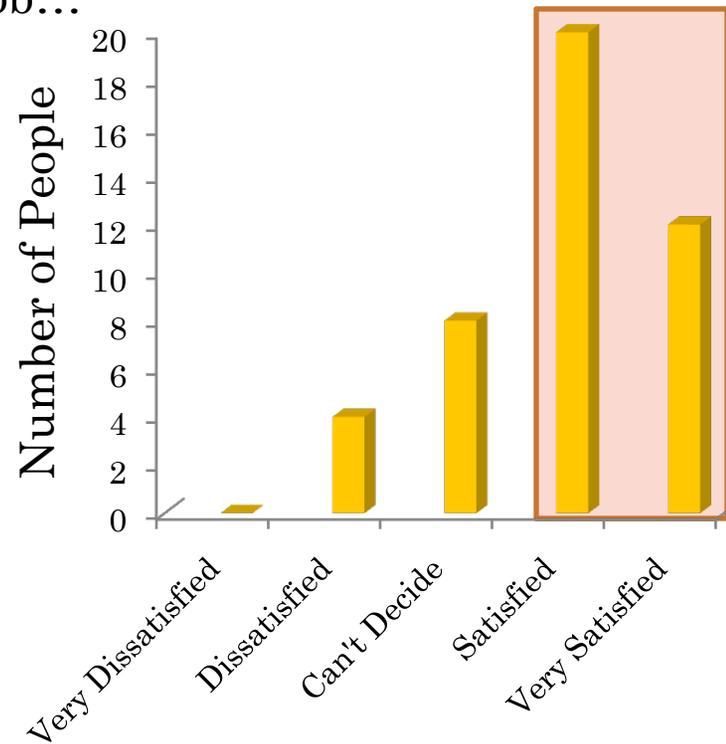
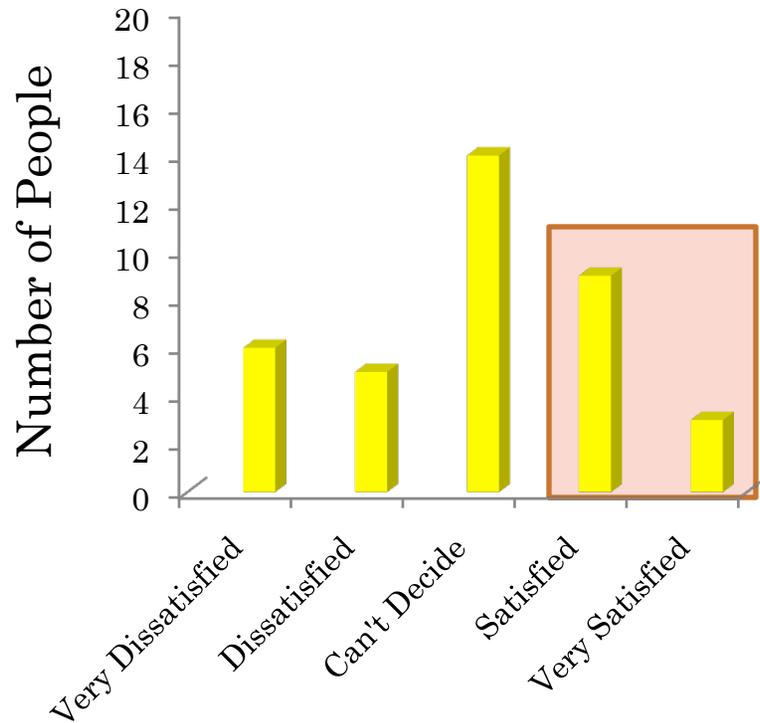


ORGANIZATIONAL CHARACTERISTICS: OPPORTUNITIES FOR ADVANCEMENT

Likely to leave

Likely to stay

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



$t = -4.15^*$, $p < .001^*$

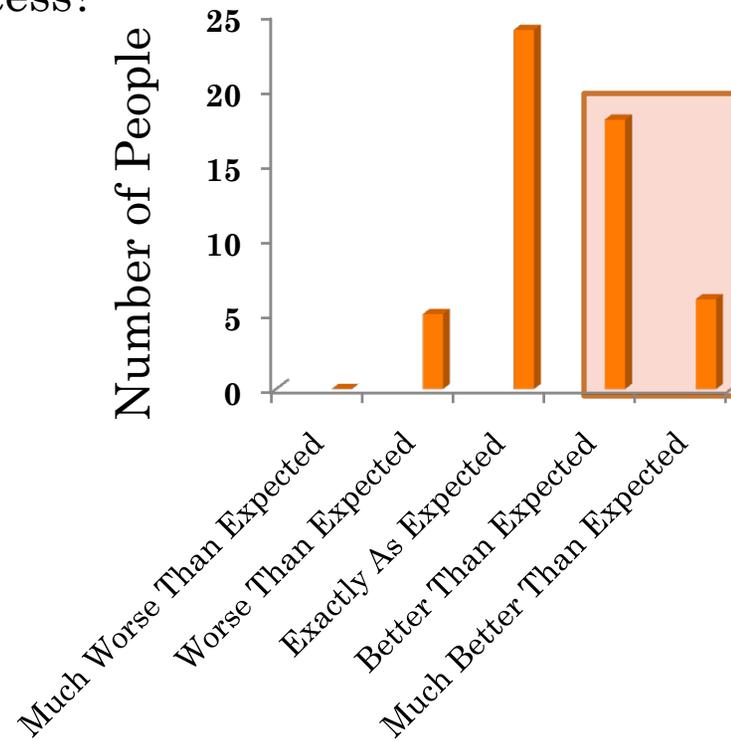
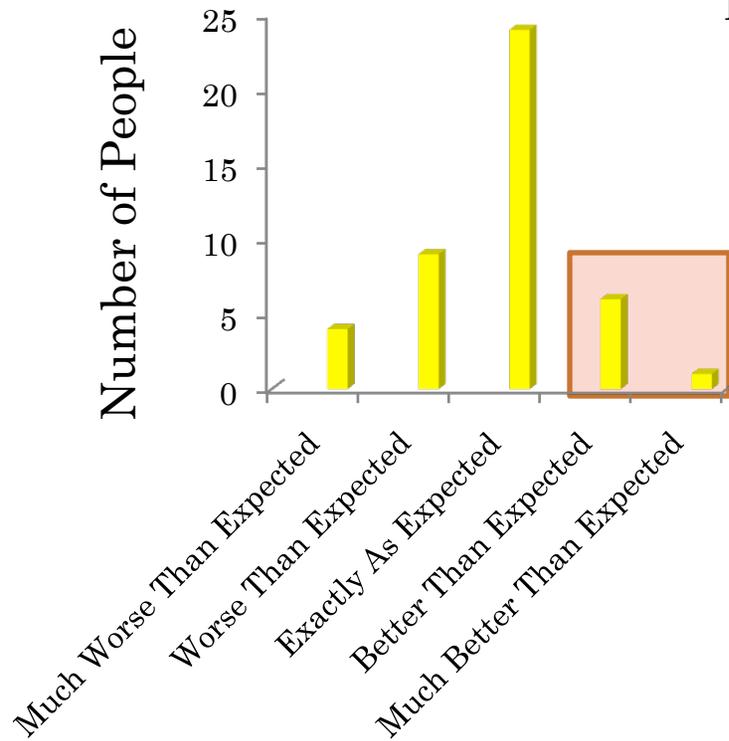


ORGANIZATIONAL CHARACTERISTICS: JOB EXPECTATIONS

Likely to leave

Likely to stay

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



$t = -4.48^*$, $p < .001^*$



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



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- Ali, N. & Baloch, Q.B. (2008). Impact of job satisfaction on turnover intention: An empirical evidence. *Journal of Managerial Sciences*, 2 (1), 23-41.
- Beecroft, P.C., Dorey, F., & Wenton, M. (2008). Turnover intention in new graduate nurses: a multivariate analysis. *Journal of Advanced Nursing*, 62, 41-52.
- Billingsley, B. (1995). Improving the retention of special education teachers. Final report. RTI Project 5168. Retrieved 1/29/11.
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- Earl, J.K. & Bright, J. (2007). The relationship between career status and important work outcomes. *Journal of Vocational Behavior*, 71, 233-246.

