HEARSAY PUT TO REST: PERTINENT FACTORS THAT ARE IN FACT NOT RELATED TO TURNOVER

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RECAP

- Cost of turnover
  + 60% of people who report likelihood to leave actually do
- 146 direct staff from 19 agencies
- In our study, 38% reported intent to leave
- We can explain about 20% of the variability in turnover
- Significant predictors of turnover include
  + Training, supervision, and satisfaction with pay
INTRODUCTION

Therapist Characteristics:
• Age
• Level of education
• Knowledge of concepts
• Years at current job

Client Characteristics:
• Age
• Severity of Cases

Organizational Characteristics:
• Hourly pay
• Satisfaction with pay
• Opportunity for advancement
• Job expectations at recruitment
• Work setting
INTRODUCTION

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

\[ p = 0.170 \quad r = 0.092 \]

Likely to Leave

- 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
SATISFACTION WITH PAY

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

\[ p < .01^* \]
\[ r = .376^* \]

Likely to Leave

Likely to Stay

Number of people

<table>
<thead>
<tr>
<th>Very Dissatisfied</th>
<th>Dissatisfied</th>
<th>Can't Decide</th>
<th>Satisfied</th>
<th>Very Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>5</td>
<td>10</td>
<td>15</td>
<td>46%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Very Dissatisfied</th>
<th>Dissatisfied</th>
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<th>Satisfied</th>
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</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>3</td>
<td>10</td>
<td>15</td>
<td>34%</td>
</tr>
</tbody>
</table>
“On my present job, this is how I feel about the chances for advancement on the job…”

Likely to Leave

\[ p < .01^* \]

Likely to Stay

\[ r = .415^* \]
JOB EXPECTATIONS

- Earl & Bright, 2007 (n=196)
- Measured organizational commitment (i.e., turnover)
- Job expectations at recruitment was a significant predictor of turnover
“How well does your job match what you were told during the recruitment process?”

$p < .01^*$

Likely to Leave

<table>
<thead>
<tr>
<th>Perception</th>
<th>Number of People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Much Worse Than Expected</td>
<td>5</td>
</tr>
<tr>
<td>Worse Than Expected</td>
<td>15</td>
</tr>
<tr>
<td>Exactly As Expected</td>
<td>20</td>
</tr>
<tr>
<td>Better Than Expected</td>
<td>25</td>
</tr>
<tr>
<td>Much Better Than Expected</td>
<td>0</td>
</tr>
</tbody>
</table>

$r = .435^*$

Likely to Stay

<table>
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<td>Much Worse Than Expected</td>
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<td>25</td>
</tr>
<tr>
<td>Much Better Than Expected</td>
<td>0</td>
</tr>
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</table>
WORK SETTING

“Do you work mostly in a home or school setting?”

\[ p = .338 \]

\[ \varphi_c = .159 \]

Likely to Leave

<table>
<thead>
<tr>
<th>Setting</th>
<th>Number of People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home</td>
<td>35</td>
</tr>
<tr>
<td>School</td>
<td>20</td>
</tr>
<tr>
<td>Both</td>
<td>25</td>
</tr>
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Likely to Stay

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THERAPIST CHARACTERISTICS
AGE OF THE THERAPIST

“What is your age?”

$p = .278$  
$r = .079$

Likely to Leave

Likely to Stay

Number of People

Age

Number of People

Age
LEVEL OF EDUCATION

“What is your highest level of education completed?”

\[ p = .550 \]

\[ \phi_c = .228 \]

Likely to Leave

Likely to Stay

<table>
<thead>
<tr>
<th>Level of Education</th>
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<th>Likely to Stay</th>
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</thead>
<tbody>
<tr>
<td>HS / GED</td>
<td>5</td>
<td>30</td>
</tr>
<tr>
<td>AA / AS</td>
<td>5</td>
<td>30</td>
</tr>
<tr>
<td>BA / BS</td>
<td>30</td>
<td>25</td>
</tr>
<tr>
<td>MA / MS</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>PhD / PsyD / EdD</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>MD / JD</td>
<td>0</td>
<td>0</td>
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<td>0</td>
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“How many years have you worked at your current company for which you provide behavior therapy?”

\[ p = .878 \quad r = .028 \]

**Likely to Leave**

- < 1 Year: 25
- 1 Year: 15
- 2 Years: 20
- 3 Years: 15
- 4+ Years: 0

**Likely to Stay**

- < 1 Year: 10
- 1 Year: 5
- 2 Years: 0
- 3 Years: 5
- 4+ Years: 0
Beecroft, Dorey, & Wenton, 2008 (n=889)

- Higher turnover intentions for...
  - Nurses with lower competency ratings based on Slater nursing competencies scores
TEST OF ABA CONCEPTS

- Knowledge of ABA scale
- Furtkamp et al. (1982) short form of *Knowledge of Behavioral Principles as Applied to Children* (O’Dell et al., 1979)
  - 10 questions
  - Reliability = .74
  - Mean number correct = 4.78, SD = 2.62
- For our study
  - Mean number correct = 7.93, SD = 1.79
  - Reliability = .59
TEST OF ABA CONCEPTS

Which reward is probably best to help a 12-yr-old child improve his arithmetic skills?

+ A) A dollar for each evening he studies
+ B) A dime for each problem he works correctly
+ C) Ten dollars for each 'A' he received on his report card in arithmetic
+ D) A bicycle for passing arithmetic for the rest of the year
TEST OF ABA CONCEPTS

\[ p = 0.639 \]
\[ r = -0.080 \]

Likely to Leave

![Bar chart showing number of people likely to leave at different scores.](chart1)

Likely to Stay

![Bar chart showing number of people likely to stay at different scores.](chart2)
CLIENT CHARACTERISTICS
“On average, in which age range do most of your clients fall?”

\[ p = .179 \]

\[ \phi_c = .205 \]
SEVERITY OF CASES

- Billingsley et al., 1995 (n=465)
- I plan to still be at my job in the next 3 years?
- Teachers most likely to leave?
  + Emotional disturbances
  + Multiple disabilities
  + Severe behavior/communication disorder (autism)
SEVERITY OF CASES

“On average, what do you feel is the level of severity of autism on your cases?”

\[ p = .719 \]

\[ \phi_c = .199 \]

Likely to Leave

<table>
<thead>
<tr>
<th></th>
<th>Mild</th>
<th>Moderate</th>
<th>Severe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of People</td>
<td>10</td>
<td>35</td>
<td>5</td>
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Likely to Stay

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NOT RELATED TO TURNOVER

- Hourly pay
- Work setting
- Knowledge of ABA
- Therapist’s age
- Therapist’s level of education
- Years at current company
- Severity of cases
- Client age range

RELATED TO TURNOVER

- Initial training
- Satisfaction with supervision
- Satisfaction with pay
- Opportunities for advancement
- Job expectations

SUMMARY
LIMITATIONS

- This was an exploratory study
- Sampling
- Variability
- Validated measures
- Self-report
This is the first time a needs assessment has been conducted in this field.

Given the evidence based nature of this field, we can now put some hearsay to rest.

38% of direct staff report likelihood to leave.

Amount of money, doesn’t matter as much as satisfaction with that amount does.
RECOMMENDATIONS

- Only invest time and resources into what evidence shows increases employee retention
- Put more focus on initial training (duration)
- Monitor supervisor relationships with direct staff
- Begin to use scales to:
  - Measure employee satisfaction following training
  - Use feedback sheets to monitor supervisors’ professional and ethical conduct
  - Assess satisfaction with pay
REFERENCES


