

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

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# RECAP

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- × 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

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## 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**

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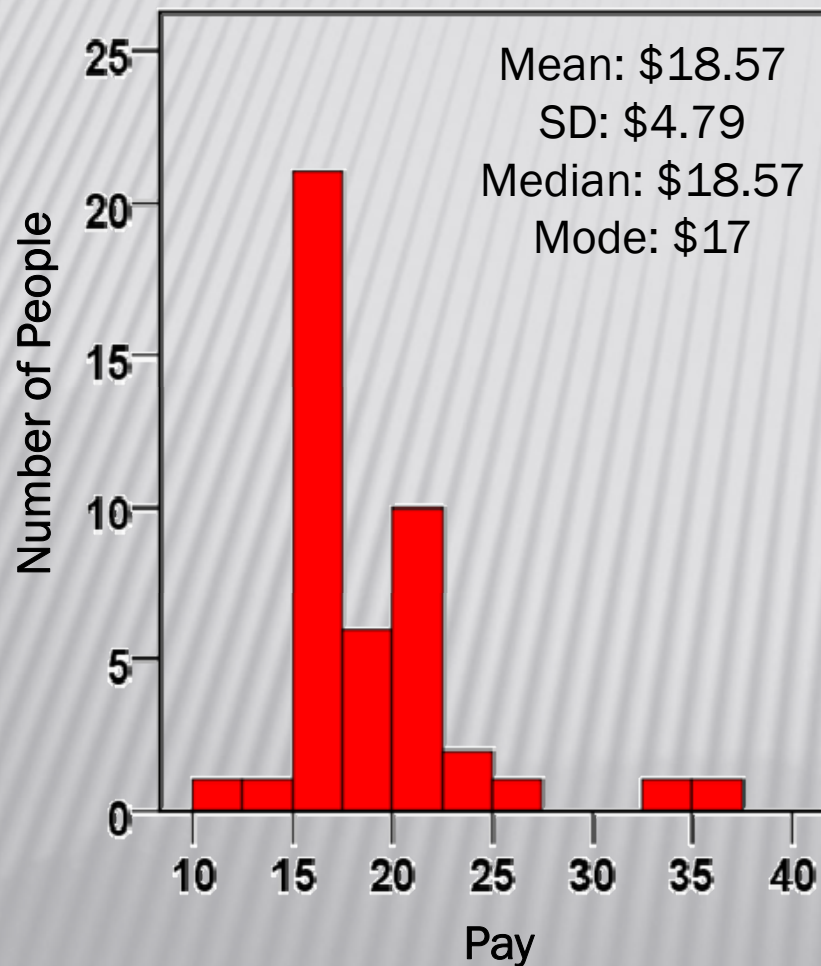
# HOURLY PAY

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

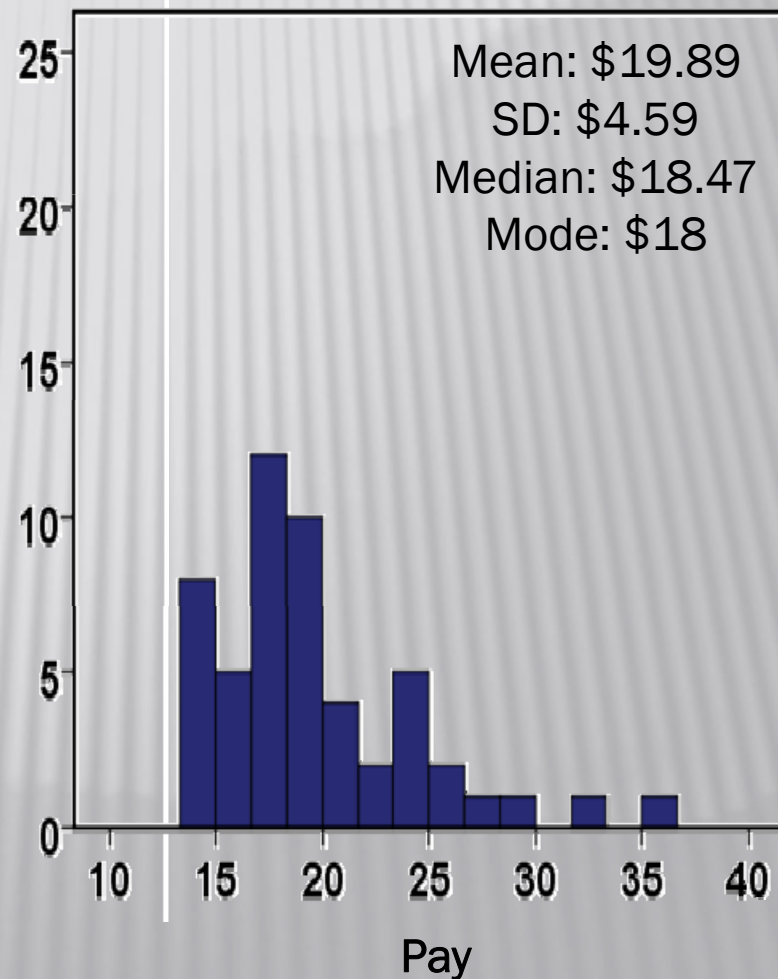
$$p = .170$$

$$r = .092$$

Likely to Leave



Likely to Stay



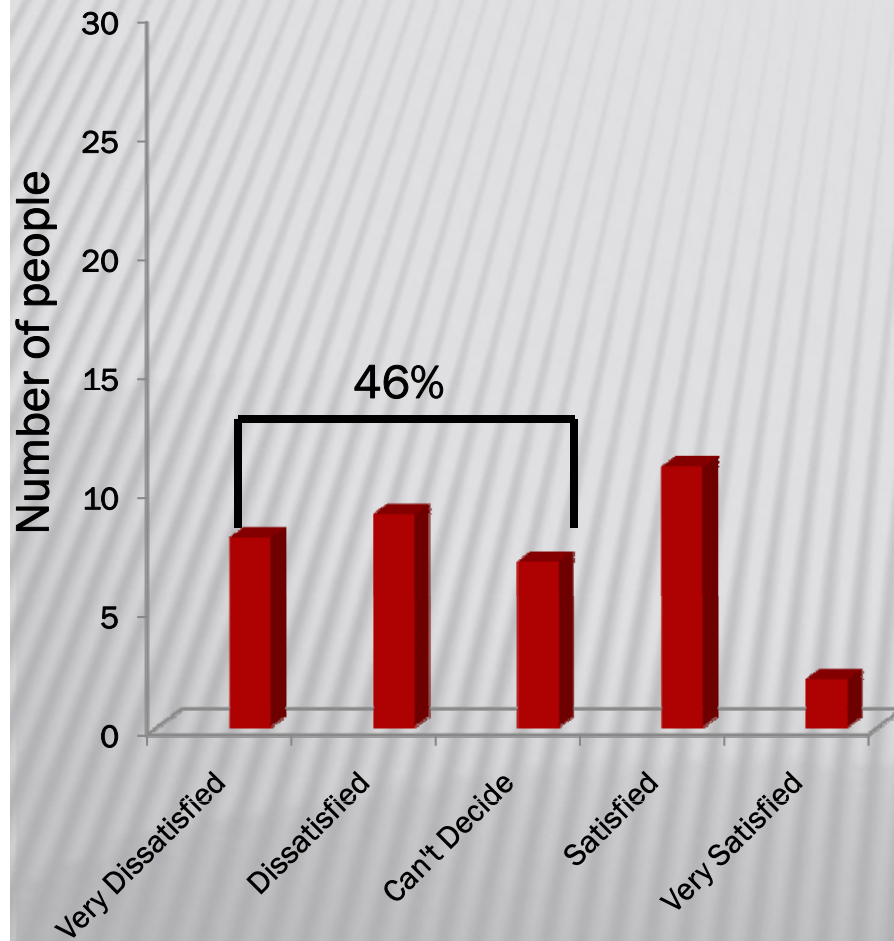
# SATISFACTION WITH PAY

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

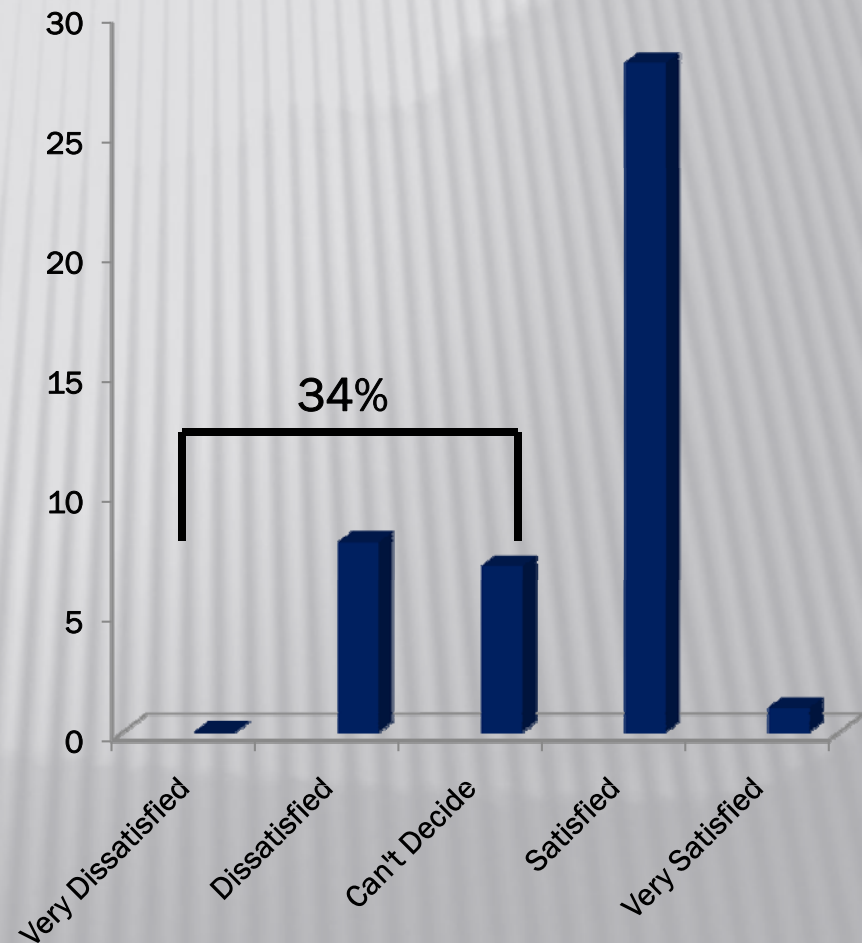
$p < .01^*$

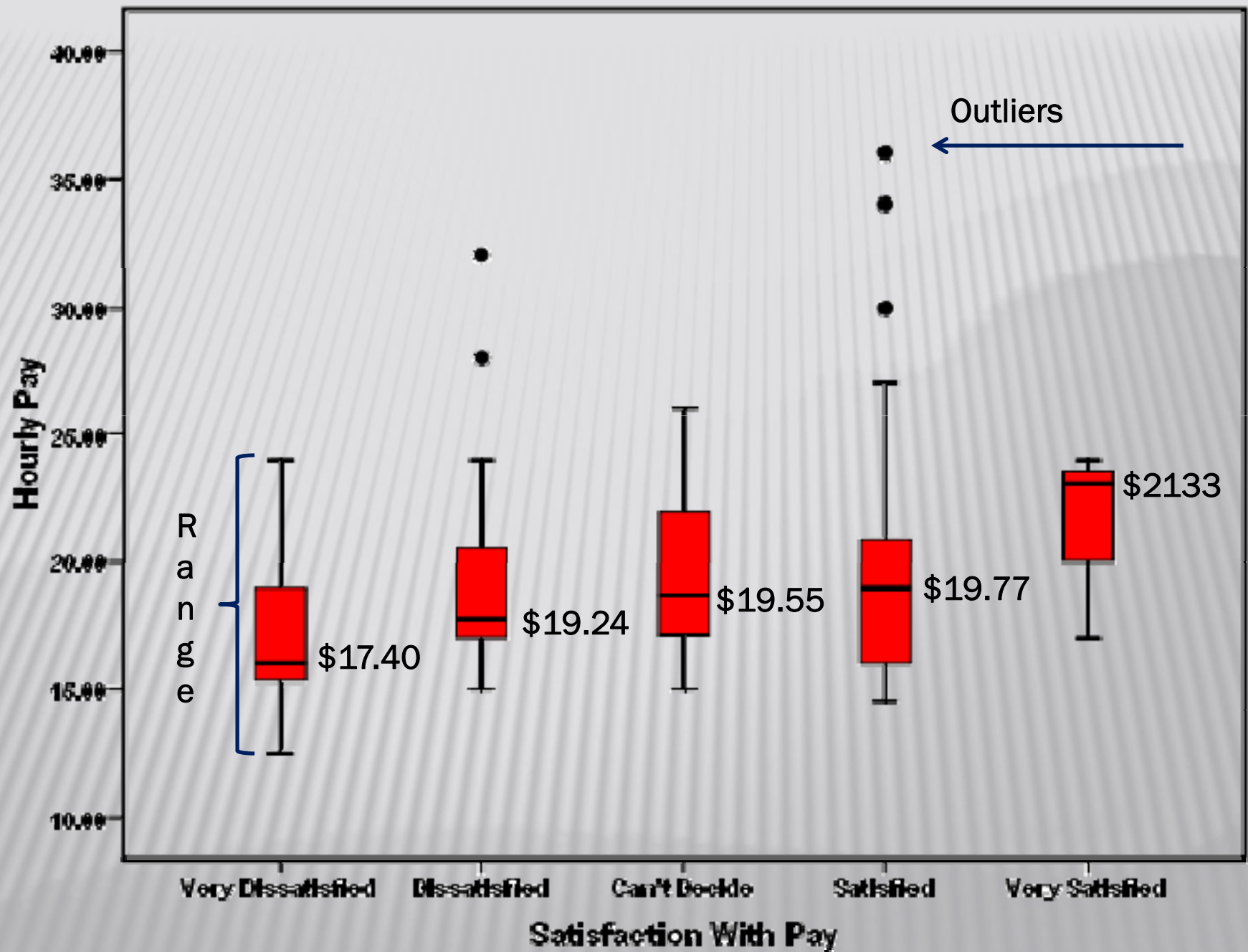
$r = .376^*$

Likely to Leave



Likely to Stay







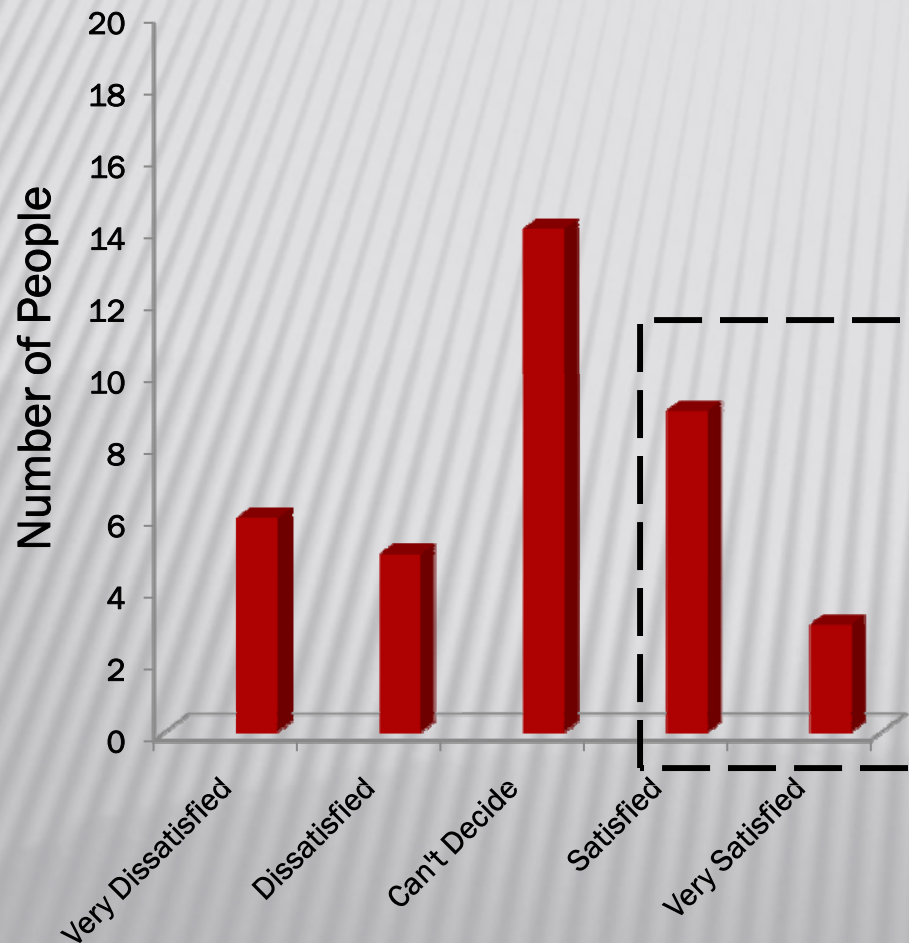
# OPPORTUNITIES FOR ADVANCEMENT

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

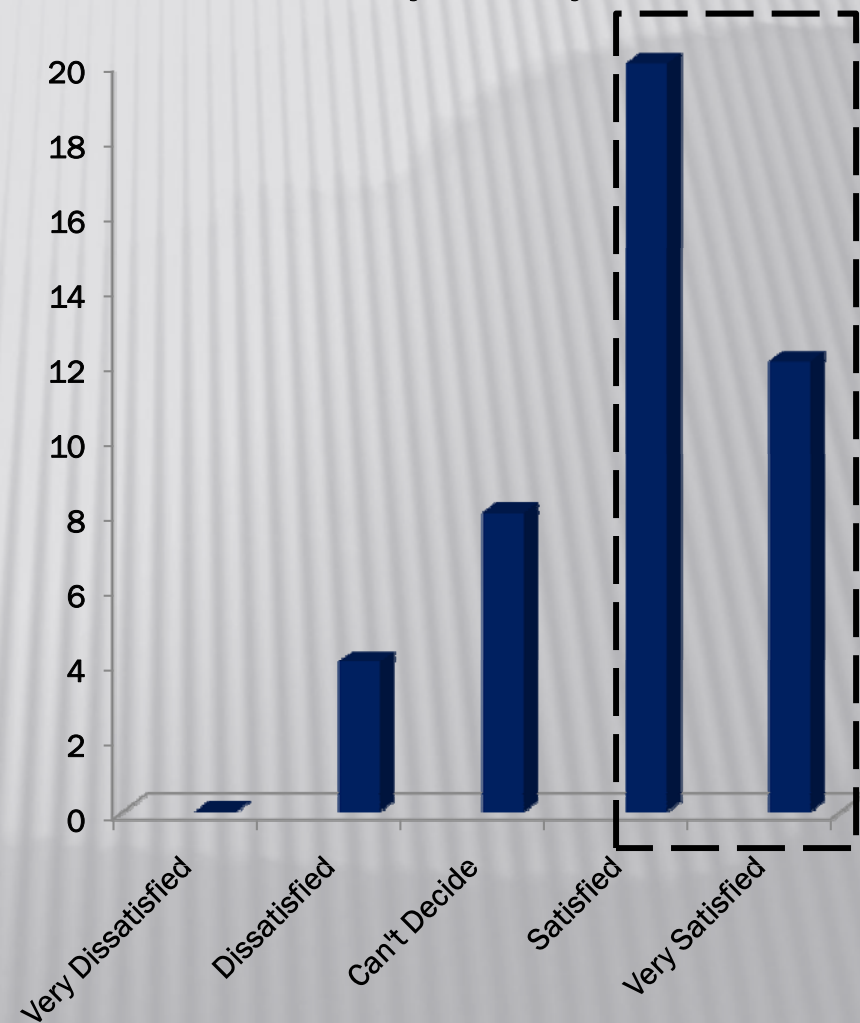
$p < .01^*$

$r = .415^*$

Likely to Leave



Likely to Stay



# JOB EXPECTATIONS

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- ✗ Earl & Bright, 2007 (n=196)
- ✗ Measured organizational commitment (i.e., turnover)
- ✗ Job expectations at recruitment was a significant predictor of turnover

# JOB EXPECTATIONS

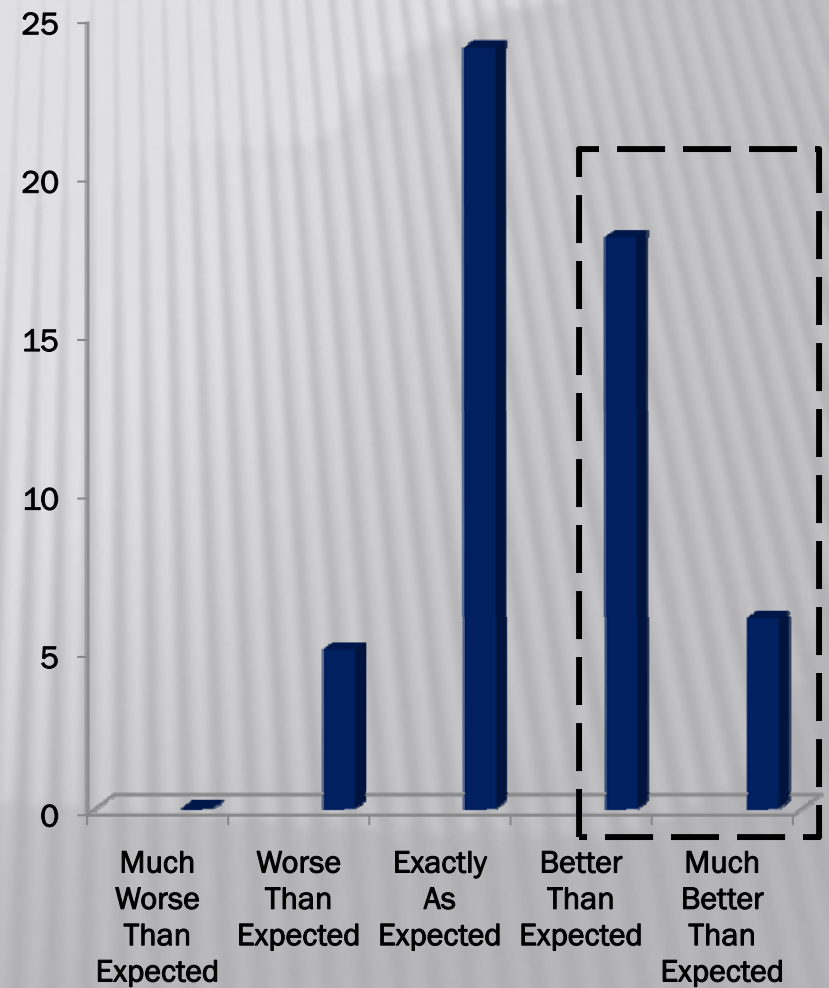
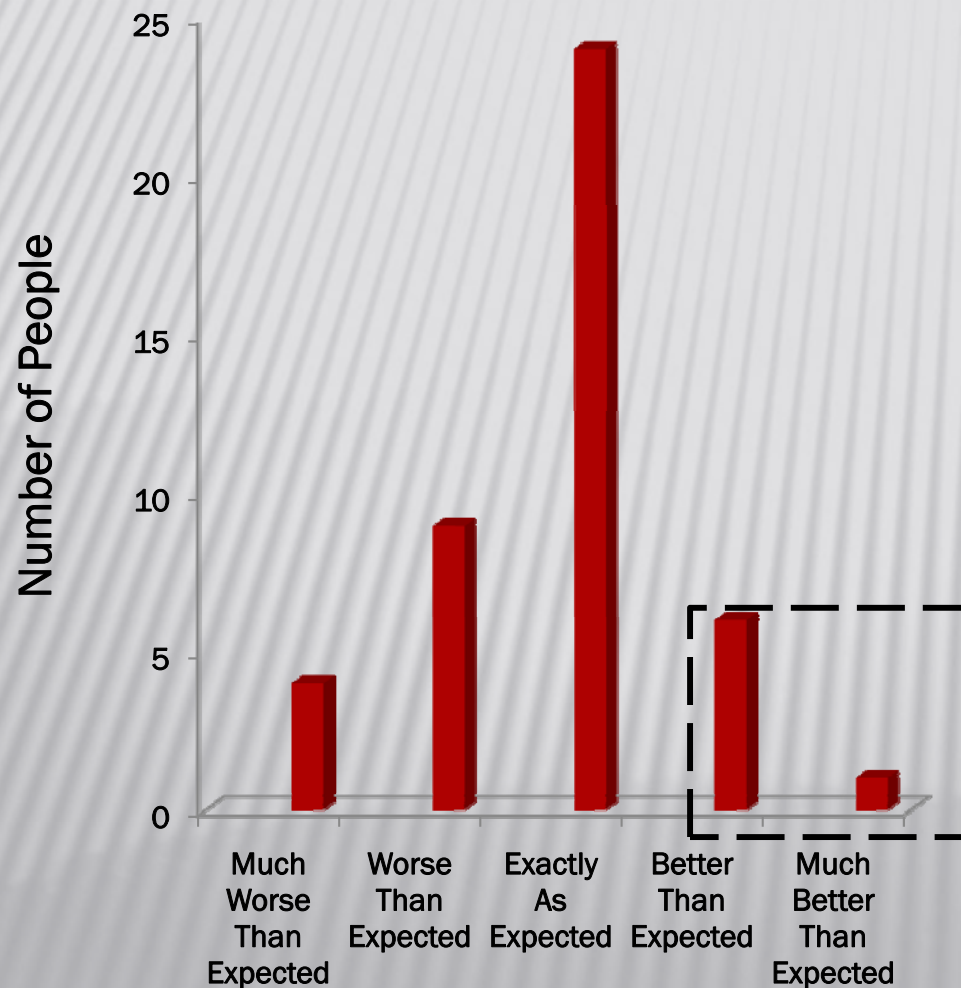
“How well does your job match what you were told during the recruitment process?”

$p < .01^*$

$r = .435^*$

Likely to Leave

Likely to Stay



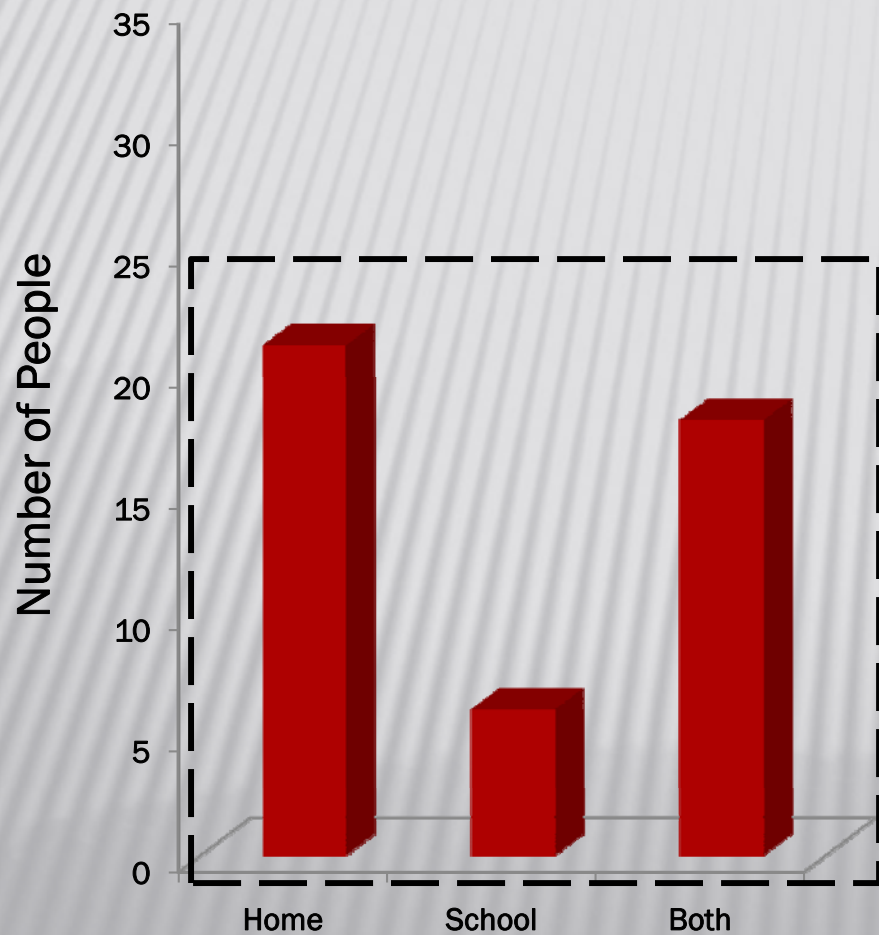
# WORK SETTING

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

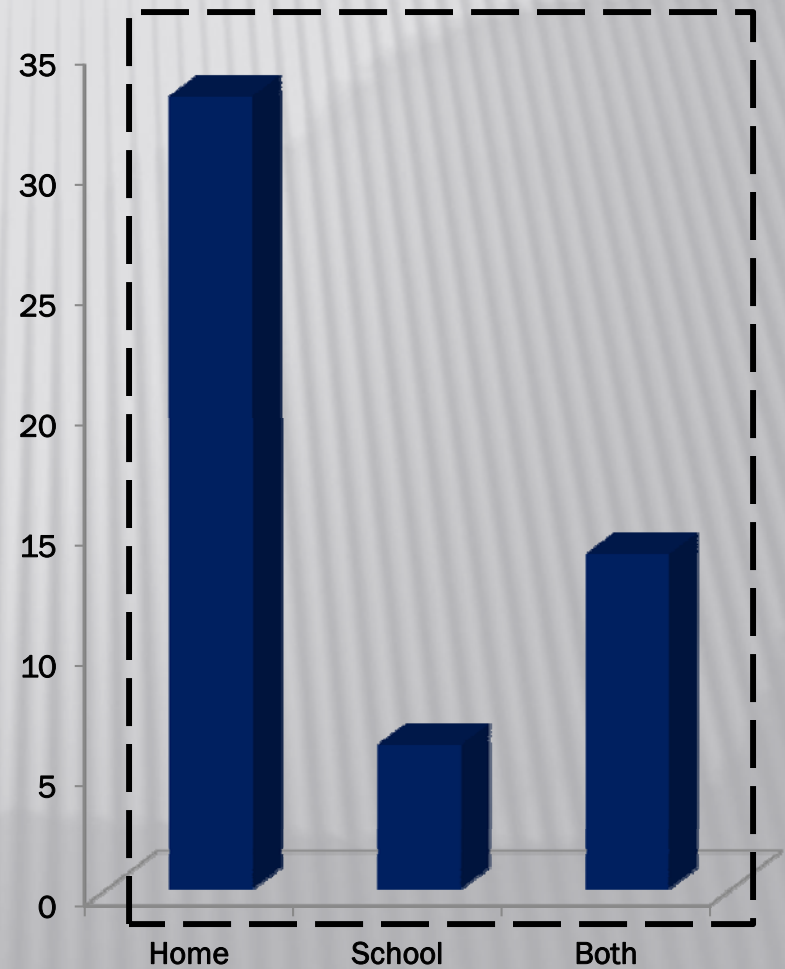
$$p = .338$$

$$\phi_c = .159$$

Likely to Leave



Likely to Stay





# **THERAPIST CHARACTERISTICS**

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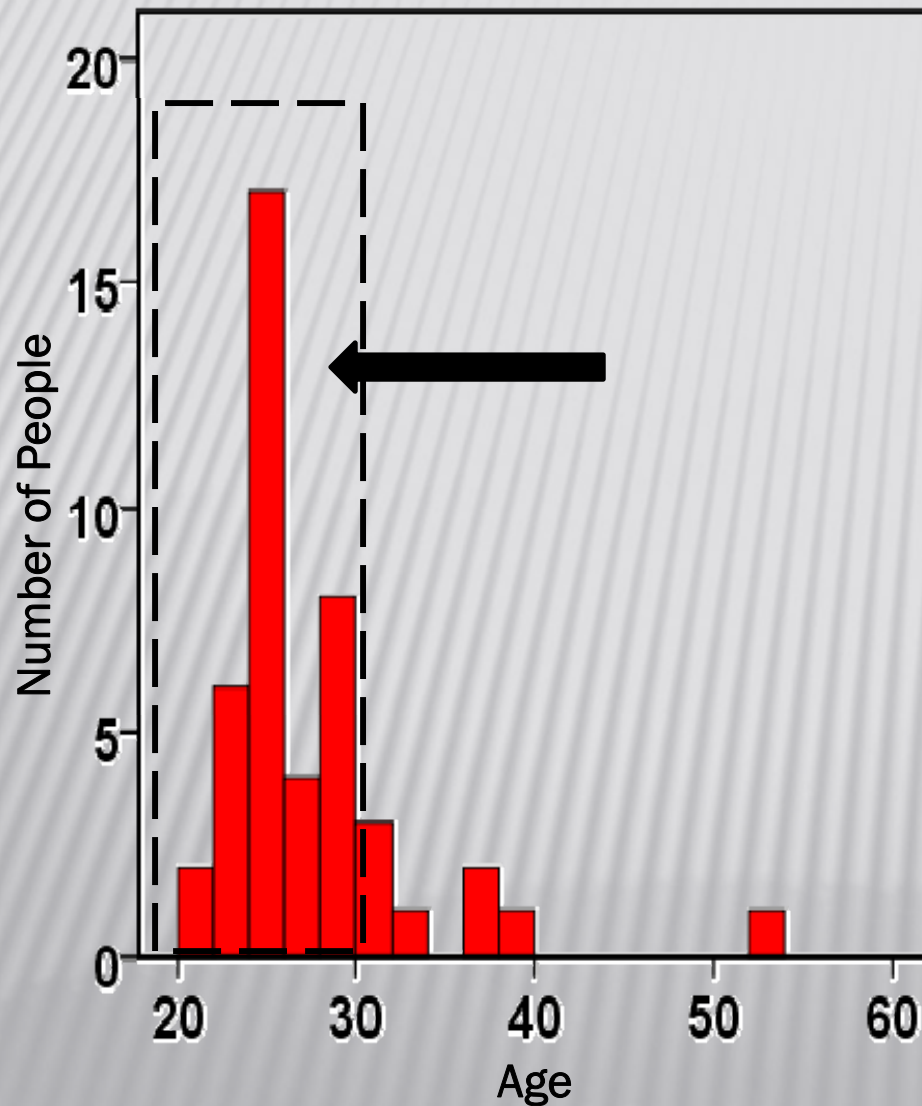
# AGE OF THE THERAPIST

“What is your age?”

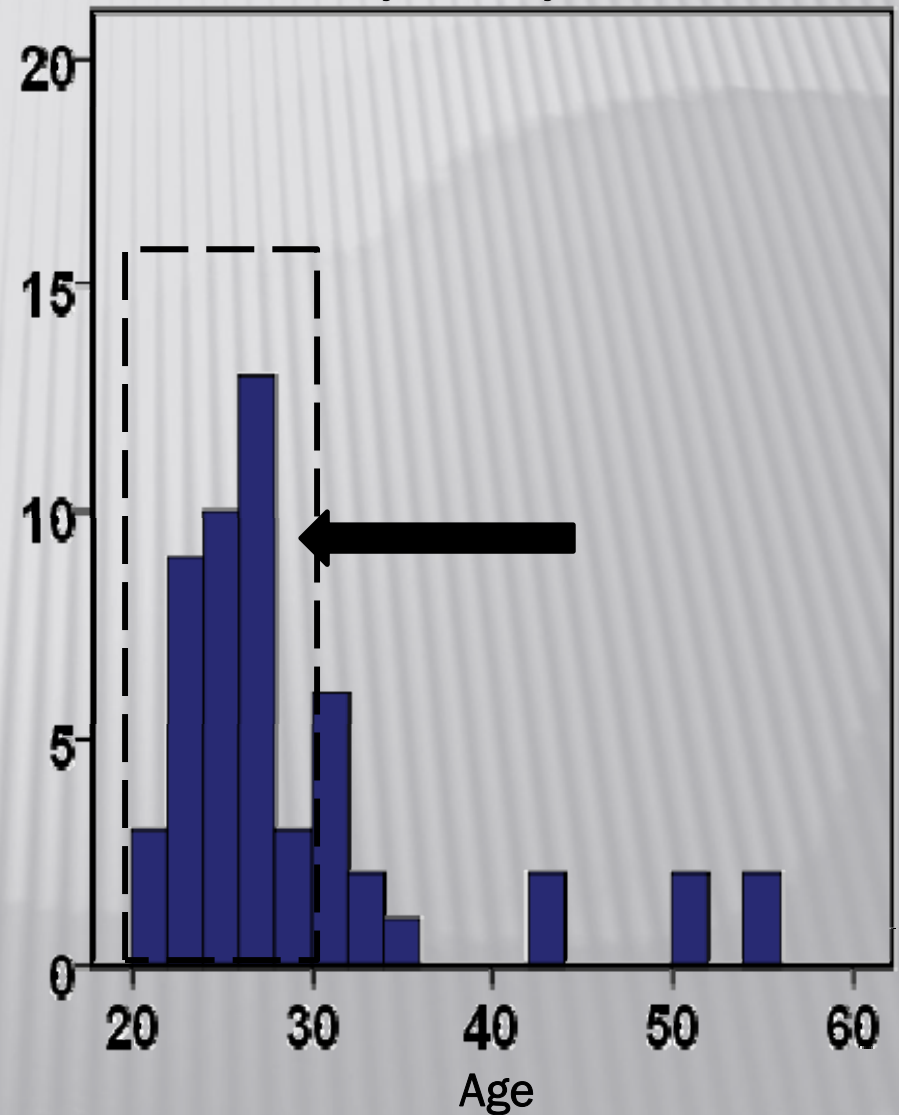
$p = .278$

$r = .079$

Likely to Leave



Likely to Stay



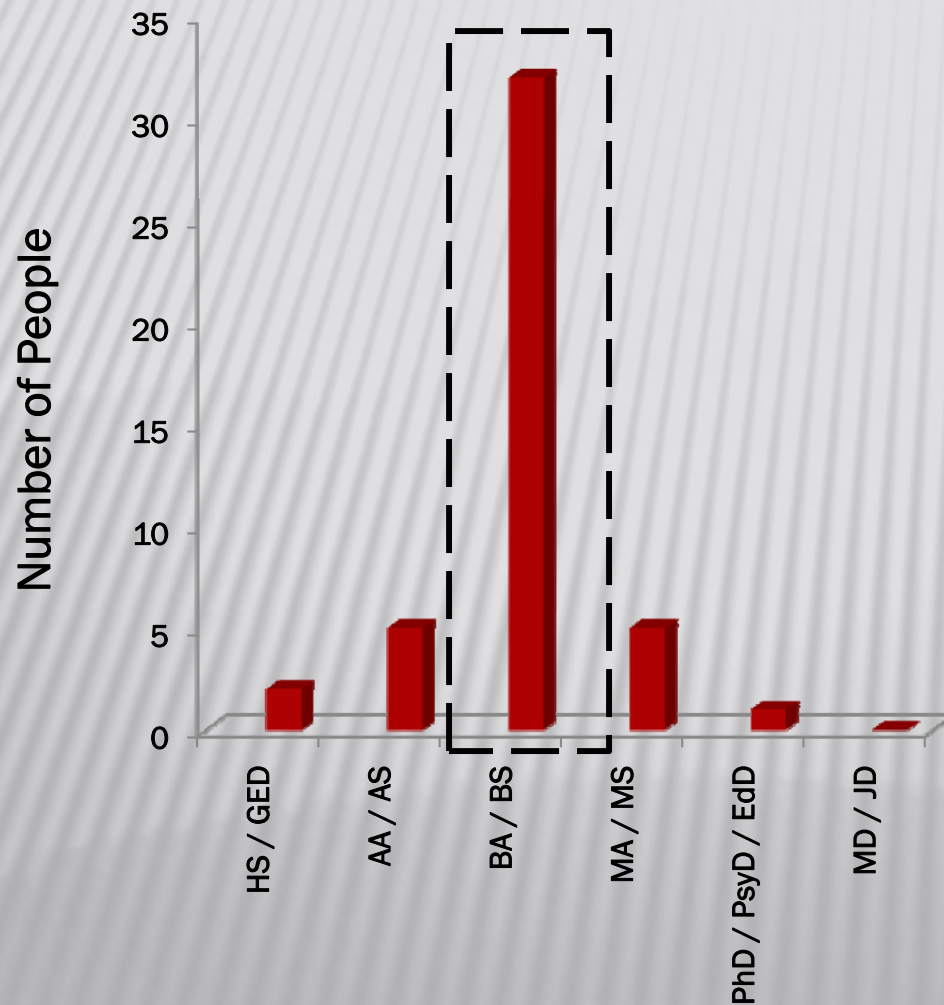
# LEVEL OF EDUCATION

“What is your highest level of education completed?”

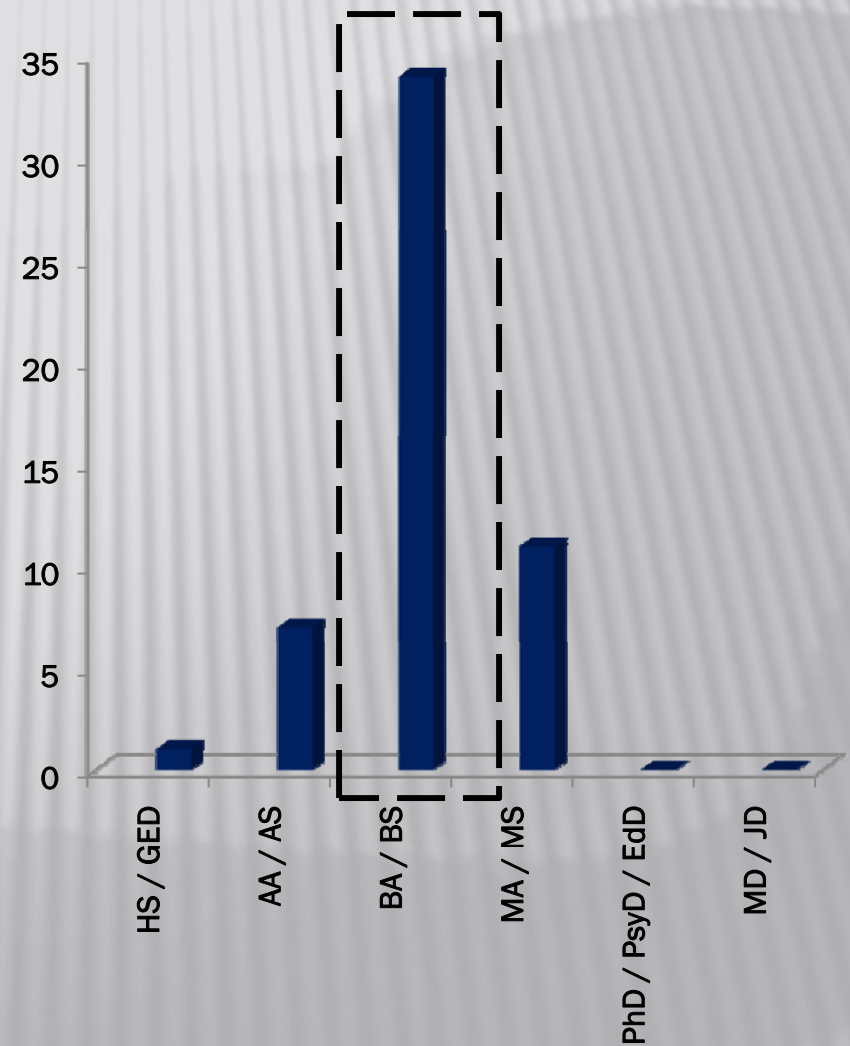
$$p = .550$$

$$\phi_c = .228$$

Likely to Leave



Likely to Stay



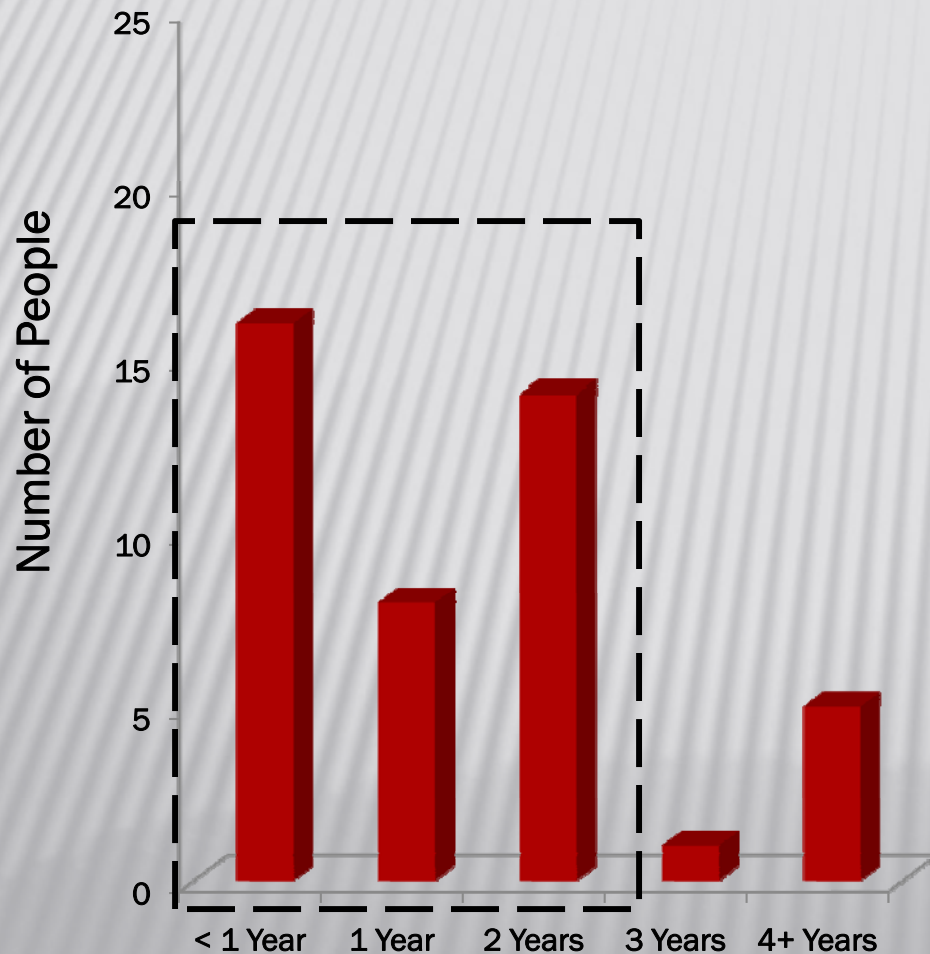
# YEARS AT CURRENT COMPANY

“How many years have you worked at your current company for which you provide behavior therapy?”

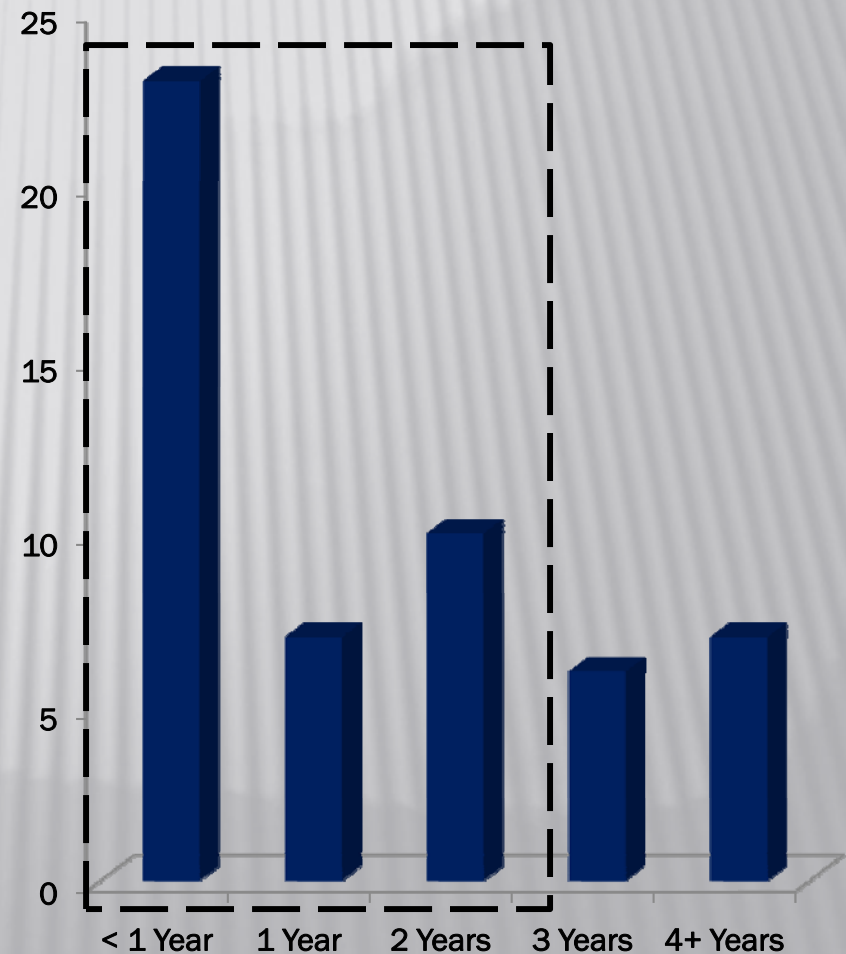
$p = .878$

$r = .028$

Likely to Leave



Likely to Stay





# KNOWLEDGE OF CONCEPTS

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- ✗ 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

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- ✗ 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

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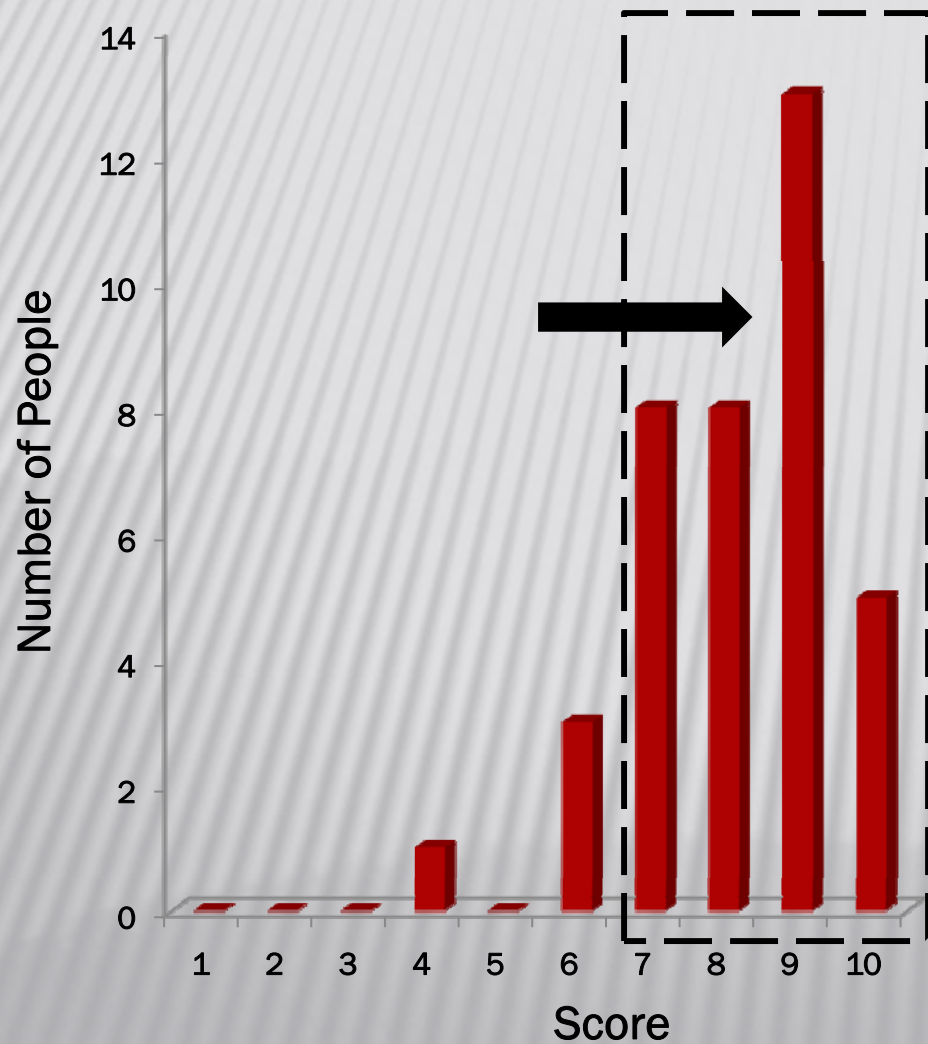
- ✗ Which reward is probably best to help a 12-yr-old child improve his arithmetic skills?
  - + A) A dollar for each evening he studies
  - + B) A dime for each problem he works correctly
  - + C) Ten dollars for each 'A' he received on his report card in arithmetic
  - + D) A bicycle for passing arithmetic for the rest of the year

# TEST OF ABA CONCEPTS

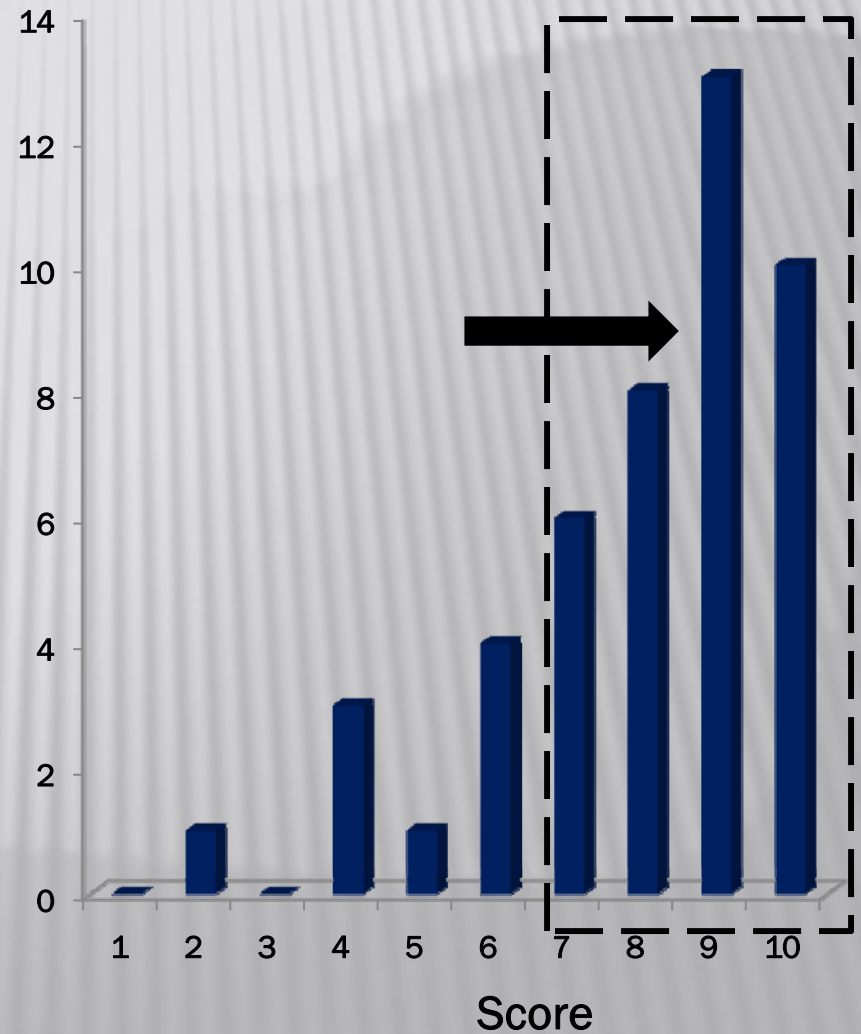
$$p = .639$$

$$r = -.080$$

Likely to Leave



Likely to Stay





# CLIENT CHARACTERISTICS

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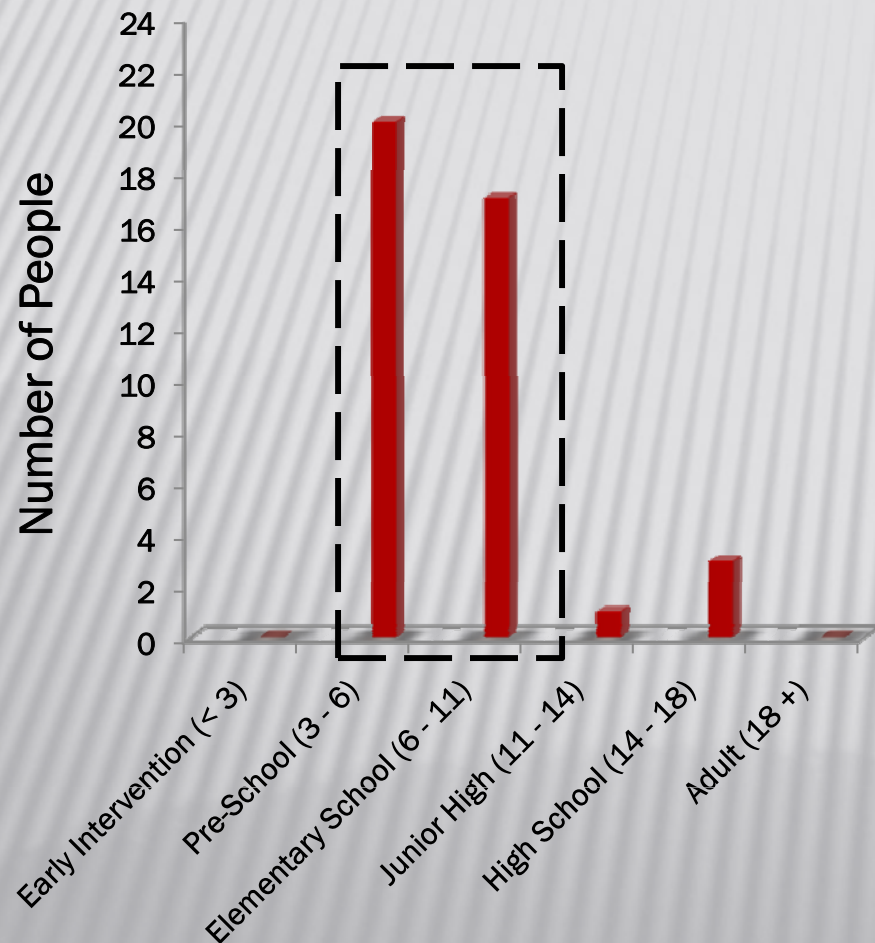
# AGE RANGE OF CLIENTS

“On average, in which age range do most of your clients fall?”

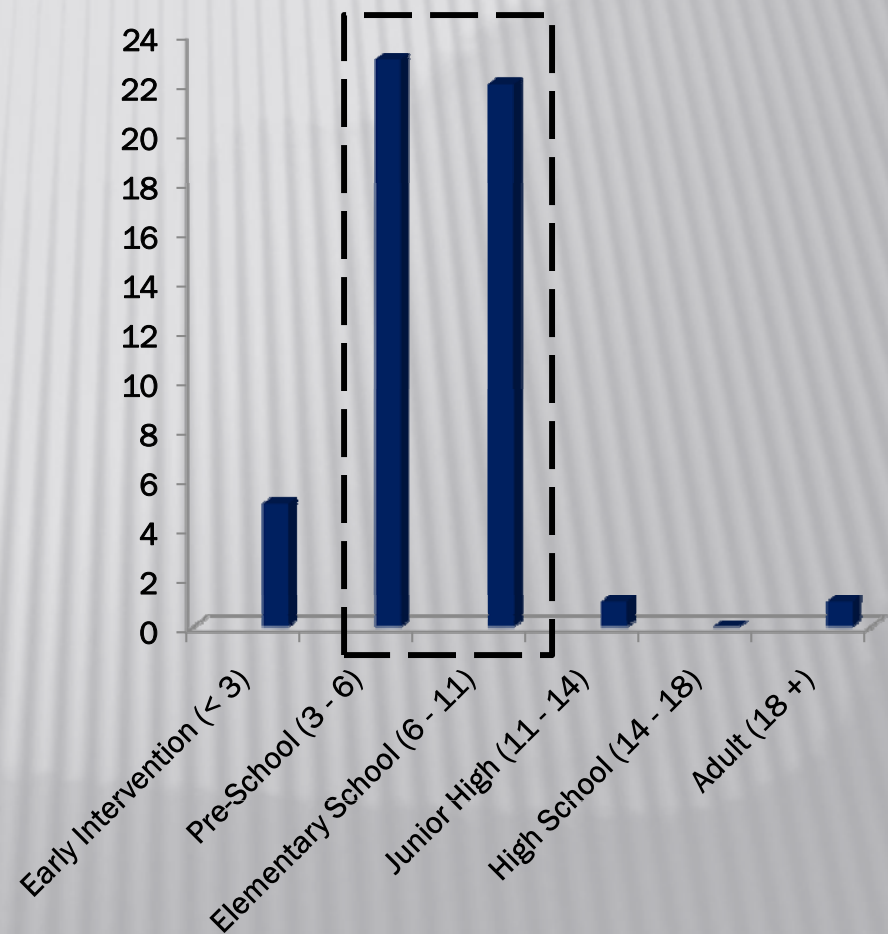
$p = .179$

$\phi_c = .205$

Likely to Leave



Likely to Stay



# SEVERITY OF CASES

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- ✗ 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)

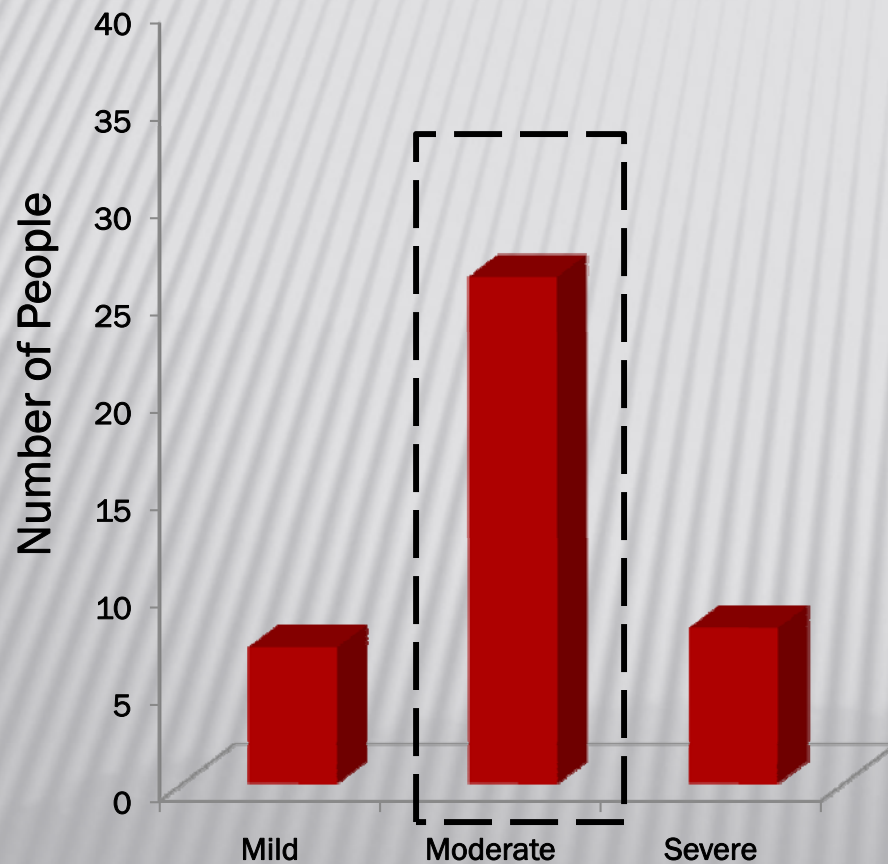
# SEVERITY OF CASES

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

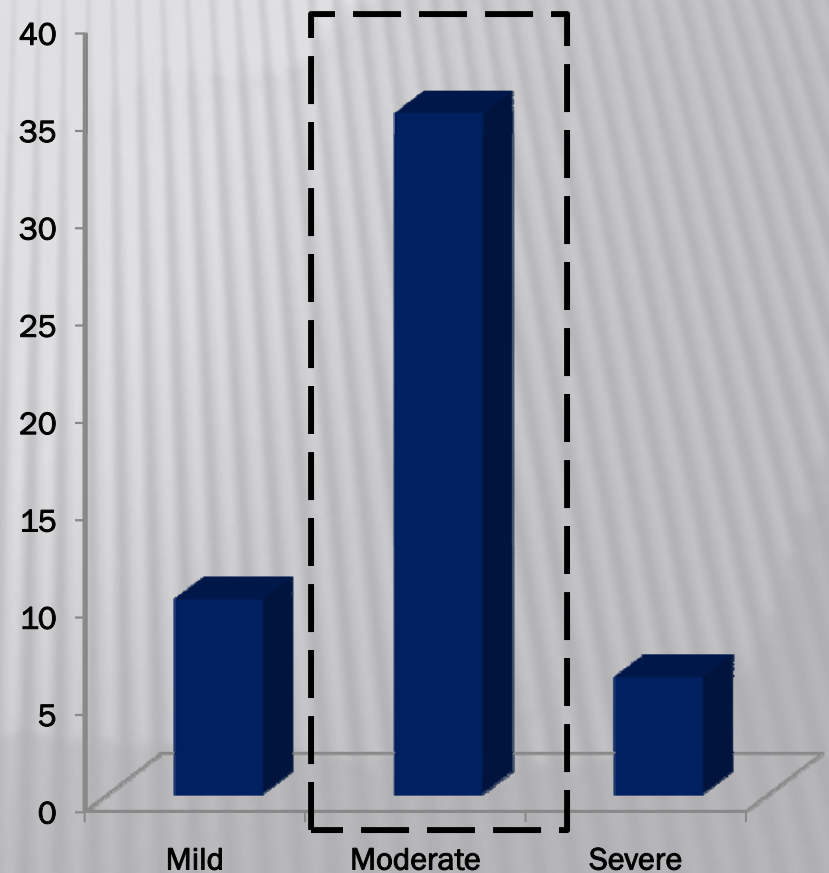
$$p = .719$$

$$\phi_c = .199$$

Likely to Leave



Likely to Stay





## 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

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# **LIMITATIONS**

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- × This was an exploratory study
- × Sampling
- × Variability
- × Validated measures
- × Self-report

# IMPLICATIONS

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- ✖ 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

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- ✗ 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

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- 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.
- Billingsley, B. (2003). Special education teacher retention and attrition: a critical analysis of the literature. Executive Summary. Retrieved 1/29/11.
- Earl, J.K. & Bright, J. (2007). The relationship between career status and important work outcomes. *Journal of Vocational Behavior*, 71, 233-246.