

2015

# Mental Health Worker Retention at African American and Caucasian-Owned Mental Health Agencies

Natikca Oliver  
*Walden University*

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# Walden University

College of Social and Behavioral Sciences

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Natikca Oliver

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## Review Committee

Dr. Stephen Rice, Committee Chairperson, Psychology Faculty

Dr. Ray London, Committee Member, Psychology Faculty

Dr. Patricia Costello, University Reviewer, Psychology Faculty

Chief Academic Officer

Eric Riedel, Ph.D.

Walden University

2015

Abstract

Mental Health Worker Retention at African American and  
Caucasian-Owned Mental Health Agencies

by

Natikca Nicole Perkins Oliver

MS, Virginia State University, 2008

BA, Hampton University, 2006

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Psychology

Walden University

February 2015

## Abstract

The purpose of this study was to determine which factor(s), including job satisfaction, employee-employer relationship, organizational climate, and ethnicity predict retention of mental health professionals employed by African American and Caucasian privately owned mental health agencies. Due to high turnover in the private sector in mental health in central Virginia, many agencies are closing after 5 years of business. The importance of this study was to determine which factor(s) can assist in reducing turnover in the mental health field and to determine which factor(s) assist in maintaining mental health professionals in order for the agency to remain operable. The variables were evaluated through 4 valid and reliable self-report surveys to determine their prediction of employee retention. The study used Vroom's expectancy theory as the theoretical framework, which focuses on the importance of rewards and incentives in the workplace. The study's research questions determined the predictive validity of the variables on employee retention among 46 African-Americans and 15 Caucasian mental health employees. The results from multiple linear regression indicated that job satisfaction was the only significant predictor of employee retention. The implications from this finding suggest that mental health professionals need a sense of job satisfaction from their agency in order to remain at their current agency. From the findings, social change can occur when African American and Caucasian privately owned mental health agencies increase retention and are able to continue to provide continued mental health services.

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## Dedication

This dissertation is dedicated to my Lord and Savior who provided me with strength to complete my dream of academic achievement. I also want to dedicate this to my parents, who have been supportive throughout my entire academic career. I would also like to thank my supportive friends who were there to provide words of wisdom during the hard times. Finally, a special dedication is given to those who have prayed and who continue to pray for me.

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## Chapter 1: Introduction to the Study

### **Background**

When employees leave an organization, the issue of retention comes to the forefront. Although retention is an issue that should be a main focus of organizations, retention seems to remain on the back burner for organizations. The reasoning for a lack of focus is based on organizations' perception of meeting all the needs of their employees. Due to the lack in this area, this dissertation was used to determine which variable(s) increase employee retention. The loss of employees creates a vacuum in the organization and often creates a strain on the remaining employees and the owners of the organization. To prevent further loss of employees, organizations should take preventative measures to retain employees. According to the United States Department of Labor (2010), social science occupations make up one percent of the country's workforce. Employee turnover causes an organization to have a void in employee retention, a particular problem in social science occupations such as mental health work. Employee turnover in this field is attributed to dissatisfaction with the work environment, inconsistency with owners, and lack of appreciation. Increasing employee retention among mental health professionals will aid in the growth and continuity of care for the clients and the growth of mental health agencies.

This study was designed to determine which factors increase retention among mental health professionals. It specifically examined these factors among mental health professionals employed at both African American- and Caucasian-owned mental health organizations. The basis of this study was to determine if previously identified variables

predict retention among African American or Caucasian mental health professionals. Expectancy theory was used for identifying variables in this study, which included motivation within employees. The determined variables were used with this theory and provide further reasoning for increasing retention.

The need for this study was apparent due to high turnover within the mental health field. From a personal experience, I have witnessed staff turnover from both African American or Caucasian privately owned mental health agencies based on similar variables this study will assess. The determination of the factor(s) can be implemented into privately owned African American or Caucasian mental health agencies. This study employed a quantitative methodology and multiple linear regression, which determined which variable predicted retention. The variables were assessed using four Likert Scale surveys, which were found to have validity and reliability.

### **Definition of Key Terms**

This study focused on mental health professionals employed at privately owned African American or Caucasian mental health agencies. The mental health positions for the study include direct service staff, program managers, and community counselors. For the purpose of the study, mental health professionals include Caucasian mental health professionals or African American mental health professionals.

### **Theoretical Framework**

Expectancy theory was selected as the theoretical framework for this study and was used to determine reasons for employee turnover within the mental health field. Expectancy theory has been used in prior research to explain employees' motivation

(Chiang & Jang, 2008); understanding employees' motivation will shed light on the retention factors of employees. This theory has been used in other research studies and specifically with mental health professionals. Expectancy theory was used to assess the performance of job satisfaction, employee-employer relationship organizational climate, and ethnicity as possible factors that could predict employee retention of African American or Caucasian mental health professionals within African American- or Caucasian-owned mental health organizations.

Four research questions were formulated to evaluate the effectiveness of the identified factors:

1) Is job satisfaction a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

2) Are employee-employer relationships a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

3) Is organizational climate a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

4) Is ethnicity a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

Each research question sought to determine which factors predict employee retention.

The research participants consisted of mental health professionals: community counselors, mental health workers, program managers, and direct care staff who were employed at African American- and/or Caucasian-owned mental health organizations. This study used a quantitative methodology and used multiple linear regression to determine which variable predict employee retention, as suggested by Healy (2006). The research design used several self-reporting instruments to measure job satisfaction, employee-employer relationships, organizational climate, ethnicity, and their prediction of the retention of mental health professionals.

This dissertation used several instruments to measure the variables in this study. The set of instruments used by this study were the Utrecht Work Engagement Scale (UWES) (Schaufeli, 2006), Organizational Climate Measure (OCM) (West, 2005), Survey of Perceived Organizational Support (SPOS) (Armeli, Cummings, Eisenberger, & Lynch, 1997), and the Michigan Organizational Assessment Questionnaire (Cammann, Fichman, Jenkins, & Klesh, 1979). Each of these scales was used to measure specific independent variables in the study. Surveys were used to obtain information and provided the participants with a way of focusing on the identified variables and their prediction of employee retention.

This study used the Utrecht Work Engagement Scale (UWES) instrument to assess job satisfaction. The UWES is deemed a reliable and validated instrument (Schaufeli, 2006). The three areas encompassed on the UWES are vigor, dedication, and absorption and are associated with job satisfaction (Schaufeli, 2002). The tasks measured with this scale in Schaufeli's (2002) study were hotel housekeepers and their completion

of cleaning hotel rooms. The Survey of Perceived Organizational Support (SPOP) instrument, created by Armeli et al. in 1997, was used to assess employee-employer relationships. This instrument consists of eight questions answered on a Likert scale ranging from 0 to 6. The SPOP is a validated and reliable instrument used to measure employees' perceptions of their relationships with the employer (Armeli et al., 1997). The Michigan Organizational Assessment Questionnaire (MOASQ) was used to assess employee retention and is comprised of three questions that focus on employee retention. The MOASQ consists of Likert scale measurements to assess an employee's perception of leaving their current place of employment (Cammann et al., 1979). The OCM is a reliable and validated instrument that is used to assess organizational culture (West, 2005). This assessment has been used in financial business environments. The Organizational Climate Measure is comprised of 17 scales that are separated into four sections: human relations, internal process, open systems, and rational goal (West, 2005). Through the use of the identified surveys, variables that can predict retention were determined.

The data was analyzed using multiple linear regression statistical analysis. Statistical Package for Social Sciences 20.0 (SPSS) was used to evaluate which factor(s) predict employee retention within the identified population. The use of multiple linear regression was used to determine which variable predicts retention within the organization. Through multiple linear regression, significance was determined to evaluate which factor(s) are predictors of employee retention.

The understanding of the retention of mental health professionals at African American or Caucasian privately owned mental health agencies will bring about positive social change. Through the findings from empirical research studies (which will be discussed in the literature review), the identified variables were analyzed to determine their prediction of employee retention in the mental health field. Based on the findings, the identified variables in the research studies gathered further support in their prediction of retention of employees. As the factors are now identified, they can be implemented into business policies and procedures to increase retention within this population. The positive social change will occur when African American or Caucasian mental health agencies continue to grow and increase retention for their employees by closing the business longevity gap between private agencies and state governments.

The concern of employee retention has been researched several times within organizations; however, focusing on employee retention among mental health professionals in the positions of community counselors, program managers, and direct service staff at African American- or Caucasian-owned mental health agencies in particular has yet to be studied.

This topic was worthy of study because there was a gap in the research on this specific population and employee retention. The predicted drawback of a lack of knowledge of prediction of the identified variables on the targeted population makes this population worthy of study. In some cases, many African American mental health professionals are leaving African American-owned agencies to work for Caucasian privately owned agencies or state agencies possibly based on the perceptions of job

satisfaction, employee-employer relationships, and organizational climate of the new organizations. In other cases, Caucasian mental health professionals are leaving Caucasian privately owned agencies to work for African American privately owned agencies or to state agencies possibly based on these factors. Both situations were expressed to me by both African American mental health professional and Caucasian mental health professional during casual conversation. I have also experienced being employed by both types of agencies and resigning for similar reasons. Although there is a lack of data to support African American or Caucasian mental health professional reasons for leaving African American or Caucasian privately owned mental health agencies, the dissertation study will provide data to my initial research question of “Why is there a low retention of mental health professionals employed by African American or Caucasian privately owned mental health agencies?”

Research studies by Armeli et al. (1999) show that several factors can influence employee retention; however, there is a lack of information solely focusing on privately owned mental health agencies, and especially African American or Caucasian privately owned mental health organizations. Although the literature review identifies supporting studies of the variables, the studies did not focus on African American or Caucasian mental health professionals nor privately owned mental health agencies. For the purpose of the study, the factors of job satisfaction, organizational climate, employee-employer relationships, and ethnicity were evaluated. Research studies such as that by Armeli et al. (1999) have identified these factors as ones that have an influence on employee retention. The research studies that focused on the identified factors were conducted by Bluestone,

Brown, Connor, McIntyre, and Miller (2003), Evans, Gately, Huyley, Katona, Kendal, Mears, Median, and Pajak (2005), and Kim, Kolb, and Song (2009). The study by Evans et al. (2005) focused on job satisfaction, although their studies did not evaluate job satisfaction with the African American mental health professional participants. Bluestone et al. (2003) evaluated organizational climate, but did not utilize the inputs or opinions of African American or Caucasian mental health professionals. The study conducted by Kim et al. (2009) focused on employee-employee relationship and employee retention, but did not evaluate the variable on the identified population for this study. The study continues to be worthy because these identified factors have never been researched with the target population. Due to the importance of mental health care in central Virginia and the region being small, maintaining retention within these organizations is vital. From casual conversations with mental health private agency owners, retaining employees is very important to the existence of the agency. Although the population is understudied, the results from this dissertation will provide further support to this understudied population and target area.

### **Problem Statement**

A study by Agrawal et al. (2010) examined employee retention and the various reasons employees leave their organizations. This study identified several reasons for a lack of employee retention, including employee perceptions, attitudes, satisfaction, and engagement. As staff turnover occurs, there is a void within the organization and stress is created among employees and owners of the organization. Although there is no current data on the retention of mental health professionals in privately owned African American

or Caucasian mental health agencies, it is possible the dissertation study will shed light to fill the void within the organizations. The variable factors such as job satisfaction, ethnicity, employee-employer relationship, and organizational climate proposed from research studies by Evans et al. (2005) and Agrawal et al. (2010) can lead to employee retention.

The study evaluated job satisfaction, organizational climate, and employee-employer relationships, ethnicity, and their prediction of employee retention. For the purpose of the study, job satisfaction was defined as an employee reporting that he or she is content and feeling fulfilled within their position, as suggested by Schaufeli (2002).

Job satisfaction was studied to identify its prediction of employee retention.

Organizational climate was defined as employees' perception of their work environment (West, 2005), and was studied to identify its prediction of employee retention.

Employee-employer relationship was defined as employees' perceptions of the employer and their interaction with the employer, as suggested by Armeli et al. (1997), and was evaluated to identify its prediction of employee retention. Finally, the variable of ethnicity was evaluated to determine if ethnicity serves as an influencer of mental health professional retention, and was measured by participants indicating whether they identify with the African American or the Caucasian ethnicity. If a participant identifies neither ethnicity, their surveys were not scored.

When assessed with organizations, these variables were determined to predict employee retention. Research has indicated these identified variables to be important in employee retention (Eisenberger et al., 1997; Schaufeli, 2002; West, 2005). Through the

use of the identified variables, their prediction of retention on the understudied population is analyzed. From the results, further support is offered and expands the significance of the identified variables.

### **Nature of the Study**

The dissertation study consisted of four research hypotheses, which focused on which variable or variables predicted employee retention.

### **Hypotheses**

Hypothesis 1: Job satisfaction is not a predictor of retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies.

Alternative hypothesis 1: Job satisfaction is a predictor of retention of mental health professionals at African American or Caucasian privately owned mental health agencies.

The hypothesis was predicted because a research study has determined job satisfaction to influence employee retention in organizations (Bluestone et al., 2003). Based on the previously mentioned research study by Bluestone et al.(2003), job satisfaction was hypothesized to also be a predictor to occur with mental health professionals employed at African American or Caucasian privately owned mental health agencies. The results from this variable will provide insight unto the understanding of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

Hypothesis 2: Employee-employer relationship is not a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

Alternative hypothesis 2: Employee-employer relationship is a predictor of retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies.

The employee-employer relationship predicts employee retention (Eisenhart & Ruff, 1983). Based on research conducted with the variables of job satisfaction and organizational climate in various organizations, the same results would occur within the population of the dissertation. Although Eisenhart & Ruff (1983) focused on employee-employer relationship and its prediction of employee retention has been studied, there is a gap in research when evaluating mental health professionals employed at African American or Caucasian privately owned mental health agencies. Based on research conducted with the independent variables in various organizations, I predict the same results will occur within the population of the dissertation.

Hypothesis 3: Organizational climate is not a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

Alternative hypothesis 3: Organizational climate is a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

A study conducted by Shaim (2010) determined the importance of an organizational climate on employee retention. Organizational climate was predicted by Shaim (2010) to be a factor that predicts employee retention within the identified population of this study. The results from this variable will provide insight into the understanding of mental health professionals employed at African American or Caucasian privately owned mental health agencies. The determined results will provide new information into a population that has not yet been studied.

Hypothesis 4: Ethnicity is not a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

Alternative hypothesis 4: Ethnicity is a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

The previous mentioned research studies have not studied ethnicity and retention. The results from this variable will determine whether the ethnicity of mental health professionals affect retention.

### **Purpose of the Study**

The purpose of the study was to determine which factors predicted employee retention within the identified population. The determination of such factors can be used to increase the retention of mental health employees of African American or Caucasian privately owned mental health agencies. The implementation of these factors within this population can be used to retain employees and reduce employee turnover. By reducing

employee turnover, privately owned mental health agencies may reduce their financial repercussions. The use of the identified factors will provide further information in their influence on mental health professionals and will provide owners with an understanding of areas of importance to these professionals. The stated research studies have identified variables that increase employee retention among various populations; however, the purpose of this study is to determine if the identified variables predict retention among the stated population. The results of the study can be used to close the gap in the literature focusing on employee retention with an understudied population.

### **Theoretical Base**

The theoretical base for this study was expectancy theory, which focuses on employees' motivation to complete a task due to expecting something for completion (Vroom, 1964). Expectancy theory is used to explain employees' motivation (Chiang & Jang, 2008). In conjunction with motivation, expectancy theory also focuses on employees' behavior in decision-making and learning (Chiang & Jang, 2008). Expectancy theory helps with the study because when applied, mental health professionals will remain employed at African American or Caucasian privately owned mental health agencies when the identified variables are a part of their expectation for employment. Due to this, expectation of job satisfaction, employee-employer relationships, organizational climate, and ethnicity, African American or Caucasian privately owned mental health professional agencies will increase retention of employees. Further detail of the expectancy theory will be discussed in the literature review.

### **Assumptions**

In the dissertation study, it is assumed that the identified variables can predict longer employee retention in all forms of organizations. Several research studies, which will be discussed in the literature review, will provide evidence of the influence of each identified variable on employee retention. The reviewed studies examined various populations such as mental health professionals; however, the variables were not verified with the use of the identified population of mental health professionals. It can also be assumed that the identified variables did not have an influence on the target population and identified organizational type. However, the insignificant findings may shed light on and provide more information on this topic. The identified population was mental health professionals and African American or Caucasian privately owned mental health agencies. The sampling for this study was a potential weakness due to the small number of African American or Caucasian privately owned mental health agencies within central Virginia, as generalizations can be made and used to apply the findings to all African American or Caucasian privately owned mental health agencies in Virginia or other states.

Moreover, the bounds of the study were comprised of the identified population. The choice of using African American or Caucasian mental health professionals was bound because other ethnicities are being ignored because various research studies assessing retention have accounted for all ethnicities. For the purpose of this study, African American or Caucasian mental health professionals were examined to determine if the identified variables predict retention among this population. Along with

populations, theories focusing on retention and motivation were examined in various studies. Such theories that were not used were Maslow's Motivation theory (Maslow, 1943) and McGregeor's Theory X and Theory Y (McGregeor, 1957) because these theories were assessing the importance of reinforcement of employees and not aspects that motivate employees to remain within an organization. These theories can possibly be assessed if particular factor(s) are determined to increase employee retention.

### **Limitations**

The limitations of the dissertation study consisted of the location of the sample. Four agencies were identified to select participants, which restricted obtaining the mathematical number needed for the study as well as caused the possible number of the participant pool to become smaller. The choice of four African American or Caucasian privately owned mental health agencies was determined due to limited amount of agencies in central Virginia. The choice of the ethnicity of the mental health agencies provided a limitation because the variables were assessed on mental health professionals employed at African American or Caucasian privately owned mental health agencies. By using this sampling, a comparison could not be made to determine if the prediction of the variable on retention change was based solely on the ethnicity of the organization or the mental health professional.

The other limitation of the dissertation study was the instruments used to measure the independent variables. The instruments were constructed to measure job satisfaction, employee-employer relationship, and organizational climate. The choice of these assessments could be used to measure other areas besides employee retention.

In the dissertation study, biases could occur, which could influence the study's outcomes and cause the belief that a particular variable was going to predict employee retention and others would not. This bias could cause a one-sided view of the independent variables. When this occurs, the biases can cause hesitation in how the outcomes are addressed. The hesitation, when addressed, can cause generalizations to be made of all African American or Caucasian mental health professional employees. Although limitations are a part of research studies, reasonable measures will be taken to address the limitations, such as identifying a total of six agencies instead of four. The choice of six widened the participation pool and provided more participants in the event that participants were low. The designated agencies consist of a balance of Caucasian owners and African American owners. Another reasonable measure would be to have a battery of instruments to consist of ten or fewer questions, which could aid in maintaining the attention of the participants. Taking measures to address the limitations can aid in the study in running smoothly.

### **Significance**

The dissertation study brought out the potential contributions that can provide insight on factors that should be incorporated into African American or Caucasian privately owned mental health agencies. These identified contributions can lead to higher retention of mental health professionals, which can increase longevity of the organization as a whole. The potential contributions consist of factors that may lead to the reinvention or development of new policies and trainings provided for mental health professionals.

The potential contributions from the study advanced the practice of assessing factors that influence retention with a specific target population.

This advancement in this practice provides evidence for the study of retention. With this contribution, areas besides compensation can be examined to determine strategies to apply to African American or Caucasian mental health professionals and privately owned agencies. These contributions can advance the knowledge in this discipline by providing new developments on the identified population. These contributions can fill the gap in the literature regarding this topic.

The significance of the dissertation study can lead to potential implications for positive social change. The implication for positive social change is consistent with and bound by the scope of the study by bridging the gap between the longevity of African American privately owned mental health organizations and Caucasian privately owned mental health agencies and their retention of mental health employees. The use of the dissertation study can address social change by revealing factors that can be implemented with African American or Caucasian mental health employees. The closing of the gap of longevity between the two types of mental health organizations can provide a balance to decrease the low retention rates of mental health professionals at African American or Caucasian privately owned mental health agencies in central Virginia. With the implementation of the factors, African American or Caucasian privately owned mental health agencies can increase the retention of their mental health employees.

## Summary

This chapter has outlined and provided in-depth information that is discussed throughout the study, and has discussed information regarding background information, the problem statement, and the purpose of the study. The information presented provided the reader with more information about the study. The reasoning for targeting the mental health professional population was to determine what factors African American or Caucasian privately owned mental health agencies should focus on to retain mental health professionals. The targeting of this population comes from personal interactions of being an African American mental health professional who left several African American or Caucasian privately owned mental health agencies due to a lack of job satisfaction, employee-employer relationships, and organizational climate. Although assessing both ethnicities and their agencies will add to the literature, further understanding of the prediction of the identified variables of retention on the target population will shed light on an area that has been understudied, which are mental health professional agencies and African American or Caucasian mental health professionals. For the purpose of this study, pay was not assessed because past research has focused on salary and the retention of employees. A question that can be potentially raised is the influence of staff's treatment on retention. This variable of the treatment of staff is covered under the independent variable of employee-employer relationships. Although pay can be seen as a factor of retention, research studies such as that of Bluestone et.al. (2003) and Shim (2010) have identified this variable as an influence of employee retention.

In the future implication section of the study, the author suggests assessing other factors besides pay as influences on retention (2010). These studies are further discussed in Chapter 2, which provides support for the influence of job satisfaction, employee-employer relationships, and organizational climate as factors of employee retention. Research studies regarding further support of the study of retention and its variables will be further outlined in the literature review. The information learned from this chapter provides the reader with more understanding of the theoretical framework and variables being researched in the study.

The remainder of the chapters provides more in-depth information regarding the review of literature that supports or refutes the identified independent variable. The theoretical framework for the study is also discussed in future chapters, especially Chapter 2. Once the foundation of the theoretical framework was laid, the reader was provided with background on the selection of population and choice of statistical method. In Chapter 3, more information is presented on data collection and the process of obtaining participants. Chapter 3 addresses in detail the research questions, hypotheses, and the statistical equation that was used to determine the number of participants. Chapter 3 provides detail of replicating the study if needed.

As the study progresses, the explanation and determination of the significance of factor(s) that predict employee retention is addressed in Chapter 4. This chapter reflects if each hypothesis was supported or was refuted by the research findings. Along with the support or lack of support for the hypotheses, the answers to the research questions are provided. The results of the use of multiple linear regression is explained in Chapter 4.

Finally, the study concludes with Chapter 5. In this chapter, the importance of the factor(s) is addressed. Chapter 5 explains the meaning of the results and how the factor(s) would be used in the identified population. The chapter discussed the limitations of the study and ways the study can be improved.

## Chapter 2: Literature Review

### **Background**

Employee retention is an important issue across many organizations. When retention is low, the organization bears the financial burdens and concerns (Agrawal, Asplund, Harter, Killham, & Schmidt, 2010). Due to this concern and burden, it is plausible that many organizations are trying to increase their employee retention. High employee turnover results in direct and indirect costs to the organization (Agrawal et al., 2010). These indirect costs can include the emotion of uncertainty felt by the remaining employees when former employees decide to leave, which affects remaining employees' work performance (Agrawal et al., 2010). Direct costs often include hiring and training new employees (Agrawal et al., 2010). According to Agrawal et al. (2010), thirty percent of organizations lose about half of the former employee's salary due to high turnover rates.

Due to the prevalence of this issue identified in Agrawal et al. (2010), an in-depth study of the issue of employee retention was researched. Job satisfaction, employer incentives, and employee perception have been identified as variables that are effective in increasing employee retention (Bluestone et al., 2003). From these studies, various strategies have been implemented in organizations to increase retention (Bluestone et al., 2003).

The purpose of this literature review was to determine which factors predict employee retention in organizations. It specifically investigates research literature on incentive factors that have been documented or hypothesized to support in increasing

employee retention. The factors that will be evaluated in this study are job satisfaction, organizational climate, ethnicity, and employee-employer relationship.

This review presents research articles that either support or refute the use of job satisfaction, organizational climate, ethnicity, and employee-employer relationship as factors that increase employee retention. Throughout this review, research studies are examined according to the quantitative methodologies used to determine the effect of the factors and their prediction of employee retention. The review will detail the variables that will be evaluated in the study, and will explain and use research studies that focus on employee retention. Once a strong foundation is laid, the review will explain and focus on the theory that is being used to determine employee retention. Research articles that focus on the use of the expectancy theory and its explanation of employee retention will be reviewed for support or non-support of employee retention.

The review begins by focusing on literature related to each variable. Research studies will be reviewed to determine their support in employee retention. The variables of job satisfaction, organizational climate, and employee-employer relationships will be assessed. Each research article will provide an overview of the study and the results of the particular variable on employee retention. Through the review of the literature, support or refutation of the use of each variable to increase employee retention will be examined closely. Based on the review, studies will provide groundwork in which the use of the identified variables can be implemented in the dissertation study's population to determine strategies to increase employee retention. The review will critically evaluate the methods that each study utilized. The review of the methodology of each

study will provide insight in the evaluation of the identified variables with employee retention.

Furthermore, the review will conclude with the influence that the suggested variables have on employee retention in mental health organizations. Each research article will be used to determine the effectiveness of the variables in this organization. In this final section of the review, an overall view is being taken to determine if the identified variables can influence employee retention when applied in this setting. Research studies provided from peer-reviewed articles from scholarly journals were reviewed and analyzed to determine an overview of factors, participants, and types of organizations that were evaluated for increasing employee retention. The participants were evaluated to determine if the ethnicity of the participants was provided. From this, an extensive literature review was completed to determine if the chosen factors would increase employee retention among mental health professionals employed by African American- or Caucasian-owned mental health organizations. During this review, research articles will be evaluated to determine the influence of job satisfaction, organizational climate, and employee-employer relationship, and ethnicity on employee retention. The evaluation of these factors will aid in determining a vital issue that is of concern for organizations. These articles will be used to support or refute the research questions constructed for this study.

### **Expectancy Theory**

To analyze retention within organizations, several theories have been studied. For this dissertation study, expectancy theory will be explored. Vroom's (1964) expectancy

theory is used to explain employees' motivation, focuses on their motivation when completing work tasks as well as on the behaviors of employees in the areas of motivation, decision-making, and learning behavior (Chiang & Jang, 2008). Expectancy theory is used in organizations to determine behavioral intentions of employees when they are working (Chiang & Jang 2008).

According to Chiang and Jang (2008) expectancy theory consists of several factors: expectancy and instrumentality, the former of which was operationally defined as the "relationship between effort and performance" (Chiang & Jang, 2008, p. 315). Instrumentality was operationally defined as the "relationship between performance and job outcomes" (Chiang & Jang, 2008, p. 315). The understanding of these terms aids in determining ways in which employees focus on completing tasks and their level of motivation for completing a task. Vroom (1964) identified three areas of employees' perceptions when completing tasks: self efficacy, goal difficulty, and control. When analyzing this theory, motivation is also assessed. Chiang and Jang (2008) suggest expectancy theory is comprised of expectancy, instrumentality, and valence (2008). The use of these factors determines an employee's perception of control, having good work performance, and use of good effort, all of which can lead to the employee obtaining a desired task (Chiang & Jang, 2008). From this theory, an employee's performance can be determined by employers addressing the identified areas. The use of this theory was examined for this dissertation study to aid in explaining employee retention within mental health organizations. This theory will possibly shed light on solutions to adding job

satisfaction, employee-employer relationship, and organizational climate as variables that can increase employee retention.

Several research studies were reviewed to determine the effectiveness of the expectancy theory in organizations. The use of expectancy theory explains motivation and support with employee's work performance. Fritz-enz (2000) suggests through the use of expectancy theory, employers can shape their organizations in the areas of functionality and human capital. In a study conducted by Chiang and Jang (2008), expectancy theory was used to evaluate hotel employees' motivation. In the study, a total of 289 hotel employees from several hotel employers in the Midwest were given surveys that focused on employee motivation (Chiang & Jang, 2008). Chiang and Jang (2008) suggested that the expectancy can be based on a worker's past experience, self-confidence, and performance when completing a job (Chiang & Jang, 2008).

The factors used with expectancy theory support in explaining the importance of understanding motivation, which can lead to increased employee retention. When employees are motivated on the job, the employee performs better in their work task (Chiang & Jang, 2008). Through motivation, Chiang and Jang (2008) proposed that employee retention will be increased when employees are motivated to perform well for the organization. Vroom (1964) identified instrumentality encompasses performance expectancies and rewards. When assessing performance and rewards, the use of the expectancy theory explains that these aspects are attributes that increase employee motivation, which increases work performance. To analyze the surveys, confirmatory

factor analyses and structural equation modeling were used as statistical analyses to determine a correlation of the study.

The use of expectancy theory was the theoretical framework for this study. The use of this theory was determined through an extensive literature review. The data indicated that the expectancy model can be used in the hotel organization (Chiang & Jang, 2008). When using expectancy theory within this organization, the use of this theory suggested that employee motivation is increased by work performance (Chiang & Jang, 2008). The study also suggested that when employees think they are doing well, they will feel better about themselves (Chiang & Jang, 2008). When the aspects of performance and rewards are evaluated, employees' motivation is increased. These findings support the dissertation study in that when work performance and rewards are provided to employees, the motivation of the employee is increased. It is plausible that through the inclusion of expectancy theory, employee motivation can lead to higher employee retention within an organization. By analyzing and determining which variable or variables predict retention, privately owned mental health agencies will be informed of the needed element for employee retention.

The implementation of expectancy theory continues to be used to increase employee motivation. This theory seems to be a solution to an organization's quest in improving motivation. A study by Lambright (2010) evaluated employee motivation using expectancy theory. In the study, the use of expectancy theory was analyzed along with the use of rewards and penalties (Lambright, 2010). The study found the expectancy theory as a way for employees to become motivated (Lambright, 2010). When using the

expectancy theory, an employee becomes motivated when he or she believes their task can be achieved (Lambright, 2010).

In Lambright's (2010) study, expectancy theory was used with employees of the public service field. The participants were employed in the department of social services workers, teachers, and government workers (Lambright, 2010). The study determined that the use of expectancy theory does not increase motivation with this particular population. The population of employees who work in public service and the use of rewards and penalties did not increase motivation because performance did not increase due to several factors discussed below. Lambright (2010) suggested that motivation is not increased because the employee's performance would increase and sometimes decrease. Also, the organization in which the employees were employed did not value rewards and/or penalties (Lambright, 2010). Due to these factors, motivation was not increased among the employees.

The findings from this study can be useful when focusing on expectancy theory and its increase of retention among employees in the public service sector. The use of expectancy theory focuses on motivation, and it is possible that motivation can improve retention among employees in organizations. This article does not support the use of expectancy theory; however, the study sheds light on the components that create expectancy theory. In the dissertation study, expectancy theory will be used to determine if factors such as instrumentality, valence, and expectancy has an influence on the retention of employees. This study puts a spin on expectancy theory by introducing rewards and penalties. When these components are introduced, motivation of employees

does not increase when rewards and or penalties are used (Lambright, 2010). The dissertation study will focus on the use of the expectancy theory and employee retention.

### **Retention**

Many studies have focused on employee retention, in which various organizations were used as participants to evaluate employee retention. This review provided several studies that focused on retention and various factors that increase employee retention within organizations.

Agrawal et al. (2010) conducted a study that focused on employee perceptions. The purpose of the authors' study was to evaluate employee perception of the organization. In the study, the factor of job satisfaction was introduced and evaluated. The independent variable of job satisfaction was operationally defined as overall satisfaction with the organization. This variable was measured using the Gallup Q12 Instrument. This instrument measured job satisfaction in two forms: job satisfaction based on personal job satisfaction, and overall satisfaction with the organization (Agrawal et al., 2010). The use of a survey is similar to the data collection of the dissertation study. In the dissertation study, surveys will be used to collect data focused on evaluating an employee's reason for remaining in the particular organization. The survey will consist of analyzing the employee's view on the organization's employee-employer relationship, organizational climate, and job satisfaction. Similar to the Agrawal et al. (2010) study, the dissertation study will analyze the responses from the survey by using Pearson R correlation to determine the relationship of the variables with employee retention.

Agrawal et al. (2010) suggested that job satisfaction predicted the sustainability of the organization. This factor is important when determining employee retention in that job satisfaction can reduce employee turnover (2010). Agrawal et al.'s (2010) study also suggested that an employee's perception of their organization can determine employee retention. To collect data, the authors utilized surveys that comprised of twelve items focusing on employee perception (Agrawal et al., 2010). The study used Pearson R correlation to analyze the data as well as a meta-analysis. This article is relevant to the dissertation study because the Pearson R correlation will be used to analyze the data.

The dependent variables for the quantitative study were employee retention, customer loyalty, and financial performance (Agrawal et al., 2010). Employee retention was operationally defined as voluntary and involuntary turnover, and customer loyalty was operationally defined as the overall customer perception of service (Agrawal et al., 2010). This variable was measured in three areas: likelihood to recommend, likelihood to repurchase/buy again, and satisfaction with the service (Agrawal et al., 2010).

This study's findings supported the position that employees' perception of their organization can increase job satisfaction, employee retention, and performance in the organization (2010). Agrawal et al.'s (2010) study supports the dissertation study in that the factor of job satisfaction is a vital and supported element that can increase employee retention.

Bluestone et al.'s (2003) study focused on employee retention in the mental health setting. This study supports the dissertation study in that the similar participant population is being used. This study evaluated employee variables associated with

employee retention, job variables associated with employee attention, and employer variables associated with employee retention (Bluestone et al., 2003).

The study used mental health workers who provided mental health services at a residential treatment facility. The participants of the study were of various genders and ages. There were a total of 390 participants (Bluestone et al., 2003). The independent variable of the study was employee retention, which was operationally defined as leaving place of employment four years or less of service (Bluestone et al., 2003).

The dependent variables of the study were staff variables, job variables, and employer variables. The dependent variable of employee variables was operationally defined as marital status, educational level, and gender (Bluestone et al., 2003). The dependent variable of job variables was operationally defined as full or part time employees and job title. The dependent variable of employer variables was operationally defined as salary increases, positive performance evaluations, and promotions (Bluestone et al., 2003). This study evaluated demographics such as age and location of employees in relation to driving distance to the facility.

Bluestone et al. (2003) conducted a quantitative study, which utilized surveys to measure the identified variables and their relationship with employee retention. The statistical measures that were used to analyze the data were Pearson R correlation and ANOVA. This methodology is similar to the dissertation study in that the Pearson R correlation will be used to measure the relationship between the variables and employee retention. In this study, Bluestone et al. (2003) used a multiple regressions rationale to predict which variables would lead to the increase of employee retention. The use of

multiple regressions varies from the dissertation study in that this form of statistical analysis was not used. The statistical analysis for the dissertation study utilized Pearson R correlation.

The authors determined that employee factors such as distance of commute influenced employee retention (Bluestone et al., 2003). The results indicated that employees who commuted for more than thirty minutes were more likely to leave their place of employment. This finding does not support the dissertation study because the variable of distance in commute is not be evaluated; however, this factor is vital when organizations are considering reasons for retention within the organization.

The results for job characteristics (job title) indicated that employee turnover plays an important role in employee retention (Bluestone et al., 2003). The authors suggest that job titles and close contact with mental health patients is a factor that increases job turnover within in a mental health organization (Bluestone et al., 2003). Often the people who have the most contact with mental health patients have the lowest wages. The study also determined that employees who had the least contact with the patients did not have high turnover rates (Bluestone et al., 2003).

This finding supports the dissertation study in that employee-employer relationship can be based on an understanding of the mental health professionals' level of contact with the patients versus the organizational heads' contact with the patients. The study also determined no significant difference between full-time and part-time employment.

Furthermore, the results of employer factors determined to have a relationship with employee retention (Bluestone et al., 2003). The findings indicated that positive performance evaluations, salary increases, and promotions when evaluated increased employee retention. The authors suggest that employees who received positive performance evaluations, promotions, and salary increases remained at the place of employment longer (Bluestone et al., 2003). This finding does not support the dissertation study because the factors of salary increase, promotions, and performance evaluations are not being evaluated. However, this finding is vital when studying factors that can increase employee retention. When an organization is evaluating employee retention, these factors should be an area of focus.

The study by Bluestone et al. (2003) is in close relationship to the previous study in that variables that influence employee retention were introduced. Both studies analyzed the data using quantitative methods such as the use of the Pearson R correlation. This study and the previous study had a strong relationship by providing findings that can increase employee retention. Each study provided suggestions of how the findings determined the positive influence of the variables with employee retention. The concern of retention in organizations can cross cultural and international boundaries. This issue does not only affect American organizations, it can also effect international organizations.

Another study that focuses on this aspect was conducted by Li, Si, and Wei (2008). Their study focused on an organization's psychological contracts and its effect on managers' exit, voice, loyalty, and neglect, which will be defined later. The purpose

of this study was to determine the retention of organization's managers. In the study, a total of 626 mid-level managers were provided with surveys that focused on perceptions of the organization (Li et al., 2008).

The variables that were evaluated were organization-manger psychological contract and psychological contract violations. Organization-manger psychological contract was operationally defined as organization and mangers' perceptions (Li et al., 2008). This variable also assessed promotion, pay raises, salary, training, reasonable requirement, job security, comfortable context, career development, communication, delegation, trust, and feedback on performance (Li et al., 2008). The variable of psychological contract violations was operationally defined as organizations honoring their obligations (Li et al., 2008). To measure this variable, the survey comprised of a four-point Likert scale ranging from 1 (very well achieved) to 4 (very poorly achieved (Li et al., 2008).

The study consisted of a quantitative methodology. To analyze the data, the study utilized the statistical analysis of structural equation model (Li et al., 2008). The authors used the statistical analysis to determine the relationship between the two variables. Once the relationship was determined, the authors created other variables to be compared with the independent variables (Li et al., 2008). The dependent variables were exit, voice, loyalty, and neglect. Exit was operationally defined as the employee thinking about quitting their job, voice was operationally defined as an employee speaking with their employer about the conditions of the workplace, loyalty was operationally defined

as an employee remaining at the organization despite the situation, and neglect was operationally defined as an employee's effort in their job (Li et al., 2008).

Results from the study indicated a positive relationship between psychological contract violation and exit. The positive relationship indicated that psychological contract violation "of either or both the managerial psychological contract and the transactional psychological contract will increase manager's tendencies towards destructive behavior and decrease managers' tendencies toward constructive behavior" (Li et al., 2008, p. 943). There was a negative relationship between psychological contract violation and voice, as well as a negative relationship between psychological contract violation and loyalty. However, there was a positive relationship between psychological contract violation and neglect (Li et al., 2008). The study's methodology varied from the dissertation study's in that Pearson R correlation was not used to analyze the data. However, the use of the structural equation model brought significant findings to light.

From the findings, Li et al. (2008) suggest that managers in China are focused on maintaining psychological contracts. However, the findings from this study do not support the dissertation study. The study by Li et al. (2008) reviews employee retention in another light and evaluates managers' retention and does not support the dissertation study in that the participants are different. In the dissertation study, mental health professionals are being evaluated along with owners of the mental health organization.

The study by Li et al. (2008) does not have a relationship with the previous studies. The previous studies focused on employee retention and do not focus on organizational leaders' retention rate. In previous studies, the variables introduced were

ones that organizational leaders should focus on when increasing employee retention.

From the results of the study, there is a possibility that studies from other cultures can be used in this country.

Meyer and Ohana (2010) conducted another important study relevant to this topic. The study by Meyer and Ohana (2010) builds upon the study that was conducted by Li et al. (2008). The authors' study focused on job satisfaction, organizational commitment, role of disruptive member exchange, and retention (Meyer & Ohana, 2010).

The study's participants consisted of 261 individuals employed by social enterprises in France (Meyer & Ohana, 2010). The employees were administered surveys that measured job attitude and perception of justice in the organization (Meyer & Ohana, 2010). Variables that were measured included disruptive justice, leader-member exchange, job satisfaction, organizational commitment, and intention to quit (Meyer & Ohana, 2010). The variable of disruptive justice was operationally defined as an individual's perception of the allocation of resources, and leader-member exchange was operationally defined as the relationship between the employee and the supervisor (Meyer & Ohana, 2010). When assessing leader-member exchange, affect, joy, loyalty, and contribution and professional respect were addressed (Meyer & Ohana, 2010). Organizational commitment was operationally defined as an employee's job attitude, and intention to quit was operationally defined as willingness to leave an organization (Meyer & Ohana, 2010).

The study used the partial least square structural equation model to analyze the data due to the small size of the population and the complex processes (Meyer & Ohana,

2010). The findings from the study indicated that disruptive justice does not affect job satisfaction and organizational commitment. The study determined that job satisfaction has an effect on intention to quit. The results indicated that leader-member exchange has an effect on employee retention. The use of this statistical analysis is different from the dissertation study in that the Pearson R correlation was not used. The used statistical analysis was deemed appropriate for an exploratory study (Meyer & Ohana, 2010). The authors also suggested that when addressing leader-member exchange, leaders should be open to the opinions and thoughts of their employees (Meyer & Ohana, 2010). The findings also suggest that leaders should inform employees of their expectations and duties (Meyer & Ohana, 2010).

The study by Meyer and Ohana (2010) provides support to the dissertation study in that the suggested variables are variables that will be evaluated in the dissertation study. The study emphasizes the usage of leader-member exchange as a strategy to increase employee retention. The study indicates that job satisfaction is also a variable that increase employee retention. The finding for this variable is in support of the dissertation study, which will evaluate job satisfaction as a variable that increases employee retention. Based on the suggestions from Meyer and Ohana (2010), the variables identified should have an effect on employee retention when evaluated with mental health professionals.

This study has a relationship with the previous studies in that the variables of job satisfaction and relationships between leaders and employees were evaluated. The previous studies and the study by Meyer and Ohana (2010) identify these variables that

are effective in increasing employee retention. This article continues to be similar to previous articles in that the statistical analyses used were able to measure the relationships between the variables and employee retention.

### **Job Satisfaction**

Several studies have been conducted in which job satisfaction was the main focus. When assessing job satisfaction, this variable is often associated with employee retention. Evans, Gately, Huyley, Kendal, Mears, Median, Katona, and Pajak (2005) conducted a study that focused on job satisfaction and retention among social workers. This study is similar to this research in that the similar population and methodology (quantitative) will be used. The dissertation study was different in that the participants were African American or Caucasian mental health workers, i.e., social workers, counselors, psychologists, and direct care providers.

Evans et al. (2005) conducted a quantitative study in which the variables of staff absences, job satisfaction, retention, and value by employer were studied. The findings determined that social workers leave their current places of employment when employees are not perceived to be satisfied with their jobs and perceive to not have support from supervisors (Evans et al., 2005). Moreover, the findings from Evans et al. (2005) support the dissertation study. The importance of job satisfaction and perceiving support are characteristics that can increase employee retention within an organization (Evans et al., 2005). These findings can be used to improve employee retention when working with mental health professionals.

Just like Meyer and Ohana's (2010) study, Evans et al. (2005) focused on retention and on job satisfaction. Evans et al.'s (2005) study continued to build upon factors that increased employee retention. This study examined the factors of job satisfaction, organizational commitment, and distributive justice, and focused on examining retention of employees when working in the human resource industry (Evans et al., 2005). This study supports the dissertation study in which two similar variables were examined.

Evans et al.'s (2005) study consisted of a quantitative methodology, using a structural equation model as the form of statistical analysis. This statistical analysis is different from the dissertation study in that the dissertation study assessed relationships between job satisfaction, organizational climate, and employer-employee relationships and their relationship with employee retention.

The study determined that job satisfaction does not affect organizational commitment (Evans et al., 2005). This finding does not support the dissertation study due to job satisfaction not having an effect on organizational commitment. The variable of job satisfaction does not influence organizational commitment or retention. The study hypothesized that job satisfaction has a relationship with employee retention, and provides various variables that can be assessed with job satisfaction. It is possible from this study to determine what other factors can increase organizational commitment.

### **Organizational Climate**

Another variable that can attribute to employee retention is organizational climate. Several studies have examined this variable and its influence on employee

retention. A study conducted by Courcy, Duchesne, Gagnon, Gavranic, Lavoie-Tremblay, Paquet, and Santo (2010) focused on the importance of organizational climate within the nursing field.

The purpose of the authors' study was to determine the perception of organizational climate on retention among nurses at a hospital in Canada (Courcy et al., 2010). The study focused on the perception about organizational climate and its influence on the retention of nurses. The perception of organizational climate between Generation X, Baby Boomers, and Generation Y was also assessed in this study. The dependent variable for this study was work climate, which was operationally defined as clarity, role conflict, and overload in the organization (Courcy et al., 2010). Work climate consisted of three levels: challenges, absence of conflict, and warmth (Courcy et al., 2010). Challenges were operationally defined as nurses having a work environment that invites the use of competencies and knowledge (Courcy et al., 2010). On the other hand, absence of conflict was operationally defined nurses perceiving the organizational rules do not interfere with the completion of work tasks (Courcy et al., 2010). Warmth was operationally defined as the organization being friendly and having supportive people to work with (Courcy et al., 2010).

The participants were nurses and hospital workers located in Canada. These individuals were provided with a survey that measured their perception of their organizational climate. The survey consisted of a four-point Likert scale, 1 meaning strongly disagree and 5 meaning strongly agree (Courcy et al., 2010). After reviewing the study, the researcher determined that the use of the Likert scale was not the best

approach. The use of more numbers in between would provide a broader range of data for Courcy et al. (2010). Another approach would be for Courcy et al. (2010) to use another format to account for possible responses.

Courcy et al (2010) used a quantitative methodology and correlation to analyze the data as well as multivariate analyses of variance and analyses of variance. The results indicated that the perception of organizational climate did not differ across the generations (Courcy et al., 2010). The findings also determined that a perception of organizational climate has an influence on the retention of nurses (Courcy et al., 2010).

The findings from this study support the dissertation study in that the study identified organizational climate as a factor the increase employee retention (Courcy et al., 2010). The study identified surveys that measure organizational climate. These surveys can be used in the dissertation study to measure mental health professionals' perceptions of their organization. The study's methodology supports the dissertation study in that the analysis of correlation was used to measure the relationships between the identified variables and employee retention.

To gain further insight of the importance of organizational climate and its influence on employee retention, a study by Shaim (2010) was evaluated. This author's study focused on assessing the retention of child welfare employee workers and the influence of the organizational culture.

Shaim's (2010) study assessed the variables of employee turnover, organizational culture, and organizational climate. Employee turnover was assessed on three levels: unpreventable turnover, desirable turnover, and undesirable turnover. The dependent

variable of the study was an employee's intention to leave their organization, while the independent variables for study were organizational culture and organizational climate (Shaim, 2010). Unpreventable turnover was operationally defined as an employee leaving because of an illness or family issues, desirable turnover was operationally defined when an employee leaves an organization due to incompetence, and undesirable turnover was operationally defined as competent mental health workers leaving for job growth or due to lack of support from employers (Shaim, 2010).

Organizational culture, defined as the ways the organization functions, was assessed on three levels: constructive culture/proficient culture, defensive culture, and rigid/resistant culture (Shaim, 2010). An organization deemed as a constructive culture/proficient culture is one that is supportive and provides employees with rewards (Shaim, 2010). Defensive/rigid culture in an organization is when employees are dependent and have opposition within the organization (Shaim, 2010).

Organizational climate was operationally defined as an employee's perception of their job. This variable was assessed on three levels: engaged, functional, or stressful climate (Shaim, 2010). The level of engaged organizational climate was operationally defined as an environment that has minimal conflict and workload, a functional climate was operationally defined as an environment that the employee is comfortable and feels they are worthwhile, and a stressful climate was operationally defined as climate in which there is work overload, conflict, and workers' perceptions were very negative of the organization (Shaim, 2010). These identified variables support the dissertation study in that the proposed study will analyze similar factors that are associated with organizational

climate. The dissertation study will analyze these factors and determine the influence of organizational climate on the retention of employees.

To gather data, Shaim (2010) used archival data from the New York State of Social Work Education Consortium and administered a survey to mental health workers and supervisors. In total, the study had 766 participants who completed and returned the surveys. The survey focused on factors that would cause an employee to search for another job. A four-point Likert scale was used to determine the employee's response: 1 was identified as strongly disagree and 5 was identified as strongly agree (Shaim, 2010).

Shaim's (2010) study used a quantitative method and a logistic regression model. This statistical analysis was used to predict the variable that would influence an employee to seek other employment besides their current organization (Shaim, 2010). The author's methodology is similar to the dissertation in that the study used quantitative methodology to analyze the collected data.

The results of the study indicated that organizational climate and organizational culture are factors that influence employees to leave their organizations (Shaim, 2010). The study also determined that these factors can be improved in order to aid an employee in remaining with an organization (Shaim, 2010). These findings support the hypothesis of the dissertation study in that the influence of this variable will be analyzed if a change in organizational climate will increase employee retention. This study is similar to the previous study in that the methodology is the same as what was used in the dissertation. The study continues to be similar to the previous study in that the study supports the theory that organizational climate influences employee retention.

### **Employer-Employee Relationship**

To continue with the focus of retention, the variable of employer-employee relationship has also been identified as a possible influence. Bluestone et al. (2003) conducted a study on the employer-employee relationship, focusing specifically on staff turnover in the mental health organization. Their study used participants who were direct care professionals in a mental health care setting (Bluestone et al., 2003).

When assessing employer-employee relationship, the authors operationally defined employer factors in which employers focused on providing incentives to the employees (Bluestone et al., 2003). Incentives were operationally defined as positive performance evaluations, salary increases, and promotions (Bluestone et al., 2003). This factor was used to determine if employer factors increased retention. This variable supports the dissertation study in that the actions and non-actions of employers could possibly have an effect on employee retention. For the dissertation, the interaction between employer and employee was assessed. This relationship will focus on accessibility of the employer and feelings of support from the employer.

The study conducted by Bluestone et al. (2003) used quantitative methodology. This study supported the dissertation by using quantitative methodology to analyze the data. The results indicated that when employers provide incentives to employees, retention levels within the organization increased. This finding provides support to the dissertation study in that when there is a strong relationship between employer and employee, retention increases.

To further support the influence of employer-employee relationships, Eisenhart and Ruff (1983) conducted a study focusing on the relationship between employer and employee. This study adds support to the dissertation study in that employer and employee relationship was defined as perceiving closeness to employer (Eisenhart & Ruff, 1983). This study supports the dissertation study in that the methodology of choice was quantitative methodology. The authors provided the participants surveys that focused on job satisfaction, job performance, and interactions between employers and employees (Eisenhart & Ruff, 1983). The study assessed these factors in urban and rural mental health centers and with mental health professionals, and used participants that worked in the mental health settings. The participants, social workers and psychologists, were observed and provided with surveys that focused on their perceptions of their job and the relationship with management (Eisenhart & Ruff, 1983).

The results of the study indicated that retention rates are higher when employees and employers are of the same group and have more cohesion (Eisenhart & Ruff, 1983). The authors used employer-employee relationship and job satisfaction as their dependent variable. The authors defined job satisfaction as employees being happy with their job and perceiving they are doing a good job (Eisenhart & Ruff, 1983). The study reviewed relationships with rural and urban mental health agencies (Eisenhart & Ruff, 1983).

Moreover, the study determined that retention occurs when employees are upset or dissatisfied with their organization (Eisenhart & Ruff, 1983). The study also suggested that when employees have a positive relationship with their employer, they are more open to confide in their employer when have an organizational concern (Eisenhart

& Ruff, 1983). The findings support the dissertation study in that employer-employee relationships influence employee retention. The study has similarity with the previous study in that importance of relationships between employees and employers promote employee retention. The study by Eisenhart and Ruff (1983) is also conducted in the mental health field, just as the previous study.

To add further support to the importance of employee-employer relationship, Evans, Gately, Huxley, Kendall, Katona, Mears, Medina, and Pajak conducted a study in 2005. Their study consisted of 237 employees who worked in the mental health field and focused on factors that influenced employee retention. The study's dependent variables were job satisfaction, attitudes toward duties, and attitudes toward employers (Evans et al., 2005). Job satisfaction was operationally defined as able to complete tasks with adequate resources, and an attitude toward duties was operationally defined as staff wanting to complete other work tasks or move within another department (Evans et al., 2005). The authors operationally defined attitudes toward employers as having support from their employer.

The participants were provided with a survey that focused on number of clients on caseload, travel time to work, and interaction with employer (Evans et al., 2005). The participants in the study consisted of direct care workers. The study used a mixed methods methodology to collect data, in which a correlation was used to analyze the coded data, and the written responses to the survey were analyzed using NVivo (Evans et al., 2005). This statistical analysis is a qualitative computer program that analyzes responses provided by the participants.

The findings determined that mental health workers consider leaving their position when they perceive they are not feeling supported from management (Evans et al., 2005). When mental health workers perceive support from their agency, they often remain longer within the organization. Within the organization, retention remains high when employers view their employees in a favorable light (Evans et al., 2005).

The study by Evans et al. (2005) supports the dissertation study by providing insight to the importance of the relationship between employees and employers. This variable will be assessed in the dissertation study. The findings from the study support the proposed hypothesis that the employee-employer relationship increases employee retention.

In contrast, the study by Evans et al. (2005) uses a mixed methodology, which differs from the methods of the dissertation study. However, the findings will be used to support the importance of employer-employee relationships. This study is similar to the previous study in that the findings and the use of correlation depict a relationship between employer-employee relationships and employee retention.

A study conducted by Kim, Kolb, and Song (2009) also focused on employee-employer relationship, specifically on the influence that employee-employer relation has on organizational commitment and retention. The study used the construct of interpersonal trust, learning organizational culture, and organizational commitment (Kim et al., 2009). The dependent variables were interpersonal trust, learning organizational culture, and organizational commitment. Interpersonal trust was operationally defined as employees' cognitive and affective perceptions of trusting co-workers and employers of

the organization, while learning organizational culture was operationally defined as learning the organization's ways of business (Kim et al., 2009). Organizational commitment was operationally defined as employees' perception of being a part of the organization (Kim et al., 2009). For this variable, three levels of organizational commitment were assessed: continuance commitment, normative commitment, and affective commitment (Kim et al., 2009).

Continuance commitment is when an employee assesses the cost of leaving an organization and then deciding to stay due to the cost being high (Kim et al., 2009). Normative commitment is when an employee feels an obligation of needing to continue to be a part of the organization (Kim et al., 2009). Affective commitment is when an employee feels they are a part of the organization (Kim et al., 2009). The study consisted of 321 employees from a for-profit Korean organization. The participants were selected by their completion of an interest survey placed by the authors (Kim et al., 2009). The surveys focused on organizational commitment, learning about the organization, and interpersonal trust, and consisted of a 1 to 5 response on a Likert scale, one meaning strongly disagree to four meaning strongly agree (Kim et al., 2009).

The study used a quantitative methodology, confirmatory factor analysis, canonical correlation and analysis, and a structural equation model to analyze the data (Kim et al., 2009). These statistical analyses were used to measure associations and relationships between the variables. The use of the canonical correlation was used to measure associations between the variables when there are multiple dependent and

independent variables (Kim et al., 2009). Also, to analyze the data, a structural equation model was used to determine the relationship between variables (Kim et al., 2009).

The findings of the study determined that when there is a positive employee-employer relationship, there is an increase in organizational commitment (Kim et al., 2009). The study also determined that an employee-employer relationship should consist of trust and collectivist behavior (Kim et al., 2009). Also, Kim et al. (2009) determined that when relationships are positive between employees and employers, the organization begins to establish trust with one another.

The study conducted by Kim et al. (2009) supports the dissertation. The study uses a methodology in which the dissertation administered surveys to employers of an organization. The study continues to support the dissertation study by introducing variables that were examined. The findings from the study will support the influence of employer-employee relationship on employee retention. This study is similar to the previous study in that the findings determined this variable to be vital when increasing employee retention.

### **Ethnicity**

The variable of ethnicity will be measured to determine if ethnicity serves as an influence for mental health professionals employed at African American or Caucasian privately owned mental health agencies. The evaluation of this variable will add further detail to the literature of variables that may or may not influence retention of employees. For this study, the evaluation of ethnicity may determine if either type of mental health professional reviews retention the same or differently.

## **Conclusion**

The literature review provided a sturdy foundation for the dissertation study. The reviewed focused on articles that supported and refuted the variables of job satisfaction, organizational climate, and employee-employer relationship as aspects that can influence employee retention. Several articles also introduced other variables that can influence employee retention. The main concept that each article had in common is that several factors can be implemented within organizations to increase employee retention.

The use of reviewing each article separately showed the various populations in which each variable was evaluated. This understanding continued to provide further insight for the study. The use of variables in various populations provides a way for the identified variables to be assessed in the mental health population with mental health professionals. The studies that support the use of the identified variables serve a way that successful implementation of job satisfaction, employee-employer relationship, and organizational climate can increase employee retention within this population. The choice of these variables has been supported throughout the review as variables that influence employee retention. These variables will be used further to evaluate retention among mental health professionals at African American or Caucasian-owned mental health organizations.

The use of various statistical analyses will serve to be useful because other strategies for analyzing data were used. The difference in statistical analyses was evaluated to provide a wide scope of successful analyses that can be used to support or refute the use of the identified variables to increase employee retention.

The review of the literature provided insight on the importance of the identified variables and whether the variables support or refute the influence of employee retention. From the review, a clear understanding was established as to how the variables were studied in the dissertation. From this knowledge, African American or Caucasian mental health agencies owners can develop strategies for improving job satisfaction for their workers.

The review has also provided support for the same action to be used with the other variables. The implementation of strategies use within organizations may be successful due to the review of the literature, as the review has funneled the huge aspect of retention down to a more specific understanding of retention and factors that can influence and increase retention with employees at organizations. When implemented within the organization, this understanding can help organizations remain strong and reduce employee turnover.

The review of the literature continued to provide support for the study by providing further knowledge in the usage of the identified variables and their influence on employee retention. From the review, the justification for the study with the chosen population provided further insight on the use of job satisfaction, employee-employee relationship, and organizational climate and its influence on retention. The dissertation will address a gap in the literature by focusing on a specific population the studies in the review did not solely address. The support from this review provided a pathway for this study.

## Chapter 3: Research Method

### **Introduction**

This dissertation study was designed to examine which variables predict retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies. Due to the high turnover in employee retention, a strain is being placed upon African American or Caucasian privately owned mental health agencies in central Virginia. The mental health field in central Virginia is comprised of private agencies and state government agencies. Through interaction and conversations with former work colleagues, being employed in the private sector has more benefits than state government. Although the private sector has more benefits, mental health professionals continue to resign from their place of employment due to the agency not addressing key issues of importance to employees. To tackle this issue, several areas were addressed. IRB approval was granted in order for data to be collected. The IRB approval number is 03-20-13-0177278 and the expiration date is 3/19/2014.

### **Research Design and Approach**

Determining which factor(s) predict retention of African American or Caucasian mental health professionals consisted of the use of quantitative methodology (multiple linear regression) and measures. The research design consisted of a battery of self-report instruments, which measured job satisfaction, employee-employer relationships, and organizational climate, and their prediction of the retention of African American or Caucasian mental health professionals. The variety of instruments was taken from previous research studies that focused on the identified variables. The instruments used

in this dissertation study were recommended for use when analyzing job satisfaction, organizational climate, ethnicity, and employee-employer relationship and their relation to employee retention. The instruments used included the Utrecht Work Engagement Scale (Schaufeli, 2002), Organizational Climate Measure (West, 2005), Michigan Organizational Assessment Questionnaire (Cammann, Fichman, Jenkins & Klesh, 1979), and the Survey of Perceived Organizational Support (Armeli, Cummings, Eisenberger & Lynch, 1997). These instruments were developed and tested to address the factors of job satisfaction, employee-employer relationship, organizational climate, ethnicity, and employee retention. The use of surveys was appropriate for this study due to their having the ability to provide information about a large population within a timely manner (Singleton & Creswell, 1993). The instruments are discussed in further detail in the instrumentation and material section. Multiple linear regression was used as the statistical method to evaluate which variables predict employee retention.

In this study, the identified variables were evaluated to determine their prediction of employee retention. Predictions were made as to if job satisfaction, employee-employer relationships, organizational climate, or ethnicity predicted employee retention. Along with predictions, relationships were determined through the use of multiple linear regression. Thus, the utilization of this statistical analysis evaluated such predictions and relationships. Multiple linear regression is appropriate when the predicted outcome is binary (Healy, 2006). The prediction of retention is binary because retention is a dichotomous variable, meaning that participants can only select from two options (yes or

no) when answering questions focused on employees' decision to remain or leave their current place of employment within six months.

The independent variables of the study were job satisfaction, employee-employer relationships, organizational climate, and ethnicity, and the dependent variable for the study was employee retention. Employee retention was operationally defined as an employee's intention of remaining or leaving the organization (Cammann et al., 1979). This is the best measure of employee retention because this measurement is binary, which is suitable for using the statistical method of logistic regression (Healy, 2006). Through the use of this measurement, the participants' thought of retention is determined.

This scale was used for the study to analyze the variable of job satisfaction. Further information explains what the scale measures and the purpose of its usage in this study. The Michigan Organizational Assessment Questionnaire was used to measure employee retention. Job satisfaction was operationally defined in this study as an employee's emotions regarding their job (Schaufeli, 2002). Schaufeli (2002) constructed an instrument (UWES) that measured job satisfaction. The study determined job satisfaction influenced employee retention (2002). Another study assessed employee-employer relationship. In the study, employee-employer relationship was operationally defined as employees' perception of the employer and their interaction with the employer (Armeli et al., 1997). This variable is important because employee-employer relationships influence employee retention (Armeli et al., 1997). This variable was measured by the Survey of Perceived Organizational Support. For this study, the examined relationship will be that between an employee and a mental health agency

employing them. Organizational climate was operationally defined as an employee's perception of their work environment (West, 2005). This variable was important because organizational climate has an influence on employee retention (West, 2005). This variable was measured by the Organizational Climate Measure (OCM). The approach for using the identified variables and instruments is used because these variables and instruments have been suggested by multiple studies for measuring employee retention and the identified variables (Armeli et al., 1997; Cammann et al., 1979; Schaufeli, 2002; West, 2005).

### **Research Questions**

This study posed four research questions, each of which focuses on the prediction of each variable on employee retention. These four research questions were posed for two reasons: to answer the “what” and “why” components of reasoning for the high levels of turnover within African American or Caucasian privately owned mental health agencies in central Virginia, and to answer which variable can be used to increase employee retention within the identified location. The primary research questions were:

1) Is job satisfaction a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

2) Are employee-employer relationships a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

3) Is organizational climate a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

4) Is ethnicity a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

### **Study Hypotheses**

*H<sub>10</sub>*: Job satisfaction is not a predictor of retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H<sub>1a</sub>*: Job satisfaction is a predictor of retention among mental health professional employed at African American or Caucasian privately owned mental health agencies.

The hypothesis was predicted because research studies have determined job satisfaction to influence employee retention in organizations (Bluestone, Brown, Connor, Daunais, Miller, LeBeau, & McIntyre, 2003). Based on the research findings, it was hypothesized for job satisfaction to also be a predictor to occur within mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H<sub>20</sub>*: Employee-employer relationship is not a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H2<sub>A</sub>*: Employee-employer relationship is a predictor of retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies.

Research has determined that the employee-employer relationship has an influence on employee retention. Eisenhart and Ruff (1983) conducted a study that focused on employee-employer relationship and its influence on employee retention, which determined that the employee-employer relationship has an influence on employee retention. Based on research conducted with the variables in various organizations, it was predicted the same results would occur within the population of the study. Although the mentioned study focused on employee-employer relationship and its influence on employee retention has been studied, there is a gap in research when evaluating mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H3<sub>0</sub>*: Organizational climate is not a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H3<sub>A</sub>*: Organizational climate is a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

Research studies have determined the positive influence between organizational climate and employee retention. A study conducted by Shaim (2010) determined the importance of an organizational climate on employee retention. Organizational climate

was predicted to be a factor that predicts employee retention within the identified population. The results from this variable provided insight into the understanding of mental health professionals employed at African American or Caucasian privately owned mental health agencies. The determined results provided new information into a population that has not been studied.

*H4<sub>0</sub>*: Ethnicity is not a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H4<sub>A</sub>*: Ethnicity is a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

The results from the variable shed light on the perception of retention among individuals of the two identified ethnicities.

### **Setting and Sample Participants**

The study consisted of 134 African American or Caucasian mental health professionals who were employed by four African American or Caucasian privately owned mental health agencies in central Virginia. The ethnicity of each agency was verified by contacting and obtaining information from the agency, which questioned the ethnicity of the ownership of the company. This number of participants used for the study was due to the statistical estimation, which estimated this amount to determine significance. The statistical justification is discussed in full in the justification of the sample section. The sample of 134 African American or Caucasian mental health professionals was drawn from a population of 200 mental health professionals employed by four privately owned mental health agencies in central Virginia. The population was

determined by excluding mental health professionals who did not have the identified job descriptions indicated for the study. This amount of participants was determined by using the equation, below. The use of the equation explains the amount of participants needed to represent a true value of the selected population. Through this equation, the overall number of the entire chosen study population was narrowed down to determine the sample participants. In this equation,  $N$ = the population of 200 and  $e$ = the number of agencies used in the study.

$$n = \frac{N}{1 + N(e)^2}$$

The participants were determined through purposive sampling, which occurred by identifying four African American or Caucasian privately owned mental health agencies within central Virginia. The choice of purposive sampling was determined by the specific population being used for the specific study (Leedy & Ormrod, 2010). The selection of this type of sampling was justified because my purpose was to determine the influence of the identified variables on the selected and intended population. The eligibility criteria for the participants consisted of the participants employed in the mental health field as mental health professionals and employed by African American or Caucasian privately owned mental health agencies in central Virginia.

The mental health professionals consisted of direct care providers, mental health community counselors, and program managers who are employed by African American

or Caucasian privately owned mental health agencies. For this study, the job titles and job descriptions were direct care providers consisted of mental health professionals who provided direct care (supervision) to clients in a group home-style living. Mental health community counselors consist of mental health workers who provide mental health services in the homes of the clients. Lastly, program managers consisted of mental health professionals who manage and provide supervision over the mental health aspect of the agency.

### **Justification for Sample Size**

After calculating the appropriate sample size for the given population, it was determined that 134 participants would be needed for the dissertation study. This predicted sample size increased the level of precision by +/- 5 percent, which provided an estimation of the true value of the population (Israel, 1992). In providing an estimation of the true value of the population, a percentage of the population was determined (Israel, 1992). Using this appropriate sample size provided the study with representation of the true value of the population. This sample was determined by the use of the following formula. Through this equation, the overall number of the entire chosen study population was narrowed down to determine the sample participants.

Participants were recruited by visiting community services boards (CSB) and Behavioral Health Authority agencies in central Virginia to obtain pamphlets of information of agencies providing mental health services. The contact information of the agencies was used to mail information of the study to the agencies in the central Virginia area (see Appendix A). The use of this method provided access to the mental health

population in central Virginia and created a starting point for locating and obtaining possible participants. This method is used by Behavioral Health Authority when disseminating information to certain private agencies. By using these resources, the possible participants who met the eligibility criteria for the study were easily identified.

Once the initial information was mailed to the identified companies, phone contact was made after two weeks discuss further detail of the dissertation study. In the phone contact, I discussed the purpose of the study and the type of participants suggested for the study, obtained background information about the agency, and sought permission to gain access to the agency. Once access was granted to the organization, I presented information about the study to employees and sought their participation in the study.

The individuals who wished to participate were provided with an informed consent form that explained the purpose of the study and the notification of self-termination from the study. The consent forms were collected and placed in a folder located on the presentation table in front of me. I placed the folder in a locked file cabinet to protect the participants' confidentiality. The entered data was also locked in a file cabinet. The participants were informed of their rights before being administered the surveys. I provided the participants with a handout that explained participants' rights.

### **Instrumentation and Materials**

The purpose of this study was to determine which factors predicted employee retention. The research questions focused on three independent variables: job satisfaction, employee-employer relationships, ethnicity, and organizational climate. The use of multiple linear regression was used to predict which variable more strongly

predicted retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

The results of these hypotheses were tested through the use of surveys, which focused on employee retention and factors that predicted it. The use of surveys were used to obtain information and provided the participants with a way of focusing on the identified variables and their prediction of employee retention. Validity and reliability were considered when selecting appropriate instruments for the dissertation study. Joppe (2000) defined reliability as:

The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. (p. 1)

Joppe (2000) also stated validity is defined as “whether the research truly measures that which it was intended to measure or how truthful the research results are” (p. 1). From this guideline, the surveys met validity and reliability. Though the instruments were used in other studies, thus being reliable, they were used for the dissertation study.

The instruments were used in various research studies and were tested and validated with various populations when evaluating the identified variables. The description of each instrument’s reliability and validity are discussed in the following paragraphs in greater detail.

### **Utrecht Work Engagement Scale (UWES)**

The Utrecht Work Engagement Scale (UWES) was used to measure work engagement. UWES is a validated survey used to measure work engagement, which, for the study, was similar to job satisfaction. UWES was a validated scale because it has been used in over ten nations to measure work engagement (Schaufeli et al., 2006). Its validity was determined through the use of factorial validity, which determined positive correlations with various nations (Schaufeli et al., 2006). I received permission to use UWES from its developer for research purposes. For the study, work engagement is a synonym for job satisfaction.

The UWES was developed by Schaufeli in 2002 (Schaufeli, 2006). This assessment consisted of three subscales that measure work engagement. The three areas encompassed on the UWES are vigor, dedication, and absorption (Schaufeli, 2002). Vigor was measured as having energy and enjoying the job, dedication is measuring emotions about the job, and absorption is measuring commitment to the jobs (Schaufeli, 2006).

The Utrecht Work Engagement Scale was administered to various populations such as teachers to determine organizational behaviors (Bakker, Salanova, & Schaufeli, 2006). The multiple usage of the UWES scale has also determined its reliability and validity (Bakker et al., 2006). The scale has also been used to measure occupational well-being in employees that worked in the area of consumer packaged goods (Feldt, Hackman, Mauno & Seppala, 2009). One area of occupational well-being is rank-order stability of work engagement. The reliability and validity was determined for this scale.

The reliability of the UWES determined the internal consistency by using Cronbach's alpha. The result of Cronbach's alpha of the UWES-scales is .90, or 90 percent, meaning that the UWES has 90 percent consistency in scores when administered. The UWES is considered reliable because only a result of at least .70 is required when conducting research (Siegle, 2002).

The scale consisted of 17 questions that are answered on a six-point Likert Scale. The scale ranges from 0 (never), 1 (almost never, e.g., a few times a year or less), 2 (rarely, once a month or less), 3 (sometimes, a few times a month), 4 (often, once a week), 5 (very often, a few times a week), and 6 (always, every day) (Schaufeli, 2002).

### **Organizational Climate Measure (OCM)**

The second scale used in the study was the Organizational Climate Measure (OCM). This instrument, developed by West (2005), was comprised of 17 scales separated into four sections: human relations, internal process, open systems, and rational goal. The sections are measured on a Likert scale that ranges from 1 to 4: 1 (definitely false), 2 (mostly false), 3 (mostly true), and 4 (definitely true) (West, 2005). The OCM is a valid instrument that has been used when assessing organizational climate with employees who were employed in manufacturing organizations (West, 2005). The use of this instrument was used to determine if organizational climate predicted employee retention.

The OCM has validity and reliability. West (2005) determined the validity for OCM by selecting specific items that represented the constructs of interests. In other words, West (2005) selected the items to specifically measure job satisfaction. The

statistical analysis used to determine the discriminant validity was the analysis of variance, which indicated significance in the measurement of job satisfaction (West, 2005). The reliability for the OCM determined the use of inter-reliability for each scale (West, 2005). The statistical analyses of one-way analysis of variance results were converted into an intra-class correlation (West, 2005). The inter-reliability was determined by the use of Cronbach's alpha, which is 0.73 for this scale (West, 2005). The result of 0.73 means the OCM has 73 percent consistency in scores when administered. The OCM is reliable because .70 is required when conducting research (Siegle, 2002).

### **Survey of Perceived Organizational Support (SPOS)**

The third instrument used in the study was the Perceived Organizational Support (SPOS) Survey, created by Armeli et al. (1997). The SPOS was used for the dissertation study to measure employees' perceptions of their relationships with the employer. For this study, the employer was the participating African American privately owned mental health agencies. The SPOS "measures the extent to which employees perceived that the organization valued their contributions and cared about their well-being" (Armeli et al., 1997, p. 470). For this variable, the short version of the SPOS was used. This instrument consisted of eight questions answered on a Likert scale ranging from 0 to 6: 0 (strongly disagree), 1 (moderately disagree), 2 (slightly disagree), 3 (neither disagree or agree), 4 (slightly agree), 5 (moderately agree), and 6 (strongly agree) (Armeli et al., 1997). The SPOS was determined to have validity. Validity was determined by the authors administering the SPOS to various organizations (Eisenberger et al., 1997). The short

version of the SPOS was classified as “loaded highly on the main POS factor and applies to a wide variety of organizations” (Eiseberger et al., 1997, p. 470). Reliability for this instrument was determined by the use of confirmatory factor analysis (Eisenberger et al., 1997). The items on the SPOS showed high internal reliability. Cronbach’s alpha determined the SPOS to have 90 percent consistency in scores when being administered.

### **Michigan Organizational Assessment Org Questionnaire**

The assessment that measured employee retention was the Michigan Organizational Assessment Questionnaire, which was constructed by Cammann et al. (1979). This questionnaire consisted of three questions that focused on employee retention. In the Michigan Organizational Assessment Questionnaire, a Likert scale was used to measure an employee’s perception of leaving their current place of employment, which ranges from 1 to 5: 1 (strongly disagree), 2 (disagree), 3 (undecided), 4 (agree), and 5 (strongly agree) (Cammann et al., 1979). This questionnaire has been used in various studies that focused on employee retention. Cammann et al. (1979) used meta-analyses to determine the construct validity of this scale. The Cronbach’s alpha for this scale is 0.70, meaning the MOASQ has 70 percent consistency in scores when administered. The use of test-retest reliability was used to determine reliability for this instrument (Cammann et al., 1979). Validity for the MOASQ was determined by using the Hunter and Schmidt method (Hunter & Schmidt, 2004), which consisted of evaluating sampling error, measurement error, and range restriction. This model was used in organizational and industrial psychology (Law, 1995). Due to the Cronbach’s alpha being .70, this scale has reliability.

### **Process for Completing Surveys and Location of Raw Data**

The process for the participants in completing the surveys consisted of the following: each participant was provided with the battery of instruments and a pencil with an eraser. The participants were instructed to complete the instruments in order and to begin by completing the demographic page. The participants were allotted an hour to complete tests. For the purpose of this study, the raw data is located in the appendices for reference.

### **Data Collection and Analysis**

The study focused on job satisfaction, employee-employer relationship, ethnicity, and organizational climate and their prediction of retention of mental health professionals who are employed at African American or Caucasian privately owned mental health agencies. The use of multiple linear regression was used to determine which variable had the strongest relationship with retention within the organization. As previously mentioned, the use of the statistical analysis of multiple linear regression was best for this study because through multiple linear regression, predictions and relationships were determined. Multiple linear regression is appropriate when the predicted outcome is binary (Healy, 2006).

The study consisted of four hypotheses that suggested the identified independent variables are not predictors of employee retention.

*RI*: Is job satisfaction a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

*H1<sub>0</sub>*: Job satisfaction is not a predictor of retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H1<sub>a</sub>*: Job satisfaction is a predictor of retention among mental health professional employed at African American or Caucasian privately owned mental health agencies.

The alternative hypothesis was predicted because research studies have determined job satisfaction to influence employee retention in organizations (Bluestone et al., 2003). Based on the research findings, it was hypothesized for job satisfaction to also be a predictor to occur within mental health professionals employed at African American or Caucasian privately owned mental health agencies. This hypothesis was related to the research question of is job satisfaction of employee retention. The use of the Utrecht Work Engagement Scale (UWES) was used to support this hypothesis.

*R2*: Is employee-employer relationships a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

*H2<sub>0</sub>*: Employee-employer relationship is not a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H2<sub>A</sub>*: Employee-employer relationship is a predictor of retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies.

Eisenhart and Ruff (1983) conducted a study that focused on employee-employer relationship and its influence on employee retention. Their study determined that employee-employer relationship has an influence on employee retention (Eisenhart & Ruff, 1983). Based on the research, the alternative hypothesis was predicted to occur within the population of the study. This hypothesis is related to the research question of “Is employer-employee a predictor of employee retention?” The use of the Survey of Perceived Organizational Support (SPOS) instrument was used to support this hypothesis.

*R3:* Is organizational climate a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

*H3<sub>0</sub>:* Organizational climate is not a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H3<sub>A</sub>:* Organizational climate is a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

Research studies have determined the positive influence between organizational climate and employee retention. A study conducted by Shaim (2010) determined the importance of an organizational climate on employee retention. Organizational climate was predicted to be a factor that predicted employee retention within the identified population. This hypothesis was related to the research question that asked if

organizational climate is a predictor of employee retention. The use of the Organizational Climate Measure (OCM) was used to support this hypothesis.

*H4<sub>0</sub>*: Ethnicity is not a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H4<sub>A</sub>*: Ethnicity is a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

The use of the demographics indicated by the mental health professional determined if ethnicity influences retention. The use of demographics was used to support this hypothesis.

The research questions for the dissertation study aided in laying the foundation for the purpose of the study. Through the puzzlement of low retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies, research questions were formulated to determine if job satisfaction, employee-employee relationships, organizational climate, and ethnicity predict longer retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies. Numerous studies were conducted that assessed the identified variables; however, mental health professionals employed at African American or Caucasian privately owned mental health agencies have yet to be studied.

*R1*: Is job satisfaction a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

*H1<sub>0</sub>*: Job satisfaction is not a predictor of retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H1<sub>a</sub>*: Job satisfaction is a predictor of retention among mental health professional employed at African American or Caucasian privately owned mental health agencies.

*R2*: Is employee-employer relationships a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

*H2<sub>0</sub>*: Employee-employer relationship is not a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H2<sub>A</sub>*: Employee-employer relationship is a predictor of retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*R3*: Is organizational climate a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

*H3<sub>0</sub>*: Organizational climate is not a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H3<sub>A</sub>*: Organizational climate is a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*R4*: Is ethnicity a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

*H4<sub>0</sub>*: Ethnicity is not a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H4<sub>A</sub>*: Ethnicity is a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

### **Data Collection**

The data collection process is as follows: Once permission was granted, I attended a staff meeting of the agency. During the staff meeting, the study was explained to the mental health professionals of the organization. The staff members were provided with an informed consent form, which explained the study. During the staff meeting, answers were provided to any questions the mental health professionals posed. Once the staff meeting ended, a second staff meeting was scheduled with the owners of the organization. The participants were provided with a form that indicated reasons for why the participant should participate in the study.

During the second staff meeting, employees were encouraged to return their signed informed consent form when they chose to participate in the session. Once informed consent forms were collected, the participants were provided with a copy of their human rights. Questions were answered when posed by the participants.

Furthermore, the surveys were identified with numbers on them before being administered to the participants. A demographics page was placed as an introduction page before the participants completed the surveys. The demographics page included age, gender, and race/ethnicity. The participants were instructed not to provide their name on the survey. The participants were provided with pencils with erasers along with the instruments and a form that explained their rights while participating in the study. When the participants completed the survey, the instruments were placed in a box.

The participants were asked questions focused on their rights and their perception of the study when they submitted their instrument. When all surveys were collected in a box, the box was placed in a carrying container, where it was transported to my car. I entered data at my home. Each survey was reviewed and each answer coded. Once coding occurred, the data was entered into SPSS to calculate the data. This method was used to enter the responses for completed surveys. The entering of the data corresponded with the identification number on the survey. A master list was created, which contained the number of the instruments (see Appendix B). This number served as identification of the participant. Each instrument was reviewed twice to ensure correct and accurate coding occurred for each response. Once the data was entered, the surveys remained in the locked carrying container to maintain confidentiality of the participants.

### **Statistical Analysis**

The use of the Statistical Package for Social Sciences (SPSS) was used to run multiple linear regression. SPSS 20.0 is a statistical analysis computer program that conducts statistical analysis of numerical data. SPSS consisted of several statistical

analyses that could be used to determine significance of the data and determine which variable has significance. This statistical analysis provided the strength of each variable, as well as the mean, median, and mode. Through SPSS, significance was determined to evaluate which factor(s) were predictors of employee retention. This method of administration and data collection was followed to determine the results of which variable predicted employee retention.

### **Conclusion**

This chapter provided a roadmap for the implementation of the battery of instruments that were used to obtain data for the study. This chapter identified the steps taken to identify participants, and to collect and analyze the data. In the next chapter, the results of using multiple linear regression with the data is discussed. The support or refute of the hypotheses is also be discussed in the next chapter.

## Chapter 4: Results

### **Introduction**

Many factors influenced the retention of employees. A review of prior research determined the factors of job satisfaction, employee-employer relationships, and organizational climate as important factors. These factors were assessed to determine their influence on African American or Caucasian mental health professionals employed at African American or Caucasian privately owned mental health agencies. Descriptive statistics were used to examine the participants of the study. Cronbach's alpha reliability was conducted on each of the scales of interest. Using multiple linear regression, I examined the following four research questions and hypotheses.

### **Research Questions and Hypotheses**

*R1*: Is job satisfaction a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

*H1<sub>0</sub>*: Job satisfaction is not a predictor of retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H1<sub>a</sub>*: Job satisfaction is a predictor of retention among mental health professional employed at African American or Caucasian privately owned mental health agencies.

*R2*: Is employee-employer relationships a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

*H2<sub>0</sub>*: Employee-employer relationship is not a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H2<sub>A</sub>*: Employee-employer relationship is a predictor of retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*R3*: Is organizational climate a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

*H3<sub>0</sub>*: Organizational climate is not a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H3<sub>A</sub>*: Organizational climate is a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*R4*: Is ethnicity a predictor of longer retention among mental health professionals employed at African American or Caucasian privately owned mental health agencies?

*H4<sub>0</sub>*: Ethnicity is not a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

*H4<sub>A</sub>*: Ethnicity is a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies.

### **Data Collection**

The duration of data collection lasted 60 days. The eligibility criteria limited participants to individuals employed in the mental health field in positions as counselors, program managers, and direct service staff. Mental health staff members that were in the stated positions were eligible to participate. The African American privately owned mental health and Caucasian privately owned mental health agencies in central Virginia employed all study participants. I chose four of the ten agencies within central Virginia. Each agency's website provided contact information. I chose participants based upon pre-determined criteria: all participants were African American or Caucasian mental health workers employed at African American privately owned mental health and Caucasian privately owned mental health agencies and were employed in the positions of community counselor, program manager and direct service staff. There were a total of 62 participants who completed the study surveys over the course of 60 days. Significance was determined by analyzing the data through the statistical analysis of multiple linear regression. There was a possibility for errors in supporting or refuting the hypotheses due to the low number of participants. It was possible for the hypotheses to have been refuted if the sample size was larger as projected.

### **Rate of Survey Completion**

The recruitment rate for the surveys started off slowly for the morning shift for mental health employees. For example, the first week of data collection, about ten percent of participants completed the surveys during the 7 a.m. to 7 p.m. shift. Conversely, the 3 p.m. to 11 p.m. and 11 a.m. to 7 p.m. shift participants completed about

seven percent of the surveys respectfully. The 7 a.m. to 3 p.m. shift had numerous scheduled activities and less unstructured time than participants in other time periods. There also was an increase in participation as employees informed other employees of the surveys. This knowledge was made known to me when participants told me of informing other staff who were eligible to participate. The increase in participation was suspected due to employees being provided with an opportunity to safely express their opinions of the places of employment and retention. With the surveys being anonymous, it was suspected that the participants were comfortable with completing the surveys.

The response rate consisted of 62 completed surveys by both African American or Caucasian mental health professionals. The surveys were collected from the four agencies at the end of the 60-day period. The four agencies had a total of 200 employees. The 62 participants of the study represented 31 percent of the targeted population. Each of the agencies were provided with a box in which the participants were to place their completed surveys. Each survey box was designated with a label of "survey box." The boxes were locked in order to prevent management or staff from removing already completed surveys and reviewing responses. After the 60 days, I collected the survey boxes from each agency.

The participants were provided with a cooperation letter and information about the surveys before taking a survey. The cooperation letter was attached to the front of the four surveys to explain the surveys to the participants. The consent process consisted of the participants completing the attached surveys after reading information about the study. Participants meeting the aforementioned criteria completed the surveys and placed

them in the confidential survey boxes. The discrepancy in the data collection was the number of the anticipated African American or Caucasian mental health professionals. The anticipated number of participants was 134. However, given the overall response rate of 62 responses, 72 potential participants were not included in the data analysis or participated in the study.

### **Description of the Participants**

The sample of 62 African American or Caucasian mental health professionals consisted of program managers, direct service staff, and counselors. Each participant worked at an African American or Caucasian privately owned mental health agency located in central Virginia. The ages of the participants ranged from 18 to 78 and consisted of both men and women participants. The study yielded responses from 29 (47%) men and 33 (53%) women. The majority of the participants were African American (46, or 74%) with the remaining being Caucasian (15, or 24%) or unlisted (1, or 2%). When looking at the combination of ethnicity and gender, the largest group among the participants were women and African Americans (24, 39%). Frequencies and percentages for participant demographics are presented in Table 1.

Table 1

*Frequencies and Percentages for Participant Demographics*

| Demographic             | <i>n</i> | %  |
|-------------------------|----------|----|
| Gender                  |          |    |
| Male                    | 29       | 47 |
| Female                  | 33       | 53 |
| Ethnicity               |          |    |
| African American        | 46       | 74 |
| Caucasian               | 15       | 24 |
| Unlisted                | 1        | 2  |
| Ethnicity by Gender     |          |    |
| Male African American   | 22       | 35 |
| Female African American | 24       | 39 |
| Male Caucasian          | 6        | 19 |
| Female Caucasian        | 9        | 28 |

Four composite scores were created for the research: job satisfaction, organizational climate, retention, and employee relationship. Cronbach's alpha reliability was conducted on these subscales in order to establish internal consistency among all of the composite variables created. Guidelines from George and Mallery (2010) were used in order to assess the reliability. Job satisfaction and organizational climate presented excellent reliability ( $> .90$ ). Retention had good reliability ( $> .80$ ). Thus, there existed

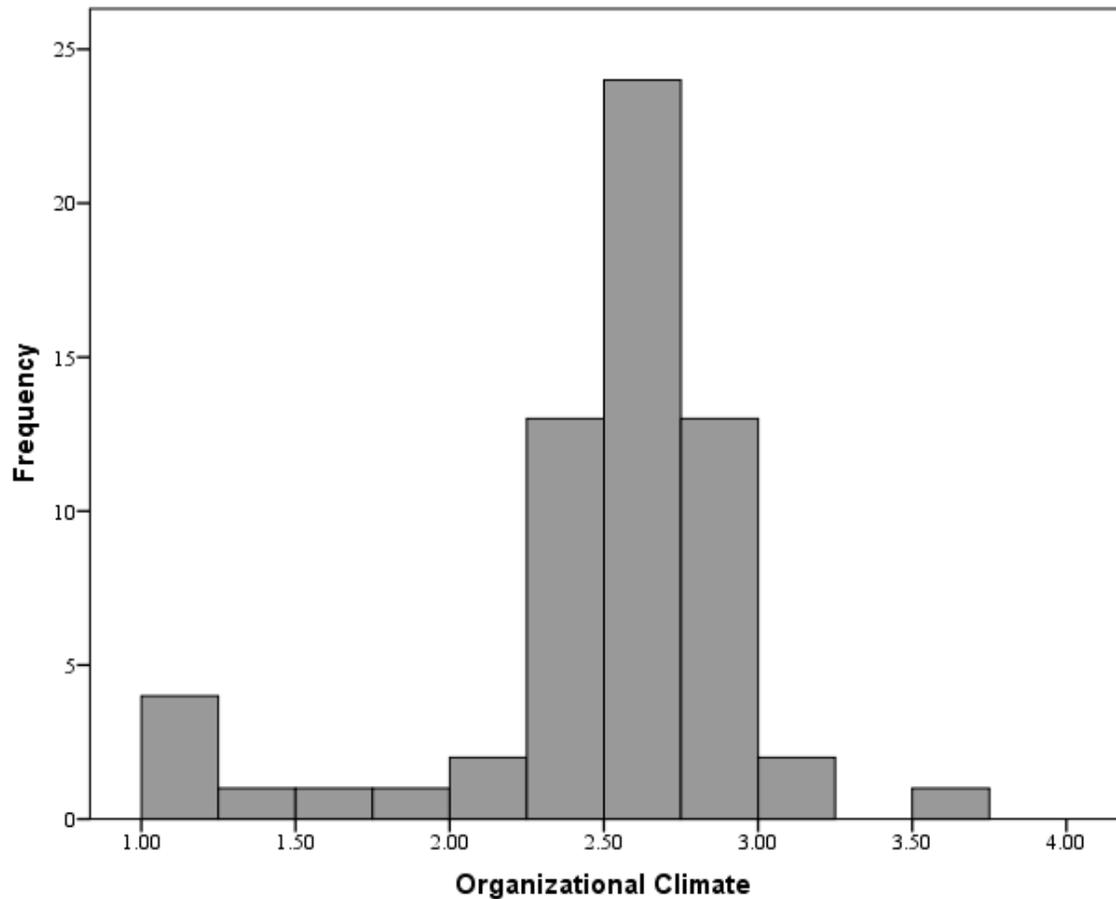
consistent responses among the groups of questions that measure job satisfaction, organizational climate, and retention. Employee-employee relationship, however, had questionable reliability ( $> .60$ ). Thus, caution should be taken in the interpretation of this scale, as the responses to these questions were not quite consistent. Table 2 presents all the descriptive statistics for the composite scores.

Table 2

*Cronbach's Alpha and Descriptive Statistics for Composite Scores*

| Composite              | $\alpha$ | # of items | $M$  | $SD$ | Skew  | Kurtosis |
|------------------------|----------|------------|------|------|-------|----------|
| Job satisfaction       | .93      | 17         | 3.51 | 1.25 | -0.45 | -0.09    |
| Organizational climate | .90      | 82         | 2.49 | 0.51 | -1.60 | 2.92     |
| Retention              | .87      | 3          | 2.42 | 1.72 | 0.58  | -1.46    |
| Employee relationship  | .63      | 8          | 2.65 | 1.12 | -0.59 | 1.70     |

Skew and kurtosis values were also examined for each of the variables. From the examination of these values, organizational climate stood out as having high values. Therefore, a histogram of organizational climate was examined (see Figure 1). The distribution was approximately normal, with a small additional peak for very low values of organizational climate (1.00 to 1.25). Therefore, organizational climate, like the other composite scores, was treated as a normally distributed variable.

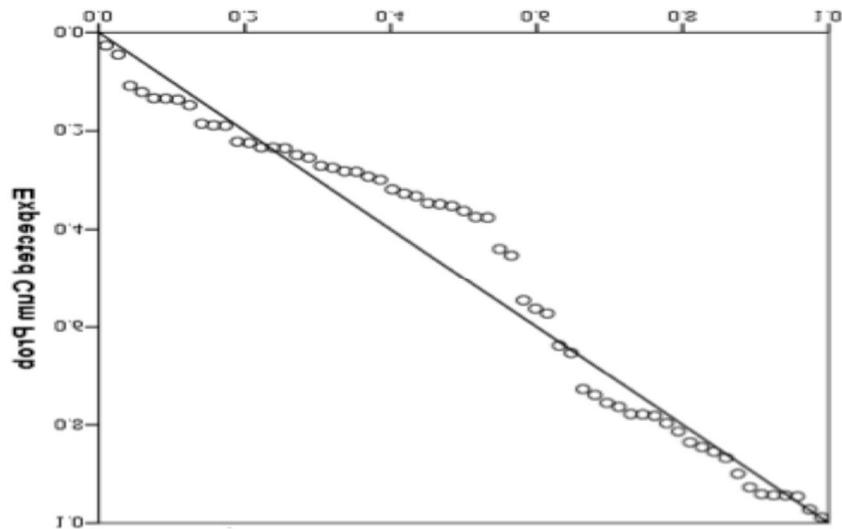


*Figure 1.* Frequency distribution of organizational climate.

### **Multiple Linear Regression**

To examine the four research questions and hypotheses, a multiple linear regression was conducted. Multiple linear regression was appropriate to conduct when the goal of the analysis is to assess how well a set of continuous or dichotomous independent variables predicts a single continuous dependent variable (Pallant, 2010). Job satisfaction, employee relationship, organizational climate, and ethnicity were all

used as predictor variables while retention was used as the continuous dependent variable. The variables were all entered simultaneously into the model using no stepwise procedures. By entering all independent variables into the model simultaneously, all four null hypotheses could be tested together. Prior to analysis, the assumption of normality in the residuals was assessed by viewing a P-P scatterplot. The P-P scatterplot did not show a large deviation from normality (see Figure 2), and thus the assumption was met. The assumption of homoscedasticity was assessed with a scatterplot between the residuals and predicted values. The plot showed an approximate rectangular distribution (see Figure 3), and thus the assumption was met.



*Figure 2.* Normality P-P scatterplot of residuals.

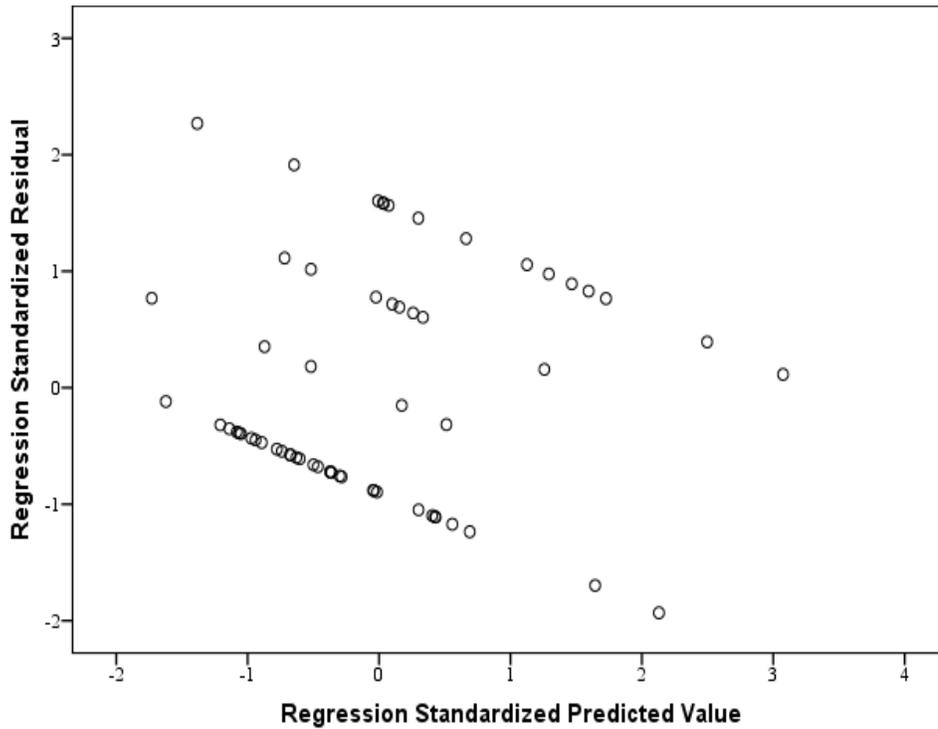


Figure 3. Homoscedasticity plot of residuals and predicted values.

Results of the multiple linear regression showed significance for the model,  $F(4, 56) = 3.51, p = .013, R^2 = .20$ , suggesting that job satisfaction, employee-employee relationship, organizational climate, and ethnicity accounted for 20 percent of the variance in retention scores. Since significance was found in the model, further analysis was conducted on the individual predictors. Of the predictors, only job satisfaction was significant:  $B = -0.55, p = .003$ , suggesting that for every one unit increase in the job satisfaction score, retention scores tended to decrease by 0.55 units. Because significance was found for job satisfaction, null hypothesis 1 can be rejected in favor of the alternative

hypothesis. However, null hypotheses 2 through 4 could not be rejected, as significance was not found. Results of the multiple linear regressions are presented in Table 3.

Table 3

*Multiple Linear Regression for Job Satisfaction, Employee Relationship, Organizational Climate, and Ethnicity Predicting Retention*

| Source                         | <i>B</i> | <i>SE</i> | $\beta$ | <i>t</i> | <i>p</i> |
|--------------------------------|----------|-----------|---------|----------|----------|
| Job satisfaction               | -0.55    | 0.18      | -.40    | -3.06    | .003     |
| Employee-employee relationship | -0.05    | 0.20      | -.03    | -0.23    | .816     |
| Organizational climate         | -0.49    | 0.40      | -.15    | -1.21    | .232     |
| Ethnicity                      | -0.04    | 0.49      | -.01    | -0.07    | .942     |

### Summary

Chapter 4 discussed the analysis of the data. Data analysis was conducted on 62 participants. Four composite scores were created for the research: retention, job satisfaction, employee-employee relationship, and organizational climate. Cronbach's alpha reliability testing showed that job satisfaction, organizational climate, and retention all had good reliability while employee-employee relationship had questionable reliability. A multiple linear regression was conducted with job satisfaction, employee-employee relationship, organizational climate, and ethnicity predicting retention. Results of the regression showed significance for job satisfaction, suggesting a negative relationship between job satisfaction and retention. Chapter 5 discusses the limitations of

the study and the significant variable that is a predictor of retention. Also, Chapter 5 sheds further light of ways this study and be expanded. The importance of the identified variable will be discussed as well as solutions that employees can construct to increase job satisfaction to increase employee retention.

## Chapter 5: Summary, Conclusions, and Recommendations

### **Introduction**

The purpose of this dissertation was to determine which variable can predict longer retention among African American or Caucasian mental health professionals employed by African American or Caucasian privately owned mental health agencies. The study examined employees at four privately owned mental health agencies in central Virginia. The agencies comprised of African American or Caucasian owners. The participants in the study consisted of direct care service staff, community counselors, and program managers. A total of 62 participants participated in the study, with data collection occurring over a two-month period. During the collection process, all shifts were provided with the opportunity to participate in the study. This dissertation was conducted to identify variables that can be utilized and implemented in the identified population.

A review of the literature provided groundwork for variables that were studied and found to have an influence on retention of employees. The study was conducted to close the gap in the literature of the factors that influence retention of African American or Caucasian mental health professionals among African American or Caucasian privately owned mental health agencies. The gap in the literature is due to the population and industry that has been under-studied. Although several studies on retention have been conducted, this dissertation focused on African American or Caucasian mental health professionals employed by African American or Caucasian privately owned mental health agencies.

A study by Bluestone, Brown, Connor, McIntyre, and Miller (2003) identified and explained the importance of using certain variables in order to retain employees. The variables that were assessed in this dissertation were job satisfaction, employee-employer relationships, organizational climate, and ethnicity. I used the studies in the literature review and assessed the variables within an understudied population and industry.

### **Interpretation of the Findings**

The peer-reviewed journals identified the variables of job satisfaction, employee-employer relationship, organizational climate, and ethnicity to predict retention among various populations. The articles used provided support to the findings of this dissertation. Only one of the peer-reviewed articles aligned with the findings from the dissertation study. For example, Evans et al.'s (2005) study continued to build upon factors that increased employee retention. This study examined the factors of job satisfaction, organizational commitment, and distributive justice, and focused on examining retention of employees when working in the human resource industry (Evans et al., 2005). The remaining results from the dissertation study were not aligned with research articles. For example, Bluestone et al. (2003) conducted a study on the employer-employee relationship, focusing specifically on staff turnover in the mental health organization. Through the use of an extensive literature review, these variables were identified to be predictors of retention among various professions. Although these variables were identified in other studies, only one was found to be significant within the population of this study. This study analyzed the variables to determine their influence on African American or Caucasian mental health professionals' retention in the various

privately owned mental health agencies. The implementation and focus on the identified variables will be used to reduce the turnover rate and increase retention within privately owned mental health agencies. The results indicated the importance of employees feeling satisfied with their job and its duties. This interpretation is vital due to the need for job satisfaction to be stressed and fostered within the agency. The results determined job satisfaction as the significant factor that predicts retention with African American or Caucasian mental health professionals.

The study presented four hypotheses. Each hypothesis was addressed and was either supported or not supported by the findings. Hypothesis one stated that job satisfaction does not predict retention among African American or Caucasian mental health professionals. The alternative hypothesis stated job satisfaction is a predictor of retention. The hypothesis was rejected, a finding determined by using the Utrecht Work Engagement Scale (UWES). Through multiple linear regression, this factor determined statistical significance. The research study by Ohana and Meyer (2010) identified job satisfaction as a variable that influenced employee retention, therefore having an influence on the identified population. The use of the UWES assisted in obtaining information and thought of areas of job satisfaction that resonated with both ethnicities of mental health professionals.

The results from the dissertation study supports the prediction of job satisfaction on employee retention. The statistical significance of this variable furthers support current research studies involving this variable. Job satisfaction will continue to be a vital need to ensure increased retention with employees. Based on the results from the

dissertation study, when employees sense job satisfaction, they will remain at their current place of employment. However, if an employee does not sense job satisfaction, they are less likely to stay at their current place of employment.

The second hypothesis stated that the employee-employer relationship did not predict retention. The alternative hypothesis stated the employee-employer relationship is a predictor of retention among African American or Caucasian mental health professionals. The findings supported the hypothesis ( $p = .816$ ). The literature review identified the employee-employer relationship as an influencer of retention among employees. The study conducted by Bluestone et al. (2003) focused on this variable and retention. Although research studies have identified employee-employer relationship for retention among employees, this variable was not a predictor of retention in the dissertation study. I suspect a reason for a lack of significance for this variable is mental health professionals perceiving a positive relationship with their supervisor and the owner of the agencies. This reasoning was due to the responses provided to survey addressing this area. Another possible reason for the lack of significant findings is mental health professionals having limited interactions with their supervisors and owner of their agency. When limited interaction occurs, neither the staff member nor the owner or supervisor has an opportunity to develop a professional relationship. Due to the lack of significance shown for these variables by participants, the positive relationship between employee and employer should continue to be fostered in order to maintain employees. The results from the dissertation study regarding employee-employer relationship suggest participants having a positive relationship with their employer.

Furthermore, the difference from the research maybe attributed to the limited interaction between owners and employees especially in the mental health field.

Although research has identified this variable as important with retention, it is not a vital need with mental health professionals and their reasoning for remaining with an agency.

The third hypothesis stated that organizational climate is not a predictor of retention of mental health professionals employed at African American or Caucasian privately owned mental health agencies. The alternative hypothesis stated organizational psychology is a predictor of retention. The findings supported the hypothesis ( $p = .232$ ). Such a study by Courcy et al. (2010) identified organizational climate as having a significant level of influence on employee retention; the findings from this dissertation, however, showed that organizational climate did not have a significant impact on the study population. The lack of significant correlation for this variable was attributed to the perception of a comfortable and non-threatening work environment. There was also the possibility of this variable ranking low to mental health workers.

The finding of non-significance of this variable was vastly different from current research. Such research studies have identified this variable being influential on employee retention. However, with African American or Caucasian mental health professionals, this factor did not predict longer retention at the various mental health agencies. From this finding, there is a strong possibility for mental health agencies to continue to maintain healthy and non-threatening work environments.

The fourth hypothesis stated ethnicity does not predict retention among African American or Caucasian mental health professionals. The alternative hypothesis stated

ethnicity is a predictor of retention. The findings supported the hypothesis ( $p=.942$ ). The ethnicity of the mental health professional does not predict longer retention in this particular study. Although Bluestone et al. (2003) touched on ethnicity and retention, their findings were not supported in this study. This finding is important to and assists in the explanation of ethnicity not being a major factor when focusing on retention. Through this finding, it appeared high retention is not color blind. The lack of significance for this variable with the sample was attributed to the perception of ethnicity of workers being non-vital. In other words, the importance of ethnicity of the mental health worker does not bear influence on a worker's desire to remain employed at their current agency. The results indicated the importance of other factors out ranking the consciousness of ethnicity when determining factors to remain employed.

This finding was different from the research in that ethnicity does not have any influence on retention. Although current research has identified this variable as being influential, it did not influence retention with African American or Caucasian mental health professional. In other words, mental health agencies should not place much emphasis on the ethnicity of their employees in the area of retention.

Previous research has shown that the variables of employee-employer relationship and organizational atmosphere would predict the longer retention of employees. These variables were assessed through the use of four self-report surveys: the Utrecht Work Engagement Scale (UWES), the Organizational Climate Measure (OCM), the Survey of Perceived Organizational Support (SPOS), and the Michigan Organizational Assessment Questionnaire, which were introduced in the literature

review. The findings did not support the research studies that identified the variables that would predict longer retention. The responses from the participants indicated that the African American or Caucasian mental health professionals perceived job satisfaction predicted longer retention. The results from the study confirmed that certain variable would predict longer retention. Studies by Evans et al. (2005) focused on job satisfaction being a predictor of retention. For the identified population of African or Caucasian mental health professionals, the variables of employer-employee relationship, organizational climate, and ethnicity did not influence retention (Evans et al., 2005). The statistical significance of job satisfaction further supported current research involving this variable. As previously mentioned, the perception of fulfillment is vital with mental health professionals and thus ranks high when determining reasoning for remaining employed within an agency. The importance of job satisfaction did not differ from the research; it continues to foster the current research and its identification of job satisfaction and its prediction of longer retention.

The results of the study extended knowledge in the field of retention by assessing a population that has yet to be studied. The findings have shown that this area is important to mental health professionals and their desire to remain at their current place of employment. Although mental health professionals have been studied, the area of retention among African American or Caucasian privately owned mental health agencies remained a mystery. Through this study, the mystery has been unlocked. From this study, ethnicity does not make a difference in the ownership of the agency. The results indicated the importance of other factors outranking the consciousness of ethnicity when

determining factors to remain employed. Ethnicity did not have any influence on retention. Although current research has identified this variable as being influential, it did not influence retention with African American or Caucasian mental health professional. The variable of job satisfaction crosses ethnic barriers and should be focused upon in spite of the ethnicity ownership of the agency.

### **Theoretical Framework**

Expectancy theory was used as the theoretical framework for this dissertation. Expectancy theory focused on employees' motivation when completing work tasks, specifically on the behaviors of employees in the areas of motivation, decision-making, and learning behavior (Chiang & Jang, 2008). The findings from the study supported the theoretical framework by identifying the sole factor that would motivate a mental health professional to remain employed at their current agency. Expectancy theory assisted in explaining an employee's behaviors and motivation. The identification of job satisfaction and its influence on retention aided in supporting and fostering motivation within mental health professionals. The use of the theory and the findings explained employees' motivation and completion of work tasks. In other words, the findings suggested that job satisfaction can influence motivation and behaviors, as well as can increase retention among African American or Caucasian mental health professionals. Through identifying job satisfaction, mental health professionals' motivation is further determined. When African American or Caucasian mental health professionals' motivation is determined, mental health agencies can increase employee retention by ensuring employees are satisfied with their positions.

The understanding of employees' motivation sheds light on employee retention. From the use of the expectancy theory, job satisfaction, employee-employer relationship, organizational climate, and ethnicity were assessed as possible factors that can predict employee retention of African American or Caucasian mental health professionals within African American or Caucasian-owned mental health organizations. Further explanation of the theoretical framework and its effectiveness on the study is explained in the theory selection section.

### **Limitations of the Study**

The limitations of this study focused on the idea of all factors influencing employee retention. The agencies studied were African American or Caucasian owners. The participants in the study consisted of direct care service staff, community counselors, and program managers. A total of 62 participants participated in the study; however, this number was not enough to determine significance.

Another limitation was the development of generalization—specifically, that all identified factors would influence employee retention. This generalization served as a limitation because it gave the impression that all the variables predict longer retention of the identified population. The results from this dissertation specifically determined which variables can predict longer retention among African American or Caucasian mental health professionals.

Moreover, lumping all variables as factors that determined longer retention among African American or Caucasian mental health professional was a limitation to the generalizability of the study because it expected that the identified variables of employee-

employer relationship and organizational climate were important for all African American or Caucasian mental health professionals employed at African American or Caucasian privately owned mental health agencies. This generalization would lump all ethnicities, job positions, and locations of agencies as being influenced by job satisfaction, organizational climate, and employee-employer relationships on employee retention.

Another limitation is the trustworthiness of the study due to the limited amount of participants. The study attracted 62 participants of African American or Caucasian ethnicities. The projected amount was 134 participants, determined by the formula addressed in Chapter 3. The limitation to the study based on the lack of participants may be attributed to the number of the agencies and the demographics of the agencies. Although the small sample is a limitation, using 64 participants was determined to be sufficient to conduct his study. Fields (2009) states multiple regression can be conducted with at least 40 participants.

Lastly, the responses from the participants served as a limitation of trustworthiness due to participants believing their responses would be viewed by their employer. Although the study has limitations, important findings were yielded that can be implemented in African American or Caucasian privately owned mental health agencies and increase their employee retention.

### **Recommendations**

Although this study was conducted and yielded a variable of significance, more information can be obtained from this research approach. Through the posing of further

questions and various ways to extend the study, further significant information can be obtained and various angles can be explored. Through recommendations, this study can be taken to a higher level and include more elements that will determine further findings for this area of study. Every study is conducted with the intention of future research. Therefore, this dissertation has recommendations in the areas of replication, theory selection, and researcher's bias that can spark further interest in researching this topic. Through the recommendations, this study can be a foundation for successful future research.

### **Replication**

In order to replicate this study, the steps of using the mental health database to identify privately owned mental health agencies should be followed. This resource can also be used to identify public mental health agencies to expand the number of participants and increase the probability of reaching the 134 calculated amount. By using more mental health agencies and gathering agencies across the state of Virginia, the identified variables can be applied and programs can be developed to increase employee retention.

Furthermore, it is recommended that for future studies in this area, other ethnicities be included. This is an important recommendation because by adding other ethnicities, the variables can be reassessed to determine if other variables are influencers. It is projected that by including other ethnicities, the number of participants will increase.

### **Theory Selection**

The study used expectancy theory as a roadmap to assist in explaining an individual's motivation when completing tasks. This theory fit perfectly for the study and explained that when the variables of employee-employer relationships and organizational climates are examined, employee retention increases. For future studies, it is recommended to research other theories that can expound expectancy theory. Although this theory was used, the area of retention was not addressed. Finding a theory that focuses on retention will serve as fuel for future studies.

To analyze retention within organizations, several theories have been studied. Expectancy theory focuses on employees' motivation when completing work tasks and the behaviors of employees in the areas of motivation, decision-making, and learning behavior (Chiang & Jang, 2008).

The use of expectancy theory was used in organizations to determine the behavioral intentions of employees when they are working (Chiang & Jang, 2008). Expectancy theory consists of two factors: expectancy and instrumentality. Expectancy was operationally defined as the "relationship between effort and performance" (p. 315), while instrumentality was operationally defined as the "relationship between performance and job outcomes" (p. 315), both of which are used to perceive motivational behavior (Chiang & Jang, 2008). The use of these factors determines an employee's perception of control, having good work performance, and the use of good effort, which can lead to the employee obtaining a desired task (Chiang & Jang, 2008).

Expectancy theory can be further explained by focusing on the terms expectancy and instrumentality. The use of expectancy is used in the sense of determining effort and

performance from employees when completing a task, while the use of instrumentality is determining job outcomes and performance (Chiang & Jang, 2008). The understanding of these terms aids in determining ways in which employees focus on completing tasks and their level of motivation for completing a task.

The use of this theory was examined for this dissertation study to aid in explaining employee retention within mental health organizations. This theory shed light on solutions to adding job satisfaction, employee-employer relationship, and organizational climate as variables that can increase employee retention. Several research studies were reviewed to determine the effectiveness of the expectancy theory in organizations.

Expectancy theory was used to evaluate motivation in the hotel organization. The study conducted by Chiang and Jang (2008) focused on the motivation in hotel employees. Their study addressed the factors that are perceived with motivation. Chiang and Jang (2008) suggested that the expectancy can be based on a worker's past experience, self-confidence, and performance when completing a job. The findings from this study served as a roadmap for the conducted study.

Furthermore, the factors used with expectancy theory explained the importance of understanding motivation. The understanding of motivation can lead to increased employee retention because when employees are motivated on the job, the employee performs better in their work task (Chiang & Jang, 2008). Through motivation, it is proposed that employee retention will be increased when employees are motivated to perform well for the organization. Chiang and Jang (2008) suggest that instrumentality

encompasses performance expectancies and rewards. When assessing performance and rewards, the use of expectancy theory explained that these aspects increase employee motivation, which increases work performance.

The data indicated that the expectancy model can be used in the hotel organization (Chiang & Jang, 2008). When using expectancy theory within this organization, the use of this theory suggested that employee motivation is increased by work performance (Chiang & Jang, 2008). The study also suggested that when employees think they are doing well, they will feel better about themselves (Chiang & Jang, 2008). When the aspects of performance and rewards are evaluated, employees' motivation is increased. This finding supported the study in that when work performance and rewards are provided to employees, the motivation of the employee is increased. There is a possibility that through the inclusion of expectancy theory, employee motivation can lead to higher employee retention within an organization.

The implementation of expectancy theory continues to be used to increase employee motivation. This theory seems to be a solution to an organization's quest in improving motivation. In a previous study, expectancy theory focused on the importance of motivation. The study described the expectancy theory as a way for employees to become motivated (Lambright, 2010). When using the expectancy theory, an employee becomes motivated when the employee believes their task can be achieved (Lambright, 2010).

Moreover, the use of expectancy theory was used with individuals employed in the public service field. The participants included social services workers, teachers, and

government workers (Lambright, 2010). The study determined that the use of expectancy theory does not increase motivation within this particular population (Lambright, 2010). For the population of employees who work in public service, the use of rewards and penalties did not increase motivation because performance did not increase due to several factors. Lambright (2010) suggested that motivation is not increased because the employee's performance would increase and sometimes decrease. Also, the organization in which the employees worked did not value rewards and/or penalties (Lambright, 2010). Due to these factors, motivation was not increased among the employees.

The importance of expectancy was supported through the use of research studies. The theory proved to be supported by the findings from the study. The use of expectancy theory explained and assisted in identifying factors that would increase motivation/retention of employees. From this study, this theory can continue to be used in various areas that focus on employees.

### **Researcher's Bias**

In the majority of research studies, the researcher conducts the study based on their questions and biases. Through the biases, generalizations are created and the researcher tends to want the findings to sway in the favor of their biases. It is recommended for the researcher to be aware of their biases, especially when the biases are overshadowing the results of the study. One bias, for example, is that the variable of ethnicity would be significant. This bias can occur due to the study focusing on African American or Caucasian mental health professionals, and could come into play by believing that one ethnicity would be affected more than the other by the identified

variables. It is possible for the researcher to have the bias of African American mental health professionals selecting the variable of job satisfaction more than their Caucasian counterparts. This bias may result from the preconceived notion that African American mental health professionals are never satisfied with their position and/or job duties. The findings from this study dispelled this possible bias. Through analyzing the data, none of the biases were founded.

Moreover, another bias could occur when believing or thinking that mental health professionals would not desire to participate in the study. This bias could occur from the possible repercussions the participant believes one may face from their employer. This bias can create the notion that the responses provided are not accurate or truthful, and can be dispelled by informing the participants in writing not to enter identifying information and to stress that no one but the researcher will view their responses. This comforting information may put the participant at ease.

Furthermore, it is also possible that the participants may perceive the surveys to be very time consuming. This bias can create doubt that each survey will be completed in its entirety. Due to this thought, the required number of participants may not have been achieved. Along with this bias, the researcher may develop the bias and become hesitant in their desire to research agencies that would be interested in participating.

Another bias that can occur is the number of participants required for the study. The bias that can be formed is thinking maybe there will be a limited amount of participants due to the number of employees in African American or Caucasian privately owned mental health agencies and selected positions. It is possible that due to the low

number of employees who fit the criteria, the percentages may fluctuate. As previously mentioned, 134 participants was the projected number, though the study had 62 participants that completed the surveys. Although the participant number was low, there was enough data to be analyzed and findings to be determined.

From these identified biases, I proceeded with caution to ensure the biases did not taint the purpose and findings of the study. The biases assisted me in remaining unbiased and being aware of possible limits that could occur during the study.

### **Social Change**

Social change is brought about through identifying the variable that African American or Caucasian privately owned mental health agencies can implement into daily operations to retain their mental health workers. This study identified job satisfaction as a predictor of employee retention. By focusing on this variable, both agency types can create and expound on new policies to increase job satisfaction for employees. Based on the study conducted by Chiang and Jang (2008), employees feel better about themselves when job satisfaction is perceived. This finding leads to social change by focusing on the importance of having employees' sense satisfaction within their job. Social change is stressed in this area and can lead the way to expanding and maintaining the mental health field with employees. Through expanding and maintaining the field of mental health and its employees through job satisfaction, other areas of employment will began to follow suit and incorporate employee job satisfaction factors within their organizations to maintain employees.

Social change can further be determined from this study by identifying factors that do not predict retention. The factors of ethnicity, organizational climate, and employer-employee relationships were shown not to predict employee retention and thus should not be an organization's main focus in retaining employees (Bluestone et al., 2003). This new knowledge serves as social change and causes a shift in the thinking and operation of understanding how to retain employees. From this, the old strategies of retaining employees can be buried. From the findings, agencies can include modern techniques by thinking outside of the box that will focus on increasing and maintaining job satisfaction of employees. Through maintaining their employees, African American-owned agencies can increase their longevity in business and be a firm competitor to Caucasian privately owned mental health agencies. The increased business longevity of African American privately owned mental health agencies demonstrates social change in an area of employment in which one particular race had dominance. Social change continues to be expressed by leveling the playing field for both African American or Caucasian privately owned mental health agencies.

### **Conclusion**

Through this study, one of the variables was determined to predict retention among African American or Caucasian mental health professionals employed by African American or Caucasian privately owned mental health agencies. By increasing employee retention, social change can occur by fostering and preserving a much needed field's key players. Through this change, there will be a shift in the treatment of mental health professionals. The area of social change was addressed by providing factors that can

close the gap between privately owned agencies and public or state mental health agencies. By closing the gap between the two agencies, private agencies would begin to develop and maintain longevity, just as their state agency counterparts do. This would bring about social change by providing mental health professionals with other places of employment instead of being employed by state agencies. Along with other possible places of employment, mental health workers would be introduced to important factors that will increase their retention with private mental health agencies.

Although only one variable was determined to be significant, its place in retention of employees should continue to be addressed. Through the reduction of staff turnover, mental health clients can retain their mental health professional and continue to make progress in their treatment instead of being hindered due to mental health professionals resigning from their current positions.

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## Appendix A: Participation Letter

The influence of Incentives on the Retention of African American Mental Health Professionals Employed by African American Privately Owned Mental Health Agencies.

Dear African American Mental Health Professional,

My name is Naticka Oliver. I am a doctoral candidate in the Doctorate Program at Walden University.

I am conducting a research study as part of the requirements of my degree in Organizational Psychology, and I would like to invite you to participate. The study is focusing on retention of African American mental health professionals employed at African-America privately owned mental health agencies. Further information of the study is provided in the consent form.

You may feel uncomfortable answering some of the questions. You do not have to answer any questions that you do not wish to. Participation is confidential. Study information will be kept in a secure location at the researcher's home office.

Thank you for your consideration. If you would like to participate, please open the attached survey packet and begin completing the surveys. The surveys must be returned within two weeks from the identified date. When returning the surveys, please place them in the box designated "surveys" in the office.

With kind regards,

(Signature)

Natikca Oliver

(804)539-9033

[natikca.oliver@waldenu.edu](mailto:natikca.oliver@waldenu.edu)

## Appendix B: Consent Form

## CONSENT FORM

You are invited to take part in a research study of the influence of incentives on the retention of African- American/ Caucasian mental health professionals employed at African American/ Caucasian -owned mental health agencies. The researcher is inviting African American or Caucasian mental health professionals, i.e. community counselors, direct service staff and program managers to be in the study. This form is part of a process called “informed consent” to allow you to understand this study before deciding whether to take part.

This study is being conducted by a researcher named Naticka Oliver, who is a doctoral student at Walden University.

**Background Information:**

The purpose of this study is to determine if job satisfaction, employer-employee relationship or organizational climate or a combination of the three can increase longer employment within the organization

**Procedures:**

If you agree to be in this study, you will be asked to:

complete 4 different surveys ( 30 minutes to 1 hour)

Here are some sample questions:

(1) I will likely actively look for a new job in the next year

(2) I often think about quitting,

**Voluntary Nature of the Study:**

This study is voluntary. Everyone will respect your decision of whether or not you choose to be in the study. No one at (place of employment) will treat you differently if you decide not to be in the study. If you decide to join the study now, you can still change your mind later. You may stop at any time. For participation in the study, gifts, compensation, or reimbursements will not be offered.

**Risks and Benefits of Being in the Study:**

Being in this type of study involves some risk of the minor discomforts that can be encountered in daily life, such as such as fatigue, stress or becoming upset. Being in this study would not pose risk to your safety or wellbeing.

The study's potential benefits would be to provide your agency with areas that can be used to better the agency.

**Privacy:**

Any information you provide will be kept confidential. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in the study reports. Data will be kept secure by Naticca Oliver, and in a box that will be locked in an office. Data will be kept for a period of at least four years, as required by the university.

**Contacts and Questions:**

You may ask any questions you have now. Or if you have questions later, you may contact the researcher via cell (804) 539-9033 or [naticca.oliver@waldenu.edu](mailto:naticca.oliver@waldenu.edu). If you want to talk privately about your rights as a participant, you can call Dr. Leilani Endicott. She is the Walden University representative who can discuss this with you. Her phone number is 1-612-312-1210. Walden University's approval number for this study is **03-20-13-0177278** and it expires on **3/19/2014**.

You may keep the consent form.

**Consent:**

Completion of the survey serves as your consent of participation in the study. Your signature or any identifying information is not being requested to maintain your confidentiality.

## Appendix C: Approval to Use OCM

Dear Natikca,

I am responding on behalf of Michael West about your query on using the OCM. We are happy for this to be used, free of charge, subject to three conditions:

- It is used only for academic (i.e. non-commercial) research purposes
- You maintain the original scales (either all 17 climate dimensions, or a subset of dimensions in their entirety)
- You are happy to share anonymised data with us afterwards, to add to our norm database.

If you are happy with these conditions, please let me know. I have attached a copy of the OCM questions.

Best wishes,

Jeremy

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Jeremy Dawson

Senior Lecturer in Health Management

Institute of Work Psychology/School of Health and Related Research

University of Sheffield

Sheffield S10 2TN

United Kingdom

[j.f.dawson@sheffield.ac.uk](mailto:j.f.dawson@sheffield.ac.uk)

+44 (0)114 2223238 (IWP)

+44 (0)114 2220744 (ScHARR)

Times Higher Education University of the Year

Appendix D: Approval to use UWES

Subject: RE: Contact Form Submission from natikca oliver

Dear Natikca,

Thank you for your interest in my work. As indicated on my website, you may use the UWES freely for non-commercial, academic research.

Good luck with your PhD.

With kind regards,

Wilmar Schaufeli

Wilmar B. Schaufeli, PhD | Social and Organizational Psychology | P.O. Box 80.140 |  
3508 TC Utrecht, The Netherlands |

Tel: (31) 30-253 9093 | Mobile: (31) 6514 75784 | Fax: (31) 30-253 7842 | Site:

[www.schaufeli.com](http://www.schaufeli.com) | | |

## Appendix E: Approval to Use SPOS Scale

Subject: Re: use of the SPOS scale

I am happy to give permission.

Best of luck with your research.

Bob

Robert Eisenberger

Professor of Psychology

College of Liberal Arts & Soc. Sciences

Professor of Management

C. T. Bauer College of Business

University of Houston

[reisenberger2@uh.edu](mailto:reisenberger2@uh.edu)

(302)353-8151

## Appendix F: OCM

**Organisational Climate Measure**

The original response scale is: 1 = “Definitely false”, 2 = “Mostly false”, 3 = “Mostly true”, 4 = “Definitely true”.

**Human Relations**

## Involvement

- Information is widely shared
- There are often breakdowns in communication here\*
- Management involve people when decisions are made that affect them
- Changes are made without talking to the people involved in them\*
- People don't have any say in decisions which affect their work\*
- People feel decisions are frequently made over their heads\*

## Autonomy

- Management let people make their own decisions much of the time
- Management trust people to take work-related decisions without getting permission first
- People at the top tightly control the work of those below them\*

- Management keep too tight a reign on the way things are done around here\*
- It's important to check things with the boss before taking a decision\*

#### Supervisory support

- Supervisors here are really good at understanding people's problems
- Supervisors show that they have confidence in those they manage
- Supervisors here are friendly and easy to approach
- Supervisors can be relied upon to give good guidance to people
- Supervisors show an understanding of the people who work for them

#### Integration

- People are suspicious of other departments\*
- People in different departments are prepared to share information
- There is very little conflict between departments here
- Collaboration between departments is very effective
- There is very little respect between some of the departments here\*

#### Welfare

- This company pays little attention to the interests of employees\*
- This company tries to look after its employees
- This company cares about its employees

- This company tries to be fair in its actions towards employees

### Training

- People are not properly trained when there is a new machine or bit of equipment\*
- People receive enough training when it comes to using new equipment
- People are strongly encouraged to develop their skills
- The company only gives people the minimum amount of training they need to do their job\*

### **Open Systems**

#### Reflexivity

- In this organisation, the way people work together is readily changed in order to improve performance
- The methods used by this organisation to get the job done are often discussed
- There are regular discussions as to whether people in the organisation are working effectively together
- In this organisation objectives are modified in light of changing circumstances
- In this organisation, time is taken to review organisational objectives

#### Innovation & flexibility

- New ideas are readily accepted here

- This company is quick to respond when changes need to be made
- Management here are quick to spot the need to do things differently
- This organisation is very flexible; it can quickly change procedures to meet new conditions & solve problems as they arise
- Assistance in developing new ideas is readily available
- People in this organisation are always searching for new ways of looking at problems

#### Outward focus

- This organisation is quite inward looking; it does not concern itself with what is happening in the market place\*
- Ways of improving service to the customer are not given much thought\*
- Customer needs are not considered top priority here\*
- This company is slow to respond to the needs of the customer\*
- This organisation is continually looking for new opportunities in the market place

#### **Rational goal**

##### Pressure to produce

- People are expected to do too much in a day
- In general, people's workloads are not particularly demanding\*
- Management require people to work extremely hard
- People here are under pressure to meet targets

- The pace of work here is pretty relaxed\*

#### Clarity of organisational goals

- People have a good understanding of what the organisation is trying to do
- The future direction of the company is clearly communicated to everyone
- People aren't clear about the aims of the company\*
- Everyone who works here is well aware of the long term plans and direction of this company
- There is a strong sense of where the company is going

#### Performance feedback

- People usually receive feedback on the quality of work they have done
- People don't have any idea of how well they are doing their job\*
- In general, it is hard for someone to measure the quality of their performance\*
- People's performance is measured on a regular basis
- The way people do their jobs is rarely assessed\*

#### Quality

- This company is always working to achieve the highest standards of quality
- Quality is taken very seriously here
- People believe the company's success depends on high quality work

- This company does not have much of a reputation for top quality products\*

#### Efficiency

- Time and money could be saved if work were better organised\*
- Things could be done much more efficiently if people stopped to think\*
- Poor scheduling and planning often result in targets not being met\*
- Productivity could be improved if jobs were organised and planned better\*

#### Effort

- People here always want to perform to the best of their ability
- People are enthusiastic about their work
- People here get by with doing as little as possible\*
- People are prepared to make a special effort to do a good job
- People here don't put more effort into their work than they have to\*

#### **Internal process**

##### Formalization

- It is considered extremely important here to follow the rules
- People can ignore formal procedures and rules if it helps get the job done\*
- Everything has to be done by the book
- It's not necessary to follow procedures to the letter around here\*

- Nobody gets too upset if people break the rules around here\*

#### Tradition

- Changes in the way things are done here happen very slowly
- Senior management like to keep to established, traditional ways of doing things
- The way this organisation does things has never changed very much
- Management are not interested in trying out new ideas

## Appendix G: UWES

**Work & Well-being Survey (UWES) ©**

*The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the '0' (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.*

|       |             |          |             |        |             |          |
|-------|-------------|----------|-------------|--------|-------------|----------|
| 0     | Almost      | Rarely   | Sometimes   | Often  | Very often  | Always   |
| Never | never       | 2        | 3           | 4      | 5           | 6        |
|       | 1           | Over a   | A few times | Once a | A few times | Everyday |
|       | A few times | month or | a month     | week   | a week      |          |
|       | a year or   | less     |             |        |             |          |
|       | less        |          |             |        |             |          |

1. \_\_\_\_\_ At my work, I feel bursting with energy
2. \_\_\_\_\_ I find the work that I do full of meaning and purpose
3. \_\_\_\_\_ Time flies when I'm working
4. \_\_\_\_\_ At my job, I feel strong and vigorous
5. \_\_\_\_\_ I am enthusiastic about my job
6. \_\_\_\_\_ When I am working, I forget everything else around me

7. \_\_\_\_\_ My job inspires me
8. \_\_\_\_\_ When I get up in the morning, I feel like going to work
9. \_\_\_\_\_ I feel happy when I am working intensely
10. \_\_\_\_\_ I am proud on the work that I do
11. \_\_\_\_\_ I am immersed in my work
12. \_\_\_\_\_ I can continue working for very long periods at a time
13. \_\_\_\_\_ To me, my job is challenging
14. \_\_\_\_\_ I get carried away when I'm working
15. \_\_\_\_\_ At my job, I am very resilient, mentally
16. \_\_\_\_\_ It is difficult to detach myself from my job
17. \_\_\_\_\_ At my work I always persevere, even when things do not go well

## Appendix H: Survey of Perceived Organizational Support

**Format for the 8-item Survey of  
Perceived Organizational Support  
© University of Delaware, 1984**

Listed below and on the next several pages are statements that represent possible opinions that YOU may have about working at \_\_\_\_\_. Please indicate the degree of your agreement or disagreement with each statement by filling in the circle on your answer sheet that best represents your point of view about \_\_\_\_\_. Please choose from the following answers:

0 1 2 3 4 5 6

Strongly

Disagree

Moderately

Disagree

Slightly

Disagree

Neither

Disagree

nor

Disagree

Slightly

Agree

Moderately

Agree

Strongly

Agree

1. The organization values my contribution to its well-being.
3. The organization fails to appreciate any extra effort from me. (R)
7. The organization would ignore any complaint from me. (R)
9. The organization really cares about my well-being.
17. Even if I did the best job possible, the organization would fail to notice. (R)
21. The organization cares about my general satisfaction at work.
23. The organization shows very little concern for me. (R)
27. The organization takes pride in my accomplishments at work

## Curriculum Vitae

**Natikca N. Oliver**

201 Marble Rd. • Richmond, VA • Phone: 804-539-9033 • natikca.oliver@waldenu.edu

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**Adjunct College Professor**

- Presenting educational lectures and exams on various areas of psychology
- 

**Skills**

- Construction of exams
  - Development of lectures
  - Analyzing test results
- 

**Recent Awards**

**Four Year Service Award** (*State of Virginia*), 2013

**Certified Sex Offender Treatment Provider** (state of Virginia), 2012

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**Professional Experience**

Mental Health Counselor, 09/2009 to 01/2010

Today's Youth Services LLC – Richmond, VA

- Conducted therapeutic individual and family therapy sessions.
- Facilitated a smooth discharge by encouraging and reassuring clients throughout their transitions.
- Developed and implemented treatment plans and modified when needed.
- Connected clients with community service and resource agencies.

Psychology Clinician, 05/2008 to 09/2010

Southside Virginia Training Center – Petersburg, VA

- Developed goal-oriented psychoeducational and activity therapy groups to improve clients' level of functioning.
- Kept abreast of new and developing information in the mental health field by regularly attending professional conferences and workshops.
- Presented case history material to review and discussion with other staff members.
- Consulted with and trained highly skilled mental health and medical staff.

Psychology Associate II, 07/2011 to 02/2014

Virginia Center for Behavioral Rehabilitation – Burkeville, VA

- Managed a caseload of] patients with substance dependence and co-occurring Axis I and Axis II disorders.
- Strategized with clinical team to prevent inmate diversion, abuse and recidivism.
- Monitored conditionally released, mentally ill individuals found “Not Guilty by

Reason of Insanity” in court.

- Observed and monitored client behavior and responses to treatment.

Psychology associate II, 03/2014 to Current

Department of Juvenile Justice – Bon Air, VA

- Kept abreast of new and developing information in the mental health field by regularly attending professional conferences and workshops.
- Consulted with and trained highly skilled mental health and medical staff.
- Managed a caseload of 10 patients with substance dependence and co-occurring Axis I and Axis II disorders.
- Strategized with clinical team to prevent inmate diversion, abuse and recidivism.

### **Technology**

**Software:** MS Office (Word, Access, Excel, PowerPoint)

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### **Education**

BA-Psychology-Hampton University 2006

MS-Clinical Psychology- Virginia State 2008

