A DESCRIPTIVE STATISTICS BASED STUDY ON THE HIGH TURNOVER RATE OF
DIRECT CARE STAFF AT MID-MICHIGAN INDUSTRIES

MSA 699 Applied Research Project in Administration
(Concentration in Human Resources Administration)

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Executive Summary

Through the use of descriptive statistics, this study attempted to address the issue of high turnover of direct care staff at Mid-Michigan Industries in Central Michigan. Why is the direct care staff turnover rate so high at Mid-Michigan Industries, and what can be done to help reduce the negative impact the high turnover rate has on the organization’s operations? This research has addressed these questions, as well as answered four sub-questions:

1. What factors motivate a person to continue their employment as a direct care worker at Mid-Michigan Industries?

2. To what extent are personal factors, such as low work ethic, low job commitment, and problems outside the workplace, impacting the high turnover rate?

3. To what extent are work factors, such as job satisfaction, level of pay, and supervisory/employee relationships, impacting the high turnover rate?

4. What can Mid-Michigan Industries do to reduce the high turnover rate?

The answers to these questions were found through the use of surveys distributed to direct care workers, interviews conducted with direct care worker supervisors, and existing records data in the form of exit interviews and supervisory notations.

The findings of the study indicated that the work with the persons served and the rewarding nature of the work was what motivated people to continue their employment as direct care workers at MMI. It was also found from looking at the existing records data that personal factors have recently had more impact on the turnover rate, as opposed to work-related factors. Popular opinion of the direct care workers and supervisors was that pay was the primary factor impacting the high turnover rate of direct care workers at MMI. While this was a significant factor, there were more personal factors impacting the turnover rate. Based upon this and the
suggestions and ideas of the literature review and the direct care staff, it was found that MMI can reduce the high turnover rate by implementing different work programs to inspire organizational commitment and reduce turnover, as well as checking the reliability and validity of current hiring methods used and incorporating a personality test into the selection process.

Based upon the conclusions of the study, there were three recommendations made to the President of Mid-Michigan Industries: bring back the staff training days, review and improve the situationals and interview questions used in evaluating people for employment as direct care workers at MMI, and develop and incorporate a personality test for the screening of applicants, which will help identify people who would be a good fit for a job in the direct care field.
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Chapter 1: Problem Definition

Background

Mid-Michigan Industries, or MMI, is a not-for-profit organization, which helps teach people who have barriers to employment, such as various mental and physical disabilities, to become more effective employees and members of their community. Mid-Michigan Industries currently employs over 100 direct care workers at its locations in Mt. Pleasant, Clare, and Stanton, Michigan. The direct care worker staff is split up into three different types of employees, which include: Job Coaches, Community Living Support Coaches, and Connections Coaches.

Recently, Mid-Michigan Industries has had some impactful, high turnover of its direct care staff. Of the employees hired since May 1, 2015, over thirty-five percent are no longer employed at MMI. Also, a total of sixty-nine direct care workers have been terminated or resigned their employment with MMI since May 1, 2015. This high turnover rate has a negative impact on Mid-Michigan Industries’ operations. Over the last six months, the Human Resources Specialists and accompanying supervisors have conducted an average of seven interviews per week. MMI has a lengthy hiring process, and continually replacing the direct care staff can become costly and time consuming. Due to the length of the hiring process, sometimes direct care staff supervisors must go extended periods of time without enough employees, in which case they must fill in for the missing personnel, instead of performing their supervisory duties.

Research Problem

With such a high turnover rate and the negative implications it has on Mid-Michigan Industries’ operations, it is important to understand why the high turnover rate is so prevalent. Why is the direct care staff turnover rate so high at Mid-Michigan Industries, and what can be
done to help reduce the negative impact the high turnover rate has on the organization’s operations? This research has attempted to address these questions, as well as tried to answer four sub-questions:

5. What factors motivate a person to continue their employment as a direct care worker at Mid-Michigan Industries?

6. To what extent are personal factors, such as low work ethic, low job commitment, and problems outside the workplace, impacting the high turnover rate?

7. To what extent are work factors, such as job satisfaction, level of pay, and supervisory/employee relationships, impacting the high turnover rate?

8. What can Mid-Michigan Industries do to reduce the high turnover rate?

Research Objective

This research will go a long way in helping Mid-Michigan Industries to learn more about why high turnover has been occurring. The study completed, recommendations have been given, based on the data collected, which may help MMI to address the time and monetary costs that the high turnover rate impacts. The goal of this research was to better understand why the high turnover is occurring, as understood through the use of surveys, interviews, and existing records data. The efficiency and cost effectiveness of Mid-Michigan Industries’ operations is vital to the organizations success, and the data collected from this research is essential to the effective, continued assistance of people with barriers to employment.

Research Audience and Rationale

All recommendations given by the researcher at the completion of the data collection have been addressed to the President of Mid-Michigan Industries, Alan Schilling. All
recommendations made have been based on the data collected and were presented in an unbiased manner.

The rationale behind this research has effectively addressed the issues of wasted time, hiring costs, and the lowered effectiveness of MMI’s operations, as caused by high turnover. Mid-Michigan Industries’ personnel are one of the organizations most valuable assets. By assessing what may be causing the high turnover rates, it may be possible to make changes that will help MMI to retain employees for an extended period of time, causing the employees to be more experienced, skilled, and trained in their job-related duties.

**Scope/Delimitations**

The research of this study was focused on all direct care staff, under the job titles of Job Coach, Community Living Support Coach, and Connections Coach, who are currently and formerly employed at Mid-Michigan Industries. Data was also collected from the eight direct care worker supervisors, in regards to the direct care staff. This study has acquired data from surveys distributed to direct care staff, interviews conducted with direct care worker supervisors, and reviews of existing record data regarding former employees. The results of this study are not indicative of what has necessarily caused high turnover at other organizations who employ direct care workers. The data collected captures a fleeting moment in time, and the results of which may not necessarily be projected to future causes of high employee turnover.
Chapter 2: Review of the Related Literature

Introduction to the Literature

Many companies have had and currently have issues with high turnover, and as such, extensive literature exists on the topic presented in this study. Here the literature is reviewed, organized by sub-topic, and written to help support the four sub-questions, which will in turn help to support the primary research question.

Presentation of the Literature

Factors that Motivate Continued Employment as a Direct Care Worker. One aspect that must be understood about direct care workers is what factors motivate people to continue their work in the field. While Mid-Michigan Industries currently has an issue with high turnover, there are also some employees who have been working in a direct care worker role from five to over twenty years. What factors motivate these people to continue work as a direct care staff member?

Job satisfaction can be considered a key element in an employee’s likelihood to continue employment with a company. It is important to understand what factors impact a person’s satisfaction level as a direct care worker. Ejaz, Noelker, Menne, and Bagaka (2008) found that people reporting better emotional and physical health since starting their job as a direct care worker were more likely to have higher job satisfaction. They also discovered multiple job-related stressors that were significant predictors of job satisfaction. These predictors were: schedule changes, training issues, pay, and benefits. Direct care workers who reported better on-the-job training, fair compensation, having a retirement or pension plan, and having paid health insurance were more likely to have higher job satisfaction.
Other studies indicated no correlation between compensation and job satisfaction. According to Chou and Robert (2008), level-of-pay was not a statistically significant predictor of job satisfaction. The study, which surveyed 984 direct care workers over 108 different assisted living facilities, showed a low satisfaction with pay, but did not find that the level of pay was associated with overall job satisfaction.

A study conducted by Lopez, White, and Carder (2012) found that job satisfaction can be achieved in part through the use of work-based learning programs. By providing opportunities for direct care workers to improve their job skills through training system improvements, more benefits for workers and consumers may be presented. This study was focused on direct care workers in long-term care roles; however, many of the job tasks of direct care workers are similar across a multitude of fields of work. The implementation of work-based learning programs could be very beneficial to numerous direct care agencies, and could be relatively easy to get started.

According to a study conducted by Mittal, Rosen, and Leana (2009) among a high-retention group of direct care workers, many expressed a sense of calling in their employment. For many direct care workers involved in the study, there was a spiritual or religious connotation to their work. This spiritual aspect to the position can add intrinsic rewards which may justify the low pay of the job in the direct care workers’ minds. Direct care workers viewed their jobs as very meaningful and rewarding, which can be a powerful motivator for job retention and good job behavior.

**Personal Factors Impacting High Turnover.** In cases of high turnover, there can be many different factors impacting employees to discontinue employment at a company. One aspect that needed to be looked into were the personal factors. Is there a lack of personal
motivation? Are there issues at home that may be negatively impacting an employee’s performance at work? Does the employee’s personality not match with the characteristics needed to effectively work as a direct care worker? There are many personal factors that may negatively impact a person’s employment as a direct care worker at Mid-Michigan Industries. It is important to understand which personal factors, if any, are impacting the rate of turnover, so that the issue can be addressed.

In a study conducted at Denton State School in Texas, regarding the high turnover rate of direct care employees at the school, it was found that balance between work and personal life was one of the possible influences of direct care staffs’ intentions to quit. Denton State School is a mental health and mental retardation facility, and the largest state school in Texas under the Department of Aging and Disability Services (Ene, 2009). The hours scheduled as a direct care worker at MMI can be very demanding, with some shifts occurring late at night, while others are consistently inconsistent. It can be very difficult to balance life’s events when on a night shift or varying schedule.

Based upon existing research, Porter and Steers (1973) conducted research that indicated a correlation between a worker’s personal characteristics and the act of that worker leaving an organization. Employees demonstrating unstable emotions, high anxiety, as well as a high degree of independence, self-confidence, and aggressiveness appeared to leave their employment more than other individuals.

In a study to investigate personal factors impacting a Nigerian industrial worker’s turnover intentions, Babajide (2010) found that personal factors such as work-family life and general health concerns directly impacted a worker’s intentions to leave a company. While this study was conducted in a foreign country, with participants from a different culture, it is
important to see the differences in personal factors impacting turnover amongst various cultures. Many of the personal factors impacting turnover may also be similar in various different cultures, with some of the same issues possibly occurring in the United States.

**Work Factors Impacting High Turnover.** As personal factors may play a factor in Mid-Michigan Industries’ high turnover, it is also possible for factors in the workplace to negatively impact a person’s decision to continue their employment as a direct care worker. In this section of the literature review, internal factors at work are looked at to see how they may impact the turnover rate.

Gray-Stanley and Muramatsu (2011) conducted a study which looked at how work stress, social resources, and personal resources are associated with burnout of direct care workers. The study found that burnout was significantly associated with work stress. Burnout was found to be specifically associated with the direct care worker sub-dimensions of work overload, lack of participation in decision making, and the level of recipient disability. In another study conducted by Ejaz, Bukach, Dawson, Gitter, and Judge (2015), they found that direct care worker turnover was directly related to job stressors, such as burnout. The construct of burnout used in the study was associated with inadequate pay, inadequate benefits, and how physically and emotionally demanding direct care workers’ jobs can be.

There was also some research available that did not find a correlation with burnout and high turnover. A study was conducted which looked into the determinants of longer job tenure of home care aides, through the comparison of long-term employees and short-term employees in the home care field. The study’s results showed no correlation between job satisfaction and burnout with how long a home care aide was expected to stay on the job. Generally, those who
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participated in the study showed high levels of job satisfaction and low levels of burnout whether they chose to stay at the job or leave (Butler, Brennon-Ing, Wardamasky, & Ashley, 2014).

In research on staff turnover in housing services for people with severe or profound mental handicaps, Felce, Lowe, and Beswick (1993) collected data on direct care workers’ reasons for leaving their employment during the data collection period. Dissatisfaction with the job was repeatedly stated as a contributory reason for the employees’ departure. Half of the reasons for the dissatisfaction given included: poor managerial and peer support, poor communication, slow progress, violent resident behavior, antisocial shift duties, poor pay, poor promotion prospects, and the routine nature of the work.

In a study conducted by Dill and Cagle (2010), researching the differences between turnover data of direct care workers in home care and hospice agencies, an association was found between agencies that did not provide health care benefits and a higher involuntary turnover rate. Although, the lack of health care benefits was not necessarily associated with an overall higher turnover rate. The study also found that for-profit home care and hospice agencies had a higher rate of turnover than non-profit agencies.

Another study indicated that organizational characteristics were significantly linked to the rate of turnover. As stated by Dill, Craft Morgan, and Konrad (2010), the ownership status of a company, primarily for-profit or non-profit, was important in regards to the turnover rate. It was found that for-profit nursing homes had a higher chance to have above average turnover than non-profit nursing homes.

According to Firmin, Orient, Steiner, and Firmin (2013), unwelcomed policy changes and restrictions were found to be a factor noted by the study’s participants which could significantly impact job satisfaction, and possibly increase turnover rates. These policy changes and
restrictions were viewed as something that may get in the way of the direct care worker spending time with the recipient, as well as reduced the control they have to make decisions regarding recipient care.

**Reduce High Turnover.** While data has been collected which is relevant in further understanding why Mid-Michigan Industries has such a high turnover rate, there may be something other companies have done which helped reduce turnover. In this section, different techniques used by other organizations, as well as studies in the area of reducing turnover, have been looked at in order to get a better understanding of how to properly address MMI’s high turnover at the completion of this study.

Management Speaker and Consultant Roger Herman suggested a strategic approach to retaining a company’s valued employees. He stated that giving employees more money may not be the answer, but addressing issues that are important to them may help reduce costly turnover. Some critical points he made that could positively impact turnover include expressing gratitude to employees, holding open meetings to discuss issues, supporting people to help them accomplish their jobs, and pushing for an open environment through information sharing and asking for suggestions (Herman, 1997).

According to a study conducted by Kemper, Heier, Barry, Brannon, Angelelli, Vasey, and Anderson-Knott (2008), there were two changes that employers can make to direct care positions which will help improve the jobs. Across nursing facilities, assisted living, and home care, direct care workers called for more pay and improved work relationships. However, the study did state that the data presented does not indicate that if the changes are made, it will have a positive effect on retention. More evidence is needed to suggest a correlation between management changes and benefits beyond improving jobs, such as reducing turnover.
In a study conducted by Kinjerski and Skrypnek (2008) a correlation was found between implementing a spirit at work program and an increase in organizational commitment and work satisfaction among employees, as well as reduced turnover and absenteeism. Spirit at work programs attempt to increase meaning and fulfillment at work. The study consisted of fifty-eight staff members working at long-term care facilities in Canada. More research is needed to understand the effects of spirit at work programs over time. There may be a need for additional booster segments to sustain the benefits of the program.

In research on resignations and job changes among home care workers in Maine, Morris (2009) found indications that non-pecuniary rewards given to home-based direct care workers improving supervision, training, and schedule flexibility can reduce employees’ plans to leave the company. However, the promise of higher wages, better benefits, and more hours offered by another company accounts for more job turnover. The results of the study also suggest that direct care workers preferred better pay and more hours to the availability of health care coverage.

According to Chou (2012), there were many areas of interest which may impact long-term care policy and human resource procedures. The study pushed for the recruitment of employees with compassion and commitment as a strategy to reduce direct care worker turnover; however, there is a lack of rigorous evaluations for such a strategy. While Mid-Michigan Industries is not a long-term care facility in the traditional sense, many direct care workers establish long-term working relationships with their recipients, and as such the results of this study may be relevant.

In another study by Brannon, Barry, Kemper, Schreiner, and Vasey (2007), there were positive aspects to direct care worker jobs that could be built on in order to increase the retention of staff. The article states altruism, or helping others, as an aspect of the job that will reduce the
intent to quit among employees. A few ways in which an organization may try to reduce turnover in this way would be to schedule stable assignments to encourage relationship building, effective matching of clients and caregivers, and implementing rewards and recognition programs.

**Summary of the Literature**

This study has reviewed various different articles on the topic of high turnover and retention of direct care workers, in relation to the four sub-questions. Through the breakdown of the data in regards to factors that motivate employees to continue employment as direct care workers, work and personal related factors for direct care staff turnover, and methods for reducing turnover, a good understanding of the sub-questions have been attained. The data collected through this review of relevant literature developed a further understanding for the current state of things in the direct care field, and will be helpful in addressing the issues of high turnover of direct care workers at MMI.

What factors motivate a person to continue their employment as a direct care worker at Mid-Michigan Industries? This question was addressed through the review of the data from various studies on what aspects direct care staff liked about their jobs, and how they viewed their jobs. Job satisfaction is impacted by many different factors, such as good emotional and physical health, job stressors, better on-the-job training, fair compensation, having a retirement or pension plan, and having paid health insurance (Ejaz et al., 2008). However, research has also shown a lack of correlation between compensation packages and job satisfaction (Chou & Robert, 2008). Work-based training was found to be a significant factor in how employees view their employment (Lopez et al., 2014). Data was also collected on how direct care workers viewed their positions. Some direct care workers viewed their positions in a spiritual or religious way,
which could be a job motivator (Mittal et al., 2009). This information is crucial in understanding why people are satisfied with and willing to stay in their direct care positions at MMI.

To what extent are personal factors, such as low work ethic, low job commitment, and problems outside the workplace, impacting the high turnover rate? As there were limited articles available involving research in this area that were conducted in the United States, multiple studies from different cultures across the globe were looked at to see what personal factors may be present and impacting turnover. Through the collection of personal factors that may push an employee to leave their employment as a direct care worker, it was found that some may have difficulty balancing their work and personal lives (Ene, 2009). Factors such as work/family life and health concerns have been shown to directly impact employees’ intentions to leave their employment (Babajide, 2010). There was also research found indicating that certain worker personal characteristics may be linked with the employees’ increased probability of leaving their employment (Porter & Steers, 1973). While the information collected from the study may not necessarily indicate the same personal factors are occurring at MMI, it is important to understand that employees have taken issue with these personal problems prior to this study.

To what extent are work factors, such as job satisfaction, level of pay, and supervisory/employee relationships, impacting the high turnover rate? There was extensive information which can be related to this sub-question. It has been found that direct care work can result in stress and burnout of the employees (Gray-Stanly & Muramatsu, 2011). In another study, it was found that burnout is directly related to the turnover of direct care staff (Ejaz et al., 2015). However, through other studies conducted with direct care workers, there was no correlation found between burnout and high turnover (Butler et al., 2015). Another study has found that job dissatisfaction has been listed as a reason for direct care worker turnover,
including reasons ranging from low pay to violent recipient behavior (Felce, 1993). The lack of health care benefits has been found to be associated with involuntary turnover. Also, it was found that for-profit home care and hospice agencies have a higher rate of turnover than their non-profit counterparts (Dill, & Cagle, 2010). Another study discussed indications that for-profit nursing homes have an increased chance of having an above average rate of turnover than non-profit nursing homes (Dill et al., 2010). Unwelcome policy changes and restrictions have also been discovered to negatively impact direct care workers’ job satisfaction, and possibly increase turnover rates (Firmin, et al., 2013). Based upon the data collected in the literature review, the high levels of stress and the daily struggles associated with employment as a direct care worker, can have a direct impact on a company’s retention of its staff.

What can Mid-Michigan Industries do to reduce the high turnover rate? A management consultant and speaker has given some advice in reducing turnover, which includes addressing the problems that are most important to the direct care staff, not necessarily just throwing money at them (Herman, 1997). This could be a first step to addressing the issue. Other research has found that direct care workers indicated two changes management can make to help improve their jobs: more pay and improved work relationships (Kemper et al., 2008). However, there is no evidence to suggest that if management makes the changes, that it will impact turnover in any way. There is also no evidence suggesting that it will not make an impact on turnover. Research has indicated a correlation between implementing a spirit at work program and an increase in organizational commitment and work satisfaction among the employees, as well as reducing turnover and absenteeism for the organization (Kinjerski, & Skrypnek, 2008). Another study found that giving non-pecuniary rewards to home-based direct care workers reduced their plans to leave the company. However, the same study discovered that direct care employees preferred
more pay and better hours over the availability of health care insurance (Morris, 2009). There is research that pushed for the recruitment of employees with compassion and commitment as a strategy to reduce the rate of turnover (Chou, 2012). There are other strategies presented which pushed building on already present job characteristics, such as altruism, or helping others, which could help reduce the intent to quit among employees (Brannon et al., 2007).
Chapter 3: Research Methodology

Research Approach

A high rate of turnover for direct care workers has been impacting the efficiency and cost of operations at Mid-Michigan Industries for the last several years. This research has attempted to gain an understanding for why this high turnover is taking place. In order to come to this understanding, the researcher has drawn data from three different sources to make recommendations which will hopefully be helpful in addressing the issue of high turnover at Mid-Michigan Industries.

The approach of this study was a behavioral evaluation, through the use of descriptive research methods. This approach was used in order to evaluate and quantify direct care workers’ opinions and behaviors in regards to the problem of high turnover. This research has utilized three different sources of data for its purposes. Using surveys, this study has collected data from current direct care workers at Mid-Michigan Industries. Data was also collected from former direct care workers’ exit interviews and supervisory notes, found in the former employees’ personnel files, over the last year. Finally, data was collected from the eight supervisors overseeing the direct care staff, through the use of scripted interviews. People considered direct care workers were currently employed at the time of the study, or formerly employed under the title of Job Coach, Community Living Support Coach, and Connections Coach.

Data Collection Approach and Procedures

Data collected. The data that was collected for the purpose of this study consisted primarily of survey, interview, and existing records data. All data was collected and applied to the primary research question, as well as the four sub-questions.
Primary research question and sub-question data details. Why is the direct care staff turnover rate so high at Mid-Michigan Industries, and what can be done to help reduce the negative impact the high turnover rate has on the organization’s operations? The data this study collected for the primary research question has helped give an overall understanding of the direct care workers’ opinions and behaviors in relation to the high turnover rate at Mid-Michigan Industries.

In order to answer the primary research question, the surveys distributed to the direct care workers at Mid-Michigan Industries collected data on the employees’ opinions regarding why they believe the turnover rate is so high, what can be done to help reduce the turnover rate, and how well equipped they believe the new hires are when brought in to work as direct care workers, as well as other turnover related issues. Data was collected from exit interviews, representing employees who have either resigned or been terminated from Mid-Michigan Industries over the last year. In cases where no exit interview was provided and/or the employee was terminated by management, data was also collected from supervisory notes in the employees’ files, regarding the reason for the termination or resignation. The information collected from the existing records data has provided this study with the reasons given by employees and management as to why the direct care workers are no longer employed at MMI. Data was also collected from the eight direct care worker supervisors, through the use of scripted interviews. Questions were asked that drew answers, reflecting the supervisors’ opinions on why turnover is so high and what can be done to reduce the high turnover’s impact on MMI’s operations, as well as other turnover related topics.
The specific data collected for the four sub-questions helped to address each individual question, as well as helped to answer the primary research question. The four sub-questions of this study are:

1. What factors motivate a person to continue their employment as a direct care worker at Mid-Michigan Industries?
2. To what extent are personal factors, such as low work ethic, low job commitment, and problems outside the workplace, impacting the high turnover rate?
3. To what extent are work factors, such as job satisfaction, level of pay, and supervisory/employee relationships, impacting the high turnover rate?
4. What can Mid-Michigan Industries do to reduce the high turnover rate?

The first sub-question focuses on the different motivational factors that push employees at Mid-Michigan Industries to continue working in a direct care capacity. While turnover is high, there are some employees at MMI that have been working at the organization for years. Some have even made direct care work into their long-term careers. In order to fully understand what motivates this type of commitment, data was gathered through the use of surveys regarding the employees’ satisfaction levels with job related tasks, compensation provided, benefits packages, supervisors, recipients, and sense of value/belonging. In order to further address this sub-question, data was also gathered from the interviews with the direct care worker supervisors. The supervisors were asked questions which reflected their opinions on what factors motivate people to continue employment in a direct care capacity.

The second sub-question pertains to understanding what personal factors may be impacting the employees’ decision to discontinue working at Mid-Michigan Industries in a direct care capacity. The primary source of data for this sub-question came from the exit interviews and
supervisors’ notations for direct care workers who have left from May 24, 2015 through May 24, 2016. The exit interview and supervisory notations information was gathered from MMI’s termed employee files. Data was collected regarding personal reasons for departure, such as problems at home, health concerns, and personality issues that clash with the employees’ abilities to work in a direct care role.

The third sub-question is similar to the second, as the question is looking for factors impacting the employees’ decision to discontinue working at Mid-Michigan Industries in a direct care capacity; however, the focus here is on work factors, as opposed to personal factors. Again, the primary source of data came from the exit interviews and supervisors’ notations for direct care workers who have left over the last year. The exit interviews and supervisors’ notations were gathered to answer the third sub-question and came from MMI’s termed employee files. Data was collected regarding work-related reasons for departure, such as discontentment with pay, benefits, job-related tasks, supervisors, recipients, and so on.

The fourth and final sub-question is focused on what Mid-Michigan Industries can do to help reduce the high turnover. While recommendations were made after the data was collected, regarding what steps MMI should take to help reduce the negative impact the high turnover has on the organizations operations, there was still a need to collect data on what can be done to reduce the turnover altogether. Data was collected from the current direct care staff, regarding their opinions as to what can be done to reduce the high turnover rate. Data was also collected from the direct care staff’s supervisors, regarding their opinions as to what can be done to reduce the high turnover rate. The data collected from the direct care workers’ exit interviews and the supervisors’ notations of employees who have resigned or been terminated over the last year, have also helped the study address the issue of high turnover.
Data collection procedures. For the purpose of this study, data was collected through the means of surveys, given to current direct care workers at Mid-Michigan Industries. Data was collected through the use of existing records, which included exit interviews and supervisory notations on employees who at one time worked as direct care workers, but have left their employment through MMI within the last year. Data was also collected from the eight direct care staff supervisors, through the use of scripted interviews.

Target Population. As of May 24, 2016, the beginning date of the data collection process, Mid-Michigan Industries had 100 direct care workers in total. There are three locations or branches at which MMI operates, with each branch offering its services for the surrounding counties in which they operate. The main branch, in Mt. Pleasant, Michigan, employed fifty-six direct care workers at the time of the study. The branch in Clare, Michigan employed twenty direct care workers, while the branch in Stanton, Michigan employed twenty-four direct care workers. MMI also employed eight direct care worker supervisors. The target population for the surveys being distributed encompassed every direct care worker employed at all branches of Mid-Michigan Industries, at the time of the study. The data retrieved from the exit interviews and supervisors’ notations were taken from the employee term files, which are maintained at the main branch in Mt. Pleasant, Michigan. The target population for the existing records research included all employees, who have been employed as direct care workers and discontinued their employment from May 24, 2015 until May 24, 2016, at any of MMI’s branches. There was a total number of sixty-one direct care workers employed between those dates who are no longer employed at MMI. The target population for the scripted interviews included all eight of MMI’s direct care staff supervisors.
Sample Details. As stated above, this study will attempt to survey all of the direct care workers and supervisors, currently employed at Mid-Michigan Industries. The sample for the existing records research will include all direct care workers, who have been employed by MMI, and resigned or were terminated between May 24, 2015 and May 24, 2016. Through the use of surveys, interviews, and existing records, data was collected from the entire target population, which ensured that every direct care worker at every location was properly represented.

The researcher prepared surveys for all of the 100 employees, who were employed as direct care workers at Mid-Michigan Industries on May 24, 2016. Ninety-six of those surveys were distributed, because four of the direct care workers in target population were on extended leave. With a ninety-five percent confidence level, this study needed to receive a return rate of at least eighty responses, in order to have a sufficient, representative sample size of the target population. With a ninety-five percent confidence level, this study needed to have at least eight out of eight supervisors volunteer for the interview portion of the research, in order to have a representative sample size of the target population. An online sample size calculator was utilized to determine what the recommended sample size should be for the target populations of the interviews and surveys (“Sample Size Calculator”, 2004). Some potentially vulnerable populations may have been used for this study. It is possible that pregnant and disabled individuals were given a survey to complete and return to the researcher.

Contact information was not needed in order to distribute the surveys. Mid-Michigan Industries already had a method in place for distributing memos and other documentation to its direct care staff. Most direct care workers had an inbox at each branch of MMI, and for those who did not, there was a system set in place to distribute employee memos and documentation. The researcher was very familiar with this system, and had no problem distributing the surveys
to the target population. In the event that contact information were to be needed, the information
was not provided publicly, and the researcher would have had to obtain permission to utilize it in
contacting the direct care workers.

Instrumentation. Surveys developed by the researcher was one of the instruments used.
The surveys were in the form of a Likert scale, in order to provide for quantitative analysis. The
surveys also included a few open-ended questions which were looked at for common themes and
then quantified. A copy of the survey is included in appendix A. As the surveys have been
created for this study, their reliability and validity are not known, and they were not pretested
before the study.

Scripted interview question sheets were another instrument which were used for this
research. A copy of the scripted interview sheet is included in appendix B. As the interview
sheets were created for this study, their reliability and validity are not known. The scripted
interview sheet was not pretested before the study.

Another instrument that was used was a data collection sheet, which helped in tracking
the data gathered from the existing records. A copy of the data collection sheet is included in
appendix C. The data collection sheet was created for this study; as such, the reliability and
validity are not known, and a pre-test was not conducted prior to the study.

Another instrument which was used in this research was the consent form, which was
utilized for the face-to-face interviews with the direct care worker supervisors. This form can be
viewed in Appendix D.

Finally, the last instrument which was used in this research was the survey cover letter,
which was distributed with the surveys. This form can be viewed in Appendix E.
**Procedures.** The surveys and survey cover letters were distributed to the direct care workers through the system put into place by Mid-Michigan Industries for the purpose of distributing memos or employee paperwork. Per the MMI distribution system, the surveys were put in the employees’ inboxes or at their workstations. The surveys were anonymous, and all responses were returned to the researcher’s inbox or picked up from the corresponding MMI branch, where they were distributed. All surveys were in paper form and filled out using a pencil. No names were included on the surveys, in order to ensure anonymity.

The interviews with the direct care staff supervisors were scheduled with the supervisors prior to the data collection period. The interviews lasted between twenty-five and thirty-five minutes, and were conducted in private locations. The researcher asked the interviewees all of the pre-written, scripted questions, and wrote down any and all responses given. All interview responses were kept anonymous, with no names gathered or written down during, before, or after the interviews.

For the existing records portion of the research, all exit interviews and supervisors’ notations were viewed, with notes having been taken on the data collection sheet to indicate the reasons why the employee is no longer working as a direct care worker at MMI. Information indicating the names of the individuals were not collected.

The researcher’s relationship to the employees was as their Human Resources Specialist. The researcher already had access to the employees’ records, which helped to put the direct care workers at ease that the information will not be misused. In order to ensure that there was no coercion to participate or retaliation based on the respondents answers, a cover letter was included with all surveys, which stated what the information was to be used for, ensured anonymity, and assured the employees that participation in the study was strictly voluntary.
A response rate of ninety people was expected for the surveys. This estimation was based upon the fact that direct care workers at Mid-Michigan Industries were used to receiving forms that needed to be filled out and returned to the Human Resource Department, which were usually distributed by the researcher in the past. Any forms which were returned with portions of the survey incompletely filled out were discarded, and won’t be used in the study.

A response rate of eight people was expected for the supervisor interviews. This estimation was based on the researcher’s good working relationship with the supervisors, who were more likely than not to agree to the interviews.

All surveys, scripted interview sheets, and data collection sheets received were kept in a locked location, until the completion of the study. Upon completion of the research, the surveys, scripted interview sheets, and data collection sheets were destroyed.

**Timing.** The surveys were distributed on May 24, 2016. The employees were given eleven days to fill out the surveys, returning them by June 3, 2016. However, there was a low response rate by the end of the intended data collection period on June 3, 2016, which required the researcher to extend the end date of the survey data collection until June 10, 2016. The final response rate for the surveys was eighty-one people.

The interviews were conducted, and the existing records data were gathered and tracked simultaneously with the survey research dates. This was to ensure that a moment in time was being captured. For example, if the existing data was collected after the survey research was conducted, then it would have been possible for an employee who responded to the survey to now be considered a termed employee, by resigning or being terminated prior to the existing data being collected.
Data Analysis and Synthesis Approach

Descriptive statistics were used to analyze the data collected from the surveys, interviews, and existing records. Descriptive statistics was used to determine the mean, mode, and standard deviation of the responses provided on the surveys. All information gathered from the interviews and existing records data was quantified and analyzed. Tables and figures were used to show a visual interpretation of the data.

Methodological Limitations

The results of this study may be projected to the entire population of direct care workers at Mid-Michigan Industries, as the entire population was surveyed. However, it may not be projected to any outside companies or agencies, which are encountering a similar problem with high turnover.

The reliability and validity of this study were not known and were therefore in question. The surveys, scripted interview sheets, and data collection sheets were developed for this research and were not tested for reliability or validity prior to the study being conducted.
Chapter 4: Data Analysis

Introduction

The three types of data that were collected have been presented in this chapter, using visual and written means. The three types of data include: Likert-style surveys distributed to the direct care staff, short answer interviews conducted with the direct care worker supervisors, and existing records data in the form of supervisory notes and exit interviews of direct care workers who have left employment at MMI within the last year. Eighty-one surveys were returned, eight interviews conducted, and sixty-one existing records collected. All relevant relationships of the data to the research questions are discussed.

Data Presentation and Analysis

The data analysis is organized in a way that presents the opinions and perspectives of the direct care workers and supervisors first, and then subsequently looks at the reasons people have left their employment at Mid-Michigan Industries. This provides clarity on what the realities of the situation are, in relation to what popular opinion may be about the issue of high turnover of MMI’s direct care staff.

In looking at the issue of high turnover at Mid-Michigan Industries, this research must first understand employee perspective as to the direct care worker turnover rate. Figure 1.0 illustrates the direct care workers’ responses in regards to their views of the turnover rate. When asked to respond to the comment “I consider MMI’s turnover rate as being high”, thirty-one out of eighty-one direct care workers surveyed indicated that they agree, with eighteen out of eighty-one saying they strongly agree, and twenty-two out of eighty-one indicating that they neither agree nor disagree. With a mean of 3.7, and a standard deviation of 1.06, it appears that most direct care workers lean more towards the belief that the turnover rate is high.
The direct care worker supervisors tended to agree with the direct care workers’ opinions, with seventy-five percent stating that they believe there is an issue with the turnover of direct care staff at MMI. The supervisors indicated that they responded to the question in the interview in a way that was based on their personal experiences in their particular departments.

It is also important to get a full understanding of the resources and training provided to the direct care workers, how satisfied they are with job-related tasks, how good of a working relationship they have with their supervisors, and how they believe the company views them. These are all important factors in the status of things at MMI in regards to the turnover rate, and play a factor in the recommendations provided in chapter five.

In regards to how properly equipped and prepared the newly hired direct care workers are for the position, it is Mid-Michigan Industries’ responsibility to ensure that its employees are provided with everything they need to be successful. When asked if they believe that the new hires at MMI are a good fit for direct care work, the majority of direct care workers had no
opinion on the matter, with fifty-one out of eighty-one stating this on their surveys. With a mean of 2.9 and a standard deviation of .72, the direct care workers tended to have no opinion on this subject, with very little difference in opinion. The same can be said about a subsequent survey statement, in which many direct care workers indicated they agreed that new direct care staff were given the resources and training needed to succeed. However, a mean of 3.4 and a standard deviation of 1.00 indicates a weak level of agreement over a wide dispersion of opinion. More detail on the responses to these survey questions is provided in Table 1.0.

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. When new direct care workers are hired, they are a good fit for the position.</td>
<td>2</td>
<td>10</td>
<td>51</td>
<td>16</td>
<td>2</td>
<td>2.9</td>
</tr>
<tr>
<td>1. New direct care worker hires are given the resources and training needed to succeed.</td>
<td>6</td>
<td>40</td>
<td>16</td>
<td>16</td>
<td>3</td>
<td>3.4</td>
</tr>
</tbody>
</table>

An understanding needs to be acquired for how much the direct care workers actually enjoy the job-related tasks of their position. When surveyed, the majority of direct care workers indicated that they were satisfied with the daily tasks associated with their position. The mean of the answers to this survey statement was 4.0, which also indicates that the average feeling of the direct care staff is that they are satisfied with the tasks of their job. The standard deviation of .79 indicates that the average responder tends to agree with this statement. Table 1.1 illustrates the total results to this survey statement.
Table 1.1: Direct Care Worker Survey Data

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I am satisfied with the daily tasks associated with my job as a direct care worker.</td>
<td>16</td>
<td>53</td>
<td>8</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
</tbody>
</table>

How the direct care staff feel that they interact with supervisors and upper management at Mid-Michigan Industries is important when evaluating how the direct care workers perceive their employment. When surveyed, the majority of direct care workers indicated that they have a good working relationship with their supervisor. The mean to this survey statement was 4.2, with a standard deviation of .87. However, the response patterns were inconsistent when the direct care workers were asked if they agree to the statement “I feel valued by my employer”. The mean to this surveyed statement was a 3.6, which is leaning more towards an average of the direct care staff agreeing to the statement; however, the standard deviation was 1.30, which indicates a larger variation in the response patterns. The details are available in Table 1.2.

Table 1.2: Direct Care Worker Survey Data

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I have a good working relationship with my supervisor.</td>
<td>34</td>
<td>32</td>
<td>12</td>
<td>2</td>
<td>1</td>
<td>4.2</td>
</tr>
</tbody>
</table>

1. I feel valued by my employer.
In order to address the first sub-question, data must be looked at which helps to indicate what factors motivate a person to continue their employment as a direct care worker at Mid-Michigan Industries. The direct care worker supervisors were asked what they think are some of the reasons someone might want to continue working as a direct care worker. One of the more frequent answers had to do with the direct care workers finding their work rewarding, with five out of eight supervisors indicating this. There was a similar response in regards to the supervisors believing that working with the persons served was another reason direct care workers would continue working in the field. Figure 1.1 shows the top responses of supervisors in regards to why people might want to continue their work in the direct care field.

According to the survey data, 100 percent of the survey population agreed or strongly agreed that they enjoyed working with the persons served, which resulted in a mean of 4.9 and a standard deviation of .36. This does not necessarily imply that those surveyed are staying in the direct care field because they enjoy working with the persons served, but with such a strong
response rate it may indicate that working with the persons served brings the direct care workers enjoyment, which may be a factor in their decision to stay. The details of the survey question are listed in table 1.3.

Table 1.3: Direct Care Worker Survey Data

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I enjoy working with the persons served.</td>
<td>69</td>
<td>12</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4.9</td>
</tr>
</tbody>
</table>

As sub-questions three and four will be mainly addressed by analyzing the existing records data, sub-question four is addressed in this section. Data is looked at and associated with what Mid-Michigan Industries can do to reduce the high turnover rate of direct care workers. In order to properly address this sub-question, it is important that an understanding is developed for what the opinions and perspectives of the direct care workers and supervisors are in regards to why people leave their employment at MMI, as well as what the actual recorded reasons are for people who have left their employment.

According to the survey responses, thirty-five out of eighty-one direct care workers indicated inadequate pay and benefits as the main reason that people leave their employment at Mid-Michigan Industries. Among other reasons that direct care workers believe people left their employment at MMI, twelve people indicated employees being a poor fit for direct care work, thirteen indicated unhappiness with the job, three indicated the employees were only in town for college, and eighteen indicated various other reasons. Table 1.4 lists the various responses to the corresponding survey question.
Table 1.4: Direct Care Worker Survey Data

<table>
<thead>
<tr>
<th>Question</th>
<th>Being a poor fit for direct care work</th>
<th>Inadequate pay and benefits</th>
<th>Unhappiness with the job</th>
<th>They are only in town for college</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. People leave their employment as direct care workers at MMI mostly due to…</td>
<td>(5)</td>
<td>(4)</td>
<td>(3)</td>
<td>(2)</td>
<td>(1)</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>35</td>
<td>13</td>
<td>3</td>
<td>18</td>
</tr>
</tbody>
</table>

The recurring theme of pay being directly linked to the turnover rate of direct care staff at Mid-Michigan Industries kept showing up in the surveys responses. According to the review of related literature in chapter two, low pay is an issue in the direct care industry. The majority of direct care workers at MMI believe that inadequate pay and benefits is a major cause of people leaving their employment. When asked to respond to the statement “I am satisfied with my rate of pay,” thirty out of eighty-one disagreed with the statement, with thirty-four strongly disagreeing with the statement. That is sixty-four out of eighty-one direct care workers that have indicated they are not satisfied with their rate of pay, resulting in a mean of 1.9 and a standard deviation of .97. Table 1.5 shows the rest of the surveyed responses to this statement.

Table 1.5: Direct Care Worker Survey Data

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I am satisfied with my rate of pay.</td>
<td>(5)</td>
<td>(4)</td>
<td>(3)</td>
<td>(2)</td>
<td>(1)</td>
<td>1.9</td>
</tr>
</tbody>
</table>

The supervisors also believe that pay has a lot to do with the turnover of direct care workers at Mid-Michigan Industries. 100 percent of the supervisors interviewed indicated financial reasons in their responses as the number one reason people resigned their employment
as direct care workers. However, when asked what the supervisors believe can be done to reduce the turnover rate of direct care staff at MMI, only five out of eight supervisors mentioned increasing the rate of pay as an option. Table 1.6 lists the other ideas supervisors had in regards to reducing the turnover rate.

<table>
<thead>
<tr>
<th>What do you think can be done to reduce the turnover rate of direct care staff at MMI?</th>
<th># of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increase the rate of pay.</td>
<td>5</td>
</tr>
<tr>
<td>2. Increase staff teamwork.</td>
<td>2</td>
</tr>
<tr>
<td>3. Be more responsive to employees’ request for time off.</td>
<td>1</td>
</tr>
<tr>
<td>4. Rotate recipients with different staff periodically.</td>
<td>1</td>
</tr>
<tr>
<td>5. Increase the lines of communication.</td>
<td>1</td>
</tr>
<tr>
<td>6. Bring in high quality workers through job bidding.</td>
<td>1</td>
</tr>
<tr>
<td>7. Increase the options with benefits.</td>
<td>1</td>
</tr>
<tr>
<td>8. Advocate for more funding from the State of Michigan.</td>
<td>1</td>
</tr>
<tr>
<td>9. Increase the number of hours given to staff.</td>
<td>1</td>
</tr>
<tr>
<td>10. Make contingent and part-time staff into full-time employees.</td>
<td>1</td>
</tr>
<tr>
<td>11. Change the work culture.</td>
<td>1</td>
</tr>
</tbody>
</table>

When asked what they think the number one reason that direct care workers’ employment was terminated at MMI, the supervisors gave more than one response. In those responses, four supervisors indicated recipient rights violations as the primary reason, and three indicated attendance issues. For clarification, a recipient rights violation is when a direct care worker violates the rights of the persons served, as protected by the Michigan Mental Health Code. The supervisors also mentioned disrespect of policy and procedure, a lack of common sense, poor work attitudes, a lack of ambition, poor performance, and dishonesty as reasons people were terminated.

The direct care supervisors were also asked what they believe can be done to reduce the impact the turnover rate has on MMI’s operations in the event that the turnover rate cannot be reduced. The highest frequency response was for the different departments’ direct care workers...
to help fill gaps in other departments’ schedules when there are not enough employees to work all available shifts. Five out of eight supervisors indicated this during their interview. Other ideas included changing working hours, making employees full-time, allow direct care workers and supervisors to get more involved with interviews, increasing the number of part-time staff available, human resources being more pro-active about hiring, more cross-training, and supervisors being willing to work direct care jobs as needed.

The direct care workers were asked to respond to statements regarding if MMI can reduce the turnover rate by addressing issues with pay and benefits, the organization’s work culture, and its hiring process. The responses to these surveyed statements are listed in Table 1.7.

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. MMI can reduce the turnover rate by addressing issues with pay and benefits.</td>
<td>32</td>
<td>37</td>
<td>12</td>
<td>0</td>
<td>0</td>
<td>4.2</td>
</tr>
<tr>
<td>1. MMI can reduce the turnover rate by addressing issues with the organization’s work culture.</td>
<td>26</td>
<td>28</td>
<td>29</td>
<td>8</td>
<td>0</td>
<td>4.3</td>
</tr>
<tr>
<td>1. MMI can reduce the turnover rate by addressing issues with its hiring process.</td>
<td>20</td>
<td>26</td>
<td>28</td>
<td>7</td>
<td>0</td>
<td>3.7</td>
</tr>
</tbody>
</table>
The means of 4.2, 4.3, and 3.7 indicate that the direct care workers are more apt to support the idea that addressing issues in all three areas will reduce turnover, as opposed to them having no impact on turnover. This also supports the idea that direct care workers believe there are numerous areas which need to be addressed in order to help reduce the high turnover rate. Another indication of this is highlighted by the numerous and varied responses collected in regards to the question “How do you think Mid-Michigan Industries can effectively reduce the turnover rate of direct care staff?” Overall, there were twenty-nine different responses by eighty-one total direct care workers surveyed. The most supported way to reduce turnover was to increase the rate of pay, with a total of twenty-two responders indicating this.

The existing records data showed a total of sixty-one people who have either resigned or been terminated from their employment at Mid-Michigan Industries as direct care workers, between the dates of May 24, 2015 through May 24, 2016. Of the sixty-one total employees who are no longer employed at MMI, fifty-three resigned their employment and eight were terminated. There was a total of twelve Connection Coaches, eighteen Job Coaches, and thirty-one Community Living Support Coaches that resigned or were terminated within the data collection range of interest. Thirty-two of those employees were employed in Mt. Pleasant, twenty-five in Stanton, and only four in Clare. Of the sixty-one existing records there were thirty-two that indicated reasons for the employees’ departure. Due to very different circumstances for each employee, there were varying degrees of information available for each employee.

In an attempt to address the fourth sub-question, regarding what Mid-Michigan Industries can do in order to reduce the high turnover rate of direct care staff, the thirty-two records
indicating why staff are no longer employed will be discussed. It is important to understand why people are resigning or being terminated in order to adequately address recurring issues.

In focusing on the reasons why employees were terminated from their jobs at MMI, no call/no shows were the most frequent issue with three out of the eight terminated employees having been let go for this reason. Other reasons listed included contingent staff not working for an extended period of time, issues with professional boundaries, family health needs, and difficulty with paperwork. Table 1.8 lists the various reasons the eight employees were terminated from MMI.

<table>
<thead>
<tr>
<th>Reasons why direct care workers were terminated from their employment at Mid-Michigan Industries from May 24, 2015 through May 24, 2016.</th>
<th># of reasons</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. No call/no shows.</td>
<td>3</td>
</tr>
<tr>
<td>2. Due to contingent staff not working for an extended period of time.</td>
<td>1</td>
</tr>
<tr>
<td>3. Issues with professional boundaries/difficulty with paperwork.</td>
<td>1</td>
</tr>
<tr>
<td>4. Family health needs impacting availability.</td>
<td>1</td>
</tr>
<tr>
<td>5. Reasons not disclosed.</td>
<td>2</td>
</tr>
</tbody>
</table>

Of the fifty-three employees recorded as resigning their employment at Mid-Michigan Industries, twenty-eight of those employees gave no reason for their departure. However, there were a multitude of reasons given for leaving the company. The most frequently stated reason for resigning employment was due to the employee leaving for a higher-paying job, with five records indicating this. A couple of other noteworthy reasons included the employee having to move out of the area and employees false starting, which involves the employee showing up for zero to one days after accepting MMI’s offer of employment. Table 1.9 illustrates the various recorded reasons for employees that have resigned their employment at MMI.
Table 1.9: Existing Records Data

<table>
<thead>
<tr>
<th>Reasons why direct care workers resigned their employment at Mid-Michigan Industries from May 24, 2015 through May 24, 2016.</th>
<th># of reasons</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Accepted a higher-paying job.</td>
<td>5</td>
</tr>
<tr>
<td>2. Moving out of the area.</td>
<td>4</td>
</tr>
<tr>
<td>3. Due to false starts.</td>
<td>4</td>
</tr>
<tr>
<td>4. Accepted a job with full-time hours.</td>
<td>3</td>
</tr>
<tr>
<td>5. Voluntary resignation due to two consecutive absences.</td>
<td>3</td>
</tr>
<tr>
<td>6. Due to family health needs.</td>
<td>2</td>
</tr>
<tr>
<td>7. Due to pursuing an advanced education.</td>
<td>2</td>
</tr>
<tr>
<td>8. Accepted a job with more convenient hours/location.</td>
<td>1</td>
</tr>
<tr>
<td>9. Accepted a job due to upcoming lay-off.</td>
<td>1</td>
</tr>
<tr>
<td>10. Mileage checks were bigger than paychecks.</td>
<td>1</td>
</tr>
<tr>
<td>11. Reasons not disclosed.</td>
<td>28</td>
</tr>
</tbody>
</table>

Due to the large number of employees that did not disclose their reasons for leaving, it is impossible to infer the exact ratios of this data and the overall impact that the data had on the employees’ reasons for departure. The data collected is also based upon the statements of employees and supervisors, which may or may not be accurate. However, it is important that evidence exists of the recorded reasons for people’s departures from MMI. This evidence will help in this study’s efforts to understand why the turnover rate of direct care staff is so high.

The existing records data is also used to properly address sub-questions three and four. Sub-question three has to do with the extent that personal factors are impacting the high turnover rate. Sub-question four is looking for an understanding of the extent to which work-related factors are impacting the high turnover rate. In order to answer these questions, the information gathered about the reasons direct care workers resigned or were terminated was organized into two different categories, personal factors impacting turnover and work-related factors impacting turnover. The criteria used for placing a separation reason into one of these two categories involved whether MMI had more to do with the separation or the employee had more to do with the separation. The data analyzed from the existing records indicated eleven work-related factors...
and twenty-one personal factors, as well as one individual who left due to both personal and work-related factors. This breakdown of the data is visualized in Figure 1.2.

**Data Analysis Summary**

The data was collected and analyzed in order to answer the primary research question, as well as the four sub-questions. This section of the capstone paper will summarize the primary findings of the research, linking the findings to the research questions.

In order to answer sub-question one, data was collected from the Likert-scale surveys distributed to the direct care staff, as well as scripted, open-ended interviews conducted with the direct care worker supervisors. The supervisors’ primary responses on why direct care staff would want to continue working in the direct care field had to do with the work being rewarding and enjoyment of working with the persons served. This idea was supported by the fact that 100 percent of the direct care workers indicated that they enjoyed working with the persons served. These responses by the direct care workers and supervisors may indicate that the work itself is a primary factor in why employees at MMI continue to work in the direct care field.
Sub-question two and three are answered by looking at the actual reasons people are no longer employed as direct care workers at Mid-Michigan Industries. Existing records data was collected from the period May 24, 2015 through May 24, 2016 from exit interviews and supervisory notes in order to see if people are no longer employed at MMI due to personal or work factors. Putting a former direct care worker into one of these categories is determined by whether separation was caused by the employee or MMI. The data analyzed from the existing records indicated eleven work factors and twenty-one personal factors, as well as one individual who left due to both personal and work-related factors. This is evidence that perhaps the employees’ own personal factors are causing more separations than MMI’s work-related factors. Of course, the numbers may be skewed, due to the fact that not all separations are properly documented.

Sub-question four can be answered by looking at the data from the direct care worker surveys, supervisor interviews, and exit interviews/supervisory notations. When asked what the main reason people leave their employment at MMI is, the most frequently stated response indicated inadequate pay and benefits as the primary contributing factor. Also, only seven direct care workers stated that they were satisfied with their rate of pay. In agreement, 100 percent of the supervisors interviewed indicated that financial reasons had to do with people resigning their employment as direct care workers at MMI. Five out of the eight supervisors indicated that increasing the rate of pay would help to reduce the turnover rate of direct care staff. In regards to reasons direct care workers were terminated, four of the supervisors indicated rights violations and three indicated attendance issues as the primary reasons people were fired in their departments. Many direct care workers also believe that the turnover rate may be reduced by addressing issues with pay and benefits, MMI’s work culture, and the hiring process.
The recurring theme that keeps coming up in the direct care workers’ and supervisors’
opinions has to do with pay and benefits offered by MMI, in regards to why people are resigning
their employment and how to reduce the turnover rate. For those being terminated, rights
violations and attendance issues are seen as factors. In order to address these issues, there are
many different opinions, dealing with many different factors, which were indicated as ways to
reduce the turnover rate of direct care staff at MMI. Again, the recurring theme as to what can be
done to reduce turnover is increasing the rate of pay and benefits packages.

The data from the existing records showed that the main reason that people were
terminated at MMI over the last year was because of no call/no shows, which seems to support
the supervisors’ opinions that attendance issues are a factor in termination. However, contrary to
supervisors believing that rights violations are a primary cause of employee termination, not one
of the direct care workers terminated this past year was due to rights violations, as indicated in
the supervisory notes. The number one reason for separation given by direct care workers at
MMI was leaving for a higher paying job, which does create a link between employee and
supervisor popular opinion and the actual cause of separation.
Chapter 5: Summary Conclusions, and Recommendations

Overview

The data was collected and analyzed in order to answer the primary research question: Why is the direct care staff turnover rate so high at Mid-Michigan Industries, and what can be done to help reduce the negative impact the high turnover rate has on the organization’s operations? Data was also collected and analyzed in order to answer four sub-questions:

1. What factors motivate a person to continue their employment as a direct care worker at Mid-Michigan Industries?
2. To what extent are personal factors, such as low work ethic, low job commitment, and problems outside the workplace, impacting the high turnover rate?
3. To what extent are work factors, such as job satisfaction, level of pay, and supervisory/employee relationships, impacting the high turnover rate?
4. What can Mid-Michigan Industries do to reduce the high turnover rate?

This chapter will summarize key findings of the research from chapters two and three, listing all conclusions drawn from the data as relates to answering the research questions. Recommendations will be made to the President of Mid-Michigan Industries, based upon the conclusions drawn. Finally, future research suggestions will be explained, finished off with a definition of terms.

Summary

Understanding what impacts a direct care worker’s job satisfaction will help us to understand what the people who stay in the field enjoy about the job itself. In our review of related literature, it was found that many factors impact job satisfaction in the direct care field, including emotional and physical health, job stressors, on-the-job training, fair compensation,
and the availability of retirement plans, pension plans, and health insurance (Ejaz et al., 2008). However there was other research that found no correlation between compensation packages and job satisfaction (Chou and Robert, 2008). Five out of eight supervisors interviewed at MMI indicated the rewarding nature of the job as a primary reason why people stay working in the direct care field. Five out of eight supervisors also believed that working with the persons served was another factor keeping people in the direct care field. This was supported in our survey, which was distributed to the direct care workers at MMI. 100 percent of those surveyed indicated that they enjoyed working with the persons served. Also, when asked what they most enjoyed about being a direct care worker, fifty-six out of eighty-one people indicated that working with the recipients was the most enjoyable aspect of the job.

In the researcher’s attempts to understand how much of an impact personal as opposed to work-related factors have an impact on the turnover rate of direct care workers at MMI, other literature and existing MMI records were reviewed. The literature review indicated many different personal factors related to the turnover of direct care staff, including difficulty balancing work and personal lives (Ene, 2009). Another finding was that personal characteristics can have a direct impact on an employee’s decision to stay or leave (Porter & Steers, 1973). Work-related factors were also found in the literature review, such as job dissatisfaction (Felce, 1993). Lack of healthcare was also something found within another agency that impacted direct care workers’ decisions to leave (Dill & Cagle, 2010). Upon reviewing the existing records, which included exit interviews and supervisory notations, it became clear that more people have left MMI over the last year because of personal reasons as opposed to work-related reasons. In the existing records eleven people indicated work-related factors for their departure, while twenty-one people indicated personal reasons, with one person indicating both as a factor.
However, the most frequently stated reason for leaving their employment as direct care workers was because they were leaving for a higher-paying job, which is a work-related factor. The most frequently stated personal reason for leaving their employment as direct care workers was due to the staff member moving out of the area.

In order to understand how to reduce the turnover rate of direct care workers at Mid-Michigan Industries, it is first important to know what the cause of the turnover is. Inadequate pay was the recurring theme expressed in the direct care workers’ and supervisors’ opinions. 100 percent of the interviewed supervisors indicated financial reasons as the primary contributing factor for the resignation of direct care workers at MMI. The supervisors also most frequently listed rights violations and attendance issues as the main factors in the termination of employees at MMI. Direct care workers most frequently indicated inadequate pay and benefits as the main reason people leave their employment as direct workers at MMI.

The existing records data showed some correlation with the theme of direct care workers believing inadequate pay and benefits was the most impactful factor of MMI’s high turnover rate. The number one reason people have voluntarily left their employment at MMI from May 24, 2015 through May 24, 2016 was listed as leaving for a higher paying job. However, more people listed personal factors as opposed to work-related factors as the reason for separation. Also, the most frequently listed reason listed for why direct care workers were terminated from MMI was due to no call/no shows. There were no employees fired due to rights violations from May 24, 2015 through May 24, 2016.

The literature review found many different proven methods for reducing the turnover rate of employees. Many of them were based on the idea of addressing the problems directly related to direct care staff, without just throwing money at them (Herman, 1997). One idea involved
implementing a spirit at work program, which has been shown to increase organizational commitment and work satisfaction among employees, while reducing turnover and absenteeism (Kinjerski & Skrypnek, 2008). Another proven method involved recruiting employees with compassion and commitment (Chou, 2012). Another way to help reduce the turnover rate of direct care workers is to build on already present job characteristics, such as the needs of the employees to help others (Brannon et al., 2007).

The most frequently listed way to help reduce the rate of turnover of Mid-Michigan Industries’ direct care staff was listed as increasing the rate of pay, which was stated by the supervisors who were interviewed. The majority of direct care workers indicated that they believe addressing issues with pay and benefits, MMI’s work culture, and the hiring process can help to reduce the high turnover rate of direct care staff at MMI. When asked an open-ended question regarding what the direct care workers believe can effectively reduce the turnover of direct care staff, the highest response was to increase the rate of pay, accounting for twenty-one out of eighty-one responses.

Conclusions

What factors motivate a person to continue their employment as a direct care worker at Mid-Michigan Industries? In order to answer this question, it is important to note that an understanding is needed for what causes job satisfaction in the direct care field. In order to stay in a particular field, a person needs to be satisfied with the various things that work provides them, which helps to supplement their everyday needs. In the literature review it was found that multiple factors can impact job satisfaction, including emotional and physical health, job stressors, on-the-job training, fair compensation, and the availability of retirement plans, pension plans, and health insurance (Ejaz et al., 2008). However, there are various different viewpoints
on what factors actually impact job satisfaction among employees. These factors found in the literature review are generalizable across various different jobs.

In order to answer sub-question one, this study needed information relevant to Mid-Michigan Industries’ turnover problem. Data was looked at from the popular opinion of the direct care staff and supervisors, as collected through surveys and interviews. Based upon popular opinion, the results of this study indicate that working with the persons served and the rewarding nature of direct care work motivates a person to continue their employment as direct care workers at MMI. This conclusion is based upon what was indicated by those employees who are still in the direct care field at MMI.

To what extent are personal factors, such as low work ethic, low job commitment, and problems outside the workplace, impacting the high turnover rate? To what extent are work factors, such as job satisfaction, level of pay, and supervisory/employee relationships, impacting the high turnover rate? Both sub-questions two and three may be answered simultaneously, as the absence of one may indicate the other.

The literature review found a multitude of different personal and work factors which impact turnover. However, in order to properly address which personal and work factors are impacting MMI’s turnover problem, it was important to look at existing records to see the various reasons why people have separated their employment with MMI. Almost two to one, the reasons indicated that people are leaving their employment at MMI due to personal factors. This is significant, as popular opinion of the direct care staff and supervisors seemed to indicate more work-related factors than personal, with many survey and interview responses indicating issues with pay and benefits. Based upon the data available to the study, this is not the case. However, the number one work-related factor impacting separation was listed as the employees leaving for
a higher paying job. The number one personal factor impacting separation was listed as the employees moving out of the area. Based upon popular opinion and the existing records data, personal factors are the primary factor impacting the turnover rate at MMI; however, the frequent responses by the direct care workers and supervisors indicating pay as a factor, and the existence of such evidence in the recorded work-related factors of the existing records, seem to indicate a problem with contentment with pay. This problem also seems to impact turnover to some degree.

What can Mid-Michigan Industries do to reduce the high turnover rate? Answering this question was difficult, as there are many factors indicated which could be impacting the high turnover rate. It is important to understand how much impact the factors have on the turnover rate, in order to properly address the issues. As indicated earlier, financial reasons were overwhelmingly listed as the primary reason causing separation of direct care workers at MMI. This was indicated by both the direct care workers and the supervisors. However, based upon the existing records data, it appears as if there are more personal factors impacting separation, as opposed to work factors, such as low pay impacting turnover. This is not to say that the low rate of pay is not playing a factor in the high turnover rate of MMI. Pay is an issue, which is indicated by people leaving for better paying jobs, which was the most frequently recorded work-related factor impacting employees’ separation.

Many ideas were generated by the literature review, which could possibly help MMI to reduce its high turnover rate. Many of the ideas pushed for an effort to address the problems directly impacting the direct care staff, as opposed to just throwing money at them (Herman, 1997). One idea which may be particularly helpful is to focus human resources on recruiting employees with high levels of compassion and commitment (Chou, 2012).
The opinions of the direct care workers and supervisors primarily mentioned increasing the rate of pay as the best way to reduce turnover. This may help to some degree, as people have indicated that they left due to pay, but there are many more people who have indicated other factors which impacted their decision to leave. By simply addressing the rate of pay, many other factors impacting turnover are not readily being addressed. Also, Mid-Michigan Industries is a not-for-profit organization. The company works off a tight budget, and increasing the rate of pay throughout the entire organization is not feasible. The direct care workers also indicated that by addressing issues with the organization’s work culture and hiring process, the turnover rate can be reduced.

Contrary to popular opinion, there appears to be more of an issue with personal factors impacting separation. Also, it is telling that the top two personal factors impacting separation are the employees moving out of the area and false starts. This indicates more problems with the personnel chosen, as opposed to MMI’s processes. This issue of non-committed and un-driven employees must be addressed. Looking at the hiring processes, implemented by the human resources department, would be a good start to ensuring that quality employees are hired. MMI could also look at different work programs to increase organizational commitment and reduce turnover. By focusing on highlighting the aspects of the job that the employees enjoy MMI could increase job satisfaction and take everybody’s minds off of the pay issue. This could be done by looking at ways to accentuate the work relationships of MMI’s employees and the persons served. By focusing on all of these things, Mid-Michigan Industries could help reduce its high turnover rate of direct care staff.

Why is the direct care staff turnover rate so high at Mid-Michigan Industries, and what can be done to help reduce the negative impact the high turnover rate has on the organization’s
operations? Based upon the answers to the sub-questions, there are various things impacting the high turnover rate of MMI; however, personal factors have been highlighted as the primary contributing factor. Also, there is clearly a discontentedness with the direct care staff in regards to their rate of pay. However, increasing the rate of pay is difficult, as MMI is on a fixed budget. In order to properly reduce the impact the high turnover rate has on MMI’s operations, effort needs to be put into accentuating the aspects of the job that bring employees satisfaction. This may be attained by implementing different work programs to increase organizational commitment and reduce turnover. Also, there may be a need to look into MMI’s hiring practices, as there appears to be a lack of commitment among the staff being brought in.

Recommendations

Based upon the conclusions of this study, this section provides three suggestions for the President of Mid-Michigan Industries, which may help to address some of the factors contributing to the high turnover rate. The implementation of these recommendations may help to ensure the continued effectiveness of MMI’s operations. The recommendations are:

1. Bring back the staff training days.
2. Review and improve the situationals and interview questions used in evaluating people for employment as direct care workers at MMI.
3. Develop and incorporate a personality test for the screening of applicants, which will help identify people who would be a good fit for a job in the direct care field.

Mid-Michigan Industries should bring back staff training days. The staff training days were discontinued because MMI could not justify spending the money to have all of its staff at a company-wide training at the same time. However, it is the researcher’s belief that by bringing back a version of these staff training days, MMI could potentially help to increase organizational
commitment and reduce turnover. By basing the new model of these training days off of a spirit at work program, MMI could accentuate its appreciation for all that the direct care staff do. The new staff training days should focus on the aspects of the job that the direct care workers enjoy, such as the work relationships of the staff and persons served. The staff training days could also be a way for upper management to address any concerns that the direct care staff may have with MMI and its operations.

Mid-Michigan Industries should review and improve the situationals and interview questions used in evaluating people for employment as direct care workers. The situationals and interview questions at Mid-Michigan Industries have not been looked at or evaluated in years. It is important to know that the tools used to evaluate employees for employment as direct care workers are both reliable and valid. The situationals and interviews should be re-evaluated and edited by the human resource department, in order to ensure that proper measures are being used to find committed and reliable staff. If necessary, upon the development of new situationals and interview questions, the screening tools must be tested for both reliability and validity.

Mid-Michigan Industries should develop and incorporate a personality test for the screening of applicants, which will help identify people who would be a good fit for a job in the direct care field. In this research, past literature has indicated that personal characteristics may impact an employee’s decisions to leave or stay with a company (Porter & Steers, 1973). A measure which will evaluate an applicant’s personality, particularly in the areas of compassion and commitment, should be developed in a way that is specifically relevant for the job of direct care worker. Upon developing this new measure, it must then be tested for reliability and validity to ensure that it is a useful tool.
Future Research Suggestions

More research should be conducted in the area of factors impacting the turnover of direct care staff at MMI. This could potentially be accomplished by interviewing those individuals who had separated from MMI over the last year, in order to gain a better understanding for what pushed them to leave. If the response rate is good, this could help to ensure that a proper understanding of what these motivational factors are. As stated in this study, there were a large number of people who left MMI, which did not share what the reasons were. By interviewing these individuals, more data may be collected.
REFERENCES


Appendices

Appendix A  Direct Care Worker Turnover Survey
Appendix B  Scripted Interview Questions
Appendix C  Data Collection Sheet
Appendix D  Adult Consent Form for Face-to-Face Interviews
Appendix E  Survey Cover Letter
Appendix F  Permission to Conduct Study
Appendix A

Direct Care Worker Turnover Survey

Please provide your position title, location, and fill in the circle below your answer selection. Return the completed survey to Bryan Trapp’s box outside of his office. Do not put your name on the survey. Thank you for your participation.

Position Title (Job Coach, Connections Coach, CLS Coach): __________________________
Location (Montcalm, Mt. Pleasant, Clare): __________________________

1. When new direct care workers are hired, they are a good fit for the position.

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<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
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2. New direct care worker hires are given the resources and training needed to succeed.

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3. I am satisfied with the daily tasks associated with my job as a direct care worker.

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<th>Strongly agree</th>
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<th>Disagree</th>
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4. I am satisfied with my rate of pay.

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5. I am satisfied with the benefits packages offered by my employer.

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6. I have a good working relationship with my supervisor.
7. I feel valued by my employer.

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8. I enjoy working with the persons served.

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9. People leave their employment as direct care workers at MMI mostly due to…

- Being a poor fit for direct care work
- Inadequate pay and benefits
- Unhappiness with the job
- They are only in town for college
- Other

Please explain: ________________________________________________________________

_________________________________________________________________________

10. I consider MMI’s turnover rate as being high.

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<th>Strongly agree</th>
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11. MMI can reduce the turnover rate by addressing issues with pay and benefits.

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12. MMI can reduce the turnover rate by addressing issues with the organization’s work culture.
13. **MMI can reduce the turnover rate by addressing issues with its hiring process.**

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14. **What do you most enjoy about being a direct care worker?**

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

15. **What do you think is the number one reason people voluntarily leave their employment as a direct care worker? Please explain.**

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

16. **How do you think Mid-Michigan Industries can effectively reduce the turnover rate of direct care staff?**

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

Appendix B

**Scripted Interview Questions**
1. Do you believe there is an issue with the turnover of direct care workers at MMI?

2. What do you think is the number one reason that people resign their employment as direct care workers at MMI?

3. What do you think is the number one reason that direct care workers’ employment has been terminated at MMI?

4. How often do you think that personal factors, such as problems at home, health issues, and poor work ethic, play a role in the termination or resignation of direct care workers at MMI?

5. How often do you think that work related factors, such as low pay, scheduling conflicts, and unhappiness with job-related tasks, play a role in the termination or resignation of direct care workers at MMI?

6. What do you think are some of the reasons that someone might want to continue their work as a direct care worker?
7. What do you think are some of the reasons that someone might want to establish a lifelong career in the direct care field?

8. What do you think can be done to reduce the turnover rate of direct care staff at MMI?

9. If the turnover rate cannot be reduced, what are some ways that might reduce the impact the turnover rate has on MMI’s operations?

10. Do you believe our hiring process is effective in finding individuals who could be a good fit for a direct care worker position?
Data Collection Sheet

Position Title (Job Coach, Connections Coach, CLS Coach): ___________________
Location (Montcalm, Mt. Pleasant, Clare): _________________________

1. Did the employee resign? _______

2. Was the employee terminated? _______

3. Was the employee laid off? _______

4. If the employee resigned, did they give a reason for their departure? What was it? _______

5. If the employee was terminated, did their supervisor give a reason for the termination?
What was it? ________________________________

6. If the employee was laid off, did their supervisor give a reason for no longer needing the
staff member? What was it? ________________________________
7. The employee no longer works at MMI due to:

Work related reasons ______ Personal reasons ______
Introductory Statement

My name is Bryan Trapp, and I am a Master of Science in Administration graduate student at Central Michigan University. I am conducting research which will help examine the turnover rate of direct care staff at Mid-Michigan Industries. All direct care worker supervisors will be invited to participate in interviews with myself, the researcher. Prior to the interview, I will be available to answer any questions you may have about the research being conducted. The data collected for this study will help the researcher to better understand what impacts the turnover rate of direct care workers at MMI, as well as give some insight into what can be done to reduce the turnover rate.

What is the purpose of this study?

The purpose of this study is to collect data, which will help the researcher to understand the reasons people leave their employment as direct care workers at Mid-Michigan Industries.

What will I do in this study?

For this portion of the study, I am attempting to collect data from direct care worker supervisors, through the use of scripted interviews. You are eligible to participate in the interviews because you directly supervise direct care employees under the job titles of Connections Coach, Job Coach, or Community Living Support Coach. If you decide to participate in this research project, I will go over this consent form and then go through a series of scripted interview questions about the turnover rate of direct care staff.

How long will it take me to do this?
The interview consists of 10 questions, and should only take between 25 and 35 minutes to complete.

**Are there any risks of participating in the study?**

Your responses to the questions in this study will in no way impact your employment at Mid-Michigan Industries. Those participating in the study will remain anonymous, as no data will be collected for use in the study about the supervisor’s name or position. Participation in the study is voluntary, with opting to participate or not, having no impact on your employment at MMI.

**What are the benefits of participating in the study?**

Participation in this study will help the researcher to develop an understanding for what impacts the turnover rate at Mid-Michigan Industries. This data will then be used to offer recommendations to the President of MMI, on how to lower the turnover rate.

**Will anyone know what I do or say in this study (Confidentiality)?**

All interview subjects’ responses will be kept confidential, by ensuring that the interviewee’s responses are not associated with the individual. This will be done by referring to the different interview subjects as participant A, B, C, etc. All interview sheets will be kept in a locked location, without names attached to the sheets, and will be destroyed at the completion of the study. The results of this study will be submitted to two Central Michigan University faculty members, and the President of Mid-Michigan Industries.

**Will I receive any compensation for participation?**

There will be no compensation for participation in this study. Participation is voluntary.

**Is there a different way for me to receive this compensation or the benefits of this study?**

No; there is no compensation associated with participating in this study.

**Who can I contact for information about this study?**

For more information about this study, you may contact the researcher, Bryan Trapp, or the capstone project advisor, Dr. Patricia Kelley, using the following contact information:

-Bryan Trapp, (989) 954-0424, or by e-mail at trapp1bm@cmich.edu
-Dr. Patricia Kelley, by e-mail at kelle1pa@cmich.edu

You are free to refuse to participate in this research project or to withdraw your consent and discontinue participation in the project at any time without penalty or loss of benefits to which you are otherwise entitled. Your participation will not affect your relationship with the institution(s) involved in this research project.
Please note that if you are not satisfied with the manner in which this study is being conducted, you may report (anonymously if you so choose) any complaints to the MSA Program by calling (989) 774-6525, or addressing a letter to the MSA Program, Rowe 222, Central Michigan University, Mt. Pleasant, MI 48859.

My signature below indicates that all my questions have been answered. I agree to participate in the project as described above.

______________________________  __________________
Signature of Subject               Date Signed

A copy of this form has been given to me. _________ Subject’s Initials

______________________________  __________________
Signature of Responsible Investigator Date Signed

Appendix E
Date

Dear Participant:

My name is Bryan Trapp and I am a graduate student at Central Michigan University. For my final project, I am examining the turnover rate of direct care staff at Mid-Michigan Industries. Because you are employed at MMI, under the job title of Job Coach, Connections Coach, or Community Living Support Coach, I am inviting you to participate in this research study by completing the attached survey.

The following questionnaire will require approximately 5-10 minutes to complete. There is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential, please do not include your name. Copies of the project will be provided to my Central Michigan University instructor and to the President of Mid-Michigan Industries. If you choose to participate in this project, please answer all questions as honestly as possible and return the completed questionnaires promptly to Bryan Trapp’s interdepartmental inbox. Participation is strictly voluntary and you may refuse to participate at any time.

Thank you for taking the time to assist me in my educational endeavors. The data collected will provide useful information regarding the turnover rate of direct care staff at Mid-Michigan Industries. Completion and return of the questionnaire will indicate your willingness to participate in this study. If you require additional information or have questions, please contact me at the number listed below.

Please note that if you are not satisfied with the manner in which this study is being conducted, you may report (anonymously if you so choose) any complaints to the MSA Program by calling 989-774-6525 or addressing a letter to the MSA Program, Rowe 222, Central Michigan University, Mt. Pleasant, MI 48859.

Sincerely,

Bryan Trapp
(989)954-0424, or trapp1bm@cmich.edu

Dr. Patricia Kelley
kelle1pa@cmich.edu
To whom it may concern,

I have met with Bryan Trapp and reviewed his request to conduct research at Mid-Michigan Industries, Inc. (MMI). MMI is a private non-profit 501(C)3, Community Rehabilitation Organization providing services in 6 central Michigan counties. MMI’s mission is “Enriching lives through employment, training, and community access.”

I have reviewed Bryan’s research proposal and believe that it could provide useful information to assist MMI with the reduction of turnover in the ranks of our direct care staff. To that end, I have granted him permission to conduct surveys of current staff and utilize past data from termed personnel files. Participation in this project for the staff of MMI is completely voluntary and will remain strictly confidential. I have requested from Bryan a copy of the questionnaire and interview script prior to implementation of the study for my approval.

MMI is happy to assist Bryan in the accomplishment of his educational goals.

Sincerely,

[Signature]

Alan Schilling
President
Mid-Michigan Industries, Inc.