



Turnover intentions: Wishful thinking or realistic preview?

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Outline

- Background on the Federal Employee Viewpoint Survey (FEVS)
- Turnover – What is the Cost?
- Purpose of Current Study
- Predictors of Turnover Intention
- Relationship between Turnover Intention and Turnover Behavior
- Predictors of Turnover Behavior
- Conclusion
- Next Steps





Background on the FEVS

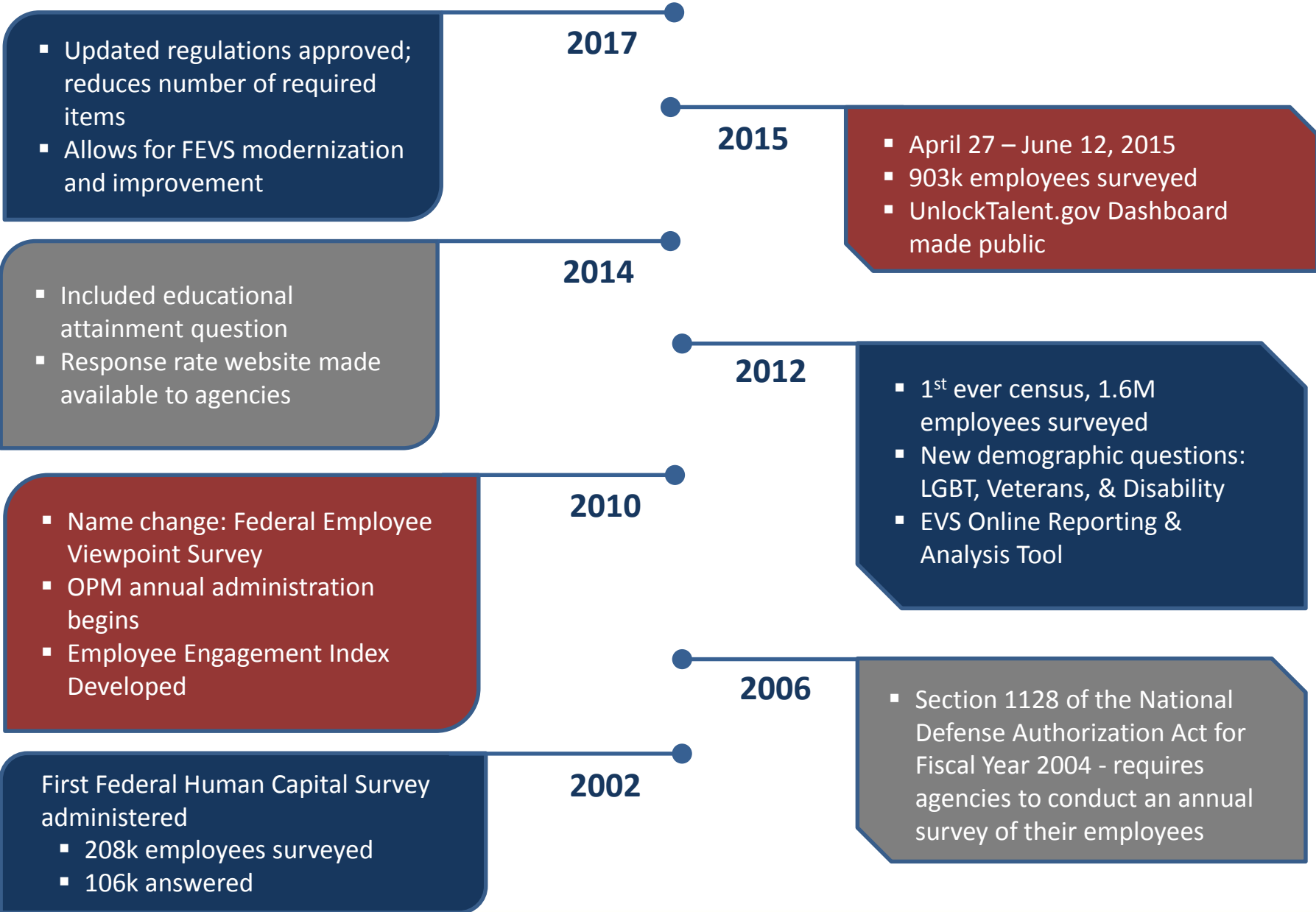
2018

 **Federal Employee Viewpoint Survey**

Empowering Employees. Inspiring Change.



- The Federal Employee Viewpoint Survey (FEVS) is an annual, Web-based survey of permanent, non-seasonal federal employees administered by the U.S. Office of Personnel Management (OPM) required by law (NDAA 2004 & 2012)
- Measures employees' perceptions of agency leadership, work unit, and supervisor as well as work life environment.
- Produces three indices
Employee Engagement Index, Global Satisfaction Index, Inclusion Quotient Index





Turnover – What is the Cost?

- A 2008 SHRM report shows that direct replacement costs can reach as high as 50%-60% of an employee's annual salary.
- Total costs associated with turnover can range from 90% to 200% of an employee's annual salary

<https://www.shrm.org/hr-today/trends-and-forecasting/special-reviews/Documents/Retaining-Talent.pdf>





Turnover – What is the Cost?

- Institutional Knowledge
- Lost Engagement
- Decreased Productivity





Purpose of Current Study



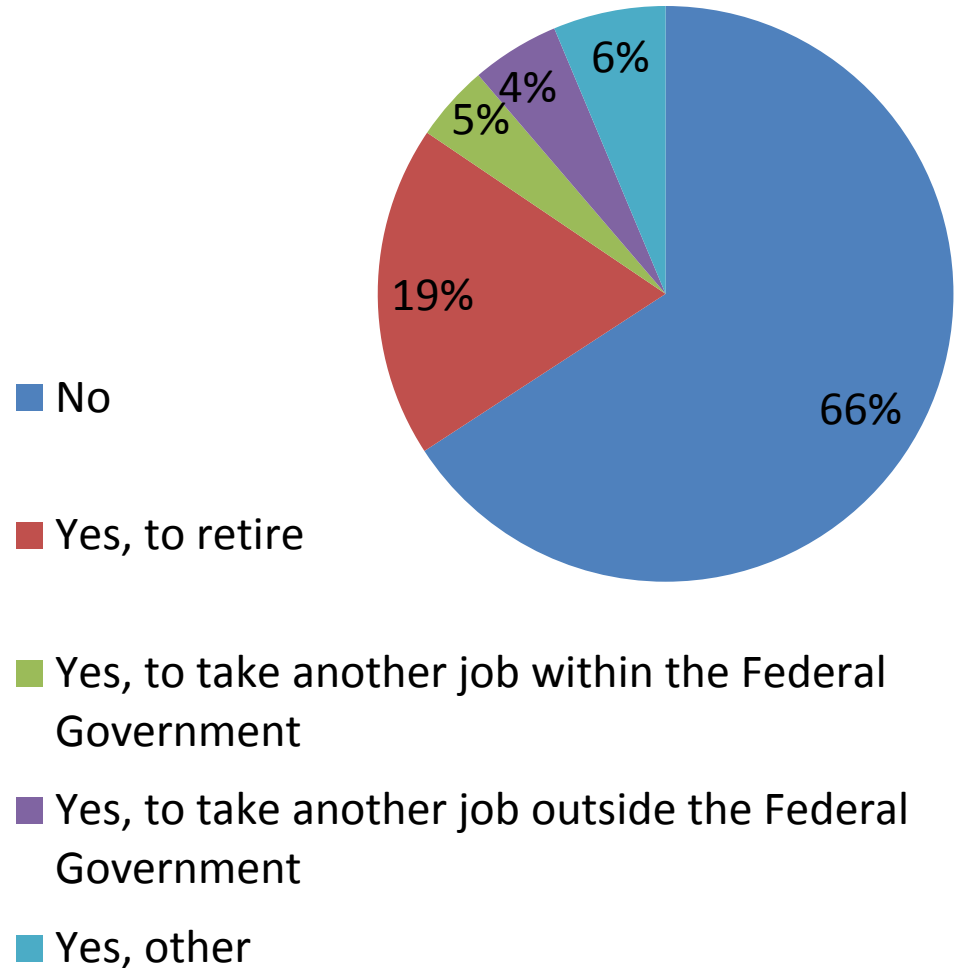
- Relationship between Turnover Intentions and Turnover Behavior in the Federal Workforce
- Predictors of Turnover Intentions and Turnover Behavior



FEVS 2014: Turnover Intentions

FEVS Item 94:

Are you considering leaving your organization within the next year, and if so, why?

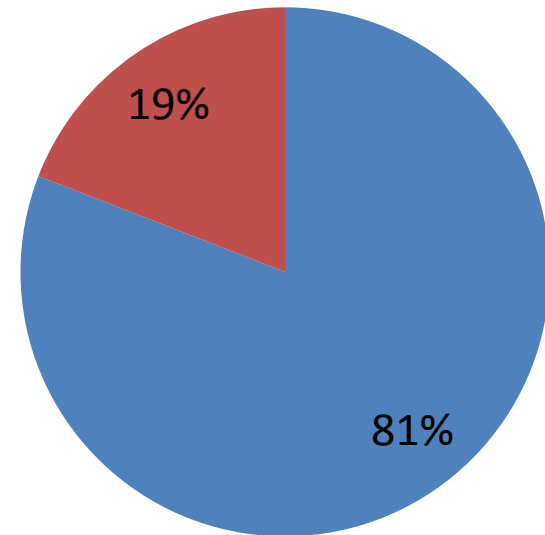




FEVS 2014: Dichotomized Turnover Intentions (excluding Intention to Retire)

- **FEVS Item 94:**

Are you considering leaving your organization within the next year, and if so, why?



■ No ■ Yes

Predictors of Turnover Intentions

- **Engagement**

(e.g. Schaufeli & Bakker, 2004; Shuck, Reio, & Rocco, 2011)

- **Satisfaction**

(e.g. Griffeth, Hom, & Gaertner, 2000; Lambert, Hogan, & Barton, 2001)





Measuring Engagement on the FEVS: Employee Engagement Index

15 items composed of 3 sub-indices:

– **Leaders Lead** (5 items)

- “I have a high level of respect for my organization’s senior leaders”

– **Supervisors** (5 items)

- “Supervisors in my work unit support employee development”

– **Intrinsic Work Motivation** (5 items)

- “My work gives me a feeling of personal accomplishment”



Measuring Satisfaction on the FEVS: Global Satisfaction

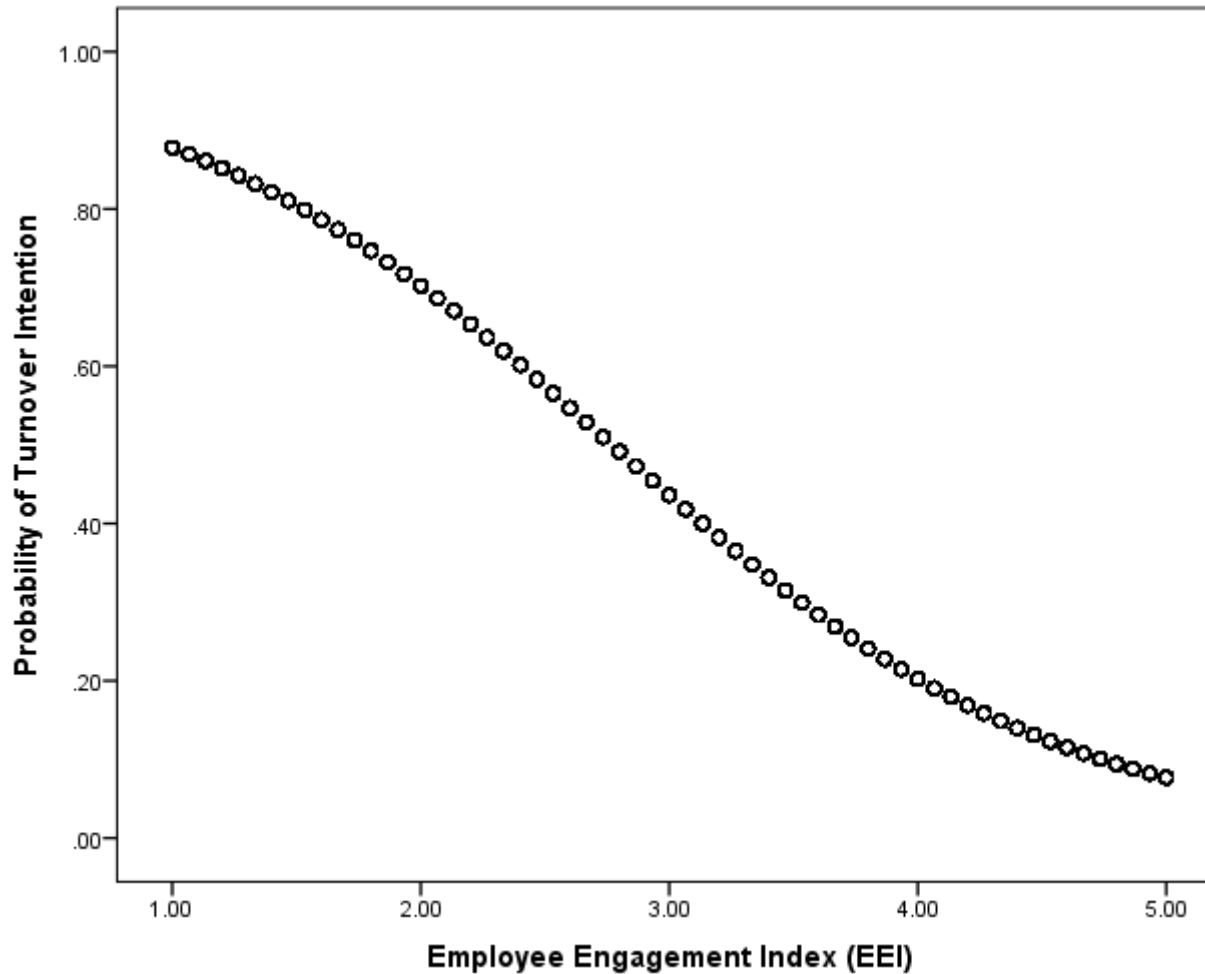
4 Items:

- Job Satisfaction
- Organizational Satisfaction
- Pay Satisfaction
- Recommend Organization



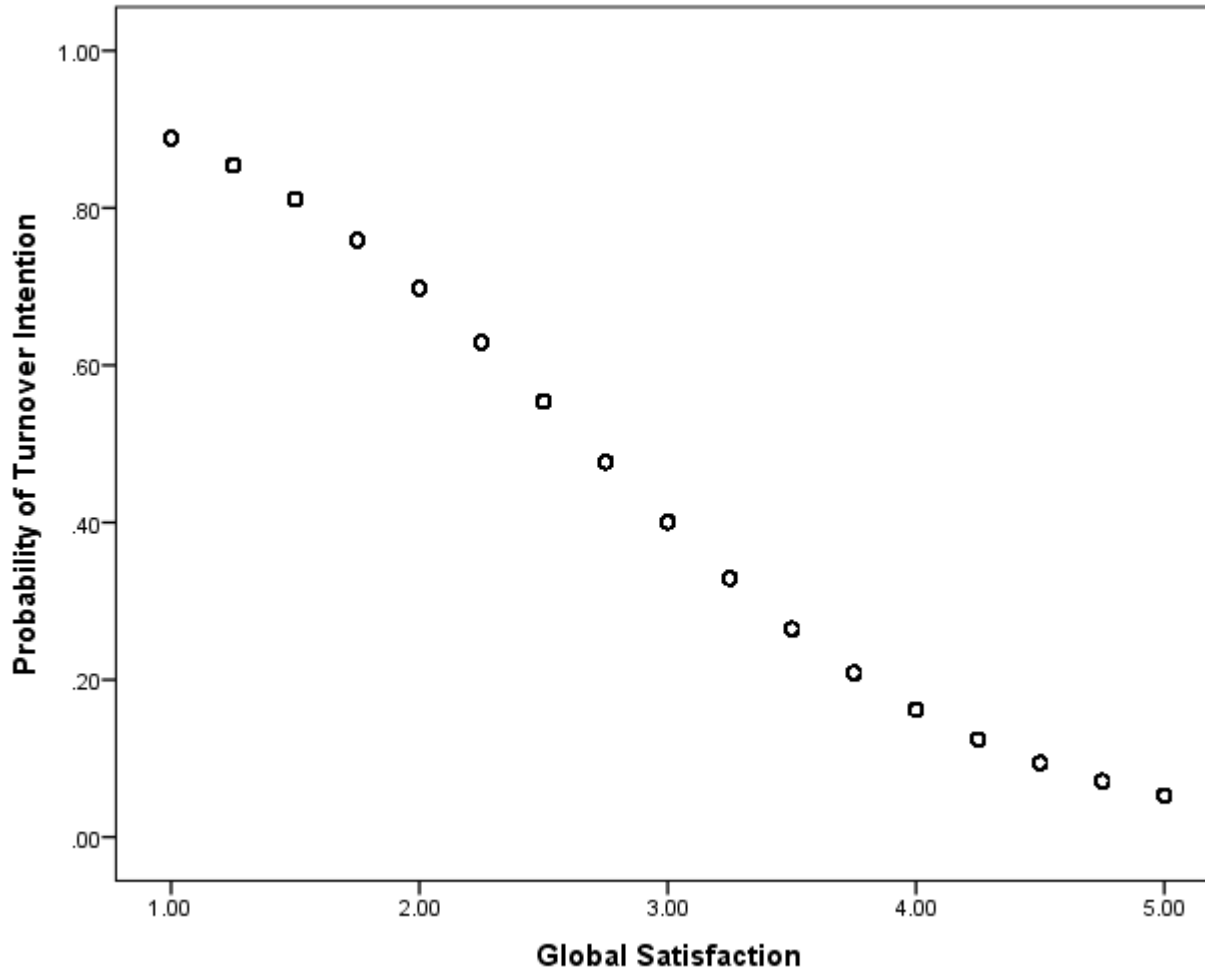


Predictors of Turnover Intention: Engagement





Predictors of Turnover Intention: Satisfaction





Relationship Between Turnover Intention and Turnover Behavior

- Correlations between .31 to .52 (Dalton, Johnson, & Daily, 1999)

vs.

- Statistically insignificant relationship (Cohen, Blake, & Goodman 2015)



Literature Review



Enterprise Human Resources Integration (EHRI)

- Database maintained by OPM
- Repository of Personnel Data across Government
- Data pulled from June 2014 to June 2015





Relationship Between Turnover Intention and Turnover Behavior

	STATISTIC	DID NOT QUIT OR TRANSFER (EHRI)	QUIT OR TRANSFERRED (EHRI)	TOTAL
DID NOT INTEND TO QUIT OR TRANSFER (FEVS)	Count	205,690	35,775	241,465
	Percentage	85.20%	14.80%	
INTENDED TO QUIT OR TRANSFER (FEVS)	Count	87,041	15,222	102,263
	Percentage	85.10%	14.90%	



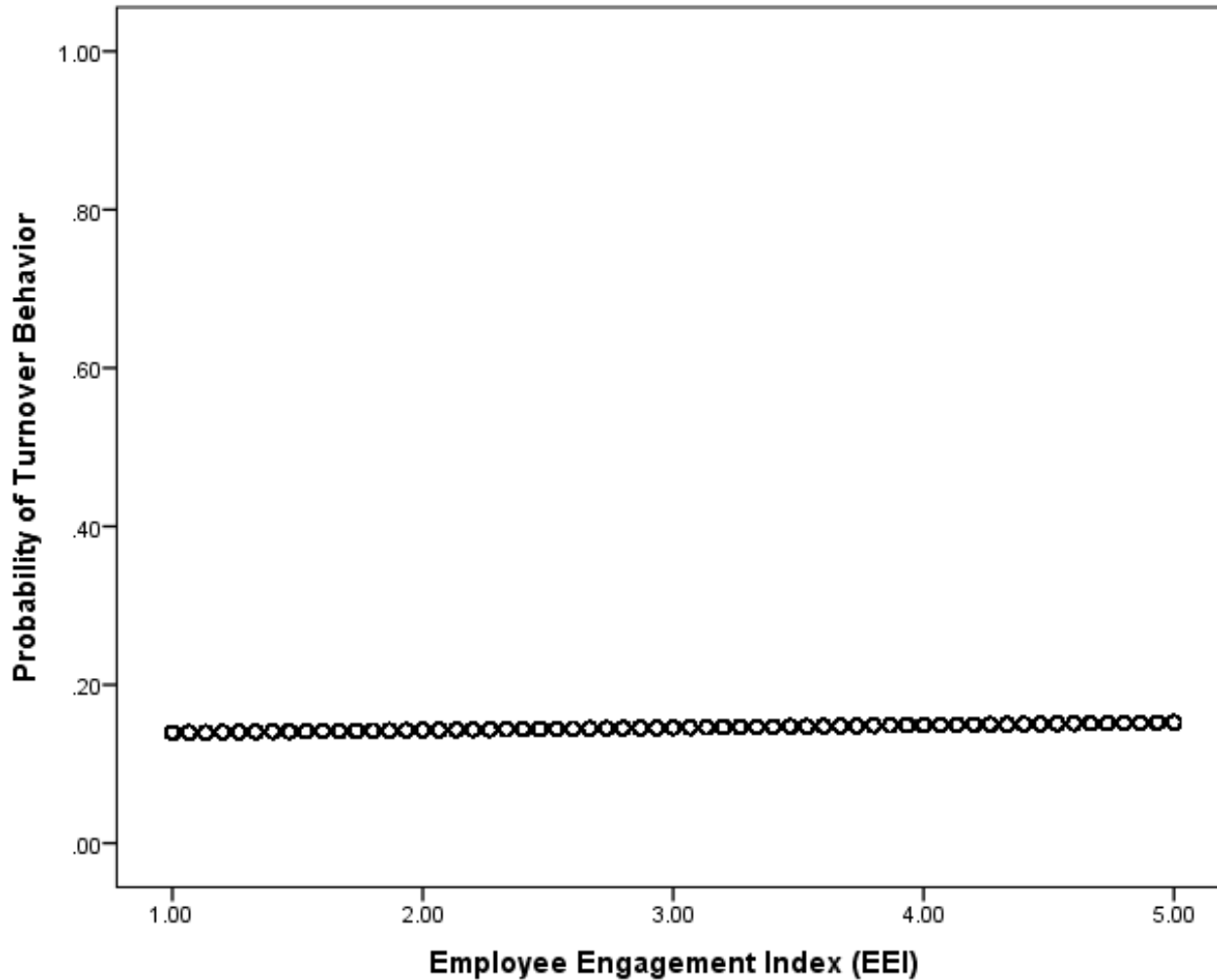
Relationship Between Turnover Intention and Turnover Behavior: Sub-group Analysis

- Gender
- Supervisory Status
- Education
- Agency Tenure



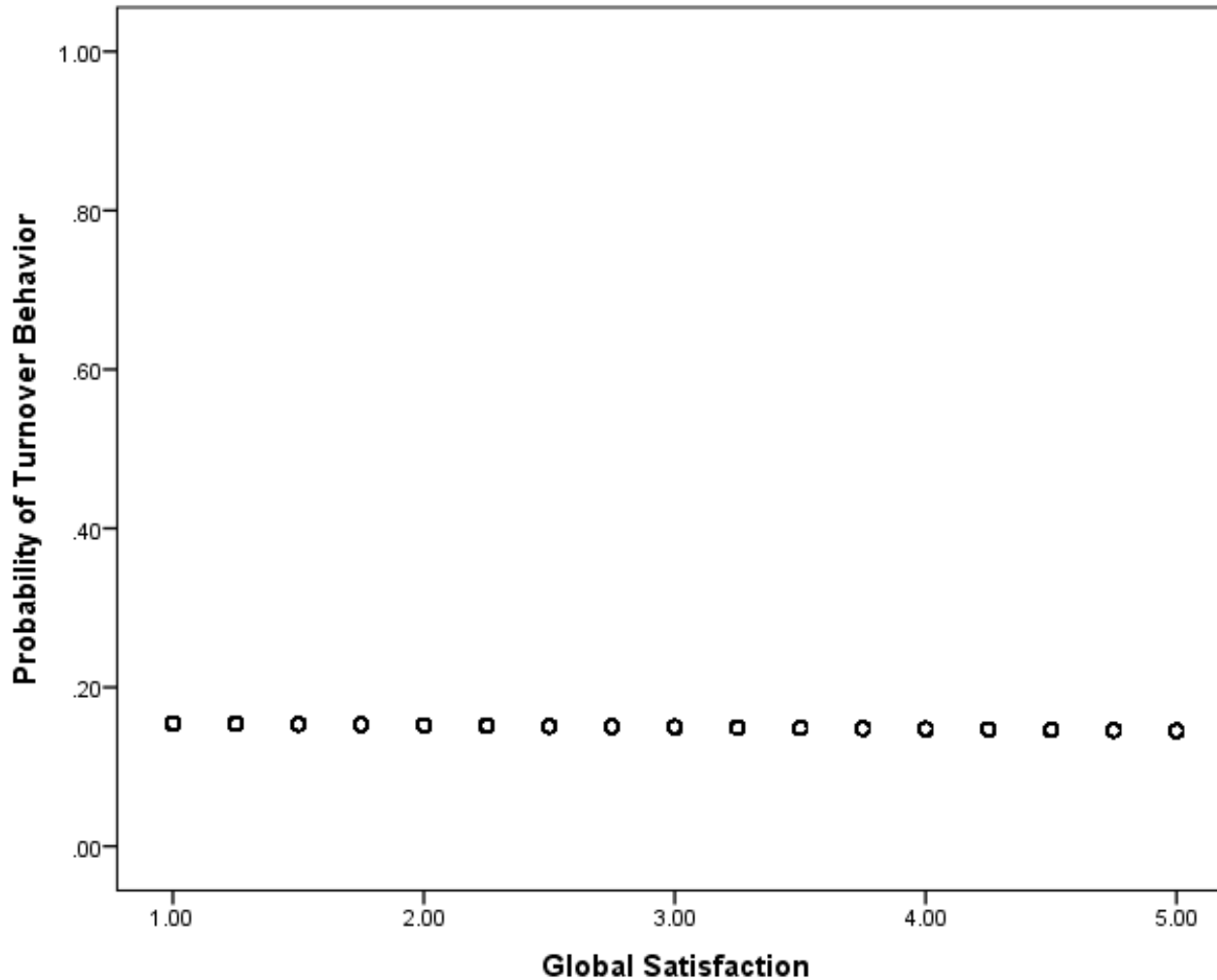


Predictors of Turnover *Behavior*: Engagement





Predictors of Turnover *Behavior*: Satisfaction





Findings

- Insignificant relationship between Turnover Intention and Behavior
- Predictors of Turnover Intention do NOT significantly predict Turnover Behavior in a sample of Federal employees

CONCLUSION



Next Steps

1. Improving the Turnover Intention Item on the FEVS

2018 FEVS Experimental Item: What is the primary factor that has led you to consider leaving your current position?



Next Steps

2. Developing a full model of Turnover Behavior





References

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Questions and Answers

