



Management Practices, Burnout,
and Turnover Intentions: Comparing
Counselors Across Treatment Settings

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Background

- Burnout and Turnover a Significant Problem Among Counselors Employed in Private Substance Abuse Treatment Programs
- Counselor Turnover Rate = 19%, National Average all Occupations = 12% (Johnson et al., 2003)
- Burnout Score Significantly Higher than Other Human Service Occupations (Johnson, 2000)



Explanations in Private Centers

- Burnout
 - Difficult Clients, High Relapse Rates
 - Lack of Autonomy (Johnson, 2000)
- Turnover Intention
 - Salary
 - Lack of Autonomy
 - Lack of Commitment (Knudsen et al., 2003)
- Actual Turnover
 - For Profit Organization
 - Larger Program Capacity
 - More Female Counselors
 - More Minority Counselors (McNulty et al, Unpub.)



Private Centers vs. Public Centers and Therapeutic Communities (TCs)

- Private Centers
 - Higher % with primary alcoholism diagnosis
 - More likely to use pharmaceuticals (Naltrexone, etc.)
 - Higher % counselors with Master's degree
 - Higher Average Salaries
- Public Centers and TCs
 - Higher % relapsers and CJ referrals
 - Higher % minorities
 - Higher % with primary cocaine diagnosis
 - Higher % minority counselors



Research Questions

- How do Burnout Levels and Turnover Rates in Publicly Funded Centers and TCs Compare to Private Centers?
- Are Models Predicting Burnout and Turnover Intention in Private Centers Applicable to Public Centers and TCs?



Sample

- National Treatment Center Study
- Nationally representative samples of Privately and Publicly-funded traditional treatment programs
- Nationally representative sample of Therapeutic Communities.
- Data collection - Onsite with Program Administrators, counselor data via mail questionnaire
- Counselor sample size: (Private - , Public - , TC -)
- Counselor response rates: (Private - , Public - , TC -)

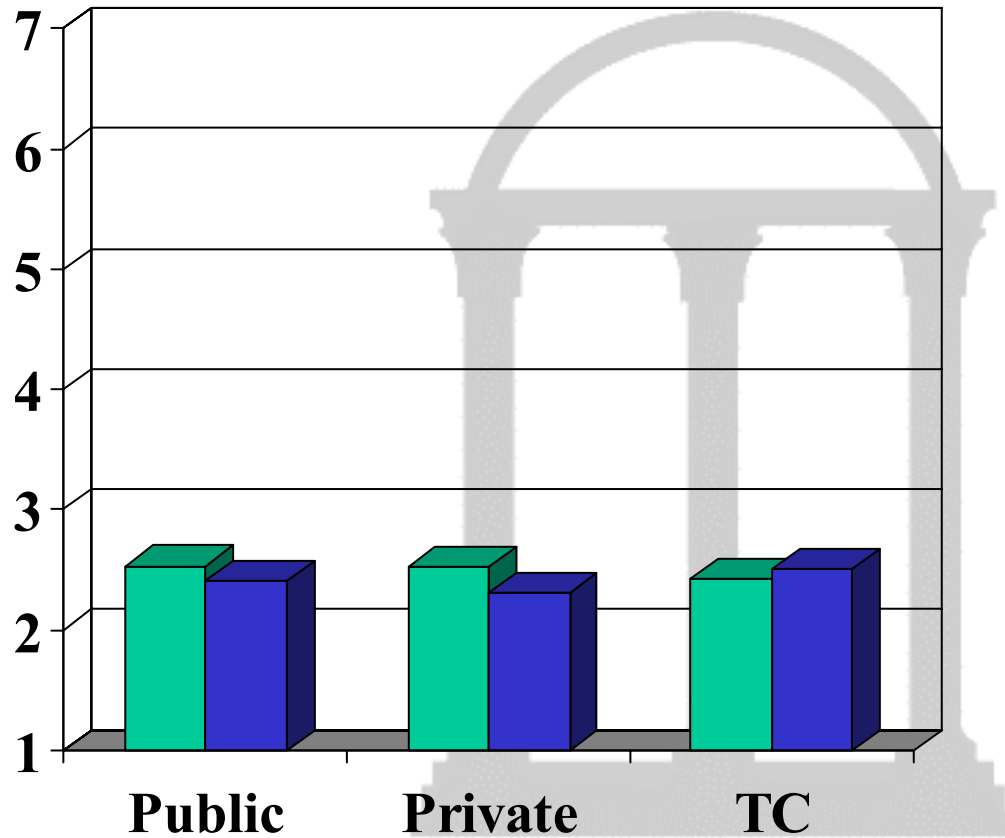


Analytic Methods

- Comparison of Burnout Levels and Turnover Rates
 - Burnout Levels - Maslach Burnout Inventory
 - Turnover Rate - # Leaving Past Year/Total Counselors
 - One-way ANOVA
- Models Predicting Turnover Intentions
 - Structural Equation Models - MPlus



Comparing Burnout and Intent to Quit

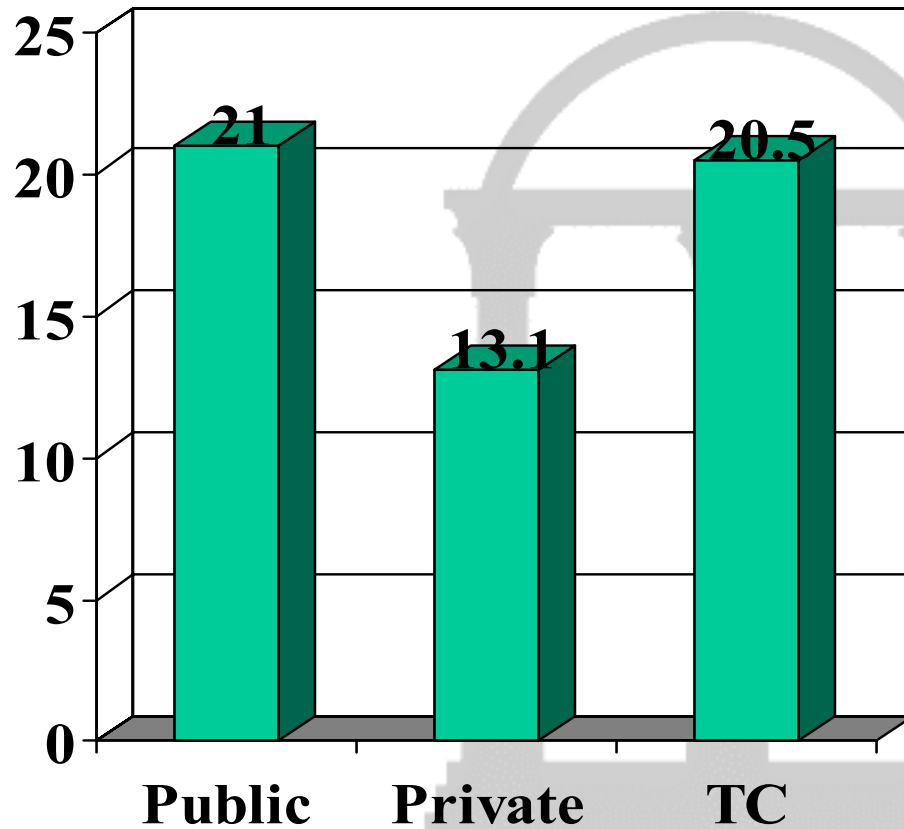


No significant difference in burnout levels or intent to quit across three types of programs



Burnout **ITQ**

Comparing Voluntary Turnover



- Public centers and TCs have significantly higher turnover than private centers ($p < .001$)



■ % Turnover

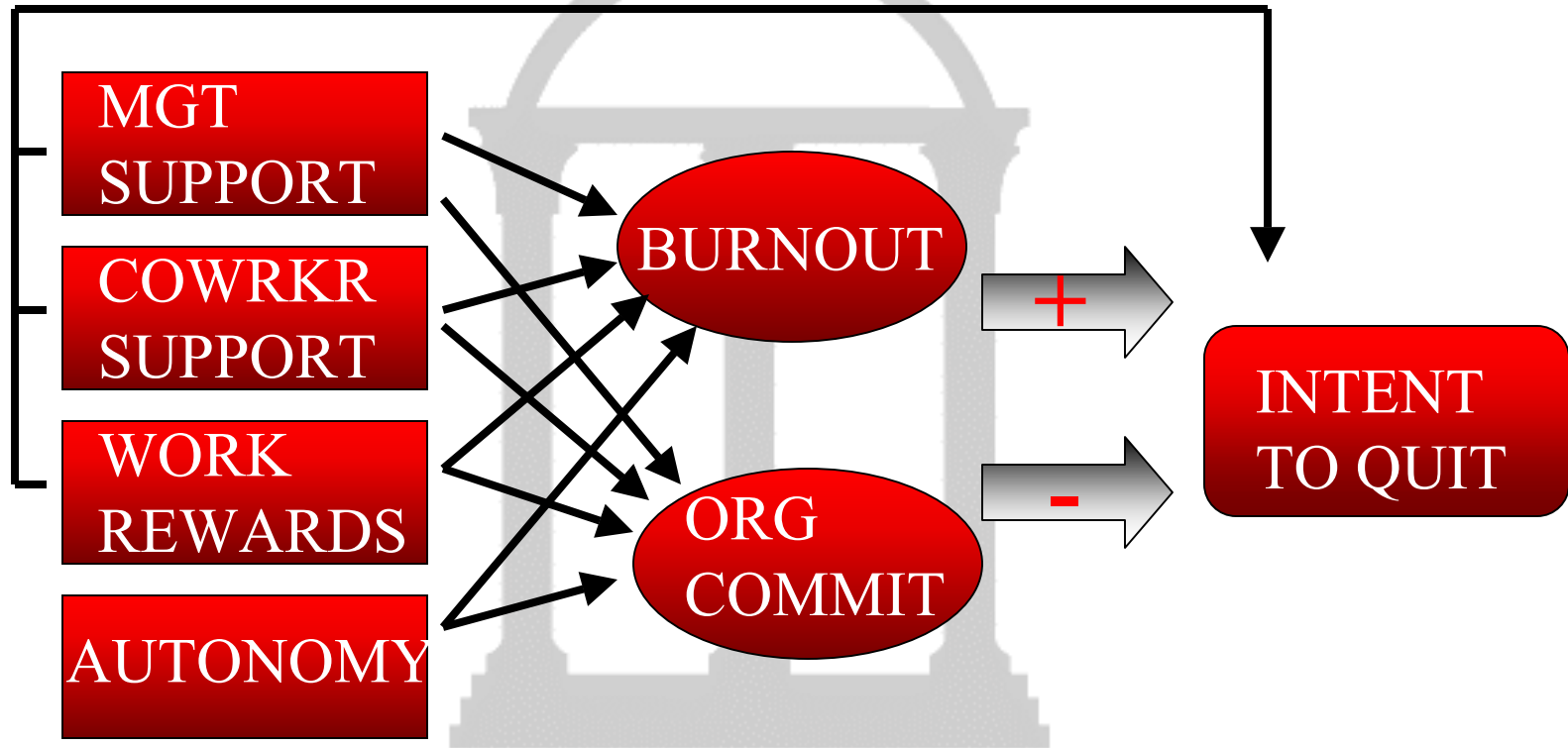
Descriptives

	Public	Private	TC
% Female	61.0	59.2	61.2
Age	45.0	46.5	43.9
% White	65.8 ^{a,b}	83.8 ^c	52.4
% Af. Am.	20.7 ^{a,b}	9.4 ^c	30.2
% Masters+	38.6 ^{a,b}	43.4 ^c	25.3
Tenure (yrs)	4.9 ^{a,b}	5.6 ^c	4.1
# Clients	22.2 ^{a,b}	16.4	14.0
% Recovery	51.1 ^b	55.4	58.9
% Certified	54.0 ^a	61.2 ^c	51.0
% \$35,000+	23.3 ^{a,b}	45.1 ^c	13.8

a = Public/Private sig. different; b = Public/ TC sig. different; c = Private/ TC sig. different



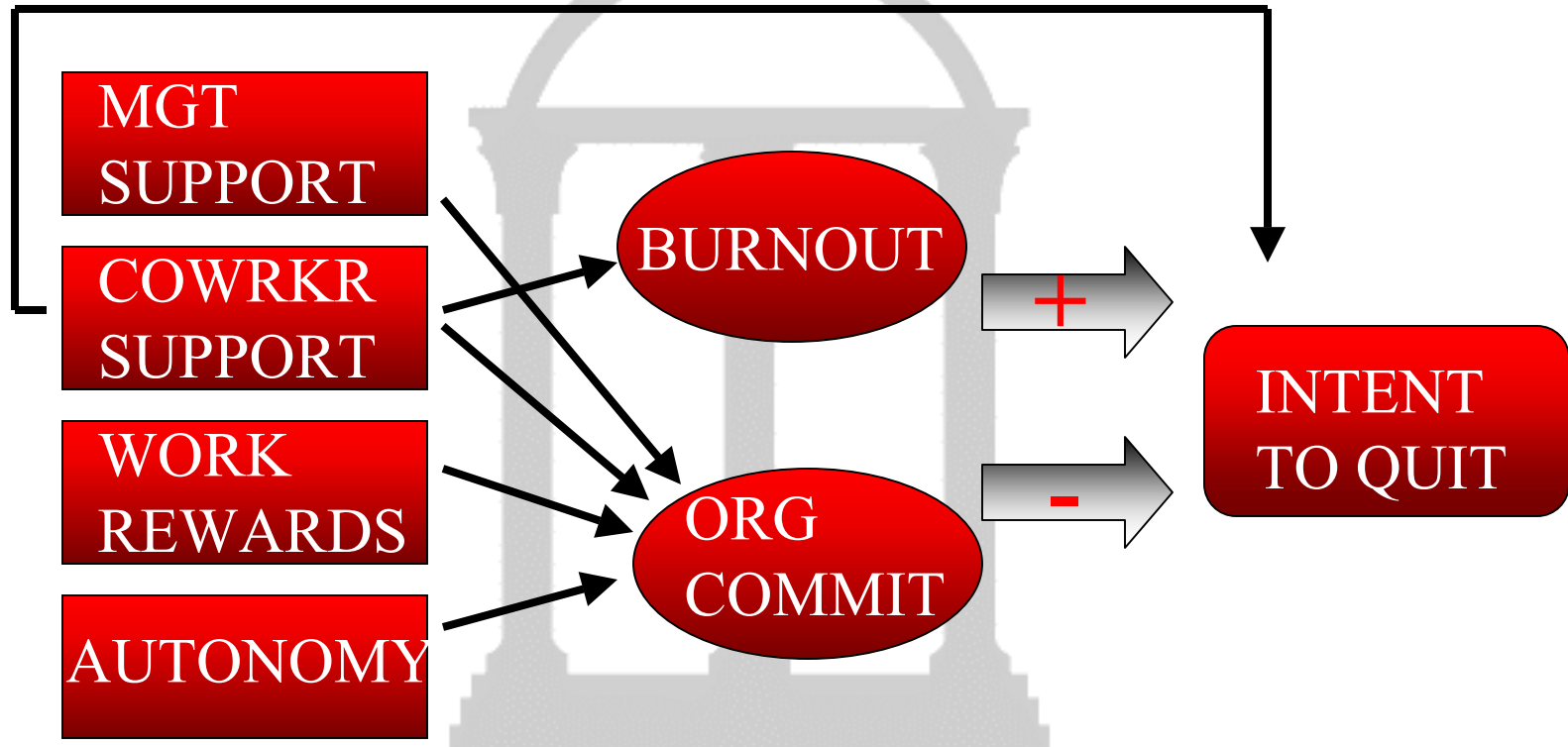
Public Model



Independent variables have – effect on burnout, + effect on org. commitment



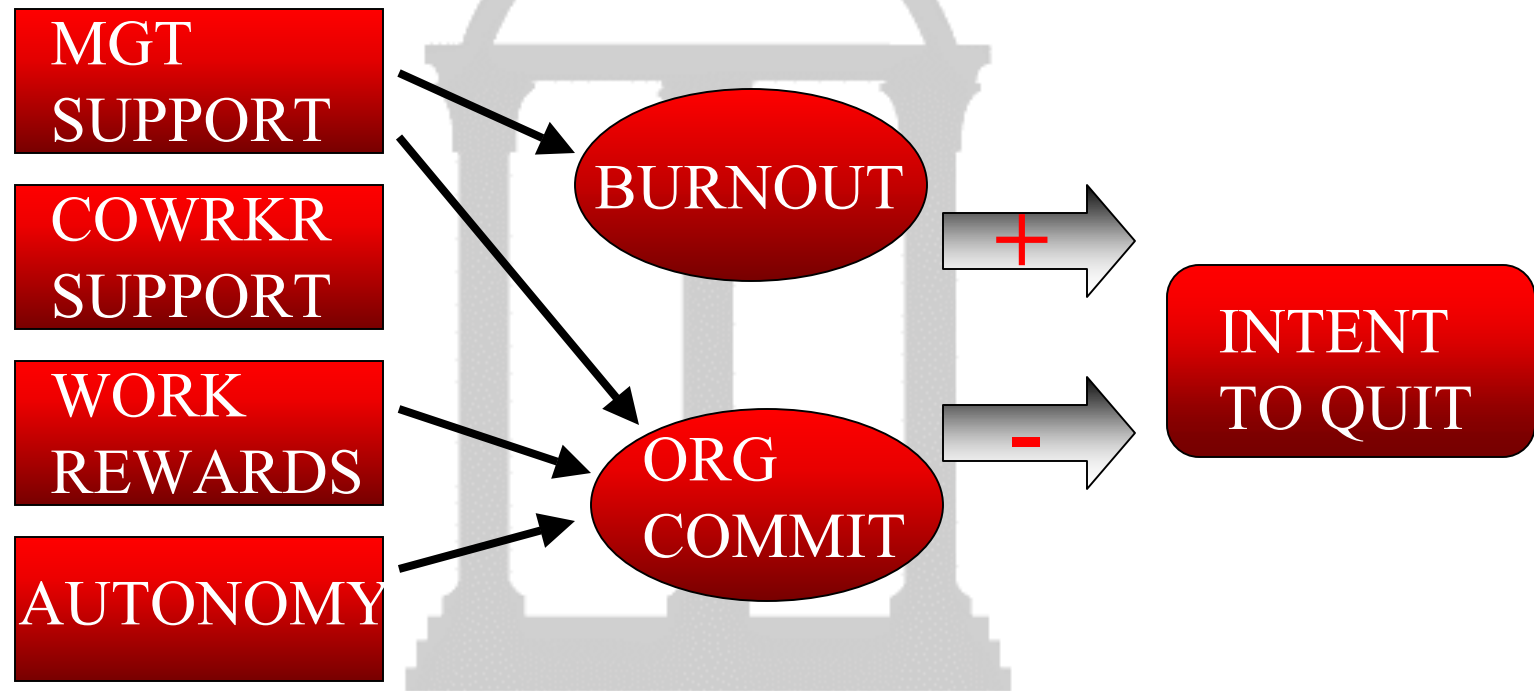
Private Model



Independent variables have – effect on burnout, + effect on org. commitment



TC Model



Independent variables have – effect on burnout, + effect on org. commitment



Notes and Limitations

- All models control for counselor demographics including: Age, Race, Gender, Education, Certification, Recovery Status, Salary, Work Hours, Tenure, and Size of Caseload
- Sample Size: Public = 981, Private = 588, TC = 196
- Smaller sample sizes in private and TC models could impact results. Models might be more similar with larger samples.



Conclusions

- Significantly higher turnover among Public Centers and TCs compared to Private Centers
- Demographically, there are a number of important differences across types of counselors that may explain different turnover rates
- Results from all models consistently indicate that Burnout has significant positive impact on Intent to Quit while Organizational Commitment serves as a protective factor
- Both coworker and mgt support are important in reducing burnout and increasing commitment in public model.
- Coworker support appears more important in private model while Mgt support is more important in TC model.