Retaining Counseling Staff at Substance Abuse Treatment Centers: Effects of Management Practices
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*Journal of Substance Abuse Treatment, 2003; 24:129-135*

Given the turbulence created by the emergence of managed care, staff retention has become a critical issue for the management of substance abuse treatment centers. Using data from 1107 counselors employed at privately funded substance abuse treatment centers, this study examines the relationships between management practices, organizational commitment, and turnover intention among substance abuse treatment counselors. The data demonstrate the importance of management practices in reducing counselors’ intentions to quit: (a) job autonomy has a direct, negative effect on turnover intention; (b) the provision of performance-related rewards has an indirect effect on turnover intention, namely through enhancing organizational commitment; and (c) management’s support for creativity also had an indirect effect on turnover intention via organizational commitment. Treatment center administrators may improve staff retention by paying systematic attention to these factors that enhance organizational commitment and reduce counselors’ intentions to quit.