



Counselor turnover in substance abuse treatment centers: An organizational analysis

T.L. McNulty, C.B. Oser, J.A. Johnson, H.K. Knudsen & P.M. Roman
Sociological Inquiry, 2007; 77:166-193

This article draws on institutional and ecological perspectives on work and organizations to develop a workplace level model of variation in voluntary counselor turnover rates across privately funded substance abuse treatment centers in the United States. Results show that participatory management structures reduce turnover rates principally by promoting organizational commitment. The analysis also tests hypotheses regarding the effects on turnover rates of other relevant theoretic domains of treatment center structure and organization. We discuss theoretical implications of the findings and suggest directions for future research.