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Should I stay or Should I go?: A comparison study of intention to leave
among public child welfare systems with high and low turnover rates

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Abstract

This comparison study analyzes the commonalties, similarities, and differences on supervisory and organizational factors between a group of high turnover systems and a group of low turnover systems. Significant differences on organizational factors, but not on supervisory factors, emerged from the statistical analysis. Additionally, this study found that low turnover is not necessarily predictive of a healthy organizational environment. Implications for turnover reduction and prevention are provided in conclusion.

KEYWORDS: Child welfare; workforce turnover; organizational and systems change

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Introduction

Child welfare caseworkers oversee the provision of services that aim to ensure safety, achieve permanency for children, and strengthen families. Recently, nationwide attention has been drawn to child welfare agencies as they are experiencing a severe workforce crisis (Annie E. Casey Foundation, 2003; Drake & Yadama, 1996; US General Accounting Office, 2003). Staff turnover rates are estimated to be between 23% and 60% (Drake & Yadama, 1996). Nationwide, the average length of employment is less than two years (US General Accounting Office, 2003), which has also been suggested as the number of years necessary to develop the skills and knowledge to work independently and effectively in the field of child welfare (Louisiana Job Task Force, 2000). In other words, after significant investments in training and organizational induction, a substantial number of new workers leave during the first two years. When they leave, two kinds of costs result: (1) Economic costs associated with training and orientation programs; and (2) Social costs, or costs to human capital, associated with the destabilization of the workforce and, in turn, the destabilization of worker-client relationships. In response to the rising economic and social costs, there is a need for effective strategies and models that reduce and prevent turnover, increase retention, and, overall, enhance the quality, stability, and professionalization of the public child welfare workforce. The study reported here responds to this need by identifying specific organizational practices that influence intention to leave, and tend to be present in low turnover systems while lacking in high turnover systems.

Literature Review

Workforce retention in child welfare has been a chronic problem for over four decades, as evidenced by a 1960 report from the Children's Bureau calling for the states to address their recruitment and retention challenges. The job of caseworker is laden with disincentives that may hinder effective practice; high caseload size, stress, little financial reward, lack of support, and rigid regulations are just a few examples (Alwon & Reitz, 2000). In some states with above average rates of turnover, caseloads have been reported as high as 100 cases per worker (Cyphers, 2001), which is four times the CWLA standards for recommended caseload size. Although this may be an extreme situation, it does not seem unreasonable to question the quality of service delivery in systems where caseloads are high and caseworker turnover is rampant. Additionally, child welfare agencies must hire and train new workers to take the place of more experienced resignees (Fox, Miller & Barbee, 2003), resulting in both a fiscal cost to the agencies, as well as an emotional cost to the children in care who are in need of a consistent relationship with a caring adult (Flower, McDonald, & Sumski, 2005).

New research advocating a deeper understanding of issues regarding workforce retention in child welfare is emerging in the field of social work (Briar-Lawson & Zlotnik, 2003). A recent study by the U.S. Government Accounting Office (GAO) (2003) on child welfare workforce recruitment and retention recommended that the Secretary of Health and Human Services (HHS) financially and technically assist child welfare agencies in addressing their recruitment and retention challenges. Other studies converged with the GAO report, resulting in a rise of child welfare workforce issues to the top of the research agenda in states and federal agencies across the nation (A. Ellett, Ellett, & Rugutt, 2003; New York State Office of Children and Family Services, 2003).

There is preventable turnover and turnover that can't be prevented, such as retirement. American Public Human Services Association (APHSA) defined preventable turnover as, "Workers who leave the agency for reasons other than retirement, death, marriage/parenting, returning to school, or spousal job move (p. 4)." In a study of 43 states, conducted by APHSA (2001), the average preventable turnover rate of CPS workers was 67%. The two-thirds of turnover that is preventable must continue to be probed in order to extract deeper wisdom of the etiology of turnover and build a foundation for turnover prevention efforts. The following study begins to lay this groundwork.

Purpose and Hypotheses

The purpose of this study is to investigate the differences in organizational and supervisory factors between high turnover public child welfare systems and low turnover public child welfare systems. The main research question of the comparison study asked whether respondents in high turnover systems (HTS) have differing levels of satisfaction with organizational and supervisory practices than do their counterparts in low turnover systems (LTS). Three specific hypotheses guided the data analysis: (1) Participant satisfaction with all 6 organizational factors will be significantly higher in low turnover systems than in high turnover systems, (2) Participant satisfaction with both supervisory factors will be significantly higher in low turnover systems than in high turnover systems and (3) It is hypothesized that caseworkers employed in systems with chronic turnover or unhealthy organizational functioning will identify different influences on intention to leave than those employed in low turnover systems. In other words, we hypothesized that there is an organizational influence on intention to leave that has not been accounted for in previous studies. The ultimate goal of the research is to identify specific organizational and supervisory practices used in low turnover systems that could be transferred to high turnover

systems in order to reduce turnover. The study contributes to existing workforce literature by providing an exploration of organizational-level effects on intention to leave. Responses of workers and supervisors in low turnover systems will be compared to responses of participants in high turnover systems on organizational and supervisory factors known to influence intention to leave. In addition, the results will provide a map of possible solutions that leaders of child welfare systems can draw upon to create positive organizational change in the future.

Background

The findings presented here are from Phase 4 of a five phase research study that began in 2001 when twelve district commissioners representing child welfare agencies in one state with turnover exceeding 25% met to discuss the related challenges and explore solutions. The commissioners identified the need for more knowledge and understanding. They recommended a survey of the caseworkers and front line supervisors in their counties in order to discover why they leave and what it will take to encourage more to stay. This workforce retention survey became phase 1 of a turnover and retention research agenda.

With the support and participation of the state child welfare agency, a team of researchers agreed to conduct this survey. The team quickly adopted a participatory research design that made commissioners and state agency leaders full partners in the research. In fact, the commissioners have initiated the addition of each phase of research upon conclusion of the previous. For instance, upon completion of the phase 1 HTS survey, commissioners wanted more information. At their request and with their full participation, the team completed phase 2: hour long, in-person interviews with caseworkers and supervisors at each agency. The interviews consisted of a series of questions and resulted in in-depth qualitative responses from workers and supervisors in the original 12 systems. The first two phases of the study, together with site visits

to share the findings, provided much-needed knowledge and understanding about preventable, undesirable turnover as well as strategies needed to improve retention, workforce development, and performance. Even so, several important questions remained, leading to phases 3 and 4.

Realizing that it was difficult to interpret the findings from the phase 1 survey without a comparison group, the commissioners from the high turnover counties asked that the research team survey workers and supervisors in low turnover counties. They were especially interested in organizational and supervisory factors and strategies that they could adopt to decrease turnover.

The survey of LTS occurred as phase 3 of the research plan. The research team, in partnership with OCFS, selected 12 comparable systems with turnover rates of 17% or less in 2001. The comparison demographics included population size and median income. Phase 4, presented here, compares the results from the Phase 3 LTS survey and Phase 1 HTS survey.

Instrument Development and Definition of Variables

The Child Welfare Workforce Retention Survey was the instrument used for this study. The instrument was designed collaboratively by the research team and the district commissioners in an attempt to measure job satisfaction, supervisor support and satisfaction, workload, time use, job commitment, tenure on job, satisfaction with organizational practices and perceptions about retention and turnover. Many items in the survey were adapted from other child welfare studies (Dickinson & Perry, 2002; Scannapieco & Connell, 2003). A review of the literature identified two main dimensions of turnover. One encompassed organizational factors and the other supervisory factors (Dickinson & Perry, 2002; Mor Barak, Nissly, & Levin, 2001; Scannapieco & Connell, 2003). A factor analysis confirmed the presence of six factors comprising the organizational dimension and two that comprised the supervisory dimension. The organizational dimension included the following factors: clarity and coherence of practice, work-life fit, efficacy

and job satisfaction, job supports and commitment, technology and training, and salary and benefits. *Clarity and coherence of practice* was defined as having a clear understanding of the tasks necessary to complete the job in an effective manner. *Work-life fit* was defined as being able to balance between the demands of the job and personal life. *Efficacy and job satisfaction* was defined as feeling adequately prepared for the job in a manner that allows for success and fulfillment. *Job supports and commitment* was defined as having supportive and respectful relationships with coworkers and other professionals that foster agency bonding. *Technology and training* was defined as having adequate training and technology to do the job effectively and efficiently.

Two factors comprised the supervisory dimensions: *Supportive supervision* and *Competent supervision*. *Supportive supervision* was defined as receiving adequate emotional support and encouragement, while *competent supervision* was defined as receiving knowledgeable advice for managing cases congruent with best practices in child welfare. Individual items from the workforce retention survey comprised each of the eight factors.

Method

Sample

The participants for this study were selected from a sampling frame of 936 child welfare employees in 24 systems in a Northeastern state. The 12 HTS (comprised of systems with turnover rates of more than 25%) were self selected by the commissioner of each participating system. The 12 LTS were selected to participate in the survey if the system had a turnover rate of 17% or less and had similar demographic characteristics, such as population size and median household income, to the HTS. After being identified as a system that would receive the workforce retention survey, the team then invited all caseworkers and front-line supervisors from

the HTS and LTS to participate in an in-person written survey. 668 employees from 24 systems completed the survey, resulting in a 71% response rate.

Measurement

The survey included a total of 115 items of which 64 were related to organizational issues and 24 were related to supervisory issues. Content validity of the instrument was assessed via a thorough literature review of workforce retention issues. The review yielded eight possible causes of turnover and retention and resulted in the inclusion of questions addressing each of these substantive areas: clarity of practice, life work fit, job satisfaction, job supports and commitment, paperwork, salary and benefits, supervisor support and supervisor competency. Reliability of each measure was analyzed using Cronbach's alpha. There were two multi-item Likert scales (1= strongly disagree; 5= strongly agree) used to measure organizational issues and supervisory issues. The alpha reliabilities were quite good for both of the scales: .94 and .97, respectively.

In order to maintain individual group integrity, reliability for each of the factors was assessed individually for both cohorts. For example, the reliability for clarity and coherence of practice was assessed separately for the LTS respondents and for the HTS respondents. Chronbach's alpha reliability coefficients are presented in Table 1. *Clarity of practice* was measured with 13 items such as, "There are clear job expectations and performance standards for my work," "The agency helps me to implement best practices," and "The agency's purpose is clear to me." *Life-Work fit* was measured by 11 items such as, "The job enables me to continue living where I am living," and "There is a good fit between my personal life and my work life." The factor representing *Efficacy and job satisfaction* included 11 items such as "I have feelings of success and accomplishment in my job" and "All in all I am satisfied with my job." *Job supports and commitment* included 15 items such as "There is a can-do attitude among coworkers," and "I

receive support and recognition from my coworkers.” *Technology and training* was developed from the mean score of 9 items such as “Computer technology makes my job easier” and “Training provided by the state is helpful.” *Salary and Benefits* is derived from the mean score of 4 items including, “I am satisfied with my salary” and “The benefits are sufficient.” The two supervisory factors are *Supervisor support* and *Supervisor competency*. *Supervisor support* was derived from the mean score of 13 items such as “My supervisor shows approval when I succeed” and “My supervisor helps me prevent and address burnout.” *Supervisor competency* was comprised of 11 items including “My Supervisor is knowledgeable about effective ways to work with children” and “My supervisor demonstrates leadership.”

 Insert Table 1 About Here

The dependent variable, *Intention to leave*, is measured by an item asking the participants if they had “considered looking for another job in the past year.” Those who had not looked for another job were coded as 0, and those who had, were coded as 1.

Preliminary Analysis

In examining the responses for the dependent variable by county, it became apparent that three of the low turnover systems mirrored or exceeded the percentages from the high turnover systems on *intention to leave*. This finding led to further exploration of the organizational and supervisory differences between these three systems (N=56) and the other 9 low turnover systems (N=309). The exploration resulted in the rationale for managing missing values by imputing the mean for three groups (HTS, LTS, LTS outliers) rather than two. Additionally, logistic regression was used to assess the effect of organizational factors on the likelihood of being from one of three

low turnover outlier systems. Regression coefficients are presented in table 2 and indicated that three of the five variables in the equation made a significant contribution to determining the likelihood of being from the low turnover outlier group: *Lack of other job options, clarity and coherence of practice, and salary and benefits*. As the perception of lack of other job options increased by one unit, the likelihood of being from an outlier county increased by 3.2 times assuming that all four organizational factors are equal. In addition, as a participant's perception of clarity and coherence of practice decreased by one unit, the likelihood of being from a low turnover outlier county increased by approximately 5 times. Finally, satisfaction with salary and benefits also significantly increased the likelihood of being from a low turnover outlier. As the satisfaction with salary and benefits decreases by one unit, assuming that perceptions of alternative job options and other organizational factors are equal, the likelihood of being from a low turnover outlier is 1.7 greater than the likelihood of being from a "true" low turnover system.

Data screening led to the elimination of 11 cases that had no value for the dependent variable. In addition, 7 cases with a large percentage of missing values on survey items were removed, resulting in a total sample of 650. For the 650 cases, missing values were imputed using mean substitution by cohort. For example, if a case with a missing value was from the LTS, the mean for the LTS on that variable was imputed. The same was done for cases in the HTS and three LTS outliers.

Pearson correlations were examined to avoid multi-collinearity in the multivariate logistic regression models. Two of the six organizational variables were correlated above .70 with one or more of the others: *efficacy and job satisfaction* and *job supports and relationships*. The two supervisory factors were also highly correlated. It is feasible, for example, that those participants who perceive their jobs as clear and coherent also feel more effective and satisfied at their jobs.

Additionally, those perceiving higher levels of work-life fit, also may feel supported in their jobs. Further investigation into the independent nature of these variables is needed. As a result of the high correlations, the two organizational factors were not included in the multivariate analyses. Only one supervisory factor representing all 24 items was used in multivariate analyses. All other variables included in the multivariate models were correlated below .65.

Insert Table 2 About Here

Analytic Methods

Independent samples t-tests were performed to assess the mean difference between the two cohorts on organizational and supervisory factors. Logistic regression models were conducted to test the third hypothesis. Support for the use of logistic regression analysis is apparent in a critique of research involving organizational commitment and turnover. Huselid & Day (1991) argue that the results obtained in many of the studies were probably in error because the researchers used OLS regression and related models when the dependent variable was binary resulting in a violation of regression assumptions. Logistic regression was used to assess whether or not the effect of organizational and supervisory factors on the likelihood of intention to leave is moderated by county type. As one can not assume that the organizational practices occurring in the three LTC outlier counties should be modeled in other systems in order to discover strategies for decreasing turnover, these systems were merged with the HTC from the logistic regression analysis.

Results

Descriptive Analyses

The participants in the high and low turnover cohorts differed on several demographic characteristics such as: age, race, tenure on job, and salary. Participants in the entire study sample reported a mean age of 40 years old. The mean age of the HTS was 38 years, while that of the LTS was 42 years ($t=5.58$, $df=648$; $p<.001$). There was significantly more ethnic/racial diversity in the workforce of the LTS (20%) than the HTS (4%) ($t=6.53$, $df=648$; $p<.001$). The number of years in the current agency was 4 years longer in the LTS than in the HTS (6.7 yrs vs. 10.8 yrs; $t=6.73$, $df=648$; $p<.001$); while time in the current job was 2 years longer (3.4 yrs vs. 5.4 yrs; $t=5.13$, $df=648$; $p<.001$). The two groups did not significantly differ on gender. Eighty one percent of the participants were women, while 19% were men. There were approximately equal numbers of respondents among the high and low turnover cohorts in each practice unit: CPS, foster care, family preservation, court, adoptions, other.

Task distribution was also examined in addition to the organizational and supervisory factors. The measurements for task distribution included the percentage of time a participant spent in the following areas: direct service, supervision, paperwork, court, management, community action and other. An independent samples t-test indicated no significant difference between the two groups on these variables, although the amount of time spent on direct service with clients approached significance ($p <.10$). The findings suggested participants in systems with low turnover may spend approximately one half of a day more per week on direct service with clients than those in high turnover systems.

Hypothesis Testing

To test our first hypothesis that worker satisfaction with organizational factors will be significantly higher in low turnover systems than in high turnover systems we used an independent samples t-test. Significant differences in the expected direction were found on all of the organizational factors except technology and training. The largest mean difference was found in satisfaction with salary and benefits ($t = 10.74$ $df(648)$, $p < .001$) followed by job supports and commitment ($t = 4.50$ $df(648)$, $p < .001$). The results of the t-test are presented in Table 2.

The second hypothesis stating that worker satisfaction with supervisory factors will be significantly higher in low turnover systems than in high turnover systems was also tested using an independent samples t-test. As illustrated in table 2, the results indicated no significant difference between the two cohorts on supervisory factors.

 Insert Table 2 About Here

The third hypothesis assumes a moderating effect of county type on the relationship between organizational and supervisory factors and intention to leave. In other words, the magnitude of the influence of organizational and supervisory factors on intention to leave differs depending on whether the respondent is from a LTS or a HTS. Results indicated that county type had a significant moderating effect on the relationship between clarity and coherence of practice and intention to leave. No other interaction effects were significant. Specifically, clarity and coherence of practice has a larger effect on intention to leave in LTS than it does in HTS, even though the mean score for clarity of practice is significantly lower in HTS.

Regression results indicated that the overall model was statistically significant in distinguishing between the group of respondents who intended to leave and those who did not (chi square = 127.00 df (5), $p < .001$). The overall model fit was strong (-2 Log Likelihood = 732.26) and correctly classified 72.2% of the cases; approximately 10% more of the cases than county type alone. Regression coefficients are presented in Table 4. Life-work fit is the only variable that significantly predicts intention to leave regardless of county type. Clarity and coherence of practice is the only variable that is affected by the moderating variable, county type. The clarity of practice coefficient suggests that as the value of the dependent variable changes from 0 (LTS) to 1 (HTS), the effect of clarity and coherence on intention to leave changes. More specifically, as clarity and coherence of practice increases the likelihood of having an intention to leave significantly decreases among the LTS respondents. The same effect is not present among the HTS participants.

 Insert Table 3 About Here

Limitations

Although the most reliable manner for measuring turnover is to survey individuals who have actually left their jobs, it is difficult, if not impossible to track a substantial sample. Therefore, rather than actual turnover, the study assesses intention to leave as measured by the respondent's indication of whether they have considered looking for another job in the past year. Throughout the literature there is a strong correlation between behavioral intention and actual behavior (Jaccard & King, 1977). More specifically Tett and Meyer (1993) found a moderate to strong correlation between intention to leave and actual turnover.

The analysis compared cohort differences on demographic characteristics such as tenure on the job, task distribution, age, race and ethnicity. Caseload size has also been cited as a factor in predicting turnover (Alwon & Reitz, 2000; Annie E. Casey Foundation, 2003; US General Accounting Office, 2003). Unfortunately, the question used to measure caseload size in the first workforce retention survey was not clear. Therefore the data did not accurately represent the actual caseload size of participants. The question was revised for the survey of the low turnover systems, making comparison between the two impossible.

Finally, due to the nature of the convenience sample, it is impossible to assume that the respondents from each of the systems are representative of the entire system's workforce. It is possible that the 29% of respondents who did not answer the survey differ systematically from the 71% that did. Although our analysis of the causes of turnover amongst the entire sample are consistent with the causes of turnover found in the growing literature of child welfare workforce turnover (Dickinson & Perry, 2002; A. Ellett & Ellett, 2004; A. Ellett et al., 2003; A. J. Ellett, 2000; Mor Barak et al., 2001; US General Accounting Office, 2003).

Discussion

The findings presented in this paper can be best used in the identification of workplace priorities to be addressed in future workforce turnover prevention efforts. These findings are consistent with other studies on child welfare workforce turnover and retention (Dickinson & Perry, 2002; A. Ellett & Ellett, 2004; A. Ellett et al., 2003; Rycraft, 1994). Participant responses from low turnover systems on specific organizational behaviors provide a map of possible solutions that state and county leaders of child welfare agencies can draw upon to create improvement strategies and models. The logistic regression models provided evidence that higher score for life-work fit significantly decreases the odds of intention to leave regardless of the type

of system (HTS or LTS). Leaders in child welfare may want to pay special attention to creating organizational improvements that provide more flexibility and better work-life fit for their employees.

Additionally, clarity and coherence of practice has a larger effect on intention to leave in LTS than it does in HTS, even though the mean score for clarity of practice is significantly lower in HTS. In the LTS, clarity and coherence of practice is a determining factor in intention to leave, while it is not in the HTS. Perhaps there is a culture of best practice in these agencies that does not exist in agencies with chronic turnover crisis or a disgruntled workforce. The agencies with chronic turnover may not even be able to consider how to provide quality practice to clients because the crisis dictates that human resources are spent in other arenas. In other words, high turnover agencies may be less able to utilize clear and coherent best practices, as they are constantly attempting to manage crisis. For example CPS workers need to focus on getting multiple investigations done, rather than doing quality investigations. Because of the crisis orientation in these agencies, quantity outweighs quality. Previous studies have found that organizational climate predicts quality practice (Glisson & Hemmelgarn, 1998; Yoo & Brooks, 2005), thus it is essential that future turnover prevention measures focus on ameliorating organizational climate.

The complexities of the causes of turnover have been previously identified in the literature (Mor Barak et al., 2001). Such complexities were illustrated in this study's finding that low turnover is not necessarily an indicator of a healthy organizational environment. For example, some low turnover counties have organizational climates very similar to high turnover systems. In fact, these systems have lower levels of satisfaction with organizational factors such as clarity and coherence of practice and salary and benefits. In other words, the findings suggest one reason

participants remain in some low turnover systems, despite dissatisfaction with some organizational practices, is because of a lack of other job possibilities. In counties with these characteristics, we need not assume that the organizational practices occurring should be modeled in other systems.

Another interesting finding emerged regarding the relationship between salary and intention to leave. Although there were significantly lower salaries and less satisfaction with salaries among the HTS as compared to the LTS, salary did not significantly predict intention to leave in either of the two cohorts. In an economy with a growing deficit and budget cuts, it may be empowering for child welfare agencies to know that practices other than salary increases, may actually decrease turnover.

The most important underlying assumption of this research is that turnover is related to outcomes for families and children, yet no systematic studies of this relationship have been completed to date. Glisson and Hemmelgarn (1998) found that more satisfactory organizational climates resulted in better outcomes for families and children. Similar to the Glisson and Hemmelgarn study, Yoo & Brooks (2005) identified that out of home placements are explained by organizational characteristics such as those described in this paper. More specifically, clarity of practice, work-life fit, and supervisor support were all related to fewer occurrences of out of home placements in child welfare. It is essential that further research consider whether or not turnover among child welfare workers is actually a mediating variable in the relationship between organizational climate and client outcomes.

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Tables

Table 1: Cronbach's alpha reliability coefficients within county type

| Variable | Low | |
|-------------------------------|----------|---------------|
| | Turnover | High turnover |
| Clarity/Coherence of Practice | .86 | .81 |
| Life Work Fit | .77 | .73 |
| Efficacy and job satisfaction | .83 | .77 |
| Job supports/commitment | .79 | .74 |
| Technology and Training | .80 | .77 |
| Salary and Benefits | .79 | .80 |
| Supervisor Support | .95 | .95 |
| Supervisor Competency | .94 | .92 |

Table 2: Mean Values and Group Differences for Organizational and Supervisory Factors Between Low Turnover Systems and High Turnover Systems

| Variable | Low turnover | | High turnover | | df | t |
|--------------------------------|--------------|-----|---------------|-----|-----|----------|
| | M | SD | M | SD | | |
| Clarity/Coherence of Practice | 3.07 | .56 | 2.98 | .51 | 648 | 2.31* |
| Life Work Fit | 3.21 | .56 | 3.09 | .52 | 648 | 2.57* |
| Efficacy and job satisfaction | 3.28 | .67 | 3.17 | .51 | 648 | 2.48* |
| Job supports and commitment | 3.26 | .50 | 3.09 | .44 | 648 | 4.50*** |
| Technology and Training | 2.98 | .63 | 2.90 | .59 | 648 | 1.74 + |
| Salary and Benefits | 3.07 | .92 | 2.31 | .89 | 648 | 10.74*** |
| Supervisor Support | 3.68 | .78 | 3.66 | .78 | 648 | .382 |
| Supervisor Competency | 3.55 | .80 | 3.52 | .78 | 648 | .289 |

+ p < .10. *p < .05. **p < .01. ***p < .001.

Table 3: Logistic Regression Analysis predicting county type (LTC outlier)

| Variable | B | SE | Odds ratio |
|--------------------------------------|-------|------|------------|
| Lack of job options | -1.17 | .24 | .312** |
| Clarity and coherence | 1.75 | .44 | 5.77** |
| Life Work fit | .55 | .44 | .576 |
| Technology and training | .62 | .33 | .538 |
| Salary and benefits | .54 | .22 | 1.72* |
| Supervisor support and competency | -.29 | .24 | .752 |
| constant | 4.40 | 1.67 | .009* |

* p < .05. ** p < .01.

Table 4: Logistic Regression Analysis with interaction terms predicting intention to leave

| Variable | B | SE | Odds ratio |
|--------------------------|-------|------|------------|
| County Type | .595 | 1.66 | 1.81 |
| Clarity of practice | -.911 | .32 | .402** |
| Life Work fit | -.703 | .32 | .495* |
| Technology and training | -.07 | .21 | .93 |
| Salary and benefits | -.08 | .15 | .92 |
| Supervisor support/comp | -.28 | .17 | .756+ |
| County type * clarity | 1.05 | .49 | 2.87* |
| County type * life work | -.54 | .48 | .58 |
| County type * salary | -.13 | .35 | .88 |
| County type * technology | -.16 | .23 | .85 |
| County type * supervisor | -.15 | .29 | .86 |
| constant | 6.73 | .99 | 834.99*** |

+ $p \leq .10$. * $p \leq .05$. ** $p < .01$. *** $p \leq .001$.