

Mor Barak, M.; Nissly, J.; & Levin, A (2001). Antecedents to retention and turnover among child welfare, social work, and other human service employees: What can we learn from past research? A review and metanalysis. *The Social Service Review*, 75(4), 625-661.

Researcher Notes

Categories addressed: Retention, turnover, child welfare workers, and human service employees.

Participants: N/A. Review of Literature.

Method: A meta-analysis of 25 articles concerning the relationship between demographic variables, personal perceptions, and organizational conditions and either turnover or intention to leave.

Independent variables: Demographics or personal characteristics such as age, gender, locus of control, life satisfaction, and work-related characteristics (education, income, and job tenure); professional perceptions (burnout, value conflict, job satisfaction, employment alternatives, organizational commitment, and professional commitment); and organizational conditions (stress, social support, fairness-management practices, and physical comfort).

Dependent variables: Intention to leave and turnover.

Purpose of the study: To identify the relationship between demographic variables, personal perceptions, and organizational conditions on turnover and intention to leave.

Findings:

- Overall, the results suggest that the best predictors of intention to quit were organizational commitment, professional commitment, burnout, and job satisfaction. The strongest single predictor of actual turnover was intention to leave, followed by employment alternatives, job satisfaction, and burnout.
- In other words, employees who lack in organizational and professional commitment, who are unhappy with their jobs, and who experience excessive burnout and stress but not enough social support are likely to contemplate leaving the organization.
- However, when it comes to actually leaving, in addition to being unhappy with their jobs, lacking in organizational commitment, and feeling burnout, stress, and lack of social support, employees who have actually left their jobs contemplated quitting their jobs prior to doing it, were unhappy with management practices, and had alternative employment options.