The Influence of Transformational Leadership and Job Burnout on Child Protective Services Case Managers’ Commitment and Intent to Quit

Kerri R. Rittschof, PhD and Vincent J. Fortunato, PhD
Walden University
Introduction & Background

Child Protective Services (CPS) Case Managers’

◦ Roles
  • Respond to allegations of child abuse and/or neglect
  • Ensure child safety
  • Provide services to families

◦ Challenges
  • Demanding caseloads
  • Frequent and uncertain contact with negative situations
  • Hostile and resistive clients
  • Inadequate supervision
  • Low pay
CPS Case Managers

- Targets for job burnout

CPS case manager retention is imperative because the child welfare organization loses anywhere from 20% to 40% talented case managers annually, which reduces securing child safety and providing quality services to children and their families.
Theoretical Framework

- Maslach’s (1981) Theory of Job Burnout
  - Emotional Exhaustion
  - Depersonalization
  - Personal Accomplishment

- Bass (1985) Theory of Transformational Leadership
  - Idealized Influence
  - Inspirational Motivation
  - Intellectual Stimulation
  - Individualized Consideration
Job Burnout has shown to relate

- Positively with
  - Work-Family Conflict
  - Job Stress
  - Withdrawal
- Negatively with
  - Job Satisfaction
  - Organizational Commitment
Transformational Leadership has shown to relate

- Positively with
  - Job performance
  - Job satisfaction
  - Perceptions of leader effectiveness
  - Trust
  - Organizational commitment

- Negatively with
  - Job Burnout
  - Intent to Quit

Empirical Research
Organizational commitment has shown to relate

- Negatively with
  - Turnover
  - Intentions to Quit
  - Absenteeism

- Positively with
  - Performance
  - Citizenship Behavior
Purpose of the Study

- Job burnout is a particular problem among CPS case managers, it follows that having transformational leaders in child welfare organizations may be important for eliminating job burnout and turnover intentions and increasing devotion to the organization among CPS case managers.

- The purpose of this study was to examine the relationships between transformational leadership, job burnout, affective and normative commitment, and intent to quit.
Hypotheses

- Hypothesis 1
  - Transformational leadership will relate negatively to job burnout and intent to quit and positively with affective and normative commitment among Child Protective Services case managers.

- Hypothesis 2
  - Job burnout will relate negatively with affective and normative commitment and positively with intent to quit among Child Protective Services case managers.

- Hypothesis 3
  - Job burnout will mediate the relationships between transformational leadership and affective commitment, normative commitment, and intent to quit among Child Protective Services case managers.
Method

Participants
- Arizona CPS case managers in non-supervisory roles
  - Volunteer to Participate
  - Approximate Sample Size 1090

Recruitment
- Statewide email to participate in confidential on-line survey
- Consent form and cover letter provided
- A link to SurveyMonkey.com (secure website)
Method

Instrumentation

- Transformational Leadership
  - Multifactor Leadership Questionnaire (MLQ) – (5X-Short) Rater Form (Bass & Avolio, 2004)

- Job Burnout
  - Maslach’s Burnout Inventory-Human Services Survey (MBI-HSS) (Maslach, Jackson, & Leiter, 1996)

- Organizational Commitment
  - Allen and Meyer’s (1993) organizational commitment Scale
Method

Instrumentation

- Intent to Quit
  - Mobley’s et al. (1979) Model

- Participant Characteristics
  - Gender
  - Tenure
  - Time spent with clients
Results

Sample
- 232 Responded
- 28 participants removed
- 204 participants analyzed
## Results

### Sample Characteristics

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Results

Sample Characteristics

Age
- 18 – 25: 25
- 26 – 30: 51
- 31 – 39: 54
- 41 – 49: 36
- 50 – 59: 26
- 60 + years: 9
- Did not indicate: 3

Hours with Clients
- No hours: 1
- 1 – 5 hours: 4
- 6 – 10 hours: 16
- 11 – 15 hours: 25
- 16 – 20 hours: 40
- 21 + hours: 116
- Did not indicate: 2

Mean tenure 4.5 years; 82% female; 57% spent over 21 hours with clients
Results

Hypothesis 1
Transformational leadership related negatively to negative attitudes about the job and intent to quit and positively with positive attitudes about the job

Hypothesis 2
Job burnout related negatively with positive attitudes about the job and positively with intent to quit

Hypothesis 3
Transformational leadership positively affects attitudes about the job by ameliorating, in part, feelings of job burnout
Discussion

Interpretation of Findings

- Leaders who are competent, empower, inspire, and gain trust, reduce employee’s feelings of uselessness and enhance employee’s attachment, identification, and wanting to stay with the organization.
- Burnout decreases organizational attachment and identification, accounts for high levels of turnover; and has negative influences on employees.
Practical Implications

Hire and train supervisors to be transformational leaders
- Employee’s support their supervisors
- Reduce stress and burnout
- Increases commitment to the organization
- Increase quality case management to children and families
- Ensures child safety
Recommendations

Direction for future research

- To replicate this study using different populations with different measurement instruments to determine if the findings are reliable
- Examine other leadership styles
- Train supervisors in transformational leadership skills and examine the impacts of transformational leaderships on job burnout, organizational commitment, and quit intentions over time among CPS case managers.
Social Implications

Due to the CPS case manager’s role being stressful, having a supportive, competent, and effective leader, such as a transformational leader, may serve to decrease burnout among such workers, which in turn should increase organizational commitment and decrease intentions to quit. Therefore, the social change implication is to reduce burnout, increase organizational commitment, and reduce turnover by recruiting, hiring, developing, or perhaps training individuals to be transformational leaders.
Questions