

# UC San Diego

## UC San Diego Previously Published Works

### Title

Predicting Turnover: The Moderating Effect of Functional Climates on Emotional Exhaustion and Work Attitudes

### Permalink

<https://escholarship.org/uc/item/6440w9t1>

### Journal

Community Mental Health Journal, 55(5)

### ISSN

0010-3853

### Authors

Dishop, Christopher R  
Green, Amy E  
Torres, Elise  
[et al.](#)

### Publication Date

2019-07-01

### DOI

10.1007/s10597-019-00407-7

Peer reviewed



Published in final edited form as:

*Community Ment Health J.* 2019 July ; 55(5): 733–741. doi:10.1007/s10597-019-00407-7.

## Predicting Turnover: The Moderating Effect of Functional Climates on Emotional Exhaustion and Work Attitudes

Christopher R. Dishop<sup>1,2</sup>, Amy E. Green, Ph.D.<sup>1,3</sup>, Elise Torres, M.A.<sup>1,4</sup>, Gregory A. Aarons, Ph.D.<sup>1,3</sup>

<sup>1</sup>Child and Adolescent Services Research Center

<sup>2</sup>Michigan State University, Department of Organizational Psychology

<sup>3</sup>University of California, San Diego, Department of Psychiatry

<sup>4</sup>George Mason University, Department of Industrial/Organizational Psychology

### Abstract

High levels of emotional exhaustion are frequently reported among clinicians working in community mental health settings. This study draws on social exchange theory to examine the influence of emotional exhaustion on mental health provider work attitudes and turnover, and the moderating effect of functional psychological climates. Data were analyzed using multilevel structural equation modeling in a sample of 311 mental health providers from 49 community mental health programs. Results revealed that emotional exhaustion was negatively related to work attitudes, and the relationship was moderated by functional climates characterized by high levels of cooperation, growth and advancement opportunities, and role clarity. Specifically, the relationship between emotional exhaustion and work attitudes was attenuated for providers working in programs with a more functional psychological climate. Lower work attitudes significantly predicted higher clinician turnover. Results are discussed as they relate to improving climates and enhancing mental health provider and organizational well-being.

### Keywords

Psychological Climate; Turnover; Emotional Exhaustion; Social Exchange

Work environments that promote employee well-being are paramount for retaining adept workers (Morgeson & Campion, 2003), especially in community mental health settings where emotional exhaustion, a chronic state of emotional depletion and stress related to one's work (Maslach & Jackson, 1981), is rampant (Oginska-Bulik, 2006) and may differentially place pressure on more versatile employees to turnover (Green, Dishop, &

Terms of use and reuse: academic research for non-commercial purposes, see here for full terms. <https://www.springer.com/aam-terms-v1>

Corresponding Author: Gregory A. Aarons, Ph.D., Department of Psychiatry, University of California, San Diego, 9500 Gilman Drive (0812), La Jolla, CA 92093-0812, Tel: 858.966.7703 ext. 3350, Fax: 858.966.7704, gaarons@ucsd.edu.

**Publisher's Disclaimer:** This Author Accepted Manuscript is a PDF file of an unedited peer-reviewed manuscript that has been accepted for publication but has not been copyedited or corrected. The official version of record that is published in the journal is kept up to date and so may therefore differ from this version.

Aarons, 2016). These factors, in turn, may influence mental healthcare costs and quality for agencies and consumers (Willging, Waitzkin, & Lamphere, 2009; Albizu-Garcia, Rios, Juarbe, & Alegria, 2004). Thus, as in other industries, reducing turnover in public service systems is a desirable goal.

Recent work has attempted to improve community mental health workplaces by understanding the role of psychological climates, or employee perceptions concerning the impact of the organizational environment on his/her well-being, on employee and organizational outcomes (Glisson et al., 2008a). Yet, few studies examine objective, long-term outcomes such as turnover and instead focus on turnover intentions or attitudes. Moreover, there is a need to examine ways to mitigate emotional exhaustion in systems where it is already prevalent (Wright & Cropanzano, 1998). Although antecedents of emotional exhaustion have been outlined (e.g., Stordeur, D'hoore, & Vandenberghe, 2001; Grandey, 2003), more work is needed to understand how to reduce its impact on employee well-being and turnover.

We draw on social exchange theory to examine relationships between emotional exhaustion, functional psychological climates, work attitudes, and future turnover in community mental health settings. Our intent is to contribute to the understanding of social exchange relationships by testing a model that uses objective turnover, and address ways that work characteristics moderate the effects of emotional exhaustion (Shirom, Melamed, Toker, Berliner, & Shapira, 2005).

## Emotional Exhaustion

Burnout, a stress-related psychological syndrome characterized by increased depersonalization and emotional exhaustion as well as decreased sense of personal accomplishment (Maslach & Jackson, 1981), affects up to 67% of mental health providers (Morse, Salyers, Rollins, Monroe-DeVita, & Pfahler, 2012) and is largely produced by job characteristics (Acker, 2008). Emotional exhaustion, described as the the extent to which an employee lacks the emotional resources needed to handle interpersonal stressors, is theorized as the most important and first component in the burnout process (Leiter & Maslach, 1988), and has been found to produce the strongest relationships with negative outcomes (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Lee & Ashforth, 1993; Wright & Bonett, 1997). Emotional exhaustion is particularly salient in mental health, as mental health professionals report higher levels of emotional exhaustion compared to many other work professions, including health professionals, police officers, teachers, managers, and journalists (Ogi ska-Bulik, 2006).

This tension is largely due to the array of interpersonal, cognitive, and behavioral demands that are required when working with multiple patients and coworkers in public sector settings (De Jonge & Dormann, 2003). Evidence suggests that work characteristics such as high workloads, work-family conflict, and role stress also engender emotional exhaustion (Acker, 2012; Deery, Iverson, & Walsh, 2002; Karatepe & Tekinkus, 2006; Mulki et al., 2006). Emotional exhaustion, in turn, is related to turnover intentions (Lee & Ashforth, 1996; Wright & Cropanzano, 1998). Given the high rates of emotional exhaustion in

community mental health programs, and the high cost of clinician turnover (Hyde, 2013), we considered factors that might mitigate the impact of emotional exhaustion on work attitudes and, ultimately, turnover. We employ social exchange theory to understand how functional climates can buffer emotional exhaustion in order to foster satisfaction, commitment, and lower turnover.

## Social Exchange Theory

Social exchange theory describes the rules, behaviors, and resource transactions that develop in mutual relationships (Emerson, 1976). The rules and styles of exchange are numerous (for a review see Cropanzano & Mitchell, 2005), but the focus of the current study is on social exchange relationships in organizations, which involve tangible or intangible, long-term, personal attachments between two parties (Blau, 1964) that entail both employee-organization (e.g., Aryee, Walumbwa, Mondejar, & Chu, 2015; Cropanzano & Rupp, 2003) and employee-employee relationships (e.g., Lavelle et al., 2009; Tse & Dasborough, 2008). Social exchange relationships involve benefits/rewards, such as instrumental services and empowerment, costs, such as punishments or lost rewards, and resources, which embody commodities that are transmitted through behavior (Blau, 1964; Colquitt, Baer, Long, & Halvorsen-Ganepola, 2014).

Social exchange theory states that agents attempt to keep benefits/rewards above costs and will remove resources from the relationship if this threshold is violated (Blau, 1964). In community mental health settings, costs such as high caseloads, competing demands, and interpersonal stressors (Willging, Waitzkin, & Lamphere, 2009; De Jonge & Dormann, 2003) may lead to emotional exhaustion. Social exchange theory would then propose that levels of emotional exhaustion that outweigh perceived rewards would foster reduced personal and interpersonal resources from employees. We view turnover as a resource that employees may “exchange” when costs outweigh benefits in the organization. Although meta-analytic (Lee & Ashforth, 1996) studies have shown that emotional exhaustion can lead to turnover intentions, tests of objective turnover in light of social exchange are much less common.

Research has also demonstrated that attitudinal changes precede behavioral resource exchanges. For example, organizational commitment (Cropanzano, Rupp, & Byrne, 2003) and job satisfaction are attenuated in response to emotional exhaustion (Green, Miller, Aarons, 2013; Bovier, Arigoni, Schneider, & Gallacchi, 2009) or work stress (Crede, Stark, Dalal, & Bashur, 2007) and are likely to result in turnover intentions (Cropanzano et al., 2003; Crede et al., 2007). Moreover, organizational commitment and job satisfaction have been documented as key components of behavioral workplace outcomes, such as turnover (Sonnentag & Frese, 2012; Cotton & Tuttle, 1986; Smith, Organ, Near, 1983). In the current study, therefore, emotional exhaustion is viewed as a “cost” that results in attitude changes and corresponding resource exchanges (i.e., turnover) if it exceeds the benefits provided by the organization.

Despite the negative impacts of emotional exhaustion on work attitudes, social exchange theory predicts that there are benefits organizations can provide to mitigate the costs of

the job, such as social approval, empowerment, and instrumental services (e.g., extrinsic rewards) (Blau, 1964). Such organizational attributes can be viewed as part of psychological climates, which refer to an individual's perception of their work environment (James & Jones, 1974). In mental health services, understanding climates is of high value because it helps identify organizational characteristics that influence provider attitudes and behavior (Glisson 2002; Glisson & James, 2002). Moreover, perceptions of the work environment, rather than the work environment itself, are thought to mold subsequent behaviors (Brown & Leigh, 1996).

Glisson and colleagues' conceptualization of functional climates in community mental health service are characterized by role clarity, cooperation, and growth and advancement opportunities (Glisson et al., 2008a). That is, functional climates describe work employees' perceptions of opportunities for personal advancement (Growth and Advancement), support from other co-workers to do a good job (Cooperation), and "understanding of their fit and function within a given context" (Role Clarity; Foote, Seipel, Johnson, & Duffy, 2005, p. 207; Glisson et al., 2008a; Glisson et al., 2008b). Glisson describes an individual's assessment of their work environment and its impact on their well-being as *psychological* climate; whereas, shared perceptions of the work environment across employees defines an *organizational* climate (Glisson, 2015). In terms of positive benefits, cooperation provides social support and approval for an individual employee (Holländer, 1990) while growth and advancement opportunities and role clarity can be seen as instrumental services that engender feelings of empowerment (Maton & Salem, 1995). Previous research found positive outcomes among mental health workforce employees reporting more functional climates, including enhanced program morale, job satisfaction, and commitment (Wolf, Dulmus, Maguin, & Cristalli, 2013; Glisson, Williams, Green, Hemmelgarn, & Hoagwood, 2014; Hemmelgarn, Glisson, & James, 2006). We suggest, therefore, that a functional psychological climate may be crucial for mitigating high emotional exhaustion in employees of community mental health settings, leading to a work relationship where the "benefits" outweigh the "costs." These relationships are displayed in Figure 1.

## Overview of the current study

The community mental health service field has significant challenges in regard to workforce emotional exhaustion and turnover. This study aimed to explore, through the lens of social exchange theory, whether and how a functional psychological climate may moderate the negative consequences of high emotional exhaustion on work attitudes and ultimately turnover in community mental health service settings. As shown in the model outlined in Figure 1, we hypothesize that: (1) increased emotional exhaustion will be significantly associated with lower work attitudes, (2) functional psychological climates will moderate the impact of emotional exhaustion on work attitudes, and (3) more negative work attitudes will predict higher provider turnover one year later.

## Methods

### Participants

Participants were service providers working in community mental-health programs for children and their families in a large California County who were recruited to participate in a study of workforce and organizational factors in child and adolescent mental health (Green, Albanese, Shapiro, & Aarons, 2014). The county provided the research team with a list of all county-operated and county-contracted mental health programs providing services to children and families ( $n=54$ ). Forty-nine of the 54 programs (91%) agreed to participate in this study and provided time during work hours for their clinicians and case managers to complete the survey. Program types included outpatient (42%), day treatment (21%), wraparound (19%), case management (17%) and inpatient (2%). A total of 335 clinicians and case managers worked within the 49 programs that agreed to participate, and 96% ( $n=322$ ), consented and participated in the current study. Complete data on all variables included in the current study was available for 311 (93%) of the 335 clinicians and case managers from participating programs. Chi-square and  $t$ -test analyses comparing providers with missing data for at least one variable to those with complete data revealed no significant differences in demographic variables, work characteristics, or variables examined in our primary analysis. The number of mental health providers at each program ranged from one to 72 full time service providers ( $M= 14.6 \pm 16.2$ ).

### Measures

**Provider Demographics.**—Demographic data regarding the service providers was collected as part of a survey on work and organizational factors. Demographic data included provider age, sex, education level, job tenure, and professional status (intern vs. professional). Provider education level was assessed with the ordered categories (from low to high) of attainment of some college, college graduate, some graduate work, master's degree, and doctoral degree (Ph.D., M.D. or equivalent).

**Emotional Exhaustion.**—Emotional exhaustion was assessed using six of the nine items (current sample  $\alpha = .90$ ) from the Maslach Burnout Inventory-Human Services Survey's (MBI-HSS) emotional exhaustion subscale. The MBI-HSS was designed for professionals in the human services industry and demonstrates excellent reliability and validity (Maslach, Jackson, & Leiter, 1996). The MBI-HSS emotional exhaustion subscale measures providers' feelings of being emotionally overextended and exhausted by their work in human services. Examples of scale items include: "I feel emotionally drained from my work," "I feel fatigued when I get up in the morning and have to face another day on the job," and "I feel used up at the end of the workday." Participants indicated their level of agreement with each statement on a five-point Likert-type scale from 0 "Not at all," to 4 "To a very great extent", with higher scores representing increased levels of emotional exhaustion.

**Functional Psychological Climate.**—Three subscales from the Organizational Social Context (OSC) measure; growth and advancement, role clarity, and cooperation; were used to assess Functional Psychological Climates (Glisson et al., 2008a). The factor structure and psychometrics of the OSC have been confirmed in a large national sample (Glisson et al.,

2008a). The growth and advancement subscale examines the degree to which employees feel their work environment provides opportunities for personal and professional growth in the organization (e.g., “this agency provides numerous opportunities to advance if you work for it,” five items, current sample  $\alpha = .86$ ). The role clarity subscale measures the extent to which employees feel their job responsibilities are clear and understandable (e.g., “my job responsibilities are clearly defined,” six items, current sample  $\alpha = .87$ ). The cooperation subscale examines employee perceptions that they receive support and assistance from their co-workers to do a good job (e.g., “there is a feeling of cooperation among my coworkers,” five items, current sample  $\alpha = .78$ ). Each item was rated on a five-point scale ranging from 0 “Not at all,” to 4 “To a very great extent.”

**Work attitudes.**—Work attitudes were assessed job satisfaction and organizational commitment subscales of the OSC (Glisson et al., 2008a). Job satisfaction measures the extent to which respondents are satisfied with various aspects of their job (e.g., “how satisfied are you with your working conditions?” nine items, current sample  $\alpha = .85$ ). Organizational commitment measures the extent to which respondents are committed to staying in their current program (e.g., “I am proud to tell others that I am a part of this program,” eight items, current sample  $\alpha = .91$ ). These scales have excellent psychometric properties and were designed for use with children’s mental health and social service providers (Aarons & Sawitzky, 2006; Glisson, 2002; Glisson & James, 2002). Each item was rated on a fivepoint scale ranging from 0 “Not at all,” to 4 “To a very great extent.”

**Turnover.**—One year after the completion of the survey described above, each program manager was contacted to determine which participants from the original sample had either quit or been terminated during that year. The annual turnover rate in the present study was 28%. Participants who obtained another position within the same program or at the same agency were not counted in the turnover rate.

## Procedures

Using a county provided list of all county-operated and county-contracted mental health programs serving children and families, a program manager was provided with a detailed description of the study. In the 49 (91%) of programs that agreed, surveys were administered to direct service providers at a time designated by the program manager. The project coordinator and a trained research assistant administered the surveys to direct service providers without supervisors present. The research staff ensured participants of confidentiality and the need to answer honestly and were available during the survey session to participant questions. Participants received both a verbal and written description of the study. The study and procedures were approved by the appropriate institutional review boards and informed consent was obtained prior to the survey administration.

## Analyses

As shown in Figure 2, two parcels, each containing the mean of three highly correlated emotional exhaustion items, were used as indicators for the Emotional Exhaustion latent variable. Three OSC subscales, growth and advancement, cooperation, and role clarity were used as indicators for the Functional Climate latent variable. The two OSC organizational

commitment and job satisfaction subscales were used as indicators of the Work Attitudes latent variable. The interaction term was created using the mean centered Functional Climate and mean centered Emotional Exhaustion variables. In the proposed model, Work Attitudes was regressed on Functional Climate, Emotional Exhaustion, and their interaction, and Turnover was regressed on Work Attitudes. Multilevel Structural Equation Modeling analyses were conducted in Mplus version 7.1 software (Muthén & Muthén, 1998–2016) using maximum likelihood estimation with robust standard errors to control for the effects of the nested data structure, with providers nested within mental health programs (Hedeker, Gibbons, & Davis, 1991; Raudenbush & Bryk, 2002; Snijders & Bosker, 2012). Goodness of fit of the model was evaluated through multiple fit indicators (Hu & Bentler, 1999; McDonald & Ho, 2002) including the Comparative Fit Index (CFI; good fit indicated by scores greater than 0.95), and the Standardized Root Mean Squared Residual (SRMR; values less than 0.08 indicated good model fit).

## Results

### Descriptive Statistics

Seventy-six percent of the sample was female. The race/ethnicity of the sample was non-Hispanic Caucasian (65%), Hispanic (15%), African American (7%), Asian American (6%), American Indian (1%), and “other” (7%). The mean age for the sample was 35.93 years ( $SD = 10.68$ ) and the mean job tenure was 23.4 months ( $SD = 37.6$ ). Provider education for the sample was Master’s degree (57%), college graduate (19%), some graduate work (11%), Doctoral degree (10%), or some college (3%). Thirty-three percent reported their primary discipline as marriage and family therapy, 32% social work, 22% psychology, and 13% other (e.g. drug/alcohol counseling, psychiatry).

### Structural Equation Modeling

As shown in Figure 2, all indicators loaded significantly on their designated latent variable and the model showed good fit [ $\chi^2(24) = 65.47, p < .001$ ; CFI = .96, and SRMR = .06]. Emotional exhaustion was significantly negatively related to work attitudes ( $B = -.11, p < .001$ ), providing support for the first hypothesis. In line with the second hypothesis, the relationship between emotional exhaustion and work attitudes was significantly moderated by functional psychological climate ( $B = 0.11, p < .001$ ). In order to interpret the significant interaction effect, a median split was conducted on functional psychological climate to categorize providers as working in programs with low versus high functional psychological climates (see Figure 3). Graphing of the moderation effect revealed that although higher emotional exhaustion predicted lower work attitudes, this effect was significantly less drastic among providers in programs with more functional psychological climates. Supporting the third hypothesis, work attitudes significantly predicted turnover ( $B = -.13, p = .04$ ) such that lower work attitudes were associated with higher turnover.

## Discussion

Based on the principle of social exchange theory, this study proposed a model to expand our understanding of functional psychological climates and their relation to emotional



exhaustion, work attitudes, and turnover among public mental health services. The results of the analyses supported our hypotheses and, therefore, underscore the importance of work environment perceptions in an allied health care setting with high degree of burden related to employee emotional exhaustion and turnover. The present study found that greater provider-reported emotional exhaustion was associated with lower work attitudes, and that this association was moderated by functional psychological climates such that the impact of emotional exhaustion was less drastic among providers reporting more functional psychological climates. Finally, lower work attitudes predicted higher future turnover.

### Implications for research

Our findings contribute to our understanding of workplace behavior in a number of ways. First, our study was able to examine these relationships to assess *objective* turnover. Turnover research has focused heavily on intentions rather than actual turnover (Cohen, Blake, & Goodman, 2016), with past findings suggesting that emotional exhaustion relates more strongly to attitudes than outcome behaviors (Babakus, Cravens, Johnston, & Moncrief, 1999). The current study helps to expand research in this area by extending findings to actual turnover, an objective variable with high costs to clients and organizations. Our findings suggest that emotional exhaustion negatively impacts work attitudes, particularly for those in with less functional climates, which in turn relates to actual provider turnover. As such, the present study adds to the dearth of research considering actual turnover and its antecedents.

Second, our model characterized social exchange relationships through the interplay of emotional exhaustion, functional climates, work attitudes (i.e., organizational commitment and job satisfaction), and turnover. Colquitt et al. (2014) noted that using only perceived organizational support (e.g., “My organization values my contributions”) does not adequately cover the content of social exchange relationships. By including aspects of employee-employee relationships, organizational characteristics, attitudes, and behaviors, the current study captures appropriate aspects of social exchanges.

Finally, our results help identify a potential way to reduce emotional exhaustion despite its high prevalence in certain communities. Numerous examples document emotional exhaustion antecedents (Stordeur et al., 2001; Grandey, 2003). The current study, on the other hand, acknowledges that functional climates can be useful in reducing its impact.

### Implications for practice

These findings suggest that providing clear tasks for employees, fostering functional cooperation among co-workers, and providing advancement opportunities can help mitigate the deleterious effects of emotional exhaustion among mental health care providers. We argue that efforts should be made to increase functional climates in mental health organizations. Presenting clear standards of performance (Whitaker, Dahling, & Levy, 2007) and detailed information on how employees will be evaluated (Donnelly Jr & Ivancevich, 1975) can increase role clarity. Brown, Ganesan, and Challagalla (2001) found that, consistent with previous research, feedback-seeking behavior increased role clarity. Whitaker et al. (2007) showed that clear, structured, and cooperative feedback

mechanisms can help employees understand what types of behaviors are valued by the organization, leading to improved role clarity. Cooperation can be increased by creating a clear organizational expectation of cooperation that distinguishes between team and clinical roles (Gavin et al., 1998). It may be worthwhile, therefore, to focus efforts on leadership and team processes to improve cooperation among members of a mental health team. Leaders can also enhance growth and advancement opportunities for staff by rewarding success and hard work, increasing training opportunities, and providing opportunities for promotions to more advanced positions and roles. In addition, training and coaching in leadership and organizational change strategies can be utilized to improve leader behaviors in mental health programs (Aarons, Farahnak, Ehrhart, & Sklar, 2014).

**Limitations**—Some limitations of the present study should be considered. First, only correlational inferences among the latent variables can be made due to the cross-sectional nature of those data. Second, with the exception of objective turnover data, variables were based on respondent self-reports, and therefore common method variance and self-report bias may have influenced the results presented here (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). As recommended by Podsakoff and colleagues (2003) we worked to minimize potential bias by increasing procedural control and promoting accurate and unbiased responses. Surveys were administered in groups without the presence of supervisors, respondents were ensured that they would be identified by a researcher-generated number, and research staff reinforced the importance of honest responding and asking questions. Finally, this study took place in one county mental health service system and therefore may not generalize to other service sectors. However, to the extent that organizational factors are common across multiple types of service systems, these results may inform studies in other settings.

## Conclusion

There is increasing awareness that organizational factors are critical in mental health service contexts. High levels of emotional exhaustion and stress are frequently reported among clinicians working in such settings. Moreover, strain from administrative job demands and stress engendered from working as human service professionals are aspects of community mental health care that are unlikely to change. Given the moderating effect of functional climates on the relationship between emotional exhaustion and work attitudes, leaders of mental health programs should assess and understand their psychological climate and intervene when necessary to create more functional climates. In addition to improving cooperation among mental health teams, providing increased opportunities for growth and advancement, and developing clear guidelines and feedback processes to enhance role clarity, organizations may also want to consider implementing evidenced-based organizational interventions. One specific example designed for human service organizations, the ARC (availability, responsiveness, continuity) intervention, has been shown to improve climates, resulting in improved staff retention and client outcomes (Glisson & Green, 2011; Glisson et al., 2012).

Retaining providers and promoting their effectiveness can bolster the organizational dynamics needed to provide adequate mental health treatment to service recipients. In

addition, reduced turnover can result in cost savings in regard to recruitment and training of providers. Finally, retaining well-trained providers who can engage clients and patients can help to improve the process and outcomes of mental health services, resulting in higher public health impact.

## Acknowledgments

This research was supported by National Institute of Mental Health grants R01MH072961 and K01MH001695 (PI: Aarons) and National Institute on Drug Abuse grant R01DA038466 (PI: Aarons). We thank the organizations, supervisors, and service providers that participated in the study and made this work possible. Each author has contributed significantly to the work and agrees to the submission of this manuscript for publication. None of the authors involved with the writing of this manuscript have a relevant conflict of interest that warrants disclosure at this time.

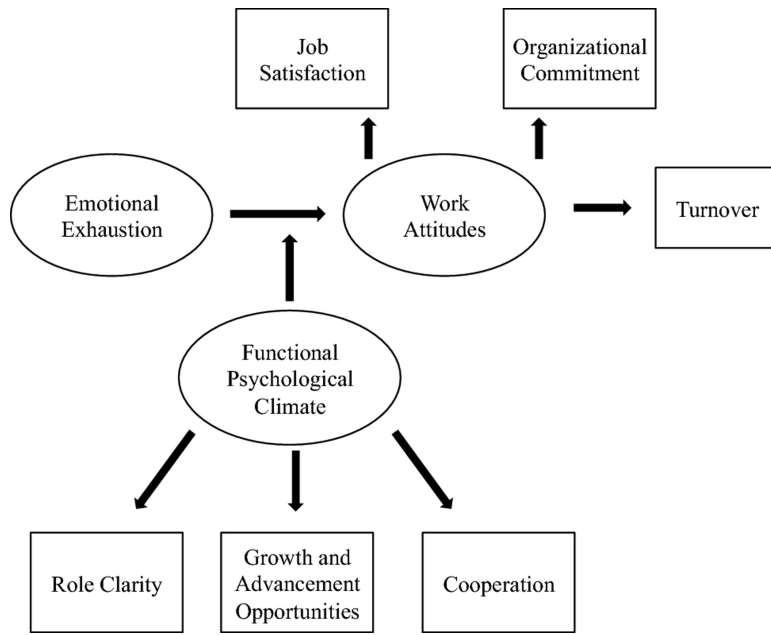
## References

- Aarons GA, Farahnak LR, Ehrhart MG, & Sklar M. (2014). Aligning leadership across systems and organizations to develop strategic climate to for evidence-based practice implementation. *Annual Review of Public Health, 35*, 255274.
- Aarons GA, & Sawitzky AC (2006). Organizational climate partially mediates the effect of culture on work attitudes and staff turnover in mental health services. *Administration and Policy in Mental Health and Mental Health Services Research, 33*(3), 289–301. [PubMed: 16544205]
- Acker GM (2012). Burnout among mental health care providers. *Journal of Social Work, 12*(5), 475–490.
- Albizu-García CE, Ríos R, Juarbe D, & Alegría M. (2004). Provider turnover in public sector managed mental health care. *The Journal of Behavioral Health Services and Research, 31*(3), 255–265. [PubMed: 15263865]
- Aryee S, Walumbwa FO, Mondejar R, & Chu CW (2015). Accounting for the influence of overall justice on job performance: Integrating self-determination and social exchange theories. *Journal of Management Studies, 52*(2), 231–252.
- Babakus E, Cravens DW, Johnston M, & Moncrief WC (1999). The role of emotional exhaustion in sales force attitude and behavior relationships. *Journal of the Academy of Marketing Science, 27*(1), 58–70.
- Blau PM (1964). *Exchange and power in social life*. Transaction Publishers.
- Bovier PA, Arigoni F, Schneider M, & Gallacchi MB (2009). Relationships between work satisfaction, emotional exhaustion and mental health among Swiss primary care physicians. *The European Journal of Public Health, ckp056*.
- Brown SP, Ganesan S, & Challagalla G. (2001). Self-efficacy as a moderator of information-seeking effectiveness. *Journal of Applied psychology, 86*(5), 1043–1051.
- Brown SP, & Leigh TW (1996). A new look at psychological climate and its relationship to job involvement, effort, and performance. *Journal of applied psychology, 81*(4), 358.
- Cohen G, Blake RS, & Goodman D. (2016). Does turnover intention matter? Evaluating the usefulness of turnover intention rate as a predictor of actual turnover rate. *Review of Public Personnel Administration, 36*(3), 240–263.
- Colquitt JA, Baer MD, Long DM, & Halvorsen-Ganepola MD (2014). Scale indicators of social exchange relationships: A comparison of relative content validity. *Journal of Applied Psychology, 99*(4), 599.
- Cotton JL, & Tuttle JM (1986). Employee turnover: A meta-analysis and review with implications for research. *Academy of management Review, 11*(1), 55–70.
- Crede M, Chernyshenko OS, Stark S, Dalal RS, & Bashshur M. (2007). Job satisfaction as mediator: An assessment of job satisfaction's position within the nomological network. *Journal of Occupational and Organizational Psychology, 80*(3), 515–538.
- Cropanzano R, & Mitchell MS (2005). Social exchange theory: An interdisciplinary review. *Journal of management, 31*(6), 874–900.

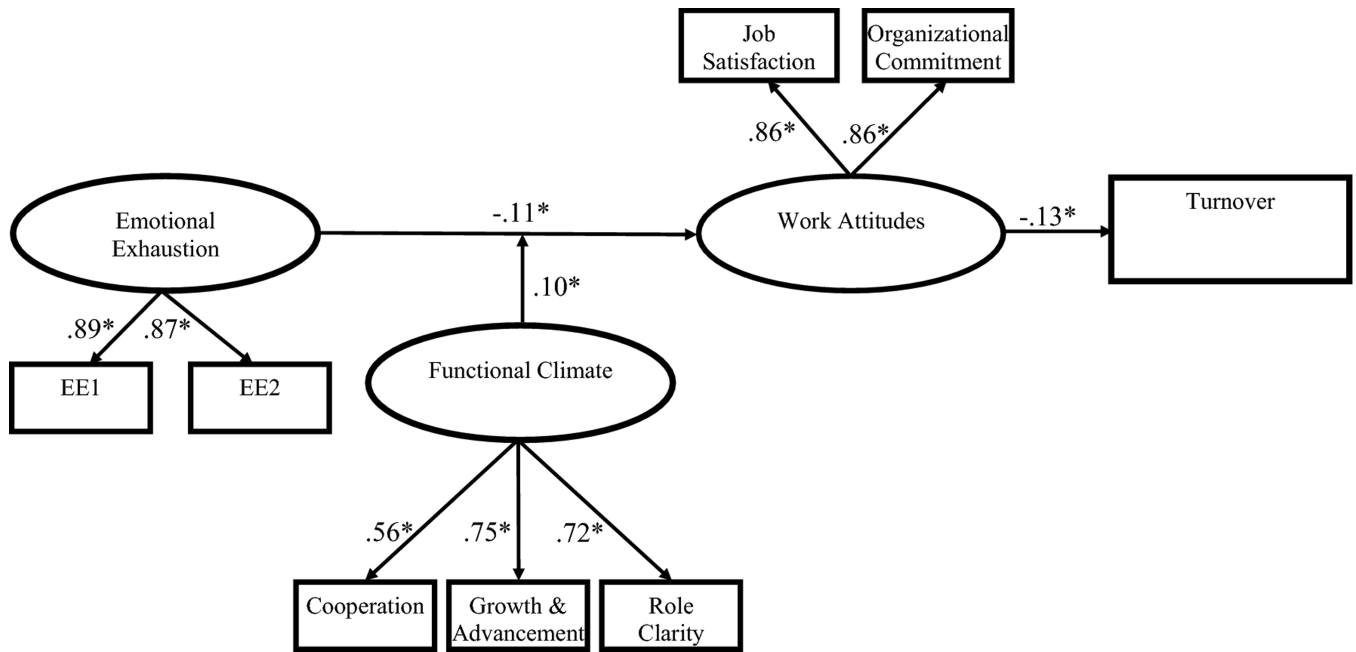
- Cropanzano R, & Rupp DE (2003). An overview of organizational justice: Implications for work motivation. *Motivation and work behavior*, 7, 82–95.
- Cropanzano R, Rupp DE, & Byrne ZS (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *Journal of Applied Psychology*, 88(1), 160–169.
- Deery S, Iverson R, & Walsh J. (2002). Work relationships in telephone call centres: Understanding emotional exhaustion and employee withdrawal. *Journal of Management studies*, 39(4), 471–496.
- De Jonge J., & Dormann C. (2003). The disc model: Demand-induced strain compensation mechanisms in job stress. In Dollar MFD, Winefield HR & Winefield AH (Eds.), *Occupational Stress in the Service Professions* (pp. 43–74). London: Taylor & Francis.
- Demerouti E, Bakker AB, Nachreiner F, & Schaufeli WB (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512.
- Donnelly JH Jr, & Ivancevich JM (1975). Role clarity and the salesman. *The Journal of Marketing*, 39(1), 71–74.
- Emerson RM (1976). Social exchange theory. *Annual review of sociology*, 2(1), 335–362.
- Foote DA, Seipel SJ, Johnson NB, & Duffy MK (2005). Employee commitment and organizational policies. *Management Decision*, 43(2), 203–219.
- Gavin LA, Wagers TP, Leslie B, Price DW, Thorland W, & deGroot CS (1998). Medical and mental healthcare providers' attitudes about collaboration. *Families, Systems, & Health*, 16(1–2), 139–146.
- Glisson C. (2002). The organizational context of children's mental health services. *Clinical child and family psychology review*, 5(4), 233–253. [PubMed: 12495268]
- Glisson C. (2015). The role of organizational culture and climate in innovation and effectiveness. *Human Service Organizations: Management, Leadership & Governance*, 39(4), 245–250.
- Glisson C, & Green P. (2011). Organizational climate, services, and outcomes in child welfare systems. *Child Abuse Neglect*, 35(8), 582–591. doi: 10.1016/j.chiabu.2011.04.009. [PubMed: 21855998]
- Glisson C, Hemmelgarn A, Green P, Dukes D, Atkinson S, & Williams NJ (2012). Randomized trial of the availability, responsiveness, and continuity (arc) organizational intervention with community-based mental health programs and clinicians serving youth. *Journal of the American Academy of Child & Adolescent Psychiatry*, 51(8), 780–787. [PubMed: 22840549]
- Glisson C, & James LR (2002). The cross-level effects of culture and climate in human service teams. *Journal of Organizational Behavior*, 23(6), 767–794.
- Glisson C., Landsverk J., Schoenwald S., Kelleher K., Hoagwood KE., Mayberg S., ... & Research Network on Youth Mental Health. (2008a). Assessing the organizational social context (OSC) of mental health services: Implications for research and practice. *Administration and Policy in Mental Health and Mental Health Services Research*, 35(1–2), 98–113. [PubMed: 18085434]
- Glisson C, Schoenwald SK, Kelleher K, Landsverk J, Hoagwood KE, Mayberg S, ... & Research Network on Youth Mental Health. (2008b). Therapist turnover and new program sustainability in mental health clinics as a function of organizational culture, climate, and service structure. *Administration and Policy in Mental Health and Mental Health Services Research*, 35(1–2), 124–133. [PubMed: 18080741]
- Glisson C, Williams NJ, Green P, Hemmelgarn A, & Hoagwood K. (2014). The organizational social context of mental health Medicaid waiver programs with family support services: Implications for research and practice. *Administration and policy in mental health and mental health services research*, 41(1), 32–42. [PubMed: 24065458]
- Grandey AA (2003). When “the show must go on”: Surface acting and deep acting as determinants of emotional exhaustion and peer-rated service delivery. *Academy of management Journal*, 46(1), 86–96.
- Green AE, Albanese BJ, Shapiro NM, & Aarons GA (2014). The roles of individual and organizational factors in burnout among community-based mental health service providers. *Psychological Services*, 11(1), 41–49. [PubMed: 24564442]

- Green AE, Dishop CR, & Aarons GA (2016). Organizational Stress as Moderator of Relationship Between Mental Health Provider Adaptability and Organizational Commitment. *Psychiatric Services*, 67(10), 1103–1108. [PubMed: 27301760]
- Green AE, Miller EA, & Aarons GA (2013). Transformational leadership moderates the relationship between emotional exhaustion and turnover intention among community mental health providers. *Community mental health journal*, 49(4), 373–379. [PubMed: 22052429]
- Hedeker DR, Gibbons RD, & Davis JM (1991). Random regression models for multicenter clinical trials data. *Psychopharmacology Bulletin*, 27(1), 73–77. [PubMed: 1862208]
- Hemmelgarn AL, Glisson C, & James LR (2006). Organizational culture and climate: Implications for services and interventions research. *Clinical Psychology: Science and Practice*, 13(1), 73–89.
- Holländer H. (1990). A social exchange approach to voluntary cooperation. *The American Economic Review*, 1157–1167.
- Hu L. t., & Bentler PM (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, 6(1), 1–55.
- Hyde PS (2013). Report to Congress on the Nation's Substance Abuse and Mental Health Workforce Issues. (Jan. 2013), 10. US Dept. for Health and Human Serv., Substance Abuse and Mental Health Serv
- James LR, & Jones AP (1974). Organizational climate: A review of theory and research. *Psychological bulletin*, 81(12), 1096.
- Karatepe OM, & Tekinkus M. (2006). The effects of work-family conflict, emotional exhaustion, and intrinsic motivation on job outcomes of front-line employees. *International Journal of Bank Marketing*, 24(3), 173–193.
- Lavelle JJ, Brockner J, Konovsky MA, Price KH, Henley AB, Taneja A, & Vinekar V. (2009). Commitment, procedural fairness, and organizational citizenship behavior: A multifoci analysis. *Journal of Organizational Behavior*, 30(3), 337–357.
- Lee RT, & Ashforth BE (1993). A further examination of managerial burnout: Toward an integrated model. *Journal of Organizational Behavior*, 14(1), 3–20.
- Lee RT, & Ashforth BE (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of Applied Psychology*, 81(2), 123–133.
- Leiter MP., & Maslach C. (1988). The impact of interpersonal environment on burnout and organizational commitment. *Journal of Organizational Behavior*, 9(4), 297–308.
- Maslach C, & Jackson SE (1981). The measurement of experienced burnout. *Journal of organizational behavior*, 2(2), 99–113.
- Maton KI, & Salem DA (1995). Organizational characteristics of empowering community settings: A multiple case study approach. *American Journal of community psychology*, 23(5), 631–656. [PubMed: 8851343]
- McDonald RP, & Ho MHR (2002). Principles and practice in reporting structural equation analyses. *Psychological methods*, 7(1), 64–82. Doi: 10.1037/1082-989X.7.1.64 [PubMed: 11928891]
- Morgeson FP, & Campion MA (2003). Work design. *Handbook of psychology*.
- Ogi ska-Bulik N. (2006). Occupational stress and its consequences in healthcare professionals: The role of type d personality. *International Journal of Occupational Medicine and Environmental Health*, 19(2), 113–122. [PubMed: 17128809]
- Morse G, Salyers MP, Rollins AL, Monroe-DeVita M, & Pfahler C. (2012). Burnout in mental health services: A review of the problem and its remediation. *Administration & Policy in Mental Health*, 39(5), 341–352. doi: 10.1007/s10488-011-0352-1. [PubMed: 21533847]
- Mulki JP, Jaramillo F, & Locander WB (2006). Emotional exhaustion and organizational deviance: Can the right job and a leader's style make a difference? *Journal of Business Research*, 59(12), 1222–1230.
- Muthén LK, & Muthén BO (1998-2016). *Mplus user's guide* (7th edn): Muthén and Muthén Los Angeles, CA.
- Patterson-Silver Wolf DA., Dulmus CN., Maguin E., & Cristalli M. (2013). Factors influencing worker morale: Evaluating provider demographics, workplace environment and using ESTs. *Research on Social Work Practice*, 23(3), 304–310.

- Podsakoff PM, MacKenzie SB, Lee JY, & Podsakoff NP (2003). Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies. *Journal of Applied Psychology*, 88(5), 879–903.
- Raudenbush SW, & Bryk AS (2002). *Hierarchical linear models: Applications and data analysis methods* (Vol. 1): Sage.
- Shirom A, Melamed S, Toker S, Berliner S, & Shapira I. (2005). Burnout and health review: Current knowledge and future research directions. *International review of industrial and organizational psychology*, 20, 269–308.
- Smith CA, Organ DW, & Near JP (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of applied psychology*, 68(4), 653.
- Snijders TAB, & Bosker RJ (2012). *Multilevel modeling: An introduction to basic and advanced multilevel modeling* (2nd ed.). London: Sage Publishers.
- Sonnentag S, & Frese M. (2012). Dynamic performance. *The Oxford handbook of organizational psychology*, 1, 548–575.
- Stordeur S, D'hoore W, & Vandenberghe C. (2001). Leadership, organizational stress, and emotional exhaustion among hospital nursing staff. *Journal of advanced nursing*, 35(4), 533–542. [PubMed: 11529953]
- Tse HH, & Dasborough MT (2008). A study of exchange and emotions in team member relationships. *Group & Organization Management*, 33(2), 194–215.
- Whitaker BG, Dahling JJ, & Levy P. (2007). The development of a feedback environment and role clarity model of job performance. *Journal of Management*, 33(4), 570–591.
- Willging CE, Waitzkin H, & Lamphere L. (2009). Transforming administrative and clinical practice in a public behavioral health system: an ethnographic assessment of the context of change. *Journal of health care for the poor and underserved*, 20(3), 866. [PubMed: 19648713]
- Wright TA, & Bonett DG (1997). The contribution of burnout to work performance. *Journal of Organizational Behavior*, 18, 491–499.
- Wright TA, & Cropanzano R. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover. *Journal of Applied Psychology*, 83(3), 486–493.

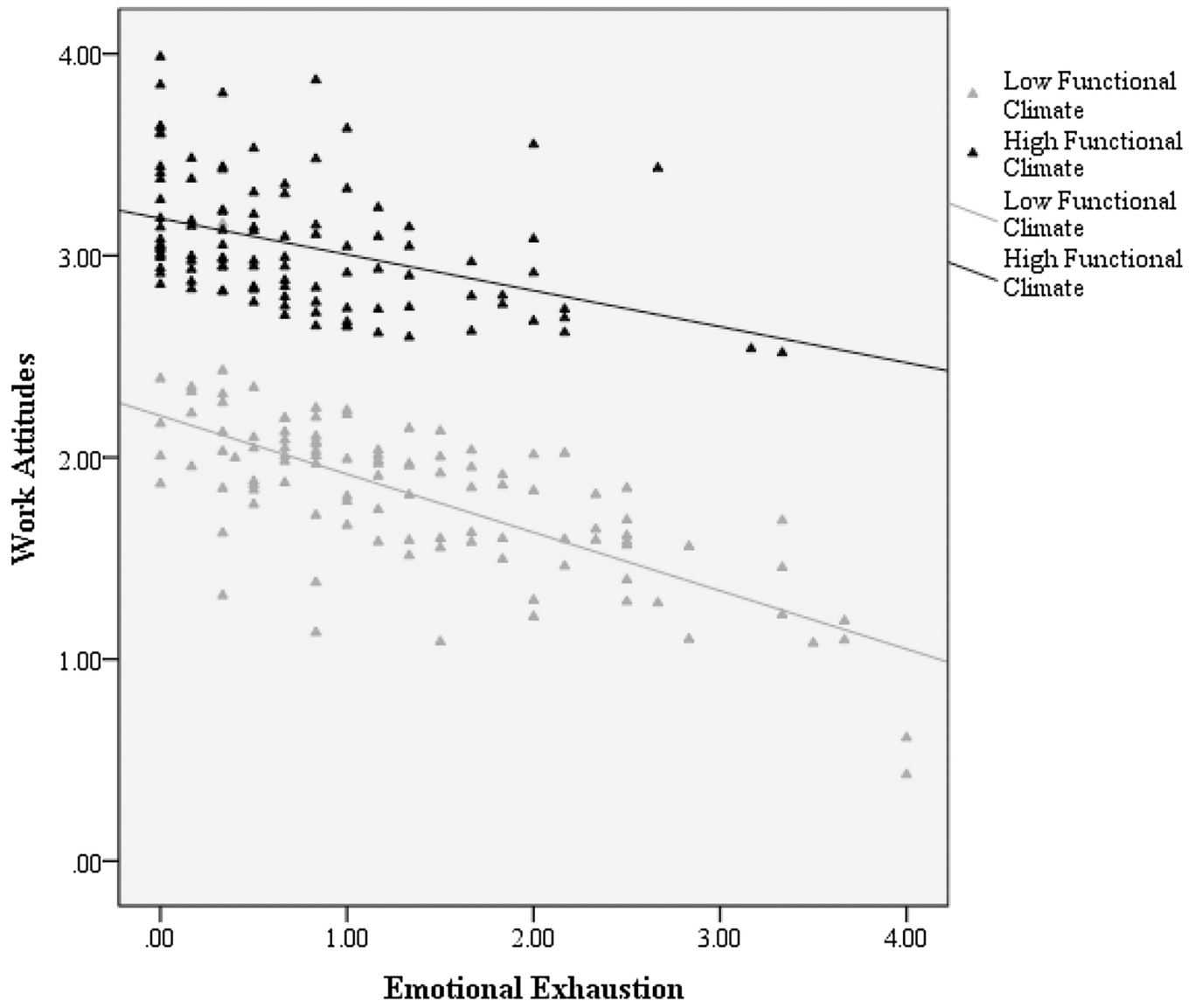


**Figure 1.** Theoretical model of Social Exchange Theory among Mental Health Clinicians.



**Figure 2.** Structural Equation Model of the Moderating Effect of Functional Climate on Emotional Exhaustion and Work Attitudes Predicting Turnover





**Figure 3.**  
Functional Climate Moderates the Relationship between Emotional Exhaustion and Work Attitudes