
**Researcher Notes**

**Categories addressed:** Supervisor support, peer support, organizational culture.

**Participants:** The sample in this study consisted of 767 employees in 34 groups within 11 Public Child Welfare Services (PCWS) organizations in central California that include a wide variety of urban and rural areas. The sample included employees in various positions in their agencies; however, administrators and support staff were not included in the study.

**Method:** A cross-sectional survey research design was employed for this study. Data was collected from the employees of 11 PCWS agencies.

**Independent variable:** Supervisor support, peer support, and organizational culture (constructive or passive defensive), stages of child welfare service workers.

**Dependent variable:** Retention.

**Purpose of the study:** This study explores how the effects of support and organizational culture on retention (as the antidote for turnover) vary across different stages of child welfare service careers.

**Findings:**

- Supervisor support was an important factor for retention in the agency regardless of the length of time participants had been in the field, although the strength of this relationship declined considerably by late career.
- For early and mid-career workers supervisor support was an important factor for retention in the field, but this was not the case for late-career workers.
- Peer support was important for early-career workers.
- Perceptions of agency cultures as passive defensive in nature had a negative impact on the workers’ willingness to remain in the agency. However, as workers spend more time in the field this effect disappears.
- Early and mid-career workers who have a MSW were less likely to remain in child welfare.