
**Researcher Notes**

**Categories addressed:** Retention, organizational culture, organizational policies, emotional exhaustion, and professional commitment.

**Participants:** The sample was drawn from a Department of Human Services-Division of Family and Children Services from a Southeastern state of the United States. Professional child welfare workers include frontline workers with job title of Social Worker or Child Protective Worker, are supervisors, regional directors, administrators, and specialists.

**Method:** A total of 430 survey packets were distributed to workers at county level through the DHS-DFCS regional directors. A total of 283 surveys were returned to the researcher, for a return rate of approximately 66%. The final number of survey available for analysis was 244.

**Independent variables:** Perception of organizational culture (quality of supervision/leadership, collegial sharing/support, and professional commitment), perceptions of organizational policies, satisfaction with extrinsic rewards, emotional exhaustion, and professional commitment.

**Dependent variable:** Intent to remain in child welfare.

**Purpose of the study:** The purpose of the current study was to extend prior research on retention of child welfare workers by constructing and testing a conceptual model for worker retention that combined individual and organizational factors.

**Findings:**
- Workers who had high quality supervision and leadership, collegial sharing and support, professional commitment, and were satisfied with extrinsic rewards were more likely to intend to remain employed in child welfare.
- Workers who were experiencing emotional exhaustion and had less professional commitment were less likely to intend to remain employed in child welfare.
- Workers who were satisfied with organizational policies and extrinsic rewards were less likely to be emotionally exhausted.