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ABSTRACT

INTENT TO STAY: AN EXAMINATION OF THE IMPACT OF JOB EMBEDDEDNESS, JOB SATISFACTION AND JOB SEARCH ON FACULTY RETENTION AT CHRISTIAN COLLEGES

Employee retention is an important challenge for organizations' human resource professionals. Most theory and research on voluntary turnover has centered on the antecedents of job satisfaction and job search. Recent research, unfolding model of voluntary turnover, suggests that employees leave organizations for reasons beyond the prescribed job satisfaction and job search alternatives. Flowing from the unfolding model, the construct of job embeddedness studies turnover through understanding the organizational- and community-related reasons why employees stay rather than leave organizations. While the constructs of job satisfaction and job search have been studied extensively including the field of higher education, little is known about job embeddedness in higher education. This study extends the research and theory on job embeddedness and examines the impact of job embeddedness, job satisfaction and job search on the intent to stay of full-time faculty members at Christian colleges and universities.

To address the research question, a quantitative study was conducted that included an online survey with faculty at seven Christian colleges and universities. The relationship of intent to stay (dependent variable) and the constructs of job embeddedness, job satisfaction and job search (independent variables) were evaluated using multiple regression. The results showed that the aggregate measure of job

embeddedness and organizational job embeddedness did have a positive and significant impact on intent to stay; however, community job embeddedness did not exhibit a significant influence on intent to stay.

The findings confirm the continued applicability of job satisfaction and job search as important predictors of intent to stay. The findings also support that job embeddedness is a significant predictor of intent to stay and provides an alternative direction for administrators in developing and implementing retention strategies stemming from this construct.