Title: Factors contributing to faculty satisfaction and its relationship to faculty retention in tertiary religious institutions

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Date completed: February 2011

Granting Institution: Adventist International Institute of Advanced Studies (AIIAS)

Description: Unpublished Thesis (PhD): 192 pages

Abstract:

The main purpose of this study was to identify factors contributing to faculty satisfaction and their relationship to faculty retention. There were 185 respondents from 4 religious universities in Manado, East Indonesia, who responded to a 3-part questionnaire.

Results showed that institutional value (66%), working condition (61%), and institutional support (52%) are the 3 factors contributing to faculty satisfaction. Moreover, 87.1% of faculty members were highly satisfied, 12.9% were moderately satisfied, and no one was in low degree of satisfaction. Respondents’ demographical attributes like age, gender, educational attainment, and number of years in teaching affected the degree of satisfaction significantly. Older faculty members had higher degree of satisfaction. Male faculty members had slightly higher degree of satisfaction than females. Faculty members who have masters and doctoral degrees were more satisfied than those with bachelor’s degree. Additionally, the longer the faculty members teach, the more satisfied they become.

Results also showed that 81.1% of the respondents had a high degree of retention, 18.4% had a moderate degree and only 0.5% had a low degree. Furthermore, male faculty members had higher degree of retention than females; master’s and doctoral degree holders were more likely to
be retained than bachelor’s degree holders; and the longer the faculty members teach, the more likely they were to stay.

Interestingly, results showed that 43.2% of the faculty members had a high level of support from mentoring program, 46% received moderately and only 10.8% had low level. Moreover, female faculty members had slightly higher degree of support.

Overall results showed that the faculty members who were the most satisfied and most willing to be retained were from University A, an Adventist institution. Results also indicate that faculty satisfaction affected faculty retention $F(2,177) = 3.05$, $p = .05$, significantly and positively. However, institutional value ($M = 4.27$, $SD = .66$), one of the 3 satisfaction factors affected faculty retention more than the other two factors, institutional support ($M = 3.90$, $SD = .68$) and working condition ($M = 3.94$, $SD = .68$).

For faculty members to be highly satisfied and be retained in service, administrators should provide support in terms of working condition, institutional value, and institutional support. A similar study can be conducted on religious and non-religious universities in the other cultural and geographical locations.