



Introduction

This study used responses to *AdvanceVT's* faculty worklife survey to identify predictors of job satisfaction and intent to leave the university. The study focused on tenured and tenure-track faculty in all eight academic colleges at Virginia Tech, a land grant institution with 25,000+ full time students and more than 2700 teaching and research faculty. The survey, conducted in the spring of 2005, obtained a 60% response rate. Summary reports on various aspects of the survey findings are available at www.advance.vt.edu.

Key Questions

Which demographic factors, university employment characteristics, and specific facets of worklife, determine the job satisfaction of tenured and tenure track faculty at Virginia Tech?

Which factors, including job satisfaction, significantly influence a faculty member's intent to leave?



Unique Features of Faculty Job Satisfaction

Intrinsic Rewards

Traditionally predominate
Strong positive effects
when in evidence

- Collegiality
- Autonomy
- Intellectual challenge and engagement

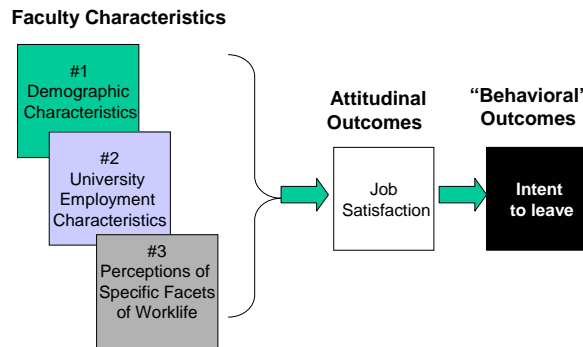
Extrinsic Rewards

Necessary but not sufficient
When significant, effects tend to be negative

- Salary
- Benefits
- Job security
- Accountability metrics

The Model

The regression model was based on Johnsrud's (2002) basic model of relationships among demographic and professional characteristics of faculty, worklife attitudes, and behavioral outcomes, and grouped faculty characteristics into demographic variables, employment variables, and perceptions of specific facets of worklife. Scales were developed from questions in the survey describing work environment, department administration, collaboration, resources, rewards, leadership, diversity, mentoring, and work/non-work life balance.



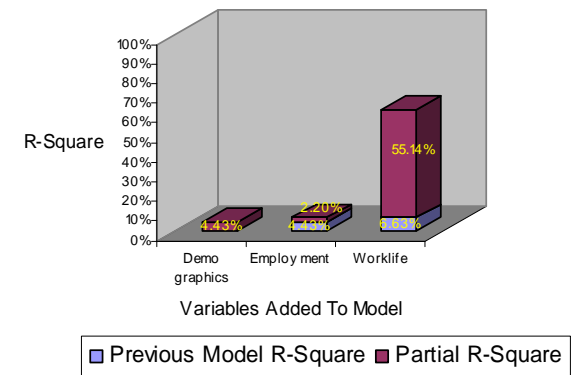
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Findings

Perceptions about these facets of worklife explained 55% of the variance in the hierarchical regression model predicting job satisfaction. The factors that most significantly influenced job satisfaction were work environment, department administration, collaboration, and resources, followed by work/non-work life balance. Job satisfaction and work/non-work life balance were also found to have significant correlations with intent to leave Virginia Tech.

Hierarchical Regression Model For Job Satisfaction



Factors Influencing Intent to Leave

- Faculty with higher levels of job satisfaction are more likely to remain employed at Virginia Tech.
- The balance between work and nonwork life has a highly significant effect on job satisfaction but also has a highly significant independent effect on intent to leave.
- Faculty who are married, older, and have tenure are less likely to consider leaving Virginia Tech.
- Faculty who are less satisfied with campus leadership and view campus as having fewer leadership opportunities are at greater risk for departure.