

Faithful Retention and Strategic Transitions: Understanding Employee Dynamics in Seventh-Day Adventist Institutions

Richard B. Banay
South Philippine Adventist College
banay_r@spac.edu.ph

ABSTRACT

This study investigates why employees either stay with or switch to Seventh-Day Adventist (SDA) institutions. By comparing those who started and stayed in the SDA organization with those who joined after leaving other jobs, the research aims to understand what drives long-term commitment versus job transitions within this specific context. A qualitative comparative case study approach was used to explore these two distinct employee groups. Purposeful sampling selected participants who either remained with the SDA institution for at least five years or transferred from previous positions. The study involved eight participants: four males in the Job Retention group and four individuals (three females and one male) in the Job Change group. Data were collected through in-depth interviews, guided by a tailored interview protocol. Thematic analysis, based on Yin's framework, was employed to identify and interpret key patterns in the data. The study revealed that personal values aligning with organizational culture, along with opportunities for career development, are key factors influencing long-term retention. Those who transferred from other jobs were often motivated by dissatisfaction in their previous roles and found the SDA institution's environment and growth opportunities appealing. These findings highlight how a supportive organizational culture and career advancement options play a significant role in employees' decisions to stay or transition to the SDA institution. This research offers important insights into what affects employee retention and job changes in faith-based organizations. It emphasizes the need for organizations to align their practices with employee values and provide career development opportunities, which can help enhance employee engagement and retention in similar settings.

Keywords: employee retention, adventist institution, comparative case study

INTRODUCTION

Employee retention is a crucial challenge for organizations across various sectors because maintaining a stable workforce is key to ensuring productivity, reducing turnover costs, and maintaining a competitive advantage. High turnover disrupts organizational knowledge, lowers efficiency, and raises recruitment and training expenses (Holtom & Burch, 2021). Research has extensively examined factors influencing retention, including compensation, career development opportunities, work environment, organizational culture, job satisfaction, and work-life balance (Noe, 2017; Schein, 2010; Judge & Bono, 2001; Greenhaus & Allen, 2011). However, how these factors interact within specific organizational settings, particularly among different employee groups within the same organization, is not well understood.

For Seventh-day Adventist (SDA) institutions, retention holds unique importance due to their mission-driven focus. Although general factors affecting retention are well known, there's limited research on how these factors apply specifically to SDA institutions, especially among employees with different job histories. This study seeks to bridge this gap by examining how the starting point of employees' careers—either within or outside the SDA institution—influences their decisions to stay long-term. Gaining this insight could help SDA institutions develop retention strategies that align with their mission and address the diverse experiences of their workforce.

This study aims to fill the gap in understanding how career starting points affect employee retention within SDA institutions. It will compare the retention factors between employees who began their careers in SDA institutions and those who joined from outside sectors. The research will explore: (1) how starting a career within an SDA institution impacts retention decisions, (2) why employees who began their careers outside decide to stay, (3) the similarities and differences in retention motivations between these groups, and (4) the organizational strategies and dynamics that support long-term retention for both groups.

This qualitative case study will use in-depth interviews with SDA employees from different career backgrounds. Anticipated findings include identifying shared and unique retention motivations, offering SDA institutions valuable insights to refine their retention strategies and better foster long-term commitment, ultimately enhancing overall organizational performance.

LITERATURE REVIEW

Employee retention is a key concern for organizations aiming to keep a stable and effective workforce. Studies highlight that job satisfaction, influenced by factors like work conditions, leadership, pay, and chances for career growth, is a major reason employees stay with their companies (Luz et al., 2018; Steil et al., 2019). This is particularly true for institutions tied to the Seventh-day Adventist (SDA) Church, where both organizational culture and personal reasons influence retention. This review looks at employee retention within SDA institutions, exploring how starting a career here impacts long-term commitment and why some employees who started outside SDA institutions choose to move in and stay.

Factors Influencing Employee Retention. Job satisfaction is crucial for employee retention, as aligning work with personal interests and skills enhances satisfaction and reduces turnover. Ghapanchi and Aurum (2011) find that engaging work improves satisfaction and lowers quitting rates, while monotonous tasks can increase dissatisfaction. In Seventh-day Adventist (SDA) institutions, employees often find their work meaningful due to its connection with the organization's mission (Shahda et al., 2024). A supportive work environment, marked by positive relationships and a sense of community, also boosts retention (Christeen, 2014; Hu & Balwi, 2024). Effective leadership that fosters communication and career growth makes employees feel valued and more likely to stay (Andrews & Wan, 2009; Ghapanchi & Aurum, 2011). Although fair pay and benefits are important, personal values and mission alignment often outweigh financial considerations

(Hartwig et al., 2024). Opportunities for professional growth further enhance job satisfaction and retention (Steil et al., 2016; Attah & Orji, 2024).

Influence of Starting a Career Within SDA Institutions. Employees who start their careers in SDA institutions often develop strong commitment due to the alignment of their personal values with the institution's mission, fostering emotional attachment and reducing turnover (Hartwig et al., 2024). The focus on community service within SDA institutions further enhances job satisfaction and retention (Shahda et al., 2024). Effective career management is crucial for retaining these employees, with mentoring and clear development pathways helping them integrate and envision a future within the organization. This structured support not only encourages long-term commitment but also aids employees in achieving their professional goals within the institution (Attah & Orji, 2024).

Reasons for Transferring to SDA Institutions. Employees transferring from other organizations to SDA institutions often cite value alignment as a key reason for staying. Lu et al. (2023) found that the ethical and community-focused nature of SDA institutions resonates with employees' personal values, fostering a deeper sense of purpose and belonging. This alignment strengthens their commitment to the organization. Besides shared values, employees also seek meaningful work in a supportive environment. SDA institutions offer mission-driven roles that align with these desires, supported by a culture of recognition, community, and well-being (Shahda et al., 2024; Michael, 2023). Additionally, opportunities for career growth and professional development within a values-driven context appeal to those seeking long-term, purpose-driven careers (Shahda et al., 2024; Lu et al., 2023).

Job Change and Retention in SDA Institutions. Research on job changes shows that organizational support, career growth options, and personal goals heavily influence whether employees stay or leave (Hasibuan, 2008; Mubarok, 2022). Employees who feel supported by their employers, see career growth paths, and find work-life balance are more likely to stay committed. In SDA institutions, the sense of organizational support—rooted in the mission to care for both the individual and the community—helps retain employees (Wahyudi, 2005).

External factors, such as economic conditions and new technologies, also impact job change decisions (Boere et al., 2023). However, employees in SDA institutions are often more focused on alignment with the organization's values and intrinsic rewards, making them less likely to leave compared to employees in other sectors.

Synthesis. Employees who start their careers within SDA institutions often develop a strong commitment due to the alignment between their personal values and the institution's mission, fostering loyalty and belonging that promotes long-term retention. Career development opportunities and a supportive environment further enhance this commitment, offering both professional growth and personal fulfillment. For those who begin their careers outside SDA institutions, the decision to transfer and stay is similarly driven by value alignment, as the institution's mission, focus on community, and ethical practices resonate with their motivations. Both groups are attracted by meaningful work, career advancement, and a supportive culture, which together encourage sustained engagement and retention.

THEORETICAL FRAMEWORK

This study draws on four key theories to understand employee retention: Herzberg's (1966) Two-Factor Motivation-Hygiene Theory, McClelland's (1961) Human Motivation Theory, Homans's (1958) Social Exchange Theory, and Emerson's (1976) Theory of Organizational Equilibrium (TOE). Herzberg's theory distinguishes between hygiene factors (e.g., salary, work conditions) and motivators (e.g., personal growth, recognition), both essential for long-term commitment. McClelland's theory focuses on fulfilling one of three needs—power, achievement, or affiliation—highlighting that employees' retention depends on meeting their dominant need. Homans's Social Exchange Theory suggests that employees stay when the rewards (e.g., recognition, support) outweigh the risks (e.g., stress, undervaluation). Finally, Emerson's TOE emphasizes the balance between employee contributions and organizational rewards. Employees remain when they perceive their efforts are fairly compensated. Together, these theories highlight the need to address both extrinsic and intrinsic motivators, create positive relationships, and maintain a fair exchange to foster long-term employee retention.

METHODS

This study investigates why employees choose to stay long-term at Seventh-day Adventist (SDA) institutions or transfer from other jobs into these organizations. Employing a qualitative comparative case study design, the research involved in-depth interviews and applied Yin's thematic analysis to explore these decisions.

Research Design. The study used a qualitative comparative case study approach to examine two distinct employee groups: those who began their careers at SDA institutions and stayed, and those who transferred from other jobs. This design facilitated a detailed comparison of their experiences and work environments, providing insights into the factors influencing long-term commitment.

Sampling. Purposeful sampling was used to select participants who could provide relevant insights. The "Job Retention" group included four males, aged 27 to 29, who had been with the SDA institution for six to eight years. The "Job Change" group consisted of four individuals (three females and one male), aged 34 to 44, who had transferred from other jobs and been with the institution for eight years.

Data Collection and Analysis. Data was collected through open-ended interviews, capturing participants' personal experiences and motivations. Yin's thematic analysis was then applied, breaking down and coding the interview data into themes such as organizational culture, personal beliefs, and career security, to reveal what influences long-term retention and job transitions.

RESULTS AND DISCUSSION

This study on employee retention in Seventh-day Adventist (SDA) institutions highlights key factors driving long-term commitment. Interviews reveal why SDA institutions attract and retain employees, emphasizing themes such as value alignment and supportive environments. The analysis, featuring direct quotes, offers insights into effective retention strategies for faith-based organizations.

Table 1
Aspects for Long-term Retention in Adventist Institutions

Research Question	Themes that Address Question
How does starting a career within an SDA institution influence employees' decisions to stay long-term in the organization?	<ul style="list-style-type: none"> ➤ Supportive Work Environment and Organizational Culture ➤ Alignment with Values and Beliefs ➤ Challenges and Adaptation to Organizational Practices

Supportive Work Environment and Organizational Culture. A supportive work environment and positive organizational culture are crucial in influencing employees' decisions to remain at SDA institutions long-term. Interviewee C emphasized how a nurturing environment and a strong sense of community among colleagues positively shaped his initial experiences, stating, “The supportive work environment, with colleagues who were eager to help and mentor, created a strong sense of community that made the workplace welcoming.” Similarly, Interviewee A highlighted the importance of comfort, saying, “The work environment is very comfortable, both in terms of the physical space and the company culture. It’s a place where I feel at ease, and that comfort is important to me.” This underscores how a comfortable and engaging work environment fosters long-term commitment. Additionally, Interviewee D noted, “It helped me to improve myself especially with dealing with people,” showing that a supportive atmosphere aids personal growth, further solidifying commitment. Overall, the combination of a welcoming physical space and positive culture significantly influences retention at SDA institutions.

Alignment with Values and Beliefs. Alignment with personal values and beliefs plays a crucial role in employees' decisions to remain with an SDA institution, as it deepens their commitment when they see their values reflected in the organization’s mission and culture. Interviewee C noted, “The supportive atmosphere and alignment with my personal values significantly shaped my expectations and attitudes,” highlighting how this alignment reinforced his decision to stay engaged with the institution. Similarly, Interviewee A stated, “Being part of an organization that prioritizes values and ethics that I hold dear has greatly influenced my decision to stay. It feels rewarding to work for an institution where my personal values are reflected in the organizational culture.” This underscores the importance of values alignment in fostering a sense of fulfillment and commitment. Interviewee D added, “My decision to stay long-term was influenced by the strong sense of unity with my colleagues and the comprehensive benefits offered by the institution,” linking religious and ethical values to long-term commitment. Furthermore, Interviewee B emphasized, “It keeps your faith in God intact,” showing how the alignment of organizational and personal beliefs strengthens dedication to stay.

Challenges and Adaptation to Organizational Practices. Navigating initial challenges and adapting to an organization's unique practices are essential in determining

employees’ long-term commitment. Interviewee C reflected on his struggles with complex financial policies and religious guidelines, noting, "The challenges I encountered... presented initial obstacles." However, the supportive environment and alignment with his values helped him persist, stating, "Despite these difficulties, the supportive work environment... outweighed these challenges." Similarly, Interviewee B highlighted how overcoming challenges fostered personal growth, noting, “Many challenges... give me new ideas to accomplish new heights.” Interviewee A emphasized that the prospect of professional development and varied challenges kept him engaged, stating, “The opportunity for professional growth and the variety of challenges... have kept me engaged.”

Research supports these observations, revealing that a positive labor climate and visible leadership appreciation correlate strongly with increased employee retention (Liu et al., 2024; Dyah & Ardiyanti, 2024). For instance, a supportive work environment accounts for 61.7% of retention variance in educational institutions (Salsabila et al., 2024). Additionally, transformational leadership and shared values significantly enhance employee loyalty (Muhammad & Yuliharsi, 2024), with alignment between personal values and organizational mission fostering greater commitment (Attah & Orji, 2024). Despite initial difficulties, overcoming these challenges often deepens employees’ commitment, underscoring the complex dynamics of retention.

Table 2
Reasons for Transferring and Staying in SDA Institutions

Research Question	Themes that Address Question
Why do employees who began their careers outside the SDA institution decide to transfer and stay within the organization?	<ul style="list-style-type: none"> ➤ Spiritual Alignment and Values ➤ Work-Life Balance and Supportive Environment ➤ Cultural Fit and Leadership Influence

Spiritual Alignment and Values. The alignment between personal beliefs and the core values of the SDA institution significantly influences employees' decisions to transfer or stay. This connection provides not only job satisfaction but also a profound sense of purpose. Interviewee H valued the institution’s emphasis on holistic health, which integrates mental, physical, and spiritual well-being: "Holistic health... may appeal to people seeking a balanced way of life." This reflects a broader desire among employees for an environment that nurtures spiritual health alongside professional responsibilities. Similarly, Interviewee E noted that religious observance, particularly Sabbath observance, was a crucial factor in their decision to transfer: "What made me transfer from my previous work to SDA is the Sabbath." Interviewee G, who returned to an SDA institution, emphasized that spiritual motivation was pivotal in their decision: "The most appealing to me is being spiritually motivated always." This underscores the deep connection between the institution’s values and employees’ personal beliefs, fostering a strong sense of belonging.

Work-Life Balance and Supportive Environment. A key factor driving employees to transfer to and stay at the SDA institution is its commitment to work-life balance and a supportive work environment. For many, the chance to work in an environment that prioritizes personal well-being and family life is highly appealing. Interviewee H highlighted the positive impact of policies that support "family life, rest days (such as Sabbath

observance), and community activity," which facilitate balancing work with personal life. This sentiment is echoed by Interviewee E, who noted that despite a less competitive salary, benefits like the Sabbath and family-oriented perks such as health and education were crucial in their decision to stay. Interviewee F also pointed out the importance of this supportive shift, saying, "The working environment at my old job wasn't great—it was stressful and not very supportive. I knew I needed a change for my own well-being." Overall, the SDA institution's focus on nurturing personal and professional growth through a supportive, less stressful atmosphere significantly enhances long-term employee retention.

Cultural Fit and Leadership Influence. Leadership and organizational culture are crucial in retaining employees who transfer from other jobs. Many are drawn to the SDA institution for its alignment with their values. Interviewee H highlighted how mentorship from a leader embodying SDA value was vital to their decision to stay: "Meeting a leader, mentor, and a schoolmate who represents the values that inspire me to work for an SDA organization." Interviewee F pointed out that career growth opportunities were key to their transfer: "The potential for career advancement and the chance to take on new challenges were significant factors in my decision to move here." Interviewee G also valued the positive impact of leadership and culture after returning from a break: "I quit from work before because of some work pressure and wanted to rest for a while." Thus, spiritual alignment, a supportive environment, and strong leadership foster long-term employee commitment.

Employees are significantly drawn to environments that align with their spiritual beliefs, which enhances their commitment to the organization (Dianti et al., 2024). Research shows a strong link between workplace spirituality and employee well-being, with meaningful work increasing retention intentions (Widyasari & Mubarak, 2024; Herman et al., 2023). SDA institutions' emphasis on work-life balance, including support for family life and community involvement, is crucial for retention. Such policies reduce stress and improve well-being, encouraging employees to stay despite lower salaries (Kumari et al., 2024). Additionally, spiritual leadership fosters a values-aligned culture, strengthening employee commitment (Aboobaker & Zakkariya, 2023; Dianti et al., 2024).

Table 3
Comparison of Long-Term Retention Motivations

Research Question	Themes that Address Question
What are the similarities and differences in the motivations for long-term retention between employees who began their careers within an SDA institution and those who transferred from outside organizations?	<i>SIMILARITIES</i>
	➤ Alignment with Values and Beliefs
	➤ Supportive Work Environment and Positive Relationships
	<i>DIFFERENCES</i>
	➤ Initial Experiences and Adaptation
	➤ Challenges and Growth

Similarities in Reasons for Staying in Adventist Institutions

Alignment with Values and Beliefs. A primary motivator for both long-term and transferred employees at SDA institutions is the alignment of personal values with the organization's religious mission. Employees often cite spiritual motivation, faith in God, and practices such as Sabbath observance as central to their commitment. For long-term employees like Interviewee C, this alignment is crucial. They remarked, "The supportive

atmosphere and alignment with my personal values significantly shaped my expectations and attitudes." This connection between personal faith and the workplace reinforces their commitment, making the religious aspects of the organization integral to their well-being. Similarly, Interviewee B highlighted how the institution helped maintain their faith, stating, "It keeps your faith in God intact." For these long-term employees, maintaining faith through their work environment is essential to their retention.

Transferred employees also emphasize spiritual alignment. Interviewee G, who returned to the SDA institution, was drawn back by the organization's spiritual motivation, noting, "The most appealing to me is having spiritually motivated always." Interviewee H echoed this, saying, "My motivation to transfer arises from the possibility that employment at an SDA institution will provide me a sense of direction and be in line with my beliefs." Interviewee E also noted that the Sabbath was a key factor in their transfer decision: "What made me transfer from my previous work to SDA is the Sabbath." Overall, whether long-term or transferred, employees consistently highlight the institution's alignment with their faith and personal beliefs as a major factor in their decision to stay.

Supportive Work Environment and Positive Relationships. A supportive and positive work environment is crucial for both long-term and transferred employees at SDA institutions. For long-term staff, meaningful relationships with co-workers, effective mentorship, and a comfortable workplace culture significantly enhance satisfaction and commitment. Interviewee C highlighted this, stating, "The supportive work environment, the sense of community, and the alignment with my values outweighed these challenges." This environment not only fostered personal growth but also reinforced their decision to stay. Interviewee D similarly valued these relationships, noting, "It helped me to improve myself, especially with dealing with people."

Transferred employees also stress the importance of a supportive work environment, particularly in terms of mentorship and leadership. Interviewee H was inspired to transfer after meeting a mentor who represented the institution's values, stating, "Meeting a leader, mentor, and a schoolmate who represents the values that inspire me to work for an SDA organization." Interviewee E also cited the positive workplace culture as a key factor in their decision to transfer and remain, saying, "Because of the environmental influence." Overall, both long-term and transferred employees view supportive relationships and a positive work culture as critical to their decision to stay.

Differences in Reasons for Staying in Adventist Institutions

Initial Experiences and Adaptation. A key difference between long-term employees and those who transferred to SDA institutions is their initial experience and adaptation. Long-term employees often faced significant challenges early on, requiring substantial adjustment. For instance, Interviewee C spoke about the difficulties of adapting to complex financial policies and religious guidelines, stating, "The challenges I encountered... presented initial obstacles." Despite these hurdles, the supportive environment ultimately outweighed the difficulties and reinforced their commitment.

In contrast, transferred employees were more attracted to the institution's work-life balance and spiritual alignment from the outset. Interviewee H highlighted the appeal of the institution’s family-supportive policies, noting, "With regulations that support family life, rest days (such as Sabbath observance), and community activity, it encourages a healthier work-life balance." Interviewee E similarly emphasized how Sabbath observance and the overall environment influenced their decision to transfer.

Challenges and Growth. Long-term employees often viewed challenges as opportunities for personal and professional growth. Interviewee B explained how challenges at the institution helped them grow, stating, "Many challenges give me new ideas to accomplish new heights." For these employees, overcoming obstacles became a key part of their experience and contributed to their decision to remain long-term.

Transferred employees, on the other hand, focused more on external factors such as work-life balance and workplace culture, with less emphasis on personal growth through challenges. For them, the attraction to the institution was more about alignment with their beliefs and external factors that motivated them to transfer, rather than facing and overcoming internal challenges.

Table 4
Retention Dynamics in SDA Institutions

Research Question	Themes that Address Question
What organizational and workplace dynamics within SDA institutions contribute to the long-term retention of both employees who started their careers in the organization and those who transferred from other institutions?	➤ Alignment with Organizational Mission and Values
	➤ Supportive Work Environment and Positive Workplace Culture
	➤ Opportunities for Professional Growth and Development
	➤ Integration of Faith and Work-Life Balance
	➤ Adaptability and Resilience in Organizational Practices

Alignment with Organizational Mission and Values. The alignment between personal values and an institution's mission significantly drives employee retention. SDA institutions emphasize religious and ethical values, which resonate with employees who share these beliefs. Interviewee C highlighted how the alignment with personal values and the supportive atmosphere were crucial for their long-term commitment, stating that the congruence created a meaningful work environment in line with their spiritual and ethical principles.

For transferred employees, the spiritual and religious aspects of SDA institutions are major attractions. Interviewee H noted that the institution’s support for family life, Sabbath observance, and community activities was a key factor in their decision to join and remain. Similarly, Interviewee E was influenced by the alignment with religious practices and the institution’s supportive environment. This integration of faith and work-life balance fosters a compelling atmosphere that attracts and retains employees who value these aspects in their professional lives.

Supportive Work Environment and Positive Workplace Culture. A supportive work environment and positive workplace culture are crucial for fostering long-term

employee satisfaction. Long-term employees often cite the supportive atmosphere and relationships with colleagues as key reasons for their continued commitment. Interviewee C describes how the supportive work environment and the assistance and mentorship from colleagues created a positive and encouraging atmosphere, reinforcing their decision to stay.

Transferred employees also benefit from a positive workplace culture. Interviewee H notes that meeting leaders and mentors who embody the institution's values was a significant factor in their decision to join the SDA organization. Interviewee F highlights that the supportive environment at the SDA institution was a considerable improvement over their previous job, contributing to their long-term commitment. This positive culture enhances job satisfaction and encourages employees to remain with the institution.

Opportunities for Professional Growth and Development. The availability of opportunities for professional growth and development is instrumental in retaining employees. Long-term employees are often motivated by the prospect of career advancement and new challenges. Interviewee A emphasizes that the opportunity for professional growth and the variety of challenges in their role have kept them engaged and committed to the organization. This focus on career development ensures that employees remain motivated and see a future within the institution.

Transferred employees also value professional development opportunities, although it may not be as prominently noted. Interviewee F appreciates the potential for career advancement and the chance to take on new challenges as significant factors in their decision to join the SDA institution. The emphasis on professional growth contributes to a positive work experience and reinforces employees' commitment to stay long-term.

Integration of Faith and Work-Life Balance. The integration of faith into the work environment and the support for work-life balance are significant aspects of employee satisfaction and retention in SDA institutions. Long-term employees value how their personal values align with the institution's religious practices. Interviewee C notes that the integration of faith and community activities has helped maintain their commitment to the institution, providing a sense of alignment with their personal beliefs.

Transferred employees also find work-life balance, including Sabbath observance and family-supportive policies, to be major motivations for transferring and staying. Interviewee H specifically highlights that the regulations supporting family life and rest days contribute to a healthier work-life balance, which was a key reason for their decision to join the SDA institution. Interviewee E's focus on Sabbath observance and the supportive environment further illustrates how faith integration and work-life balance are attractive aspects of working in SDA institutions.

Adaptability and Resilience in Organizational Practices. The ability of an organization to adapt and support employees through initial challenges and transitions is crucial for long-term retention. Long-term employees often appreciate the support they receive during challenging periods. Interviewee C discusses how the institution's supportive environment helped them navigate initial challenges, such as adjusting to specific financial

policies and religious guidelines. Despite these difficulties, the supportive work environment and alignment with personal values reinforced their commitment to stay.

Transferred employees generally experience fewer adaptation challenges but still benefit from the institution's supportive practices. Interviewee F notes that the positive working conditions and supportive practices at the SDA institution significantly improved their work experience compared to their previous job. Interviewee E's experience with institutional support highlights how adaptability and resilience in organizational practices contribute to employee satisfaction and long-term retention.

Synthesis. Long-term retention at SDA institutions hinges on aligning personal values with the institution's mission, fostering purpose and commitment (Hartwig et al., 2024). A supportive environment with effective mentorship and strong relationships enhances job satisfaction (Christeen, 2014). Opportunities for career growth and faith integration further boost retention and satisfaction (Shahda et al., 2024; Attah & Orji, 2024).

CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

The study reveals that employee retention and attraction to Seventh-Day Adventist (SDA) institutions hinge on several key factors. Central to these are the alignment between personal and organizational values, a supportive work environment, and opportunities for professional growth. Both long-term employees and transferees emphasize that value alignment is crucial for their commitment. A positive workplace culture and supportive relationships within the organization further bolster this commitment. Additionally, professional development opportunities and a well-integrated work-life balance are significant contributors to long-term retention.

SDA institutions should understand that focusing on creating a work environment aligned with employees' personal values and beliefs implies cultivating a supportive and positive culture that reflects the spiritual and ethical principles of their staff. This also entails providing clear avenues for career advancement to keep employees engaged and motivated. Moreover, implementing policies that support work-life balance, including Sabbath observance, plays a crucial role in enhancing job satisfaction and commitment.

To improve retention, SDA institutions should prioritize aligning the work environment with employees' personal values. This includes fostering a supportive culture and mentorship, offering career development opportunities, and supporting work-life balance through flexible scheduling and spiritual observance. Adapting these practices based on employee feedback will further enhance long-term commitment.

The study's conclusions are limited by potential biases in self-reported data, which may not fully represent experiences within SDA institutions. The reliance on qualitative data may also affect generalizability. A larger, more diverse sample and a mixed-methods approach would provide a more comprehensive view of factors influencing employee retention in faith-based organizations.

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