



## **JOB EMBEDDEDNESS AS A PREDICTOR OF TURNOVER INTENTION OF EDUCATORS IN HIGHER EDUCATIONAL INSTITUTION**

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### **ABSTRACT**

*Instructive Institutions are confronting challenges as different powers, for example, evolving socioeconomics, globalization, innovation. An in number and committed work constrain oversaw proactively and created ability administration projects and techniques is required with an end goal to stay aggressive. Holding ability both in India and in a universally has turned out to be significantly more critical in a period where establishments scholarly capacities has turned into the most imperative wellspring of keeping up upper hand. A high rate of work turnover in higher instructive organizations and the significance of holding skilled teachers are worries that have brought about expanded enthusiasm for variable, for example, job embeddedness and work engagement as an indicator that would impact and predict turnover goal. Scientists conceptualize job embeddedness as a variable which incorporates one's connect to different parts of the activity, for example, individuals and gathering, view of people work fit and the yield engaged with leaving the activity. Job embeddedness is another idea in turnover goal inquire about that can clarify why individuals remain in their occupations. Albeit hypothetical and experimental ramifications are exceptionally promising and examines have been led with this build job embeddedness is still being worked on.*

*The motivation behind this paper is to investigate the connection between job embeddedness and turnover goal among instructors in higher instructive foundations. The findings of the paper demonstrated that activity embeddedness essentially and contrarily anticipate turnover expectation.*

*This study will end up being a point of reference for the scientists, approach creators and representatives to legitimately comprehend the ideas of job embeddedness, work engagement and turnover goal. The discoveries from this exploration would likewise build the collection of learning of why individuals remain in the establishments.*

**Key Words:** Job Embeddedness, Work Engagement, Turnover Intention, Higher Education, Educators.

**JEL Code:** J 63, M 12, M 54

## **Introduction**

Higher education plays an indispensable part in creating knowledge for future skills and talent and for social and economic improvement in the society (Van den Berg, Manias & Burger, 2008). Coetzee and Rothmann (2004) expressed his view that academics are an essential part of sociable life, as they are responsible for imparting knowledge the pioneers of the society. It is vital to take note of that higher educational institutions have turned out to be vulnerable against losing their exceedingly qualified and talented staff to generously compensated offers from global higher educational institutions. (Ngobeni & Bezuidenhout, 2011). As indicated by Probst, Raub and Romhardt (2000), Knowledge administration includes identifying, acquiring, developing, transferring and retaining of knowledge. The key segment to a knowledge economy is the ability to hold and manage institutional knowledge (Powell & Snellman, 2004). In such manner, to attract and retain talented staff it is vital to recognize the key forces that keep them in their present employment (Lawler & Finegold, 2000; Michaels, Handfield-Jones & Axelrod, 2001).

Institutions today are encountering new difficulties as external forces, for example, evolving socioeconomics, globalization, innovation and an inexorably different workforce are expecting management to proactively create compelling ability manage systems with an attempt to stay competitive (Whitfield & Landeros, 2006; Koyuncu, 2006). Moreover, more institutions are understanding the need to grow the intellectual capital of their staff keeping in mind to compete

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effectively in an inexorably challenging world economy (Burke & El-Kot, 2010; Lawler, 2008). Maintenance of ability has, turned out to be more critical, both in India and all other countries (Powell & Snellman, 2004; Macey & Schneider, 2008).

As today's economy is progressively lead by knowledge, and a huge shortage in global skills, intellectual capital is a source for institutions to have a competitive advantage with new challenges such as globalization (; Powell & Snellman, 2004; Halawi, Aronson & McCarthy, 2005)

Understanding the reasons why staff leave or keep up their job positions offers help for institutional improvement, for workforce development and advancement. Further, understanding the predecessors of employee turnover ought to give managers data that would diminish undesirable employee turnover. A growing consciousness of shifts in the qualities of the employees is to be consolidate all the energy on trying to retain skilled employees and keep them effectively embedded and engaged in their jobs (Frank, Finnegan & Taylor, 2004).

## **Literature Review**

Holtom, Brooks, Mitchell, Terence, Lee, and Thomas (2006) in their article states that job embeddedness theory can be utilized to strengthen human capital to reduce employee turnover. Employee turnover is expensive to institution. A portion of the expenses are self-evident (e.g., recruitment, selection, and training and development costs) and others are not all that self-evident. Understanding the esteem characteristic in attracting and retaining talented staff is vital in contributing systematically develop the human and social capital in an institution. Practices to retain are recognized that line up with the institution's system and culture. This theory is called job embeddedness. Across various organization, job embeddedness is a more grounded predictor of employees institutional performance, for example, job maintenance and execution. A study by Mallol, Holtom and Lee (2007) shows that job embeddedness might be an indicator of employee retention crosswise over populations that are socially and culturally diverse.

Takwaira, Coetzee and Schreuder (2014) studied that employees' job embeddedness and work engagement impact their turnover intention is view of institutions about holding skilled and talented staff in the current advanced education environment. Correlational analysis disclosed significant relationship between work embeddedness, work engagement and turnover intention.

Multiple regression analyses showed that organizational link and commitment have a significant and negative predication on turnover intention.

According to Mitchell *et al.*, (2001) job embeddedness varies from conventional models of turnover is that it is focused at employee retention rather than employee turnover. Job embeddedness predicts turnover beyond employment demeanors and core factors from conventional models of turnover. Along these lines, the attention is on the most proficient method to retain individuals in an institution, as opposed to on the best way to shield them from moving to different organizations.

Jonathon R.B, Halbeslebena, and Anthony R. Wheelerb, (2008) in their article highlights that researchers of both embeddedness and engagement have discovered critical relationship with turnover intention utilizing confirmatory factor analysis. A meta-analysis of the work engagement literature found solid relationships amongst work engagement and aim to leave.

Biswas and Bhatnagar (2013) examined work engagement among employees as a mediator between the person-organization fit and organization outcomes, like job satisfaction. It is proposed that work engagement can be a key mediator between organization-fit and turnover intention. At the point when a person's norms and values fit with the organizations values, he or she may turn out to be more occupied with their work and organization which eventually, could increase their objective to remain in the organization. In view of these assumptions, a model incorporating worker engagement as a crucial mediator between persons organization fit and turnover aim is proposed.

Research has over and again demonstrated turnover expectations to be the best antecedent of employee turnover (Mobley et al., 1979). Blueorn (1982) recommended use of turnover intention over actual turnover in light of the fact that actual turnover is more complex to predict than intention because of different other external forces that influence turnover. The literature on turnover models incorporate one or more constructs such as intention to leave. Tanova, Cem and Holtom (2008) it terms of demographic factors, it is discovered that older and experienced employees are less likely to move their jobs than their more youthful colleagues. The study showed that male will probably leave their occupations contrasted and their female colleagues.

## **Need for the Study**

The one of the major pillar of higher educational institution are: quality of workforce and retention of talented staff is the key having competitive advantage. Organizations are facing immense war for talents with because of the increased gap between demand and supply gap. Like business and industry, the educational institutions are also finding the need for talent in order to meet the new quality benchmarks demanded by educational boards and the society. The job opportunities in Indian education sector are more than the available employees i.e. demand is more than the supply. In Higher educational institutions, which are considered as the hub of knowledge, the retention of intellectual capital has become a crucial issue. The Business Standard, New Delhi dated August 13, 2014 states that by the year 2022 there will be a need for three million educators in higher educational institutions.

It is additionally expressed that the migration of staff members has left a gap in several higher educational institutions . The Union human resource development (HRD) ministry has lately informed Parliament that the 16 Indian Institutes of Technology (IITs) have a teaching staff shortage of 36.5 percent. The 30 National Institutes of Technology face a teaching staff shortage around 41 percent.

## **Objective of the Study**

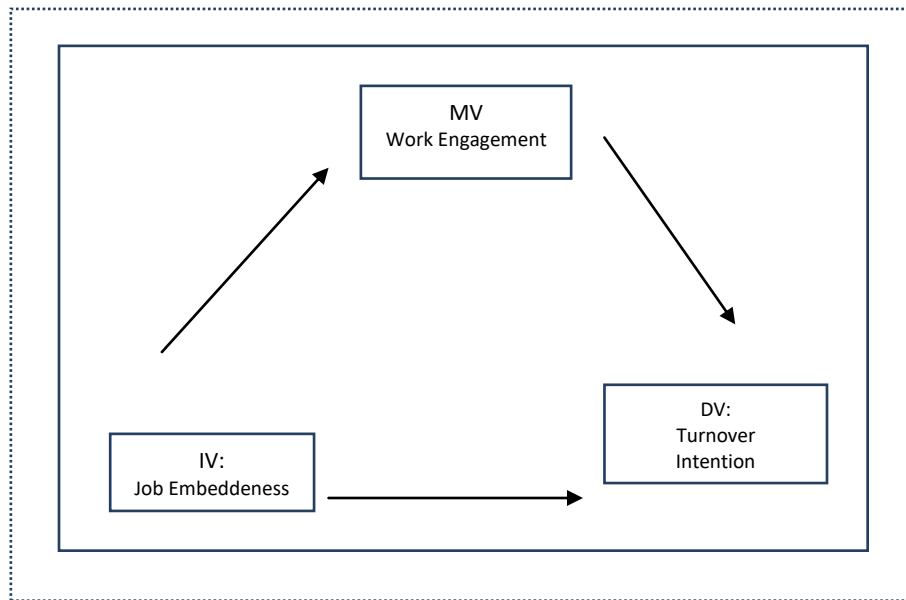
Job embeddedness is relatively a new perspective in turnover intention research offers the possibility to enhance the potential to explain why individuals stay in their current jobs. It is obvious that knowledge of the relationship between job embeddedness, work engagement and turnover intention is essential in light of the fact that such information may help higher educational institution in enforcing effective retention practices. Empirical evidence with respect to job embeddedness of educators in higher education is startle in international literature. Most by far of research on various dimensions of job embeddedness has been embraced in different countries like the USA, UK and Africa. Findings in these countries can be applied to the Indian setting has not been generally tried. Henceforth the objective of the present investigation is to examine if job embeddedness predicts turnover intention among educators in higher educational institution.

## Scope of the Study

The framework of the research is the retention of the most talented human capital in the higher educational environment. Higher educational institutions rely upon their skill, knowledge and abilities of their faculties for the successful delivery of the services, and retaining capable and knowledgeable faculties has in this manner turn into a important factor for these institutions. It is in this way vital for institutions to review the relationship between job embeddedness, work engagement and turnover aim in the plan of their retention procedure. All the more particularly, the study focuses on the relationship between job embeddedness, work engagement and turnover. Studies has demonstrated that job embeddedness and work engagement are major factors that impact employee turnover intention (Allen, 2006; Burton, Holtom, Sablinski, Mitchell & Lee, 2010; Halbesleben & Wheeler 2008). Studyin the relationship between these three constructs may conclusively contribute to new knowledge that could be utilized to reform retention startegies aimed at retaining key human capital in a higher education environment.

## Hypothesis

### Proposed Model



IV-Independent variable, Dv-Dependent variable MV,

## **Hypothesis**

H1: To determine the level of job embeddedness and turnover intention among educators in higher educational institutions.

H2: To investigate the relationship between Job embeddedness and turnover intention

H3: To investigate whether there is significant relationship between job embeddedness and turnover intention

## **Research Methodology**

### **Research design**

A non-probability purposive and random method of sampling so as to give all individuals within the population equal chance to be chosen. Professional educators of higher Educational institutions in Bangalore constitute the population for the study. The present study is undertaken to determine the relationship between job embeddedness and turnover intention among educators in higher educational institutions using work engagement as a mediator. A total of 200 questionnaires were distributed among potential respondents chosen from educators from Degree Colleges, Engineering Colleges and Business Schools among the various higher educational institutions. In all, 192 questionnaires were returned, 14 of them were incomplete and therefore rejected, leaving total of 178 usable questionnaires full filled giving a response rate of 89% percentage. All the respondents were of the age between 24 to 60 years. The current study uses Likert scales to measure the responses, since this scale is widely used in marketing and social science research (Garland, 1991).

### **Measuring instruments**

In this study, the survey covers theories relating to the constructs job embeddedness, work engagement and turnover intention. Job embeddedness is measured by the 18-item scale developed by Mitchell, Holtom, Lee, et al., 2001. Job embeddedness is an (18 item scale) six items measured fit, six items measured links, and six items measured sacrifice. Work engagement is measured with the help of a 17 item scale of Work and Well-Being Survey (UWES) by Schaufeli and Bakker (2003). Turnover intention is measured by the tool developed developed a 14 item scale by Roodt 2004.

### Statistical Analysis in the study

For the analysis of the study an empirical study using survey method to collect both primary and secondary data would be used. Data would be gathered using structured and standard questionnaire as a tool for the study and to confirm themes on which the theoretical framework is based. The generated data would be subjected to standard statistical procedures. The statistical analysis was conducted using SPSS software, version 22.0 (SPSS, 2013). Descriptive statistics and inferential statistics were used to assess the data. The Cronbach Alpha coefficient was used to assess the internal consistency reliability of each of the measuring instrument.

### Analysis and Interpretation

The demographic profile of the respondents with regard to the Age, Gender, Educational Qualification, Marital Status, Income, experience etc., of the respondents are shown in Table-I

**TABLE-I**  
DEMOGRAPHIC PROFILE OF RESPONDENTS

		%
Age (in Years)	20 – 30	47.8
	31 – 40	41.0
	41-50	9.9
	50-51	1.3
Gender	Male	44.2
	Female	55.8
Educational Qualification	Graduate	4.5
	Post Graduate	89.7
	Doctorates	5.8
Marital status	Single	31.1
	Married	68.9
Income (Monthly)	<= 10000	5.4
	10001 - 25000	36.5
	25001 – 50000	46.5
	Others	11.3



Experience	< 5	47.8
	6 – 10	23.4
	11 – 15	16.7
	16- 20	9.9
	>20	2.2
Presently Teaching	Professional Course	34.3
	B School	32.4
	Degree College	33.3
Teaching	Under Graduates	77.9
	Post Graduates	22.1

As shown, the majority of the respondents were spread across two age group ie., between the age group of 20 – 30 were 47.8% and between the age group 31- 40 were 41 %, Most of the respondent 55.8% were female. Most of the respondents 89.7% were post graduates and 68.9% of them were married. Among all the respondents a majority of 47.8% has an experience less than 5 years, most of them 46.8% fall under the income group between 25001 – 50000 and 77.9% taught under graduates.

## Results and discussion

1. Level of job embeddedness and turnover intention among educators in higher educational institution.

To answer H1, mean scores, standard deviations (SD), skewness, kurtosis and internal consistency reliability coefficients are compared for job embeddedness, work engagement and turnover intention. In Table-I the internal reliability of the factors as measured by Cronbach's Alpha , are all above 0.70, which confirms internal consistency of the items in a variable. As shown in Table....., the respondents were moderately embedded with their jobs with organization fit showed the highest mean score (mean = 3.66, SD = 0.81), followed by organization link (mean = 3.42, SD = 0.91). The lowest means score was obtained by organization sacrifice (mean = 2.80, SD = 1.12). The skewness and Kurtosis values for job embeddedness range between -0.51 and 0.62, there by are between the -1 and +1 normality range recommended for these coefficients (Howell, 2008)

Table-II provides descriptive statistics for each variable. The present study used a 7-point Likert scale from 1-5 where 1 = strongly disagree, 2=disagree, 3=neither disagree nor agree, 4 = agree, and 5 = strongly agree to measure all the theoretical constructs.

**TABLE-II**

Variable	Mean	SD	Skewness	Kurtosis	Cronbach's Alpha
Job Embeddedness					
Organisation Fit	3.66	0.81	0.62	-0.59	0.78
Organisation Link	3.42	0.91	0.36	-0.87	0.71
Organisation Sacrifice	2.80	1.12	-0.74	0.12	0.78
Work Engagement	3.59	0.97	0.67	-0.90	0.91
Turnover Intention	3.29	0.99	-0.51	-0.54	0.88

Higher score indicates higher job embeddedness, work engagement and turnover intention

- Relationship between Job Embeddedness, Work Engagement and turnover intention among educators in higher educational institution.

Pearson correlation is computed to address H2 and H3. Table-III shows the results from the analyses conducted.

**TABLE-III.**

Correlation among variables

	Turnover Intention
Job Embeddedness	
Organization Fit	-0.35**
Organization Link	-0.23*
Organization Sacrifice	-0.15*
Work Engagement	-0.42**

\*p<.01 \*\*p<.001

In relation to RO2 and RO3, results show that all the variables were significantly related. Specifically, job embeddedness with regard to organization fit, organization link and

organization sacrifice were found to be significantly and negatively related to turnover intention. This suggested that higher job embeddedness with organization fit, organization link and organization sacrifice will lead to lower turnover intention. The findings also show that there is a significant and negative relationship between work engagement and turnover intention. Higher work engagement leads to lower turnover intention. The model show above show that the there is a significant and negative relationship between the independent variable that is job embeddedness and the dependent variable that is turnover intention.

## **Conclusion**

The study explored the relationship between job embeddedness, work engagement and turnover intention. The findings indicate that there is a significant relationship between the respondents job embeddedness and work engagement. It is seen that respondents who are highly embedded in the organization and whose is highly involved in their work appears to have less intention to quit the institution, which is supported by of previous studies of Halbesleben and Wheeler (2008) and Mitchell et al., (2001).

The results suggest that job embeddedness is a stronger negative predictor of the respondents turnover intention. The findings of this study is also strongly agreed by previous studies of Halbesleben and Wheeler (2008) who suggest that job embeddedness to be a strong negative predictor of turnover intention. It is also agreed upon by Mitchell et al., (2001) which suggest that more the embeddedness of a person with his job more is his intention to stay in the organization.

Overall , from the findings it can be conclude that high level of job embeddedness leads to lower turnover intention. The findings of this study have contributed valuable knowledge on job embeddedness as a strong predicator on turnover intention among educators in higher educational institutions in Bangalore, India.

## **Limitations and recommendations for future research**

Job Embeddedness is useful in the study of turnover intention. It is practical to study factors that decrease turnover intention and allow organizations to select and manage people with higher dedication to their job that they will be embedded in the organization and community.

Job embeddedness ought to be considered as a vital factor in future intervention strategies focusing on employee retention within universities is a new construct. Job embeddedness is an

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unique construct in the study of turnover intention over and above traditional and more established indicators that organization normally examine (eg., job satisfaction).

This study used structured questionnaire to gather data at one point in time, cross sectional research design has been for drawing conclusions. The research is limited to the fact that no provisions has been made to record the change in behaviour and perceptions over time. Therefore it is recommended that future research could be done using longitudinal design to examine the impact of job embeddedness on turnover intention. This study used non- probability purposed sampling method to record the responses, thus generalizing the findings in the context of educators in higher educational institutions concerned. Therefore the significant associations found between the variables warrant future research with larger sample among educators in higher educational institutions.

Despite the above said limitations, Although theoretical and empirical implications are encouraging, the construct of Job embeddedness is still under development .The findings of this study will prove to be a milestone for the researchers, policy makers and employees to properly understand the concepts of job embeddedness, work engagement and turnover intention among educators in higher educational institutions . The findings from this research would also increase the body of knowledge of why people stay in the institutions and provides a platform for future studies with the help of larger samples from within this sphere.

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