

An evaluation into why some people in Windhoek want to stay (job embeddedness) and others want to leave their jobs (turnover intention).

Wesley R. Pieters
University of Namibia*

Abstract

Employees' loyalty is shifting from loyalty towards the organisation to loyalty to the dollar (pay/benefits). There is no sense of pride in their membership of a certain organisation, joy is focused on the benefits an organisation offers and what's in it for me attitude (employee). Job embeddedness is defined as a construct that deals with a broad array of influences that represents why an employee wants to stay with a specific organisation. Turnover intention can be defined as an employee's intention to leave his/her job within a certain period of time. When employees experience a good fit, positive links and low sacrifices in their jobs, they are less likely to leave the organisation. Participants were made of 90 (48.1%) teachers from primary schools and 97 (51.9%) legal firm employees. Female employees from legal firms experienced higher levels of turnover intention than any other group. Divorced and single employees from the legal firms experienced significantly higher levels of turnover intention with married employees experiencing the lowest levels of turnover intention. Total turnover intention recorded a negative co-relation with overall job embeddedness ($r=-.29^$, $p < 0.05$), a positive co-relation with community job embeddedness ($r=.02$, $p < 0.05$) and health care and retirement job embeddedness ($r=.14^*$, $p < 0.05$). Investing in team building activities, social events for staff members, paying the best competitive salaries and benefits, retaining the more competent employees within the profession will allow the organisation to prosper. Having the best and happiest employees within the market will allow organisations to meet the top two objectives of the organisation, maintain high levels of productivity and retain the best talent.*

Introduction

During harsh economic times globally all organisations, private or public, need to nurture and see that their employees are their biggest asset. Employees who feel appreciated and reasonably paid, with opportunities for training and advancement will tend to stay with their employers (job embeddedness). Those who do not, will be more likely to leave (display turnover intention). Turnover in-

* **Wesley Pieters** is studying towards a Doctorate in Psychology and is teaching Psychology at the University of Namibia. E-Mail: wpieters@unam.na

tention remains a persistent problem in organisations, no matter the type of industry, or the size of that organisation (Yin-Fah, Foon, Chee-Leong, & Osman, 2010). The key concerns for organisations are maintaining high levels of productivity as well as retaining highly competent staff members (Olusegun, 2013). Many organisations are unable to retain competent staff and, as a result, cannot maintain high levels of productivity.

Mitchell, Holtom, Lee, Sablynski and Erez (2001) indicated that employees leave organisations for a variety of reasons, ranging from job dissatisfaction, receiving unfair treatment, finding better work opportunities in the job market, to doing a job that is at variance with their values and beliefs. Organisations can significantly reduce turnover intention if they are aware of the work-related emotions of employees, which determine both personal and organisational causes for turnover. Reducing the effects of changes within the organisation as well as improving what negatively affects employees' positive work emotions can have enormously positive results for an organisation.

Mitchell *et al.* (2001) indicated that job embeddedness is a way to reduce turnover intention and actual turnover. Instead of assessing why employees leave an organisation, one should assess, through job embeddedness, why employees stay with an organisation. The results of such an assessment through looking at job embeddedness can also be used towards fostering the particular indicators in the organisation in order to ensure the satisfaction of all employees and to ensure that the organisation attracts further the top professionals in the market.

Turnover intention

Fishbein and Ajzen (1975) define turnover intention as the plans an employee has to leave an organisation where he/she is employed. Turnover intention is further explained as the willingness of an employee to leave, having conscious plans and showing determined actions to leave an organisation (Tett & Meyer, 1993). Mobley (1982) reveals that turnover intention is the last decision an employee makes before actually leaving the organisation voluntarily. Turnover intention can be defined as an employee's intent to leave an organisation voluntarily, and this will likely affect the employees' productivity (Varshney, 2014).

Bothma and Roodt (2013) show that turnover intention is one of the best predictors of actual turnover, if an employee displays turnover intention; it is highly likely that it will result in turnover. Malloy, Holtom and Lee (2007) maintain that employees who become discontent with their jobs, start by searching for alternative employment outside the organisation and then assess their current job

against that of an alternative job. This can also be linked to what is explained under job embeddedness as sacrifice: what the employee would lose when leaving a certain organisation. At times employees would have alternative employment options outside the organisations but because of their high level of job embeddedness (fit and links); they are likely to stay owing to the high sacrifices that may be experienced when leaving.

Dardar, Jusoh and Rasli (2012) indicate that training and mentoring programmes are not only essential for developing talent, but they also strengthen employees' attachment to the organisation. Training and mentoring programmes have multiple benefits, not only for the organisation, but also for the employees. Through training and mentoring programmes employees become more competent, skilled and they improve their level of competence and, moreover, their perceived fit within the organisation (job embeddedness). These programmes also help to build healthy relations between employees and supervisors/colleagues (links) within the organisation. Access to and benefits of training and mentoring will also add to the sacrifices employees could experience when they intend to leave the organisation, thereby reducing the chances that they would actually leave.

Griffeth, Hom and Gaertner (2000) found that female employees tend to experience higher levels of turnover intention than male employees. It could be that female employees are either treated unfairly, based on gender; they could have other family/non-work related commitments, or they are working in a working environment/profession dominated by male employees. However, Dowding and John (2008) found the opposite: males experience higher levels of turnover intention than female employees. A study by Lee and Whitford (2008) did not find any significant difference in the experience of turnover intention between male and female employees.

Tepeci and Barlett (2002) discovered a significant correlation between age and turnover intention. Their findings indicate that older employees tend to experience a higher level of turnover intention than younger employees. It could be that older employees became stuck within their personal development, when they are preparing for retirement, or they could become complacent whilst waiting for retirement age.

Akintayo (2010) found a significant co-relation between turnover intention and marital status, with single employees experiencing higher levels of turnover intention than married employees. This difference could be attributed to the fact that married employees need to make joint decisions, considering how it could affect their partners and/or dependents (wife/husband and children), whereas

single employees mainly consider their own interests when making decisions regarding resignation or remaining in the current employment. On the other hand, Chughtai and Zafar (2006) did not find any significant relation between turnover intention and marital status. This could mean that both married and single employees experience the same amount of job insecurity and need to maintain their jobs in uncertain employment environments.

Lo (2015) found that employees that have shorter tenure tend to experience higher levels of turnover intention. Many employees, having been with the organisation for a short period of time, are still trying to find their role within the organisation (fit and links) and possibly still have not identified with the organisation. Employees, having worked for the organisation for many years, have become part of the organisation, have healthy work relations, and feel a sense of camaraderie and are therefore less likely to want to leave the organisation. Being part of the organisation for some time allows employees to air their concerns but also to experience higher levels of autonomy and impact when decisions are to be made within the organisation. This may make them feel included and that they are contributing to the overall success of the organisation.

Based on the above discussed literature, the following hypothesis has been developed: *Hypothesis 1: Turnover intentions are experienced differently based on sex, age, marital status, number of dependents and length of tenure of employees.*

Job embeddedness

Mensele and Coetzee (2014) stated that job embeddedness is a construct that explains an employee's decision to remain with a specific organisation depending on his/her fit, structural ties and the sacrifices that would be endured when leaving the organisation. Fit can be defined as the way the employee view his or her fit in terms of skills and values and those of the organisation. Links can be defined as the relationships you build as a result of your membership of a certain organisation. Sacrifices can be the real or perceived sacrifices the employee will suffer when he/she decides to leave that specific organisation. Job embeddedness measures both on-and-off the job factors (work and the community/home environment). It was found that the more embedded an employee is, the more he/she is intertwined into this context (links, fit, sacrifice) and the less likely it will be that he/she will leave the organisation.

Holtom and Inderrieden (2006, p. 440) explained that "Job embeddedness represents a broad array of influences on employee retention. The critical aspects of job embeddedness are (a) the extent to

which the job and community are similar to or *fit* with the other aspects in a person's life space, (b) the extent to which this person has *links* to other people or activities, and (c) the ease with which links can be broken—what the person would *sacrifice* if he or she left. These aspects are important both on (organisation) and off (community) the job”.

The formal and informal interactions between employees and the organisation or other people can be defined as the *links*. These interactions can be related to work relations, corporate social activities that happen since you are part of a certain organisation or interactions in your community due to your membership of that specific organisation. Fit can also be explained as employees' perceived comfort with an organisation or how their skills match the requirements of the job, but also the way they fit into the community. The factors associated with fit with an organisation can include political, religious or entertainment activities (*fit*). *Sacrifices* deal with the cost associated with leaving a certain organisation; these costs include both psychological and financial costs. Sacrifices ranges from losing close relations at work with colleagues or supervisors, not having access to certain benefits associated with being an employee of that specific organisation, or being required to move to a smaller house, a different neighbourhood in order to get to your new job, travelling longer distances (geographical locations), adapting to a different climate or being required to live apart from your family (Holtom & Inderrieden, 2006; Mitchell *et al.* 2001).

Sturges and Guest (2001) found that when employees perceive a higher level of fit, they are likely to become more committed to their jobs, and experiencing higher levels of organisational commitment also reduces turnover intention of employees. Perceiving your skills and abilities to be a good fit with the requirements of the job, you are also likely to want to work harder and become more engaged in the work that you do (Marques, 2013; Janik, 2012; Takawira, Coetzee, & Schreuder, 2014). Nonaka (2005) emphasised the importance of quality links, noting that it is more important to have fewer quality links as opposed to many poor links. Knowing or having met a lot of people would not make you experience a higher level of links, but having close and intimate relations, even if they are fewer, you will be experiencing a higher level of links.

Mitchel *et al.* (2001) noted that job embeddedness can be regarded as a net in which the employees get intertwined. When employees perceive a good fit (work and community), positive relations with colleagues and in the community (links), they are likely to experience a higher level of sacrifice when they decide to leave the organisation. The opposite can be said for an employee who does not see that his/her skills, abilities and values match those of the organisation and community. When an

employee experiences good links (relations) at work or in the community, higher sacrifices are encountered when leaving. When employees do not experience positive fit and links (work and community) they would be encouraged to leave the organisation with little or no sacrifices being experienced.

Having links within the organisation, having colleagues that you can go to for advice or guidance regarding work activities, also reduces employees' level of turnover intention (Mor Barak, Nissly, & Levin, 2001; Halbesleben & Wheeler, 2008). When employees do not have good relations with a supervisor or work colleague, they may become frustrated and would not see leaving as a sacrifice but rather a necessity.

It was found that employees who perceive a greater fit within the organisation are also more likely to strive to become better performers. They would accept their skills and abilities to be sufficient to effectively execute their duties, want to become more engaged in their work, improving their level of perceived competence and likely to improve their skills and experience, thereby becoming better performers (Chinomona, Dhurup, & Chinomona, 2013).

Takawira (2012) also found that one of the benefits of having employees who are embedded within the organisation is that they tend to want to remain. Considering the scarce skills and limited number of qualified and competent staff members within the employment market, improving employees' level of embeddedness can also become a way of retaining knowledgeable staff members. This was also emphasised by Ryan and Harden (2014), who argue that job embeddedness is a psychological force that influences employees to want to remain with the organisation in spite of other employment opportunities. Organisations that already have to deal with constant changes in the working environment need to regularly assess the employees' level of job embeddedness in an effort to keep them embedded and reducing turnover intention.

Turnover intention and job embeddedness

Halbesleben and Wheeler (2008) found that the greater the fit between an employee and the organisation, the more likely he/she will want to remain with that specific organisation. When employees become more embedded in the organisation, they want to work harder for that specific organisation, increasing their level of commitment towards the organisation since they feel part of it. Working harder for the organisation increases employee engagement and in turn reduces turnover intention (Zhao, Sun, Cao, Li, Duan, Fan, & Liu, 2012). Mensele and Coetzee (2014) also indicated that the

experience by employees of fit and links (job embeddedness) together with organisational commitment significantly explains employees' decision to remain with the organisation.

Takawira *et al.* (2014) also found job embeddedness to have a stronger negative correlation with turnover intention than employee engagement which has a strong positive correlation to job embeddedness. This also supports the strong negative relation between job embeddedness and turnover intention.

Having links (which is part of job embeddedness) were also found to reduce employees' level of turnover intention, the more employees experience positive relations with supervisors and colleagues the less likely they would be to want to leave (Batt & Valcour, 2003). Chang, Wang and Huang (2013) also emphasised the importance of positive employee relations within the organisation (between employees and supervisors and amongst colleagues) and how this reduces turnover intention.

It was found that the greater the work-role fit (fit) the less likely an employee would want to leave the job. Seeing yourself as having the necessary skills and abilities, you will want to work for that organisation since it increases your perceived competence and reduces feelings of turnover intention (Janik, 2012; Janik & Rothmann, 2015).

Based on the limited literature related to job embeddedness and its relation to turnover intention, the following hypothesis has been developed: *Hypothesis 2: Job embeddedness has a negative correlation with turnover intention.*

Research design

A cross-sectional survey design was used, employing questionnaires to collect data on the biographical details and history of employees, turnover intention and job embeddedness.

Research method

Participants

The participants were from primary schools and legal firms within Windhoek. Questionnaires were distributed in the Khomas region, targeting Governmental primary school teachers (n=90) and different legal firms (n=97). All participants were informed about the confidentiality and voluntary basis of their participation. The sample consisted of 69 (36.9%) males and 117 (62.6%) females. Eighty

three participants were aged between 20-30 years, 55 between the ages 31-40, 34 participants between the age group 41-50 years and only 1 participant was in the age category 51 years and above. The participants were also asked to provide information regarding their marital status, number of dependents and length of service in the organisation. The information is presented in Table 1 below.

	Frequency:	Percentage:
Sex: Male	69	36.9
Female	117	62.6
Missing values	1	0.5
Age(in years): 20-30	83	44.4
31-40	55	29.4
41-50	34	18.2
51 and above	1	0.5
Missing values	1	0.5
Marital status: Single	94	50.3
Married	83	44.4
Divorced	5	2.7
Widowed	2	1.1
Missing values	3	1.6
Number of dependents:		
No children	69	36.9
1-2 Children	81	43.3
3-4 Children	28	15.0
5-6 Children	3	1.6
7 or more children	4	2.1
Missing values	2	1.1
Tenure: Less than 1 year	21	11.2
1-2 years	36	19.3
3-4 years	36	19.3

	5-6 years	15	8.0
	7 years or more	66	35.3
	Missing values	13	7.0
Industry:	Primary Teaching	90	48.1
	Legal firms	97	51.9
		187	100.0

Table 1: Biographical details of sample (N= 187)

Measuring instrument

The biographical questionnaire was developed by the researcher to gain information about the employees' sex, age, marital status, number of dependents and length of service (tenure).

The *Turnover Intention scale* (TIS) developed by Mitchell et al. (2001) was used to assess turnover intention. Sample items include "I intend to leave the organisation in the next 12 months"; it is a self-report instrument with three items and a response scale from 1 (strongly disagree) to 6 (strongly agree). Takawira (2012) reported Cronbach's alpha of .97 and De Jagger and Gbadamosi (2010) reported .70 when making use of this scale.

The *Job embeddedness scale* (JES), developed by Mitchel, Holtom and Lee, assesses job embeddedness by looking at fit, links and sacrifice, on-and-off the job. It is a self-report instrument with a six-point response scale ranging from strongly disagree (1) to strongly agree (6). Sample items include "my co-workers are similar to me", "my job utilises my skills and talents well" and "I would sacrifice a lot if I left this job". Cronbach's alpha was recorded of between .70 and .80 (Ferreira & Coetzee, 2014; Mensele & Coetzee, 2014; Takawira *et al.* 2014).

Statistical analyses

Statistical analysis was conducted through SPSS Version 23.0 (SPSS, 2014). The data were analysed by making use of descriptive (describe the data), correlational (assess relations between variables) and inferential statistics (make appropriate inferences).

Results

Descriptive statistics and correlations

The mean, standard deviation (SD), Skewness and Kurtosis, Cronbach alpha were analysed and recorded in Table 2.

Looking at the mean scores, a mean score of 80.35 was recorded for factor 1 of job embeddedness (overall job embeddedness), 14.73 for factor 2 of job embeddedness (community job embeddedness), 6.96 for factor 3 of job embeddedness (health care and retirement embeddedness) and 7.64 for total turnover intention.

Skewness scores were recorded as -.12 (overall job embeddedness), -.56 (community job embeddedness), -.70 (health care and retirement job embeddedness) and .08 (total turnover intention). Kurtosis scores were recorded for overall job embeddedness (-.19), community job embeddedness (.10), health care and retirement job embeddedness (-.12) and total turnover intention (.16).

Assessing the relations between the biographical variables and turnover intention making use of Mann-Whitney U and Kruskal-Wallis tests, none of the relations indicated significant differences between groups when looking at the entire sample. Looking at the entire sample, no difference were recorded between males and female employees (sig. .391). No significant differences were recorded for the different age categories (sig. .089) with mean values recorded of 42.89 (20-30 years), 51.00 (31-40 years), 45.55 (41-50 years) and 29.58 (51 years and above).

Comparing the different marital status of the sample with turnover intention, no significant differences (sig. .628) were found between the single (mean of 41.38), married (mean of 45.83), divorced (mean of 31.50) and widowed employees (mean of 36.50).

Looking at tenure and turnover intention, no significant difference were found (sig. .569). Mean scores were recorded for the employees in the category of less than one year (37.69), 1-2 years (45.38), 3-4 years (30.56), 5-6 years (42.67) and 7 years and above (37.18).

Assessing the relation between number of dependents and turnover intention, no significant difference was found between the different categories within the entire sample (sig. 0.095). The category for no children recorded a mean score of 36.0, 42.30 was recorded for the category of 1-2 children, 47.88 for the category of 3-4 children, 42.33 for the category of 5-6 children and 78.33 for the category of 7 or more children.

When assessing the differences, looking at the primary schools and the legal firms separately some significant differences were recorded. When looking at the primary schools no significant differences

were recorded for sex (sig. .391), age (sig. .089), marital status (sig. .28), tenure (sig. .569) and number of dependents (sig. .095). When considering the analysis with the legal firms employees only, significant differences were found between males and female employees (sig. .009) and marital status (sig. .002). Females within the legal firms experienced higher levels of turnover intention (mean 8.38) when compared to male employees (mean 7.43). Considering the marital categories of legal firm employees, divorced employees experienced the highest mean score (72.50), followed by single employees (56.88) and married employees (37.38). No significance differences were recorded for age categories (sig. .371), tenure (sig. .238) and number of dependents (sig. .053).

These findings reject hypothesis 1, namely *Turnover intentions are experienced differently based on sex, age, marital status, qualifications obtained and tenure of employees for the entire sample*. When assessing the primary school teachers and legal firm employees separately, significant differences were recorded for the legal firm employees looking at sex (sig. .009) and marital status (sig. .002), accepting the hypothesis partially for that part of the sample.

Analysing the relation between the different factors of job embeddedness and turnover intention, making use of Spearman's rank order correlation, significant relations were recorded. Total turnover intention recorded a negative relation with overall job embeddedness ($r = -.29^*$, $p < 0.05$). Total turnover with community job embeddedness recorded a relation of .02 (not statistically significant). Considering the relation between turnover intention and health care and retirement job embeddedness ($r = .14^*$, $p < 0.05$). Relations were also found between overall job embeddedness and community job embeddedness ($r = .44^{*+}$, $p < 0.05$), overall job embeddedness and community job embeddedness ($r = .02$, $p < 0.05$), overall job embeddedness and healthcare and retirement job embeddedness ($r = .35^{*+}$, $p < 0.05$), and community job embeddedness with health care and retirement job embeddedness ($r = .14^*$, $p < 0.05$).

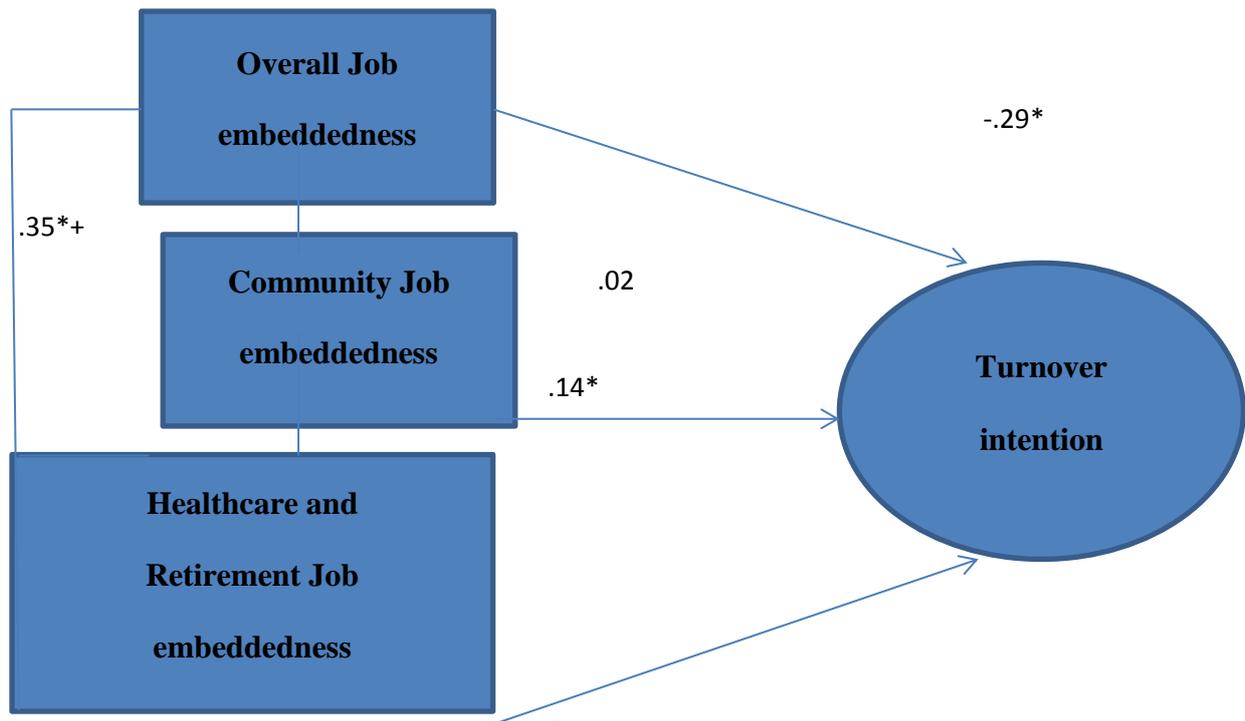


Figure 1: Job embeddedness and Turnover intention

Based on these results, hypothesis 2 is also partially accepted; *Job embeddedness has a negative relation with turnover intention.*

Table 2: Descriptive statistics and spearman's rank order correlation

Item:	Total:		Skewness		α	1	2	3	4
	Mean	SD	Kurtosis						
Turnover intention: 1. TOTAL_TI	7.64	2.50	.08	.16	.74	-	-.29*	.02	.14*
Job embeddedness 2. JE_FLS	80.35	12.00	-.12	-.19	.92	-.29*	-	.44**	.35**
3. JE_COMM	14.73	3.38	-.56	.10	.79	.02	.44**	-	.14*
4. JE_HR	6.96	2.24	-.70	-.12	.82	.14*	.35**	.14*	-

* Statistically significant: $p \leq 0,05$

+ Practically significant correlation (medium effect): $0,30 \leq r \leq 0,49$

** Practically significant correlation (large effect): $r \geq 0,50$

TOTAL_TI= Turnover intention.

JE_FLS= Job embeddedness (Overall job embeddedness).

JE_COMM= Job embeddedness (Community job embeddedness).

JE_HR= Job embeddedness (Health care and Retirement job embeddedness).

Factor analysis

Using principal axis factoring, five factors recorded eigen values of $>1,00$. Literature suggests a three factor model; however, a three factor model suited the data better even if differently experienced. 8.38 % to 35.31% of the variance was explained by the three factor model. Factor 1 (overall job embeddedness) having 21 items loading to factor 1, factor 2 (community job embeddedness) having 4 items loading to factor 2, and factor 3 (health care and retirement job embeddedness) having 2 items loading to that factor.

Cronbach's alphas were recorded for turnover intention of $\alpha = .74$ (2 items), overall job embeddedness of $\alpha = .92$ (21 items), community job embeddedness of $\alpha = .79$ and $\alpha = .82$ for health care and retirement job embeddedness.

Discussion

The overall aim of this study was to find out if a relation exists between job embeddedness and turnover intention as well as to assess whether differences exist between the biographical details of participants and how they experience turnover intention.

Assessing the relation between the biographical details of participants and turnover intention, none of the biographical variables recorded significant differences. No significant differences were found between male and female employees. These findings were also supported by Lee and Whitford (2008) who also did not find any significant difference between how males and females experience

turnover intention. Looking at the legal firm employees' separately, significant differences were recorded with females experiencing higher levels of turnover intention. These findings were supported by Griffeth et al. (2000), also finding female employees to experience higher levels of turnover intention when compared to male employees. The profession of legal work is regarded as one that is male dominated, with few female legal practitioners making it into senior positions or being given the necessary respect in a male dominated career. Males could also experience better working relations, fair practices and better opportunities for advancement, not always based on performance but at times due to sexist practices.

No significant differences were found between the different age categories, contradicting the findings of Tepeci and Barlett (2002) doing research within the hospitality industry, who found significant differences between older and younger employees. The findings could be seen to indicate that both teachers and legal firm employees, young or old, have similar experiences in their jobs in terms of work opportunities.

When assessing the relations between marital status and turnover intention, no significant differences were recorded for single, married and divorced employees. When assessing only the legal firms employees, significant differences were recorded with divorced employees experiencing the highest mean turnover intention followed by single employees and then married employees who had the lowest level of turnover intention. These findings were supported by Akintayo (2010) within the Nigerian context who also found that single employees experience higher levels of turnover intention when compared to married employees. Being divorced could make you more prone to turnover intention, considering that your partner has left or you left the partner, you may need to become the sole bread winner, earn enough to pay for child support or rely solely on your own income. This could result in divorced employees trying to constantly search for the best job available and constantly wanting better employment opportunities. Single employees have the freedom to move between jobs, possibly focusing on career growth/advancement and not having to make decisions based on the collective good of the family, spouse or dependents. Single employees could also be constantly looking for alternative employment, hoping that it will be better and rewarding according to his/her standards. Married employees could be more concerned about their partners' well-being and how they collectively provide for their family's needs.

No significant differences were found between number of dependents and turnover intention. This means that for this sample, children (dependents) do not significantly impact on the levels of turnover intention of parents.

Considering the relation between tenure and turnover intention, no significant differences were recorded. This also contradicts the findings of Lo (2015), who found tenured employees to experience lower levels of turnover intention. This could be attributed to the high level of unemployment in Namibia, employees who have worked for some years in the same job and those who have started their job only recently both value their jobs the same.

The relation between job embeddedness and turnover intention was partially supported by this study. Overall job embeddedness (fit, links and sacrifice) had a negative statistically significant relation with turnover intention. The greater the fit and links experienced, the higher the sacrifices endured when leaving and this reduces turnover intention; this was also supported by Mallol et al. (2007). Working within the school system, the support of colleagues, a head of department and the school principal enhances the links primary school teachers' experience. Having good mentoring and supervision from competent, qualified supervisors and good relations with colleagues enhance employees' links and reduce turnover intentions; this was also supported by Dardar et al. (2012) when doing a study within Libya.

Chinomona, Dhurup and Chinomona (2013) indicated that the higher the perceived fit the lower the level of turnover intention within the Zimbabwean context. When primary school teachers and legal firm employees perceive themselves as having the necessary skills and similar values as that of the organisation, the more likely they would want to remain within that organisation.

Having links within the organisation also reduces turnover intention. The sampled employees also experienced links within the organisation and based on the findings such links will also reduce their level of turnover intention. These findings were also supported by Mor Barak *et al.* (2001) and Halbesleben and Wheeler (2008).

Based on the findings of this sample, community job embeddedness did not have a significant relation with turnover intention. The employees in this study attach little value to community job embeddedness as defined in this study.

Another relation that was found to be statistically significant was the relation between healthcare and retirement job embeddedness and turnover intention. This also indicates the importance of healthcare and retirement benefits and how it relates to turnover intention.

Overall job embeddedness had a practically significant medium relation with community job embeddedness and health care and retirement job embeddedness. This means that if organisations are able to look at employees' community job embeddedness and health care and retirement job embeddedness they would also impact overall job embeddedness and reduce turnover intention of employees. Based on these findings job embeddedness does have a negative relation with turnover intention, i.e. if an employee experienced job embeddedness then he or she was less likely to have turnover intention.

One of the limitations experienced in this study was time constraints. It was difficult to get a large sample of legal employees and some did not complete the questionnaire in full. Even though all participants of the study completed grade 12, many did not understand the term tenure, resulting in incomplete responses for that specific item on the biographical questionnaire.

Recommendations

In light of the fact that some of the participants did not complete the question related to tenure, it is suggested that in future the researcher to use synonyms or explain some uncommon terms in more detail, especially if the informants use English as their second language.

Turnover intention is going to remain a problem within organisations, no matter the size of the organisation or the industry. Considering that the main aim of organisations is to maintain high levels of productivity, the only way to do this is to maintain the best talent within the organisation and they can do this by identifying the level of turnover intention of their employees and developing strategies to retain them. By ensuring that the organisation retains the best talent within the job market, employers are more likely to also be highly productive.

When employees experience displeasure in their jobs, they would start looking for alternative employment and at times leave the organisation. Keeping employees satisfied within their jobs is critical because even if they do find other employment opportunities outside the organisation, considering the sacrifices that they would go through when leaving the organisation, would make them reconsider and want to remain.

Organisations need to invest in training and mentoring programmes. Training enhances the employees' skills and level of competence; it would also positively impact on their perceived fit in their jobs while increasing their overall level of job embeddedness. Mentoring can also be used to enhance feelings of competence, increase perceived fit within the organisation as well as enhancing links within the organisation. When employees experience higher level of fit and links within the organisation, they are more likely to be faced by high sacrifices should they plan to leave, so would also experience lower levels of turnover intention. Enhancing employees' attachment, involvement and contributions within the organisations enhances the ties (job embeddedness) they have within the organisation.

Another way for employers to enhance the links employees' experience, quality of links and strength of links, to invest in team building activities, corporate social sport activities and the use of work teams within the organisation. Through team building activities and corporate social sport activities, employees have an opportunity to interact, get to know each other on an informal level and possibly develop links that would extend beyond the workplace. Through this, employees would not only see each other as "another employee" but rather as a colleague or even a friend, with whom they would feel comfortable to ask for advice, assistance or to air grievances when needed. Work teams also help to enhance group synergy within the organisation, enhancing closer ties/links amongst employees and at the same time allows for the transfer of skills improving the perceived fit of employees within the organisation.

When assessing the entire sample collectively (primary school teachers and legal firm employees), no significant differences were found between male and female employees. What was interesting was the fact that amongst the legal firm employees, female employees experienced significantly higher levels of turnover intention when compared to male employees. It is recommended that the legal firms investigate their policies and procedures; they should look at the way female employees are treated (fairness/equity) and if they are given the same opportunities within the organisation as well as the same chances for advancement as their male colleagues. Considering that the number of female leaders in Namibia across disciplines is steadily increasing, it would be a great loss for an organisation which does not treat competent female employees in the same way as male employees. These competent female employees may leave for other organisations which do have fair practices in place.

Looking at the entire sample (primary school teachers and legal firm employees), *no significant* differences were found between groups with a different marital status. However, amongst the legal firm employees, significant differences were found between single, married and divorced employees. Divorced and single employees experienced significantly higher levels of turnover intention with married employees experiencing the lowest levels of turnover intention. Considering that single and divorced employees are making decisions more on an individual basis, they make decisions that are the best for them and not necessarily for the best interest of others involved. Being married requires employees to consider the impacts of their resignation on themselves, their spouse and possibly their children. Reasoning from this collective standpoint, employees prefer to remain with the organisation instead of leaving. What organisations can do to reduce the higher levels of turnover intention is to engage single and divorced employees more, make them more involved and inter-linked into the activities of the organisation. When improving their links within the organisation, they would also perceive a greater fit and would not want to tolerate the sacrifices when deciding to leave the organisation. If possible, employers should try and find ways to assist through means of counselling services.

When employees perform their work in an exemplary manner, supervisors should try and recognise the efforts of employees, either through a word of acknowledgment or rewards. Receiving praise and recognition enhances employees' perceived fit, increasing their perception that they have the correct skills and abilities to effectively perform their jobs and makes them want to remain within such an organisation.

It is also recommended that further research should be done on job embeddedness to emphasise the importance within the organisation and how it helps to retain employees but also to enhance the productivity of organisations. More research should also be done within other professions and industries to highlight the importance of identifying turnover intention early, identifying measures to reduce it and prevent future talent loss from the organisations.

References:

- Akintayo, D.I. (2010). Work-family conflict and organization commitment among industrial workers in Nigeria. *Journal of Psychology and Counseling*, 2(1), 1-8.
- Batt, R., & Valcour, P. M. (2003). Human resources practices as predictors of work-family outcomes and employee turnover. *Industrial Relations*, 42(2), 189-220.

- Bothma, C. F. C., & Roodt, G. (2013). The validation of the turnover intention scale. *South African Journal of Human Resource Management*, 11(1), 1-12.
- Chang, W. A., Wang, Y., & Huang, T. (2013). Work design-related antecedents of turnover intention: a multilevel approach. *Human Resource Management*, 52(1), 1-26.
- Chinomona, R., Dhurup, M., & Chinomona, E. (2013). Does employee perceptions of fit to job, fit to organisation and fit to community influence job performance? The case of Zimbabwe's manufacturing sector. *South African Journal of Human Resources*, 11(1), 1-10.
- Chughtai, A. A., & Zafar, S. (2006). Antecedents and consequences of organisational commitment among Pakistani university teachers. *Applied Human Resource Management Research*, 11(1), 39-64.
- Dardar, A. H. A., Jusoh, A., & Rasli, A. (2012). The impact of job training, job satisfaction and alternative job opportunities on job turnover in Libyan oil companies. *Procedia-Social and Behavioral Sciences*, 40, 389-394.
- De Jagger, J., & Gbadamosi, G. (2010). Specific remedy for specific problem: Measuring service quality in South African higher education. *Higher Education*, 60, 251-267.
- Dowding, K., & John, P. (2008). The three exit, three voice and loyalty framework: a test with survey data on local services. *Political Studies*, 56(2), 288-311.
- Ferreira, N., & Coetzee, M. (2014). Psychological career resources as predictors of employees job embeddedness: An exploratory study. *South African Journal of Labour Relations*, 36(2), 9-26.
- Fishbein, M., & Ajzen, I. (1975). *Belief, attitude, intention and behavior: An introduction to theory and research*. MA: Addison-Wesley.
- Griffeth, R.W., Hom, P.W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26(3), 463-488.
- Halbesleben, J.R., & Wheeler, A.R. (2008). The relative roles of engagement and embeddedness in predicting job performance and intention to leave. *Work & Stress*, 22(3), 242-256.
- Holtom, B.C., & Inderrieden, E.J. (2006). Integrating the unfolding model and job embeddedness model to better understand voluntary turnover. *Journal of Managerial Issues*, 18(4), 435- 452.
- Janik, M. (2012). *Well-being of educators in selected secondary schools in Namibia*. Unpublished Doctoral dissertation, University of Namibia, Windhoek.
- Janik, M., & Rothmann, S. (2015). Meaningful work and secondary school teachers' intention to leave. *South African Journal of Education*, 35, 2, 1-13.
- Lee, S.Y., & Whitford, A.B. (2008). Exit, voice, loyalty, and pay: Evidence from the public workforce. *Journal of Public Administration Research and Theory*, 18(4), 647-671.

- Lo, J. (2015). The information technology workforce: A review and assessment of voluntary turnover research. *Information System Frontiers, 17*(2), 387-411.
- Mallol, C.M., Holtom, B.C., & Lee, T.W. (2007). Job embeddedness in a culturally diverse environment. *Journal of Business and Psychology, 22*, 35-44.
- Marques, L. A. (2013). *Antecedents and outcomes of work-related psychological well-being of staff members of the University of Namibia*. Unpublished Doctoral Dissertation, University of Namibia, Windhoek.
- Mensele, C., & Coetzee, M. (2014). Job embeddedness, organisational commitment and voluntary turnover of academic staff at a higher education institution in South Africa. *South African Journal of Labour Relations, 38*(1), 9-30.
- Mitchell, T.R., Holtom, B.C., Lee, T.W., Sablinski, C.J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal, 44*(6), 1102-1121.
- Mobley, W.H. (1982). Some unanswered questions in turnover and withdrawal research. *Academy of Management Review, 7*(1), 111-116.
- Mor Barak, M.E., Nissly, J.A., & Levin, A. (2001). Antecedents to retention and turnover among child welfare, social worker, and other human service employees: What can we learn from past research? A review and meta-analysis. *Social Service Review, 75*(4), 625-661.
- Nonaka, I. (Ed.). (2005). *Knowledge management: Critical perspectives on Business and Management*. Volume 2. New York, NY: Routledge.
- Olusegun, S.O. (2013). Influence of job satisfaction on Turnover intentions of library personnel in selected Universities in South West Nigeria. *Library Philosophy and Practice (e-journal)*, Paper 914.
- Ryan, S., & Harden, G. (2014). Job embeddedness of information technology professionals: The effects of gender. *Journal of Computer Information Systems, 54*(4), 52-59.
- SPSS (2014). *SPSS 23.0 for Windows*. Chicago, IL: SPSS Incorporated.
- Sturges, J., & Guest, D. (2001). Don't leave me this way! A qualitative study of influences on the organizational commitment and turnover intentions of graduates early in their career. *British Journal of Guidance and Counselling, 29*(4), 447-462.
- Takawira, N. (2012). *Job embeddedness, work engagement and turnover intention of staff in a higher education institution*. Unpublished Master's Dissertation, University of South Africa, Pretoria.
- Takawira, N., Coetzee, M., & Schreuder, D. (2014). Job embeddedness, work engagement and turnover intention of staff in a higher education institution: an exploratory study. *South African Journal of Human Resource Management, 12*(1), 1-10.

- Tepeci, M., & Bartlett, A.L.B. (2002). The hospitality industry culture profile: a measure of individual values, organizational culture, and person-organization fit as predictors of job satisfaction and behavioral intentions. *Hospitality Management, 21*, 151-70.
- Tett, R.P., & Meyer, J.P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel Psychology, 46*(2), 259-293.
- Varshney, D. (2014). Impact of Self-Concept on Turnover Intention: An Empirical Study. *American International Journal of Contemporary Research, 4*(10), 87-96.
- Yin-Fah, B.C., Foon, Y.S., Chee-Leong, L., & Osman, S. (2010). An exploratory study on turnover intention among private sector employees. *International Journal of Business and Management, 5*(8), 57-64.
- Zhao, X., Sun, T., Cao, Q., Li, C., Duan, X., Fan, L., & Liu, Y. (2012). The impact of work life on job embeddedness and affective commitment and their co-effect on turnover intention of nurses. *Journal of Clinical Nursing, 22*, 780-788.