

UNIVERSITY OF CAPE COAST

JOB EMBEDDEDNESS AND TURNOVER INTENTION OF STAFF IN
THE HOTEL INDUSTRY IN SEKONDI- TAKORADI METROPOLIS,
GHANA

BY

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DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: Date:.....

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Supervisor's Declaration

We hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

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ABSTRACT

Employee turnover is a problem for organisations and is one of the challenges facing human resource managers. This study was motivated by the desire to find out the reasons aside the traditional predictors that will cause an employee to either leave or stay with the organisation, it explored the effect of the individual factors under the main on-the-job embeddedness on turnover intention of employees' in the hotel industry in the Sekondi-Takoradi metropolis in the Western Region of Ghana. A multistage sampling technique was used to sample 309 employees. The study adopted a cross sectional survey and also used self-administered questionnaire as the data collection instrument. A binary logit regression model was used to investigate the relationship between job embeddedness and employee turnover intentions. The results of the study revealed that organisation-person culture fitness, autonomy, career growth and development opportunities, experience, sense of belongingness, promotional opportunity and participation in a valuable project have significant effect on turnover intention. For the demographic factors, it was found that age of employee, level of education and level of income also have significant effect on turnover intention. Based on the findings of the study, it is recommended among other things that hotel management put in place effective compensation policy, grant employees with certain amount of discretion in carrying out their work schedule and also ensure organisation-person culture compatibility in the organisation setting.

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DEDICATION

To my lovely wife Evelyn Arthur (Mrs) and son Nicholas Arthur (Jnr).

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LIST OF ACRONYMS

EDF - Employment Policy Foundation

GSS - Ghana Statistical Service

GTA - Ghana Tourism Authority

IT - Information Technology

PHC -Primary Health Care

QWL -Quality Work of Life

CHAPTER ONE

INTRODUCTION

Background to the Study

A major human resource problem faced by many organisations is that of understanding and managing labour turnover. It is a major issue for many companies in the world. Employment Policy Foundation (EPF) (as cited in Smith 2007) highlighted that, in the United States, average employee turnover costs had reached \$14, 225. The voluntary employee turnover rates released by the U. S. Department of Labour in December, 2014 painted a similar picture. According to the Bureau of Labour Statistics (2014), there was an overall average increase in employee turnover in the U. S. from 20.3% in 2013 to 22.0% in 2014.

Organisations today are experiencing new challenges as external forces such as changing demographics, globalization, technology and an increasingly diverse workforce are requiring management to proactively develop effective talent management strategies in an effort to remain competitive (Whitfield & Landeros, 2006). Retention of talent both in Ghana and globally is becoming more critical in a world where the organisation's intellectual capabilities are fast becoming the key source of maintaining competitive advantage (Powell & Snellman, 2004; Ryder, 2010) of which the hotel industry is no exception. Furthermore, an increasing number of organisations are realizing that they need to release the untapped potential of their employees if they are to compete successfully in an increasingly demanding global economy (Burke & Cooper,

2008; Burke & El-Kot, 2010; Lawler, 2008). In this regard, recognising the forces that keep employees in their current employment is critical in attracting and retaining talented staff (Lawler & Finegold, 2000; Michaels, Handfield-Jones & Axelrod, 2001).

Employment Policy Foundation (2004), reports that too many service companies face employee turnover rates of 50% to 100% per year or even higher. In addition to this, available evidence indicates that service sector workers quit their jobs usually as a result of unsatisfactory situations such as low motivation, low pay, and poor conditions of service (Ologunde, Asaolu & Elumilade, 2006). The hotel business, an aspect of tourism, is a labour-intensive and quality-driven service industry and the most important ingredient is the worker, who provides the service. The quality of personnel determines the quality of the product served to the customer and therefore the success of the industry. Also, the competitiveness and productivity of the industry depends primarily on the availability, skill levels and professionalism of its employees. Consequently, the constituents within the Hotels, Restaurant and Catering sector recognize that education, vocational training, and human resource development are necessary to ensure their future. In support of this, the World Economic Forum in its Travel & Tourism Competitiveness Report (2006) sees good management of human resources as one of the key drivers for competitiveness across the industry. However, it has been recognized that the hotel, catering and tourism sector of the industry suffers from high levels of labour turnover. This provides a constant

challenge for employers, limits the ability to maintain a skilled workforce and results in enhanced costs.

Turnover diminishes the organisation's return on investment and is especially difficult for an organisation because significant investments have been made in recruitment, selection, induction and training (Kammeyer-Mueller & Wanberg, 2003). Moreover, organisations report that turnover's greatest impact is lost organisational knowledge and lower employee morale, two areas that directly affect team and organisational productivity (Frank, Finnegan & Taylor, 2004). Few institutions can afford to employ, train and allow their most talented employees to leave, when it is difficult to find better replacements. It is therefore vital for organisations to be able to make informed decisions about taking action that results in the reduction of turnover (Hillmer, Hillmer & McRoberts, 2004).

Research has shown that job embeddedness (which is defined as the combined forces that keep a person from leaving his/her job. (Yao, Lee, Mitchell, Burton & Sablynski , 2004) have emerged in the current world of work as constructs that may significantly influence employees' turnover intention (Mitchell, Holtom & Lee, 2001a).

Talent retention is fast becoming more essential as the organisation's human capital increasingly becomes the key source of competitive advantage (Pfeffer, 2005). Furthermore, a growing awareness of shifts in the characteristics of the workforce is creating a greater urgency for organisations to focus more attention and energy on retaining skilled and experienced employees (Frank et al., 2004). It is evident that knowledge of the relationship between job embeddedness

and turnover intention is important because such knowledge may assist organisations in developing effective retention practices. Turnover intention is the manifestation of “the (subjective) probability that an individual will change his or her job within a certain time period” (Souza-Poza & Henneberger, 2002). Since intention to stay or leave is an indication of future plans, a better understanding of intention may make it possible to introduce changes to influence this intent before actual turnover (Chan & Morrison, 2000).

Statement of the Problem

The hospitality industry is a labour-intensive one. Thus, of all the resources available to hospitality managers, none are of greater value than human resources. However, the industry is known to experience high rates of employee turnover (Bureau of Labour Statistics, 2004). Sullivan (1999) mentions that the hotel/restaurant industry has long been characterized by a high rate of turnover, low wages, primitive technology, and an unimpressive benefits package. The Employment Policy Foundation (2004) report cites this service sector as one with the highest turnover rate. The Bureau of Labour Statistics (2004) also reports that average labour turnover increased from 19.2% in 2003 to 20.2% in 2004 in the USA. Similarly, the World Economic Forum (2006) also mentions the hotel and catering industry as having the highest turnover rate within the service sector.

According to Teye (1988), the absence of skilled labour as a result of turnover in the tourism industry has been identified as responsible for the dismal performance of the industry in sub-Saharan Africa. In Ghana, although no official

statistics on the level of labour turnover is readily available, officials from Ghana Tourist Authority complain of a perceived high labour turnover.

Against the aforementioned background, it appears that job embeddedness and its influence on employees' turnover intention should be considered to inform retention practices. The hotel industry depend on their employees' skills, knowledge, experience and abilities for the effective delivery of services, and retaining talented employees has thus become a vital factor for these institutions (Naris & Ukpere, 2010). It is thus necessary for organisations to consider the relationship between job embeddedness and turnover intention in the formulation of their retention strategies.

In furtherance to this, the few studies on job embeddedness had failed to indicate the influence of the individual variables that form the main component of the construct on turnover intention. The studies normally look at the various components as a whole forgetting that each component has different indicators. For instance, under organisation fit, the reason for person 'A' leaving the organisation may be inadequate utilization of skills and talent and for 'B' may be non-compatibility of values. So the question therefore is, how does one determine the effect of organisation fit on turnover intention since the two individual employees have different reasons of leaving the organisation? Thus, the study seeks to determine the effects of the individual indicators under the component of job embeddedness rather than a whole.

Objectives of the Study

The general objective of the study is to explore the relationship between job embeddedness and employee turnover intentions in the hotel industry.

The specific objectives of the study are;

1. To examine the effect of organisation related fit on turnover intention.
2. To assess the effect of organisation related links on turnover intention.
3. To examine the effect of organisation related sacrifice on turnover intention.
4. To investigate the effect of demographic factors on turnover intention.

Hypotheses

1. H_0 : There is no relationship between organisation related fit factors and turnover intention.
2. H_0 : There is no relationship between organisation related links factors and turnover intention.
3. H_0 : There is no relationship between organisation related sacrifice factors and turnover intention.
4. H_0 : Demographic factors have no effect on turnover intention.

Scope of the Study

Generally, the research sought to find out the organisational components of job embeddedness which influence employees' decision to either stay or leave the hotel industry. It included theoretical, conceptual and empirical discussions of job embeddedness, traditional predictors of turnover and models and turnover intention. However, it was limited only to employees of the hotel industry in the Sekondi-Takoradi metropolis. The study could not be generalized for the whole

nation or for all fields. It may however be useful in setting the stage for further research in this regard.

Significance of the Study

For managers of participating lodging establishments, it is hoped that the findings on the relationship of job embeddedness with its constituent variables and turnover intention will be relevant to the management of hotel industry and other public and private organisations in crafting a retention strategies for employees in their working environment.

Being a pioneering study on the topic among lodging establishments in Ghana, this study contributes to knowledge in a number of ways. Firstly, its situation in the unique scenario of a developing nation enables later comparism with other studies to identify developmental and possibly, cultural influences on the variables of study. It further contributes to the body of knowledge on the relationship of job embeddedness and turnover intention. Besides this, it can become a stepping stone for future research in the higher level in academia.

For the Ghanaian economy, the implementation of recommendations from this study will enable both owners and investors of the lodging establishments to really understand the various factors that cause an employee to leave the job aside the traditional predictors of turnover thereby reducing the rate as well as the cost of turnover in the industry. This as a result will increase income generation in the industry leading to high payment of tax to the government.

Delimitation

The research was delimited to only the lodging sector of the tourism and hospitality industry. Therefore, other facilities of the hospitality organisation, for example, restaurants, fast food and chop bar facilities were excluded. Non-licensed hotels were also excluded. Further, only the hotels in the Sekondi and Takoradi area make up the research area, leaving out all other hotels aside Sekondi-Takoradi communities in the metropolis.

Also, the licensed hotels that were used for the study comprised those that had been licensed as at 2012/2013. Thus, it is possible that new hotels might have sprung up and licensed which were not included in this study.

Limitations

The study was confined to the Sekondi and Takoradi metropolis of the Western Region of Ghana hence generalizations and conclusions would not be accurate and meaningful in a national context because of the limited sample. Also in identifying respondents, no difference was made between owner-managers and employee-managers and so all managers and employees were treated the same.

Moreover, the use of quantitative method (questionnaires) did not allow respondents to give additional information besides the ones provided on the scale. Despite all these limitations, it is hoped that the results of this study would be of tremendous benefit to policy makers.

Operational definition of terms

- Turnover intention: Defined as whether an employee has the intent to leave the company in the near future.
- Job embeddedness: Defined as the combined forces that keep a person from leaving his/her job. (Yao, Lee, Mitchell, Burton & Sablinski, 2004).
Below are the various variables identified to be associated with job embeddedness;
- Fancy: Defined on the basis of whether an employee enjoys working with his or her work group.
- Organisational culture: The degree to which an employee perceives a company's mission, values, ethics, goal, norm and work environment as suitable.
- Skill utilization: The extent to which a worker is satisfied with how a job schedule utilizes his or her skills.
- Autonomy: The degree to which a job gives an employee the freedom and discretion needed to schedule different tasks and decide how to carry them out.
- Growth and development opportunity: The level to which an organisation provides an employee with both internal and external opportunities to build their repertoire of competencies, which will not only help their current jobs but will also prepare them for possible future positions.
- Experience: The number of years a person has being performing on a particular job.

- Belongingness: The extent to which the work setting provide opportunities for social interaction, friendship as well as giving and receiving love from co- workers.
- Co- worker support: Represent the number of co-workers that depend on the employee for vital information to enable them make informed decision.
- Perks: The privileges granted to employee in addition to salary and benefits.
- Valuable project: The chances of giving up a valuable project as a result of leaving the organisation.
- Promotional opportunities: The extent to which the job provide employees with a wide range of promotional opportunities.

Conclusion

This chapter considered the background to the study which highlighted on the relevance and the motivation for this study. It also looked at the objectives that were sought to achieve and the hypotheses to be tested as well as the significance of the study. Operational definitions of some of technical terms to facilitate easy understanding were captured in this chapter.

Organisation of the Study

This study was divided into five main chapters. The background to the study, statement of the problem, research purpose, hypotheses, significance of the study, and organisation of the study are in the introductory chapter. Chapter Two

is a review of related literature. It focused on the theoretical and empirical framework of turnover intention as well as the empirical review on job embeddedness and turnover intention. Chapter Three presents the methodology, detailing sampling procedures, data collection and data analysis of the study. In Chapter Four is the analysis and discussion of results. Chapter Five presents summary, conclusions and recommendations as well as suggestions for further study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter presents theoretical and empirical issues pertaining to the relationship between job embeddedness and employee turnover intention in the hotel industry. The aim of the review is to obtain underpinning theories and empirical evidence for the study. The chapter consists of three sections: section one presents theoretical framework of the study. Section two presents the conceptual and empirical review of turnover intention and the relationship of demographic factors and turnover intention. Section three looks at the concept of job embeddedness model and the empirical review on job embeddedness and its relationship with turnover intentions.

Theoretical Framework

The relevance of theoretical framework in any social research cannot be over emphasized. It serves as the basis on which theoretical assumptions about the research topic can be proved. The aim of this section is to critically review the theoretical underpinning of the antecedents of turnover intentions in the hotel industry.

Historically, researchers on the literature have used Social Exchange Theory, Search Theory, Matching Theory, Equity Theory, to explain employee decision to either stay or leave an organisation, however, the Human Capital and Organisational Equilibrium theories would be used in this work to explain why employees choose to either stay or leave an organisation.

Human Capital Theory

Human capital theory provides a framework to examine the factors that influence an individual's mobility decisions. The theory of occupational choice examines individuals' mobility decisions as a matter of investment and returns (Becker, 1993; Ehrenberg & Smith, 2012). According to human capital theory, the greater the amount of investment (e.g. knowledge and skills accumulated over time), the lower one's propensity is of turnover from that occupation (Ehrenberg & Smith). In this decision process, individuals weigh the costs and benefits of their turnover decision. If the benefits outweigh the costs, individuals are likely to decide to move. The costs and benefits consist of factors, such as, salary, working conditions, and professional training. The net benefits of turnover are greater, if greater utility is derived from the new job, less happiness derived from the old job, and there are small costs associated with change (Ehrenberg & Smith).

The implication of human capital theory is that when costs of quitting a job are relatively high due to conditions in the market, workers will have lower mobility, versus, when the costs of quitting are relatively low, mobility will be higher.

Organisational Equilibrium Theory

Barnard (1938) provided a systematic framework where he discussed human motivations that are involved in the decision to belonging, which is also known as the organisational equilibrium. He argued that "the equilibrium of an organisation means the capacity to maintain efficiency of an organisation". (p.56)

Organisations are dependent on the continuity of participants' contributions and in order to maintain this, organisations have to offer equitable inducements.

According to Barnard (1938), if the personal sacrifice is bigger than the inducements he gets, then the person will withdraw his contributions and will leave the company. Simon (1957) extended Barnard's theory into the Barnard-Simon Organisational Equilibrium theory, which builds on Barnard's observations. Simon argued that the achievement of organisational equilibrium contains the condition that, the sum of contribution of all employees ensures the kinds and quantity of necessary inducements. However, he did not consider the functions of the organisation, such as the process of creation, transformation or exchange of utilities where Barnard also placed his emphasis

Meaning of Turnover Intention

Intention to leave is referred to the employee's intention of leaving the organisation they are currently employed (Cho, Johanson & Guchait, 2009). It however, not defined as actual turnover and considered as "a conscious and deliberate desire to leave an organisation within the near future and considered the last part of a sequence in the withdrawal cognition process" (Mobley, Homer & Hollingsworth, 1978). Intention to leave is said to be a significant indicator of turnover action of an employee in the future (Ghiselli, Lopa & Bai, 2001; Tuzun & Kalemci, 2012). Tuzun and Kalemci added that previous studies indicated intention to leave as a better predictor to employees' actual turnover than other variables such as overall job satisfaction and satisfaction with the work, therefore

it became essential to understand the drive behind turnover intention and how to control them.

While intention to leave considers the employee's intent on leaving, intention to stay in contrast refers to the staff's conscious and deliberate willingness to stay with the organisation (Cho et al., 2009). Intent to leave or to stay has been found to be indicative of both near-term and distant turnover action (Ghiselli et al., 2001). Cho et al. (2009) suggested that, antecedents that decrease the intention to leave do not necessarily increase the intention to stay. Therefore, he suggested four possibilities: (1) antecedents that influence intention to leave but may not have any influence on intention to stay (disengagers); (2) antecedents that influence intention to stay but may not influence intention to leave (retainer); (3) antecedents that might influence both intention to leave and intention to stay (critical); and (4) antecedents that might not influence either intention to leave or intention to stay (neutrals).

Employee turnover is troubling and continues to cause problems to hospitality establishment (Wildes, 2005). Despite the studies done, little is known on why is it hard to predict which staffs have the tendency to leave the establishment and who would stay. Furthermore, the reasons behind the intentions were also not fully acknowledged (Harbourne, 1995).

Therefore, this study follows Tett and Meyer's (1993) definition which states that turnover intention is a conscious decision regarding willingness to stay or leave the organisation. For the purpose of this study turnover intention is not

limited to intention to leave as widely used in literature but encompasses both the intention to leave as well as intention to stay.

Components of Turnover Intention

The review of the literature shows that turnover intention is defined as employee's willingness or attempts to leave the current workplace voluntarily (Vigoda-Gadot & Ben-Zion, 2004). It also indicates that turnover intention is a multistage process entailing three components which are psychological, cognitive and behavioural in nature (Takase, 2009). Various forms of adjectives and adverbs were also used to characterise the intensity of turnover intention.

Psychological

Turnover intention is seen as a psychological response to negative aspects of organisations or jobs (Chiu, Lin, Tsai, & Hsiao, 2005; Susskind, 2007). Psychological responses were believed to trigger employee's emotional and attitudinal withdrawal reactions. These emotions and attitudes included frustration and dissatisfaction with organisations (Vigoda-Gadot & Ben-Zion, 2004). Moreover, they included an affectively neutral form of organisational attachment (McDuff & Mueller, 2000) and employees' evaluation of future organisational commitment. Overall, the psychological component of turnover intention was seen as the starting point of the multi-stage turnover reaction (Takase, 2009).

Cognitive

The psychological component is seen as the starting point of turnover intention while the cognitive component is seen as the core of turnover intention. Many researchers characterise turnover intention as a cognitive manifestation of the decision to leave, hence the term was used interchangeably with withdrawal cognition (DeConinck & Stilwell, 2004). In other words, turnover intention is also defined as the final cognitive step leading to actual turnover (Lambert, Hogan & Barton, 2001).

The cognitive component of turnover intention has two sub components, namely; the “intention”, and the verb “to” immediately following after the word intention. In some literature, the “intention” is interpreted as a desire (Susskind, 2007) or thought (Chiu, Chien, Lin & Hsiao, 2005; Castle, Engberg, Anderson, & Men, 2007) which could activate behaviours leading to turnover. Intentions are considered hypothetical in nature (Allen, Weeks, & Moffitt, 2005). In other literature, “intention” had stronger connotations. For example, “intention” was thought of as a decision or a plan to leave the current position.

Behavioural

Another component that formed the core of the process of turnover intention was withdrawal behaviour. As in the ‘*intention to*’ of the cognitive component, withdrawal behaviours were also categorised into two groups: withdrawal from the current job, and actions oriented to future opportunities (Takase, 2009). The manifestations of withdrawing from jobs were behavioural

and/or verbal. The behavioural manifestations included employees daydreaming during work (Chiu, Lin, Tsai & Haiso, 2005; Susskind, 2007), being less enthusiastic at work, coming in late and being absent from work (Krausz, Koslowsky & Eiser, 1998). The verbal manifestation consisted of stated or expressed intentions to leave jobs. The future-oriented behaviours comprising the facets of turnover intention were the actualisation of employees' cognitive intentions (Takase, 2009). These behaviours were operationalised as the actual job search (Brough & Frame, 2004; Castle, Engberg, Anderson, & Men, 2007) and willingness to take an alternative job when available. These behaviours were often operationalised to explore employee's turnover intention (Takase, 2009).

Empirical Review of Turnover Intention

Research using turnover intention as the dependent variable is common (Lum, Kervin, Clark & Reed, 1998). This is due to both theoretical and practical reasons. Theoretically, several researchers (Mobley, Megilino, Griffeth, & Hand, 1979) have suggested that the intention to turnover is the best predictor of actual turnover. Steel and Ovalle (1984) reported calculating a correlation of .50 between intention and employee turnover. Similarly, Ledford and Lucy (2002) found when using a matched sample, half of those considered high risk for turnover changed employers compared to only 9% of those rated at low risk for turnover. On the practical side, the examination of an employee's turnover intent allows the opportunity for human resources to take a proactive approach to increasing retention and delaying turnover in an organisation as opposed to

gleaning the same information from an exit interview associated with a voluntary turnover.

Griffeth, Gaetner, and Hom (2000), found turnover intentions, or intentions to quit a job to be one of the best predictors of actual quitting. There are many other factors that predict employees' actual turnover such as job satisfaction, organisation commitment, environments and so on. However, turnover intention has been found to be the best predictor of actual turnover.

Susuki, Itomine, Kanoya, Katsuki, Horii and Sato (2006) conducted a survey on the factors affecting rapid turnover of novice nurses in university hospitals of Japan. This study aimed to clarify the factors affecting rapid turnover of novice nurses in a prospective manner. The study was carried out in 20 university hospitals out of the 102 university hospitals listed in the Hospital catalog of Japan. The target population was 1,203 novice hospital nurses of which 923 novice nurses were selected through random sampling to complete a questionnaire. The questionnaires contained issues pertaining to employees' burnout, assertiveness, stressful life events, reality shock, ward assignment preference, transfer preference, job satisfaction (workplace, salary, workload and overtime), social support and coping mechanisms. Multiple logistic regression analysis showed that the factors affecting rapid turnover were graduation from vocational nursing schools, dissatisfaction with assignment to a ward contrary to their desire, and no peers for support. Assignment of novice nurses towards they choose as far as possible, avoidance of assigning novice nurses towards alone, and establishment of a support system for nurses who graduate from vocational

nursing schools seem to be important for preventing rapid turnover of novice nurses.

Kabungaidze and Mahlatshana (2013) also sought to determine the impact of job satisfaction and some demographic variables on employee turnover intentions of teachers in Eastern Cape Province of South Africa. Self administered questionnaires were distributed to a sample of 300 teachers. A stratified sampling procedure was utilized. The data was subjected to a number of statistical analyses such as T-test of independent samples, Correlation, Chi-square and One way ANOVA. Results indicated that lack of job satisfaction influences the decision to quit the teaching profession. It also was found that age, tenure and specialization can predict employee turnover intentions. The findings of this research indicate that school authorities need to develop strategies to deal with the needs of those teachers who experience less job satisfaction and commitment. Proactive attention to this should demonstrate preparedness on the side of school administrators to address teacher concerns and thereby reduce absenteeism and attrition rates amongst teachers.

Shah, Fakhr, Ahmad and Zaman (2010) in adding up to the factors that influence employee turnover intention considered measuring push, pull and personal factors affecting turnover intention of university teachers in Pakistan. The main objective of the study is to assess personal, push and pull factors and to find out that which factors contribute more to turnover intention. Primary data were collected from 100 teachers of five Higher Education Institutions using questionnaire methods. The results indicate that all factors (personal, pull and

push) have contributed in the employees' turnover intentions. However, some facets of personal factor have significantly contributed in turnover intention.

Nazim and Qadar (2009) investigated the predictors of organisational commitment and turnover intention of medical representatives. The results of the Pearson Correlation showed a significant negative association between Role Ambiguity and Commitment, Role Conflict and Commitment, Work to Family Conflict Commitment and Turnover Intention while a significant positive correlation between Role Ambiguity and Turnover Intention, Role Conflict and Turnover Intention and Work to Family Conflict and Turnover Intention was found. Regression analysis indicates that 50% of turnover intention can be attributed to work family conflict, role ambiguity and role conflict.

Coetzee and Schreuder (2010) suggest that employee turnover can be both voluntary and involuntary. This study considers voluntary turnover and its past history, in which the employee desires to leave the organisation of his own preference, moreover to escape negative experiences in the work environment or to follow better opportunities that are more satisfying, either in terms of career augmentation or financially. It is therefore widely accredited that identifying and dealing with antecedents of turnover intentions is an effectual way of reducing actual turnover (Dess & Shaw, 2001).

Employee turnover intention has been a significant matter for management for many years (Devrimci, Bozotok, & Cicekli, 2013). According to Macnall, Masuda and Nicklin (2010), individuals experiencing more positive emotions about their work should experience higher job satisfaction and lower turnover

intentions. Well-equipped employees have a strong tendency to leave their current job for another organisation.

Almalki, FitzGerald and Clarke (2012) in their study revealed significant associations between turnover intention and demographic variables of gender, age, marital status, dependent children, education level, nursing tenure, organisational tenure, positional tenure, and payment per month. The Primary Health Care (PHC) nurses in this study also indicated low satisfaction with their Quality Work of Life (QWL) and a high turnover intention. There is a significant association between QWL and turnover intention of PHC nurses. Sustaining a healthy work life for PHC nurses is crucial to improve their QWL, increase retention, enhance performance and productivity and promote safe nursing care. Ahmad, Bashir et al., (2012) concluded that job satisfaction is significantly and negatively correlated with turnover intention. Also job stress has significant negative relationship to turnover intention. It has been evidenced that, employees who experienced more job stress has more intention to quit.

Arkoubi, Bishop and Scott (2013) explored some determinants of turnover intention. They proposed a model hypothesizing the existence of relationships between fairness and recognition and job satisfaction. The latter along with commitment are perceived in this model as negatively related to the intent to quit. Not only these two factors lead to turnover intentions, however there are many other factors that can lead to turnover intentions.

Galletta, Portoghese, and Battistelli (2011) also in their quest to find out the factors that affect turnover intention looked at intrinsic motivation, job

autonomy and turnover intention in the Italian health care: The mediating role of affective commitment. A sample of 442 nurses was involved in the research. Cross-validation technique was used to test the hypotheses of the study. The results revealed that having the opportunity of responsibility and freedom to develop own work activities, can encourage the sense of identification and attachment to work environment that in turn can reduce the turnover intention. The research also showed the importance of intrinsic motivation to promote affective commitment. Also the affective commitment completely mediates the relationship between intrinsic motivation and turnover intention. This means that employees intrinsically motivated towards their own work, develop a sense of identification and attachment to their organisation that in turn is negatively related to turnover intention.

Gurpreet (2007) concluded that there are significant correlations between turnover intention and demographic variables such as age, qualification, designation because it was found that age, designation and experience were negatively and significantly correlated with turnover intentions. This shows that the intentions of an individual to leave the organisation are greatly influenced by age, designation and experience of the individual. The negative correlations reveal that with increases in age, experiences and status in the organisation the intentions to quit decrease significantly.

Girma, Erdaw and Habtamu (2015) also had an assessment of factors affecting turnover intention among nurses working at governmental health care institution in Ethiopia. The main objective was the evaluation of nursing turnover

intention and the association between turnover intention and various predictors that warrant that. Cross-sectional study design was used. Data were collected from March 2013 to April 2013 by using a structured questionnaire. A total of 372 respondents were filed the questionnaire with the response rate of 87.84%. Odds ratio and regression analysis were performed. Findings suggested that 59.4% of respondents indicated a turnover intention from their current health care institution. Family arrangement is significantly associated with nurses' turnover intention. In this study procedural justice was significantly associated with nurses' turnover intention. Lack or low procedural justice in the health institutions increases the turnover intention of nurses. Organisational commitment was found to be significantly associated with nurses' turnover intention. The study shows that level of salary was significantly associated with nurses' turnover intention. The result shows that training opportunity affect turnover intention. Low training opportunity significantly associated with nurses' turnover intention. Nurses with lower salary demonstrated higher intent of turnover than higher salary employees. Lack of transport was also significantly associated with nurses' turnover intention in these study findings.

In summary, turnover intention (or intention to turnover, intention to quit, etc.) has been studied as the immediate precursor of turnover. It has also been correlated with several other factors such as job satisfaction, role conflict, work life balance, job involvement, etc., and research associated with these manifest variables has suggested that their resulting factor is inversely related to turnover intention. While much conceptual discussion focused on actual turnover, this

study examines the influence of employee's job embeddedness on their turnover intention.

Conceptual literature Review of Job Embeddedness

This study focused on the theory of job embeddedness, a construct that identifies and measures the motivational factors on-the-job that act as forces to bind an employee to his or her job (Mitchel, Holtom, Lee, Sablynski, & Erez, 2001b). The theory encompasses a collection of influences that operates on the retention of employees, and it is these influences that cause the employee to become stuck in their jobs (Mitchell et al.). The job embeddedness construct is measured with respect to the links the employee has on-the-job, the fit of the employee in the organisation, and the sacrifice that the employee would experience upon leaving the job. Research has shown that job embeddedness can be a valuable indicator of an employee's tendency to quit. (Allen, 2006; Crossley, Bennett, Jex, & Burnfield, 2007; Holtom, Mitchell, & Lee, 2006; Lee, Mitchell, Sablynski, Burton, & Holtom, 2004). Therefore, understanding the concept of job embeddedness would enable management to develop a solid retention strategy to prevent frequent turnover situation in the industry. This context is the focus of this thesis.

The development of the theory of job embeddedness has drawn from several influences, including the traditional attitudinal and job alternative models of turnover, which emphasize job satisfaction, ease of movement, and organisational commitment (Maertz & Campion, 1998; March & Simon, 1958).

With respect to job satisfaction, it is most commonly referred to as the perceived desirability of movement from one job to another, where the ease of movement is conditioned upon the perception by the individual of other job alternatives. The theory of job embeddedness has also drawn from empirical research on the unfolding model of employee turnover, which emphasize paths employees follow when choosing to leave a job (Lee & Mitchell, 1994; Lee, Mitchell, Holtom, McDaniel, & Hill, 1999). Organisational commitment has also been a focus, in addition to spill over models, organisational characteristics, and a general withdrawal construct (Cohen & Bailey, 1997; Hulin, 1991). The combination of these theoretical influences has provided a valuable foundation for the development of the theory of job embeddedness.

The research conducted on the traditional models of employee turnover has been detailed in the meta-analysis of Griffeth, Hom, and Gaertner (2000). The primary focus of turnover models is withdrawal behaviors, because they offer insight into the core employee attitudes and concerns toward roles in the workplace (Hulin, 1991). Although these models have the aim of addressing important organisational issues, they have had moderate to limited results in relation to explaining the reasons employees leave or stay in their jobs (Griffeth et al.). Mitchell and Lee (2001) advanced a new approach to turnover that focused on the counter-intuitive notion that individuals might leave the organisation for reasons other than job dissatisfaction. This approach to turnover focused on the factors that make an individual more likely to stay in the job, in addition to the factors likely to make an employee leave. This approach built on the earlier

turnover models and added a new dimension to our understanding of turnover. Thus, job embeddedness is defined as “the combined forces that keep a person from leaving his or her job” (Yao, Lee, Mitchell, Burton, & Sablinski, 2004)

Mitchell and Lee (2001) suggested that when individuals have multiple attachments to the organisation, these attachments are likely to hold them back from leaving even if they think about leaving due to particular circumstances, (for example, getting another offer, company relocation to a non-preferred location). Thus, individuals who are high on job embeddedness might choose to stay with the organisation even if circumstances are less than ideal. Job embeddedness is a multi-dimensional construct that describes the various attachments that an individual has with the organisation and community (Mitchell & Lee). According to Mitchell et al. (2001):

Embeddedness suggests that there are numerous strands that connect an employee and his or her family in a social, psychological, and financial web that includes work and non-work friends, groups, the community, and the physical environment in which he or she lives”. (p. 206).

Put simply, job embeddedness attempts to capture the totality of the forces that encourage an individual to stay in a particular job (or hold back an individual from leaving his/her job). Mitchell and Lee suggest that an individual’s decision to leave an organisation is not made in isolation but is shaped by the environment (both work and non-work) in which the individual is ‘embedded.’ Thus, an individual is ‘embedded’ when he/she has multiple links to people in the organisation and community, when the organisation and the community are a

good fit for the individual, and when the individual has to sacrifice a lot to leave the organisation and community.

Empirical Review on the Dimensions of Job Embeddedness

In the job embeddedness model, both the relationship of the individual to the organisation and the relationship of the individual to the community are important predictors of turnover. Within the organisation and the community, an individual can have three kinds of attachments: links, fit, and sacrifice. Thus, with the two factors (organisation and community) and the three kinds of attachments (links, fit, and sacrifice) the job embeddedness model has six dimensions: organisation links, organisation fit, organisation sacrifice, community links, community fit, and community sacrifice. However, the review focused on only the on-the-job aspect.

Organisation Fit

This dimension describes the extent to which the organisation is perceived as being a good fit with the individual's interests, within the work environment. Put differently, fit includes the individual's compatibility with his or her work settings. An example of high organisation fit is if the individual values being environmentally friendly and works for an organisation that supports recycling, or if the individual feels he/she is a good fit with his/her job. The better the fit, the more an employee will feel professionally and personally tied to the organisation. According to Mitchell and Lee (2001), the better the fit between the employee's

personal values (e.g. career goals and plans for the future) and the organisation, the less likely the employee is to leave.

One of the primary determinants of person-organisation fit is congruence of the norms and values of the organisation with the values of the person (Cable & Judge, 1996). A classic study by O'Reilly, Chatman and Caldwell (1991) among employees of eight large US accounting firms found that person organisation fit predicted actual turnover two years later. Bretz, Boudreau and Judge (1994) collected data from labour-programme graduates and found that perception of person organisation fit was positively related to tenure with the organisation. Similarly, other studies have found that perceived person-organisation fit and perceived person job fit were significantly negatively correlated with intention to leave (Cable & Judge).

In fact, some of the organisational related fit factors considered in this study are fancy, skill utilization, organisational culture, autonomy and availability of growth and development opportunities.

Fancy

This variable in the context of the study looks at whether employees enjoy working with their colleagues at the workplace. The assumption is, as employees enjoy working with colleagues, their turnover intention would be less.

Skill Utilization

Skills utilization is about ensuring the most effective application of skills in the workplace to maximize performance through the interplay of a number of

key agents (e.g. employers, employees, learning providers and the state) and the use of a range of human resource management and working practices. Effective skills utilization seeks to match the use of skills to business demands/needs. (Scottish Government, 2008). Bushra (2012) found skill utilization to be positively related to turnover intention.

Organisational Culture

Culture is integral to the identity of an organisation and reflects the fundamental values important to that organisation (Ballout 2009). According to (Pratt & Beaulieu 1992; O'Reilly et al., 1991), people tend to seek out and self-select organisations that epitomize their personal values and morals. Thus, organisation culture has important implications for the retention of employees because it may be the most important factor in determining how well an individual fits with an organisation (O'Reilly et al., 1991; Shadur, Kienzle, & Rodwel 1999).

Indeed, employees who fit well with their organisation's culture are less likely to leave and are generally more satisfied with the conditions of their employment, while those that are a poor fit are more likely to leave voluntarily (Ponemon & Gabhart 1993; Benke & Rhode 1984).

Autonomy

Job autonomy has been one leverage point for encouraging and motivating employees (Janz, Colquitt & Noe, 1997). Job autonomy is basically a degree of

freedom, independence to plan your work, selecting procedures and take decisions while performing activities during job (Morgeson & Humphrey, 2006).

According Parker, Wall & Cordery (2001), job autonomy enable employees to show high level of commitment to their organisation thereby reducing one's turnover intention.

Career Growth and Development Opportunities

Organisational career growth shows potential for managing turnover, its biggest impact is on those who desire a career (Weng & McElroy, 2012). Employers can reap the benefits of highly committed employees if they provide the long-term career development which contributes to career success (Ballout 2009).

It is suggested that employees can find personal growth in other organisations if career opportunities are perceived to be lacking in their current organisation. That is, employees are more likely to remain with that organisation if they can meet their career growth needs within that organisation. However, failure to meet these expectations would lead these individuals to seek employment opportunities elsewhere. (Weng & McElroy, 2012)

Rhoades, Eisenberger and Ameli (2001) suggested that, training and exposure may imply a high level of concern for organisations to extend employees' potential in the organisation. Employees who receive such developmental opportunities would boost their motivation and confidence in their work. Subsequently, employees who receive such opportunities might repay their

organisation with the likelihood of extending their self-fulfillment, leading to reduced turnover intention.

Organisation Links

This second dimension of organisation related job embeddedness describes the extent to which an individual is linked to other people and activities in the organisation. Links include both formal and informal ties that an individual has with other people. One example of an organisation link is a strong connection with one's supervisor or coworkers. According to Mitchell et al. (2001), the higher the number of links between the individual and the organisation, the more she/he is bound to the job and the organisation.

Many researchers have suggested that the greater the number of ties an individual has in the organisation, the less likely she/he is to leave, since she/he is attached at both a functional as well as an emotional level (Maertz & Griffeth, 2004). Indeed, a number of empirical studies have demonstrated that an individual's links to people within an organisation increase attachment to that organisation. A study by Mossholder, Setton and Henagan (2005) focused on the relational aspect of an individual's decision to leave an organisation. They collected data on the number of links an individual had with others in the organisation (network centrality), job satisfaction, and turnover among 215 employees in a regional medical centre. The results showed that a higher number of links to the organisation was significantly related to lower turnover, above job satisfaction. Another study by Friedman and Holtom (2002) found that

managerial minority employees who had joined one of the company's network groups (where minority members meet either socially or for discussions about what is going on in the company on their personal time) were more likely to stay with the organisation.

However, this study specifically considers the individual organisational related link factors. Some of the factors considered are the experience held by employee, co-worker support, employee sense of belonging and the number of committee an employee serves on.

Experience

Experience in the context of this is defined as the number of years a person has being on a job. In fact, it's considered to be one of the major determinant factors of turnover intention. The results of Emiroglu, Akova and Tanrivedi (2015) revealed that, people with high experience generally have lower turnover intention. Another study by Perez (2008) also showed experience to have a negative relationship on turnover intention. The longer an individual is employed on the job, the less the individual will have intentions to leave.

Co-Worker Support

Co-worker support refers to co-workers assisting one another in their tasks when needed by sharing knowledge and expertise as well as providing encouragement and support (Zhou & George, 2001). Colleagues may share their knowledge and expertise when an employee is faced with a difficult and novel task for which a solution is not readily available (Scott & Bruce, 1994).

Employees may also acquire task-relevant knowledge and expertise from supportive coworkers, which may make new ways of doing things possible (Perry-Smith, 2006). In this context, working with helpful, supportive colleagues promotes an environment where new ideas can be discussed more openly and freely.

According to Aadmott (2004), personnel who have supportive colleagues will be more satisfied with their jobs since supportive co-workers serve as a source of support, security, advice and support to the individual worker. Existence of good relationship, communication, support, encouragement and understanding between co-workers leads to job satisfaction thereby limit the chances of turnover in the organisation.

Sense of Belongingness

According to Hagerty, Lynch-Sauer, Patusky, Bouwsema, & Collier (1992), a sense of belonging for staff at work is likely to occur when staff feels valued for the work they do, are respected and accepted, have positive relationships, and are in a safe environment. Belongingness is increased when people feel their work is meaningful and when they share similarities with the people with whom they work and the culture of workplace thereby decreases their turnover intentions.

Organisation Sacrifice

The final dimension of job embeddedness considered in this study includes all of the benefits that an individual must give up if he/she were to leave the job. Put simply, it is the perceived loss of material or psychological benefits that are currently available or will be available in the future. An example of organisation sacrifice is the lost opportunity for promotion if the individual is up for a promotion review soon, or the loss of childcare if that is one of the benefits provided by the organisation. According to Mitchell and Lee (2001), the more an employee would have to give up when leaving, the more difficult it would be for him or her to leave the organisation.

A number of studies provide support for this dimension. For example, Feldman and Bolino (1998) study found that the importance of benefits provided by the organisation was positively related to willingness to relocate. Similarly, Shaw, Delery, Jenkins and Gupta (1998) collected data from multiple trucking organisations on the attractiveness of the pay and benefits packages they offered to their employees, as well as organisational turnover rates. They found that turnover rates were negatively associated with the attractiveness of the pay and benefits provided by the organisation.

In fact, some of the organisational related sacrifice factors considered in this study are freedom an employee has on his/her job schedule, the perks on the job, availability of promotional opportunities and employee participation in an essential project of the organisation.

Perks

These are the privileges granted to employees in addition to their salaries and benefits. It may include the use of company car, reserved parking, and spacious office. A greater perception to favourable perks, less intention to leave.

Promotional Opportunity

Promotion within an organisation shows evidence of formal recognition of one's performance. The perception of future advancement opportunities within the organisation acts as motivation for employees to perform up to expectations (Vroom, 1964), and stay with the company to demonstrate their skills and ability.

Mosadeghrad (2013) and Roshidi (2015) reported that, the level of promotional opportunity have negative effect on turnover intention. According to them, employees who work hard and receive positive evaluations expect to be promoted. When promotional opportunities are unavailable, employee will be less satisfied resulting in quitting the organisation. Indeed, the absence of promotion opportunities is one of the causes for the talented employees to quit the organisation (Steel, Griffith & Hom, 2002).

Empirical Review for Job Embeddedness

Although job embeddedness is a relatively new model, there have been a few studies that examine this construct (Lee, Sablynski, Burton, & Holtom, 2004; Mitchell, Holtom, Lee, Sablynski, Erez, 2001). These studies suggest job embeddedness is a construct with much promise for improving our understanding

of the turnover process. In a key study, Mitchell et al. (2001) developed a measure of job embeddedness that included the dimensions of organisation links, organisation fit, organisation sacrifice, community links, community fit, and community sacrifice. They collected data from 177 employees in a grocery store and 208 surveys from hospital employees on job satisfaction, organisational commitment, job search, and job alternatives in addition to job embeddedness. They calculated average scores for each dimension and also calculated an overall mean for job embeddedness. They used exploratory factor analysis to establish that the items within each dimension loaded on a single factor. The correlation between overall job embeddedness and turnover was $-.25$. Job embeddedness was positively correlated with job satisfaction and organisational commitment, but negatively correlated with job search and job alternatives. Mitchell et al. also hypothesized and found that job embeddedness improves the prediction of voluntary turnover over and above that accounted for by job satisfaction, job commitment, perceived alternatives, and job search. In another study by Lee et al. (2004), he collected data from 636 employees and found that community embeddedness predicted turnover and absence, while organisation embeddedness predicted organisational citizenship behavior and job performance, over and above job satisfaction and commitment.

In the study by Lee, Sablinski, Burton and Holtom (2004), turnover was found to be negatively associated with the on and off-the-job embeddedness dimensions. When an employee leaves their job, it is safe to say that they were not embedded in their job, so a negative relationship is a probable outcome.

Organisational commitment, organisational citizenship behavior, performance, and job satisfaction were all positively related to on and off-the-job embeddedness. Again, these associations are also easy to comprehend, and they seem logical, since a committed employee who performs positive behavior within the organisation and is satisfied in their job, would be more embedded than an employee who was acting in an opposite manner.

Swider, Boswell and Zimmerman (2010) have shown that when employees are less embedded, had more employment alternatives and low job satisfaction, the relationship between job search behavior and turnover was stronger. The result of this situation would set the stage for an employee to leave the organisation. Their findings also demonstrated that job embeddedness is a moderator in the voluntary turnover relationship and has theoretical implications that increase the value of the theory of job embeddedness. When embeddedness was high, employees who did search for other jobs had lower turnover than those who were less embedded. The application of this concept would raise the importance of having a workforce where the majority of employees were more embedded in their jobs. Developing a policy to increase employee embeddedness would be a beneficial strategy.

Ramesh and Gelfand (2010) provide international support for the job embeddedness theory. Their research has shown that job embeddedness plays a part in predicting turnover in individualistic countries like the United States, as well as collectivistic cultures such as India. This study confirms that constructs can be and should be developed and validated using cross-cultural samples and

the study findings support the application of the job embeddedness construct in other cultures.

Embedded employees offer many positive outcomes to organisations, such as reducing turnover cost and increasing job knowledge through longer tenure. Considering organisations with longer tenured employees, research points to organisations having a difficult time with innovation and creativity when turnover is low (Ng & Feldman, 2010). With longer employee tenure, the focus becomes more on the status quo, that is keeping the work process as is, thus prohibiting environmental changes within the organisation. To address this issue, Ng and Feldman investigated the relationship of job embeddedness and innovation-related behaviour. Results from this study demonstrated that job embeddedness is positively related to implementing and spreading innovation. They also found that the relationship was strongest for employees in the late-career stage and adversely weakest for employees in the early state. Employees starting their careers have more focus on learning their job and understanding the organisation. These new employees have not had the tenure to become truly embedded, where those who have made it past this learning phase and are embedded in their jobs, can give more of their attention, if not all attention to innovative behavior. According to Ng and Feldman, these employees have job knowledge, but also have the “political savvy” to implement new ideas successfully. These finding offer positive support for employers whose aim is to increase tenure within their organisations.

Giosan Holtom and Watson (2005) have also offered credible support for various antecedents of job embeddedness, which were positively correlated with overall embeddedness, such as the individual demographic variables of employee age and the number of child dependents in a family. Personality measures, particularly agreeableness, and conscientiousness were also positively correlated with job embeddedness. Results from Giosan et al. have shown support for organisational characteristics that could be considered antecedents of the job embeddedness construct, including role ambiguity, perceived supervisor support, and participation in benefits.

External environmental factors such as transferability of skills, job investments and job alternatives have also shown that they could be antecedents to job embeddedness (Giosan et al., 2005). The results of studies on the associated antecedents of job embeddedness may be helpful to modify the selection procedures of organisations or allow the option to modify the organisational environment to more adequately match these antecedents associated with job embeddedness. Further studies will potentially determine additional antecedents of the job embeddedness construct. One advantage to understanding what increases employee embeddedness and therefore reducing turnover, is the costs associated with employees leaving the organisation. These costs include recruiting, hiring and training new employees. Felps, Mitchell, Hekman, Lee, Holtom and Harman (2009) developed a model that focused on turnover contagion, where it was found that job embeddedness influenced the decisions of employees in their choice to quit.

Demographic Factors and Turnover Intentions

Age of Employee and Turnover Intention

The factor age has been resulted to be negatively correlated with the probability of job turnover intention as was found in various studies (e.g Griffeth, Hom, Gaetner, 2000; Mitchell et al., 2000). Based on the matching theory, younger people have an experimental stage at the beginning of their professional life, thus, a change is less attractive, since the available time to redeem the costs associated with a job turnover diminishes with age.

Cotton and Tuttle (1986) performed a meta-analysis on 120 sets of data and found age to have a strong confidence in predicting turnover. They found that age was significantly and negatively correlated to turnover. Age has been found to have a low significance in predicting turnover in Griffeth, Hom and Gaetner (2000) meta-analysis. This was the same for a study by Ahuja, Chudoba, Kacmar, McKnight, and George, (2007) on the IT industry in India. They found that age had a modest but significant effect on turnover intention. Griffeth et al. suggested that the correlation is negative because as workers get older they are less likely to want to leave. Healy, Lehman and McDaniel (1995) also did a meta-analysis of 46 samples on 42,625 individuals from 1959 to 1993 and also found that age had little impact on predicting turnover. However, they did find that age was significantly and negatively correlated with turnover. In a meta-analysis study by Borman and Dowling (2008) on teacher attrition and retention, they indicated that those who are 51 years of age or older are nearly 2.5 times more likely to quit teaching than teachers who are 50 or younger.

Takawira (2012) also conducted a survey on job embeddedness, work engagement and turnover intention of staff in a higher education institution in South Africa. The objective of this study was to determine the relationship between job embeddedness, work engagement and turnover intention. A quantitative survey was conducted on a non-probability sample of 153 academic and non-academic staff in South Africa higher education institutions. Results indicate a significant difference between age and turnover intention

Jonathan, Thibeli and Darroux (2013) conducted study entitled “*Exploring the impact of demographic factors, intrinsic and extrinsic satisfaction*” of public secondary school teachers in Tanzania. The purpose of the study was to investigate the relationship and impact of job satisfaction dimensions (intrinsic and extrinsic satisfaction) on intention to leave among teachers in public secondary schools and to explore the levels of job satisfaction, intention to leave and whether demographic characteristics had impact on teachers’ intention to leave level. They used self-administered questionnaire to gather data on respondents’ level of job satisfaction and intention to leave the teaching profession. Statistical techniques (Correlation, Regression, t-test and ANOVA) were used to analyze and interpret results. Results indicated that age had significant effect on turnover intention.

Beecroft, Dorey and Wenten (2007) also looked at turnover intention in new graduate nurses: a multivariate analysis. The aim of the study was to determine the relationship of new nurse turnover intent with individual characteristics, work environment variables and organisational factors and to

compare new nurse turnover with actual turnover in the 18 months of employment following completion of a residency. Prospective data collection took place from 1999 to 2006 with 889 new pediatric nurses who completed the same residency. Scores on study instruments were related to likelihood of turnover intent using logistic regression analysis models. Relationships between turnover intent and actual turnover were compared using Kaplan–Meier survivorship. The results indicated that older respondents were more likely to have turnover intent if they did not get their ward choice. Also higher scores on work environment and organisational characteristics contributed to likelihood that the new nurse would not be in the turnover intent group. These factors distinguish a new nurse with turnover intent from one without 79% of the time. Increased seeking of social support was related to turnover intent and older new graduates were more likely to be in the turnover intent group if they did not get their ward choice.

Kabungaidze and Mahlatshana (2013) also sought to determine the impact of job satisfaction and some demographic variables on employee turnover intentions of teachers in Eastern Cape Province of South Africa. Self administered questionnaires were distributed to a sample of 300 teachers. A stratified sampling procedure was utilized. The data was subjected to a number of statistical analyses such as T-test of independent samples, Correlation, Chi-square and one way ANOVA. It was found that age can predict employee turnover intentions in the teaching profession.

Perez (2008), in analyzing the various factors that influence a person's turnover intention, with the public servants employees' in Turkey as a case, age of

employee was found to be negatively related to turnover intention. Meaning the older an employee gets the less he/she intends to leave.

Tanova and Holtom (2008) suggest that older employees are less likely to change jobs. This view is supported by Reitz, Anderson and Hill (2010) who found that older embedded nurses are more likely to remain employed in their current organisation.

Contrary to the above findings, the study conducted by Al Hussani, Darawad, Saleh and Hayajneh (2013) on predicting nurses' turnover intentions by demographic characteristics, perception of health, quality of work and work attitude in Jordan. They used a self-reported cross-section survey design and collected data from 250 Jordanian registered nurses'. The result of the study indicated that, age had no effects on turnover intention as compared to those in literature. The result was attributed to a study sample which did not include older nurses. Moreover, in a recent study by Mensele and Coetzee (2014), there were no significant differences between the respondents from different age groups in terms of their job embeddedness, organisational commitment and voluntary turnover intention.

Besides, some studies argued that the relationship between age and turnover intention tends to be weak and researchers proposed that age is not essential to predict employees' turnover intention (Healy, Lehman, & McDaniel, 1995). Various types of results were generated by different studies. These have evidenced that different employees' background may result different level of turnover intention. Hence, the study would like to explore more on to what extent

the proposed assumption is valid in the case of employees' of the hotel industry in the Sekondi-Takoradi metropolis

Level of Education and Turnover Intention

The level of education was found to be positively linked with turnover intention, that is, employees who were more educated were more likely to quit their job (Mitchell et al., 2000). Similar results generated by other studies conducted in different sectors such as retail sector (Igharia & Greenhaus, 1992) and hotel sector (Khatri, Chong, & Badhwar, 2001). According to Iqbar (2010), employees who are highly educated will have higher expectation towards their existing employer hence it becomes more challenging and difficult to fulfill their needs.

Jonathan, Thibeli and Darroux (2013) conducted study entitled “*Exploring the impact of demographic factors, intrinsic and extrinsic satisfaction*” of public secondary school teachers in Tanzania. The purpose of the study was to investigate the relationship and impact of job satisfaction dimensions (intrinsic and extrinsic satisfaction) on intention to leave among teachers in public secondary schools and to explore the levels of job satisfaction, intention to leave and whether demographic characteristics had impact on teachers' intention to leave level. They used self-administered questionnaire to gather data on respondents' level of job satisfaction and intention to leave the teaching profession. Statistical techniques (Correlation, Regression, t-test and ANOVA)

were used to analyze and interpret results. Results indicated that level of education had significant effect on turnover intention.

However, Salami (2008) argued that employees with higher education qualification and occupying higher position will have more responsibilities toward the organisation. Therefore, it results in higher organisational commitment and lower turnover intention. The result is consistent with the study of Curry, McCarragher and Dellmann (2005) which illustrated that negative relationship exist between the level of education and turnover intention among the social service employees

Agyeman and Ponniah (2014) conducted a survey on employee demographic characteristics and their effects on turnover and retention of Micro, Small, and Medium Enterprise (MSMEs) in Indian. They used a descriptive research approach and collected data from 120 MSMEs randomly selected from the cotton textile, agro, jute and leather based sectors in Kancheepuram District through a structured questionnaire. The study used regression and chi-square analysis of the data collected and found that, educational level is positively associated with turnover intention, suggesting that, the more educated employee are, the more likely they are to quit. Also, the study of Smyth, Russell, Qingguo Zhai and Xiaoxu (2008) on determinants of turnover intention among Chinese off farm migrants found that higher levels of education have a positive effect on reported turnover intentions through the use of ordered logit model. The study had a sample size of 414 employees who were randomly selected to respond to the questionnaires.

Higher levels of education are likely to increase an individual's turnover likelihood by increasing his/her opportunities. Moreover, an unobservable characteristic that could be associated with higher levels of education may be labeled 'career mindedness' (Royalty, 1998). A career-minded individual would be more likely to take the risk of changing a job for potential improvements in his/her career. An exploratory study of job embeddedness in the banking sector in India was conducted by Routray and Ghosh (2013) with a sample size of 501 and a survey method reported that, highly qualified employees were less embedded on the job.

Level of Income and Turnover Intention

Salary is one major component for economists. The dominant proposition which is subject to the economic model is that high pay in their present employment will reduce turnover. According to Mueller and Price (1990), pay is considered as a part of the sanctions system used by then organisation to motivate employees to be in compliance with its regulations and rules. The wage payment plays an important role in their current as well as in possible future employment. The lower the salary is in his existent organisation, the more an employer will aim to change this situation. Furthermore it is to assume, that better paid employees within the same hierarchy level tend to stay in the organisation (Henneberger & Sousa-Poza, 2007). Higher income levels are significant for employees to be retained. A large number of studies have examined the relationship between pay and retention and have found a consistent association between larger teacher

salaries and lower rates of attrition (Stockard & Lehman, 2004; Johnson & Birkeland, 2003; Ingersoll, 2001). Smyth, Russell, Qingguo Zhai and Xiaoxu (2008) conducted a study on determinants of turnover intention among Chinese off-farm migrants and found that higher income and job satisfaction have a negative effect on turnover intentions through the use of ordered logit model. The study had a sample size of 414 employees who were randomly selected to respond to the questionnaires.

Pepra-Mensah (2010) conducted a survey on employee turnover in the hotel industry in Cape Coast and Elmina. The aim of the study was to find out the nature of employee turnover in the hotel industry in Cape Coast and Elmina, the factors that account for it and probable solutions to the problem. A stratified sampling procedure was used to select 240 employees and 40 management personnel for the study. Primary data were gathered through the administration of questionnaires. Statistical tools employed to analyze the data were frequencies, means and standard deviation, Chi square, independent sample T-tests, Analysis of Variance and binary logistic regression. The study found that employees were not satisfied with their pay and could influence their decision to quit their current employment. This is similar to the results of Dibble (1999) who concludes that employees who experience dissatisfaction are more likely to be unproductive and may have a desire to quit their jobs.

The Relationship between Job Embeddedness and Turnover Intention

According to Halbesleben and Wheeler (2008), job embeddedness represents a build-up of connections, for instance co-workers or networks that will be difficult to replace outside the organisation. Likewise, a move out of the organisation may require an excellent alternative to be worth the sacrifice of invested resources. Job embeddedness is related to the organisation and the workplace, thus higher levels of job embeddedness would be related to lower intention to leave the organisation. Mitchell et al. (2001b) and Schaufeli and Bakker (2004) suggest that turnover intention can be driven by a lack of embeddedness.

As part of validating the relationships between the new construct, job embeddedness and turnover intention, Hassel (2005) conducted a study entitled: *An extension of the theory-job embeddedness: An investigation of effect on intent to turnover among United States Air Force members*. Using a sample size of 250 members of the air force and a survey method, the results indicated that job embeddedness was a significant predictor of intent to turnover. In support of the above finding, the study of Tanova and Holtom (2008) also indicated that, a new theory of employee retention – job embeddedness – explains a significant amount of variance above and beyond the role of traditional variables.

Takawira (2012) also conducted a survey on job embeddedness, work engagement and turnover intention of staff in a higher education institution in South Africa. The objective of this study was to determine the relationship between job embeddedness, work engagement and turnover intention. A

quantitative survey was conducted on a non-probability sample of 153 academic and non-academic staff in South Africa higher education institutions. Correlation analyses revealed significant relationships between job embeddedness, work engagement and turnover intention. Multiple regression analyses showed that organisational links significantly and negatively predict turnover intention.

Dong-Hwan and Jung-Min (2012) also looked at *Job embeddedness and turnover intentions: An Empirical Investigation of construction IT Industries*. The main objective of the study was to examine the effects of job embeddedness and work satisfaction on turnover intentions of small and medium construction IT workers. The use of Questionnaires were use to collect data from 177 IT workers. Work internal sacrifice, career satisfaction, and job satisfaction were found to be negatively related to turnover intention.

Lee, Mitchell, Sablynski, and Holtom (2004) explored the effects of job embeddedness organisational citizenship, job performance, volitional absences, and voluntary turnover. The main aim of the study was to extend the theory and research on job embeddedness which was dis-aggregated into two major divisions, on-the-job and off-the-job embeddedness. A cross-sectional survey was conducted with a sample size of 1650. However, 839 questionnaires representing 51% were returned. A logistic regression equation and ordinary least squares regression were used for the analysis. The results revealed that, both on-the-job and off-the-job embeddedness significantly related to turnover.

Holtom and O'Neill (2004) also investigated the theoretical foundation for developing comprehensive nurse retention. The main objectives were to examine

the value of job embeddedness in predicting employee retention in a healthcare setting and assesses whether the factors that influence the retention of nurses are systematically different from those influencing other healthcare workers. A longitudinal research design was employed to assess the predictive validity of the job embeddedness concept with a sample size of 500 employees of a community-based hospital in North-west region of United States. The results indicate that job embeddedness predicted turnover over and beyond a combination of perceived desirability of movement measures (job satisfaction, organisational search).

Lessons learnt from the Review of Empirical Studies

Most of the studies reviewed so far were conducted in developing countries such China, Turkey, South Africa, Tanzania and Jordan among others, with few studies in Ghana. However, most of the studies reviewed centered on turnover of employees by using turnover intention as a proxy for actual turnover.

In Ghana, scanty studies have been conducted on turnover intention especially in the hotel industry. Peprah (2010) specifically looked at employee turnover in the hotel industry in Cape Coast and Elmina, however, turnover intention of employees were used as a proxy to measure employee turnover.

The most used study design is the cross section design and self-administered questionnaires. Reasons given for the choice of the design among others are its ability to ensure fairly representative proportion of the population involved in each case, the ease with which it is administered, and its ability to solicit demographic variables.

Sampling techniques commonly used are simple random, stratified and multistage sampling. Simple random sampling was used in selecting respondents when it was likely to achieve homogeneity in populations. However, stratified and multistage sampling techniques were used in cases where there were significant differences in the population.

Analytical tools that have been used to analyze results were ANOVA, regression, binary logistic regression and descriptive statistics. Results of the empirical studies reviewed confirmed that demographic variables (age, level of income, and level of education of employee) and job embeddedness factors explain turnover intention.

Conclusion

This chapter considered how job embeddedness could predict turnover intention beyond and above the traditional predictors of turnover together with the theoretical and empirical literature on the relationship of job embeddedness and turnover intention in the hotel industry in Ghana. The review was aimed at identifying the key variables that influence an employee's decision to stay or leave an organisation. It was also meant to identify the gap in the existing literature.

The key variables that influence employees' turnover intention were demographic factors (age, level of education, and income of employee), job embeddedness related factors (on the job: link, fit and sacrifice). It must be noted that despite the existence of some literature on job embeddedness, few of them

pertain in the hotel industry. In Ghana, for instance, only a few studies have been done in this area.

Conceptual framework

Upon critical review of the literature on job embeddedness, it can be argued that individual employees may have different reason(s) for either leaving or staying with the organisation and not necessarily all the reasons that make up each of the dimension of the construct. Moreover, though Mitchell et al. (2001) had two dimensions of the job embeddedness model being organisation and community. This study, however, will a look at the organisational aspect of the job embeddedness construct and how it influences the dependent variable- turnover intention. Therefore, the main variables obtained from the empirical review are represented in Figure 1.

Job embeddedness

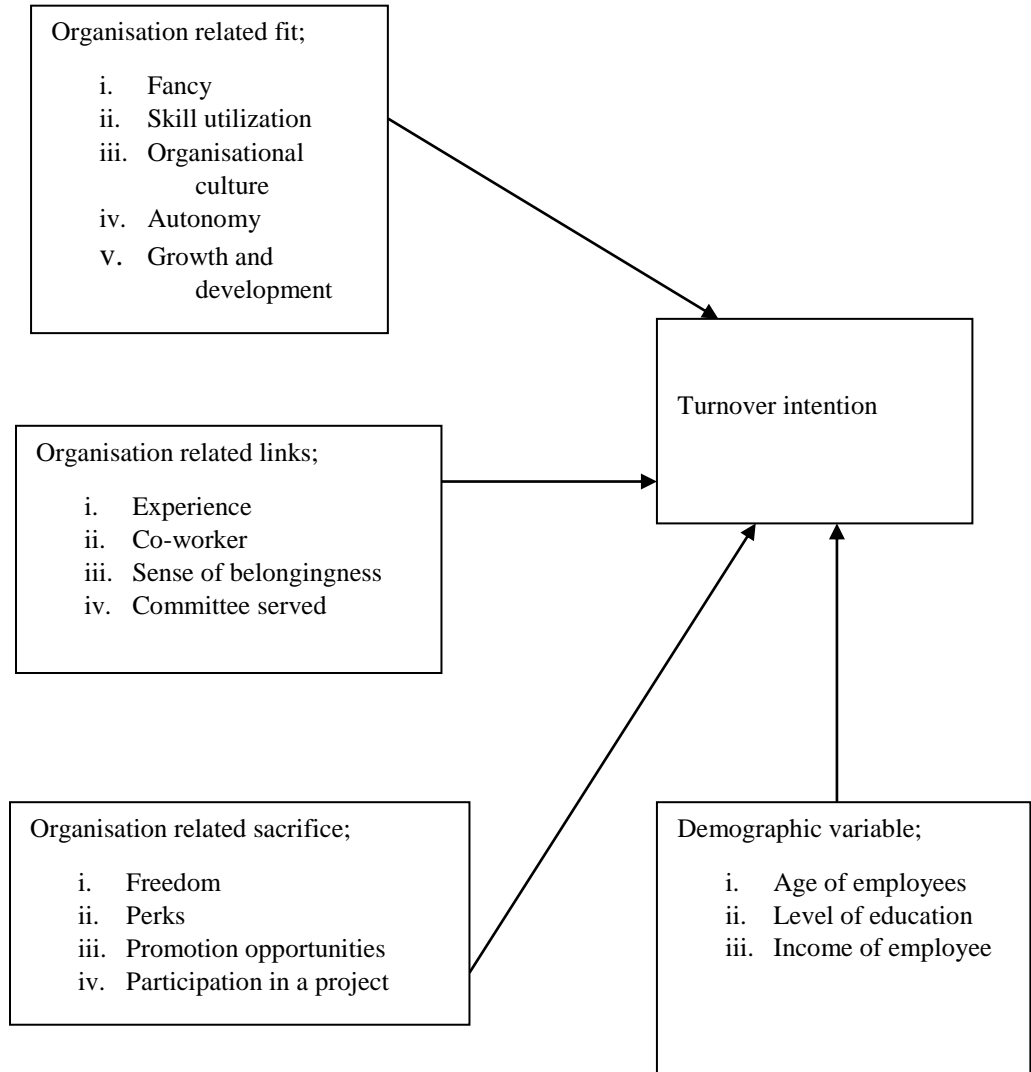


Figure 1: Conceptual framework

Source: Constructed from the literature review

CHAPTER THREE

METHODOLOGY

Introduction

This chapter covers discussions on theoretical model, estimation technique, regression diagnostic and post estimation analysis, interpretation of estimated coefficients, measurement of dependent and independent variables, dummy variables created, research design, population, sample and sampling procedure. It also discusses the instrument design, pretest, validity testing, reliability testing, ethical consideration, study area and the analysis of the study.

Theoretical Model

The human capital theory developed by Becker (as cited in Ehrenberg & Smith, 2012)) is the theoretical framework underpinning this study.

The principle of human capital theory is that an employee has two options when it comes to mobility decision after considering the cost and benefits of their turnover decision. He/she can choose to leave or stay with the organisation. As a result of this, the employee is expected to rationally weigh the benefits of successful leaving against the cost of staying with organisation. This suggests that an employee chooses between leaving and staying based on his or her benefit function.

Applying the above theory to employee mobility decision, it is assumed that, the employee is faced with two alternative choices; alternative to leave or not. Each alternative that an employee chooses is associated with a particular benefit index that describes the attractiveness of the alternative to the employee.

An individual employee is assumed to choose between leaving and staying with the organisation after weighing the benefit that is associated with his or her decision of leaving against the cost of staying with the organisation. This implies that an employee seems to be provided with alternative of (1) leaving and having an uncertain outcome with respect to expected benefit or (2) staying and having a certain outcome with regard to expected benefit.

However, turnover intention cannot be fully explained only by the organisational dimensions of job embeddedness (such as organisation related fit, links and sacrifice). They are also better explained by demographic factors, thus, the decision of an employee to leave the organisation or not depend on demographic factors (D) and job embeddedness factors (J) and the residual error in the model (e).

Algebraically, the mobility decision process of an employee can be presented in the form:

$$B_{ij} = f(D_i, J_{i,j}) + e \quad (1)$$

Where B_{ij} is the benefit that the i th employee anticipates to obtain from choosing j th option:

$j = 1$, if an employee chooses to leave

$i = 0$, if an employee chooses to stay

D_i , represents demographic variables

J_i , represents job embeddedness related factors

e_i , represents the residual error

The above equation is based on the assumption that the *ith* employee opts to leave the organisation if the expected benefit associated with leaving is greater than the expected benefit associated with staying ($B_{i1} > B_{i0}$) and vice versa. However, the employee is indifferent between the two alternatives if the expected benefit associated with leaving is the same as the expected benefit associated with staying. ($B_{i1} = B_{i0}$).

Therefore, the chance that the *ith* employee will opt to leave is

$$Y_{i1} = Y(B_{i1} > B_{i0}) \dots\dots\dots(2)$$

On the other hand, the chance that the *ith* employee will opt to stay is

$$Y_{i0} = Y(B_{i1} < B_{i0}) \dots\dots\dots(3)$$

Estimation Techniques

According to Gujarati (2002), the commonly used models when the dependent variable is dichotomous are the binary logit and probit models. The probit and logit models are indistinguishable from each other except for their tails in which the logit has fatter tails. The choice between logit and probit models is largely one of convenience and convention, since the substantive results generated are indistinguishable (Long, 1997). For the purpose of this study the logit model is preferred because it is computationally simpler.

$$P_{ij} = \frac{1}{1 + e^{-(X_i B_j + \epsilon_i)}} \dots\dots\dots(4)$$

Where P_{ij} represents the probability of the i th employee opting for leaving the organisation or not, x_i is the vector of explanatory variables; β is the parameters to be estimated and ε_i is the stochastic error term. The stochastic error term component captures errors in model specification including omission of relevant variables and errors in data measurement.

The logistic equation can be rearranged into a linear form by converting the probability into log odd or logit;

$$\log it(P_i) = \ln\left\{\frac{P_i}{1 - P_i}\right\} = x_i\beta + \varepsilon_i \dots\dots\dots (5)$$

Therefore, the empirical binary logit model for the probability of an employee leaving the organisation or not can be estimated as:

$$P_{ij} = \beta_0 + \beta_1 \text{fancy} + \beta_2 \text{skiltal} + \beta_3 \text{fitcul} + \beta_4 \text{auto} + \beta_5 \text{grodev} + \beta_6 \text{exper} + \beta_7 \text{codep} + \beta_8 \text{belong} + \beta_9 \text{wocomp} + \beta_{10} \text{fredom} + \beta_{11} \text{perks} + \beta_{12} \text{promot} + \beta_{13} \text{valuepro} + \beta_{14} \text{age} + \beta_{15} \text{educ} + \beta_{16} \text{income} + \mu \dots\dots\dots (6)$$

Where $P_{ij} = 1$ if an employee 'I' want to leave ($j=1$) and is equal zero if otherwise ($j=0$).

Organisation related fit;

Fancy=(enjoys working with colleagues) whether an employee enjoys working with group members in the organisation.

Skiltal= (skill utilization)the extent to which an employee is satisfied with how his/her job schedule utilizes their skills

Fitcul = fit to organisational culture

Auto= authority given to employee to perform their task

Grodev=growth and development opportunities given employee

Organisation related links:

Exper= experience of employee

Codep=co-worker dependency

Belong= sense of belongingness

Wocomp= work committee that employees serve on

Organisation related sacrifice:

Freedom= freedom given employee to pursue their goals

Perks= incentives given to employee

Promot= promotional opportunity for employee

Valuepro= participation of employee in a valuable project

Age= age of the employee

Educ= level of education of the employee

Income= income of the employee

The predictor variables used in the model were selected based on the theoretical and empirical review. The variables fancy, skiltal, fitcul, auto and grodev constitute organisation related fit. Exper, belong, codep and wocomp being the second set of variables constitute organisation related link. The third set which comprise freedom, perks, promot and valuepro also constitute organisation related sacrifice.

A Priori Expected Signs

To facilitate interpretation of the demand effects of empirical values of the coefficients of the variables, we discuss in this subsection their expected signs, drawing upon past turnover intention studies. The expected signs of the coefficients for the independent variables in equation (6) are presented in Table 1 below.

Table 1

A priori expectation of estimated coefficients

A priori expectations					
	$B_1 > 0$	$B_2 > / < 0$	$B_3 > / < 0$	$B_4 < 0$	$B_5 < 0$
Equation (6)	$B_6 > 0$	$B_7 > / < 0$	$B_8 < 0$	$B_9 > / < 0$	$B_{10} < 0$
	$B_{11} < 0$	$B_{12} < 0$	$B_{13} < 0$	$B_{14} > / < 0$	$B_{15} > / < 0$
	$B_{16} < 0$				

Source: Author's construct, (2015)

Regression diagnostic and Post Estimation Analysis

Apart from the summary statistics which by default estimated by STATA in logit estimation, (Wald test statistics and the McFadden's R²) Hosmer-Lemeshow test and linktest were also performed. Hosmer-Lemeshow test and the linktest were used to assess the goodness-of-fit of the model but in a different way. Goodness of fit tests measured how well the model fitted the data. Hosmer-Lemeshow test assessed the goodness-of-fit of the model by comparing the model

with a hypothetical model based on the difference between observed frequencies and expected frequencies (Hosmer & Lemeshow, 2000; Hosmer, Lemeshow & Sturdivant, 2013); Tabachnick & Fidell, 2013). The linktest is a Stata command used to detect a specification error and problems of omitted variables. It is based on an auxiliary regression where the predicted values and the squared predicted values from the original regression are used as explanatory variables in an auxiliary logit estimation of individual turnover intention.

Thus, linktest is based on premises that if the model was correctly specified, then, there should not be any additional explanatory variables that were statistically significant except by chance. After the logit command, linktest used the linear predicted value (\hat{y}) and linear predicted value squared (\hat{y}^2) as the explanatory variables to rebuild the model. The variable \hat{y} should be a statistically significant explanatory variable, since it is the predicted value from the model unless the model was completely not correctly specified. On the other hand, if the model was correctly specified, variable \hat{y}^2 should not have much predictive power except by chance. Hence, if \hat{y}^2 was significant, then the linktest was significant which means that either the model had omitted relevant variable(s) or the link function (logit) was not correctly specified.

The Wald test was also used to assess the overall performance of the model over a model with only the constant term. McFadden's R^2 was used to assess the amount of variability in the dependent variable explained by the independent variables. Sonka and Hombakr, (as cited in Perry & Mishra, 1999)

indicate a lower and upper bound R^2 for goodness-of-fit in favour of binary choice models to range from 0.20 to 0.40.

Interpretation of Estimated Coefficients

Several approaches are available for the interpretation of binary logistic regression model but none of them can fully describe the relationship between an outcome and an explanatory variable (Long & Freese, 2001). This implies that, the use of a particular approach to the interpretation of the estimated coefficients is a matter of choice. Therefore, marginal effect analysis was used to interpret the estimated coefficients.

According to Torgler and Valev (2010), the marginal effect shows the probability of belonging to a turnover intention category when the independent variable increase by one unit. The marginal effects of the continuous explanatory variables were calculated for the average of the explanatory variable with regard to the binary explanatory variables. It was calculated as the difference in probabilities for the extremes of the explanatory variable; and for the categorical variables, the marginal effect was calculated as the difference in probabilities for being in a particular category compared to being in the reference category.

Measurement of Dependent and Independent variables

The dependent variable for the logistic regression was turnover intention which would be measured as a dichotomous (binary) variable. A variable is dichotomous when it can have only two possible outcomes. For this study,

turnover intention was binary because in an employee mobility decision, he or she has the option to either leave or stay the organisation. The independent variables included the level of enjoyment an employee has working with other members, whether an employee's work task utilizes his or her skills, whether employee fit with the organisation's culture, the authority and responsibility given employee at the workplace, growth and development opportunities at the workplace, the experience of the employee, the number of other employees that depend on the employee, the number of employees that he or she interact with, the number of work committee an employee serves on, the freedom on the job, the perks on the job, promotional opportunities, involvement in a valuable project, age, level of education and income of the employee. How these variables were measured is captured in Table 2.

Table 2

Measurement of dependent and independent variables

Variable name	Description of variable	Nature of variable
Dependent: turnover intention	The decision of an employee between choosing to leave or continued the job. 0 = staying and 1=leaving	Dummy
Independent Variables:		
Fancy	Measuring whether an employee enjoys working with colleagues	Dummy
Skill Utilization	Measuring the extent to which an employee is satisfied with how his or her job schedule utilizes his or her skill	Dummy
Organisation culture fitness	Measuring whether an employee perceives organisation's culture to be suitable	Dummy

Table 2, continued

Authority	Measuring whether an employee likes the authority and responsibility given at the work place	Dummy
Growth and development opportunity	Measuring how often the organisation sponsor their employees to participate in capacity building programme in a year	Dummy
Experience	Measuring the number of years a person has performed on a particular job	Continuous
Co-worker dependency	Measuring the number of co-workers who are highly dependent on an employee	Continuous
Sense of belongingness	Measuring the number co-workers an employee interact with at workplace	Continuous
Committee served	Measuring the number of work committees that an employee serves on	Continuous
Autonomy	Measuring whether an employee has a lot of freedom in accomplishing assigned task	Dummy
Perks	Measuring whether an employee perceives the perks on the job to be sufficient	Dummy
Promotional opportunity	Measuring whether an employee perceive his or her promotion opportunity to be excellent in the company	Dummy
Involvement in valuable project	Measuring whether an employee is involved in any current project or assignment	Dummy
Age	Measuring the age of the employee	Dummy
Employee's level of education	Measuring the employee's level of education	Dummy
Employee's level of income	Measuring the employee's level of income	Dummy

Source: Author's construct, (2015)

Research Design

A quantitative research design was used for this study to explore the relationship between job embeddedness and turnover intention. The purpose of this is to generalize from a sample to a population so that inferences can be made about some characteristic, attitude, or behavior of this population. Besides, quantitative research design also offer the following advantages; it enable the researcher to look at relationships between variables and can establish cause and effect in highly controlled circumstances, the approach also allow the use of statistics to generate findings and testing of hypotheses.

A cross-sectional survey was adopted to examine the relationship between organisation job embeddedness related factors and turnover intention among employees in the hotel industry at Sekondi-Takoradi metropolis. The use of this design seeks to describe the situation as it currently exists. Babbie (1990) recommends the suitability of the cross-sectional design for making generalizations from a sample to a population and also to facilitate inferences to be made about some characteristics, attributes or behaviours. It is also cheap because it facilitates a snapshot study of phenomenon, allows large amount of data to be collected at a time and also, allows multiple outcomes to be studied. Thus, this design is seen to be the most appropriate to the researcher in undertaking this study.

Population

Population is referred to as the complete set of individuals (subjects) or events having common observable characteristics in which the researcher intends to study. The study population consists of the entire workforce in the hotel industry in Sekondi-Takoradi Metropolis. However, a researcher only has an interest in a target population, thus the target population was estimated to consist of 1973 workers in the 89 licensed hotels and guest houses in Sekondi-Takoradi (GTA, 2014) at the time of the study. The estimation was made because as at the time of the study, few facilities had not furnished the Ghana Tourist Authority with their employment status.

Determination of Sample Size

In order to get a sample size of the population of staff of hotels in the study area, the Yamane (1967) sample size determination formula was used.

$$\text{That is, } n = \frac{N}{1 + N(e)^2}$$

Where n=sample size, N= the study population and e= margin of error at (0.05).

$$\text{Therefore, } n = \frac{1973}{1 + 1973(0.05)^2}$$

$$n = \frac{1973}{1 + 4.9325}$$

$$n = \frac{1973}{5.9325}$$

$$n = 332.57479983$$

Since one cannot find a fractional respondent, the sample size is approximately taken as 333.

Sample and Sampling Procedure

This study was designed to gather data from each category of the rated hotel in the Sekondi-Takoradi Metropolitan Assembly. Multistage sampling technique was employed in selecting the sample size. With multistage sampling technique, the researcher combines two or more sampling techniques to address sampling needs in the most effective way possible. The use of the multistage sampling technique introduces flexibility and enables existing division and subdivision to be used.

The hotels were stratified into five homogenous groups according to their star ratings by the Ghana Tourist Authority. Hotels were grouped into Three-Star (4 hotels), Two-Star (12 hotels), One-Star (26 hotels), Budget (37 hotels) and Guest house (10 hotels). (GTA, 2014). The simple random sampling technique was employed by the researcher to select hotels from each stratum. Table 3 shows the number of respondents from each star rated hotel for the study. In all, 333 respondents were obtained.

Table 3

Distribution of respondents by hotel category

Star rated hotel	Sample
Three-star	100
Two-star	67
One-star	83
Budget	50
Guest house	33
Total	333

Source: Author's construct, (2015)

Instrument Design

The main instrument used for data collection was a questionnaire (Appendix A). Job Embeddedness was measured using Job Embeddedness Scale (JES) developed by Mitchell et al. (2001b). The scale was adopted and modified to suit the Ghanaian context. The instruments consist of three sub-scales namely: links, fit, and sacrifice. The response rate option was on a seven-point Likert scale 1 ('strongly disagree') to 7 ('strongly agree'). The scale consisted of some open-ended and 'yes or no' kind of questions. Mitchell et al. (2001b) reported acceptable internal consistency reliabilities (Cronbach's alpha) for links (6 items) $\alpha = .68$, fit (7 items) $\alpha = .87$ and sacrifice (10 items) $\alpha = .86$. Various studies have reported the validity of the JES (Burton et al., 2010; Halbesleben & Wheeler, 2008; Holtom & O'Neill, 2004; Mitchell et al., 2001b). The JES (Mitchell et al., 2001b) consists of two dimensions, namely the organisational and community

dimension, however, the present study examines the organisational dimension only.

The Turnover Intention Scale (TIS), developed by Mitchell et al. (2001b) was modified and adopted for the study. The response rate option which was originally on a seven-point Likert scale 1 ('strongly disagree') to 7 ('strongly agree') was modified into yes and no options. The scale was used to measure employee intentions of leaving an organisation and includes only three items. The overall internal consistency reliability coefficient was reported as high, $\alpha = .91$ (Halbesleben & Wheeler, 2008; Holtom & O'Neil, 2004; Mitchell et al., 2001b).

The use of questionnaire was deemed appropriate because it is widely used for collecting data. According to Kerlinger (1986), it is very effective for securing factual information about practices and conditions of which the respondents are presumed to have knowledge. According to Sarantakos (1993), the use of questionnaire allows for unbiased information since data given by respondents is with limited interference on the part of the research personnel. In line with this, the written form of questioning, that is, a set of questionnaire was used. To add this, Neelankavil (2007), also stipulate that questionnaires guarantee greater uniformity, consistency and objectivity in data collected. They also provide privacy and convenience for respondents during completion while guaranteeing greater anonymity. Appendix B provides information on the name of variable and the kind of question on the questionnaire used to measure.

Response Rate

Three hundred and thirty-three (333) questionnaires were administered, however, only three hundred and nine (309) of the questionnaires were completely responded to, giving an active response rate of about 93 percent. Baruch and Holtom (2008) suggested that a response rate of approximately 50 percent and about 35 to 40 percent are reasonable for academic studies involving individuals or organisation's representatives is acceptable.

Validity Testing

Validity is concerned with the extent to which an instrument effectively measures attributes it is supposed to measure (Easterby-Smith, Thorpe & Lowe, 2002). Three basic approaches employed in estimating the validity of an instrument is, content validity, criterion validity, and construct validity. All three approaches except construct validity were considered in this study for the reason being that one statement is used in measuring each defined variable.

Content validity is concerned with the degree to which the domain of a characteristic is adequately covered by a measure (Kent, 2007). This, according to McDaniel and Gates (1996) is achieved using a thorough four-step procedure when developing instruments for testing. The steps are, (a) carefully defining what is to be measured, (b) carefully reviewing literature and conducting interviews with the target population, (c) checking the scale with experts, and (d) pre-testing the scale. All of these were employed to ensure content validity of the instrument used in this study.

The second approach, criterion validity, refers to the degree of correlation of the critical measures with other variables (Aaker, Kumar & Day, 2001). In this study, organisation fit, links and sacrifice related variables were regressed on turnover intention. The results obtained in all cases indicated significant relationships between the variables, suggesting criterion validity of the instrument.

Reliability Test

According Pallant (2007), the reliability of a scale gives an indication of how free it is from random error or the extent to which the scale produces consistent results if repeated measures are taken (Kent, 2007). Two frequently used indicators of a scale's reliability are test-retest reliability and internal consistency (Tabachnick & Fidell, 2007). While the test-retest may appear a good measure for stable personality traits such as one's entrepreneurial orientation (Pallant,2007) the likely reluctance of respondents to repeat participation, coupled with time and cost constraints rendered it inappropriate for this particular survey.

Internal consistency on the other hand measures the degree to which all items on a scale, measure an underlying construct (Pallant, 2007). The Cronbach's alpha coefficient (α) with a recommended minimum value of .7 is the most common indicator for testing internal consistency (Nunnally, 1978; DeVellis, 2003). Tabachnick and Fidell (2007) and Pallant (2007) suggest an additional requirement of a minimum item-total correlation of .3 to ensure that items included in a scale actually measure what the scale intends to. Both measures

were adopted in testing for internal consistency reliability of the Likert-scale questions included in the pre-test questionnaire. The tests were run using Statistical Product and Service Solutions (SPSS) version 21.0

The central consideration of validity relating to collecting data is that of reliability and its significance in the application of a valid measuring instrument applied to different groups in different circumstances but yielding the same observations (Mouton & Marais, 1996). The reliability of this study will be enhanced by utilizing the Job Embeddedness Scale (Mitchell, et al., 2001b), and the Turnover Intention Scale (Mitchell et al., 2001b). These instruments have been shown to be reliable in previous studies (Bergiel, Nguyen, Clenney & Taylor 2009; Mitchell et al., 2001b; Rothmann & Jordaan, 2006; Schaufeli et al., 2002).

Data Collection Method

Pre-Test

A pre-test was undertaken in May 2015 as a prelude to the main study. Pretests, according to Pallant (2007) are required ahead of a main survey for the following reasons. Firstly, they ensure that instructions, questions and scale items are clear. They further ensure that potential respondents will be able to understand questions and respond appropriately. Finally, they help to identify and eliminate any questions or items that may offend potential respondents. The pretest for this study involved the researcher conducting an initial survey of forty (40) employees in Ray Bow International hotel in Takoradi, a three-star hotel. The participants were asked to fill out the initial surveys based on their perception of organisation

job embeddedness component and how this influence their decision to either stay or leave the organisation. They were allowed two weeks to complete the filling of the questionnaire. A forty-two (42) item questionnaire was hand-delivered to employees of Ray-bow hotel and thirty-six (36) were retrieved after two weeks. A scrutiny of the responses showed that respondents understood all questions and thus had no challenges completing the questionnaire. After correcting a few spelling errors, the final instrument was ready to be administered during the main survey.

The Cronbach's alpha coefficients obtained for each of the two scales namely: job embeddedness and turnover intentions were above .7, suggesting very good internal consistency reliability. The reliability coefficients obtained are presented in Table 4 below.

Table 4

Computed reliability coefficients for data collected during pilot study

Questionnaire section	Number of items	Sample size	Cronbach's alpha
B--Organisation fit	9	36	.850
C-- Organisation links	7	36	.758
E-- Organisation sacrifice	10	36	.930
F--Turnover intentions	3	36	.701

Source: Field data, 2015

In this study, the researcher self-administered the questionnaire and the following procedure was followed;

- The researcher personally discussed the administration of the questionnaire with the managers from each hotel. A total number of 340 were distributed.
- To achieve a possible high response rate, it was agreed that the data collection period be a maximum of six weeks;
- A follow-up strategy was discussed with respective management official. It was agreed that the managers would make internal follow ups every week and the researcher would go and collect the completed questionnaires after every two weeks.

The researcher utilized this method because it is less expensive, ensures the anonymity of the respondents and has a high respondent completion return rate as the researcher can make follow-ups for un-returned questionnaires. The main advantage of this procedure is that the researcher or a member of the research team can collect all the completed responses within a short period of time (Sekaran, 2003).

Ethical Consideration

Ethical considerations are vital in research, and researchers should give ethical aspects the necessary consideration during all the various phases of the research project. Lack of commitment to ethical considerations can adversely affect the credibility of the research, the autonomy of the researchers, the quality of the research or the rights of the participants. The following principles need to be considered: (1) respect and protection of participants' rights; (2) causing no

harm to participants; (3) a positive contribution towards the welfare of people, and (4) consent for participation in the research should be voluntary and informed and all information and records obtained should be considered anonymous and confidential (Terre Blanche, Durrheim & Painter, 2006).

The participants in the study were fully informed of the nature and the purpose of the research and were assured of their voluntary, anonymous participation and withdrawal at any time during the research project. By completing the research questionnaire and returning it to the researcher, it would be accepted that full consent to the researcher was given and that responses may be used for research purposes only. The responses was treated in an anonymous and confidential manner and the researcher made sure that respondent personal information received did not influence the entire research process.. The data were also stored in a place where only the statistician and the researcher could have access and secretly generated codes from the data.

Description of the Study Area

Sekondi-Takoradi Metropolis is located at the south-eastern part of the Western Region. The Metropolis is bordered to the west by Ahanta West District and to the east by Shama District. At the south of the Metropolis is the Atlantic Ocean and at the northern part is Wassa East District. The Metropolis covers land size of 191.7 km² and Sekondi-Takoradi is the regional administrative capital. Though the smallest district in terms of land size, the Sekondi-Takoradi

Metropolis is the most urbanized among the 22 districts in the region. (GSS, 2014).

The district had a population of 559,548 in the 2010 population census. Out of this number, 273436 are male and 286112 are female. The 2010 population and housing census reports shows that the age group of 20-24 years exhibits the highest proportion of 11.7% and the age group of 80-84 years recording the lowest proportion of 0.5%. With regard to sex ratio, this is usually expressed as the number of males per 100 females. The Metropolis sex ratio is 95.6% which means that for every 100 females in the Metropolis, there are about 96 males. This means that, there are more females than males in the metropolis. (GSS, 2014)

The economy of the Metropolis is driven by service and administration with pockets of industrial activities. Aside the regional and Metropolis branches of the public and civil services, private multinational companies such as Tullow, Vodafone, Ghana National Petroleum Corporation (GNPC) etc. There are big hotels such, notable ones are Raybow, Akroma Plaza, Planter Lodge and Atlantic. Tourism contributes significantly to the economy of the Metropolis. The other economic activities in the Metropolis include manufacturing, Metal Fabrication, Agro/Forest products processing. Examples include West Africa Mills, Cocoa processing companies and Dupaul Wood Treatment Plant etc. and other small scale businesses like sachet water producers, etc. (GSS, 2014)

Fishing is another key economic activity which is actively undertaken along coastal towns in the Metropolis namely New Takoradi, Sekondi, Essaman, Ngyiresia and Nkotompo. (GSS, 2014)

About 63.9% of the total population aged 15 years and older are economically active while 36.1% are economically inactive. Of the economically active population, 89.4% are employed whereas 10.6% are unemployed. The private informal sector is the largest employer in the district, employing about 69.3% of the population followed by private formal sector with 15.3%. Specifically, the accommodation and food service activities industry provide employment for 19049 (8.8%) with 2472 males and 16572 females. (GSS, 2014)

Of the employed population, about 75.0 percent are engaged as skilled agricultural, forestry and fishery workers, 8.0 percent in service and sales and 5.0 percent are engaged as managers, professionals, and technicians. (GSS, 2014)

Conclusion

This chapter considered the research design which was appropriate for the study, description of the study area as well as the background characteristics of the study population. It also gave a thorough explanation and justification of the sampling method and techniques used. The research instrument used as well as how the data was collected was captured in this chapter.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter discusses the findings of the study in relation to the objectives. The chapter opens with a discussion on the characteristics of the respondents. Analysis of the above is done using descriptive statistics including frequencies, percentages and cross tabulations. The chapter continues with a discussion of the relationships between job embeddedness and employee turnover intention. Analyses for these are done using binary logistic regression technique through the use of Statistic/Data Analysis (STATA) version 11. Tables are used to present these results.

Characteristics of the Respondents

The characteristics of employees who responded to the questionnaires are presented in Table 5.

Table 5
Demographic characteristics of respondents

Variable	Frequency	Percentage
Gender		
Male	138	44.66
Female	171	55.34
Total	309	100.0
Age of employee		
15-24 Years	122	39.48
25-34 Years	145	46.93
35-44 Years	40	12.94
45-54 Years	1	0.32
Over 55 Years	1	0.32
Total	309	100.0
Level of education		
JHS	6	1.94
SHS	71	22.98
HND	129	41.75
Bachelor Degree	68	22.01
Masters Degree	12	3.88
Professional	23	7.44
Total	309	100.0
Income Level of Employee (per annum)		
GHS 5000	102	33.1
GHS 5001-6000	63	20.39
GHS 6001-7000	35	11.33
Above GHS 7000	109	35.28
Total	309	100.0

Source: Author's construct, (2015)

Out of the 309 employees, 138 (44.66%) were males and 171 (55.34) were female. Thus, the majority of the employees in the hotel industry in the study area are female. This may be attributed to the distribution of employees in accommodation and food service activities in the study area. The distribution of employees in the accommodation and food service by gender in the study area shows that about 87% of the employees are female (GSS, 2014).

For the age categories of employees, 122 were between 15 and 24 all inclusive, representing about 39.48%. One hundred and forty-five employees were between 25 and 34 all inclusive, representing about 46.93% of the sampled employees. Between the ages of 35 and 44 all inclusive, there were 40 employees representing about 12.94%. Moreover, the ages between 45 and 54 as well as over 55 years had 1 employee each with 0.32% each. Age as a factor of employee turnover in much research has been resulted to be negatively correlated with the chance of job turnover intention. According to the matching theory, younger people have an experimental stage at the beginning of their professional career, therefore, changing of job is less attractive because the available time to redeem the costs associated with a job turnover diminishes with age. From Table 5, it can be observed that, majority of the employees fall within the younger adult age category with accumulative percentage of 99.35%.

On the issue of employees' level of education, 6 employees had Basic School certificate representing 1.94%, 71 employees held Senior High School certificate representing 22.98% and 129 employees with Higher National Diploma/College certificate representing 41.75%. For bachelor degree, post

graduate degree and professional certificate, there were 68 (22.01%), 12 (3.88%) and 23 (7.44%) employees respectively. The essence of considering this demographic variable is as a result of the mixed reporting relationship with turnover intention. Mitchell et. al (2000) found level of education to be positively linked with turnover intention, that is , the more employee become more educated the more they are likely to quit their job.

From Table 5, 101(32.69%) employees receive an annual income of GHS 5000 and about 75(24.27%) employees earn annual income between GHS 5001 and GHS 6000, all inclusive. The other category of earning between GHS 6001 and GHS 7000 had 42 (13.59%) employees whereas above GHS 7001 had 91 (29.45%) employees. The significance of considering this variable is to determine the level of employee turnover intention with respect to their income. Smyth et. al (2008) found income to be negatively related to employee turnover intention.

The Relationship of Job Embeddedness and Turnover Intention

In chapter three, the empirical model was estimated to determine the probability of an employee leaving or staying in the organisation. It was also hypothesized that the decision of an employee to leave or not depends on demographic factors, job embeddedness related factors (organisational fit, links and sacrifice). The demographic variables include age of employee, level of education of employee and income of employee. The logit model stated in the foregone chapter was used to estimate the probability of employee leaving the organisation.

Logistic regression does not make assumptions concerning the distribution of scores for the predictor variables; however, it is sensitive to high correlations among the predictor variables. This is known as multi-collinearity as stated by Pallant (2007). Hair, Black, Anderson and Tatham (2010) show that the presence of high correlations generally 0.9 and above indicates greater collinearity. It causes an increment in the standard error of regression coefficients resulting in a reduction of their significance. Hair et. al (2010) again argue that just running a correlation matrix is not sufficient, therefore, tolerance value and its inverse – the variance inflation factor (VIF) diagnostic should be performed. The mean VIF of 1.41 for the study shows that there is no problem of multi-collinearity as it is within the rule of thumb (10 or below) (see Appendix F) this implies that the variables are independent of each other and can be included in the model. Table 6 depicts the result of the estimation.

Table 6

Logit estimation for job embeddedness and turnover intention

Variable	Coefficient	Std. Err	P-Value
Fancy	-.0750	.6114	0.902
Skill utilization:			
Dissatisfied	.8755	.7331	0.232
Satisfied	.8657	.6894	0.209
Organisation culture fitness:			
Suitable	1.4652	.6184	0.018
Undecided	1.3741	.7062	0.052
Unsuitable	1.6713	.7165	0.020
Autonomy	-1.4485	.6296	0.021

Table 6, continued

Growth and development opportunities:			
Not often	.4687	.5394	0.385
Often	-.1906	.0887	0.032
Experience	1.1083	.4211	0.008
Co-worker dependency	.1492	.4763	0.7540
Sense of belongingness	-.2411	.0694	0.001
Work committee	.0194	.1651	0.907
Freedom	-.2435	.3528	0.490
Perks:			
Dissatisfied	.7174	1.0331	0.487
Satisfied	1.1267	1.1562	0.330
Promotional opportunity:			
Disagree	-1.2395	.8216	0.131
Agree	-.1654	.8088	0.838
Participation in project	-.6139	.3665	0.094
Age of employee:			
15-24 years	-15.3172	1.6961	0.000
25-34 years	-15.3153	1.6891	0.000
35-44 years	-15.0171	1.6658	0.000
Level of income of employee:			
GHS 5000 or below	-.3781	.5342	0.479
GHS 5001-6000	.9233	.6130	0.132
GHS 6001-7000	1.0933	.6758	0.106
Level of education:			
SHS	-.1493	1.0824	0.890
HND	-1.072	1.0924	0.326
Bachelor degree	-.4710	1.0508	0.654
Masters' degree	-3.7601	1.1577	0.001
Professional certificate	-3.3137	1.1999	0.006
_cons	10.54962	2.674425	0.000
Number of observations		309	

Table 6, continued

Wald chi2 (30)	215.92
Prob > chi2	0.0000
Pseudo R2	0.2780
Log pseudo likelihood	-103.36851

Source: Field data, (2015).

The logistic regression coefficients from Table 6 give the change in the log odds of the outcome (turnover intention) for a one unit increase in the predictor variables.

- As employees' perception toward organisational culture being (suitable or unsuitable) increase, the log odds of turnover intention also increase by 1.465 and 1.671 respectively.
- For every unit change in sponsoring an employee to attend a capacity building programme, the log odds of turnover intention decrease by 0.191.
- As the experience of an employee increases, the log odds of turnover intention also increase by 1.108.
- An increase in employee sense of belonging within the organisation leads to 0.241 decrease in his/her turnover intention.
- For every unit change in the number of employee allowed to participate in key activities of the organisation, the log odds of turnover intention decrease by 0.614.
- For every unit change in employee's age dummy coded (15-24years; 25-34years; 35-44years), their turnover intention decrease by 15.317, 15.315, and 15.017 respectively.

- The turnover intention of employee holding master's degree and professional certificate decrease by 3.760 and 3.314 respectively. This implies that, as employee obtains higher qualification, their turnover intention decreases.

The Wald test statistic of the estimated model with a cross-section of 309 employees in the hotel industry is significant at one percent level with a p-value of 0.0000. This means that, the null hypothesis which states that the independent variables do not significantly predict the dependent variable when combined is rejected. It is therefore concluded that the independent variables: age, level of education, income of employee and job embeddedness organisational related factors significantly explain turnover intention when put together.

In assessing the fitness of the model, the McFadden (pseudo) R² value is considered since it is an indication of the goodness of fit of the model. It was assumed that the outcome probabilities estimated by the model are not different from the empirical outcome probabilities. A Pseudo R² of 0.2780 for this study indicates a good fit as it falls within the range of 0.20 to 0.40 (Sonka & Hornbaker (as cited in Perry & Mishra, 1999)). The above pseudo R² value implies that, about 27.80% of the variability in the dependent variable (turnover intention) was explained by the model when the independent variables are combined.

Another test for goodness-of-fit that the study passed is the Hosmer-Lemeshow test. Using a group of ten employees for this study, turnover intention had a Hosmer-Lemeshow chi² (8) of 5.81 with a p-value of 0.6681. The Hosmer-Lemeshow chi² was insignificant. This means that, the null hypothesis that the

model fits the data is accepted. (Hosmer & Lemeshow, 2000; Hosmer, Lemeshow & Sturdivant, 2013; Tabachnick & Fidell, 2013).

In order to check the specification of error in the model, the Linktest was also performed. A p-value of 0.821(not significant) for the χ^2 indicates that there is no specification of error as hypothesized in the model. Thus the model for this study was correctly specified and there was no problem with the omitted variables. Moreover, the model correctly classified 96.86% of employees who intend to leave the organisation (sensitivity of the model) and 29.63 of employees who intend to stay with the organisation (specificity of the model). Overall, the model correctly classified 84.79% cases.

To ensure easy interpretation of the effects of the independent variables the estimate of Table 6 was transformed into marginal effects to give the magnitude of the change in the probability of leaving the organisation when there is a unit change in the explanatory variable and presented in Table 7.

Table 7

Marginal effect of job embeddedness and demographic factors on turnover intention

Variable	Marginal Effect	P-Value
Fancy	-.0078	0.902
Skill utilization:		
Dissatisfied	.1046	0.255
Satisfied	.1036	0.243
Organisational culture fitness:		
Suitable	.2060	0.020
Undecided	.1775	0.051

Table 7, continued

Unsuitable	.1867	0.024
Autonomy	-.1516	0.019
Growth and development opportunities:		
Not often	.0488	0.388
Often	-0.190	0.028
Experience	.1160	0.006
Co-worker support	.0165	0.757
Belongingness	-.0252	0.000
Work committee	.0020	0.907
Freedom	-.0255	0.493
Perks:		
Dissatisfied	.0878	0.524
Satisfied	.1285	0.381
Promotional opportunity:		
Disagree	-.1244	0.071
Agree	-.0128	0.834
Participation in project	-.0642	0.089
Age of employee:		
15-24 years	-.1828	0.000
25-34 years	-.1826	0.000
35-44 years	-.1526	0.023
Level of income of employee per annum:		
GHS 5000 or below	.1011	0.068
GHS 5001-6000	.1154	0.012
GHS 6001-7000	-.0451	0.481
Level of education:		
SHS	-.0100	0.888

Table 7, continued

HND	-.0916	0.231
Bachelor degree	-.0346	0.627
Master's degree	-.4795	0.000
Professional certificate	-.4097	0.001

Source: Field data (2015)

Effect of Organisational Related Fit Factors on Employee Turnover Intention

Five hypotheses were formulated for organisation related fit factors. From Table 7, employee's perception towards the fitness of the organisational culture was statistically significant at both 5% and 10% levels respectively. Therefore, the study rejected the null hypothesis that, employee who perceives the organisation's culture as compatible to theirs do not significantly and negatively predict turnover intention. What the above finding means is that, when the perception toward organisation culture compatibility is dummy coded as "suitable", "undecided" and "unsuitable", by setting "undecided" as a base category, a significant difference in turnover intention is observed between employees who perceive organisation culture to be compatible with theirs and the employees who are undecided with regard to the fitness of organisation culture.

In fact, a positive coefficient was expected for employees who perceive organisational culture to be unsuitable to their culture. The positive coefficient between employees perception toward organisation culture implies that those who perceive organisation culture as unsuitable are more likely to leave the organisation. The marginal effect of 0.1775 indicates that the probability of an

employee who perceive organisation culture to be unsuitable leaving the organisation as compared to employee who is undecided increases by 17.75%.

However, employees who also perceive organisation culture to be suitable also had the intention to leave the organisation. From Table 7, those who perceive the organisation culture to be suitable had a marginal effect of 0.2060 with a p-value of 0.020 (significant at 5% level). The positive coefficient between employees perception toward organisation culture implies that those who perceive organisation culture as suitable are more likely to leave the organisation. The marginal effect of 0.2060 indicates that the probability of an employee who perceive organisation culture to be unsuitable leaving the organisation as compared to employee who is undecided increases by 20.60%. Though, it was expected that as one perceives the company's culture to be suitable, his or her turnover intention decreases, this expectation was not met. Therefore, a cross tabulation between perception towards organisation culture and level of employee income was computed and it was realized that out of the one hundred and fifty-four (154) respondents who perceive organisation culture to be suitable, fifty-two (52) receive GHS 5000, thirty-one (31) receive GHS 5001-6000 and twenty (20) receive GHS 6001-7000 per annum. This means, majority of the employees receive salaries that range between GHS5000 and GHS 6000, thus would want to seek another job that will pay them higher than what they are earning currently irrespective of their fitness into the organisation's culture. (See Appendix H)

Work autonomy is another organisation related fit factor considered in this study. From Table 7, work autonomy had a marginal effect of -0.1516 with a

p-value of 0.019 which is significant at 5% level. What the above finding means is that, the amount of discretion that an employee has in carrying out his work activities has significant effect on employee turnover intention.

According Galetta (2011) having the opportunity of responsibility and freedom to develop own work activities, can encourage the sense of identification and attachment to work environment that in turn can reduce the turnover intention. In addition to this, Parker, Wall & Cordery (2001) also suggest that, job autonomy enable employees to show high level of commitment to their organisation thereby reducing one's turnover intention, thus, is consistent with the current study.

As part of considering the organisation related fit factors, career growth and development opportunities for employees was also assessed. Employee perception towards career growth and development opportunities as influencing their turnover intention is statistically significant at 5% level with a p-value of 0.028. Hence, the study rejected the null hypothesis that provision of career growth and development opportunities for employees do not significantly and negatively predict turnover intention. Three dummies coded were created for this variable to enable respondent to describe how often they been sponsored by the organisation to participate in capacity building programmes. What the above finding means is that, when provision of career growth and development opportunities is dummy coded as "not often" and "often" by setting "very often as a base category, a significant difference is observed between those who are not sponsored to participate in capacity building workshop and those who are frequently sponsored

to participate in capacity building workshops. The marginal effect of -0.0199 indicates that the probability of an employee who is often sponsored by the organisation to participate in a capacity building programme leaving the organisation decreases by 1.99%.

The study is consistent with Rhoades and Eisenberger (2002), which suggested that, employees who receive such developmental opportunities would boost their motivation and confidence in their work and subsequently might repay their organisation with the likelihood of extending their self-fulfillment, leading to reduced turnover intention.

Effect of Organisational Related Link Factors on Employee Turnover Intention

Four hypotheses were formulated for organisation related fit factors. From Table 7, the experience of employee on the job had a marginal effect of -0.1160 with a p-value of 0.006, meaning it was statistically significant at 5% level. Thus, the study rejected the null hypothesis that experience held by an employee does not affect turnover intention. The expectation of having a negative correlation between experience and turnover intention was met in this study. The negative correlation between experience held by employee and turnover intention implies that, as the experience held by an employee increases his or her turnover intention decreases. The marginal effect of 0.1160 indicates that the probability of an employee with increasing experience leaving the organisation decreases by 11.60%.

The result is consistent with Perez (2008) and Gurpreet (2008) who found experience to be negatively correlated with turnover intention. As the experiences of an employee increases in the organisation, the intention to quit decrease significantly.

Another factor considered under link related factors is the sense of belongingness by colleagues at the workplace. This variable had a marginal effect of -0.0252 with a p-value of 0.000. Therefore, the null hypothesis for the study was rejected. A negative relationship was expected between sense of belonging and turnover intention and the expectation was met in this study. The negative relationship implies that, as employee perceives his or her colleagues to be friendly, capable and helpful his or her turnover intention decreases. The marginal effect of -0.0252 indicates that the chances of an employee who perceives workplace colleagues The negative correlation implies that, as employee perceives that, he/she is respected, accepted by his or her colleagues his or her turnover intention decreases by 2.52% .

According to Hagerty, Lynch-Sauer, Patusky, Bouwsema and Collier (1992), a sense of belonging for staff at work is likely to occur when staff feels valued for the work they do, are respected and accepted, have positive relationships, and are in a safe environment. Belongingness is increased when people feel their work is meaningful and when they share similarities with the people with whom they work and the culture of workplace thereby decreases their turnover intentions which is consistent with the current study.

Effect of Organisational Related Sacrifice Factors on Employee Turnover Intention

Four hypotheses were formulated for organisation related fit factors. From Table 7, availability of promotional opportunities for employees had a marginal effect of -0.1244 with a p-value of 0.071, meaning it was statistically significant at ten percent level. The above statistic show that when employee perception towards promotional opportunity being excellent is dummy coded as “disagree” and “agree” by setting “undecided” as the reference category, there is a significant difference in turnover intention between those who disagree with the perception that the promotional opportunity in the organisation is excellent and those who could not decide whether the promotional opportunity in the organisation is excellent or not. Thus, the study rejected the null hypothesis that higher levels of promotional opportunity will not lead to lower level of turnover intention. The expectation of having a negative relationship between promotional opportunities and turnover intention was met in this study. The negative relationship between promotional opportunities and turnover intention implies that, as the opportunity for an employee advancement to a higher position increases his or her turnover intention decreases. Therefore, the marginal effect of -0.1244 indicates that the probability of an employee who perceives the promotional opportunity of the organisation being excellent leaving the organisation decreases by 12.44%.

The result of promotional opportunity variable is consistent with the findings of Mosadeghrad (2013) and Roshidi (2015). They reported that, the level

of promotional opportunity has negative and significant effect on turnover intention. According to them, employees who work hard and receive positive evaluations expect to be promoted. When promotional opportunities are unavailable, employee will be less satisfied resulting in quitting the organisation.

Another variable considered under organisation sacrifice is engagement in a valuable project. This is to assess whether an employee will sacrifice a lot if he or she decides to leave the organisation. From Table 7, this variable had a marginal effect of -0.0642 with a p-value of 0.089, meaning it was statistically significant at ten percent level. The above statistic shows that engagement in a valuable project is critical for an employee when deciding to leave the organisation. When this is dummy coded as “no” and “yes” by setting “no” as the reference category, there is a significant difference in turnover intention between those who said they will sacrifice a lot if they left the organisation as compared to those who will not sacrifice a lot if they left the organisation. Thus, the study rejected the null hypothesis that participation in valuable project has no effect on turnover intention. The expectation of having a negative correlation between engagement in a valuable project and turnover intention was met in this study. The negative correlation between engagement in a valuable project and turnover intention implies that, as the employee is engaged or allowed to participate more in an essential project his or her turnover intention decreases. Therefore, the marginal effect of -0.0642 indicates that the probability of an employee with higher level of involvement or participation in essential project leaving the organisation decreases by 6.24%.

Three demographic variables were introduced in the model. These are age, earning of employee and level of education. When age is dummy coded into “between 15-24; 25-34; 35-44 years all inclusive being the younger employees” by setting “between 45-55 years all inclusive (elderly employees)” as a base category, there is a significant difference in turnover intention between employees who are younger and those who are elderly. The reason is that, the p-value of age is less than the alpha value of 0.05 (p-value = 0.00; 0.00; 0.023 respectively). Hence, this study rejected the null hypothesis that age of employee does not have significant effect on turnover intention and accepted that age of employee has significant effect on turnover intention.

The negative coefficient of age of employee means that the probability of the employee leaving the organisation decreases as his or her age increase. The marginal effect of -0.1828 for the first dummy “between 15-24 years” all inclusive suggests that the probability of an employee with age category “between 15-24 years” all inclusive leaving the organisation as compared to an employee with age category “45 years and above” decreases by 0.1828%. For the second and third category of age which is “between 25-34 years all inclusive” and “between 35-44 years all inclusive, the marginal effects of -0.1826 and -0.1526 suggest that the chances of an employee in these age categories leaving the organisation as compared to an employee in age category “45 years and above” decreases by 0.1826% and 0.1526% respectively. This negative relationship is in tune with Perez (2008), who suggested that the older an employee become the less he or she intends to leave the organisation.

The negative relationship between age and turnover intention could be attributed to the matching theory, which explains that, younger people have an experimental stage at the beginning of their professional life. Thus, change is less attractive, since the available time to redeem the costs associated with a job turnover diminishes with age. To support this, Griffeth et al. (2000) in their meta-analytic research suggest that, younger employees are more likely to take risks at the beginning of their careers. They are also more likely to accept positions that are below their abilities and expectations at the beginning of their career and move on to better jobs when those jobs become available thus, the negative relationship between age and turnover intention. In order to confirm the above statements, a cross tabulation between age and experience held by employees.

Majority of the respondents who fell in the young category (between 15-44 years, all inclusive) had less experience and would like to acquire more experience on the job before changing job since this is a key factor in ensuring one's suitability for job in this current job market. Therefore, a cross tabulation between age and experience indicates that fifty (50) out of the one hundred and twenty-two (122) employees which form the first dummy created for age had one (1) year working experience, with eleven (11) having four (4) years experience and the rest spread between two (2) and three (3) years experience. Moreover, about 57.92% of the entire sampled respondents had less than three (3) years working experience. (Appendix G)

Level of education is one of the demographic variables used in the model. From Table 7 the marginal effect of an employee with secondary school

certificate is -0.0100 with a p-value of 0.888, an employee with College/ HND certificate had a marginal effect of -0.0916 with a p-value of 0.231, an employee with Bachelor Degree certificate also had a marginal effect of -0.0346 with a p-value of 0.627. However, employee with Graduate degree (Masters) had a marginal effect -0.4795 with a p-value of 0.000 and that of those with professional certificate also had a marginal effect of -0.4097 with a p-value of 0.001. The above statistics shows that, employees with both Graduate degree and Professional certificate which is vital for the industry is statistically significant at 5% level. This is because the p-values for both are lesser than the level of significance (the alpha value of 0.05). What the statistics on the level of education variable means is that when the level of education is dummy coded as “SHS certificate”, “College/HND certificate”, “Bachelor Degree”, “Graduate Degree (Masters)”, and “Professional Certificate” by setting Junior High School certificate as the base category, there is a significant difference in turnover intention between employees who have attained Graduate Degree certificate and Professional certificate and those who have JHS certificate.

The negative relationship between Graduate degree (Masters) and turnover intention implies that, the employee who had attained Graduate degree (Masters) are more likely to stay with the organisation as compared to employees with Junior High School education. The marginal effect of -0.4795 shows that the probability of an employee with Graduate degree leaving the organisation as compared to those with JHS education decreases by 47.95%. In addition to this, the marginal effect of those with Professional certificate which is 0.4097 also

suggests that the probability of an employee with professional certificate leaving the organisation as compared to those with JHS education decreases by 40.97%. However, employees with SHS, College/HND and Bachelor Degree were found to be insignificant.

The negative relationship between employee with post graduate degree and turnover intention could be attributed to the fact that employee who have acquired post graduate degree turn to be those occupying higher position, thus will have more responsibilities toward the organisation (Mannheim, Baruch & Tal, 1997). Therefore, it results in higher organisational commitment and lower turnover intention. From the field survey, a majority of the employees with post graduate degree who responded to the questionnaires turn to like the authority and responsibility given in the organisation. Thus, a cross tabulation between levels of education and how employee perceive the authority and responsibility given in the organisation indicates that twelve (12) out of the twelve (12) employees with post graduate degree turn to like the authority and responsibility given them by the organisation. In the same cross tabulation, twenty (20) out of twenty-three (23) employees with professional certificate also confirmed that, they like the authority and responsibility given them by the organisation.

The results of level of education is consistent with the findings of Salami (2008) who argued that employees with higher education qualification and occupying higher position will have more responsibilities toward organisation. Therefore, it results in higher organisational commitment and lower turnover intention. The result is also consistent with the study of Curry et al. (2005) which

illustrated that negative relationships exist between the level of education and turnover intention among the social service employees.

The results of levels of education also contrast with finding of Becker (1993) and Agyeman and Ponniah (2014) which found educational level to be positively associated with turnover intention, suggesting that, the more educated employee are, the more likely they are to quit.

The next demographic variable is income of employee. From Table 7, the marginal effect of an employee with an annual salary range of GHS 5001-GHS 6000 is 0.1011 with a p-value of 0.068, an employee with an annual salary of GHS 6001-GHS 7000 had a marginal effect of 0.1154 with a p-value of 0.012 and an employee with an annual salary range of GHS 7001 and above also had a marginal effect of -0.0451 with a p-value of 0.481. The above statistics show that, both employee annual salary range of GHS 5001-GHS 6000 and GHS 6001-GHS 7000 are statistically significant at a 10% and 5% level respectively. This is because the p-value of the salary range of both (GHS5001-GHS6000 and GHS 6001-GHS 7000) is lesser than the alpha value of (0.10) and (0.05) respectively. What this means is that when the salary received by employee is dummy coded as “GHS 5000”, “GHS 5001-GHS 6000”, “GHS 6001-GHS 7000 and “GHS 7001 and above” by setting “GHS 5000 as a reference category, there is a significant difference in turnover intention of employee who receives lower and moderate salary and those who receive low salary. Thus, this study rejected the null hypothesis that level of income has no effect on employee turnover intention.

The results is consistent with Pepra-Mensah (2010) who in her study found employees' to be dissatisfied with their income, thus, had a higher intention of quitting their current job.

Conclusion

This chapter has analyzed and discussed data on the relationship between job embeddedness and turnover intention of staff in the hotel industry in the Sekondi-Takoradi metropolis. Such data included organisational related fit factors, organisational related link factors, organisational related sacrifice factors and demographic characteristics of the hotel employees.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The concluding chapter of this study opens with a summary of the objectives of the study, its methodology and data analyses techniques. It proceeds with a summary of the key findings pertaining to each objective and the conclusions drawn from them. Specific recommendations, emanating from the analysis of the available data were made for consideration by the management of the hotel facilities. The chapter ends with some suggestions for further research.

Summary

This section summarizes the major results of the empirical study by job embeddedness and turnover intention of staff in the hotel industry in Sekondi-Takoradi Metropolis in the western region of Ghana. The review of the relevant literature on both the dependent and independent variable especially in the Ghanaian hotel industry revealed a research problem which had not been previously investigated: job embeddedness and turnover intention of hotel staff in the Sekondi-Takoradi Metropolis. This was influenced by the high rate of employee turnover in the hotel industry in general and since job embeddedness was purported to predict turnover intention above and beyond the traditional predictors of turnover.

The review of the theoretical and empirical literature also pointed out several factors that explain turnover intention. However, the construct job

embeddedness is made up of two main components namely on the job (organisation) and off the job (community) embeddedness. The study focused only on the organisation job embeddedness component which had three dimension namely fit, link and sacrifice. It then further considered the individual factors under each dimension to examine its effect on turnover intention.

The first objective sought to examine the effect of organisational related fit factors on employee turnover intention. The second objective sought to examine the effect of organisational related link factors on employee turnover intention. The third objective was to also examine the effect of organisational related sacrifice factors on employee turnover intention. The fourth objective was to assess the effect of demographic and economic factors on turnover intention.

After the review of literature, an analytical framework was designed to formulate the research hypotheses and to find ways of testing them. The organisation related fit variable was broken down into five sub-hypotheses. Another four sub-hypotheses each were created for both organisation related link and sacrifice respectively. For the demographic variables, three sub-hypotheses were formulated. In all, sixteen hypotheses were formulated for the study.

From a population of about 1973 employees in the hotel industry in the metropolis, three hundred and thirty- three (333) employees were sampled for the study through the use of Yamane (1967) formula for sampling determination. Multi-stage sampling technique was then used to select employees' for inclusion in the study. However, three hundred and nine (309) were able to complete and return the self-administered questionnaire. Following a successful pretest, self-

administered questionnaires, developed from a thorough review of the existing literature and tested for reliability and validity, were distributed to respondents. The instrument bordered on the personal characteristics of employees and job embeddedness related factors and turnover intention.

Data on the demographic characteristics were analyzed quantitatively using descriptive statistics including frequencies and percentages. Logistic regression (binary logit) was used to find out the significant factors that explain the existence of turnover intention in the study area through Statistic/Data Analysis (STATA) version 11. Before testing the hypotheses, few relevant diagnostic tests were performed. A tolerance value and its inverse- the variance inflation factor (VIF) diagnostic were performed to identify multi-collinearity. The mean VIF of 1.41 for the study indicates that there was no problem of multi-collinearity as it is within the rule of thumb (10 or below).

Pseudo R² of 0.2780 was obtained for this study which indicates a good fit. In addition to this test, a Hosmer-Lemeshow test was also conducted and it passed. Using a group of ten for this study, turnover intention had a Hosmer-Lemeshow chi² (8) of 5.81 with p-value of 0.6681. Linktest was also conducted and it was passed (χ^2 with p-value of 0.821 was recorded). The overall model correctly classified 85.11% of employees who have intent of leaving the organisation.

In testing the hypotheses, turnover intention was measured using a yes or no question: *Do you intend to leave the organisation in the near future?* It was found that majority of the employees who responded to the questionnaire (255

representing 82.52%) had intention of leaving the organisation. Only a relatively smaller number of employees (54 representing 17.48%) had intention of staying with organisation.

A summary of the key findings of the study is as follow. The first objective focused on the effect of organisational related fit factors on turnover intention and the main issues that emerged were:

1. Fancy had no significant effect on turnover intention
2. Skill utilization of employee had no significant effect of turnover intention.
3. Perception towards organisation culture compatibility was found to have significant positive effect on turnover intention.
4. Employees having much responsibility and authority to pursue their task had significant negative effect on turnover intention.
5. Availability of growth and development opportunities had significant negative effect on turnover intention.

The effect of organisation link on employee turnover intention was examined as the second objective. It was found that:

1. Experience held by employee had a significant negative effect on turnover intention.
2. The number of co-workers who highly depend on an employee had insignificant effect on turnover intention.
3. Employee with higher sense of belongingness had a significant negative effect on turnover intention.

4. The number of committees an employee serves had an insignificant effect on turnover intention.

The effect of organisation related sacrifice was the next objective that was examined. It was found that:

1. Employee with a lot of freedom to decide how to pursue his or her goals had insignificant effect on turnover intention.
2. Perks on the job had no significant effect on turnover intention.
3. Perception toward promotional opportunities as not excellent had a significant effect on turnover intention.
4. Participation in valuable project had a significant effect on turnover intention.

The last objective stressed on the effect of demographic factors on employee turnover intention.

1. Age of employee had a significant negative effect on turnover intention.
2. Level of education of employee had a significant negative effect on turnover intention.
3. Income of employee had a significant positive effect on turnover intention.

Conclusions from the Findings

The following conclusions were made from the analysis and findings of the study. For the first objective, the probability of an employee leaving the organisation as a result of organisation related fit is dependent on the culture of

the organisation, the level of autonomy and availability of growth and development opportunity.

Regarding the second objective, it is concluded that the likelihood of an employee leaving the organisation as a result of organisation related link is predicted by the level of experience held by the employee and sense of belongingness of employees’.

For the third objective, it is concluded that the probability of an employee leaving the organisation as a result of organisation related sacrifice is predicted by availability of promotional opportunity and participation in a valuable project for the organisation.

The last objective which considered the effect of demographic factors on turnover intention, it is concluded that the likelihood of an employee to leave the organisation is predicted by the age of employee, level of education (Masters’ degree and professional certificate) as well as the income level of employee.

Recommendations

Based on the key findings and conclusions presented above, owners/managers of hotel facilities are advised:

1. To ensure compatibility of culture for both employee and the organisation since organisational culture is an important factor having tremendous bearing on employees’ turnover intentions. Specifically, provide employees with a Realistic Job Preview (RJP) during the recruitment stage to enable them get to know the positive characteristics and potential

challenges associated with the job. Moreover, use the Organisational Culture Profile Questionnaires to assess both person-job and person-organisation fit.

2. To grant employees with certain amount of discretion in carrying out their work schedule. This is because the study found autonomy to have a negative effect on turnover intention.
3. To offer employees with job-specific training which is less transferable to other context instead of more generalized training, which can be transferred. This is because training and development opportunities may be a double-edged sword. These opportunities may discourage turnover by keeping current employees satisfied and well-positioned for future growth opportunities. However, training may make employees more marketable and thus increase the ease with which they can be recruited by rival organisations. In addition to this, provide sponsorship or reimburse tuition for employees who remain with the organisation for a specified amount of time after they have completed a program.
4. To promote interpersonal relations by organising social functions such as company picnics and holiday parties where employees may have the opportunity to interact with colleagues both inside and outside their department.
5. To grant promotion and recognize accomplishment since availability of promotional opportunity is also key factor for an employee when considering either leaving or staying with an organisation as was found to

have negative effect on turnover intention. Thus, steps should be taken to promote employees who deserve it. In addition to this, promotion needs to be made in a reasonable and just manner.

Suggestions for Further Research

Further study could be conducted on the effect of job embeddedness on turnover intention of employees in specific star rated facilities. The demographic variables could also be considered as either a mediating or moderating variable. The community job embeddedness related factors also be considered to ascertain its influence on employees' turnover intention.

Conclusion

This chapter considered the overview of the purpose of the study, the research objectives and hypotheses which guided the study and the research methods employed. It also looked at the major findings of the study, specific recommendations as well as new areas that need to be studied further.

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APPENDIX A
UNIVERSITY OF CAPE COAST
SCHOOL OF BUSINESS
STUDENT RESEARCH WORK
EMPLOYEE QUESTIONNAIRE

Dear Sir/ Madam,

I am Nicholas Arthur, an MCom Student of the University of Cape Coast. I am conducting a research project on the topic “Job embeddedness and turnover intention of staff in the Hotel Industry in Sekondi-Takoradi”, as part of the requirement for the MCom program. To this effect, I humbly solicit your help in completing this questionnaire. This questionnaire will take about five minutes to complete. Your participation in this survey is completely voluntary and you may skip any question if you wish. The study is basically for academic purposes thus, I guarantee that your responses will be kept strictly anonymous and confidential.

Thank you very much for your anticipated consideration.

SECTION A

This section contains 4 items regarding your personal characteristics. These items are very important for statistical purposes. Respond to each item by TICKING in the corresponding boxes that best describe you.

1. What is your age? 15-24 years old 25-34 years old
 35-44 years old 45-54 years old over 55 years old
2. What is your gender? Male Female
3. What is your highest education level?
 Junior High School Senior High School HND/College
 Bachelor Degree Graduate Degree Professional

4. What is your current gross annual salary range?

₺5000 or below ₺5001-₺6000 ₺6001-₺7000

₺7001-₺8000 above ₺8000

SECTION B

We would like to ask you questions relating to how you generally feel about your work. For each statement, respond by TICKING in the corresponding boxes.

FIT: Organisation

5. Do you enjoy working with your group members in the organisation?

Yes No

6. My job utilizes my skills and talents well.

strongly disagree neither agree nor disagree strongly agree

7. How do you perceive the company's culture to your personal characteristics?

Suitable Undecided Unsuitable

8. Do you like the authority and responsibility given at this company?

Yes No

9. How often have you been sponsored by your organisation to a capacity building programme.

Not often Often Very often

LINKS: Organisation.

10. How long have you been in your present position?

11. How many coworkers do you interact with regularly?

12. How many coworkers are highly dependent on you?

13. How many work committees are you on?

SACRIFICE: Organisation.

14. Do you have a lot of freedom on your job to decide how to pursue your goals?

Yes No

15. How do you perceive the perks on your job?

Bad Don't know Good

16. Are you involved in any valuable project that you would sacrifice a lot if you decide to leave the organisation.

Yes No

17. My promotional opportunities are excellent here.

strongly disagree neither agree nor disagree strongly agree

SECTION C

We would like to understand your feelings about your intention to leave the hotel industry.

18. Do you intend to leave this organisation in the near future?

Yes No

APPENDIX B

**VARIABLES AND THE KIND OF QUESTION USED IN MEASURING
THEM**

Name of variable	Question number on the questionnaire	Kind of question
Age of employee	1	Categorical question
Gender of employee	2	Categorical question
Level of education	3	Categorical question
Income of employee	4	Categorical question
Fancy	5	Yes or no question
Skill utilization	6	Categorical question
Organisational culture fitness	7	Categorical question
Autonomy	8	Yes or no question
Growth and development	9	Categorical question
Experience	10	Open ended question
Sense of belongingness	11	Open ended question
Co-worker dependency	12	Open ended question
Number of work committee	13	Open ended question
Freedom	14	Categorical question
Perks	15	Categorical question
Involvement in valuable project	16	Categorical question
Promotional opportunities	17	Categorical question
Turnover intention	18	Yes or no question

APPENDIX C

UNIVERSITY OF CAPE COAST
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT STUDIES

Telephone (03321) 32440/32444 Ext. 219/220
Direct (03321) 37870
Telegrams: University, Cape Coast
Telex: 2552, UCC, GH.

UNIVERSITY POST OFFICE
CAPE COAST, GHANA



Our ref: SB/DMS/M.3/146

Date: 6th January, 2015

Your ref:

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

INTRODUCTORY LETTER MR NICHOLAS ARTHUR

The bearer of this letter, Mr. Nicholas Arthur, is an MCOM (Human Resource and Management) student of the School of Business. He is writing his dissertation on the topic "**Job embeddedness and turnover intention of staff in the hotel industry.**"

We would be grateful if you could assist him with the necessary information he may need.

We appreciate your co-operation.

Yours faithfully,

~~THE HEAD~~
D. M. OF MANAGEMENT STUDIES
UNIVERSITY OF CAPE COAST
CAPE COAST
F.O. Boachie-Mensah
HEAD

EMW

APPENDIX D

LINKTEST

Logistic regression	Number of obs =	309
LR chi2(2) =		83.77
Prob > chi2 =		0
Log likelihood = -101.28809		
Pseudo R2 =		0.2926

near	Coef.	Std. Err.	Z	P>z	[95% Conf. Interval]	
_hat	1.105831	.2313899	4.78	0.000	.6523155	1.559347
_hatsq	-.0394447	.0595745	-0.66	0.508	-.1562086	.0773193
_cons	-.0114567	.2432299	-0.05	0.962	-.4881786	.4652653

APPENDIX E

HOSMER-LEMESHOW TEST FOR GOODNESS-OF-FIT

Logistic model for near, goodness-of-fit test

(Table collapsed on quantiles of estimated probabilities)

number of observations = 309

number of groups = 10

Hosmer-Lemeshow $\chi^2(8) = 6.76$

Prob > $\chi^2 = 0.5625$

APPENDIX F
COLLINEARITY DIAGNOSTICS

Variable	SQRT VIF	VIF	R-Tolerance	Squared
Fancy	1.13	1.06	0.8830	0.1170
Skiltal1	1.51	1.23	0.6626	0.3374
Fitcul1	1.09	1.04	0.9160	0.0840
Auto	1.16	1.08	0.8610	0.1390
Grodev	1.12	1.06	0.8917	0.1083
Exper	1.35	1.16	0.7392	0.2608
Belong	2.10	1.45	0.4759	0.5241
Codep	1.87	1.37	0.5361	0.4639
Wocomp	1.44	1.20	0.6951	0.3049
Freedom	1.05	1.03	0.9517	0.0483
Perks	1.40	1.18	0.7140	0.2860
Promot	1.36	1.17	0.7329	0.2671
Valuepro	1.08	1.04	0.9272	0.0728
Age	1.79	1.34	0.5576	0.4424
Earnin	1.59	1.26	0.6278	0.3722
Educ	1.57	1.25	0.6375	0.3625
Mean VIF		1.41		
	Cond			
	Eigenval	Index		
1	13.4496	1.0000		
2	0.7212	4.3185		
3	0.5432	4.9760		
4	0.4695	5.3520		
5	0.3338	6.3475		

6	0.3090	6.5977
7	0.2236	7.7550
8	0.1731	8.8150
9	0.1525	9.3900
10	0.1226	10.475 2
11	0.1046	11.337 9
12	0.0993	11.639 9
13	0.0937	11.982 5
14	0.0820	12.808 9
15	0.0624	14.685 8
16	0.0512	16.208 1
17	0.0087	39.223 6
Condition Number		39.223 6

Eigenvalues and Cond Index computed from scaled raw sscp (w/ intercept)

Det(correlation matrix) 0.0543

APPENDIX G

CROSS TABULATION BETWEEN AGE AND EXPERIENCE

Age	Experiences								
	1	2	3	4	5	6	7	8	12
15-24 years	50	38	23	11	0	0	0	0	0
25-34 years	41	35	45	23	0	0	1	0	0
35-44 years	10	4	11	0	3	5	2	4	1
45-54 years	1	0	1	0	0	0	0	0	0
Total	102	77	80	34	3	5	3	4	1

APPENDIX H
CROSS TABULATION BETWEEN ORGANISATION'S
CULTURE FIT AND SALARY

Response option	GHS 5000	GHS 5001-6000	GHS 6001-7000	GHS 7001 and above
Suitable	52	31	20	51
Unsuitable	36	25	14	47
Undecided	15	7	1	10
Total	103	63	35	108