Government Employees Turnover Related to Job Embeddedness

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Abstract  
This study is about the governmental employees of Pakistan which focuses on turnover related to job embeddedness model. It also focuses on three main components: organization, community, and family, which negatively correlate with turnover intentions of employees. This is a cross-sectional causal study using questionnaire from employees of government organizations located at Rawalpindi and Islamabad, using correlation and regression analysis for data analysis. Results show that organization community and family have a strong impact on turnover intentions. The framework results are simulated by using SPSS.

Keywords: Governmental Employees, turnover, Job Embeddedness.

Introduction  
Employees are the most important asset of an organization. For organization success, employees play a vital role. The main aim of organization is to achieve its goals and objectives. This is the main reason why employees are being hired in organization. There are different departments in organization like marketing, finance, operations and human resource e.t.c, these departments have different tasks; employees complete these tasks to achieve department’s goals. Organization is responsible to train its employees by giving knowledge, skills, information, power and rewards that will involve them, so that they can take effective decision. Power is defined as the authority to take work related decisions and is dependent on organizations. By using information effective decisions are made in organization to promote employees involvement by including new technological ideas. Knowledge and skills are related with the employees involvement, which contributes to organization effectiveness, and this in turn leads to effective decisions. Rewards motivate the employees and have a powerful effect on getting employees involvement in the organization. (Thomas G. Cummings 2009).

Public organization now face human capital crisis and low profit due to turnover, it is the desire to exit the organization. It is suggested that turnover can be reduced by finding different methods to cherish social integration with in an organization and changing organization practices such as recruitment, communication, and job design. (Podsakoff 2003). Turnover is a very important topic in view of organization research and it clearly shows relevant practices that are used in human resource management, cost is imposed on turnover and it is in terms of loss of organizational memory, hiring and training. Turnover is negatively related to performances in both public and private sectors (Shaw 2005).

High turnover is often defined that employees are unhappy with their work and job. It also indicates unsafe and unhealthy conditions. Few employees will give satisfactory performance due to unrealistic expectation, where as low turnover indicate that employees are satisfied, healthy and safe and their performance is satisfactory. Environment and economic factor
have a very important effect on economic condition, employee’s tendency to leave organization. Local economic condition forces an employee to quit organization and to find another job (Park 1994). Another factor is individual difference which helps the employees turnover to leave organization. In early studies regarding turnover, race and gender, women and minorities used demographic variables over assumption likely to quit (Kellough 1995).

Bureaucratic organization strickly follow their rules and regulation but in social context the area of turnover is true. Our observation literature of turnover examines the formal aspect of the organization or individual. This is not related to social context of individual study of turnover, which reflects under socialized approaches ignoring the effects of individuals that are embedded in social network that will have an impact on their behavior (Podakoff 2003).

Job embeddedness means the rate at which employees or firms are entangled in a social network, i.e. trust and cohesion. Now let’s come to our main topic that is job embeddedness it can be said that it is a type of embeddedness that captures all the factors entangling the employees in their job. Job embeddedness is not a new concept, in 1969, Cohen wrote an article that embeddedness part deals with organization and it refers that the major components such as methodological, sociological, and psychological impacts. This helps to solve problem of employee and their subgroup working on the large organization. Methodological means the policy or procedure must be followed by the individuals and subgroup within the organization and their connection are interdependent with each other. Sociological means the social relationship of sub group influenced on other kind of system and the structure of the whole organization. Psychological means the employees are the main resource of the organization and itself they perform tasks and activities of the organization (Cohen 1969).

**Problem Statement**
The turnover intentions of government employees of Pakistan related to job embeddedness.

**Objective of the Study**
Following are the objective of the study.

1. To study job embeddedness model i.e. organization, community and family, of governmental employees of Pakistan.

2. To investigate governmental employees turnover intentions related to job embeddedness.

**Originality of the Study**
The purpose of this research design is to study the turnover of employees observed in organizations. The ratio of turnover is high in private organization as compared to government organizations at national and international level. Regarding turnover lot of research studies have been done in different ways. In this study we check the reasons why people stay in governmental organizations of Pakistan using job embeddedness model (Ramesh, A. 2007).

**Literature Review**
Business needs a source of labour to function. There is a need to establish the managing resources. If the organization have the virtual employees they will need to manage them as a resource (Morrell 2001). Firms need new ways of retaining workers and inspiring commitment among employees, because of implicit promise of job security is no longer possible. (Benson 2006). Governmental organizations make those strategies that encourage the development of human capital. We should
increase our understanding that why people decide to quit an organization. We should understand salaries and benefits of employees as these factors affect the rate of turnover. The topic of turnover is not new for us. It is concerned with the perception of the employees that they commit to nonprofit organization for a considerable period. There is a perception in government organization that an individual is less likely to quit an organization due to friendly work environment, another aspect is that organization commitment support employees to stay in an organization. These are aspect of commitment in the public sector according to (Balfour 1996) other commitment is affiliation which is related to the behavior of the employees that other members of organization let them to stay in organization. It is strongly co related with other forms of extra role behavior.

Behavior of public employees is considered in two ways, first approach is the individual values of employees. And the Second approach is to focus upon organizational values. Organizational values basically depend upon aim, goal and vision of organization (Perry 1990). For managers, this is an important issue because the cost of hiring, to consider training replacement workers and understanding the factors that influence a workers decision to leave an organization can facilitate the development program which aims is to retain valued employees, concerns with understanding why employees leave their organization. (Adams 1998).

Though, an employee may feel some immediate relief when severing employment, the choice to leave a job is often stressful and difficult. The personal cost can be high in terms of uncertainty transition adjustments and disrupted social networks. The company may lose knowledge or expertise. Experiences a decrease in customer services, suffer poor communication and coordination (Holtom 2006). Today, in working environment a company’s human resource is a truly sustainable competitive advantage. Product innovations’ can be duplicated, but the synergy of a company’s workforce cannot be replicated. For this reason not only attracting talent employees but also retaining them is imperative for success. Employees turnover has a large impact on the organization not only in a form of direct monetary costs, as well as lost of productivity. These reasons are imperative for organization to understand the causes of turnover and work to correct them (Sexton 2005).

Job embeddedness is the sum of individuals. In the job embeddedness both the individual to the organization and relationship of the individuals to the community is important. It has six dimensions that are organization links, organization fit, organization sacrifice, community links, community fit, and community sacrifice. (Ramesh. A, 2007). The main aspect of job embeddedness is the extent to which people have link to other activities. Their jobs and communities are similar to fit with other aspect in their life spaces and the ease with which the link can be broken. Both types of employees working on the job and off the job are important. The dimensions of job are link, fit and sacrifice. They are interlinked with each other. Link is formal or informal connection with employee or individual, institution or organization or other people. Embeddedness suggests that there are number of different connection between employees and his or her family, financial income and psychological that included in group, work, community, environment, no work friends, and place where he or she lives. If the number of the link is higher between person and the web. This will indicates that the employees are more committed with the job and organization (Mitchell 2001).

Fit is simply the perception of the employees using their compatibility level of comfort with an organization, institution and environment. According to our theory, when employees are using their job knowledge, abilities and skills and perceiving a positive result as well as they fulfilled of their personal values, aims, objective, career goals and plan for the future, they must fit an organization employee will thing that how well they performed in the community and surrounding environment, if the fit is Poor than there is a higher possibility that employee will feel professionally and personally tied to organization (Mitchell 2001).

Sacrifice is basically the cost of people which suffer if they leave a job. There are many kinds of sacrifices for example financial incentive, compensation and benefits. They can be matched with...
competing firms or organization. More similar approaches are also being used short term, long term and personal focus involves some sacrifice activities program. It all depends on the organizations which offers personal development fund to retain their key employees. Companies can make plans to give funds for training and organization development sessions for their employees. This helps to increase employee’s performance. Most organizations pay high salaries, incentive, benefits, allowances and other facilities. So it is difficult for employees to leave the organization and community. (Mitchell 2001).

The Expanded job Embeddedness Model (Ramesh.A, 2007) identified as important idea based on prior research which influence the family opinions on the individual’s turnover decision. This is not a new idea. Suggested that family member often have opinions about the organization in which family members work. (Ramesh.A, 2007) further suggested that the influence of the family on an individual’s decision to leave an organization can capture another important aspect of embeddedness. This job embeddedness model has found some support, all the published research has been done in US and India. It also suggested a negative linkage between turnover and other job embeddedness factors, especially in a collectivistic society.

The derived hypotheses from the literature review are listed as below:

Hypothesis 1: Organizational links is negatively correlated with turnover intentions of governmental employees of Pakistan.
Hypothesis 2: Community links is negatively correlated with turnover intentions of governmental employees of Pakistan.
Hypothesis 3: Organizational fit relates negatively with turnover intentions of governmental employees of Pakistan.
Hypothesis 4: Community fit has a negative correlation with turnover intentions of governmental employees of Pakistan.
Hypothesis 5: Organizational Sacrifice is linked negatively with turnover intentions of governmental employees of Pakistan.
Hypothesis 6: Community Sacrifice has a negative linkage with turnover intentions of governmental employees of Pakistan.
Hypothesis 7: There is a negative correlation between family links and turnover intentions of governmental employees of Pakistan.
Hypothesis 8: Family Fit has a negative relationship with turnover intentions of governmental employees of Pakistan.
Hypothesis 9: Family Sacrifice is negatively related with turnover intentions of governmental employees of Pakistan.

Methodology
This is cross sectional causal study. All governmental organization should be included in research which is located in Rawalpindi and Islamabad. Type of data to be gathered could have acquired by primary method using non probability convenience sample. This data is analyzed to find out the inter correlation between the variables; a correlation analysis is done, while to test the hypotheses of the study, multiple step regression analysis is also done using SPSS.

Sampling Procedure
A Sample of 250 employees was taken from four different governmental organizations working in Pakistan.

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8 Pakistan International Airline, Pakistan Telecommunication Company Limited, General Head Quarter, and Pakistan Railway
Data Collection Tool
The tool used in the survey was a questionnaire taken from (Ramesh, A. 2007). Likert 5-point scale was used for each item in the questionnaire (Carifio 2007).

Instrument Reliability
The instrument used to analyze the data was SPSS® Cronbach’s Alpha is used to measuring reliability. The scale used to find these values were very reliable. This value shows the strong internal consistency of the tool. The cronbach Alpha values are given below.

Table 1: Scale & Cronbach Alpha

<table>
<thead>
<tr>
<th>Scale</th>
<th>Cronbach Alpha (α)</th>
<th>Scale</th>
<th>Cronbach Alpha (α)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Links</td>
<td>0.671</td>
<td>Community Sacrifice</td>
<td>0.739</td>
</tr>
<tr>
<td>Person Organization Fit</td>
<td>0.728</td>
<td>Family Links</td>
<td>0.671</td>
</tr>
<tr>
<td>Person Job Fit</td>
<td>0.742</td>
<td>Family Fits</td>
<td>0.715</td>
</tr>
<tr>
<td>Organizational Sacrifice</td>
<td>0.684</td>
<td>Family Sacrifice</td>
<td>0.745</td>
</tr>
<tr>
<td>Community Links</td>
<td>0.776</td>
<td>Turnover Intentions</td>
<td>0.706</td>
</tr>
<tr>
<td>Community Fit</td>
<td>0.703</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Data Analysis and Findings

Hypothesis Testing
The correlations of all the variables are given below in table [2]. The results of hypotheses testing are discussed as under:

The hypothesis 1,3 and 5 proposed organizational embeddedness on the whole to have a negative relationship with turnover intentions. It can be seen from the table that organizational links had a correlation coefficient of (P= -.285**, significant at .000) level. Person organization fit showed significant relationship with turnover intentions (p= -.122; Sig.,.05), while Person Job fit was also significant with (p= -.186**) coefficient. However, organizational sacrifice was the most significant of all, with coefficient correlation (P= -.175**). Thus, all the three hypothesis related to organizational embeddedness were supported.

The hypothesis 2, 4, and 6 related to community embeddedness. They proposed that community embeddedness is negatively related with turnover intentions. The correlation matrix community links to be positively related with turnover intentions (P= .434**, Sig .000) but community fit was found to be negatively related (p= -.213**, Sig=.001) while the relation between community sacrifice (p= .211**, Sig=.001) was found to be positive related with turnover intentions. But all the above hypothesis support empirical data.

The hypothesis 7, 8 and 9 proposes a negative correlation between turnover intention and family embeddedness. The data in the table support that all the three hypothesis are significant with family links had a correlation coefficient of (P= -.307** sig=.000). Family fit coefficient of (P= -.150*; sig=.01) and family sacrifice had a correlation coefficient of (P= -.148* sig=.01). They support these given hypotheses.

* Statistical Package for the Social Sciences by IBM
Regression Analysis
The results of regression analysis are shown below in tabulated form.

Table 3: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.560</td>
<td>.313</td>
<td>.285</td>
<td>5.65881</td>
</tr>
</tbody>
</table>

Table 4: Coefficients

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>26.765</td>
<td>3.228</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Organizational Links</td>
<td>-.388</td>
<td>.163</td>
<td>-.143</td>
<td>-2.386</td>
</tr>
<tr>
<td>Person Organization Fit</td>
<td>-.009</td>
<td>.137</td>
<td>-.004</td>
<td>-.065</td>
</tr>
<tr>
<td>Person Job Fit</td>
<td>-.051</td>
<td>.226</td>
<td>-.014</td>
<td>-2.26</td>
</tr>
<tr>
<td>Organizational Sacrifice</td>
<td>-.049</td>
<td>.147</td>
<td>-.023</td>
<td>-3.37</td>
</tr>
<tr>
<td>Community Links</td>
<td>.433</td>
<td>.067</td>
<td>.393</td>
<td>6.438</td>
</tr>
</tbody>
</table>
It can be seen in the Model Summary table, that the variable that were entered into the regression model had a combined correlation of \( R = .560 \) with the dependent variable turnover intentions. The value of R Square (the coefficient), (.313), shows that the variable explained (31.3\%) of the variance in Turnover intentions. It can also be seen in the Standardized coefficient column in the coefficients table that community Fit had the highest value in the Beta as (-.173), Significant at .000 level, explaining the most of variance in turnover intentions. The second most significant predictor was found to be organizational links with a Beta Value of (-.143).

**Conclusion and Recommendations**

The impact of job embeddedness on turnover intentions is very important. The word “turnover intention” is a good predictor. This study is about the government employee’s turnover related to job embeddedness. This study also tells that due to economic conditions, shortage of jobs and high rate of unemployment is prevalent in Pakistani job market. Therefore, people generally stick with their jobs. Male population working in government organization is approximately 84\% in Pakistan. These government employees have comparatively low salaries to employees in private organizations but on the other hand they are taking incentives, accommodation, pension, medical and other bonuses. In Pakistan people prefer permanent job status. All these factors forces employees to stay in organization.

There are nine dimensions of job embeddedness. These dimensions are organization links, organization fit, organization sacrifice, community links, community fit, community sacrifice, family links, family fit and family sacrifice. (Ramesh.A, 2007). The data shows that employees prefer government jobs in Pakistan. People having job experience of more than 5 years (30\%-60\% of respondents) in government organizations, had worked in more than one organization. Qualification of these employees is another factor accounted for low or reduces turnover intentions. A decade back majority of these workers were either Matric or Intermediate (i.e 50\% of respondent). Currently a major percentage of employees have undergone a change of marital status i.e from single to married. People in Pakistan are more committed to their families and they need their salaries to support them. This is another reason why government employees are committed to their organizations, as it is difficult for them to leave a job and switch to another. These all factors result in reducing turnover rate in the government organizations in Pakistan.

The study conducted by (Ramesh.A, 2007) tested the model in both USA and India. This study provides a good point of references. The study found organizational links to be insignificantly positively related to turnover intentions for the US sample but while simple not related in Indian Sample \( p =.12 \ ; p=.02 \). This is to the contrary to our study, which found a strong negative relationship. Person Organization fit was found to be highly related with turnover intentions -0.36 for the US sample, and -27 for the Indian Sample. Our finding was the strongest of all and thus affirms the relationship. Person Job Fit was also found to have a negative impact on intentions for both sample. Again it was lower in India as compared to US (-.19 in India, -.39 in US). Our finding lies in between the two, though its closer to the Indian sample.

Community embeddedness the (Ramesh. A, 2007) study was found to be negatively related to turnover intentions in the Indian sample while no significant relationship was found in the US sample ( community links -.13 US, -.22 India; community fit .10 US, -.13 India; community sacrifice -.05
US, -.19 India). This poses question on the proposed link, as our research found a positive relationship between the said variable. The same study found family embeddedness to be negatively related with turnover intention on the whole. (family links .22 US, -.11 India; family fit -.62 US, -.55 India; family sacrifice -.16 US, -.29 India). This finding is also in line with ours on the whole.

Table Below provides comparative analysis for the three samples.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Pakistan Sample</th>
<th>Indian Sample *</th>
<th>US Sample *</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Links</td>
<td>-.285 (.000)</td>
<td>.02 (.002)</td>
<td>.12 (.05)</td>
</tr>
<tr>
<td>Person Organization Fit</td>
<td>-.122 (.05)</td>
<td>-.27 (.000)</td>
<td>-.36 (.000)</td>
</tr>
<tr>
<td>Person Job Fit</td>
<td>-.186 (.003)</td>
<td>-.19 (.000)</td>
<td>-.39 (.000)</td>
</tr>
<tr>
<td>Organizational Sacrifice</td>
<td>-.175 (.005)</td>
<td>-.51 (.000)</td>
<td>-.67 (.000)</td>
</tr>
<tr>
<td>Community Links</td>
<td>.434 (.000)</td>
<td>-.22 (.000)</td>
<td>.10</td>
</tr>
<tr>
<td>Community Fit</td>
<td>-.213 (.001)</td>
<td>-.13 (.000)</td>
<td>-.5 (.000)</td>
</tr>
<tr>
<td>Community Sacrifice</td>
<td>-.307 (.000)</td>
<td>-.11 (.000)</td>
<td>.22 (.000)</td>
</tr>
<tr>
<td>Family Links</td>
<td>-.307 (.000)</td>
<td>-.11 (.000)</td>
<td>-.62 (.000)</td>
</tr>
<tr>
<td>Family Fit</td>
<td>-.150 (.018)</td>
<td>-.55 (.000)</td>
<td>-.16 (.000)</td>
</tr>
<tr>
<td>Family Sacrifice</td>
<td>-.148 (.019)</td>
<td>-.29 (.000)</td>
<td>-.16 (.000)</td>
</tr>
</tbody>
</table>

Job embeddedness is based on two main contributions with turnover literature according to (Esther Herrmann 2007). First main contribution is the scope of variable. The researcher tries to understand why people remain in a job such as non additional factors of turnover like structure link to other people. Second contribution is embeddedness which includes the job factors like fit with neighbor and community. They are so involved in their environment. We can understand through this human psychology that why people leave or stay in their jobs.

According to (Mitchell 2001) they have never thought job embeddedness as replacing these other constructs. This is better to understand the variable that are common and of where they differ. Job embeddedness related with any other dependent variable and it can be designed in such a way that why do people stay in organization. Its purpose is different from other constructs in which job satisfaction and organization identity exist. Job embeddedness can also predict similar beneficial of organization. The people who are more embedded are less absent, work harder, perform better and they are more engaged in organization citizenship behavior, then people who are less embedded (Mitchell 2001).

**Future Research**

Future research should examine whether deep level of similarity is a predictor of Job embeddedness. It also refers the extent to which individual feel they share similar personality, attitude, values, traits, interest knowledge and skills with other members of their work group and organization. This form of similarity might manifest a strong sense of job connectedness. Indeed both level of similarity and job connectedness reduce turnover. The research of employee’s turnover can be improved by continuously testing model and variable.

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