

Stay or Leave? Using Job Embeddedness to Explain Turn over Intention among Hotel Staff in Ghana

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Abstract

The purpose of the study is to explore the relationship between job embeddedness and employee turnover intentions of staff in the hotel industry. It examined the various factors of each of the component of job embeddedness and its influence on employees' mobility decision. Cross sectional quantitative design was conducted on a probability multi-stage sampling of 309 staff in the hotel industry of Sekondi-Takoradi metropolis. A binary log it regression model was used to investigate the relationship between job embeddedness and employee turnover intentions. The results of the study revealed that organization-person culture fitness, autonomy (factors of organisation fit), experience, sense of belongingness, co-worker dependency (factors of organisation links) have significant effect on turnover intention. When designing retention strategies, management and human resource practitioners need to recognize how job embeddedness influences the turnover intention of higher educated staff. This paper provides a new dimension of considering the individual indicators of each of the main component of job embeddedness construct and its effects on employee turnover intention.

Keywords: Turnover intention, Organisation fit, Organisation links

Introduction

A major human resource problem faced by many organizations is that of understanding and managing labour turnover which 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.

Organizations 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 organization's intellectual capabilities are fast becoming the key source of maintaining competitive advantage (Powell & Snellman, 2004; Ryder, 2010) of which the hotel industry is of no exception. Furthermore, an increasing number of organizations 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, recognizing 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).

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 T&T 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.

Objectives of the Study

In view of the statement, two objectives were formulated to examine the effects of job embeddedness on employee turnover intention:

1. To examine the effect of organization related fit on turnover intention.
2. To assess the effect of organization related links on turnover intention.

A Review of Turnover Intention

According to Lum, Kervin, Clark and Reed (1998), the use of turnover intention as the dependent variable in research is common. This is due to both theoretical and practical reasons. Theoretically, several researchers such as Mobley, Megilino, Griffeth and 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 organization 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, organization commitment, environments and so on. However, intent to turnover 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. The 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 what they chose 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 was also 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 organizational 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 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 organization 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 organization.

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 the study also indicated low satisfaction with their Quality of Work Life (QWL) and a high turnover intention. There was 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 (2011) 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 healthcare: 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 organization 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 and it was found that age, designation and experience are negatively and significantly correlated with turnover intentions. This shows that the intentions of an individual to leave the organization 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 organization 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. 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 indicating a turnover intention from their current health care institution. Family arrangement was significantly associated with nurses' turnover intention. Procedural justice was significantly associated with nurses' turnover intention. Lack or low procedural justice in the health institutions increases the turnover intention of nurses. Organizational commitment was found to significantly associate with nurses' turnover intention, salary was significantly associated with the nurses' turnover intention, training opportunities also affected 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.

Yoon and Kim (2010) also considered the influence of job stress and burnout on turnover intention of nurses in Korea. The aims of the study were to understand the general hospital nurses' work stress, burn out and turnover intention and to identify the factors that influence on turnover intention. Data were collected from 283 nurses of four general hospitals through questionnaires. The data were analyzed using descriptive statistics, ANOVA, and stepwise multiple regression test. The results indicate that turnover intention was significantly correlated with work stress, burnout, and working position.

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, Sablinski, & Erez, 2001). 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., 2001). The job embeddedness construct is measured with respect to the links the employee has on-the-job, the fit of the employee in the organization, and the sacrifice that the employee would experience upon leaving the job.

Dimensions of Job Embeddedness

In the job embeddedness model, both the relationship of the individual to the organization and the relationship of the individual to the community are important predictors of turnover. Within the organization and the community, an individual can have three kinds of attachments: links, fit, and sacrifice. Thus, with the two factors (organization and community) and the three kinds of attachments (links, fit, and sacrifice) the job embeddedness model has 6 dimensions: organization links, organization fit, organization sacrifice, community links, community fit, and community sacrifice. However, the review focused on only the on-the-job aspect.

Organization Fit

This dimension describes the extent to which the organization 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 organization fit is if the individual values being environmentally friendly and works for an organization that

supports recycling, or if the individual feels s/he is a good fit with his/her job. The better the fit, the more an employee will feel professionally and personally tied to the organization. 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 organization, the less likely the employee is to leave. Thus, the hypotheses proposed are:

H1a: The enjoyment one derives from working with his/her work group do not significantly predict employee turnover intentions.

H1b: The levels of skills an employee expend on a job do not significantly predict employee turnover intentions.

H1c: Employee who perceives the organization's culture as suitable do not significantly predicts employee turnover intentions.

H1d: There is no relationship between job autonomy and employee turnover intention.

H1e: Provision of growth and development opportunities to employee do not significantly and negatively predicts turnover intention.

Organization Links

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

Thus, the hypotheses proposed are:

*H2a:*Experiences held by employee do not affect employee's turnover intention.

*H2b:*Sense of belonging by employee does not predict turnover intention.

*H2c:*High co-worker dependency does not significantly and negatively predict turnover intention.

*H2d:*The number of work committee that one serves on does not predict turnover intention.

Review on 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).

Lee, Sablynski, Burton and Holtom (2004) found turnover 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 believable outcome. Organizational commitment, organizational 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 organization 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 organization. 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 organizations, such as reducing turnover cost and increasing job knowledge through longer tenure. Considering organizations with longer tenured employees, research points to organizations 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 keeping the work process as is, thus prohibiting environmental changes within the organization. To address this issue, Ng and Feldman investigated the relationship of job embeddedness and innovation-related behavior. 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 organization. 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 findings offer positive support for employers whose aim is to increase tenure within their organizations.

GiosanHoltom 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 organizational characteristics that could be considered antecedents of the job embeddedness construct, including role ambiguity, perceived supervisor support, and participation in benefits.

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 organization. Likewise, a move out of the organization may require an excellent alternative to be worth the sacrifice of invested resources. Job embeddedness is related to the organization and the workplace, thus higher levels of job embeddedness would be related to lower intention to leave the organization. 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 relationship between the new construct; job embeddedness and turnover intention, Hassell (2005) looked at an extension of the theory of job embeddedness: an investigation of effect on intent to turnover of United States air force members. Using a sample size of 250 members, the results indicated that job embeddedness was a significant predictor of intent to turnover. However, age, race, gender, and marital status were not found to be significant moderators of job 'embeddedness and intent to turnover. In support of the above finding, the work of Tanovaand 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 demographic and traditional variables.

Takawira (2012) also conducted a survey job embeddedness, work engagement and turnover intention of staff in a higher education institution in South Africa. The aim was to determine the relationship between job embeddedness, work engagement and turnover intention. A purposive sample of 153 academic and non-academic staff was used. Correlation analyses results 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 aim was to examine the effects of job embeddedness and work satisfaction on turnover intentions of small and medium construction IT workers. Data was collect data from 177 IT workers and the results show that, the more sacrifice, the higher career satisfaction, and the higher job satisfaction the employees have, the less turnover intention they have.

Lee, Mitchell, Sablynskiand Holtom (2004) explored the effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover. The focus was to extend the theory and research on job embeddedness which was disaggregated into two major sub-division, on-the-job and off-the-job embeddedness. A survey method was adopted with a sample size of 1650. However, 839 questionnaires representing 51 percent 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 a comprehensive nurse retention plan. 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).

Methodology

Every employee is faced with two options when it comes to mobility decision. The employee may either choose to continue working with the organisation or may cease working with the organisation. In view of this, a binary logistic regression model was developed to examine the influence of the job embeddedness related factors on employee's turnover intention.

$$P_{ij} = \beta_0 + \beta_1 \text{fancy} + \beta_2 \text{skital} + \beta_3 \text{fitcul} + \beta_4 \text{auto} + \beta_5 \text{grodev} + \beta_6 \text{exper} + \beta_7 \text{codep} + \beta_8 \text{belong} + \beta_9 \text{wocomp} + \mu$$

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

Organization related fit factors;

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

Skital= (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

Organization related links factors:

Exper= experience of employee

Codep=co-worker dependency

Belong= sense of belongingness

Wocomp= work committee that employees serve on

The predictor variables used in the model were selected based on the theoretical and empirical review. The variables fancy, skital, fitcul, auto and grodev constitute organization

related fit. Exper, belong, codep and wocomp being the second set of variables constitute organization related link.

Measuring Instruments

Organisational fit. This study adopted and modified five items from Job Embeddedness Scale (JES) developed by Mitchell et al.(2001b)to suit the Ghanaian context. A Cronbach's alpha of $\alpha = .87$ was recorded for this study.

Organisational links. The study adopted and modified four items from Job Embeddedness Scale (JES) developed by Mitchell et al. (2001b) to suit the Ghanaian context. A Cronbach's alpha of $\alpha = .68$ was recorded for this study.

Turnover intention. The Turnover Intention Scale (TIS), developed by Mitchell et al. (2001b) was modified and adopted for the study. The response option which was originally on a seven-point Likert scale 1 ('strongly disagree') to 7 ('strongly agree') was modified into yes and no options.

Table 1. Shows the marginal effect of job embeddedness on turnover intention

Variable	Marginal Effect	P-Value
Fancy	-.0078	0.902
Skill utilization		
Dissatisfied	.1046	0.255
Satisfied	.1036	0.243
Organization culture fitness		
Suitable	.2060	0.020
Undecided	.1775	0.051
Unsuitable	.1867	0.024
Autonomy	.1516	0.019
Growth and development opportunities		
Not often	.00911	0.093
Often	.0165	0.757
Experience	.1160	0.006
Co-worker dependency	- .0199	0.028
Belongingness	.0252	0.000
Work committee	.0020	0.907

Effect of Organisational Related Fit Factors on Employee Turnover Intention

From Table 1 above, employee's perception towards the fitness of the organization culture was statistically significant at both five and ten percent levels respectively. Therefore, the study rejected the null hypothesis that, employee who perceives the organization's culture as compatible to theirs do not significantly and negatively predicts turnover intention. What the above finding means is that when the perception toward organization 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 organization culture to be compatible with theirs and the employees who are undecided with regard to the fitness of organization culture.

In fact, a positive coefficient was expected for employees who perceive organization culture unfit to their culture, which is those who perceive organization culture to be unsuitable. The positive coefficient between employees perception toward organization culture implies that those who perceive organization culture as unsuitable are more likely to leave the organization. The marginal effect of 0.1775 indicates that the probability of an employee who perceive organization culture to be unsuitable leaving the organization as compared to employee who is undecided increases by 17.75%.

However, employees who also perceive organization culture to be suitable also had the intention to leave the organization. From Table 1, those who perceive the organization 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 organization culture implies that those who perceive organization culture as suitable are more likely to leave the organization. The marginal effect of 0.2060 indicates that the probability of an employee who perceive organization culture to be unsuitable leaving the organization 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 organization 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 organization 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. Meaning, majority of the employees receive salaries that ranges 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 organization's culture.

Work autonomy is another organization related fit factor considered in this study. From Table 1, work autonomy had a marginal effect of 0.1516 with a p-value of 0.019 and 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 which is consistent with the current study.

As part of considering the organization related fit factors, growth and development opportunities for employees was also assessed. Employee perception towards growth and development opportunities as influencing their turnover intention was statistically significant at 10% level with a p-value of 0.093. Hence, the study rejected the null hypothesis that provision of growth and development opportunities to employees do not significantly and negatively predicts turnover intention. Three dummies coded were created for this variable to

enable respondent to describe how often they have been sponsored by the organization to participate in capacity building programmes. What the above finding means is that, when provision of growth and development opportunities is dummy coded as “not often” and “often” by setting “very often as a base category, a significant difference was 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.

Effect of Organisational Related Link Factors on Employee Turnover Intention

Four hypotheses were formulated for organization related fit factors. From Table 1, the experience of employee on the job had a marginal effect of -0.1165 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 0.1165 indicates that the probability of an employee with increasing experience leaving the organization decreases by 11.65%.

The result is consistent with Perez (2008) who conducted a study on ‘Turnover Intent’ of public servant employees’ in Turkey. In analyzing the various factors that influence a person’s turnover intention, a data from the HR-Barometers of 2007 was used. Experience also showed to be significantly correlated with the dependent variable. The longer an individual is employed on the job, the less the individual will have intentions to leave.

Another factor considered under link related factors is the sense of belongingness by colleagues at the workplace. This variable had a marginal effect of -0.0199 with a p-value of 0.028. Therefore, the null hypothesis for the study was rejected. A negative correlation was expected between sense of belonging and turnover intention and the expectation was met in this study. The negative correlation 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 0.0199 indicates that the chances of an employee who perceives workplace colleagues as supportive leaving the organization as compared to an employee who does not perceive workplace colleagues as supportive decreases by 1.99%.

The study of Aadmott (2004) shows that 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. If there are a good relationship, communication, support, encouragement and understanding between co-workers leads to job satisfaction and can limit the chances of turnover in the organization.

Conclusion

Based on the findings of the study, it can be concluded that, the probability of an employee leaving the organization as a result of organization related fit is dependent on the culture of the organization and the level of autonomy. Regarding organisational related links, the

probability of leaving the organisation is predicted by the level of experience held by the employee, co-worker dependency and sense of belongingness.

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