

'Embeddedness Predicts Turnover and Performance in an Australian Organisational Context' (Lisa J. Vandertogt)

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The reason why an employee engages in positive and negative work behaviours and why they decide to leave their organisation (turnover) is of high interest to organisations. Job embeddedness is a new construct outlining the forces that keep employees enmeshed in their jobs, organisations, occupations, and communities.

The current study investigated whether various foci of embeddedness, namely organisational, occupational, and community, are useful for determining why people decide to leave their organisations and why they engage in positive and negative workplace behaviours.

Using a cross-sectional design, 201 participants in Australia were recruited to complete an online survey. The survey included questions related to the different foci of embeddedness (organisational, occupational, and community), engagement in positive (organisational citizenship behaviours) and negative (counterproductive workplace behaviours) workplace behaviours, demographic variables (age, gender, industry type, occupational tenure, and organisational tenure), and control variables (job satisfaction, perceived employability, affective commitment, and social desirability).

The study utilised a 'hierarchical' modelling approach, to determine if the embeddedness construct was more useful for predicting employees intentions to leave their organisation and self-reported engagement in positive and negative workplace behaviours compared to previously researched predictors of turnover and work performance (job satisfaction, organisational commitment, perceived employability).

The results of the current study demonstrated that employees embedded in their organisation and communities were less likely to consider leaving their organisation, with embeddedness accounting for significant incremental variance after controlling for traditional predictors of turnover including job satisfaction and organisational affective commitment. The results did not find significant relationships between embeddedness and engagement in positive work performance, however did illustrate individuals embedded in their occupation reported engaging in more negative work behaviours.

The results of this study suggested traditional predictors of turnover and work performance may be more useful when designing organisational interventions compared to the new construct of embeddedness.