

ABSTRACT

The Ignored Side of Organizational Job Embeddedness:
An Examination into the role of Personality and Social Exchanges in influencing
the Embeddedness – Voluntary Turnover Intent Relationship

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This study extends the existing body of research on organizational job embeddedness by examining the relationship of an employee's personality and social exchange relationships to their embeddedness and hence to their voluntary turnover intentions as well. While the emerging embeddedness literature recognizes that the extent of an employee's embeddedness within their organization is one of the most valid predictors of voluntary turnover, where turnover is seen as one of the most pressing organizational issues, little research has explored the influence of 'people' and social factors on this construct.

This study then uses and supplements the Theory of Planned Behaviour to hypothesize personality as an antecedent of organizational job embeddedness, organizational job embeddedness as a predictor of voluntary turnover intentions, psychological contracts as a moderator on the embeddedness-turnover intent relationships, and embeddedness as an intermediary mechanism that mediates the personality - turnover intention relationship. Further, it is suggested that voluntary turnover intentions influence social networking behaviours, which in turn reinforce job embeddedness.

These proposed relationships are examined in a final sample of 195 service - sector employees in Trinidad using a cross-lagged panel design and Structural Equation Models. In general, the results provided strong support for the role of personality in predicting embeddedness, for embeddedness as a predictor of turnover intentions and for embeddedness as a mediating mechanism through which personality influences turnover intent. The hypothesized role of perceived psychological contracts however was not generally supported, although it was suggested that turnover intentions can predict social networking behaviours, which in turn can reinforce organizational job embeddedness. In these ways, this study opens the door to an often ignored side of embeddedness which can no longer be ignored. Contributions, limitations, practical implications, and directions for future research are offered.

Keywords: Riann Singh; job embeddedness; turnover intentions; personality; social exchanges.