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**Submission Acknowledgement**

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Dear Authors

Thank you for submitting the manuscript, "THE IMPACT OF JOB EMBEDDEDNESS AND WORK ENGAGEMENT ON STAFF TURNOVER" to Polish Journal of Management Studies (PJMS).

In the future please, if you have any questions, please contact me. Thank you for considering this journal as a venue for your work.

With very best wishes,

Yours faithfully,

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Dear Authors,

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Our decision is: **(MINOR) REVISIONS REQUIRED.**

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Dear Authors,

We are pleased to inform you that we have just published your article in the 28th issue of the Polish Journal of Management Studies.

Thus, let us thank you for your co-operation.

We hope you will be so kind to promote our journal contents in your future scientific work and in your scientific environment.

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# THE IMPACT OF JOB EMBEDDEDNESS AND WORK ENGAGEMENT ON STAFF TURNOVER

Artiningsih, D.W., Putra, D.S., Zainul, M., Ibrahim, A.H.H.\*

**Abstract:** The high turnover rate in higher education and the significance of retaining staff has prompted researchers to investigate factors that could impact employee retention, such as job embeddedness and work engagement. This study sought to investigate the interrelationships between job embeddedness, work engagement, and turnover intention among staff members at a higher education institution in South Kalimantan, Indonesia for deriving insights into how management practices can be tailored to foster employee retention and engagement. Using a non-probability purposive sampling method, a cross-sectional quantitative survey with 300 lecturers was conducted. Significant relationships were found between job embeddedness, work engagement, and turnover intention through correlational and multiple regression analyses. The presence of organisational links and dedication were found to have a significant and negative impact on turnover intention. The findings presented here offer valuable new insights that can be applied to improve staff retention in the higher education sector. When designing retention strategies, management and human resource practitioners in higher education must acknowledge the impact of job embeddedness and work engagement on staff turnover intention.

**Key words:** job embeddedness, work engagement, turnover intention, higher education, lecturers

## Introduction

In today's modern work environment, organisations are experiencing a significant change in their human resource practices. This shift is towards sustainability, specifically emphasising maintaining high-performance standards for both individuals and the organisation (Kwong et al., 2021). This is achieved through fostering employee engagement, commitment, and loyalty (Cachón-Rodríguez et al., 2022; Szostek et al., 2023). One of the main challenges that workplaces encounter is job embeddedness, which has a significant impact on decisions related to employee retention (Shah et al., 2020). The role of organisational embeddedness (on-the-job) and community embeddedness (off-the-job) is significant in measuring job outcomes, including satisfaction, commitment, and turnover intention (Peltokorpi & Allen, 2023).

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As organisations recognise the growing importance of human capital as a critical driver of competitive advantage (Wongsansukcharoen & Thaweepaiboonwong, 2023), the need to retain talented employees is becoming increasingly crucial. There is a growing recognition of the changes happening in workforce demographics, leading organisations to emphasise retaining skilled employees, ensuring their full engagement, and integrating them into their roles (Malik et al., 2022). Hence, organisations must be able to make well-informed decisions regarding developing effective retention practises aimed at reducing turnover (Škerháková et al., 2022).

According to Qiu et al. (2023), higher education is crucial for fostering the development of future talent and promoting socioeconomic growth through knowledge creation. The implementation of socioeconomic and political strategies by governments competing in the global economy has a growing detrimental effect on the availability of talent in higher education (Park et al., 2022). Therefore, businesses must consider new labour market demographics, globalisation, and competitive pressures to be effective (Alzate et al., 2022). Academics play a crucial role in society by educating future leaders and contributing to scientific research, which helps to expand our knowledge (Aljoghaiman et al., 2022). However, higher education institutions in Indonesia are facing the challenge of losing their highly qualified knowledge workers to lucrative offers from the private sector and being targeted by headhunters from other international higher education institutions (Rosser, 2022). White-Lewis et al. (2022) emphasise the importance of conducting additional research to understand better the turnover patterns among academic staff in higher education institutions.

Retaining talented staff in higher education institutions is a crucial matter with significant implications (Abdullahi et al., 2020). The factors that drive employees to stay in their current jobs are intricate and varied. Nevertheless, the lack of skilled personnel can significantly hinder the quality of decision-making, curriculum development, and the provision of academic services (Aseeri & Kang, 2023). Ultimately, this can decrease student learning outcomes and reduce contribution to socioeconomic development. In Indonesia, where the higher education sector is already encountering significant challenges, the departure of skilled staff poses a major threat (Pariyanti et al., 2022). Since higher education institutions in Indonesia rely heavily on their human capital to achieve their goals, they must create supportive, stimulating, and rewarding workplaces to retain their most valuable asset (Putro et al., 2022). Not taking these steps could have significant consequences for the future of higher education in Indonesia. Higher education institutions will face challenges in global competition, and students will be deprived of high-quality education if they do not have skilled and talented staff.

Furthermore, Banjarmasin's designation as a neighbouring city of the next Indonesian capital in 2024 is predicted to have a complicated and diverse effect on talent turnover intentions in Banjarmasin, Indonesia. The infusion of new employment and prospects in the new capital may attract brilliant Banjarmasin workers, leading to increased turnover intention. On the other hand, the classification of Banjarmasin formerly known as deprived areas (Rajiani et al.,

2023) as a neighbouring city may result in more investment and development, resulting in additional employment and opportunities, making it a more appealing area to live and work for skilled professionals. This could contribute to lower turnover intentions since bright workers are more inclined to stay in Banjarmasin if their job prospects are good.

This study investigates the relationship between job embeddedness, work engagement, and turnover intention among personnel at an Indonesian higher education institution in Banjarmasin, Indonesia. Given the importance of retaining talented employees (Kaliannan et al., 2023) and the growing recognition of job embeddedness and work engagement as key retention factors (Bresk, 2023; Xue et al., 2023; Abraham et al., 2023), this investigation is warranted. If significant relationships are found, further extensive investigations in higher education can be accomplished.

## **2. Literature review**

Job embeddedness is a comprehensive concept encompassing various factors preventing employees from leaving their jobs. According to Peltokorpi & Allen (2023), organisational embeddedness, which refers to an employee's connections to their job and the organisation, is a more accurate predictor of employee retention than community embeddedness. This study specifically examines the concept of organisational embeddedness. Philip & Medina-Craven (2022) define job embeddedness as the interconnections between various aspects of a job, the alignment between a person and their job, and the sacrifices one must make to leave the job.

Job embeddedness is characterised by connections to the job and organisation, person-job fit, and sacrifices associated with leaving the workplace. Philip & Medina-Craven (2022) imply that links are formal or informal connections between an employee and other entities on the job and that a higher number of links is associated with a higher level of embeddedness (Tabrizi et al., 2023). Person-job fit refers to an employee's perceived compatibility with the organisation and the position, and a higher fit is associated with increased embeddedness (Mehmood et al., 2022). Sacrifices refer to perceived material or psychological costs associated with leaving employment, and higher perceived costs are related to greater embeddedness (Self et al., 2020).

Job embeddedness is associated with a lower likelihood of turnover and is more predictive of turnover than other variables, such as job satisfaction and organisational commitment (Ampofo & Karatepe, 2022). Employees who are deeply embedded are less likely to seek different career options. On the other hand, some embedded employees may feel trapped in unfavourable employment or lose motivation owing to fear of leaving (Rho et al., 2022). The positive characteristics of job embeddedness that keep people content and interested in their jobs are the focus of this study. Employees are more likely to remain in organisations when they have robust social and professional connections, such as with their coworkers, involvement in projects, and engagement in community activities (Vuong et al.,

2022). Leaving a job often entails giving up familiar perks, routines, and social networks.

Multiple studies have demonstrated that employees who feel deeply connected to their jobs are more inclined to stay with the organisation compared to those who do not have such a strong connection (Mendoza-Ocasal et al., 2022; Chen & Wei, 2023).

Work engagement refers to a positive and fulfilling state of mind that individuals experience in their work. It is characterised by feelings of vigour, dedication, and absorption (Masood & Khan, 2023). Weiss & Zacher (2022) define work engagement as a constant and affective cognitive state not centring around a specific object, occasion, or individual behaviour. This definition builds upon two distinct schools of thought that differentiate burnout from work engagement. Work engagement is characterised explicitly by three primary dimensions: vigour, dedication, and absorption (Coelho et al., 2023). Vigour is characterised by having high levels of energy and resilience while working and a strong willingness to invest effort and persevere in the face of challenges. Dedication is defined by a deep commitment, a sense of pride, a feeling of importance, a strong passion, and a source of inspiration in one's work. Absorption is when individuals are thoroughly engrossed and intensely focused on their work, causing time to fly by and making it challenging to detach from their tasks (Kassandrinou et al., 2023).

Work engagement is linked to an individual's attitudes, intentions, and behaviours (Vveinhardt & Sedziuviene, 2022). As demonstrated by Yusoff et al. (2022), engaged employees exhibit a stronger sense of attachment to their organisation and are less likely to consider leaving it. Several researchers have found evidence supporting the view that work engagement is negatively correlated with turnover intention (Martadiani et al., 2022; Dewi et al., 2023). Research has shown that work engagement has several positive outcomes. These include increased job satisfaction, a motivated workforce, improved employee well-being, and reduced likelihood of employees leaving an organisation (Hafeez et al., 2023; Tu et al., 2022; Song et al., 2022).

The subjective probability that a person would leave their position within a given time frame is known as turnover intention (Abdullah Al Mamun & Nazmul Hasan, 2017; Kakar et al., 2023). Liu-Lastres et al. (2022) discovered that workers who intend to leave the company frequently give subpar customer service and compromise efficiency. Studies have indicated that turnover is preceded by the intention to depart (Parmar et al., 2022). Turnover can result in expenses for an organisation related to hiring, screening, training, and using temporary workers (Chowdhury et al., 2022). Furthermore, turnover may negatively affect staff morale and company culture (Goswami, 2022).

According to Bolt et al. (2022), a high employee turnover rate is due to external factors, including talent competition and alternative opportunities in the local or global economy. However, engagement and embeddedness have become well-liked ideas for encouraging staff retention (Klotz et al., 2020). According to job embeddedness (Tabrizi et al., 2023), several variables prevent people from quitting.

Conversely, work engagement is a favourable psychological state associated with employment that encourages people to continue working.

Employees with higher levels of embeddedness are more likely to be linked to their organisation and less likely to leave, implying that job embeddedness, which is related to the organisation and the workplace, is likely to be negatively correlated with turnover intention (Ampofo & Karatepe, 2022; Yusoff et al., 2022). On the other hand, work engagement is more closely tied to one's energy level and psychological attachment to one's job. As a result of their investment of energy and high levels of identification with the job, employees who are more engaged with their work may be less prone to disengage from their employment (Bakker et al., 2008). According to Dechawatanapaisal (2022), a lack of embeddedness and a disengaged workforce might drive turnover intention. However, there needs to be more research on the association between job embeddedness, work engagement, and turnover intention.

Given that job embeddedness and work engagement are both viewed as essential factors that influence employees' decisions to leave (Ramaite et al., 2022), the following hypotheses were developed:

Hypothesis 1: A statistically significant correlation exists between an individual's job embeddedness, work engagement, and turnover intention.

Hypothesis 2: Job embeddedness is negatively correlated with turnover intention.

Hypothesis 3: Work engagement is negatively correlated with turnover intention.

### **3. Research methodology**

The research employed a cross-sectional survey methodology to gather quantitative primary data through the distribution of self-administered questionnaires. The study sample comprised 250 employees of a private higher education institution in South Kalimantan, Indonesia, who were selected using a non-probability purposive sampling technique. The sample consisted solely of senior lecturers and lecturers. Data collection was conducted from January to June 2023. It makes use of Takawira et al. (2001)'s job embeddedness scale. The three items on the scale are sacrifice (I would sacrifice a lot if I quit this job), fit (my job uses my abilities and talents well), and links (my coworkers are similar to me). Three essential components of job engagement were measured using the work engagement scale, according to Sulaiman & Zahoni (2016). These are three things: vigour (I work with so much energy), devotion (I find my work to be meaningful and purposeful), and absorption (time flies when I am working). Mitchell et al. (2001) modified the following three questions to gauge an employee's desire to leave a company. "Do you intend to leave the organisation in the next 12 months?" How strongly do you feel about leaving the organisation within the next 12 months?" and "How likely is it that you will leave the organisation in the next 12 months?"

The Likert scale used to assess the responses ranged from 1 (strongly disagree) to 7 (strongly agree), representing different intensities. A higher answer aggregate indicates higher levels of work engagement, job embeddedness, and turnover intention.

The data was analysed using descriptive, correlational, and inferential statistics. The internal consistency reliability of each measuring instrument was assessed using the Cronbach alpha coefficient. The value must be  $> 0.50$  (Kennedy, 2022). Pearson's product-moment correlations were conducted to test the research hypothesis H1. This study considers  $r$  values greater than 0.30 (medium effect) significant (Schmitz et al., 2000). Multiple regression analyses were conducted to further analyse the three variables' relationship. The purpose was to determine how much the independent variables (job embeddedness and work engagement) explain the variance in the dependent variable (turnover intention). The results were interpreted using the adjusted  $R^2$  value, with a significance level of  $p \leq 0.05$ .

#### 4. Result and discussion

Table 1 provides the means, standard deviations, and reliability coefficients for the job embeddedness, work engagement and turnover intention variables.

**Table 1. Descriptive statistics: Job embeddedness, work engagement and turnover intention scale**

	Mean	Std. deviation	Cronbach's alpha
Job Embeddedness	4.382	1.808	0.887
sacrifice	4.496	1.794	0.888
fit	3.696	1.789	0.885
links	4.956	1.841	0.889
Work Engagement	5.882	1.569	0.887
vigour	5.376	1.338	0.886
devotion	5.710	1.385	0.888
absorption	6.380	1.202	0.889
Turnover Intention	6.111	1.803	0.885
intending to leave	5.253	1.803	0.925
feeling about leaving	6.596	0.797	0.910
leaving likelihood	6.486	0.863	0.911

*Source: Own calculation in SPSS*

The results show that the reliability of the factors, as measured by Cronbach's alpha, are all above 0.70, which confirms the internal consistency of the items in a variable. In terms of the job embeddedness means and standard deviations, Table 1 shows that the total mean average score was ( $M = 4.382$ ;  $SD = 1.808$ ). Links to the organisation obtained the highest mean score ( $M = 4.956$ ;  $SD = 1.841$ ), followed by sacrifice to the organisation ( $M = 4.496$ ;  $SD = 1.796$ ). The lowest mean score was obtained on the fit to the organisation subscale ( $M = 3.696$ ;  $SD = 1.789$ ). In terms of the work engagement means and standard deviations, Table 1 shows that the total work engagement mean average score was ( $M = 5.882$ ;  $SD = 1.569$ ). The

subscale measuring absorption received the highest mean score ( $M = 6.380$ ;  $SD = 1.202$ ), followed by the subscale measuring devotion ( $M = 5.710$ ;  $SD = 1.385$ ). The vigour subscale yielded the lowest mean score ( $M = 5.376$ ;  $SD = 1.428$ ). Three items were used to measure the turnover intent. In terms of mean and standard deviation, Table 1 reveals that the total mean average score was ( $M = 6.111$ ;  $SD = 1.803$ ), indicating a high turnover intention score.

**Table 2. Pearson's product-moment correlations of sub-dimensions and turnover intention**

Correlations	Sacrifice	Fit	Links
Vigour	0.649**	0.692**	0.698**
Devotion	0.690**	0.690**	0.683**
Absorption	0.670**	0.622**	0.709**
Turnover intention	-0.703**	-0.804**	-0.644**
	Vigour	Devotion	Absorption
Turnover intention	-0.692**	-0.690**	-0.622**

*Note: \*\*Correlation is significant at the 0.01 level (2-tailed)*

*Source: Own calculation in SPSS*

Sacrifice, fit and links to the organisation have a strong and positive correlation with the sub-dimensions of work engagement reflected in vigour, devotion, and absorption, as seen in Table 2.  $R = 0.622$  to  $0.709$  ( $p < 0.000$ ; high effect size) is the range of correlations. Sacrifice, fit and links also have a strong negative correlation with turnover intention with  $r = -0.644$  to  $-0.804$  ( $p < 0.000$ ; high effect size). The greatest statistically significant negative connection ( $r = -0.804$ ;  $p < 0.000$ ) was found between turnover intention and fit to the organisation. Table 2 demonstrates a strong and negative correlation between vigour, devotion, absorption, and turnover intention. The observed correlations exhibited a range of values, spanning from  $r = -0.622$  to  $-0.692$  (indicating a medium impact size,  $p < 0.000$ ). The strongest significant correlation ( $r = -0.692$ ;  $p < 0.000$ ) was found between the variables of vigour and turnover intention.

**Table 3. Pearson's product-moment correlation: job embeddedness, work engagement and turnover intention**

N = 300	Job embeddedness	Work engagement	Turnover intention
Job embeddedness	1	0.645**	-0.716**
Work engagement	0.645**	1	-0.680**
Turnover intention	-0.716**	-0.680**	1

*Source: Own calculation in SPSS*

In Table 3, significant relationships were observed between job embeddedness, work engagement, and intention to leave ( $p < 0.000$ ). A significant positive correlation was observed between job embeddedness and work engagement ( $r = 0.645$ ; large effect,  $p < 0.000$ ). There was a statistically significant negative relationship between job embeddedness and intention to leave ( $r = -0.716$ ; large effect size,  $p < 0.000$ ). Lastly, a negative and statistically significant correlation was found between work engagement ( $r = -0.680$ ; a large effect size,  $p < 0.000$ ) and

intention to leave the organisation. The results provided sufficient evidence to support research hypothesis 1: a statistically significant relationship exists between job embeddedness, work engagement, and intention to leave the job.

Regression model 1 in Table 4 shows that the job embeddedness and work engagement variables explain a significant proportion (59.4%; medium effect) of the variance in total turnover intention. Job embeddedness ( $t = -9.793$ ;  $p = 0.00$ ) and work engagement ( $t = -7.748$ ;  $p = 0.00$ ) contributed significantly and negatively to the prediction of turnover intention. The findings support hypotheses 2 and 3, which posit that job embeddedness and work engagement have strong negative relationships with turnover intention.

**Table 4. Regression analysis: job embeddedness, work engagement and turnover intention**

Coefficients					
Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.155	.224		-.690	.491
Job Embeddedness	-.439	.045	-.474	-9.793	.000
Work Engagement	-.427	.055	-.375	-7.748	.000

a. Dependent Variable: Turnover Intention,  $R = 0.771$ ,  $R^2 = 0.594$

Source: Own calculation in SPSS

The study examined the correlation between job embeddedness, engagement, and turnover intention. The results showed a clear and meaningful connection between the job embeddedness of the participants and their level of work engagement. The results indicated that participants with high job embeddedness and work engagement levels had significantly lower turnover intentions. Based on the results, employees with a strong sense of commitment to their jobs are more likely to feel compelled to remain with the organisation. Supporting the previous studies (Kakar et al., 2023; Dewi et al., 2023; Parmar et al., 2022; Weiss & Zacher, 2022), the current findings indicate that when an employee has strong formal or informal connections with their institution or other individuals, a good fit with their job and organisation, and perceives personal losses such as leaving colleagues or exciting research projects, they are more likely to remain in the institution. Likewise, individuals who are highly engaged in their work demonstrate a reduced inclination to leave the organisation. These results align with the conclusions of Masood & Khan (2023) and Peltokorpi & Allen (2023). They indicate that engaged employees tend to feel more connected to their organisation and have positive experiences, reducing the likelihood of leaving the organisation.

The findings indicate that job embeddedness negatively impacts participants' turnover intention more than work engagement. The findings align with the study of Ampofo & Karatepe (2022), which concluded that job embeddedness is a more powerful predictor of turnover intention than work engagement. Furthermore, the findings indicate a significant negative relationship between the participants' links

and turnover intention. According to Mendoza-Ocasal et al. (2022), there is a positive relationship between the number of links a person has with their job or organisation and their sense of commitment to both. The present results also demonstrated that the participants' dedication significantly reduced turnover intention in relation to work engagement. The findings of Chen & Wei (2023) also support these results, as participants displayed relatively high levels of dedication. The findings confirm the necessity of considering employment embeddedness and work engagement within higher education to comprehend employees' intention to leave. In light of the argument that embedded and engaged employees exhibit higher performance and fewer intentions to leave the organisation (Kassandrinou et al., 2023; Masood & Khan, 2023), it is recommended that the higher education institution and its management consider programs for improving the embeddedness and engagement of its staff in order to reduce turnover intention. In this context, it is suggested that to help employees fit their jobs and the organisation better and build stronger links with colleagues, supervisor support is provided that gives subordinates guidelines, assistance, trust and praise (Coelho et al., 2023). Employees are then likely to become more rooted in their jobs and less likely to abandon the organisation. The results indicated that engaged and dedicated employees have a lower intention to leave, so higher education should be encouraged to help sustain employees' vigour and dedication by offering, for instance, meaningful work activities, flexible working arrangements, opportunities for growth and development, and incentive compensation (Mendoza-Ocasal et al., 2022).

In conclusion, contemplating job embeddedness and work engagement in HRM practices has significant implications for the higher education context. They can help institutions retain talented faculty and staff, foster a supportive work environment, and ultimately improve the stability and global competitiveness of their academic programs and institutions.

### **5. Managerial implication**

The findings of this study are particularly pertinent within the context of higher education in Indonesia. In recent years, the higher education landscape in Indonesia has experienced accelerated growth and expansion, with numerous institutions competing for students and faculty. The significance of considering employment embeddedness and work engagement becomes even more pronounced in this context. Human Resources Management (HRM) practices at universities and colleges in Indonesia can benefit significantly from the findings of this study. Given the competitive character of the Indonesian higher education sector, HR departments within these institutions can modify their recruitment and selection procedures to identify candidates with a greater propensity for job embeddedness and work engagement. In a highly competitive environment, identifying individuals more likely to remain committed to their academic responsibilities can help institutions retain top talent. Moreover, universities in Indonesia can design training and development programs to improve faculty and staff job embedding and work engagement. This includes providing opportunities for professional



development, career advancement, and personal growth, which can be especially attractive to academics considering long-term careers within the institution.

## 6. Conclusions

This study investigated the relationship between employment embeddedness, work engagement, and intention to leave among the staff of a higher education institution in South Kalimantan, Indonesia. The results indicate that job embeddedness and work engagement are substantially inversely related to turnover intention, indicating that staff members who are more embedded in their jobs and engaged in their work are less likely to leave the institution. These findings have crucial implications for higher education institutions, which increasingly face challenges in retaining staff. By fostering job embeddedness and work engagement, institutions can create a more supportive and rewarding work environment for their employees, which can lead to decreased employee turnover and increased employee productivity. The fact that this study was conducted at a solitary institution in Indonesia is a limitation, and the results may only apply to some institutions in other countries. Future research could investigate the relationship between job embeddedness, work engagement, and intention to leave in other contexts, including various types of institutions, countries, and staff members. The study employed a cross-sectional design, which prevents it from establishing a causal relationship between the variables. Future research could utilise longitudinal designs to investigate the causal relationships between job embeddedness, work engagement, and intention to leave the job. In addition, no prospective mediating or moderating variables were measured. Future research could investigate the role of other variables, such as organisational culture, leadership style, and job satisfaction, in mediating or moderating the work engagement and intention to leave the higher education sector. Future research could build on these findings to investigate the causal relationships between these variables and identify methods to promote job embeddedness and work engagement to reduce employee turnover and boost employee productivity.

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