

# JOB EMBEDDEDNESS INFLUENCING TURNOVER INTENTIONS AMONG EMPLOYEES OF SELECT PUMP MANUFACTURING COMPANIES IN COIMBATORE

<sup>1</sup> Mrs.S.Rajeshwari, <sup>2</sup> Dr.P. Paramanandam,

<sup>1</sup> Research scholar, <sup>2</sup> Professor,

<sup>1</sup> Department of Business Management, <sup>2</sup> Department of Management,

<sup>1</sup> PSGR Krishnammal College for Women, Coimbatore – 641 004, India

<sup>2</sup> PSGR Krishnammal College for Women, Coimbatore – 641 004, India

## ABSTRACT

This research investigates the relationship between job embeddedness and turnover intention among employees working in select pump manufacturing companies in Coimbatore. Coimbatore is an industrial hub, a Detroit of the great country of India. The pump manufacturing industry in Coimbatore holds a major portion of the total Indian market share. In Coimbatore, labour market consists of different types of workers such as permanent wage workers, short term wage workers, disguised wage workers, dependent workers and the self-employed. Therefore, the objective is to analyze the relationship between job embeddedness and turnover intention of employees working in the select pump manufacturing companies in Coimbatore. Four hundred and sixty eight respondents from total population are selected randomly for the study. Tools used for analysis are descriptive statistics, correlation and regression analysis along with percentage analysis and for reliability Cronbach's alpha are used. Summary of result shows, there is a significant correlation and relationship between 1) organization related embeddedness and turnover intention, 2) community related embeddedness and turnover intention; 3) family related embeddedness and turnover intention; 4) personal supervisory support and turnover intention and finally, 5) perceived external prestige and turnover intention to reject ( $H_{0a}$ ,  $H_{0b}$ ,  $H_{0c}$ ,  $H_{0d}$  and  $H_{0e}$ ) null hypothesis. From the results, it is observed that perceived supervisory support and turnover intention ( $H_{02d}$ ) is found negatively related to reject null hypothesis at 10% level signifies, there is a need to improve supervisory support for employees of the select pump industry to avoid turnover intention.

**Key words: Employees, Pump Manufacturing Companies, Job embeddedness, Turnover Intention, etc.**

## 1. INTRODUCTION

This research investigates the relationship between job embeddedness and turnover intention among employees working in select pump manufacturing companies in Coimbatore. This chapter introduces the concepts, relations and factors associated with job embeddedness and its influence on among employees feeling the work related stress affecting their attitude that can significantly direct them towards voluntary turnover intention. The result summarizes the outcome of job embeddedness and turnover intention of employees engaged in select Pump manufacturing companies in Coimbatore district.

### Definitions

Job embeddedness is defined as the phenomenon where the inner /outer performance of the job and its result are affected by the composition of the overall network to which the individual belongs Dicken et.al., [1994]. Turnover is defined as the action of leaving an organization by his/her will. To measure this, the questions used in this survey are those which Mobley [1977] & Becker [1992] developed.

## PROBLEM STATEMENT

Coimbatore is an industrial hub, a Detroit of the great country of India. The enterprising thirst has never seen a dip in the scale. Some of the names of the groups which are contributed to the growth of the Coimbatore like LMW, ELGI Group, Pricol, UMS and thousands of SMEs of thinking are some of the factors which have contributed for the growth of Coimbatore. A small percentage of the foundry units are also exporting castings. Nearly half the number of foundry units are manufacturing castings for the pump-set industry. The engineering industry is producing Monoblock Electric Motors, Domestic Pumpsets, Submersible pumpsets and Deep Well Compressor Pumpsets. Coimbatore Pumpsets are exported during the last four decades. The pump manufacturing industry in Coimbatore holds a major portion of the total Indian market share. In Coimbatore, labour market

consists of different types of workers such as permanent wage workers, short term wage workers, disguised wage workers, dependent workers and the self-employed. Therefore, this study conducted among the employees of select pump manufacturing companies measuring their turnover intentions are analysed and presented hereunder.

## 2. LITERATURE REVIEW

**Dong-Hwan Cho and Jung-Min Son (2012)**, in their study stated organizations that can successfully retain their human resources have an advantage over organizations that cannot. Regardless of individual industry, the turnover of employees makes it difficult to secure a work force and costs companies enormous expenses to recruit, hire and train new personnel. Research targeting various industries does not show consistent results because of the different characteristics of the industries and their work forces. In this study, the effects of job embeddedness and work satisfaction on turnover intentions are investigated targeting small and medium construction IT workers. To this end a field survey was performed and 177 survey questionnaires were collected. Research results show that three hypotheses are supported: the more sacrifice, the higher career satisfaction, and the higher job satisfaction the employees have, the less turnover intention they have. However, the other two hypotheses are rejected: the higher fit and the higher links the employees have, the less turnover intention they have. Academic and practical implications are discussed.

**Mitchell and colleagues (2001)**, based on the theory of leaving a job may have significant effects on an individual's off-the-job life, especially if he or she has to relocate to find new employment had revealed more specifically, people who are embedded in their communities should want to keep their jobs. reported, for example, that having (1) a working spouse, (2) children in a particular school, or (3) involvement in community activities was associated with less turnover. To the extent that absences endanger employment status, they should be lower for people who are embedded on- and off-the-job.

## 3. OBJECTIVE OF THE STUDY

- i. To analyze the relationship between job embeddedness and turnover intention of employees working in the select pump manufacturing companies in Coimbatore.

## 4. HYPOTHESES OF THE STUDY

### Hypothesis -1: Job Embeddedness and Turnover Intention

**H<sub>01</sub>**: There is no significant correlation between organisation related job embeddedness and turnover intention (H<sub>01a</sub>), community related job embeddedness and turnover intention (H<sub>01b</sub>), family related job embeddedness and turnover intention (H<sub>01c</sub>), perceived supervisory support and turnover intention (H<sub>01d</sub>) and finally, perceived external prestige and turnover intention (H<sub>01e</sub>)

### Hypothesis -2: Job Embeddedness and Turnover Intention

**H<sub>02</sub>**: There is no significant relationship between organisation related job embeddedness and turnover intention (H<sub>02a</sub>), community related job embeddedness and turnover intention (H<sub>02b</sub>), family related job embeddedness and turnover intention (H<sub>02c</sub>), perceived supervisory support and turnover intention (H<sub>02d</sub>) and finally, perceived external prestige and turnover intention (H<sub>02e</sub>)

## 5. METHODOLOGY

The research design is descriptive in nature considering employees of select pump manufacturing companies in Coimbatore district. During data collection primary data from employees and secondary data from sources such as books, articles, websites are collected. Four hundred and sixty eight respondents from total population are selected randomly for the study. Tools used for analysis are descriptive statistics, correlation and regression analysis along with percentage analysis and for reliability Cronbach's alpha are used.

## 6. ANALYSIS AND RESULTS

### 6.1. Demographic Variables

Demographic variables of the employees working in select pump manufacturing companies are classified based on age, gender, educational qualification, work experience and monthly income are presented in the Table-1.

**Table-1: Demographic Variables**

Sl. No.	Demographics	Frequency (468 Nos.)	Percentage (100%)
1.	Age		
	20 to 30 years	124	26.5
	30 to 40 years	204	43.6

	40 to 50 years	80	17.1
	Above 50 years	60	12.8
<b>2.</b>	<b>Gender</b>		
	Married	341	72.9
	Unmarried	127	27.1
<b>3.</b>	<b>Educational Qualification</b>		
	Diploma	92	19.7
	Graduate	210	44.9
	Post Graduate	166	35.5
<b>4.</b>	<b>Work Experience</b>		
	1 to 5 years	94	20.1
	6 to 10 years	143	30.6
	Above 10 years	231	49.4
<b>5.</b>	<b>Monthly Income</b>		
	Below Rs.10,000	67	14.3
	Rs.11,000 to Rs.15,000	178	38.0
	Rs.16,000 to Rs.20,000	136	29.1
	Above Rs.20,000	87	18.6

The demographic variables of employees working in select pump manufacturing companies show the Age of majority (43.6%) belong to 30 to 40 years category, 26.5% belong to 20 to 30 years category, 17.1% belong to 40 to 50 years category and 12.8% belong to above 50 years category. Marital status of employees shows majority (72.9%) are married and 27.1% are unmarried. In terms of educational qualification, most (44.9%) of them are graduates, 35.5% are post graduates and the remaining 19.7% are diploma holders. Almost half (49.4%) are having experience more than 10 years, 30.6% are having experience between 6 and 10 years and 20.1% are experience between 1 and 5 years. Monthly income shows more than one third (38%) are having income between Rs.11,000 and Rs.15,000, 29.1% are earning between Rs.16000 and 20000 per month, 18.6% are earning above Rs.20000 per month and the remaining 14.3% are earning below Rs.10000 per month.

### 6.3. Correlation and Regression Analysis

Standardized cronbach's alpha value for all job embeddedness related independent variables and dependent variable (turnover intentions) achieved the prescribed threshold (0.7 by Nunnally, 1978). Descriptive statistics shows the mean and standard deviation among all five IVs measuring the dependent variable (job embeddedness) and Turnover Intention. Inferences of hypotheses tested for correlation and regression analysis are as follows:

#### 6.3.1. CORRELATION

**Table-2: Mean, SD, Correlation analysis among job embeddedness and turnover intentions**

Variables	Mean	Std. Deviation	Turn-over
Turnover Intention	10.35	2.313	1
Organization related embeddedness	17.75	2.851	0.219** (0.000)
Community related embeddedness	11.72	1.594	0.270** (0.000)
Family related embeddedness	12.62	1.559	0.306** (0.000)
Perceived Supervisory Support	14.82	3.103	0.145** (0.002)
Perceived External Prestige	14.64	2.418	0.250** (0.000)

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

#### Job Embeddedness and turnover intention

➤ Mean and standard deviation of turnover intention shows M=10.35, SD=2.313.

- Mean and standard deviation of organizational related embeddedness shows M=17.75, SD=2.851. When compared to find correlation between organization related embeddedness (IV) and turnover intention (DV) observed to have statistical significance (r=0.219, Sig.0.000) to reject (H<sub>0</sub>1a) null hypothesis at 1% level.
- Mean and standard deviation of community related embeddedness shows M=11.72, SD=1.591. When compared to find correlation between community related embeddedness (IV) and turnover intention (DV) observed to have statistical significance (r=0.270, Sig.0.000) to reject (H<sub>0</sub>1b) null hypothesis at 1% level.
- Mean and standard deviation of family related embeddedness shows M=12.62, SD=1.559. When compared to find correlation between family related embeddedness (IV) and turnover intention (DV) observed to have statistical significance (r=0.306, Sig.0.000) to reject (H<sub>0</sub>1c) null hypothesis at 1% level.
- Mean and standard deviation of perceived supervisory support shows M=14.82, SD=3.103. When compared to find correlation between personal supervisory support (IV) and turnover intention (DV) observed to have statistical significance (r=0.145, Sig.0.002) to reject (H<sub>0</sub>1d) null hypothesis at 1% level.
- Mean and standard deviation of perceived external prestige shows M=14.64, SD=2.418. When compared to find correlation between perceived external prestige (IV) and turnover intention (DV) observed to have statistical significance (r=0.250, Sig.0.000) to reject (H<sub>0</sub>1e) null hypothesis at 1% level.

**6.3.2. REGRESSION**

**Table-3: Regression analysis among job embeddedness and turnover intentions**

Dependent Variable	Independent Variable	B (Unstd. Coeff.)	S.E.	t-value (Sig.)	R, R <sup>2</sup> & Adj. R <sup>2</sup>	F-Value (df) Sig.
<b>Turnover Intentions</b>	Organization related embeddedness	.112	.049	2.272 (0.024)	<b>R=0.381</b> <b>R<sup>2</sup>=0.145</b> <b>Adj.R<sup>2</sup>=0.136</b>	<b>15.720</b> <b>(5,462)</b> <b>0.000</b>
	Community related embeddedness	.160	.075	2.127 (0.034)		
	Family related embeddedness	.305	.072	4.267 (0.000)		
	Perceived Supervisory Support	-.081	.047	-1.710 (0.088)		
	Perceived External Prestige	.145	.052	2.820 (0.005)		

**Dependent Variable: Turnover Intentions**

- Relationship between five constructs of explanatory variable belonged to job embeddedness (IV) compared with turnover intention in the second part shows r=0.381 which reasonably correlates with job embeddedness to predict turnover intention, and the variance explained by the predictor with respect to R<sup>2</sup>=0.145 which 15% (approx) signifies, influence of job embeddedness based on organisation related job embeddedness, community related job embeddedness, family related job embeddedness, perceived supervisory support and perceived external prestige on turnover intention shows the fitness of the model F(5,462)=15.720, Sig.0.000 is statistically significant proved to be fit at 1% level. It is evident that all the five categories of job embeddedness are significantly influencing turnover intention and the beta coefficient results shows Organization related embeddedness: β=0.112; SE=0.049; t=2.272, (0.024), Community related embeddedness: β=0.160; SE=0.075; t=2.127, (0.034), Family related embeddedness: β=0.305; SE=0.072; t=4.267, (0.000), Perceived Supervisory Support: β=-0.081; SE=0.047; t=-1.710, (0.088), Perceived External Prestige: β=0.145; SE=0.052; t=2.820, (0.005). It is observed that only perceived supervisory support and turnover intention is found to have negative direct relationship at 10% level, whereas, other four categories reveals positive significant relationship with turnover intention at 5% and 1% levels respectively.

**7. SUMMARY OF RESULTS**

There is a significant correlation between 1) organization related embeddedness and turnover intention, 2) community related embeddedness and turnover intention; 3) family related embeddedness and turnover intention; 4) personal supervisory support and turnover intention and finally, 5) perceived external prestige and turnover intention to reject (H<sub>0</sub>1a, H<sub>0</sub>1b, H<sub>0</sub>1c, H<sub>0</sub>1d and H<sub>0</sub>1e) null hypothesis. Further, when determining the power between job embeddedness and turnover intention, the result shows there is significant relationship between organisation related job embeddedness and turnover intention (H<sub>0</sub>2a), community related job embeddedness and turnover intention (H<sub>0</sub>2b), family related job embeddedness and turnover intention (H<sub>0</sub>2c), perceived supervisory support and turnover intention (H<sub>0</sub>2d), perceived external prestige and turnover intention (H<sub>0</sub>2e) which are significant to reject (H<sub>0</sub>2a, H<sub>0</sub>2b, H<sub>0</sub>2c, H<sub>0</sub>2d and H<sub>0</sub>2e) null hypothesis.

## 8. SUGGESTIONS AND CONCLUSION

It is observed that perceived supervisory support and turnover intention ( $H_02d$ ) are found negatively related to reject null hypothesis at 10% level signifies, there is a need to improve supervisory support for employees of the select pump industry to avoid turnover intention. Mobley [1977] identified the sequential and intermediary variables leading from job dissatisfaction to eventual quitting. In an exemplar of programmatic turnover research, Price and Mueller [1986] added to this model by cataloging the antecedents of organizational commitment and job satisfaction, including pay, social integration, instrumental communication, formal communication, centralization, routinization, role overload, promotional opportunity, professionalism, general training, supervisor support, coworker support, and distributive justice Price J. L. [1977]. It is important to note that in Price and Mueller's model, as in virtually all other traditional models, various factors influence turnover through their impact on organizational commitment and job satisfaction, which in turn influence intent to leave, which then leads to voluntary turnover. It is concluded that the level of commitment and job embeddedness among employees working in the select organisations are found to be high therefore, very marginal level of employees feel different and not based on the complete dissatisfaction working in the organisation but, only reasons like self improvement and for additional income there is search for jobs among employees, however, not in a compulsion to leave the organisation which is a positive side of growth for pump manufacturing companies in Coimbatore.

## REFERENCES

- Dicken P., M, Forsgren, and A, Malmberg, (1994), "The Local Embeddedness of Transnational Corporations, In Globalization, Institutions and Regional Development in Europe". eds, Amit, A. and Thrift, N., Oxford University Press, New York, pp. 23-24.
- Mobley W. H., (1977)., "Intermediate Linkages in the Relationship between Job Satisfaction and Employee Turnover", Journal of Applied Psychology, vol. 62, 2,
- Becker T. E., "Foci and Bases of Commitment: Are They Distinctions Worth Making?", Academy of Management Journal, vol. 35, 1, (1992).
- Dong-Hwan Cho and Jung-Min Son, "Job Embeddedness and Turnover Intentions: An Empirical Investigation of Construction IT Industries", International Journal of Advanced Science and Technology Vol. 40, Pp.101-110, (2012).
- Mitchell T. R., and Lee T. W., (2001), "The unfolding model of voluntary turnover and embeddedness: Foundations for a comprehensive theory of attachment", in B. M. Staw & R. I. Sutton (Eds.), Research in organizational behavior, vol. 23, pp. 189–246.
- Price J. L., (1977), The study of turnover. Ames: Iowa State University Press,.
- Mobley W. H., , (1977), "Intermediate linkages in the relationship between job satisfaction and employee turnover". Journal of Applied Psychology, vol. 62, pp. 237–240.
- Price J. L. and Mueller C. W., (1986) "Absenteeism and turnover of hospital employees". Greenwich, CT: JAI Press.