



The relationships between job embeddedness, work engagement, burnout and turnover intention within the South African context

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Mini-dissertation accepted in partial fulfilment of the requirements for the degree [Master of Commerce](#) in [Industrial Psychology](#) at the North-West University

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Graduation: May 2020
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COMMENTS

The following should be noted beforehand:

- The guidelines followed for the editorial style of this mini-dissertation is specified by the *South African Journal of Industrial Psychology (SAJIP)*. Furthermore, the referencing style used in this mini-dissertation follows the format prescribed by the Publication Manual (6th ed.) of the American Psychological Association (APA). These applications are according to the policy of the Programme in Industrial Psychology of the North-West University (Potchefstroom) to be used with the APA referencing style in all scientific documents as from January 1999.
- This mini-dissertation is submitted in the form of a research article.
- The first chapter is a revised version of the submitted and approved research proposal.
- The chapters each contain separate reference lists.
- The material described in this article is based upon work supported by the National Research Foundation under reference number CSRP170523232041 (Grant No: 112106). The views and opinions expressed in this research are those of the researcher(s) and do not reflect the opinion or views of the National Research Foundation.

DECLARATION

I, **Judelle Engelbrecht**, hereby confirm that this mini-dissertation titled “The relationships between job embeddedness, work engagement, burnout and turnover intention within the South African context” is my own work. Likewise, the understandings and views expressed in the research article are those of the author and the relevant literature references are suitably cited in the reference lists.

In addition, I declare that the content of this research study was and will not be submitted for any other qualification at any other tertiary institution.



Judelle Engelbrecht
November 2019

AUTHORS' CONTRIBUTIONS AND DECLARATIONS

This research study was designed and carried out by three researchers at the North-West University, Potchefstroom Campus. In the table below, the contributions of each researcher are indicated.

Ms J. Engelbrecht	M. Com Industrial Psychology student; responsible for the literature review, the conducting of the research process, the interpretation of the research findings and data, as well as for writing the research proposal and mini-dissertation.
Prof. L.T. de Beer	Supervisor, statistician, and critical reviewer of the total research study.
Prof. C.S. Jonker	Co-supervisor and critical reviewer of the research proposal, literature review, and research article.

Furthermore, with this statement, the author and co-authors declare and confirm their roles in this research study. This declaration also indicates that all authors agree that the appropriate format was used for the submission of this mini-dissertation at the North-West University. All authors are also in agreement that the contents of this research study and any modified version may be used and published by the supervisor in peer-reviewed academic journals and/or presented at academic conference(s).



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TO WHOM IT MAY CONCERN:

I hereby confirm that the MCom dissertation *The relationships between job embeddedness, work engagement, burnout and turnover intention within the South African context* by Ms J Engelbrecht (student no: 25028979) was edited and groomed to the best of my ability. The processing included recommendations to improve the language and logical structure, guide the line of argument as well as to enhance the presentation. I am satisfied that, provided my changes to the text and my recommendations are implemented, the language would be of a standard fit for publication.

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ACKNOWLEDGEMENTS

Foremost, I wish to express my thanks to God who gave me the strength and courage I needed to complete this journey within my academic career.

I also would like to thank the following people for their assistance and support throughout my research project:

- I would like to express my gratitude to my research supervisor, Prof. Leon de Beer, who has invested so much time, effort and support into my research project. There are not enough words to describe how thankful I am to have had such a great supervisor by my side. I could not have asked for a more suitable supervisor. You are such an inspiration and blessing within not just my life, but the lives of every student who have crossed your path.
- Prof. Cara Jonker, thank you for all of your advice and support not just about my research project, but throughout my academic career.
- To my parents, Pierre and Jumaine Engelbrecht, thank you for supporting me financially and emotionally throughout my journey in becoming an Industrial Psychologist.
- Furthermore, I am grateful for my fiancé, Genelee Prinsloo, for all of his love and support throughout my academic career.
- Jeanie van der Walt, thank you for your support and advice throughout my master's degree journey.
- Thank you, NWU, for providing me with the opportunity to pursue my dream in becoming an Industrial Psychologist.
- Finally, thank you Rev. Claude Vosloo, for the professional language and technical text editing of this mini-dissertation.

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SUMMARY

Title: The relationships between job embeddedness, work engagement, burnout and turnover intentions within the South African context

Keywords: Burnout, work engagement, job embeddedness, turnover intention, structural equation modelling

For organisations in the 21st century it is important to maintain a competitive advantage within their industry. Therefore, organisations must be focused on continually perform optimally and remain effective by retaining their talented and devoted employees. In order to keep such employees from having intentions to leave their organisation, strong links and relationships should be sought with their co-workers and/or their community. Furthermore, organisations should provide employees with the necessary support to cope with their work demand. Such assistance will help prevent employees from experiencing symptoms of burnout such as emotional exhaustion, depersonalisation and reduced personal accomplishments. Along with employees' links within their organisation/community it is vital that they experience personal fit with their organisation's culture and values, which contribute to the sacrifices employees are willing to make if they intend to leave their organisation. Therefore, organisations should implement strategies that keep skilled and devoted employees embedded and engaged within their work environment (*on-the-job embeddedness*) and community (*off-the-job embeddedness*), thereby enhancing the organisation's performance and effective functioning within the industry.

The general aim of this study was to determine the relationships between job embeddedness, work engagement, burnout and turnover intention within the South African context. A quantitative, cross-sectional research design was adopted, thereafter convenience sampling was used to collect data within the logistics industry. The selected sample comprised participants who varied in terms of characteristics regarding age, gender, educational background and ethnicity. To test the formulated research hypotheses, structural equation modelling was performed including a measurement and structural model used that consists of latent variables.

According to the results of this study, work engagement has a significant positive relationship with both on-the-job embeddedness and off-the-job embeddedness, but only an indirect relationship with turnover intention through on-the-job embeddedness. Burnout, on the other hand, indicated a direct positive relationship with turnover intention and a non-significant relationship with both on-the-job embeddedness and off-the-job embeddedness. Additionally, on-the-job embeddedness was found to have a significant negative relationship with turnover intention, and off-the-job embeddedness a non-significant relationship with turnover intention.

Based on the findings explicated above, the researcher rounds off the study by drawing conclusions, pointing out the limitations of this study and making recommendations for future practice and research in this field.

OPSOMMING

Titel: Die verhoudings tussen werkingebedheid, werkbetrokkendheid en omsetintensie binne die Suid-Afrikaanse konteks

Sleutelterm: Uitbranding, werkbetrokkenheid, werkingebedheid, omsetintensie, strukturele vergelykingsmodellering

Dit is vir ondernemings in die 21ste eeu belangrik om 'n mededingende voordeel binne hulle bedryf te handhaaf. Gevolglik moet ondernemings daarop gerig wees om voortdurend optimaal te presteer en doeltreffend te bly funksioneer deur hulle talentvolle en toegewyde werknemers te behou. Om te verhoed dat hierdie werknemers die intensie toon om die onderneming te verlaat, moet na sterk skakels en verhoudings met medewerkers en hulle gemeenskap gestreef word. Voorts moet ondernemings hulle werknemers van die nodige ondersteuning voorsien om hulle werkeise te help hanteer. Sodanige bystand sal help keer dat werknemers simptome van uitbranding ervaar soos emosionele uitputting, ontpersoonliking en verminderde prestasies. Saam met werknemers se skakels binne hulle onderneming, is dit deurslaggewend dat hulle beleef hulle pas persoonlik in by hulle onderneming se kultuur en waardes wat deel uitmaak van daardie opofferings wat werknemers bereid is om te maak wanneer hulle besluit om die maatskappy te verlaat. Gevolglik moet ondernemings strategieë instel wat vaardige en toegewyde werknemers ingebed in en betrokke hou by hulle werkomgewing (*werkinterne ingebedheid*) of by hulle gemeenskap (*werkeksterne ingebedheid*). Sodoende versterk dit die onderneming se prestasie en doeltreffende funksionering binne die bedryf.

Die algemene doelstelling van hierdie studie was om die verhoudings vas te stel tussen werkingebedheid, werkbetrokkendheid, uitbranding en omsetintensie binne die Suid-Afrikaanse konteks. Die studie het 'n kwantitatiewe, dwarsnitnavorsingsontwerp gebruik, daarna is gerieflikheidsteekproefneming gedoen om data binne die logistieke bedryf in te samel. Die uitgesoekte steekproef het bestaan uit deelnemers wat gewissel het volgens kenmerke van ouderdom, geslag, opvoedkundige agtergrond en etnisiteit. Om die geformuleerde hipoteses te toets, is strukturele vergelykingsmodellering ingespan asook 'n metings- en strukturele model gebruik wat uit latente veranderlikes bestaan.

Volgens die studieresultate het werkbetrokkendheid 'n betekenisvolle positiewe verhouding met beide werkinterne ingebedheid en werkeksterne ingebedheid, maar slegs 'n indirekte verhouding met omsetintensie deur werkinterne ingebedheid. Daarteenoor het uitbranding 'n regstreekse positiewe verhouding getoon met omsetintensie en 'n nie-betekenisvolle verhouding met beide werkinterne ingebedheid en werkeksterne ingebedheid. Daarby is gevind dat werkinterne ingebedheid 'n betekenisvolle verhouding het met omsetintensie, en werkeksterne ingebedheid weer 'n nie-betekenisvolle verhouding met omsetintensie.

Op grond van die bevindings wat hier bo uiteengesit is, rond die navorser die studie af deur konklusies te trek, die beperkings van die studie uit te wys en aanbevelings te maak vir die toekomstige praktyk asook navorsing in hierdie veld.

CHAPTER 1
INTRODUCTION

Introduction

The logistics industry has grown rapidly since the beginning of the 21st century, providing various services to their customers nationally and internationally (Liu, Grant, McKinnon, & Feng, 2010). Accordingly, such rapid growth triggered vast pressure brought on by globalisation and advanced technology (Liu et al., 2010). To maintain a competitive advantage, it is vital for organisations to enhance their processes, increase their performance and remain effective (Sackmann, Eggenhofer-Rehart, & Friel, 2009; Liu et al., 2010).

For organisations to function effectively, management must be true to their values, vision and mission, therefore, strategies to retain employees is a vital part of the organisational culture (Cardy, & Lengnick-Hall, 2011; Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015). Productive employees are essential to organisations, seeing that companies invest large amounts in recruiting and training their employees to gain the necessary skills to be productive and perform effectively (Cardy, & Lengnick-Hall, 2011). From the employees' side, to remain productive and continue performing, they would prefer to work in an organisation where they feel an internal connection as well as an external one – outside their job (Mitchell et al., 2001; Markos & Sridevi, 2010). According to literature, productive employees and strategic initiatives of improvement are generated and implemented with the focus on keeping employees engaged (Markos & Sridevi, 2010).

In light of the above-mentioned requirements, employers should be aware of certain organisational conditions (e.g. lack of resources) that may cause an engaged/embedded employee to experience emotional exhaustion and/or depersonalisation, which are characteristics of burnout. This response may lead to withdrawal action such as intentions to leave their organisation, or decreased performance in the job (Jackson, & Schuler, 1983).

1.1 Problem statement

Organisations are determined to take the lead in showing competitiveness within its industry (Mendis, 2017). To achieve such a competitive advantage an organisation has to rely on its human capital, namely the devoted and talented employees (Mendis, 2017; Pfeffer, 1994). Therefore, management must be aware of the various factors that keep devoted and talented

employees in their job and prevent them from leaving the organisation (Pfeffer, 1994). In this regard, organisations must ensure they have the correct strategies in place to retain these employees, seeing that retention of such employees has become a challenge (Holtom, Mitchell, Lee, & Inderrieden, 2005; Ramlall, 2003). Failure to retain the sought-after employees, may impede the organisation's likelihood of reaching their objectives (Abbasi & Hollman, 2000).

If individuals are prepared to leave an organisation it is regarded as an employee's turnover intention (Thoresen, Kaplan, Barsky, Warren, & de Chermont, 2003). Employee turnover has a significant impact on an organisations' innovation and its ability to provide its customers with adequate services. Such inability may affect customer satisfaction adversely and thereby hamper the organisation's profitability in an undesirable manner (Ramlall, 2003). A study on the American industry revealed that the cost of the "find them, lose them, replace them", syndrome (employee turnover) amounts to approximately \$11 billion per annum (Abbasi & Hollman, 2000). Considering the logistics industry, Min (2007) indicates that even though salaries have increased consistently, the shortage of warehouse employees is an issue. Furthermore, research taking into account warehouse employee turnover and retention is scarce.

Lee and Mitchell's (1994) perspective on employee turnover has brought to the fore a new aspect regarding individual employees leaving their job. The new focus is on mental consideration, which implies equating one job alternative with another. Certain employees get caught up (embedded) in their job due to various factors *within* or *outside* the employees' work environment (Lee, Mitchell, Sablynski, Burton, & Holtom, 2004). These different aspects keeping employees from leaving their job is known as *job embeddedness* (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001). The factors within or outside employees' job are conceptualised in prior research as *on-the-job embeddedness* and *off-the-job embeddedness* (Zhang, Fried & Griffeth, 2012). The extent to which individuals are caught up within their current job and organisation can be describe as on-the-job embeddedness (Crossley, Bennett, Jex, & Burnfield, 2007), whereas off-the-job embeddedness entails the degree to which individual employees become established within their community (Crossley et al., 2007).

Job embeddedness (on and off) describes a group of aspects that impact employees' retention (Mitchell et al., 2001), and impede the withdrawal from their job (Sekiguchi, Burton, &

Sablynski, 2008). The three aspects of job embeddedness are: links, fit and sacrifices (Clinton, Knight, & Guest, 2012; Mitchell et al., 2001), which are expounded below.

Links can be explained as the connection that occurs between people within the organisation and the impact that the family and the community have on an individual's decision-making processes (Holtom & Inderrieden, 2006; Mallol, Holtom, & Lee, 2007). According to Mitchell et al. (2001), the more links employees have within their work and non-work environment, the higher the chances that they will remain in their organisation.

Fit explains how individual employees' goals and plans for the future connects (fit in) with the organisation's culture and demands from their job, as well as their views of their work environment. These factors will determine whether employees will stay bound with their organisation (Holtom & Inderrieden, 2006; Mallol et al., 2007; Mitchell et al., 2001).

Sacrifices: Research has indicated that benefits which individuals lose to their organisation or community will make it difficult for them to leave their job (Hussain & Deery, 2018). Those benefits they will be forfeited when leaving, are referred to as *sacrifices* made by that individual (Ramesh & Gelfand, 2010).

According to Karatepe and Ngeche (2012), job embeddedness has an indirect impact on employees' intention to leave their job. In contrast, work engagement has a direct negative influence on employees' turnover intention (Karatepe & Ngeche, 2012). Work engagement is viewed as the positive emotional state individuals experience within their working environment (González-Romá, Schaufeli, Bakker, & Lloret, 2006). Employees who show pride in their work, along with high levels of energy, are those who display characteristics of work engagement (Bakker, Schaufeli, Leiter, & Taris, 2008). This form of engagement comprises three dimensions: *vigour* (the energy devoted to an employee's work), *dedication* (being involved in one's work) and *absorption* (when employees find it difficult to separate themselves from their job) (Halbesleben & Wheeler, 2008). To summarise, it can be concluded that both work engagement and job embeddedness have important relationships with turnover intention (Halbesleben & Wheeler, 2008). Karatepe and Ngeche (2012) found that job embeddedness (as an anti-withdrawal construct) and work engagement (as a motivational construct) both reduce levels of turnover intention.

On the other hand, burnout is a work-related concept perceived as a response to the stress experienced by individuals, caused by their career (González-Romá et al., 2006). Burnout is classically characterised by the three opposite dimensions of work engagement, mentioned by Maslach and Leiter (1997). According to the scholars, the energy that individuals devote to their work, striving to be involved and effective, may cause them to feel: exhausted, uninvolved (cynical/depersonalised) and ineffective (professional (in)efficacy). However, recent research has indicated that burnout can be operationalised best as a one-factor variable consisting of the item's exhaustion and cynicism/depersonalisation (De Beer & Bianchi, 2019). Prior research discovered that burnout has negative consequences within an organisation, such as increased employee turnover, poor job performance and absenteeism (De Beer, Rothmann Jr., Pienaar, 2012; Rothmann, 2003; Swider & Zimmerman, 2010). Therefore, burnout is a key construct that implies organisational, as well as individual costs and effectively positively predicts turnover intention (Karatepe & Ngeche, 2012; Lee et al., 2004; Lu & Gursoy, 2016).

The present study investigated a connection between work engagement, burnout and on/off-the job embeddedness. According to the JD-R model, an essential antecedent of work engagement is job resources (Hakanen, Perhoniemi, & Toppinen-Tanner, 2008). The correlations between resources and work engagement and how it develops over time, suggests *positive gain spirals* – where two or more constructs strengthen each other positively over time (Hakanen et al., 2008). The conservation of resources theory (COR) states that employees are inclined to retain and protect their resources (objects, conditions or personal characteristics), which are valuable to them, in order to adapt successfully within an environment that can be stressful (Salanova et al., 2010). Therefore, it can be assumed that employees who value their conditions *outside* the workplace (off-the-job embeddedness), may find it more difficult to leave their job, because the support from for example, family members helps them cope with stressful environments (Dawley & Andrews, 2012). Additionally, research has found a positive spill-over effect from work to the home environment due to positive experiences and work engagement, and vice versa (Grzywacz & Marks, 2000; Montgomery, Peeters, Schaufeli, & Den Ouden, 2003). Consequently, it is likely that work engagement could also positively impact on off-the-job embeddedness.

In contrast, yet in accordance with COR, a lack of resources within employees' working environment, may cause them to find themselves in an eventual state of burnout. This condition develops as their energy becomes depleted from continuous failure to meet the required job

demands (Schaufeli & Bakker, 2004), which leads to a *downward* spiral. Key characteristics of burnout risk are: increasing cynicism/depersonalisation and a withdrawal from other people (Schwab, Jackson & Schuler, 1986). Due to the risk of burnout, employees may show an increased desire to escape their current circumstances (Payne, 2001). Recently, burnout has also been shown to be a multi-domain phenomenon, in other words, aspects other than work can also contribute to its levels (Gauche, De Beer, & Brink, 2017; Thuynsma & De Beer, 2017). Therefore, it is expected that burnout's effect on both on- and off-the-job embeddedness are negative, which implies negative spill-over to the home environment.

In light of the discussion above, the aim of the present study was to investigate a theoretical model that tests the relationships between burnout, work engagement, job embeddedness and turnover intention. A number of studies have been undertaken on the constructs of burnout, work engagement and turnover intention (Du Plooy & Roodt, 2010), in addition to job embeddedness, work engagement and turnover intention within the South African context (Takawira, Coetzee, & Schreuder, 2014). However, to date no definitive research has considered the combined relationships of these constructs – job embeddedness, work engagement, burnout and turnover intention – in a single model. The present study thus addressed this gap by adding to the understanding of job embeddedness. The aim is to assist organisations, specifically within the South African context, to maintain its competitive advantage in the industry.

1.2 Research questions

Based on the problem statement above, the following research questions were formulated:

- How are job embeddedness, work engagement, burnout and turnover intention conceptualised, according to literature?
- What is the relationship between on-the-job embeddedness, work engagement, burnout and turnover intention within the South African logistics industry?
- What is the relationship between off-the-job embeddedness, work engagement, burnout and turnover intention within the South African logistics industry?
- What recommendations can be made for future research and practice?

1.3 Research objectives

1.3.1 General objective

The general objective of this study was to investigate the relationships between job embeddedness, work engagement, burnout and turnover intention within the South African context.

1.3.2 Specific objectives

The specific objectives flowing from the main aim, can be unpacked as follows:

- Determine how job embeddedness, work engagement, burnout and turnover intention are conceptualised in the literature.
- Establish the relationship between on-the-job embeddedness, work engagement, burnout and turnover intention.
- Establish the relationship between off-the-job embeddedness, work engagement, burnout and turnover intention.
- Point out limitations of the study and make recommendations for future research and practice.

1.4 Research hypotheses

To guide the research, specific hypotheses were tested:

H_{1a}. Work engagement has a positive relationship with on-the-job embeddedness.

H_{1b}. Work engagement has a positive relationship with off-the-job embeddedness.

H_{1c}. Work engagement has a negative relationship with turnover intention.

H_{2a}. Burnout has a negative relationship with on-the-job embeddedness.

H_{2b}. Burnout has a negative relationship with off-the-job embeddedness.

H_{2c}. Burnout has a positive relationship with turnover intention.

H_{3a}. On-the job embeddedness has a negative relationship with turnover intention.

H_{3b}. Off-the job embeddedness has a negative relationship with turnover intention.

H4a. Work engagement has an indirect effect on turnover intention through on-the job embeddedness.

H4b. Work engagement has an indirect effect on turnover intention through off-the job embeddedness.

H5a. Burnout has an indirect effect on turnover intention through on-the job embeddedness.

H5b. Burnout has an indirect effect on turnover intention through off-the job embeddedness.

Figure 1 below indicates the proposed research model. It should be noted that the dash-lined variables indicate potential mediators for the indirect hypotheses of H4a to H5b.

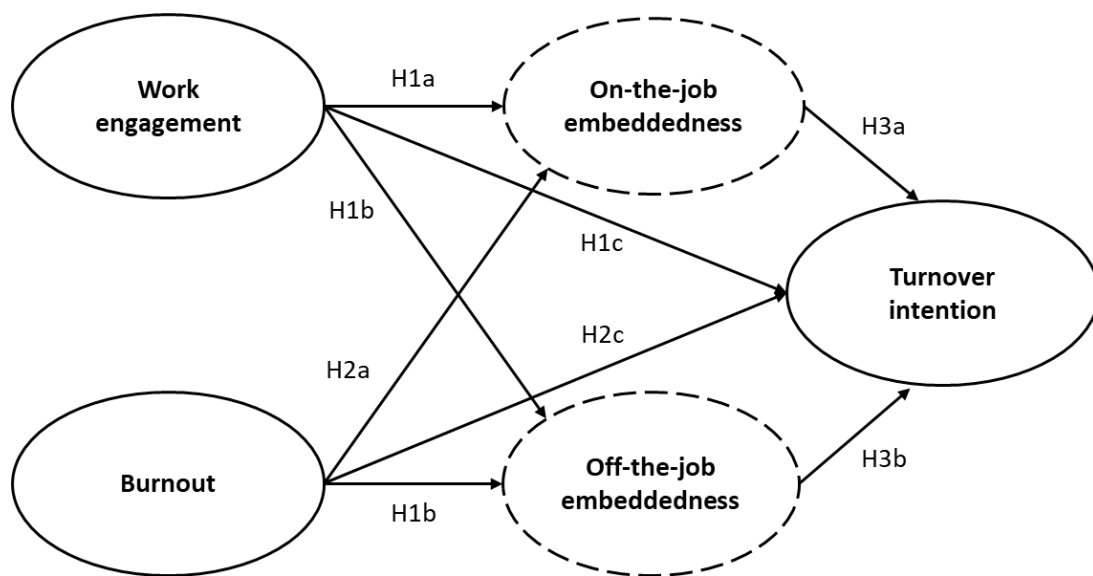


Figure 1. *The research model with potential mediating variables indicated with dashed lines*

1.5 Research design

1.5.1 Research approach

To achieve the objectives of the study, a quantitative approach was to follow an approach with a cross-sectional design. This implies that at a single point in time, a large number of participants were involved (De Vos, Delpoort, Fouché & Strydom, 2011). To assemble the primary data, the participants completed a survey by answering questions about the measured variables. No experimental groups were involved in the research.

1.5.2 Research method

For the method of the research, two phases were implemented, namely a literature review and empirical study. The results were presented in the form of a research article.

1.5.3 Literature review

A thorough literature review was undertaken on the terms job embeddedness, work engagement, burnout and turnover intention. Various sources were consulted to gather information. Several research engines were used, namely: Google Scholar, EbscoHost, Emerald Insight Journals and JSTOR. As part of this search the following relevant scholarly journals were consulted: *International Journal of Selection and Assessment*, *Human Resource Management Review*, *The International Journal of Scientific & Technology Research*, *The International Journal of Physical Distribution & Logistics Management*, *Academy of Management Journal*, *Journal of Managerial Issues*, *Journal of Applied Psychology*, *Journal of Vocational Behaviour*, *Work and Stress*, *Public Personnel Management*, *South African Journal of Psychology*, *Journal of Leadership & Organisational Studies*, *Computers in Human Behaviour*, *South African Journal of Labour Relations*, *Scandinavian Journal of Psychology*, *Journal of Organisational Effectiveness*, *European Journal of Psychological Assessment*, *International Journal of Qualitative Studies on Health and Well-being*, *Journal of Occupational Health Psychology*, *South African Journal of Industrial Psychology*, *Journal of Organisational Behaviour*, *Psychological Reports*, *Guilford Publications*, *International Business Review*, *Journal of Hospitality Marketing & Management*, *Academy of Management Journal*, *Journal of Hospitality & Tourism Research*, *Journal of Business and Psychology*, *Academy of Management Journal*, *Anxiety, Stress and Coping*, *Journal of Fluency Disorders*, *Journal of Advanced Nursing*, *California Management Review*, *Applied HRM Research*, *South African Journal of Higher Education*, *Educational and Psychological Assessment*, *Journal of Happiness Studies*, *Educational Research Quarterly*, *South African Journal of Human Resource Management* and *European Journal of Developmental Psychology*.

1.5.4 Research participants

Convenience, non-probability sampling was used to gather data amongst the participants (approx. $n = 400$), within the logistics industry (Özdemir, St. Louis & Topbas, 2011). The

sample comprised employees varying in terms of demographics such as gender, ethnicity and age ($n = 281$). Despite the diverse demographics, the participants were at least 18 years old and above. All participants had the opportunity to partake voluntarily in the study. More information will be presented in Chapter 2.

1.5.5 Measuring instruments

Several measuring instruments were used, as explicated below referring to the instruments and the variables it measures.

Biographical questionnaire was used to determine the biographical characteristics of the participants such as: age, gender, home language, ethnicity, level of education, household status, length of employment and position in current organisation. This information was collected to present the basic composition of the sample.

Work engagement was measured by using the Utrecht Work Engagement scale (UWES) developed by Schaufeli et al. (2002). The scale consists of 9 items and measures the three dimensions of work engagement: *Vigour* (3 items; e.g. “When I get up in the morning, I feel like going to class/work”); *Dedication* (3 items; e.g. “I’m enthusiastic about my study/job”); and *Absorption* (3 items; e.g. “When I’m studying/working, I forget everything around me”). The instrument used a seven-point frequency scale ranging from 0 (*Never*) to 6 (*Everyday*). Cronbach’s alpha coefficients for the 9-item scale varied between 0.85 and 0.92 (Schaufeli, Bakker & Salanova, 2006), which indicates that the scale is reliable

Burnout was measured using the Maslach Burnout Inventory (MBI; Maslach, Jackson & Leiter, 1996). The MBI items are scored on a 7-point frequency-rating scale ranging from 0 (*Never*) to 6 (*Everyday*). In line with results by De Beer and Bianchi (2019), burnout was constituted as a single latent variable consisting of two dimensions: *Exhaustion* (5 items, e.g. “Working all day is really a strain for me”); and *Cynicism* (5 items, e.g. “I doubt the significance of my work”). The Cronbach’s alpha coefficients have been reported as 0.87 and 0.82, for components within the South African context (Rothmann & Barkhuizen, 2008).

Job embeddedness entails two components (on-the-job embeddedness and off-the-job embeddedness) consisting out of a 12-item scale, which reflects 6 dimensions within the

construct (Clinton, Knight & Guest, 2012). *On-the-job embeddedness* comprises of an index that measures the three above-mentioned aspects *Fit* (e.g. “The organisation provides me with a way of life that suits me”); *Links* (e.g. “My closest friends are in the organisation”); *Sacrifices* (e.g. “I would miss the excitement that the job brings if I left”). Similarly, *Off-the-job embeddedness* entails an index composed of the three aspects of job-embeddedness; *Fit* (e.g. “The area where I am based right now is suitable for my family and friends”). *Links* (e.g. “My family/partner has strong ties around the community where I am currently based at the moment”). *Sacrifices* (e.g. “Leaving the area where I am currently based would mean many personal and/or family sacrifices”). A 5-point Likert-type scale was used, ranging from 1 (*Strongly disagree*) to 5 (*Strongly agree*). Van Dyk, Coetzee and Tebele (2013), report the overall Cronbach’s alpha coefficients for job embeddedness as 0.91.

Turnover intention was measured with a Likert-type scale consisting of three items, which was developed by Sjöberg and Sverke (2000). This scale measures the strength of the respondent’s intentions to leave the present position (e.g. “I feel that I could leave this job”). The response alternatives range from 1 (*Strongly disagree*) to 5 (*Strongly agree*). Cronbach’s alpha coefficients for turnover intention scores 0.83 (Sjöberg and Sverke, 2000).

1.5.6 Research procedure

Prior to data collection, ethical approval was sought from the research committee of the North-West University’s faculty of Economic and Management Sciences. Once permission has been granted, consent was obtained from the CEO of the selected organisation to collect data. Appointments were made to meet with the CEO and managers in person where the researcher explained the nature and overall goal of the study. An informed consent process was followed, particularly where the voluntary nature of participation and the research purpose were explained to participants. This information was provided on the front page of the question booklet.

Furthermore, appointments were made with the organisation to deliver the questionnaires by hand to the participants. Such a method could raise the response rate since the participants were not inconvenienced by making appointments only prior to the delivery (De Vos et al., 2011). The participants were provided with questionnaire booklets and given a total of five workdays to complete and submit their booklets. After completion, the questionnaires were placed into

assigned envelopes. A secured container was made available (at a central location) in which to place the sealed envelopes, which were collected the following week. Such an approach helped to ensure voluntary participation as the researcher was unable to know the identity of participants who did or did not complete the booklet. The questionnaire took approximately 20 minutes to complete. The CEO and management received an email three days before the collection date, to remind participants about the research project. The data were collected, after which it was captured onto an Excel spread sheet and analysed statistically.

1.5.7 Statistical analysis

Latent variable modelling was conducted with Mplus 8.0 (2017). Firstly, confirmatory factor analysis (CFA) was done to determine the best-fitting measurement model for the data (Brown, 2015). To assess the measurement model, the following fit indices were considered: comparative fit index (CFI), Tucker-Lewis index, (TLI) and root mean square error of approximation (RMSEA). For the CFI and TLI, values of 0.90 and above were considered adequate and for the RMSEA, values of 0.08 and below (Van de Schoot, Lugtig & Hox, 2012). In addition to the fit of the measurement model, the validity of the model was considered as well, especially its construct validity. To this end and to begin exploring the relationships between variables, a correlation matrix was considered, which was interpreted based on the guidelines of Cohen (1992), where values of 0.30 and above are considered medium effect size and those of 0.50 and above viewed as large effects.

Thereafter, to test the hypotheses, a structural model was specified in a follow-up analysis by adding the structural paths in line with the research hypotheses (see Figure 1 above). The same guidelines were applied to the structural model in terms of fit as for the measurement model. To support or reject the hypotheses, the statistical significance (set at $p < 0.05$), direction and size of the standardised estimates were considered. Finally, for the potential indirect effects in the model, bootstrap resampling was used with the option set at 10 000 (Hayes, 2017). This allowed the researcher to consider the significance of the indirect effects by also taking the 95% confidence intervals of the parameters into account.

1.5.8 Ethical considerations

Certain basic considerations must be adhered to for the research to be ethical (Foxcroft & Roodt, 2009). According to Trochim (2006), ethical considerations encompass different aspects such as the researcher, participants of the study, the data collection, data analysis and the reporting of results. These considerations include assurances of confidentiality, privacy and that the involved participants are protected throughout and not harmed in anyway (Payne & Payne, 2005).

In the present study, the researcher did not deceive, misinform or mislead the participants. Participants were notified two days beforehand, through their superior, prior to receiving the questionnaires, allowing them time to prepare (Foxcroft & Roodt, 2013). The notification explained the voluntary nature of the study and that all the information given is kept strictly confidential and their personal anonymity ensured at all times (De Vos et al., 2011). The first page of the questionnaire outlined the relevant information about to the study. Participants were not required to provide their names, in order to ensure anonymity.

To confirm anonymity further, envelopes were distributed in which the completed questionnaire were placed prior to dropping these into a sealed container at a central location on the organisation's premises. After the data were collected it was stored safely and securely at the university (Foxcroft & Roodt, 2013). Research proceedings commenced once the Research Ethics Committee of the North-West University had reviewed and approved the submitted research proposal.

1.6 Chapter division

The chapters of the mini-dissertation are structured as follows:

Chapter 1: Introduction

Chapter 2: Research article

Chapter 3: Conclusions, limitations and recommendations

1.7 Chapter summary

This chapter presented the following: problem statement, research objectives and the research hypotheses. This was followed by an explanation of the measuring instruments that were utilised for the study, along with the research methods. The introduction concluded with a brief overview of the chapters.

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CHAPTER 2
RESEARCH ARTICLE

Investigating the relationships between job embeddedness, work engagement, burnout and turnover intention within the South African logistics industry

Abstract

Orientation: In the current, modern world of work, it is important for organisations to enjoy a competitive advantage, accompanied by skilled employees. Thus, retaining such employees is of utmost importance. Therefore, it is critical to investigate aspects such as job embeddedness, work engagement, burnout and turnover intention which impact employees' intention to remain with their organisation.

Research purpose: To investigate the relationships between job embeddedness, work engagement, burnout and turnover intention within the South African context.

Motivation for the study: The results of the present study could aid South African organisations within the logistics industry, by providing an understanding of how job embeddedness, work engagement, burnout and turnover intention influence employees and organisations. Such knowledge promotes a more productive workforce, while reducing employees' turnover intentions.

Research design, approach and method: The study used a self-report questionnaire with a cross-sectional research design amongst various employees within the logistics industry ($n=281$). In addition, methods of structural equation modelling were employed to analyse the data.

Main findings: The results indicated that work engagement is related positively to both on-the-job embeddedness and off-the-job embeddedness but does not have a significant effect on turnover intention. However, it was found that work engagement has an indirect effect to turnover intention through on-the-job embeddedness. In contrast, burnout was positively related to turnover intention but had no significant relationship with on-the-job embeddedness and off-the-job embeddedness. Finally, on-the-job embeddedness was found to be related negatively with turnover intention, contrary to off-the-job embeddedness, showed no significant relationship with turnover intention.

Practical/managerial implications: The results indicate the importance of work engagement and on-the-job embeddedness to reduce turnover intention for organisations. Similarly, burnout was shown to have a direct positive effect on turnover attention and should also be reduced.

Contribution/value-add: This study contributes to the literature by presenting evidence in order to obviate turnover intention by focusing on increasing work engagement and on-the-job embeddedness within organisations. This was the first study to date to use this specific model with all the included variables; therefore the results provide important insight into the dynamics of employee motivation and job embeddedness.

Keywords: Burnout, work engagement, job embeddedness, turnover intention, structural equation modelling

Introduction

In the current world economy, it is important for industrial sectors to grow in order to remain successful (McKinnon, Flashman, Hoberg, & Busch, 2017). Specifically, the logistics industry, a major growth sector, has a significant impact on other industries and their economic performance (McKinnon et al., 2017). The quantity and quality of employees within the logistics industry is of utmost importance, seeing that at an operational level, employees still form the core of the business enterprise (McKinnon et al, 2017). Employees must be engaged in the processes and dedicated to their organisation as well as hardworking, to make a significant impact on the overall effectiveness of the company (Bianchi, Schonfeld, & Laurent, 2019). From their side, management must be committed to increase the organisation's success through talent retention and satisfied costumers (Kanten, & Sadullah, 2012). For organisations to retain promising and skilled employees (who is devoted) to their job it is crucial to focus on possible essential factors in the dynamic of work-related outcomes such as high performance. This means, organisations should, for example, focus on job embeddedness: how individual employees *fit* within their organisation as well as their community. In other words, this entails the connection or *links* employees have within their organisation and community as well as what (such as gains and resources) employees are willing to *sacrifice* when they leave their organisation and/or community (Holtom, & O'Neill, 2004).

Organisations must ensure employees have the required resources available to perform their job effectively. A lack of resources place strain on employees and subsequently burnout may occur (Wheeler, Harris, & Sablynski, 2012). Halbesleben and Wheeler (2008) explain job embeddedness as individual employees' fit, links and sacrifices within their organisation and/or community. According to them, embeddedness is a rich resource that employees use to do their job effectively. Accordingly, these employees are more embedded within their jobs, thereby having less intentions to leave the organisation (Bambacas, & Kulik, 2013). Therefore, the fit, links and sacrifices employees have to effect within their work-and life environment play a substantial role in their intention to leave the organisation (Ampofo, Coetzer, Susomrith, & Rermlawan, 2017).

The general objective of the present study was to investigate the relationships between job embeddedness, work engagement, burnout and turnover intention within the South African

context. The motivation was that, to date, no definite research has been done in prior literature that involves all of these constructs. The following section presents and discusses the literature review relevant to job embeddedness, work engagement, burnout and turnover intention. Furthermore, the applied methodology and methods to analyse the data are discussed, followed by a third section that summarises the results of the study.

Literature review

Job embeddedness

Employees who enjoy numerous connected links within their lives can be considered as deeply embedded (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001). Job embeddedness has been described as an intertwined web of links, fit and sacrifices in which employees tend to find themselves (Mitchell et al., 2001). Job embeddedness results from various contextual forces, within both an organisation and community, known as *links*, *fit* and *sacrifice* (William Lee, Burch, & Mitchell, 2014). In terms of the mentioned forces, employees are bound to remain with their organisation if they experience *links* that tie them to their community such as colleagues, family and friends (Holtom, Mitchell, & Lee, 2006). Employees tend to feel stronger attached to their organisation if their ‘whole’ self – personal values, career goals, et cetera – *fits* in with their organisation’s culture and goals as well as the demands of their job (Holtom et al., 2006). Thus, employees are more reluctant to leave their organisation when the resources they have to *sacrifice* in exchange, outweigh the benefits of leaving the company (Holtom et al., 2006).

Job embeddedness can be divided into two sub-components: on-the-job embeddedness – how involved individual employee are within their organisation; and *off-the-job embeddedness* – how deeply rooted they are to their community (Crossley, Bennett, Jex, & Burnfield, 2007). According to Shibiti, Mitonga-Monga and Lerotholi (2018), employees who show high levels of interest, energy and flexibility (mentally), while performing within their daily duties are prone to be more embedded in their work. Therefore, it can be assumed that work engagement has a positive impact on job embeddedness.

Work engagement

Leiter and Bakker (2010) refer to work engagement as a positive and fulfilling condition of work-related well-being which an employee experience. Additionally, work engagement also entails involvement, commitment, effort and energy that employees invests in their work (Schaufeli & Bakker, 2010), in the process, directing these factors to achieve the organisation's goals overall (Bakker, 2011). It is necessary for an organisation to know their employees' overall engagement levels while performing in their work, seeing that work engagement is a good predictor of employee, team, and organisational outcomes (Bakker & Albrecht, 2018). Work engagement occurs when employees deal consciously with specific tasks within their working environment (Sonnetag, 2017). Engaged employees present three characteristics: work hard (vigour), are involved (dedicated) and are captivated (absorption) by their job (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). For an organisation to foster work engagement among its employees it is essential that their work environment is filled with the necessary job resources – social support of work colleagues and autonomy – in order for them to cope with high job demands (Bakker, Albrecht, & Leiter, 2011).

Conceptually, work engagement reflects states of high performance and positive affect (Siu, Brough, Bakker, Kalliath, & Sit, 2010). Work engagement is positively linked to an organisation on two levels: firstly, on individual level to employee loyalty, job safety and performance; secondly, organisationally to customer satisfaction, profitability and employees' commitment (Attridge, 2009; Harter, Schmidt, & Hayes, 2002; Schaufeli & Bakker, 2004; Simpson, 2009). Moreover, Bakker, Albrecht and Leiter (2011) mention that employees' connection to their work is crucial for organisations' competitiveness, especially the psychological connection employees enjoy with their job. In research, both job embeddedness and work engagement have indicated a negative influence on turnover intention (Halbesleben & Wheeler, 2008). Furthermore, work engagement is viewed as an antipode of burnout (Adler, 2012) which has a positive effect on turnover intention. Although it has been recognised that burnout and engagement are not exact opposites, burnout is considered as a negative antipode of work engagement (Gonzalez-Roma et al., 2006).

Burnout

Burnout is the result of chronic stress linked to an employee's work conditions, therefore depicted as a syndrome in literature (Hendrix, Cantrell, & Steel, 1988). Therefore, burnout emerges when there is an imbalance between individual employees' work demands and the available job resources (Schaufeli & Enzmann, 1998). The syndrome triggers feelings of emotional depletion, withdrawal and inadequacy (Olusoga, Bentzen, & Kentta, 2019). As a result, burnout affects individual's health psychologically and physically, and organisations' effectiveness, in an undesirable manner (Bährer-Kohler, 2012). Furthermore, burnout does not occur overnight and can befall employees in any occupation (Bährer-Kohler, 2012).

According to literature, burnout consists of three dimensions: exhaustion, depersonalisation/cynicism, and reduced personal accomplishment/inefficacy (Maslach, Jackson, Leiter, Schaufeli, & Schwab, 1986). These three dimensions are described as follows: *Exhaustion* refers to employees' incapability give of themselves on a psychological level, for the reason that their emotional resources are depleted (Maslach & Jackson, 1981); *Depersonalisation/cynicism* occurs when employees withdraw themselves from their fellow colleagues and/or clients (Maslach, Schaufeli, & Leiter, 2001). *Reduced personal accomplishment/inefficacy* means employees constantly put in all their effort yet still fail to accomplish the task at hand, thus leading to a feeling of inefficacy (Jawahar, Stone, & Kisamore, 2007). However, De Beer and Bianchi (2019) found that burnout is conceptualised best as a one-factor model consisting of two items, exhaustion and depersonalisation, with personal accomplishment as a differentiated factor. The present study followed the findings of De Beer and Bianchi (2019) and considered their one-factor model in its investigation.

Negative responses to work, for example, being dissatisfaction with one's job, absenteeism and turnover intention, are linked to burnout (Leiter & Maslach, 2009). Therefore, burnout can be considered a significant predictor of turnover intention (Lu & Gursoy, 2016). Regarding job embeddedness, employees who experience high levels of exhaustion, the core component of burnout, may experience diminishing embeddedness in their job (Karatepe, 2013).

Turnover intention

Turnover intention has been identified in prior literature as a withdrawal behaviour (Knudsen, Ducharme, & Roman, 2009). The concept of turnover intention is conceived as employees' conscious desire to leave their organisation (Tett & Meyer, 1993; Li, Zhu, & Park, 2018). Bothma and Roodt (2013) mention that employees' intention to leave their job is contingent on them finding an alternative one. Employees who are involved in their work and perceive their job as significant in their lives are more likely to have an intention to remain with the organisation (Chang, Wang, & Huang, 2013). In contrast, research showed that burnout has a positive relationship with turnover intention. The reason is that employees who experience the burnout syndrome develop a stronger intention to leave the organisation (Rahim & Cosby, 2016; Scanlan, & Still, 2019). In view of the Job Demands-resources model, high job demands, and sub-optimal resources result in burnout and disengaged employees, which therefore invokes turnover intentions among employees (Bothma & Roodt, 2013).

Prior research revealed that knowledgeable, engaged employees are essential contributors to the organisation's success overall (Bothma & Roodt, 2013; Joo, Hahn, & Peterson, 2015). When such employees leave the organisation, it results in higher expenses such as training new employees, and asset losses (Shah, 2014). Such a situation also opens the market for competitors to recruit employees who consider leaving their current organisation. Thus, it is crucial to invest in retaining skilled and outstanding employees (Shah, 2014).

The relationship between work engagement and job embeddedness

Organisations currently are mindful of employees' strengths and optimal functioning, in order to keep their staff satisfied (Altunel, Kocak, & Cankir, 2015). Regarding the level of employees' commitment, they engage with their work when they perceive an optimal level of job resources provided by their organisation (Altunel et al., 2015). Accordingly, when job resources are made available to employees' this will boost their work engagement leading to stronger embeddedness in their jobs. The reason is that their work fit with their job skills and knowledge (Halbesleben, & Wheeler, 2008; Karatepe, & Ngeche, 2012).

Prior literature characterised work engagement as a psychological state related to a positive work environment, whereas job embeddedness entails the forces that effect employees in such

a way that they have the desire to remain in their job (Halbesleben, & Wheeler, 2008). Furthermore, Culbertson, Mills, & Fullagar (2012) in line with Broaden-and-Build theory, point out that engaged employees are likely to gain resource rewards, which has a positive effect on an employee's functioning outside the organisation. Therefore, it can be assumed that experiencing a positive state at work will have a spill-over effect into other areas of the employees' environment and into their life outside their work context.

Employees who are engaged in their work, invest large amounts of energy, thus making them reluctant to disengage from their job (Takawira et al., 2014). At the same time, employees identify strongly with their work (Takawira et al., 2014) to the extent that they identify with other co-workers and/or community. The identification entails a link with the culture/values of an organisation or community and symbolises the resources employees will sacrifice when they have to leave their organisation and/or community (Mitchell et al., 2001). Against the background of the findings above, the following hypotheses can be formulated:

Hypothesis 1a: Work engagement has a positive relationship with on-the-job embeddedness.

Hypothesis 1b: Work engagement has a positive relationship with off-the-job embeddedness.

The relationship between work engagement and turnover intention

Work engagement is one of the most significant contributors to an organisation's success (Harter et al., 2002; Wan, Li, Zhou, & Shang, 2018). Engaged employees absorb themselves in their work with a strong amounts of positive energy, which facilitates positive outcomes such as low turnover intention (Takawira, Coetzee, & Schreuder, 2014; Gupta, & Shaheen, 2017; Wan et al., 2018). Interacting and forming a closer relationship with clients is essential within the logistics industry (Panayides, 2005). Employees who are highly engaged often invest their energy in their clients, networking with them, thus having a positive effect on the organisation as a whole (West, & Dawson, 2012).

What employees experience in their job is an essential focus of work engagement (Gupta, & Shaheen, 2017). As a result, such employees become dedicated to their work and invest intensive energy into their job. In this regard, employees who are provided the necessary resources by the organisation will be reluctant to leave their work. Such an attitude forms the basis for work engagement and turnover intention (Halbesleben, & Wheeler, 2008). The

literature emphasises that employees' attitude towards their work affects the extent to which they are engaged within their workplace (Hussain, Yunus, Ishak, & Daud, 2013). Accordingly, employees showing high productivity levels and the will to perform, will have less intention to leave their organisation (and vice versa). Such a situation supports the negative relationship between work engagement and turnover intention (Hussain et al., 2013). In light of the discussion above, the following hypothesis can be formulated:

Hypothesis 1c: Work engagement has a negative relationship with turnover intention.

The relationship between burnout and job embeddedness

When employees are unable to balance the requirements of both work and family roles, they will inevitably encounter emotional exhaustion, thus be inclined to become less embedded in their job (Qaiser, Gulzar, Hussain, & Shabbir, 2015). Prior research has identified that emotional exhaustion as core dimension of burnout (Maslach et al., 2001) influences an organisation's service delivery, since it makes it difficult to retain outstanding employees (Karatepe, 2013). Therefore, the assumption can be made that emotional exhaustion, and by extension burnout, will hinder service delivery in the logistics industry as it involves employees providing services to various clients (Liu et al., 2010). An employee experiences emotional exhaustion in a situation where the job demands placed on them are high, along with feelings of worn-out emotional resources and a lack of energy (Karatepe, 2013), resulting in poor performance and less job embeddedness (Karatepe, 2013).

As mentioned, job embeddedness is important if an organisation is to retain employees (Karatepe, 2013). Such embeddedness consists of a combination of factors that help retain individual employees in their job (Yao, Lee, Mitchell, Burton, & Sablinski, 2004). *Links* are perceived as the connections that employees have with their organisation – *on-the-job embeddedness*; and their community – *off-the-job embeddedness* (Yao et al., 2004). Therefore, employees who suffer from emotional exhaustion will find it difficult to cope with their work and/or personal life if the links (co-workers and family) in their life is absent, thus becoming less embedded on-and off the job (Karatepe, 2013). If employees' personal values or skills do not fit in with their organisation or community, that individual may experience increased levels of exhaustion. The result could be inadequate performance and decreased levels of job

embeddedness (Karatepe, 2013). In light of this exposition, the following hypotheses can be formulated:

Hypothesis 2a: Burnout has a negative relationship with on-the-job embeddedness.

Hypothesis 2b: Burnout has a negative relationship with off-the-job embeddedness.

The relationship between burnout and turnover intention

Stress is a factor that occurs daily in people's lives. This experience can help individuals overcome certain challenges (*eustress*). However, in a work environment where chronic work-related stress is prevalent it becomes damaging to employees (distress) (Lin, Jiang, & Lam, 2013). Prior research has identified interpersonal job stressors as the root cause of the psychological syndrome of burnout (Maslach et al., 2001). Exhaustion, accompanied by cynicism and detachment, is a dominant factor of burnout, which entails feelings caused by depleted resources emotionally and physically (Maslach et al., 2001). A loss of resources is likely to cause negative organisational outcomes such as increased turnover intentions (Lee, & Ashforth, 1996). Burnout links with several job-withdrawal facets such as absenteeism and employees' intention to leave their organisation (Lin et al., 2013). Ahmed (2016) mentions that turnover intention is most likely to produce undesirable results for an organisation such as decreased performance.

The logistics industry comprises employees who provide services to various clients (Liu et al., 2010). Furthermore, research have shown that burnout impacts both employees' personal and work life, as well as their client-related relationships. Therefore, it is crucial that employees have the necessary resources available to do their job effectively. The lack of such resources may evoke intentions among employees to leave the organisation (Stoll, & Gallagher, 2018). This relationship can be formulated in terms of the statement below:

Hypothesis 2c: Burnout has a positive relationship with turnover intention.

The relationship between job embeddedness and turnover intention

A skilled workforce in current organisations have become an essential factor for the company to gain a competitive advantage in the industry. Nevertheless, retention of these employees has

become a more prevalent challenge for organisations (Samuel, & Chipunza, 2009). Considering why employees remain in an organisation, job embeddedness is conceptualised in literature as comprising several external contextual forces, namely links within their organisation/community; individual employees' fit with the values of the organisation and /or community; and what employees are willing to sacrifice (William Lee et al., 2014). Therefore, outside factors (*off-the-job*) such as family and other job possibilities have also been known to have impact employees' turnover intention (Dawley, & Andrews, 2012). Prior research has found that employees who experience low, compared to high, job embeddedness will reduce their turnover intention as on-the-job embeddedness increases. This indicates that embeddedness in the job itself is an important consideration in turnover intention, compared to off-the-job embeddedness (Dawley, & Andrews, 2012).

Factors that influence on-the-job embeddedness include: relationships with colleagues; the fit between the employees and their job; and what employees have to forfeit when they consider leaving their job (Tanova, & Holtom, 2008). According to literature, employees who display high on-the-job embeddedness will experience a lower turnover intention, and vice versa (Tanova, & Holtom, 2008). In this regard, job embeddedness is related to employees' turnover intention, where higher embeddedness leads to lower turnover intention (Nicholas, Mensah, & Owusu, 2016). The argument above can be presented in terms of the following hypotheses:

Hypothesis 3a: On-the job embeddedness has a negative relationship with turnover intention.

Hypothesis 3b: Off-the job embeddedness has a negative relationship with turnover intention.

Potential indirect relationships

Given the hypothesised relationships and the current literature, it is possible that job embeddedness could function as intermediating variable in the relationships between work-related well-being (work engagement, burnout) and turnover intention, expecting indirect effects. Therefore, the following hypotheses were also tested:

Hypothesis 4a: Work engagement has an indirect effect on turnover intention through on-the job embeddedness.

Hypothesis 4b: Work engagement has an indirect effect on turnover intention through off-the job embeddedness.

Hypothesis 5a: Burnout has an indirect effect on turnover intention through on-the job embeddedness.

Hypothesis 5b: Burnout has an indirect effect on turnover intention through off-the job embeddedness.

The series of hypotheses above and its interrelationships are depicted in Figure 1 below.

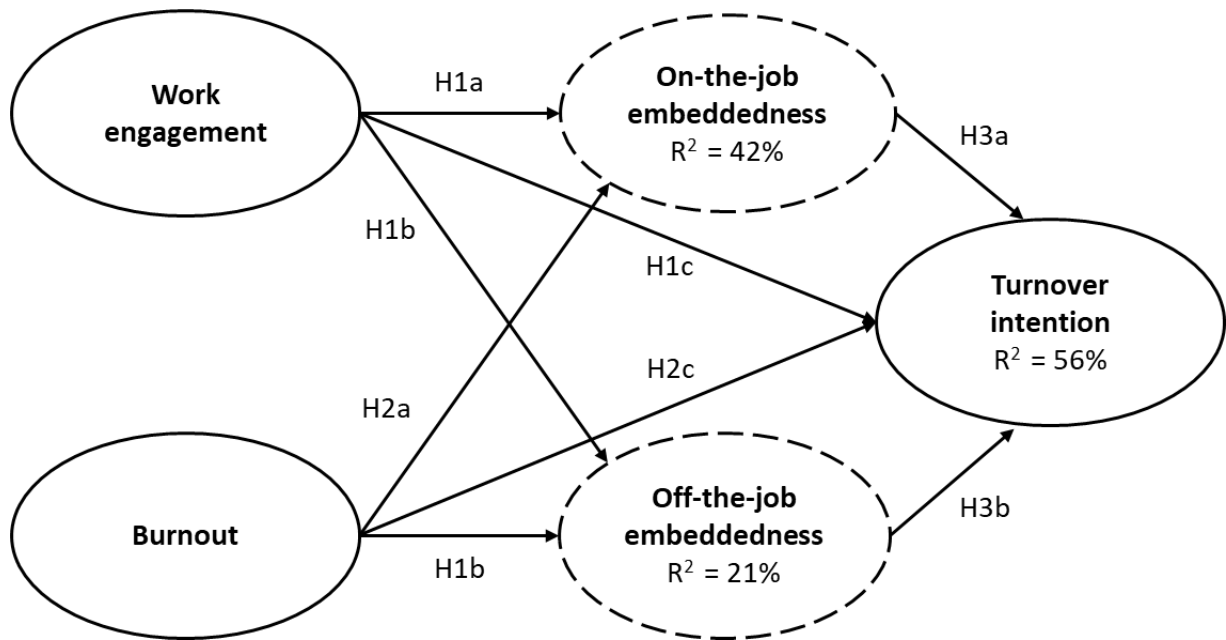


Figure 1: *The research model with potential mediating variables indicated with dashed lines.*

Research design

Research approach

The present study followed a quantitative research approach, which involves a large sample, with a cross-sectional design where data were collected at a fix point in time (De Vos, Delpont, Fouché & Strydom, 2011). Data were gathered through a questionnaire that was completed to enable the researcher to investigate the hypothesised relationships statistically through descriptive statistics.

Research method

Research participants

Convenience sampling, a non-probability strategy, was used to gather data within the logistic industry in South Africa. For the research, approximately 500 participants were sought to complete the questionnaire, which were completed voluntarily showing a response rate of 56.20% ($n = 281$). The participants who completed the questionnaires were from the age of at least 18 years and older (Mean age = 37.59; SD = 10.10), and varied in terms demographics such as gender (male = 168 [59.79%] and female = 113 [40.21%]), ethnicity (African = 178 [33.21%], White = 83 [15.49%], Coloured = 12 [2.24%], Indian = 3 [0.56%]) and educational background (matric = 207 [38.62%], diploma = 44 [8.21%], degree 14 [2.61%], post-graduate degree = 13 [2.43%]).

Measuring instruments

The measuring instruments which were used in the study are explained below by referring to the instruments as well as the constructs that it measures.

A **biographical questionnaire** determined the participants' biographical characteristics, namely: age, gender, home language, ethnicity, level of education, household status, length of employment and position in current organisation. This information was gathered to present the basic composition of the sample.

Work engagement was measured through the Utrecht Work Engagement Scale (UWES-9) developed by Schaufeli et al. (2002). This scale consists of nine items that measure the three dimensions of work engagement: *Vigour* (3 items; e.g. "When I get up in the morning, I feel like going to class/work"); *Dedication* (3 items; e.g. "I'm enthusiastic about my study/job") and *Absorption* (3 items; e.g. "When I'm studying/working, I forget everything around me"). A seven-point frequency scale was used, ranging from 0 (*Never*) to 6 (*Everyday*). The Cronbach's alpha coefficients for the 9-item scale varied between 0.85 and 0.92 (Schaufeli, Bakker & Salanova, 2006).

Burnout was measured through the Maslach Burnout Inventory (MBI; Maslach, Jackson & Leiter, 1996). The MBI consists of 22 items, scored on a 7-point frequency-rating scale, thus ranging from 0 (*Never*) to 6 (*Everyday*). The 16 items are divided into the three dimensions of burnout namely: *Exhaustion* (5 items, e.g. “Working all day is really a strain for me”), *Cynicism* (5 items, e.g. “I doubt the significance of my work”) and reduced *Professional efficacy* (6 items, e.g. “I can effectively solve the problems that arise in my work.”). Cronbach’s alpha coefficients have been reported as 0.87 and 0.82, for components within the South African context (Rothmann & Barkhuizen, 2008).

Job embeddedness entails two components: on-the-job embeddedness and off-the-job embeddedness. These components consist of a 12-item scale, reflecting six dimensions for the construct (Clinton, Knight & Guest, 2012). *On-the-job embeddedness* comprises an index which measures the three aspects of job-embeddedness; *Fit* (e.g. “The organisation provides me with a way of life that suits me”); *Links* (e.g. “My closest friends are in the organisation”); and *Sacrifices* (e.g. “I would miss the excitement that the job brings if I left”). Similarly, *Off-the-job embeddedness*, comprises an index composed of the similar three aspects of job-embeddedness; *Fit* (e.g. “The area where I am based right now is suitable for my family and friends”); *Links* (e.g. “My family/partner has strong ties around the community where I am currently based at the moment”); and *Sacrifices* (e.g. “Leaving the area where I am currently based would mean many personal and/or family sacrifices”). A 5-point Likert-type scale was utilised and range from 1 (*Strongly disagree*) to 5 (*Strongly agree*). Van Dyk, Coetzee and Tebele (2013), report the overall Cronbach’s alpha coefficients for job embeddedness as 0.91.

Turnover intention was measured with a Likert-type scale containing three items, developed by Sjöberg and Sverke (2000). The scale measures the strength of the respondent’s intentions to leave the present position (e.g. “I feel that I could leave this job”). The response alternatives range from 1 (*Strongly disagree*) to 5 (*Strongly agree*). Cronbach’s alpha coefficients for turnover intention was found to score 0.83 (Sjöberg and Sverke, 2000).

Statistical analysis

Latent variable modelling was conducted with Mplus 8.0 (2017). Firstly, confirmatory factor analysis was used to determine the best-fitting measurement model for the data (Brown, 2015). To decide on the measurement model the following fit indices were considered: comparative

fit index (CFI), Tucker-Lewis index, (TLI) and root mean square error of approximation (RMSEA). For the CFI and TLI, values of 0.90 and above were considered adequate; and for the RMSEA, values of 0.08 and below (Van de Schoot, Lugtig & Hox, 2012). In addition to the fit of the measurement model, the validity of the model was also considered, specifically construct validity. To this end and to begin exploring the relationships between variables, a correlation matrix was considered, which was interpreted according to the guidelines of Cohen (1992), namely that values of 0.30 and above should be considered medium effect size and those of 0.50 and above, as large effects.

Thereafter, to test the hypotheses, a structural model was specified in a follow-up analysis by adding the structural paths in line with the research hypotheses (see Figure 1 above). The same guidelines were applied to the structural model in terms of fit as the case was with the measurement model. To support or reject the hypotheses, the statistical significance (set at $p < 0.05$), direction and size of the standardised estimates were considered. Finally, for the potential indirect effects in the model, bootstrap resampling was used with a resampling option set at 10 000 (Hayes, 2017). This allowed the researcher to consider the significance of the indirect effects by considering the parameters' 95% confidence intervals as well.

Research procedure

Ethical approval was sought from the research committee of the North-West University's faculty of Economic and Management Sciences prior to the studies data collection process. Consent was obtained from the CEO of the selected organisation to collect data. Appointments were scheduled with the CEO and managers of the chosen organisations where the overall aim and nature of the study were explained by the researcher. Followed by an informed consent process, where (1) the voluntary nature of participation and (2) the research purpose of the study was explained to participants. The front page of the question booklet covers provided the participants this information.

Furthermore, by a scheduled appointment with the two different organisations the questionnaires were delivered by hand to the participants. This method could raise the response rate since the participants were not inconvenienced by making appointments only prior to the delivery (De Vos et al., 2011). The participants were given five workdays to complete and submit their booklets. After the participants completed their questionnaires, the questionnaires

were placed into assigned envelopes. The sealed envelopes were placed in a secured container that was made available (at a central location) and so collected by the researcher the following week. Accordingly, voluntary participation was ensured as the researcher was unable to know the identity of participants who did or did not complete the booklet. The participants were informed that it takes approximately 20 minutes to complete the questionnaire. Three days before the researcher collected the questionnaires, the CEO and management were notified via email, as a reminder to inform the participants about the research project. The data were captured onto an Excel spread sheet and analysed statistically after the data were collected by the researcher

Ethical considerations

Ethical clearance was granted by the North West University's Faculty Research Committee to continue with the present study. Informed consent was provided by participants and prior to receiving the questionnaire, candidates were made aware of the voluntary nature of this study, as well as the fact that it was undertaken anonymously, where all the provided information was kept strictly confidential. Prior to submitting their questionnaires in a sealed box, the participants received an envelope in which they placed their completed questionnaire.

In light of the above-mentioned considerations, all aspects of the study were conducted in an ethical manner and no incidents were reported during any stage of the research process. The questionnaires were stored safely at the North West University after receiving the collected data, after which it was captured on a Microsoft Excel spread sheet.

Results

CFA measurement model

After assessing the measurement model containing all the study variables, the model was found to be an acceptable fit to the data ($\chi^2 = 870.99$; $df = 314$; $CFI = 0.92$; $TLI = 0.91$; $RMSEA = 0.08$). Table 1 below presents the factor loadings from the items for the latent variables estimated based on the CFA.

Table 1

Standardised loadings for the latent factors

Factor	Item	Loading	S.E.	P
Work engagement	UWES1	0.30	0.06	0.001
	UWES2	0.71	0.*04	0.001
	UWES3	0.70	0.04	0.001
	UWES4	0.91	0.02	0.001
	UWES5	0.54	0.05	0.001
	UWES6	0.85	0.03	0.001
	UWES7	0.83	0.03	0.001
	UWES8	0.35	0.05	0.001
	UWES9	0.89	0.03	0.001
Burnout	MBIEX1	0.78	0.03	0.001
	MBIEX2	0.75	0.03	0.001
	MBIEX3	0.81	0.03	0.001
	MBIEX4	0.70	0.04	0.001
	MBIEX5	0.84	0.03	0.001
	MBIMD1	0.75	0.03	0.001
	MBIMD2	0.84	0.03	0.001
	MBIMD3	0.93	0.02	0.001
On-the-job embeddedness	ONFIT	0.90	0.03	0.001
	ONLINK	0.54	0.06	0.001
	ONSAC	0.86	0.04	0.001
Off-the-job embeddedness	OFFFIT	0.84	0.06	0.001
	OFFLINK	0.71	0.05	0.001
	OFFSAC	0.72	0.06	0.001
Turnover intention	TURN1	0.88	0.03	0.001
	TURN2	0.86	0.02	0.001
	TURN3	0.91	0.02	0.001

Notes: S.E. = Standard error; All p -values < 0.001

Table 2 above indicates that the items all loaded significantly on their respective factors. However, two of the items from the work engagement scale scored relatively low ($\lambda_{UWES1} = 0.30$; $\lambda_{UWES8} = 0.35$) just reaching the lower threshold. However, it was decided to retain these items as the model still had acceptable fit for the sake of future studies. The standard errors of the estimates were also found to be relatively low, indicating accuracy in the estimation process.

Correlation matrix with reliability values

Table 3 below presents the correlation matrix for the study variables; the Cronbach's alpha reliabilities are provided on the diagonal of the matrix in brackets.

Table 2

Reliabilities and correlation matrix for the latent variables

Variables	1	2	3	4	5
1. Work engagement	(0.87)				
2. Burnout	-0.45 ^a	(0.88)			
3. On-the-job embeddedness	0.59 ^b	-0.34 ^a	(0.81)		
4. Off-the-job embeddedness	0.38 ^a	-0.20	0.66 ^b	(0.82)	
5. Turnover intention	-0.43 ^a	0.67 ^b	-0.53 ^b	-0.14	(0.90)

Notes: Cronbach's reliability coefficients in brackets on the diagonal; All correlations statistically significant $p < 0.001$; a = Medium effect size; b = Large effect size

Table 3 above indicates clearly that all the variables have excellent internal consistency ($\alpha > 0.80$). Furthermore, all the correlational relationships were found to be statistically significant ($p < 0.05$). The following results emerged. Work engagement was negatively correlated with burnout ($r = -0.45$; medium effect) and turnover intention ($r = -0.43$; medium effect), but positively correlated with both on- ($r = 0.59$; large effect) and off-the-job embeddedness ($r = 0.38$; medium effect). Burnout was correlated negatively with both on- ($r = -0.34$; medium effect) and off-the-job embeddedness ($r = -0.20$; small effect). Furthermore, on-the-job embeddedness and off-the-job embeddedness was largely positively correlated ($r = 0.66$). Finally, on- and off-the-job embeddedness were found to be negatively correlated with turnover intention. These correlations provided initial support for all of the study hypotheses.

Structural model fit and paths

Structural paths were added to the CFA model according to the study hypotheses. After estimation, the model was found to be an acceptable fit to the data ($\chi^2 = 940.97$; $df = 315$; CFI = 0.91; TLI = 0.90; RMSEA = 0.087; 90% CI[0.081, 0.094]). The RMSEA was borderline but below the cut-off of 0.10 for poor fit (Cudeck & Browne, 1993). The results of the regressions are provided in Table 4 and Figure 2 below.

Table 3

Regression results for the structural model

Structural path	B	S.E.	<i>p</i>	Result
Work engagement → On-the-job embeddedness	0.62	0.05	0.001	Significant
Work engagement → Off-the-job embeddedness	0.46	0.08	0.001	Significant
Work engagement → Turnover intention	0.04	0.08	0.644	Not significant
Burnout → On-the-job embeddedness	-0.05	0.06	0.359	Not significant
Burnout → Off-the-job embeddedness	0.01	0.07	0.942	Not significant
Burnout → Turnover intention	0.57	0.05	0.001	Significant
On-the-job embeddedness → Turnover intention	-0.38	0.06	0.001	Significant
Off-the-job embeddedness → Turnover intention	0.07	0.06	0.226	Not significant

Notes: β = beta coefficient; S.E. = Standard error; p = Two-tailed statistical significance

For the results of the structural path results (see also Figure 2 below), work engagement showed significant positive path relationships with on-the-job embeddedness ($\beta = 0.62$, S.E. = 0.05; supporting H_{1a}) and off-the-job embeddedness ($\beta = 0.46$, S.E. = 0.08; supporting H_{1b}). However, work engagement, showed no significant relationship to turnover intention in this model ($\beta = 0.04$, S.E. = 0.08; $p = 0.644$; rejecting H_{1c}). Burnout showed non-significant path relationships to on-the-job embeddedness ($\beta = -0.05$, S.E. = 0.06; $p = 0.359$; rejecting H_{2a}) and with off-the-job embeddedness ($\beta = 0.01$, S.E. = 0.07; $p = 0.942$; rejecting H_{2b}), but a positive relationship to turnover intention ($\beta = 0.57$, S.E. = 0.05; supporting H_{2c}). Finally, on-the-job embeddedness had a significantly negative path relationship to turnover intention ($\beta = -0.38$, S.E. = 0.06; supporting H_{3a}), but off-the-job embeddedness has a non-significant relationship ($p = 0.226$). The model, therefore, explained significant variance in all of the dependent variables.

Finally, four indirect relationships were tested in this model. Bootstrapping replication (10 000 draws) (cf. Rucker, Preacher, Tormala, & Petty, 2011) with the four potential indirect effects specified, revealed that the first indirect effect was indeed a significant (Estimate = -0.20, SE = 0.07; $p = 0.024$; 95% CI[-0.44, -0.07]) – the relationship from work engagement to turnover intention through on-the-job embeddedness. In addition, the direct relationship from work engagement to turnover intention was found to be non-significant, which indicated an indirect-only mediation model (Zhao et al., 2010), more traditionally known as a full-mediation model.

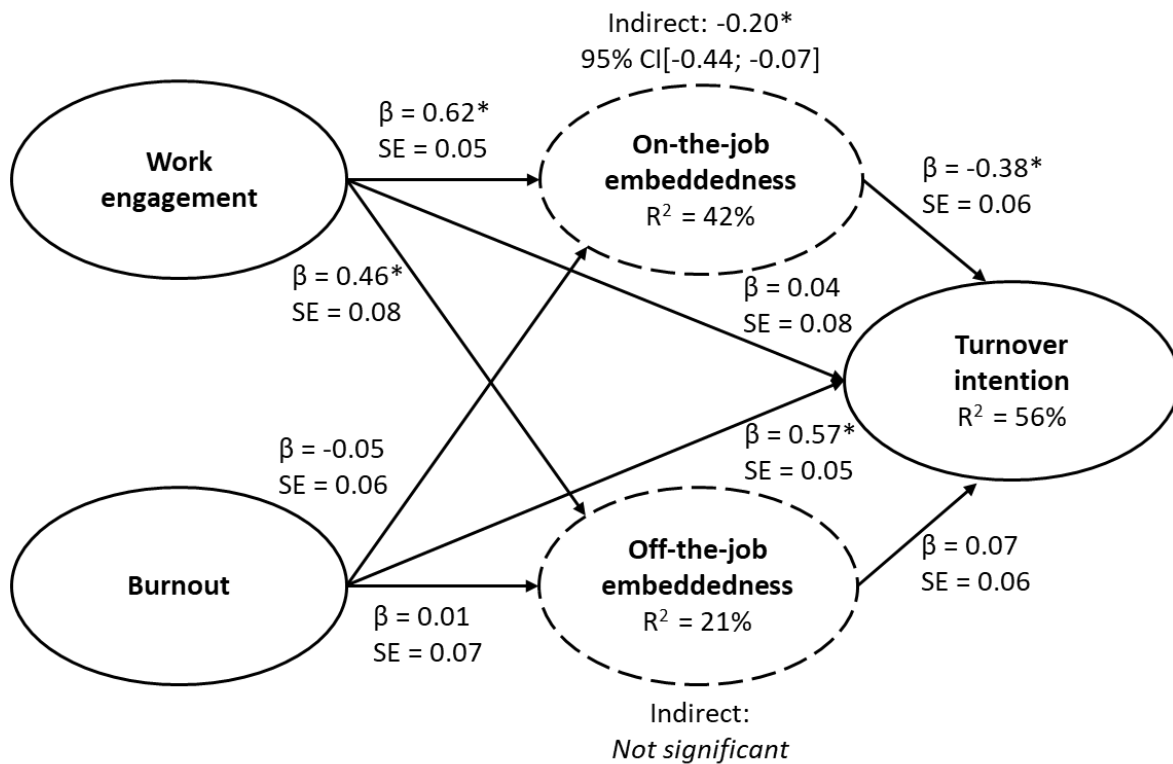


Figure 2: The structural model with regression results.

Discussion

The general aim of the present study was to investigate the relationships between job embeddedness, work engagement, burnout and turnover intention within the South African context. A literature overview indicated no definite existing research to date which investigates all of these constructs in a single study. Therefore, to the researcher's knowledge this was the first study to do so.

Work engagement showed a significant positive relationship with both on-and off the job embeddedness (supporting H_{1a} and H_{1b}), which means that being engaged in their work environment make employees more inclined to be embedded within their jobs. This is in line with previous literature, namely that engaged employees identify with their work by using their knowledge and skills to do their job (Karatepe, & Ngeche, 2012; Takawira et al., 2014). Such commitment impacts also on employees' on-the-job embeddedness by becoming more embedded within their job. Thus, in accordance with the broaden-and build theory, employees who experience positive emotions such as interest and pride in their work, are likely to

experience a positive spill-over effect into their personal lives, which thereby impacts their life outside their work (Fredrickson, 2000), and in the process, their off-the-job embeddedness.

Work engagement were found to demonstrate a non-significant direct relationship with turnover intention (rejecting H_{1c}). This result was not supported by previous literature, however it was found that work engagement does demonstrate a significant indirect relationship with turnover intention through on-the-job embeddedness (supporting H_{4a}). This finding emphasises that on-the-job embeddedness plays an important role in the dynamics between work engagement and the employees' intention to leave their organisation.

Burnout indicated a non-significant relationship with both on-the-job embeddedness and off-the-job embeddedness (rejecting H_{2a} and H_{2b}), but a direct positive relationship with turnover intention (supporting H_{2c}) – suggesting that employees who experience burnout will be less inclined to remain with their organisation. Gülcan (2015) states that burnout is a source of employees' experience of turnover intentions. Employees have the tendency to foster job resources; thus losing such job resources may cause an employee to experience symptoms of the burnout syndrome, as a result, they develop the desire to leave their organisation (Lu, & Gursoy, 2016). The above-mentioned non-significant relationship between burnout and both on-the-job embeddedness and off-the-job embeddedness has not been found in previous literature. The finding in the present study showed that burnout does not have a direct impact on on-the-job embeddedness nor off-the-job embeddedness, but that the dynamics of its antipode, work engagement, seems to be of more importance in the logistics industry.

On-the-job embeddedness indicated a negative relationship with turnover intention (supporting H_{3a}), as employees who are embedded in their job would have less intention to leave their job. Mitchell et al. (2001) points out that if employees have the necessary support from their co-workers (*links*), their goals and values *fit* with their organisation and the *sacrifice* they are willing to make within their organisation are definite, the levels of employee turnover intention will be lower.

Off-the-job embeddedness, on the other hand, indicated a non-significant relationship with turnover intention (rejecting H_{3b}). This finding implies that factors outside the organisation do not have a real impact on employees' intentions to stay or leave the organisation, in this context – the logistics industry. This finding was supported by previous literature, stating that off-the-

job embeddedness does not directly contribute to predicting employees' intention to leave their organisation (Treuren, 2009). Purba (2015) also found that off-the-job embeddedness has no effect on turnover intention, explaining that this could be since employees value their attachment to their current organisation, regardless of other job opportunities.

Practical implications

The present study contributed to the literature in this field by investigating the interrelationships between different constructs, namely (1) job embeddedness (2) work engagement (3) burnout and (4) turnover intention. The results is valuable to organisations since it advises about the dynamics between the constructs.

Organisations must be mindful of the significant impact that engaged employees have on the organisation's outcomes and on employee retention (Bakker & Albrecht, 2018). Keeping employees engaged requires of organisations to make certain changes in the workplace, such as job rotation or improved job designs, which would improve their employee-job-fit and employees will experience their job as more meaningful (Schaufeli, 2012). Subsequently, providing employees with the necessary job resources allows them to be more engaged. The reason is that the necessary job resources will reduce their job demands, help them achieve organisational goals and foster personal growth (Braine, & Roodt, 2011). In such a case, employees will be more embedded within their job.

In light of the findings above, it is vital that an organisation takes note of the job-related aspects of embeddedness, for example employees' relationships with co-workers or the community; whether their values are on par with that of the organisation; and what they are willing to sacrifice within and outside their organisation. Such information will help organisations plan strategies to keep their skilled employees in the company (Dawley, & Andrews, 2012; Tanova, & Holtom, 2008). If employees want to remain within their organisation, this lowers the possibility of any intention to leave their organisation (Nicholas, Mensah, & Owusu, 2016).

Finally, awareness should be raised about employees experiencing exhaustion, which is a characteristic of the burnout syndrome. Such experiences (exhaustion) have a substantial direct effect on employees' decision to remain with their organisation and/or having any intention of

leaving (Lee, & Ashforth, 1996). Ensuring that employees have the necessary resources to cope with job stress and do their job efficiently and effectively, will reduce the risk of undesirable outcomes such as poor performance and turnover intention (Ahmed, 2016; Karatepe, 2013; Stoll, & Gallagher, 2018).

Limitations and recommendations for future research

Despite the contribution by the findings to the literature on work-related factors, certain limitations must be pointed out.

Firstly, the study was conducted only in a single industry amongst only two organisations within South Africa. This should be regarded as a concern since the results cannot be generalised across all organisations in South Africa. Thus, it is recommended that future research should include several industries within the South African context.

Secondly, the study used a cross-sectional design, which collected data in a short period at a single point in time. Thus, to provide evidence of casualty, it is recommended this study should be replicated by using a longitudinal design.

Thirdly, understanding and interpreting the questions within the self-reported questionnaire may have differed among participants. Therefore, a recommendation to future research would be to utilise multiple data-collection methods, for example, which combine qualitative and quantitative research designs.

Conclusion

The overall aim of the present study was to investigate the relationships between job-embeddedness, work engagement, burnout and turnover intention within the South African context. Results of this study indicated that work engagement has a significant positive relationship with on-the-job embeddedness and off-the-job embeddedness. This finding implies that engaged employees who have the characteristics of work engagement – vigour, dedication and absorption – will be more embedded within their organisation and outside.

Taking into account burnout, in this study this construct only showed a positive significant relationship with turnover intention. The reason is that when employees experience the symptoms/characteristics of burnout – emotional exhaustion, depersonalisation and lack of personal accomplishment – they show intentions to leave their organisation.

The results also indicated that on-the-job embeddedness is significantly negatively related to turnover intention. This finding suggests that employees with the necessary links, fit and willingness to sacrifice within their organisation, are less inclined to intentions of leaving the company. Non-significant relationships were also found within this study, namely between work engagement and turnover intention, burnout and on-the-job embeddedness and off-the-job embeddedness, and lastly between off-the-job embeddedness and turnover intention. This finding indicates that engaged employees might not have an effect on an employee's intention to leave their organisation, furthermore an employee's embeddedness within and outside their organisation might not be effected when experiencing symptoms of burnout.

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CHAPTER 3
CONCLUSIONS, LIMITATIONS, AND RECOMMENDATIONS

Conclusions, limitations and recommendations

This chapter provides an overview of the following: (1) conclusions that follow from the research results; (2) identified shortcomings of the research, referred to as the limitations of the study; and (3) recommendations for organisations and future research.

3.1 Conclusions

The aim of the present study was to address the gap in literature on the relationships between job embeddedness, work engagement, burnout and turnover intention. The researcher took into account that to date no definite research was undertaken in South Africa on to above-mentioned work-related constructs. Thus, the general aim of this study was to investigate the relationships between job embeddedness, work engagement, burnout and turnover intention within the South African context.

First specific objective: determine how job embeddedness, work engagement, burnout and turnover intention are conceptualised in the literature.

This objective was achieved by conducting a literature review on all the constructs mentioned above. Job embeddedness is conceptualised in literature as aspects – links, fit and sacrifices – within an organisation (on-the-job embeddedness); and outside such as family and community (off-the-job embeddedness) that retain employees within their organisation (William Lee et al., 2014; Yao et al., 2004). Work engagement is considered as a positive state in which employees find themselves. In this state, employees show characteristics such as *vigour*, *dedication* and *absorption*, which allow them to invest intensive energy in their work, thereby staying committed to their organisation (Schaufeli & Bakker, 2010).

Burnout can be regarded as a syndrome that triggers in employees when they are unable to cope with their job demands, causing chronic stress. As a result, employees may experience feelings of emotional exhaustion, withdrawal and inadequacy (Hendrix et al, 1988; Maslach et al., 2001; Olusoga et al, 2019; Schaufeli & Enzmann, 1998). However, recent research showed that the Maslach Burnout Inventory (MBI) assessed burnout is operationalised best as a latent variable consisting only of the component, exhaustion and withdrawal (with traits of cynicism/depersonalisation), (De Beer & Bianchi, 2019). Finally, turnover intention was

considered in literature as withdrawal behaviour that influences employees' desire to remain with their organisation (Knudsen et al., 2009; Tett & Meyer, 1993; Li et al., 2018).

Second specific objective: was to determine the relationship between on-the-job embeddedness, work engagement, burnout and turnover intention.

According to the results, work engagement has a non-significant relationship with turnover intention but a positive significant relationship with on-the-job embeddedness. However, work engagement demonstrated a significant indirect relationship with turnover intention through on-the-job embeddedness. Therefore, it can be inferred that employees who are engaged and dedicated to their job will be more likely to remain in their organisation. This means such employees have the necessary embeddedness – support (*links*) from co-workers, *fit* within the organisation in terms of their skills and preferences, and are willing to make *sacrifices* helping them deal with their work demands (Rothmann, & Olivier, 2007). Moreover, through on-the-job embeddedness, being engaged in one's work has a negative effect on employees' intention to leave the organisation.

Furthermore, burnout showed a direct positive significant relationship with turnover intention, implying that employees who have elevated burnout levels, will be more inclined to experience intentions of leaving their organisation (Lin et al., 2013). This could be due to worn-out emotional and/or physical resources (Maslach et al., 2001). However, burnout also indicated a non-significant relationship with on-the-job embeddedness. This finding implies that experiencing symptoms of burnout does not impact the employee's embeddedness within their organisation, in this sample. Finally, the results indicated that on-the-job embeddedness has a negative relationship with turnover intention, which supports the assumption that the more embedded employees are, the less intention they have to leave their organisation (Mitchell et al., 2001).

Third specific objective: determine the relationship between off-the-job embeddedness, work engagement, burnout and turnover intention.

The results indicated that work engagement has a significant relationship with off-the-job embeddedness. This finding is in line with Culbertson, Mills and Fullagar (2012), namely, that employees who are engaged generate a positive spill-over effect into the life outside their work

domain. Regarding the relationship between burnout and off-the-job embeddedness, the results indicated a non-significant relationship, thus burnout has no impact on employees being embedded outside the organisation, however this finding was not yet confirmed in previous literature. Finally, the present study found a non-significant relationship between off-the-job embeddedness and turnover intention. Such a finding signifies that having links outside the organisation (family and the community); fitting in with the community and being willing to make the necessary sacrifices, do not have any effect on employees' turnover intentions within their organisation (Treuren, 2009).

Fourth specific objective: was to disclose the limitations of the study and make recommendations for future research and practice.

The limitations and recommendations of this study were also provided in chapter 2 and are discussed briefly within the following subsections below.

3.2 Limitations

Firstly, the study was conducted in the logistics industry within the South African context by collecting data through the method of convenience sampling. Accordingly, the focus was on the logistics industry only and these results would have to be generalised across all organisations within South Africa, with caution. Secondly, since the data were collected at a single point in time, the self-reported questionnaires of this study were based on a cross-sectional design (De Vos, Delport, Fouché & Strydom, 2011). Therefore, to determine any cause and effect in the study is restricted since the data were not gathered through a longitudinal approach (Friedman, 2014). Even given the above-mentioned limitations, the results of this study are important and add to the literature and the logistic industry within South Africa.

3.3 Recommendations

3.3.1 Recommendations for practice

Based on the results of the present study, it is important for organisations to be aware of factors that keep the employees engaged within the organisation, as this may affect their embeddedness. Factors such as leadership, training and development, work environment and

workplace well-being have been shown to facilitate work engagement among employees (Anitha, 2014). Employees are engaged by investing energy and dedication into their work. In this way the employees help retain the talent within the organisation, subsequently encouraging customer loyalty and enhances the organisation's performance, which ultimately impacts on its success (Kumar, & Pansari, 2016; Lockwood, 2007). Organisations should also become aware of the forces that keep employees embedded within the workplace. These forces include: a good fit with the work they do, the support they have within the organisation from co-workers/managers and what employees are willing to sacrifice (materially or psychologically) in order to remain with the organisation (Porter, Posthuma, Maertz, Joplin, Rigby, Gordon, & Graves, 2018).

Considering workplace wellbeing, it is vital for an organisation to ensure their employees have the necessary resources such as co-worker support and a proper working environment. These resources will help employees cope with extensive job demands, which may evoke feelings of exhaustion, leading to burnout and being unable to perform their tasks effectively (Jackson, Rothmann, & Van de Vijver, 2006; Schaufeli, & Salanova, 2014). In the same vein, burnout is linked to health problems such as frequent colds and flu's, migraines and depression, which may increase turnover intentions (Jackson et al., 2006). Consequently, employees who experience burnout and have intentions to leave their organisation, tend to deliver poor quality services and/or products to clients, which ultimately impedes the organisation's effective functioning (Derycke, Clays, Vlerick, D'Hoore, Hasselhorn, & Braeckman, 2012; Rothmann, 2003; Takawira et al., 2014). Thus, organisations gain by considering their employees' physical and mental wellbeing. Such care will lower employees' intentions to leave the organisation and help to sustain their on-the-job embeddedness.

3.3.2 Recommendations for future research

The study was conducted within a single research context (the logistics industry). Thus it is recommended that future research should replicate this study to investigate multiple industries and organisations to gain a more in-depth understanding of the relationships between job embeddedness, work engagement, burnout and turnover intention within the South African context. Moreover, if the sample involves multiple industries, future research would be able to generalise the findings with more confidence to the population as a whole. To determine the causality behind the relationships mentioned above, future researches should collect

longitudinal data; therefore, future research should administer the measurement of these factors for at least a second time (Taris & Kompier, 2003).

Finally, taking into account the study's data-collection method (self-reported questionnaires), future research may consider using multiple data-collection methods such as qualitative interviews to help understand the meaning and context of the quantitative results. In this regard, future researchers may gain a general, improved understanding of the phenomenon embeddedness within a work environment.

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