

# **An exploration into the influences of Employee Engagement and Job Embeddedness on Turnover Intention within the Irish Construction Industry**

A quantitative study into the impact that Employee Engagement and Job Embeddedness have on Turnover Intention at Company X.

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**Submitted in August 2022**

## ABSTRACT

A reported proliferation of voluntary employee turnover at Company X has provoked a necessity for investigation. This research seeks to discern the core influencing factors of turnover for Company X, a Dublin-based Multinational Manufacturer within the Commercial Construction industry. The commonality of ubiquitous increased employee turnover has become a Global social phenomenon coined *The Great Resignation* with dichotomous notions of triggers and ambiguous reasonings of a catalyst or root cause. Nonetheless, there is a distinct need in Ireland for considerable construction output delivery, to support a housing crisis; consequently, Company X require turnover stabilisation urgently. Within the literature, employee turnover is prompted by either a *pull* or *push* factor; employees are *pulled* or *pushed* through their employment departure journey, analogous to a tug-of-war. This research will investigate push factors within Employee Engagement and Job Embeddedness with their subsequent impact on Turnover Intention. There will also be cognisance of any distinctive demographical nuances or findings to enlighten Company X in fathoming this phenomenon, consequently evaluating appropriate remedies.

Quantitative analysis within this research is furnished via an online survey holding a Likert scale to understand Job Embeddedness, Employee Engagement, and their impact on Turnover Intention, accompanied by insights into any correlation or interdependency within these factors. Key findings accentuate the critical importance of Employee Engagement and Job Embeddedness on Turnover Intention. Specific demographics, further insinuate the importance of both factors within the 'employment tenure' category pre-identified as at-risk by Company X. Notwithstanding their vying nature, Job Embeddedness and Employee Engagement hold criticality to sustain a satisfactory level of employee turnover. Nevertheless, perceived support and safety at work reign supreme within turnover influences. Explicitly, should an employee feel unsafe or lack perceived support, Job Embeddedness, and Employee Engagement endeavours become futile.

This research will contribute to the body of literature on Employee Engagement, Job Embeddedness and Turnover Intention and the limited research specifically within the Commercial Construction Industry in Ireland.

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## ACKNOWLEDGEMENTS

Firstly, I would like to thank my parents for their continued support throughout this journey. I could not have made it this far without their love, support, patience, and very many coffees. Thank you for being enthusiastic about the Employee Turnover Phenomenon and for listening to my content for what seemed like a million times! I really appreciate you both and certainly don't take you for granted.

I would like to thank my wonderful supervisor Dr Caitriona Hughes for the support, guidance, and feedback, it is so very appreciated. Additionally, I would like to thank all my lecturers for their support and direction over the past two years.

I would also like to thank Company X for facilitating this research and the employees who participated in the survey.

Finally, my grandfather, Trigger. Although you aren't physically here and haven't been for some time, I have continually felt very inspired by your returning to university as a mature student. When the workload seemed insurmountable, I certainly felt your presence guiding me to finish this dissertation, one sentence at a time.

## **LIST OF ABBREVIATIONS**

**EE: Employee Engagement**

**JE: Job Embeddedness**

**TI: Turnover Intention**

**IC: Individual Contributor**

**TL: Team Leader**

**ERG: Employee Resource Group**

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## CHAPTER ONE: INTRODUCTION

"You Quit. I Quit. We All Quit. And It's Not a Coincidence." (Goldberg, 2022); an upsurge of voluntary employee turnover following the COVID-19 Pandemic shaped a Global social phenomenon coined as *The Great Resignation* (Cohen and Roeske-Zummer, 2021). A staggering Microsoft (2021) survey proclaimed that 41% of employees had planned to leave their employment within twelve months, with 46% seeking a career transition, subsequently fuelling the highest spike of voluntary employee turnover in the USA on record (Tessema *et al.*, 2022). Ubiquitous resignation intentions are echoed broadly in subsequent surveys with similarly consequential inclinations of employment departure (Morgan McKinley, 2021; De Smet *et al.*; 2021; Workhuman, 2021). Despite auspices from the body of literature, Burke-Kennedy (2022) proposes that *The Great Resignation* is fictitious and inflated. Nevertheless, employee turnover was soaring as early as 2004 (Ramlall, 2004), suggesting that *The Great Resignation* is not a sudden mass exodus of employees leaving the workforce indefinitely. Conceivably the wave of resigning employees seek purpose by altering their current employment (Clark, 2022) or potentially the COVID-19 Pandemic accelerated and expedited the turnover intention journey. Nonetheless, increased employee turnover forges a *turnover contagion* that encourages additional colleagues to leave (Felps *et al.*, 2009).

This research investigates a surplus of voluntary turnover reported at Company X, a Dublin-based Multinational Organisation within the Commercial Construction industry, concurrent to *The Great Resignation* narrative. Three-quarters of voluntary turnover is preventable, according to (Mahan *et al.*, 2019); with turnover attracting costs of 100% - 200% of the departing employee's annual salary (Marsden, 2016; Cloutier *et al.*, 2022). Inopportunistically, for Company X, heightened employee turnover has reported intersectionality between mid-tenured employees (19 - 36 months), individual contributors and high performers. Gaining insight and perspective on increased turnover will enlighten Company X to comprehend a root-cause, consequently contributing to the effectiveness of resolutions and employee retention initiatives.

External market conditions profoundly impact access to talented employees; a sluggish employment market is reported in Ireland, with unemployment at a paltry 4.8% (CSO, 2022)

coupled with a concurrent surplus of 30% available jobs (Taylor, 2022); many organisations have declared a talent shortage with extensive talent attraction challenges (CIPD, 2022). For Company X, stabilisation of surging employee turnover is crucial to achieve ambitious targets to support the Commercial Construction industry with subsequent consequential objectives (Gleeson, 2021). This research will add to the body of literature within the Commercial Construction industry in Ireland.

The morass of polarising turnover theories is evident within the body of literature whereby theories of employees shunning the shackles of the historical job-for-life archetype (Meister and Willyerd, 2010) is contrasted with explanations of purely financial, reward-driven motivations. This research will focus on voluntary turnover due to organisational influence, control and prevention. Voluntary turnover is typically within *push* or *pull* factors, where an employee is manoeuvred within a tug-of-war journey of *pulling* and *pushing* them towards leaving their employment; this journey of turnover intention to action can span a decade (Taylor, 2019). *Pull* factors favour the enticement of the unknown; alluring external factors entice employees away from their current roles, with *push* factors as internal factors that *push* an employee from their employment, commonly found within Employee Engagement (EE) and Job Embeddedness (JE). Due to the external nature of *pull* factors, this research focuses on tractable factors for Company X, specifically EE and JE.

EE is a fast-moving, fluctuating response to varying internal and external factors founded in personal engagement where employees can bring their entire selves to work. EE consists of cognitive, emotional, and behavioural vigour that advances an employee toward positive organisational outcomes (Shuck and Wollard, 2010); furthermore, engaged employees perform at a superior standard (Rastogi *et al.*, 2018). Diminished EE can be seen when employees appear to be checked out and demonstrate presenteeism (Zenger and Folkman, 2014). In contrast, JE is slow-moving employment adhering factor or an *anti-withdrawal* mechanism (Lee *et al.*, 2004), a thread of organisational fit, links, and sacrifice weaves employees to their employment, rendering the employee tied to their employment; therefore, leaving becomes a cumbersome effort. However, conceptually, the theory of fit is not without its contrarities, whereby an employee may diminish their authenticity to fit in; yet organisational safety is requisite to JE (Mitchell *et al.*, 2001).

A quantitative approach to this research will be initially analysed as a group, ascertaining any relationship between EE and TI; JE and TI; and finally, any correlations between EE and JE. Contrasting independent variables and categories will offer perspective and additional insights for any contrasting findings within specific demographics. The researcher is a colleague of surveyed employees within Company X; therefore, a quantitative research approach can mitigate subjectivity within data collection and analysis.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Chapter Introduction**

In Chapter Two, an overview of pertinent literature occurs, with a robust view of employee turnover phenomena and subsequent foundations. The chapter commences with an insight into employee turnover to gain the perspicacity of this phenomenon. As the chapter commences, in-depth insight into employee core motivations to work encompasses psychological factors that underpin the employment working relationship to offer insights into employment turnover motivations.

Constructs of Employee Engagement and Job Embeddedness pertain to why people stay in their roles, offering insights into their subsequent impacts on turnover intention. Finally, a short section on societal influencing factors with current market trends and conditions that may impact this research.

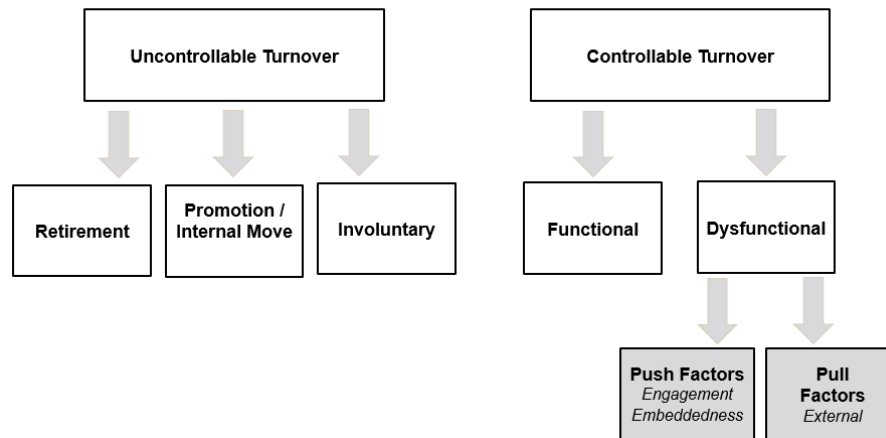
### **2.2 An Introduction to Employment Turnover**

The pedagogy of employee turnover commenced in the 1920s, following a fixed, deeply hierarchical working chapter, causing a stir within the traditional master-servant portrayal with employee's vacating the laborious 'job for life' epitome. Employee discontent with paltry working conditions manifested within rising absenteeism; employees sought resolution through union membership, coordinated walkouts and strikes. The employee-employer relationship pivoted towards subtle pandering to employee demands to placate the charged dynamic; employee attitudes shifted, shunning any semblance of the karoshi phenomenon, where excessive workloads and expectations result in employees literally "work[ing] to death" (Kanai, 2009). This latent employee dissatisfaction and disconcertment prompted employers to focus on employee retention and engagement through upskilling their staff, culture enhancement and people development (Bills, 1925). Close to a century later, employee turnover remains topical due to its dynamic,

volatile, and continually capricious nature (Hom *et al.*, 2017), justifying a deep need for "greater attention to the criterion problem in turnover research" (Mobley *et al.*, 1979, p. 515)

Contrary to the recurrent assumption of employee turnover as a speedy process, the employee turnover journey is a multi-staged taxonomy; the timeframe between employee resignation decision and action can span years (Taylor, 2019); multifaceted motivators of resignation intentions ebb and flow, encompassing work and personal influences with peripheral motivators that render intermittent aspects (Huang *et al.*, 2021). The employee is subsequently *pulled* or *pushed* through their voyage of voluntary turnover. Organisational disengagement, a perceived lack of support or safety will *push* an employee to depart (Sager *et al.*, 1988) with enticing external prospects *pulling* an employee to an alternate option (Maxwell, 2021), consisting of "individual, organisational and environmental attributes" (Abelson and Baysinger, 1984, p. 340). It is vital to acknowledge that personal and external influences can prompt uncontrollable or unavoidable turnover, where an organisation simply cannot influence the employee's departure decision; likewise, turnover can also be caused by an employer determining the employee's exit through a dismissal or equivalent process (involuntary turnover).

A startling divergence of perceived triggers for turnover is flagrantly evident in contrasted data collected from employees with turnover intention/actions and their subsequent employers (Workhuman, 2021; Microsoft, 2021; Hanett and Kieran, 2020), substantiating a misalignment through disparate explanations of turnover phenomenon. Employers declare that turnover motivators are fiscally driven coupled with the peripheral impact of the COVID-19 Pandemic, analogised with employees declaring that diminished employee voice and work/life balance are their stimuli to leave (Personio and Opinium, 2021). Similarly, Thomas (2009, p. 61) debates that 'rational-economic thinking' dictates impetus, whereby employee motivation is solely extrinsic, based on financial reward or reimbursement. However compelling, the subjectivity of individual reward measurement attracts remiss parallels of a siloed motivational approach. To exemplify, Morgan McKinley (2021) contends that a perceived reward or a reciprocation for work is not exclusively fiscal but can also be an intangible reward, such as perceived career trajectory and development.

**Figure 1: Turnover Journey**

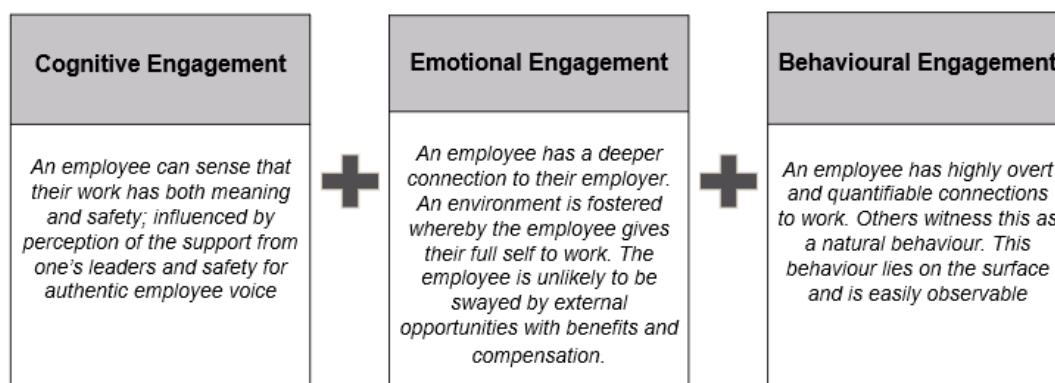
Mahan *et al.* (2019) stipulate that almost three-quarters of resignations are regrettable and could have been prevented; with employee turnover costing organisations an estimated 100% - 200% of the exiting employee's annual salary (Marsden, 2016; Cloutier *et al.*, 2022). Categorically, the negative impact of excessive employee turnover goes beyond the pecuniary. The indirect cost of turnover impacts loss of team morale, diminished innovation, problem-solving, and a departure of employee-specific knowledge. Inopportunistically, the high potential employees are most likely to depart, despite their employer's preference for the contrary (Abassi and Hollman, 2000). Furthermore, remaining employees feel the burden of team turnover; peer resignations institute a comradeship comfort for further employees to exit, provoking a proliferating turnover contagion (Felps *et al.*, 2009; Maxwell, 2021). However, despite negative connotations and assumptions, not all employee turnover is destructive. Despite the damaging nature of excessive employee turnover, an organisation with full employee retention will forego access to fresh ideas, innovative collaboration, and growth. However, extensive attrition adversely impacts organisational performance, output, and development; therefore, a delicate balance of functional and dysfunctional turnover will support optimal team capabilities (Mitchell *et al.*, 2012; Taylor, 2019).

### 2.3 Employee Engagement (EE)

To harness organisational success, the literature indicates that engaged employees are most likely to perform at a higher standard (Rastogi *et al.*, 2018); however, up to 70% of employees are

passively engaged or actively disengaged at any one time. Early academic reports on Employee Engagement (EE) commenced over thirty years ago with Kahn's (1990) compelling appraisal of a multi-layered person approach by engaging employees as individuals. Kahn (1990) depicts that EE is analogous to verisimilitude, whereby an individual's meaning of work is profoundly innate, nurtured through perceived organisational safety to encourage authentic self-expression for personal engagement, demonstrated through employee time and energy (Halbesleben and Wheeler, 2008). Personal engagement manifests through bringing *the ideal self* to work, where genuine connections are fostered to create a level of flow to leverage self-awareness, individual motivation, and team involvement. However, an intangible veil of employee perception subdues the morass of comprehending the crux of Kahn's model. Significantly, a perceived paucity of safety at work (Mitchell et al., 2011), regardless of its existence, will impact the perception of fairness to trigger a chain reaction directly impacting overarching EE. A morph toward disengagement subsequently occurs, with the employee in an enervated state of personal psychology and wellbeing (Huang et al., 2021). Similarly, Shuck & Wollard (2010); expand that perceived safety is a requisite foundation of engagement, proposing a sequential trinity of engagement fulfilment: employee engagement cognitive, emotional, and behavioural; within which meaning of work, emotional safety with broader connection and evidential behavioural engagement create a continuum for an employee to be engaged (Kosaka and Sato, 2020).

**Figure 2: Employee Engagement**



Conversely, should engagement be contingent on perceived safety at work, it would be deeply ambiguous for an organisation to create a distinctive bespoke baseline to accurately ensure



that their employees sense the safety to be their authentic selves. Schaufeli *et al.* (2006, p. 701) add a widely accepted depiction of EE, whereby engagement is demonstrated within "vigour, dedication and absorption" in work, which raises employee capability towards a continuum of energy and resilience. Despite this intriguing and well-regarded framework, as human behaviour is variable and in a continuous state of flux, a degree of ownership, control and self-actualisation is vital to maintain EE (Asghar *et al.*, 2021). Similarly, Soane *et al.* (2012) propose that supplementary engagement influences are based on a situational activation of consciously accessible feelings contingent on individual response. Kahn's JD-R (Job Demands-Resources) model exemplifies a diverged criterion of motivation based on an equilibrium of available job resources with job demands; fundamentally, when workplace demands outweigh employee resources, an employee becomes disengaged and therefore embarks toward employee burnout and turnover intention (Saks and Gruman, 2014).

The literature conveys ease of assessing EE through the absence of burnout, suggesting that engagement and burnout are antipodal (Schutte *et al.*, 2000; Schaufeli, 2002). Analogous to a smouldering candle that dwindles towards extinguishment, burnout is a widely accepted characterisation of diminished EE; an employee with burnout is unlikely to demonstrate the indexed vigour, dedication, and absorption within their work; as the antithesis of engagement. Burnout is traditionally exemplified through employee exhaustion, cynicism, and inefficacy (Maslach and Jackson, 1981; Mindgarden, 2019); however, measuring engagement via an absence of burnout lacks rigour, robustness, and context. Conversely, Herzberg contends a mutual exclusivity of employee satisfaction and dissatisfaction, claiming that these are neither interconnected nor antithetic. Moreover, subsequent attainment or forfeiture of satisfaction or dissatisfaction does not impact the other; explicitly, the absence of dissatisfaction will not produce satisfaction. Coincided with Maslow's Model echoing "[that] only unsatisfied needs provide the sources of motivation; a satisfied need creates no tension and therefore no motivation" (Pintrich and Schunk, 1996, p. 205). A limitation lies in the broad assumption that employee satisfaction and productivity are correlated; the construct of satisfaction is profoundly subjective and erratic; therefore, using productivity to measure satisfaction lacks exactitude.

Maslow's hypothesis of foundational needs proposes a contingency model, emphasising the acquisition of self-actualisation to optimise employee motivation, contingent on acquiring rudimentary needs of safety, security, respect, and belonging (McLeod, 2007). However, according to Maslow, these needs are sequentially prioritised, obtained through a hierarchical approach underpinned by both the presence and perception of safety. The obstinate nature of Maslow's theory alludes that any deficit of these foundational needs will attract futility in motivating or engaging employees. Conceivably, a dearth of accepting one's authenticity will erode any access to safety within the core fundamental of Maslow's model. Incongruous to Maslow, Alderfer's ERG (Existence, Relatedness, Growth) theory counters and parallels this theory of Human Needs, contending that synchronicity supersedes contingency; within which only simultaneous dimensions of existence, relatedness, and growth will harness a criterion for motivation that encourages employee retention (Arnolds and Boshoff, 2002). Herzberg acknowledges Maslow's assertion of requisite fundamental hygiene factors to foster engagement and motivation (Ewen *et al.*, 1966).

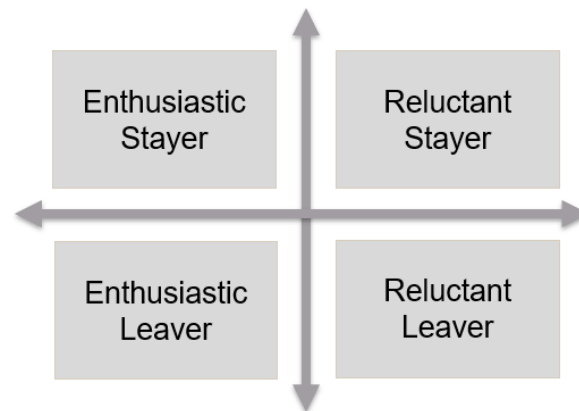
The World Health Organisation (2019) speculated a global concern of *chronic workplace stress*, exemplified through lethargy, reduced productivity and withdrawal; 60% of employees reported increased work-related stress (Harnett and Kieran, 2020), initiating a murky exemplar of waning engagement (Suff, 2021) accelerating the probability of turnover action. Furthermore, the impact of workplace stress is comparable to the health impact of second-hand smoking (Pfeffer and Williams, 2020), further propagating limitations of the efficacy within measurement between productivity and engagement. Within this time, Huning *et al.* (2020) uncovered inconsequential correlations between job satisfaction, engagement, and turnover intention; however, this data collection occurred through a period of uncertainty and mass exhaustion that conceivably influenced the integrity and accuracy of the research.

## **2.4 Job Embeddedness (JE)**

Job Embeddedness (JE) conceptually relates to why employees remain in their employment, juxtaposed with *pull* factors and hasty triggers for employee departure; essentially, JE is a retention or *anti-withdrawal* tool (Lee *et al.*, 2004), observable through job involvement,

commitment, and satisfaction (Holtom *et al.*, 2008). Lesser levels of JE are corresponding with a higher probability of searching for a new role (Swider *et al.*, 2011); however, there is a judiciously profound distinction between an employee departing their role and an employee perusing alternate opportunities. Analogous to an entanglement, JE acts as an adhesive for employees to stick to their employment, as though they are tied or within a complex web. JE is slow-moving, considered and consistent, starkly distinguished from fast-moving EE. Mitchell *et al.* (2011) advocate that JE is essentially the ultimate employee retention tool, suggesting that a deeply embedded employee will not leave, regardless of external allures. A quadrant of employee embeddedness of resignation propensity consists of employees falling into one of four categories, specifically an enthusiastic leaver, an enthusiastic stayer, a reluctant stayer, or a reluctant leaver (Mitchell *et al.*, 2012). Debatably due to individuals' volatile and erratic nature, positioning within this quadrant is not static; enthusiasm is induced by intrinsic motivational factors, with reluctance characteristically determined by financial decisions. Furthermore, should a particularly detrimental impact on personal circumstances be at risk, JE is ruptured, and the employee will forfeit their innate preferences to capitulate to fiscal and extrinsic needs.

**Figure 3: Job Embeddedness**



Mitchell *et al.* (2001) contend that JE has three components that fundamentally act as a shock-absorber within turnover intentions: links to an organisation, fit to the community and the sacrifice if one leaves. The balance of probabilities within turnover intention is influenced by the capacity to which people have ties with work-associated communities coupled with the similarity

of work to their personal life. Broadly speaking, the ubiquity of embedding for the employee acts as an echo chamber to inflate sustained embeddedness (Jiang *et al.*, 2012). Notwithstanding, the employee will appraise material and psychological links, fit and potential sacrifice to assess their situation.

## **Fit**

The concept of fit holds an overarching theme aligned with a basic human need to belong or *fit in*. Lewin's Model explores the process of JE within a person-organisational fit, suggesting that the onus is on the employee to *fit* with the organisation, and not the reverse; the employee is subsequently required to unlearn previous learnings to adapt within a *quasi-stationary equilibrium*, relearning and approximating with their surroundings (Hussain *et al.*, 2018). The concept of *fit* is widely accepted; moreover, commonly, hiring decisions are often based on the proviso that an employee needs to *fit in* with an organisation (Cloutier *et al.*, 2022). In practice, the theory and application of *fit* are juxtaposed and contradictory for employees; an employee can only embed within an organisation where they *fit*; however, to *fit*, the employee must perceive organisational safety supporting them to be their authentic self (Mitchell *et al.*, 2001). The unlearning process relinquishes innate authenticity for employees to *fit* into their organisation. Likewise, Schmidt (2017) contends that *organisational fit* is perforated with bias and inference, creating a baseline of segregation. Employee voice diminishes with perception of enervated *fitting-in*; furthermore, futility casts a shadow on the voice of unheard and disdained employees, inciting employee silence with subsequent feelings of guilt and resentment to accelerate employee exit (Callen, 2017). Furthermore, assessment based on fit entices preconceptions for a multi-generational population with fluctuating emotional intelligence; arguably, to hire for fit is implicitly homogeneous and will only propagate further homogeneity (Schindler, 2018). Shifting employer mindsets towards *add* in place of *fit* whereby *culture add* absorbs and embraces divergences to mould an exemplar of organisational safety, subsequently nurturing diversity, and creativity. Accordingly, it enables employees to bring their whole, authentic selves to work, stimulating teamwork and flourishing (Myers, 2022)

## Links

JE Links are associated with an affiliation of connections, such as community networks within the employment environment; similarly, Ruan and Chen (2021) draw parallels between the links of the employer-employee connections to personal relationships and partnerships. An overarching thread of embeddedness lies within links to colleagues, activities and common community alignment. Correspondingly, Mitchell *et al.* (2001) assert that the greater the volume of links an employee has, the vaster employee embeddedness will feel for the employee, comparable to the affiliation experienced within a marriage. A succession of links fastens the individual to an organisation; furthermore, the propagation of links can enhance sister dimensions; for example, an interconnected team will assist and collaborate, inadvertently cultivating fit within the organisation that proliferates a level of social capital to bind the employee to their role (Lee *et al.*, 2004). However, community links fostered within an unstructured environment may be open to turnover influence from turnover contagion; expressly, intensely developed interpersonal trust can create an echo chamber that propagates turnover.

## Sacrifice

Sacrifice relates to negative gearing of potential deficiencies that an employee would encounter should they vacate their employment. Sacrifice is both within the extrinsic financial component, incorporating salary and benefits, and intrinsic compensation such as interpersonal relationships, training, ease of collaboration and stimulating work projects (Mitchell, 2001). Community, connection, and perception of organisational support induce a personal sacrifice element in this decision-making; however, sacrifice is intensely idiosyncratic based on an individual's connotation of balanced reciprocal rewards with following job responsibilities (Lee *et al.*, 2004). Embedded employees feel deeply connected with their employer, often shunning similar offers from other organisations due to the shortfalls they would feel if they left employment. Interestingly, when applied correctly, employee fear of sacrifice can act as an arbitrator between perceived organisational support and turnover intentions (Dawley *et al.*, 2010).

JE acts as an employment buffer for external influences that allure an employee to depart; nonetheless, cultural intricacies with a propensity towards either individualism or collectivism can

exploit JE, functioning as a primary predictor of turnover intention. However, embeddedness is not a flawless predictor of employee retention. Character traits can impact JE, such as a pessimistic, negative employee who focuses on inimical factors (Crossley *et al.*, 2007); furthermore, excessive levels of ambition can attract diminutive levels of JE induced by a quest for unrelenting achievement.

Apprehension of ramifications can exasperate a consensus of diminished safety at work (Detert and Burris, 2016); overlooked, this will result in an employee un-tying from their employment and de-embedding (Kahn, 1990). Additionally, personal interconnection and JE are susceptible to rupture by turnover contagion, links, and ties of comradeship.

## **2.5 Additional, Peripheral Influences for Turnover**

### **2.5.1 Leadership**

Perceived support from leaders and management profoundly impacts access to EE (Asghar *et al.*, 2021); Gallup (2019) asserts that leaders cultivate 70% of team engagement; therefore, leaders hold the key to unlocking employee turnover (Huang *et al.*, 2021). Additionally, disproportionate leadership expectations with inadequate resources construct a sense of unrealistic unfairness, precipitating burnout within a torpid continuum of blurred boundaries (Bakker *et al.*, 2005). The CIPD (2022) proclaim that leaders are too busy for astute people management. Over half of employees surveyed proclaimed that within their final months before resignation, their leaders did not explore EE or career development; McFeely and Wigbert (2019) declare that in doing so, the leaders did not appear to care; engendering an employee perception of neglect. Furthermore, over half of voluntary leavers would have stayed had fundamental needs been addressed. Harnett and Kieran (2020) surmise a deep correlation between organisational and leadership disconnection, with underdeveloped leadership skills catalysing turnover intention (TI) (Robertson, 2021). Conversely, "there is little more damaging to the interests to an organisation than leaders who have run out of new ideas or have overstayed their welcome in other ways" (Taylor, 2019, p. 299).

### 2.5.2 COVID-19 Pandemic

In 2020 a mass outbreak of the SARS-CoV-2 virus profoundly disrupted the working world, known as the COVID-19 pandemic (World Health Organization, 2019). 81% of the global workforce felt the impact, with initial speculations of 200 million people losing their jobs, coupled with monumental health and psychological implications within anticipated health issues (BBC 2020). A disruption to the historical working flow occurred (CIPD, 2020) through a rushed, reactive adjustment to remote working. For many, obfuscated boundaries forged an indistinction between work and home life (CIPD, 2021; Murphy and McMahon, 2020). Employees worked an extra 9.2 hours per week to meet increased demands (People at Work, 2021), worked when they were ill (Huang et al., 2021), and felt a waning vigour towards work, impacting productivity and outcomes (Kundu and Nag, 2021). The unprecedented use of technology in place of face-to-face interactions formed an anomalous state of siloed technology usage (Belkin et al., 2020) with the increased constraint of an artificial cognitive load within video-calling fatiguing human eye proximity whilst similarly diminishing physical mobility (Bailenson, 2021); brandishing heightened expectations for employees whilst simultaneously harbouring technology fatigue (Aver et al., 2009). Nearly half of employees reported weight gain (CSO, 2020), coupled with the confrontation of a perpetual unnatural state of looking at oneself. Video-calling quickly doubled within one year, magnifying the intensity of work (Microsoft, 2021) to craft an *always-on* paradigm (CIPD, 2021). Endless video conferencing offered a tethered lampoon of a prior existence within its substitution of work, education, medical support, and physical activity (Fauville *et al.*, 2021), resulting in disassociation and fatigue with despair for many (Schaufeli and Bakker, 2004).

An apparent incongruency within the perception of core turnover triggers dissents the current literature, with many assertions of the COVID-19 pandemic as the sole turnover catalyst for the great resignation; however, soaring turnover was reported prior to this (CIPD, 2019).

## 2.6 Section Conclusion

A consensus that *meaning is the new money* has influenced a shift towards meaningful employment prevailing over extrinsic and fiscal components (Achor *et al.* 2018). The tug-of-war between turnover intention (TI) and action spans years, with employees being *pulled* or *pushed* throughout their turnover trajectory. EE and JE hold distinct parallels in acting as an employee retention strategy; however, both theories are deeply juxtaposed. JE is a slow-moving tying of employees within a multitude of touchpoints, making a job move cumbersome and laborious, whereas EE is temperamental, subjective, and equivocally estimated through the moderately indeterminate measurement of employee satisfaction and commitment. However, seemingly contraindicated, the literature suggests that a culmination of both factors can decrease employee turnover. Remarkably, employee declared initiations of disengagement or detachment could be contaminated or inherently misdirected; specifically, an employee fixated on poor remuneration can indicate an alternate root cause, such as waning career growth (Arnolds and Boshoff, 2002).

An optimal state of employment *Guanxi* occurs through reciprocal trust, organisational belonging, and a sense of purpose to promote employee retention (Huang *et al.*, 2021). A commonality of safety and personal authenticity is woven through the literature, proposing that efforts of EE and JE will attract futility in their absence; therefore, EE and JE have a level of contingency on the perception of safety, subsequently composed of how the role fits with one's personal life with risk assessments of sacrifice. Staggeringly Workhuman (2021) uncovered that a mere 11% of employees pursuing alternative employment felt psychologically safe at work. Moreover, Eberly *et al.* (2009) assert that all turnover intentions start with a shock or perceived shock that substantially deviates from one's standard archetype; this shock prompts a person to weigh up their situation and circumstance, pivoting toward an alternative position, employer, or personal possibility.



## CHAPTER THREE: RESEARCH PROBLEM, QUESTION AND JUSTIFICATION

### 3.1 Research Problem

This research aims to gain insight into a reported amplified volume of employee turnover for Company X; significant business implications affecting team morale, customer experience and talent management have been documented. The increased turnover is reported among high potential employees with 18–36 months of employment tenure, forming an *at-risk* group pre-defined by Company X. This increased employee turnover has a reported trend of consistency within the mid-point of employment tenure, essentially following employee training for twelve to eighteen months, many employees are swiftly departing. Cognition of the core motivators and triggers for increased employee resignation advocates that intervention at the crux will not recoup former losses; however, it will offer sustenance to a future strategy within the stabilisation of employee turnover to support Company X in achieving its ambitious goals.

#### 3.1.1 Company X Profile

Company X is a Geocentric manufacturer recognised for its distinctive high-end premium products, services and solutions within the Commercial Construction industry. Spanning a long history with a significant global presence, Company X has firmly etched a reputation as a pioneer who enhances the construction capabilities of the Irish market. Organisationally, an ethos of augmenting industrial safety whilst promoting efficiency, efficacy, and innovation sees Company X continually scale to support its customers' delivery of ambitious objectives. Company X holds a direct-to-customer sales model (85% of employees) with oversight and control on all end-to-end customer touchpoints, including account servicing, logistics, finance, and product repair. Company X encompasses aggressive growth plans by way of population growth and market share penetration. Within Ireland, Company X has scaled to a population of 150 full-time employees; however, the Irish talent market is continually volatile, with voluntary employee turnover

persisting. For Company X to fulfil its considerable objectives and adequately support the Irish Construction market, avoidable turnover must be resolved (Mitchell *et al.*, 2012); notwithstanding the management of the measurable and concealed fiscal cost of turnover to protect future knowledge, skills and social capital (Taylor, 2019). Talent retention and attraction are imperative to maintain a foothold in a volatile yet innovatory job market (Kyndt *et al.*, 2009; Boštjančič and Slana, 2018).

### 3.1.2 Market challenges

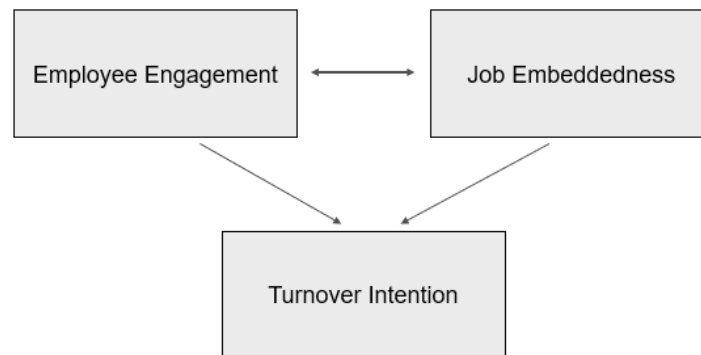
The demand for housing in Ireland is intensely topical and profoundly evident following a period of significant housing crises (Lyons, 2021). Despite the volatility and impact of the COVID-19 pandemic, the Irish construction industry persists in increasing, expanding by over 25% in 2021, mandating an additional one thousand workers each month (Construction Industry Federation, 2022). Building suppliers boasted significant growth and record-breaking sales in quarter one, 2022 (Brennan, 2022; O'Brien, 2022). Similarly, 2022 witnessed the most houses built in a decade; despite this construction output, there remains a static paucity of available properties mandating a sharp acclivity of construction to meet demands (Burke-Kennedy, 2022); proliferated by an influx of Ukrainian refugees tipping a ratio of commensurate available homes further (Power, 2022). Additional need surrounds €3 Billion invested within civil projects and €1B driven by solar and wind sustainability requirements (Construction Information Services, 2022).

Market conditions profoundly impact access to talented employees; a flat talent market occurs when job opportunities outweigh available talent within a full employment market. Unemployment in Ireland has been invariably at 6% for several years (CSO, 2022), reaching a meagre 4.8% in April 2022, coagulating the emaciated, frictional labour market (Davies, 2020). Additionally, talent deficiencies in Ireland are propagated by a reported 23% increase in roles available, with the technology industry boasting a surplus of 30% of new positions in 2022 (Taylor, 2022). Similarly, 85% of employers declare that a skills shortage is unmistakable (CIPD, 2022).

Should Company X persist in holding an inflated level of employee turnover, incumbered with talent market challenges, their ambitious growth plans will be futile. The current literature draws insufficient insights into the Commercial Construction industry, propagated by a rapidly evolving landscape. Given this paucity of insights, this research will aim to identify and assess the core stimuli for employee turnover to add to an ever-expanding body of research.

### 3.2 Research Questions and Objectives

The aim and objectives of this analysis are to comprehend the connection between JE, EE and TI and determine any ensuing influences that these factors may have on Turnover Intention (TI) at Company X. It is anticipated that these findings will support understanding of a heightened turnover rate to subsequently offer solutions on where to best place their time and effort to remedy this.



### 3.3 Research Sub Objectives:

**Objective One is to evaluate any correlation between Employee Engagement and how this factor can influence Turnover Intention at Company X.**

Within Objective One, an analysis will review correlations between the construct of EE. If this factor correlates with TI at Company X., This research will be completed using the ISA Scale (intellectual, social, and affective) by Soane *et al.* (2012) to evaluate any relationship within.

Additional insights into demographics will also be scrutinised to understand any additional findings.

**Objective Two is to evaluate any correlation between Job Embeddedness and how this factor can influence Turnover Intention at Company X.**

Within Objective Two, an analysis will review correlations between the construct of JE and whether this factor correlates with turnover intention at Company X. This research will be completed using the JE Scale by Crossley *et al.* (2007). Additional insights into demographics will also be scrutinised to understand any additional findings.

**Objective Three is to evaluate any correlation between Job Embeddedness and Employee Engagement at Company X.**

Within Objective Three, an analysis will review any correlations between EE and JE. Additional demographic insights will also be scrutinised to understand any additional findings or correlations.

**Objective Four is to identify any additional core triggers of increased turnover within Company X with additional insight into demographics, peripheral insights and any other factors that may impact turnover intention**

Within Objective Four, a robust analysis will offer discernment and perspective on any additional insights or findings relating to turnover intention at Company X. The MLQ and TI scales offer further insights in addition to several questions on the impact of the COVID-19 Pandemic and factors that can influence turnover for employees at Company X. Additional oversight into the *at-risk* group of 18-36 months of employment will also be analyzed.

## CHAPTER FOUR: METHODOLOGY

This research aims to ascertain any correlation, causation or influencing factors between JE, EE, and TI, with awareness of peripheral confounding factors and demographics. This chapter will be structured within five segments, commencing with philosophical assumptions within the current literature, followed by a deeper insight into research design, justification of methodology applied, sampling, ethical consideration, and potential limitations of this study.

### 4.1 Philosophical Assumptions

The researcher has sustained moderate consideration for acknowledging the COVID-19 pandemic and its impact on turnover intention, established by a reportedly hasty adjustment to a paradigm shift coined as *the new normal* (Boland *et al.*, 2020). Kuhn (1962) described a paradigm shift as "[a] successive transition from one paradigm to another via revolution is the usual developmental pattern of mature science." exposing an uncharted archetype that assures the idiosyncratic essence of this research. Moreover, Moss (2021) reports that an impact was felt by nine in ten employees, with adverse associations to a reportedly incessant tethering to work. The researcher deems that foundational perceptions of TI lie within an epistemological framework; to acquire and interpret objective data, thus distinguishing themes of engagement and embeddedness and their subsequent impact on TI. Epistemological research is envisaged as the truth, offering a stark juxtaposition to any doxological approach ushered by immaterial or metaphysical beliefs. Key arguments within the literature engage a bifurcated perception of the root cause(s) and catalyst(s) of amplified TI within this time, sprouting accusations of palpability toward the COVID-19 pandemic. However, a literary paradox asserts an explicit theme of proliferated employee turnover before this time, implying that the COVID-19 pandemic holds a correlation but no causation of this stagnant workplace issue.

Kahneman *et al.* (2021) augment the parallels of correlation and causation, described as the understanding and prediction of characteristics. As the researcher is employed with Company X, an empirical approach to social nuances will sustain increased objectivity to ascertain any correlation or causation. A key element for the researcher is the dichotomous nature of

interpretivism, whereby reality creates meaning through human social creativity and interactions as a by-product of the human senses (Quinlan, 2011). By human sensory interpretation, mutual exclusivity of extraneous variables can appear to have significance due to subjectivity or bias; to substantiate this theme, Kahneman *et al.* (2021) stipulate an analogy of non-essential aligned data points, illustrated by correlated shoe size with mathematical ability. The intersectionality of both data points will undoubtedly occur; however, adding meaning or causation to these can be puerile and somewhat facetious; paradoxically, causation unquestionably implies correlation.

Experience impacts perception, which creates an exemplar of interpretation through created assumptions with one's frame of reference, influenced by their subsequent intrinsic view of the world and surroundings (Randolph, 2016). Subsequently, a quantitative research approach can mitigate subjectivity within data collection and analysis caused by emotional intelligence and self-awareness. Moreover, a qualitative methodology can be impacted by linguistics and non-verbal communications, within which the choice of language can distort or dilute discourse. The researcher distinguishes considerable diversity within Company X that can also cause cultural intricacies and nuances to forge a communicative barrier when analysing the fundamental meaning of data collected through qualitative methods (McIntosh, 2008).

Arguably, EE, JE and TI are conceptually intrinsic concepts that lean towards a realism approach; however, a relative quantitative methodology offers succour to steer towards positivism within an epistemological method of data acquisition and interpretation. Saunders *et al.* (2009) dispute the historical relationship between quantitative research and positivism, suggesting openness to an interpretivist philosophy, with an awareness that pragmatism and realism can also be appropriate. As individuals, "[we have] an almost unlimited ability to ignore our own ignorance" (Kahneman, 2011, p. 162), visible in certain meta-ignorance such as the Dunning-Kruger phenomena (Dunning, 2011), whereby ignorance of one's ignorance establishes confidence within debate or discourse, assuring that the loudest voice within this debate, is often the least informed.

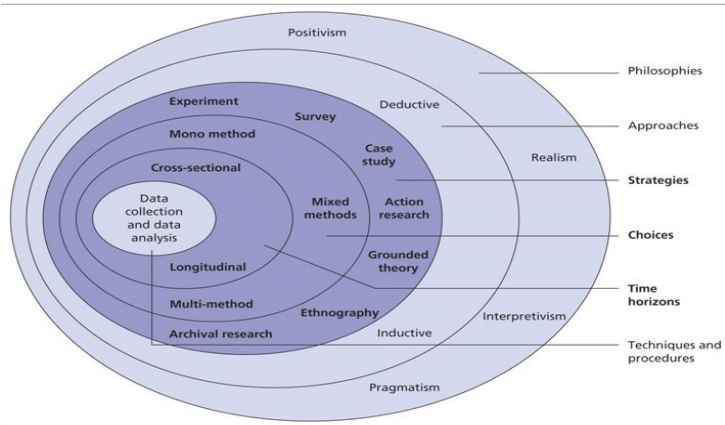
## 4.2 Research Design

Based on the literature review, the critical objectives of this research are to gain perspicacity into the relationship between JE and EE and their subsequent impact on TI. Empirical methods of social research exhibit a numerical representation of each employee surveyed and their ensuing applicability to the hypothesis of this research (Sukamolson, 2007). Following an evaluation of conceivable methods through descriptive research of this specific phenomenon, the researcher chose a quantitative methodology to gain an unembellished perspicacity. A quantitative approach will permit the minimisation of any social desirability bias that emerges from the researchers' position as a colleague and employees of Company X (Stern *et al.*, 2014). A quantitative approach is a measurable collection of data that encompasses numerical statistics within surveys, correlation, experimental and causal-comparative (Saunders *et al.*, 2009), starkly contrasted to a non-numerical qualitative approach, which commonly consists of an interview with open-based questions. However, a juxtaposition within deductive reasoning occurs when mental model theory and mental logistics clash through a variance of visuospatial and syntactic (Goel, 2007).

The collection of primary data from existing employees of Company X aims to diagnose interdependence between turnover motivators with cognisance of peripheral and confounding factors that may skew the data, such as involuntary leavers, internal transfers or promotions, retirement, and contractual workers. Comparisons with secondary market data, such as the Central Statistics Office, offer a baseline contrast to primary data to offer external market equivalence, clarity and comparison. This research also identifies specific employee demographics.

Each employee has an undifferentiated set of questions, formatted uniformly to mitigate disparities (Quinlan, 2011); the researcher aims to offer an approachable flow and natural cadence, ensuring the relevancy of all questions for an approachable participant experience (Bourke *et al.*, 2016). To uncover the pertinence of the hypothesis and its efficacy consisting of a robust and holistic approach to data collection and analysis, the *Research Onion* (Saunders *et al.*, 2019) is utilised from inception, ensuring that all data touchpoints are inclusive, accurate and objective for propitious data analysis.

**Figure 4: Research Onion**



Self-completed questionnaires were furnished to employees of Company X through Microsoft Forms. The survey commences with demographic questions regarding Gender, Age, Tenure, and Organisational Role, comprising twenty-nine questions established by a hybrid theme encompassing job embeddedness, employee engagement and turnover intention. The researcher had several constraints in ensuring the business-appropriate pertinence of the survey and specific survey questions based on employment within Company X at the time of this research.

**Figure 5: General Questions 29**

General Questions				
My tenure (employment duration) with the company has been	18 months or less	18 - 36 months	More than 36 months	
Age	0 - 25	26 - 40	41+	
Gender	Male	Female	Non-binary	Prefer not to say
My role within the organisation is	An Individual Contributor (I have no team members reporting to me)		Team Leader (I have team members reporting to me)	

A Likert scale was utilised for several portions of the survey; the neutral response lies within the centre of a five-point scale; this symmetry offers a neutral partition between the antipodes of "strongly agree" and "strongly disagree" or equivalent. Conversely, commonly acknowledged as a gold standard of scales following its inception in 1932, the Likert scale can lack robustness, proposing that extra vigour of choice will offer further insights for any respondent



who is wavering between two options (Joshi *et al.*, 2015); therefore, the researcher has utilised an additional distinct seven-point scale. An Ordinal Scale possesses a semantic sequence of answers within a denotative differential measure of prime importance, subsequently influencing a position within the scale to a more organic impression. Knapp (1990) contends that an interval scale will offer deeper empirical robustness; however, for this study, the application of the Likert scale will be treated as interval. Systematic reasoning or a deductive approach to data analysis is applied to deduce insights, trends and correlations from data gathered (Johnson-Laird, 1999). The sum of respondents' answers is combined throughout this analysis to create an amalgamated score.

#### 4.2A Survey Breakdown

**Firstly**, the survey commences with specific, self-designed questions relating to the COVID-19 Pandemic to understand the impact of team attachment, technology usage and disconnection. Due to the topical nature of this research, there was limited pedagogy and resources; therefore, the researcher had self-designed this piece.

**Figure 5: COVID-19 Questions**

Section 1 – An exploration into the impact of COVID-19 and the new way of working					
Following the impact of the COVID-19 pandemic and subsequent new way of working please take a moment to reflect on how you are feeling about your work and working environment. Please choose a statement that best describes you.					
	Almost always	Mostly	Sometimes	Not Often	Never
I feel a deep attachment to the people within my team					
I am comfortable with the amount of technology that I use for work					
I can easily disconnect from my role outside of my working hours					
I am more productive within my day-to-day role					

**Secondly**, to apprehend EE, the researcher has adopted the Intellectual, Social and Affective (ISA) scale as designed by Soane *et al.* (2012); the ISA scale has been developed over several academic studies to measure EE on a seven-point ordinal scale, through measuring response within the working environment. The classic measure of work engagement is the Work

and Well-Being Survey (UWES) by Schaufeli *et al.* (2006), estimating engagement through demonstrated vigour, dedication and absorption. However, the underpinning of this scale lies within the hypothesis that disengagement and engagement are antipodes; consequently, if the absence of disengagement can predict engagement (Saks and Gruman, 2014). This concept certainly offers pause for thought; however, the ISA is a multi-layered approach focusing on both activation and positive affect. The ISA supports an agreement of social engagement whereby a collective cohesion of collaboration occurs within an interpersonal interconnection, validated by Sidharta (2019).

**Figure 6: EE Scale**

Section 2 - Employee Engagement Scale (ISA Engagement Scale)							
Please take a moment to reflect on how you are feeling about work and your working environment. Please rate your agreement with the statements below.							
	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
I focus hard on my work							
I share the same work values as my colleagues							
I feel positive about my work							
I concentrate on my work							
I pay a lot of attention to my work							
I feel enthusiastic in my work							
I share the same work goals as my colleagues							
I feel energetic in my work							

**Thirdly:** Within the literature, Mitchell *et al.* (2011) assert that an embedded employee will not leave their role, regardless of any alluring external pull factor. However, specific behaviours can impact JE, as demonstrated through an individual subjectivity exemplified by negative affectivity, positivity, or ambition. Much debate and discourse on the efficacy of measurement within a causal indicator relate to a conceptual meaning that stimulates the latent variable of JE and individual negative personality gearing (Lee *et al.*, 2013; Crossley *et al.*, 2007). Constructed by Mitchell and Lee (2001), and after that modified by Crossley *et al.* (2007), the JE Scale is a validated tool to measure embeddedness as an employee turnover predictor.

Following extensive junctural importance within the research, a final question relating to safety was added to this scale.

**Figure 7: JE Scale**

<b>Job Embeddedness</b>					
After considering both work-related and non-work-related factors rate your agreement with the statements below.					
	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
The organisation provides me with a way of life that suits me.					
Overall, I fit very well in the organisation					
My closest friends are in the organisation					
Overall, I have strong ties with people throughout the organisation					
I would miss the excitement that this job brings if I left					
There would be many things about organisational life that I would be sad to lose if I left					
I feel safe to be myself at work					

**Fourthly:** Peripheral insights on leadership have been adapted from the Multifactor Leadership Questionnaire (MLQ) by Avolio and Bass (2004) as the standard instrument for measuring leadership efficacy, established between pinpointing transactional or transformational leadership. As leadership impact is a peripheral component within this research, a reduced scale of four questions has been used.

**Figure 8: MLQ Scale**

<b>Leadership (MLQ)</b>					
Please take a moment to reflect on the relationship you have with your direct leader (line manager) and choose your agreement with the below factors.					
	Not at all	Occasionally	Sometimes	Fairly often	Frequently, if not always
My leader inspires me to do my best work					
I feel my voice and opinions are heard by my direct leader					
My leader makes others feel good to be around them					
Others are proud to be associated with my leader					

**Fifthly:** Four components of turnover influencing elements are collected to understand core motivators that influence Company X. On a five-point Likert scale, the questions consist of remuneration, career, leadership, and work-life balance. The body of literature emphasises the criticality of these factors for employee retention and turnover intention.

**Figure 9: Turnover Influences Scale**

Turnover influences					
Please take a moment to reflect on factors that influence you and share your agreement to the below statements.					
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
My salary and overall compensation are important to me and influence my decision to stay with the organisation					
Career growth is important to me and influence my decision to stay with the organisation					
Management is important to me and influence my decision to stay with the organisation					
Work-life balance and flexibility are important to me and influence my decision to stay with the organisation					

**Sixthly:** To identify turnover influences and intentions, the Turnover Intention Scale (TIS), designed by Rodt (2004), is utilised for this research. The researcher noted challenges due to this survey's explicit nature and direct colleagues' data pool. The TIS has been reduced to three questions to gauge employee turnover intent.

**Figure 10: Turnover Intention Scale**

Turnover Intention					
Finally, please take a moment to reflect on how you are feeling regarding your work and work environment. Please state your agreement with the below factors.					
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I am satisfied in my role					
I often look forward to another day at work					
I foresee myself working for the organisation for at least the next 12 months					

### 4.3 Sampling

The research commenced on 28 June 2022, closing on 8 July 2022 for analysis. One hundred and eleven employees of Company X were invited to participate in the survey, with a completion rate of sixty-one, ensuing in a 55% response rate. All survey questions were mandatory for completion to mitigate any partial response rates. Data collection was anonymised through Microsoft Forms for respondents; therefore, any additional prompts or reminders for non-completed surveys were elusive to the researcher.

Population sampling necessitates the sample group to be "sufficiently robust and representative" to preserve accuracy, objectivity and meaning within a quantitative analysis (Quinlan *et al.* 2011, p. 294). All employees based in Ireland of Company X, excluding senior leadership, were invited to participate in the survey, enticing a probability approach. However, slight disparities between the headcount of Company X and the invitation rate are evident, ironically engendered by current vacancies and employee turnover. A limitation of this study is the population size for Company X at a 150 headcount; therefore, the non-probability sampling approach, wherein a random population selection, will not yield efficacy nor robustness (Acharya *et al.* 2013). The researcher adopted a convenience sampling method, driven by access to the population of Company X. A quota sampling approach may have yielded relevance for the nature of this study; however, due to the homogeneous nature of the population, this could have created a tokenism or fear of identification within the sample group(s). Additional options of

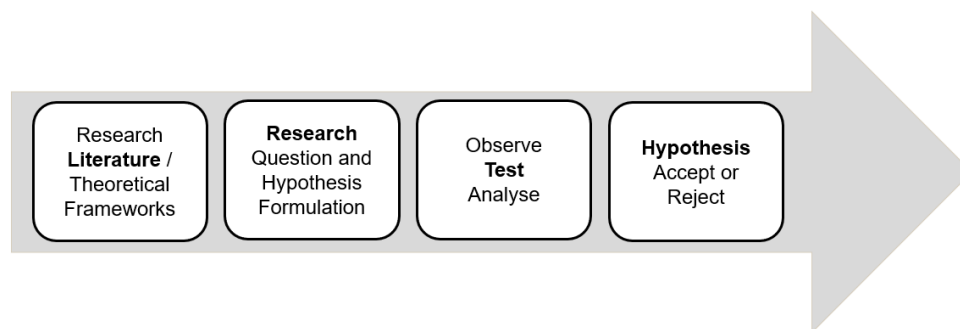
stratified random sampling, cluster sampling and systematic random sampling are dismissed due to population size.

The researcher commenced with a pilot study between 20 June 2022 and 26 June 2022 with a sample size of six respondents to gain objectivity of the survey. Connelly (2008) indicates that a pilot study on a smaller scale to prevent any preventable issues and test the efficacy of the survey and research instruments whilst understanding approachability, flow, and cadence.

### 4.3 Data Analysis

The survey is completed via Microsoft Forms, exported into Microsoft Excel for initial analysis and coding and finally analysed through IBM SPSS. Within the analysis, the relationship between employee engagement and turnover intention, job embeddedness and turnover intention, employee engagement and job embeddedness and peripheral insights into extra factors, such as demographics, is considered. The researcher is conscious of any anomalies or outliers that may skew this research.

**Figure 11: Research Trajectory**



Discriminant validity for this research is between distinct demographic groups to ascertain any correlations or fascinating findings. For this analysis, there are four groups within demographics for each participant based on one of the four groups: Age, Tenure, Role, and Gender; however, natural intersectionality occurs for each participant belonging to each group.

#### 4.4 Limitations

This study's limitations are initially within the convenience sampling approach; Company X's population exhibits market alignment with the homogenous Construction industry, subsequently offering a homogenous sample group. This research applies a deductive approach; however, adding an inductive qualitative process can offer a fresh paradigm to investigate this topic further (Woiceshyn and Daellenbach, 2018). Subjective limitations are found in quantitative methods; however, profound analysis and investigation of the meaning beneath the data could offer context and additional insights for Company X (Fitzroy Nailer *et al.*, 2015). Consequently, adding a qualitative or mixed method approach applies to this study. The researcher has acknowledged the distinct advantages of electronically furnished surveys in reaching remote colleagues and mitigating bias (Wright, 2005); however, due to the co-worker status of the researcher, a juxtaposed best approach highlights the distinct advantages of both qualitative and quantitative approaches.

Further limitations are within approval and the aptness of this survey within the researcher's realm of employment; consequently, a modification of the scales were completed. Additionally, Arnolds and Boshoff (2002) hypothesise that an employee may become fixated on a specific factor influencing TI; however, this can be misapplied toward an alternate stimulus. For example, an employee leaving due to a lack of employee engagement could state that remuneration or a lack of training is the critical motivator. Survey fatigue from an increased volume of surveys can negatively impact responses; additionally, honest responses are not guaranteed (Wright, 2005).

#### 4.5 Ethical Considerations

There is a strong and pertinent duty of all researchers to hold an astuteness of ethical considerations that impact their research (Saunders *et al.*, 2019). Based on the sampling methodology with all survey participants as employees of Company X, the researcher has completed due diligence and is comfortable in a complete assertion that the sample group are over 18 years old, are compos mentis with firm mental cognition and the input has been entirely voluntary. There have been no influences, rewards or compensation for questionnaire completion.

The data has been collected through internal systems of Company X, distributed through Microsoft Outlook on a Blind Carbon Copy basis, collected through Microsoft Forms and subsequently exported to Microsoft Excel and IBM SPSS. The original forms are password protected and restricted for any internal colleagues to access through SharePoint. In addition, the researcher has thoughtfully filled out the NCI Ethics form.

#### **4.6 Section Conclusion**

In conclusion, adopting a quantitative, deductive survey will ensure a level of neutrality for any bias that the assessor may hold, exemplified by Kahneman *et al.* (2021 p 371), who state “[that] the goal of judgement is accuracy, not individual expression”. The objective analysis and interpretation of data collected will allow the researcher to analyze and interpret information to understand any correlation between the varying factors.



## CHAPTER FIVE: RESULTS

### 5.1 Introduction

This chapter will introduce the results from the quantitative survey, as outlined in the methodology chapter. The researcher seeks to uncover any correlations or significant findings within the turnover phenomenon reported by Company X. This chapter begins with an understanding of demographics and descriptive statistics, ascertaining any correlation between EE and TI and also JE and TI. Any correlations between EE and JE are reviewed for comparison and contrast. Finally, the chapter will review any fascinating findings based on peripheral factors of the COVID-19 pandemic, leadership impact, unique demographical findings, turnover motivators, and any additional conclusions.

This analysis is completed via SPSS; each hypothesis test partakes in several statistical analyses, including a Single Sample T-Test to indicate any statistically significant variances; expressly, should the *p-value* remain  $<0.05$ , *statistical significance* is implied to reject a null hypothesis (Andrade, 2019). Adding a Pearson Correlation, Cross Tabulation, and Demographical Insights and Nuances will yield results contextualising any impact of these variables on the TI at Company X.

### 5.2 Demographics and Descriptive Statistics

A total of one hundred and eleven employees of Company X were invited to participate in the survey, with sixty-one respondents completing the survey in its entirety.

Four key demographics were identified, consisting of Gender, Age, Employment Tenure and Organisational Role. Close to half of the population sampled (49.2%) held a tenure of 18 months or less. A disproportionate number of employees identified as male (73.8%), comparable to industry norms (Construction Industry Federation, 2022). Individual contributors represented most respondents (73.8%), with over half of the respondents aged between 26 and 40 (55.7%). Within the age 41+ category, there are zero employees at Company X maintaining the 19-36 months of tenure variable; this suggests that this cohort could have been impacted by turnover at Company X or an alternate factor.

**Figure 12: Descriptive Statistics**

Demographic variable		Frequency	Percent	Valid Percent	Cumulative Percent	Mean
Employment tenure	18 months or less	30	49.2	49.2	49.2	1.80
	19-36 months	7	11.5	11.5	60.7	
	>37 months	24	39.3	39.3	100.0	
Age	0 – 25	5	8.2	8.2	8.2	2.28
	26 – 40	34	55.7	55.7	63.9	
	41+	22	36.1	36.1	100.0	
Gender	Male	50	73.8	73.8	82.0	1.20
	Female	10	26.2	26.2	98.4	
	Non-Binary*	0	0	0	0	
	Prefer not to say	1	1.6	1.6	100.0	
Organisational role	Individual Contributor	45	73.8	73.8	73.8	1.26
	Team Leader	16	26.2	26.2	100.0	

*\*For the remainder of analysis, the 'non-binary' Gender variable has been removed based on a zero value. The 'prefer not to say' Gender variable has also been de-limited within specific individual gender analysis due to a lack of robustness within the sample size.*

### 5.3 Reliability and Validity

In determining the core reliability, Cronbach Alpha is a widely accepted descriptive tool to measure the dependability and consistency of a scale. Of the sixty-one employees surveyed, all of the surveys were valid, resulting in the overall scales' reliability, excluding identification questions, which was .920 for 29 question inventory. There is no universal minimum for Cronbach Alpha; however, items below .7 are commonly rejected (Bonnett and Wright, 2015).

**Figure 13: Reliability Statistics**

Cronbach's Alpha	N of Items
.920	29

## 5.4 Research Objective One

*Objective One is to evaluate any correlation between Employee Engagement and how this factor can influence Turnover Intention at Company X.*

H1: It is hypothesised that there is a correlation between Employee Engagement and Turnover Intention.

H0: There is no correlation between Employee Engagement and Turnover Intention

Within this analysis, the modified ISA scale yielded a *p-value* of 3.878E-12; therefore, the null hypothesis is rejected; a *statistical significance* is evident correlating EE and TI.

**Figure 14: Demographics; EE and TI**

Demographics most influenced by Employee Engagement to impact Turnover Intention				
Demographic variable		Percentage	Mean	Std Deviation
Employment tenure	18 months or less	40	49.80	.788
	19-36 months	63	44.71	2.560
	>37 months	67	49.29	1.212
Age	0 – 25	34	47.60	4.393
	26 – 40	60	47.76	5.872
	41+	55	51.27	4.289
Gender	Male	54	49.06	4.995
	Female	73	48.30	7.631
Organisational role	Individual Contributor	60	48.64	5.835
	Team Leader	40	50.06	4.122

### Reliability

The original ISA engagement scale's reliability held a Cronbach alpha of 0.91 (Soane *et al.*, 2012), comparable to the modified scale in this analysis, which yielded a Cronbach Alpha of .89 for the eight-item inventory, indicating a high level of reliability and consistency for this inventory.

### Single Sample T-Test

A Single Sample T-test was conducted to assess any correlation between EE and TI. The T Value for this variable is ( $T = 70.35, DF = 66$ ). The results of the Single Sample T-Test indicated

a *statistically significant* variance in EE ( $M = 49.01, SD = 5.44$ ) compared to a value of ( $M = 5.78, SD = 0.79$ ) within the original ISA study. Therefore, the data further alludes to a correlation between employee engagement and turnover intention.

### **Pearson Correlation**

A Pearson correlation coefficient was computed to assess the linear relationship between EE and TI. As both variables are moving in the same direction, there is subsequently a strong positive correlation between both variables  $r(DF = 59) = [r = .75], p = 3.878E-12$ . Thus, aligning with the previous analysis, indicating a correlation between both variables.

### **Cross Tabulation**

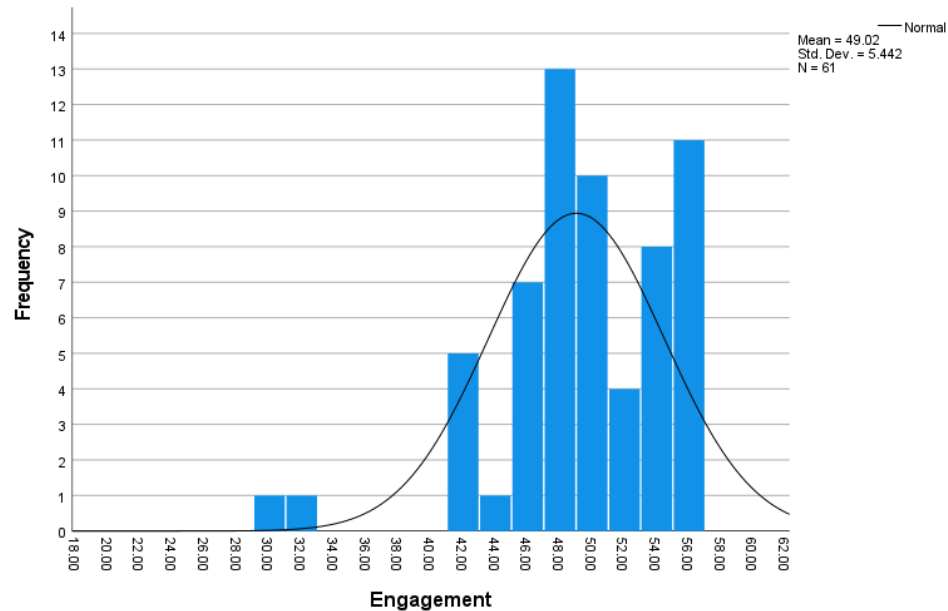
A cross-tabulation of the data was completed to offer additional insights into the relationship between EE and TI. The cross-tabulation illustrates that EE has an R2 linear of .561, demonstrating a 56% correlation between EE and TI at Company X.

### **Population Distribution**

A histogram of EE offers additional insights into the distribution of EE employees at Company X. The totality of the job engagement scores values does not seem to follow a normal distribution to the curve. Figure 15 depicts a score across the total sample. The minimum score was 30.00; the maximum was 56.00. A best-fit line on the histogram demonstrates an under-representation relative to standard distribution within 34-40, 44, 52, 56-62; an over-representation in excess within 46, 50, 56 and 58.

The modal job satisfaction score is 48/60 held by thirteen employees of Company X, with the ( $M = 49.02$ ). Thirty-three employees are above the Mean within engagement within a population of sixty-one; however, fifteen employees of Company X are below the Mean average.

Figure 15: EE, Histogram



### Supporting Narrative on Employee Engagement with Turnover Intention

Consistent findings of a correlation between EE with TI at Company X indicate the criticality of this variable. The pinnacle of engagement is evident within the modal score of 48; however, the modal group are slightly below the mean average within an abnormal populational curve distribution, indicating that the engagement index is favourable for Company X, yet there are still prospects to yield a higher engagement index. Two respondents inconsistent with the curve suggest a shallow level of engagement for each, which can lead to active team disengagement.

Consistent with reporting at Company X, as the *at-risk* group, the lowest engagement index is held within the 19-36 months tenure ( $M = 44.71$ ), contrasted with the remaining variables ( $M > 49.20$ ). A comparable level of engagement was found between the male ( $M = 49.06$ ,  $SD = 5.00$ ) and female ( $M = 48.30$ ,  $SD = 7.63$ ) respondents so there are no significant findings between the gender variable. Additional consistencies within the reporting of Company X are within the Organisational Role, within which, EE levels are higher for Team Leaders ( $M = 50.02$ ,  $SD = 4.12$ ) compared to ICs ( $M = 48.64$ ,  $SD = 5.84$ ).

Subsequently, it is found that there is a correlation between employee engagement and turnover intention for employees at Company X.

## 5.5 Research Objective Two

*Objective Two is to evaluate any correlation between Job Embeddedness and how this factor can influence Turnover Intention at Company X.*

H1: It is hypothesised that there is a correlation between Job Embeddedness and Turnover Intention.

H0: There is no correlation between Job Embeddedness and Turnover Intention.

Within this analysis, the modified JE scale yielded a  $P$  value of  $8.4054E-50$ ; therefore, the null hypothesis is rejected. Subsequently, it is found that there is a correlation between JE and TI for employees at Company X.

**Figure 16: Demographics; JE and TI 42**

Demographics most influenced by Job Embeddedness to impact Turnover Intention				
Demographic variable		Percentage	Mean	Std Deviation
Employment tenure	18 months or less	46	26.37	3.438
	19-36 months	55	21.00	3.055
	>36 months	49	26.88	4.445
Age	0 – 25	18	25.00	3.535
	26 – 40	72	25.20	4.110
	41+	40	27.31	4.247
Gender	Male	60	25.94	4.077
	Female	55	26.70	4.498
Organisational role	Individual Contributor	68	25.73	4.217
	Team Leader	35	26.56	4.162

### Reliability

The JE scale yielded internal reliability of .827 of 7 items Cronbach Alpha, subsequently substantiating its reliability. The initial JE scale held a Cronbach Alpha of .88, with correlations

ranging between .60 to .75. (Crossley *et al.* 2007), the modified scales demonstrate a higher consistency and reliability (Clinton *et al.*, 2012).

### **Single Sample T-Test**

A Single Sample T-test was conducted to assess any correlation between JE and TI. The single sample T-test results indicated a statistically significant JE variance ( $M = 29.95$ ,  $SD = 4.18$ ). The T value is  $= 48.43$ ,  $DF = 60$ . Therefore, the data further alludes to a correlation between JE and TI.

### **Pearson Correlation**

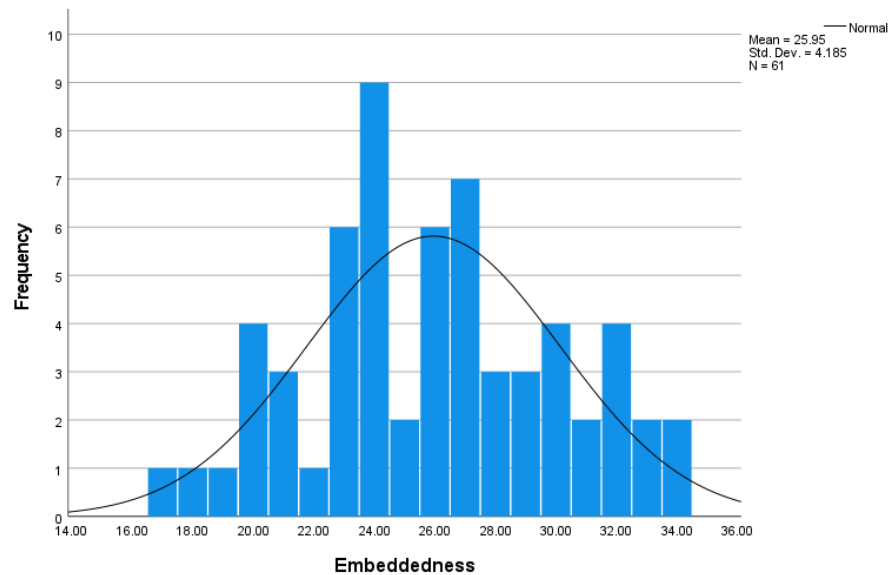
A Pearson correlation coefficient was computed to assess the linear relationship between JE and TI. There was a strong positive correlation between the two variables  $r(DF = 59) = [r = .74]$ ,  $p = 6.5912E-12$ . Subsequently, aligning with the previous analysis and exemplifying a correlation between both variables.

### **Cross Tabulation**

The cross-tabulation illustrates that job embeddedness has an R2 linear of .553, demonstrating a 55% correlation between JE and TI at Company X.

### **Population Distribution**

The totality of the JE scores values does not seem to follow a normal distribution to the curve depicted in Figure 17 across the total sample. The minimum score was 17.00, and the maximum was 34.00. A best-fit line on the histogram demonstrates an under-representation relative to standard distribution within 16, 17, 22, 25, 28, 29, 30; over-representation in excess within some of the higher indexes 20, 21, 23, 24, 26, 27, 30, 32 - 34. The Modal job satisfaction score is 24, held by nine employees of Company X; ( $M = 25.95$ ).

**Figure 17: JE, Histogram**

### Supporting Narrative on Job Embeddedness with Turnover Intention

Robust findings of a correlation between JE with TI at Company X indicate the criticality of this variable. The pinnacle of JE is within the modal score of 24; however, this is below the mean average of an abnormal populational curve distribution, alluding to future opportunities for Company X to generate a higher, more evenly distributed JE index.

Consistent with turnover reporting at Company X for a specific demographic, the lowest JE index is the 19-36 months tenure ( $M = 21$ ,  $SD = 3.05$ ). Regarding the Gender variable, female employees held a moderately higher level of JE ( $M = 26.70$ ,  $SD = 4.50$ ) compared to Male ( $M = 25.94$ ,  $SD = 4.07$ ), indicating the vitality of JE efforts to support Gender turnover balance. Analogous to reporting by Company X of zero TLs turnover; JE is higher for Team Leaders ( $M = 26.56$ ,  $SD = 4.16$ ) compared to Individual Contributors ( $M = 25.73$ ,  $SD = 4.22$ ). Concerning the Age variable, the 41+ category ( $M = 27.31$ ,  $SD = 4.25$ ) hold the highest JE index.



## 5.6 Research Objective Three

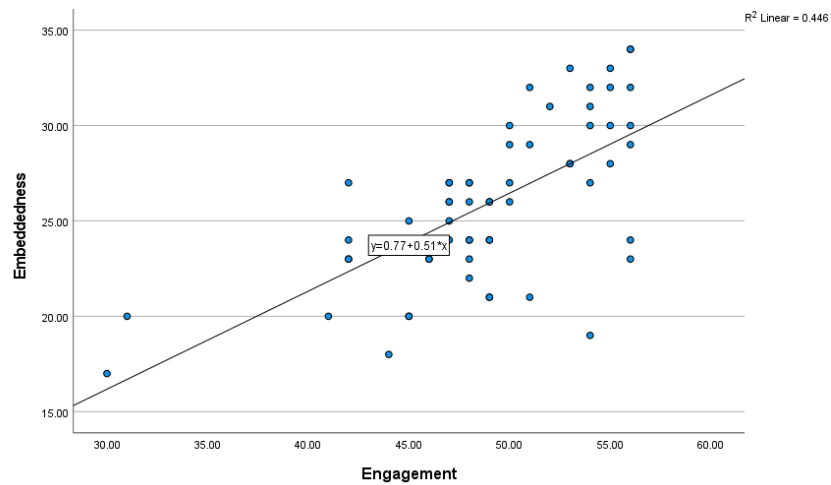
*Objective Three is to evaluate any correlation between Job Embeddedness and Employee Engagement at Company X.*

H1: It is hypothesized that there is a correlation between job embeddedness and employee engagement

H0: There is no correlation between Job Embeddedness and Employee Engagement

Concerning Objective three, there was a positive correlation between EE and JE based on rejecting the null hypothesis, which rendered a  $p$ -value of 4.0245E-9. Therefore, a correlation between EE and JE is found.

**Figure 18: Scatterplot; EE and JE**



### Supporting Narrative on Employee Engagement with Job Embeddedness

Moderate to significant findings of a correlation between EE and JE suggest intersectionality of both variables.

## 5.7 Research Objective Four

*Objective Four is to identify any additional core triggers of increased turnover within Company X with additional insight into demographics, peripheral insights, and other factors that may impact turnover intention.*

### 5.7.1 Turnover Intention

#### Reliability

Within this analysis, the turnover intention scale maintains a Cronbach Alpha of .791 within the three-item instrument, yielding a *p-value* of 2.2094E-48.

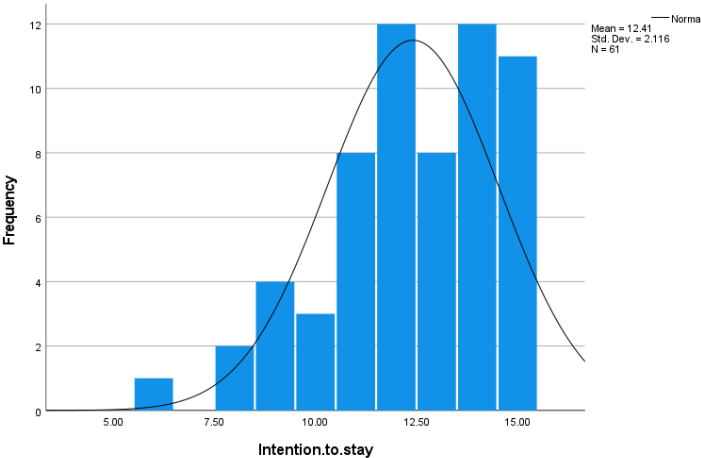
#### Single Sample T-Test

A Single Sample T-test was conducted to assess TI divergences within the population of interest. The results of the single sample T-test indicated a statistically significant variance ( $M = 12.41$ ,  $SD = 2.11$ ). T value is = 45.80; DF = 60.

#### Population Distribution

The totality of the TI scores values does not seem to follow a normal distribution to the curve depicted in Figure 19. A best-fit line on the histogram demonstrates an under-representation relative to standard distribution within 7, 10, 11, 13; over-representation within 9, 12, 14 and 15. The Modal score; ( $M = 12.41$ ). Ten employees demonstrate a lower index of <10, highlighting a higher turnover intention for this cohort.

**Figure 19: Intention to Stay: Histogram**



**I foresee myself working for the organisation for at least the next 12 months**

Within the TI index, Question 3 explicitly asks if the employee intended to stay with company X; "I foresee myself working for the organisation for at least the next 12 months "(M = 4.33, SD = .870). An insightful invariance with Company X's report of the at-risk 19–36-month group with the lowest index (M = 3.14, SD = 1.22) displays a higher probability of leaving Company X. Contrarily the age category of 0-25 bears the highest propensity to stay at Company X (M = 4.80, SD, .447).

**Figure 20: Intention to Stay for >12 months**

<i>"I foresee myself working for the organisation for at least the next 12 months "</i>			
Demographic variable		Mean	Standard Deviation
Employment tenure	18 months or less	4.53	.629
	19-36 months	3.14	1.215
	>37 months	4.42	.776
Age	0 – 25	4.80	.447
	26 – 40	4.24	.987
	41+	4.36	.727
Gender	Male	4.32	.891
	Female	4.50	.707
Organisational role	Individual Contributor	4.31	.900
	Team Leader	4.37	.806

### Supporting Narrative on Turnover Intention

TI, measured as the intention to stay, yields a substantial positive correlation for employees at Company X; however, consistent with reports, ten employees induce a score of <10, suggesting the intention to depart. Further analysis reports that the highest turnover intention is within the at-risk group of 19-36 months of tenure. For further insights, the intersectionality of propensity to leave is illustrated in Figure 21.

**Figure 21: At-risk, TI Matrix**

<b>At Risk: Turnover Intention Matrix</b>	
<b>Employment Tenure</b>	<b>Age</b>
19 - 36 Months	26 – 40
<b>Gender</b>	<b>Organisational Role</b>
Male	Individual Contributor

#### 5.7.1 Turnover Influences

For this analysis, questions related to the importance of influencing factors are broken into a group of four, consisting of (1) extrinsic rewards, such as salary and compensation, (2) career growth, (3) management and (4) work-life balance and flexibility.

#### Reliability

Within this analysis, the Turnover Influence Scale maintains a Cronbach Alpha of .610 within the four-item instrument; therefore, the Turnover Influence Scale yields reliability lower than the acceptable .7 reliability.

A review of the individual questions is completed to explore the dichotomy of influential factors as deemed by the respondents.

#### Work/Life Balance

As per the analysis, the highest-ranking factor for turnover influences is work/life balance and flexibility. This variable scored a consistent ( $M = >4.5$ ) across all demographic variables, notwithstanding a ( $M = 5, SD = 0$ ) from the at-risk 19 - 36 months Tenure cohort. This answer

suggests that the key factors influencing employee turnover are work/life balance and employment flexibility.

**Figure 22: Work/life Balance**

<i>“Work-life balance and flexibility are important to me and influence my decision to stay with the organisation”</i>			
Demographic variable		Mean	Standard Deviation
Employment tenure	18 months or less	4.67	.479
	19-36 months	5.00	0
	>37 months	4.54	.721
Age	0 – 25	4.80	.447
	26 – 40	4.68	.475
	41+	4.59	.734
Gender	Male	4.64	.598
	Female	4.70	.483
Organisational role	Individual Contributor	4.69	.557
	Team Leader	4.56	.629

### Career Growth

The lowest-ranking factor for turnover influence is Career Growth. This variable held more fluctuations when contrasted to the highest-ranking turnover motivator. Notable findings are ( $M = <3.9$ ) for the >36 months tenure, Age 41+, Female and Team Leader.

The data indicates that career growth is a fundamental factor to impact turnover but of lesser importance to Company X employees than work/life balance, management, and remuneration.

**Figure 23: Career Growth**

<i>“Career growth is important to me and influence my decision to stay with the organisation”</i>			
Demographic variable		Mean	Standard Deviation
Employment tenure	18 months or less	4.50	.572
	19-36 months	4.43	.787
	>37 months	3.58	1.213
Age	0 – 25	4.80	.447
	26 – 40	4.35	.917
	41+	3.64	1.002
Gender	Male	4.28	.809
	Female	3.40	1.506

Organisational role	Individual Contributor	4.22	.927
	Team Leader	3.88	1.147

### 5.7.2 Demographics and Turnover Intention

#### Age

There were no remarkable fluctuations within the Age demographic; however, JE is highest within the 41+ category ( $M = 27.31$ ,  $SD = 4.25$ ). Interestingly the 0-25 category harboured the highest intention to stay ( $M = 13.4$ ,  $SD = 1.34$ ), notwithstanding a lower score on both the EE and JE scales. An analysis of variance in the Age category was undertaken to evaluate potential discrepancies. The results of the analysis of variance indicated that there was *no statistically significant* fluctuation in intention to stay and age. Specifically,  $F(2, 58) = 1.628$ ,  $p = 0.205257$ . The data alludes that Age is not a considerable turnover influencing characteristic for Company X.

#### Employment Tenure

The cohort with the lowest EE index within the 19 – 36 months Tenure ( $M = 44.71$ ,  $SD = 2.560$ ); starkly contrasted with the EE index of other combined variables ( $M = >49.20$ ). This finding is consistent with reports of turnover from Company X. Furthermore, the cohort with the lowest JE index is also within the Employment Tenure variable, upheld by the 19-24 months cohort ( $M = 21$ ,  $SD = 3.05$ ). An analysis of variance in the Tenure category was undertaken to evaluate potential discrepancies. The analysis of variance indicated a *statistically significant* difference in intention to stay,  $F(2, 58) = 12.180$ ,  $p = 0.000038$  based on the Tenure variable. A follow-up posthoc test indicated that average intention to stay for 19-36 months tenure ( $M = 9.286$ ,  $SD = 2.058$ ) was distinct to the average turnover intention of 18 months or less ( $M = 13$ ,  $SD = 1.701$ ) and  $>37$  months tenure ( $M = 12.58$ ,  $SD = 1.86$ ). All other pair-wise comparisons failed to show any statistically significant results.

A culmination of this data suggests that the Employment Tenure cohort of 19-36 Months are the least engaged, least embedded, and most likely to leave Company X.

## Gender

There were no statistically significant findings that deviated from the Gender variable. A comparable level of EE between the Male ( $M = 49.06$ ,  $SD = 5.00$ ) and Female ( $M = 48.30$ ,  $SD = 7.63$ ) respondents was reported, with a slightly lower index for females. Regarding JE, the Female index ( $M = 26.70$ ,  $SD = 4.50$ ) was slightly higher than Male ( $M = 25.94$ ,  $SD = 4.07$ ). Both Male ( $M = 12.38$ ,  $SD = 2.134$ ) and Female ( $M = 12.50$ ,  $SD = 2.22$ ) employees held a comparable intention to stay at Company X. An analysis of variance was undertaken to assess if there are differences in intention to stay depending on gender. Specifically  $F(2, 58) = .051$ ,  $p = 0.950086$ . The results of the analysis of variance indicated that there was *no statistically significant* difference in intention to stay based on the Gender variable.

## Organisational Role:

Consistent with finding reported from Company X, EE held an increased index for Team Leaders ( $M = 50.02$ ,  $SD = 4.12$ ) in comparison to Individual Contributors ( $M = 48.64$ ,  $SD = 5.84$ ). Similarly, JE was increased for Team Leaders ( $M = 26.56$ ,  $SD = 4.16$ ) when compared to Individual Contributors ( $M = 25.73$ ,  $SD = 4.22$ ). Intention to stay is consistently higher for Team Leaders ( $M = 12.69$ ,  $SD = 2.02$ ) when compared to Individual Contributors ( $M = 12.31$ ,  $SD = 2.16$ ). The data suggests a heightened culmination of these three factors for the Team Leader cohort, suggesting that this group has a lower likeliness to be involved in turnover. An analysis of variance was undertaken to assess if there are differences in intention to stay depending on employment tenure. The results of the analysis of variance indicated that there was *no statistically significant* difference between intention to stay and role. In particular,  $F(1, 59) = 0.369$ ,  $p = 0.545670$ .

## 5.8 ADDITIONAL INSIGHTS

### 5.8.1 COVID-19 Impact

Oversight on the COVID-19 pandemic is applied to gauge cognisance of any outlying factors. Reliability for the COVID-19 questionnaire held a Cronbach alpha of .505 for the four-item inventory, falling below the .7 reliability index required. Within the COVID-19 inventory ( $M = 12.41, SD = 2.12$ ), an R2 linear of .252, subsequently demonstrating a 25% correlation between COVID-19 and the intention to stay variable. A Pearson correlation coefficient was computed to assess the linear relationship between COVID-19 and TI. Similarly, there was a positive moderate correlation between the two variables  $r(DF = 58) = [r = .50], p = .502$ . The data suggests a moderate correlation between these variables; however, this factor will not be deemed significant research findings due to lower reliability.

### 5.8.2 Leadership Impact

Additional oversight on leadership has been completed to gauge any impact that leadership influences have had on turnover at Company X. Reliability for leadership MLQ inventory is a Cronbach Alpha .931 for the modified four-item inventory. Within the Leadership Inventory ( $M = 15.98, SD = 4.04$ ) an R2 linear of .281, subsequently demonstrating a 28% correlation between leadership and the intention to stay variable. A Pearson correlation coefficient was computed to assess the linear relationship between Leadership Impact and TI. A moderate positive correlation between the two variables  $r(DF = 58) = [r = .531], p = .000038$  suggests a moderate correlation between both variables. Moreover, further research can offer deeper insights and correlations due to the smaller inventory.

### 5.8.3 Safety at Work

The researcher added the seventh item at the end of the JE scale, consisting of *I feel safe to be myself at work*; based on a substantial inference within the body of literature alluding to the criticality of a baseline of safety at work ( $M = 4.02, SD = .846$ ). To understand a level of diminished safety at work that may impact TI; the lowest intersectionality index is among the Male; Individual Contributors; 19-36 months tenure; Age of 26 – 40. Company X employees with the highest safety intersectionality index are Female; Team Leader/Individual Contributors; Age



of 41+; with 18 months or less tenure. However, due to the sample size of the female population, the researcher suggests further research in this area.

**Figure 24: Safety at Work Index**

<b>Highest Reported Safety Index To be 'myself' at work</b>		<b>Lowest Reported Safety Index To be 'myself' at work</b>	
<b>Employment Tenure</b>	<b>Age</b>	<b>Employment Tenure</b>	<b>Age</b>
18 months or less	41+	19 - 36 Months	26 - 40
<b>Gender</b>	<b>Organisational Role</b>	<b>Gender</b>	<b>Organisational Role</b>
Female	Team Leader Individual Contributor	Male	Individual Contributor

## CHAPTER SIX: DISCUSSION

### 6.1 Introduction

Chapter Six will discuss and interpret the results outlined with any significance and implications of these findings for Company X. The results are synthesised with the literature review to offer perspicacity and meaningful insights. Based on a heightened turnover reported by Company X, this research aims to gain insight into employee motivators and turnover catalysts and the subsequent impact and force(s) that EE and JE might have on this phenomenon. The overarching research objective is to identify core triggers of employee turnover for Company X. There are four objectives within this research: (1) identifying a correlation or causation between EE and TI; (2) evaluating any correlation or causation between JE and TI; (3) evaluating any correlation within the constructs of EE and JE to understand if these factors influence one another; and (4) exploring additional turnover motivators and influences. These factors will also be discussed based on key demographics and any fluctuations or deviations within specific cohorts.

### 6.2 Research Objective One

*Objective One is to evaluate any correlation between Employee Engagement and how this factor can influence Turnover Intention at Company X.*

The ISA scale appraised EE for Company X via a multi-layered approach, uncovering individual engagement's Intellectual, Social, and Affective components (Soane *et al.*, 2012) with supplementary influences consisting of deviating situational impacts. Within Company X, initial findings within the analysis emphasise an association of statistical significance within the EE and TI, with a 56% correlation. Hence, the data indicates that EE is a consequential characteristic in TI at Company X. Measuring EE can sprout layers of ambiguity due to the continuum of flux within human behaviours and external influences; moreover, Shuck *et al.* (2017, p. 956) describe these contentions "[as] reflective of an active psychological state and inclusive of the full spectrum of the immediate work experience".

The Construction industry's profoundly homogenous nature, coupled with reports of diminished female career prospects, can negatively impact female engagement and subsequently form inefficacious endeavours (Taylor, 2019). Perspicacious analysis of demographics highlight females holding a higher correlation (73%) between EE and TI than their Male counterparts (56%), emphasising the importance of engagement for the retention of female employees. The impact of EE within the Organisational Tenure variable demonstrates that the 0-18 Months cohort has a lessened impact (40%) between EE and TI; however, as the criticality of the correlation between EE and TI advances in similitude with Employment Tenure, suggesting that the criticality of engagement will increase as an employee advances through their employment. Consistent with reporting at Company X as the *at-risk* group, the 19-36 months tenure cohort reports the lowest engagement index; yet a 63% correlation between their EE and TI variables, suggests that this group require imminent focus. Early signs of diminished engagement can be evident in presenteeism exemplified by the employee appearing to be *checked out* (Zenger and Folkman, 2014). Figure 25 outlines the potential intersectionality of lower engagement cohorts as a critical focus area for Company X.

**Figure 25: Potential Risk: Low EE Index**

<b>Potential Risk: Employee Engagement. Low Index Matrix</b>	
<b>Employment Tenure</b>	<b>Age</b>
19 - 36 Months	0 - 25
<b>Gender</b>	<b>Organisational Role</b>
Female	Individual Contributor

Lee and Mowday (1987) instruct that low engagement and high dissatisfaction are significant turnover stimuli. The data alludes to a high engagement index for most of the population (46), holding a variance of +/- 1 to the Mean or above; this draws an optimistic appraisal suggesting that the population broadly intend to stay. However, stability is contingent on the absence of sudden shocks (Eberly *et al.*, 2009). Cross *et al.* (2020) reported diminished well-being for 98% of employees surveyed due to the shock of the COVID-19 pandemic, which can lead to burnout.

A potential deficiency within EE analysis is that employees with burnout mirror diminished engagement; engagement and burnout have opposite characteristics, yet they are not direct antipodes to yield efficacy within measuring engagement (Schaufeli, 2002). Furthermore, how an employee perceives organisational support mechanisms and fairness will protrude in any attempts to uncover EE levels (Shuck and Wollard, 2010).

### **6.3 Research Objective Two**

*Objective Two is to evaluate any correlation between Job Embeddedness and how this factor can influence Turnover Intention at Company X.*

Concerning Objective Two, a correlation between JE and TI is found at Company X; initial findings within the analysis highlight a correlation of statistical significance between both variables of 55%. Swider *et al.* (2011) assert that JE directly impacts turnover intention by propulsion towards job search. As a construct, JE is an employee retention initiator connecting with why people stay or an anti-withdrawal instrument (Lee *et al.*, 2004); specifically, if an employee binds to their employment, it becomes cumbersome to leave. Therefore, ambiguity to identify the proportion of the population at Company X within the 'reluctant stayer' quartile of JE; in essence, the employee remains within their employment, despite urges of the contrary based on the sheer inconvenience of leaving.

Team Leaders (35%) hold a more negligible reported value for JE, starkly contrasted with Individual Contributors (68%). However, Team Leaders report a higher level of JE, which suggests that paradoxically, regardless of perceptions with JE lacking individual meaning, JE in motion can increase retention for the Team Leader cohort, who have no reported turnover at Company X; therefore, applying JE to individual contributors could yield significant impacts on TI.

Based on tenure and positioning within career trajectory Soomro (2020) indicates that age can be a core turnover influencing factor based on swifter reactionary responses to unsatisfactory working conditions, with younger employees holding lessened financial commitments, therefore being more susceptible to turnover. North (2019) disputes that employee age, specifically younger employees, hold higher antecedents of work commitment. However, innate commitment is not

isolated to one specific employer or circumstance. A minimal correlation of the importance of JE with the group aged 0-25 (18%) is starkly contrasted with the age 26-40 cohort (72%), and the highest JE is within the most mature category of the age demographic (41+). Additionally, the most minor embedded employees are within the *at-risk* 19–36-month tenure group, urging further attention for Company X within this specific demographic.

A deeper analysis of demographics highlights that within the Gender variable, Male employees hold a higher correlation (60%) within JE and TI than their Female counterparts (55%), highlighting the importance of embeddedness for the retention of male employees. However, in comparison, Female employees reported a higher level of JE at Company X. A prospect for Company X is to focus on vigorous JE measures to sustain male employee retention. Figure 26 outlines the potential intersectionality of lower JE cohorts as a critical focus area for Company X.

**Figure 26: Potential Risk: Low JE Index**

<b>Potential Risk: Job Embeddedness. Low Index Matrix</b>	
<b>Employment Tenure</b>	<b>Age</b>
19 - 36 Months	0 - 25
<b>Gender</b>	<b>Organisational Role</b>
Male	Individual Contributor

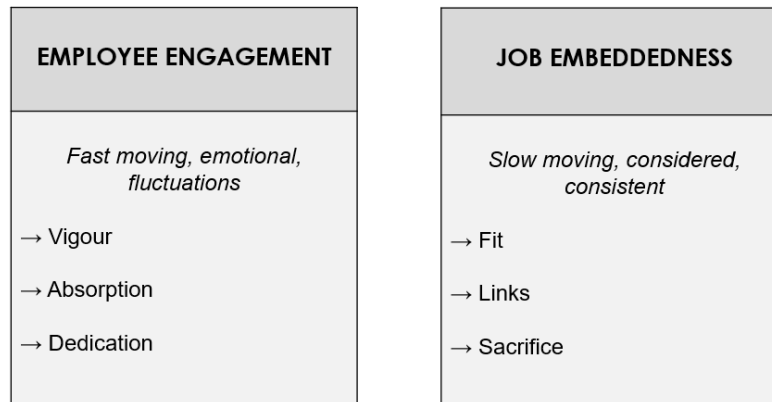
## 6.4 Research Objective Three

*Objective Three is to evaluate any correlation between Job Embeddedness and Employee Engagement at Company X.*

Halbesleben and Wheeler (2008) assert that EE and JE are distinct constructs; arguably, EE and JE are contending forces; EE maintains a state of volatility through a quick-moving paradigm with peripheral influences in a constant state of flux, whereas JE is a slow, steady and deep-seated state of employment entanglement. However, despite these factors' dichotomous nature, within Company X, initial findings highlight a correlation of statistical significance within

the JE and EE constructs, spotlighting a 45% correlation. The data suggests that both EE and JE hold a high index at Company X; however, when broadly compared to EE, JE holds a lesser value. Subsequently, a balance of both fast-moving EE and slow-moving JE will support a continuum of employee retention.

**Figure 27: EE and JE**



The body of research indicates junctures within the literature for EE and JE lie within safety at work, authenticity, bringing one's entire self to work and perception of support. Nevertheless, the employee's perception of available and apparent support and resources is vital. As the turnover journey spans years, JE and EE will pull employees to their employment; however, they are in a battle with push factors that attempt to untie employment (Taylor, 2019). Confounding interrelationships for both the EE and JE constructs are found within work-related stress and burnout (Harnett and Kieran, 2020), which initiates a murky exemplar of waning engagement (Suff, 2021) to accelerate the probability of turnover action. Workplace stress and burnout prevail over both constructs through altering cortisol levels, inflammation, metabolic changes and hormones (Pfeffer and Williams, 2020). Furthermore, a commonly underrated influence of turnover contagion whereby comrade comfort is instilled by peers exiting the organisation, proliferating and disseminating the workforce, regardless of JE and EE.

### 6.5 Research Objective Four

*Objective Four is to identify any additional core triggers of increased turnover within Company X with additional insight into demographics, peripheral insights and any other factors that may impact turnover intention.*

Concerning Objective Four, some thought-provoking findings are demographically positioned within this research. Following the unprecedented times, predictions of a mass exodus were conflicted within the research, with literature predicting turnover rates between 38% - 84% (Morgan McKinley, 2021; CIPD, 2022; Personio and Opinium, 2021). Innately, a centre of percussion of turnover volume will support Company X to leverage creativity and skills procured through new team members; in totality, the intention to stay at Company X is weighted in favour of employees who intend to stay; however, ten employees (16.4%) are below or on the median (neutral response), suggesting a higher propensity to leave. Further analysis into the specific question "I foresee myself working for the organisation for at least the next 12 months "explicitly states that the cohort with the lowest inclination to remain with Company X is within the *at-risk* 19–36-month Tenure cohort, followed by the Age 26-40, Male and Individual Contributors. The copious costs of turnover and the potentiality for turnover contagion make this a distinct intersectionality of focus.

**Figure 28: Intention to Stay, Matrix**

<b>Potential Risk: I do not foresee myself working for the organisation for the next 12 months</b>	
<b>Employment Tenure</b> 19 - 36 Months	<b>Age</b> 26 - 40
<b>Gender</b> Male	<b>Organisational Role</b> Individual Contributor

### 6.5.1 Demographic Observations

#### Age

Microsoft (2021) predicted that the excess of employee resignations could be categorised by Generation, explicitly stating that over half of Generation Z employees were seriously considering a career transformation. Generation Z (defined by a birthdate of 1997 or later) are within the Age 18-25 years old category, who paradoxically hold the highest index to remain employed with Company X. The graph shows that an intersectionality of employees up to the age of 25 within the 0-18 months of tenure category have the lowest JE and EE indexes, suggesting bespoke solutions tailored to this cohort may support the generational hypothesis of a *gig mentality*. Nevertheless, deeper insight is required to understand any correlation or coincidence between these variables, relative of age.

#### Tenure

The tenure variable is a crucial area for concern to understand the motivations behind the dip in commitment for Company X. The data indicates that the least engaged cohort is within the *at-risk* 19-36 months of employment when contrasted with other cohorts, supporting Company X's reports of inflated turnover at this level. Based on the time of completion for this survey and analysis, qualification for the 19–36-month cohort is a requisite commencement date between June 2019 - January 2021, aligning with the COVID-19 pandemic.

#### Gender

There were no statistically remarkable findings for this cohort. Both male and female employees had a comparable intention to stay. Following the *new normal* stirred by the COVID-19 pandemic, a disproportionate workplace burden for women occurred; furthermore, PriceWaterhouseCoopers (2021) forecasted a superfluous exit of women from the workforce in the coming years. Additionally, Company X is within a deeply homogenous industry, with 10% of construction workers identifying as female (Construction Industry Federation, 2020), creating a potential degree of tokenism within diversity and inclusion initiatives. A paucity of female talent available will access capacity for gender parity at Company X. As per the analysis, the fundamental motivational factor for females was work/life balance; similarly, Hewlett *et al.* (2011) found that reasonably



adjusting workplaces to a more flexible environment with work/life balance could have retained 81% of females.

### **Organisational Role**

Consistent with reporting from Company X, EE and JE displayed a higher index for Team Leaders, coupled with a heightened Intention to stay. When surveyed concerning the importance of career growth, the Team Leader cohort scored lower than the individual contributors, alluding that future career advancement is not a key motivator, alluding to the instance that Team Leaders have achieved the desired level of career growth. Full employee retention at a Team Leader level reduces opportunities for growth for individual contributors at Company X, who favour career development more than their leaders. Stagnating opportunities can create a bottleneck, where employees become less engaged and tend to migrate through their turnover intention journey.

### **6.5.2 COVID-19 Impact**

Due to lower reliability within the measurement of the COVID-19 pandemic's impact, there is a subtle acknowledgement within this peripheral data. The data suggests a moderate correlation between turnover and COVID-19; however, the researcher recommends further research, with additional investigations on any correlation that stimulates TI.

### **6.5.3 Leadership Impact**

A *consensus gentium* of poor leadership impacting employee turnover is broadly accepted with Line Managers profoundly impact cognisance of employee value (Cohen and Roeske-Zummer, 2021). The impact of leaders on turnover intention at Company X has a moderate impact on turnover; initial findings within the analysis highlighted a correlation of 28%. However, this is a peripheral factor within this research. Leaders are viewed as the concierge for employees to unlock career trajectory, support, culture, and safety at work; however, a dearth of dignity at work and employee justice administered by poor leadership lures emotionally charged dramatic employee resignations (Klotz and Bolino, 2016), that can proliferate further resignations.

### **6.5.4 Safety at work**

A fundamental baseline of safety at work is crucial for any obtainment of EE or JE for company X. Diminished safety sparks employee withdrawal and detachment from work, resulting in *pseudo participation*, whereby fear mobilises employees to internalise their authentic voice (Woodfield, 2022). The data designates that the group with the lowest safety index are Male, with 19-36 months tenure, aged 26-40, echoing the intersectionality with the cohort who *do not foresee themselves working at company X for the next 12 months*, further exemplifying the criticality of safety at work as per the body of literature.

### **6.7 Limitations of this study**

Initial limitations of this study are within the sample size of sixty-one for Company X, the researcher had premeditated for a higher participation rate; however, due to the anonymised nature of the survey, the researcher had no visibility to encourage remaining participants to complete the survey. A convenience sampling approach induced homogeneity in respondents relative to industry conditions; hence, a future probability sampling approach could provoke a more profound balance of discernment. Additional qualitative or mixed method research could offer insights into the motivators behind the employee turnover phenomenon.

The COVID-19 pandemic sparked a significant paradigm shift, creating a new archetype or new normal within which foundational experience was non-existent for all; similarly, Huning *et al.* (2020) uncovered anomalies and insignificant correlations within comparative research; contending a direct result of the COVID-19 pandemic's impact.

A lower safety at work index for the cohort of employees with 19-36 months tenure may be impacted by *pseudo participation*, whereby efforts to capture authentic employee voice are fear influenced, subsequently resulting in internalisation of one's voice, enticing futility within gauging behaviours and responses to the working environment (Woodfield, 2022). Additionally, within a homogenous sample group, a level of *groupthink* can materialise, within which a façade of engaged interconnectivity is underlined with fear, rejection, or disenfranchisement to express one's genuine voice (McIntosh *et al.*, 2008)

## CHAPTER SEVEN: CONCLUSIONS AND CIPD REQUIREMENTS

### 7.1 Conclusion

This investigation pursued discernment and deeper insights into increased turnover for Company X within *The Great Resignation* paradigm with research sub-objectives in gaining perspicacity on peripheral factors that contribute to and influence the turnover. For Company X, relegating employee turnover is crucial in preserving a foothold in the Commercial Construction market and addressing substantial industry talent deficiencies (Gleeson, 2021). Over a hundred years of analysis illustrate employee turnover as a perplexing, ambiguous and deep-seated phenomenon with diverging perspectives of root causes and significant catalysts. The literature inferred several influencing *push* and *pull* characteristics that influence employees' embarkment on their turnover journey, spanning a decade from intention to action. A harmonisation of *consensus gentium* within research concurs the destructive nature of excessive voluntary turnover based on the fiscal, social, cultural and future costs, notwithstanding the impact of *turnover contagion* on remaining employees. The body of research alludes to assertions that the new way of working induced excessive employee resignations; however, this hypothesis shuns copious data pre-dating the pandemic that indicates a dormant workplace issue revealed by the COVID-19 Pandemic (Gandhi and Robison, 2021).

EE has deep ties to organisational performance, signifying that EE will impact TI and, subsequently Company X's prospects of organisational results. Objective One demonstrates a strong correlation between EE and TI within Company X, with diminished EE proliferating turnover intention and action. Optimistically, there is a reportedly high level of engagement at Company X. However, the perceived support from leaders will sustain a psychological state of stimulating EE (Shuck and Wollard, 2010); subsequently, a lack of perceived support or safety at work will fray engagement ambitions and lead to diminished EE that can sway toward active disengagement. For Company X to increase an engagement index, a baseline of safety for employees to be authentic is paramount; thereafter, employee appreciation with open, honest and consistent communication will pivot engagement for employees to migrate within being happier

at work toward meaning and purpose (Workhuman, 2021). Choice, competence, and meaningfulness are core constituents of EE, coupled with a sense of career progression (Thomas, 2009). Company X are within a profoundly homogenous sector, yielding the criticality of EE exertions that include female employees. Consistent with reporting from Company X of an *at-risk* group within Employment Tenure, the 19–36-month category held the lowest engagement, requiring urgent attention by Company X.

Objective Two demonstrates a strong correlation between JE and TI within Company X, whereby diminished JE will proliferate turnover intention and action. JE relates to an *anti-withdrawal* strategy in employee retention with employment entanglement; characteristically, low embedding correlates with a high propensity to job search (Swider *et al.*, 2011). JE holds a three-pronged approach within employee *links*, *sacrifice* and *fit* (Mitchell *et al.*, 2001). A profound paradox in the literature juxtaposes the concept of fit with authenticity. For an employee to fit in, the renunciation of authenticity attracts futility of employee safety, which undercurrents the efficacy of embeddedness. As JE is a slow-moving construct, this research indicated that the lowest index for JE is within the *at-risk* 19-36 months of employment category. Furthermore, the group with the lowest impact between JE and TI hold the shortest employment tenure. Subsequently, proffering that Company X employees who hold JE of least importance, will inevitably advance into the *at-risk* 19 - 36-month category, maintaining a vicious cyclical trajectory of low embeddedness. As JE is slow moving, Company X commands embedding employees at this earlier stage of employment coupled with the reinvigoration of internal incentives to foster embedding. Additionally, longer-term team involvement, such as projects, can impact JE as the employee stably visualises their future career (Lee *et al.*, 2004); with succession planning and clear, open developmental paths to support embedding that subsequently encourages employee retention (Boštjančič and Slana, 2018).

Despite their antipodal nature, there is a significant correlation between the JE and EE constructs relating to Objective Three. Commonalities lie within the underpinning of safety, support and employee voice. The literature suggests that a culmination of both JE and EE will support fostering TI within Company X.

Significant findings within Objective Four indicate that employment tenure is a factor within JE and EE to propel employees toward TI. The analysis synthesises at junctions to highlight an *at-risk* category within 19-36 months of employment; incidentally, this group holds the lowest level for reported safety at work. The literature proposes that diminished safety attracts futility in all EE and JE practices. Additionally, the Career Growth variable is of the highest importance to employees aged 0-25; starkly contrasted with the Team Leadership Group, who hold no intentions of leaving, nor are they motivated by career growth. A static leadership team can create a bottleneck within a disempowerment paradigm for employees who cannot access career growth at this level and subsequently seek career moves elsewhere.

An overarching thread of safety at work is woven through the body of research, suggesting that a lack of perceived safety or perceived support at work will render efforts to engage or embed futile. Recent research suggests that employee resignation levels in 2022 have stabilised to a comparable level to pre-pandemic times; however, this does not speak for the resignation intentions and turnover intentions (CIPD, 2022), notwithstanding any peripheral influences of stress and burnout. Talented employees desperately crave a renewed sense of purpose through meaningful work that aligns with their inherent values and principles. Efforts that detract from authenticity can spur employee burnout, with early-onset indications manifesting a deteriorating sense of belonging, subsequently precipitating disengagement and exiguous wellbeing (Schaufeli *et al.* 2002). Burnout is not always noticeable, as the employee is in perpetual adaptation. Analogous to Boiled Frog Syndrome, employees perfunctorily adapt to their stressful surroundings. However, persistent adaptation conceals the employee's awareness of their atmosphere, comparable to the frog, where the enduring but moderate increased water temperature sees the frog acclimating to the point of intensified extremity, unaware that it is being boiled alive (Saunders, 2002).

## **7.2 Suggestions for Future Research:**

Adding a qualitative or mixed method approach will support contextualising responses; additionally, questions with an open response will support gaining more profound insights and perspectives on employee turnover intention. Future research recommendations are also within a

deeper insight into the perception of safety at work and the impact that this has on job embeddedness and, subsequently, turnover intention.

Additional sectoral insights into border sectors in Ireland will offer a baseline of comparison and a higher degree of robustness within the data as proposed by Swider *et al.* (2011)

### **7.3 Practical Recommendations for Change at Company X**

An employee opinion survey will empower Company X to gain a deeper insight into employee turnover motivators, intentions and distinctive characteristics and how these impact organisational citizenship for employees, with specific insights into training/team coaching, team leadership, work/life balance and safety at work. Consistent annual benchmarking and explicit feedback action by leaders will foster employee trust to avoid tokenism.

Human Resources policy review will support employees to feel safe and encouraged within rigorous processes that foster dignity at work with additional work/life balance policies. CIPD membership will support the HR team with up-to-date insights and information

JE urges that the more links employees have to their employment, the more formidable it will be for the employee to leave; an Employee Resource Group (ERG) Social Club will facilitate appropriate activities outside of work to support JE initiatives. Adding a continuum of employee voice collection through qualitative interviewing will support gaining insights into turnover influences and motivations. Exit interviews as standard, contrasted with stay interviews of existing employees and new employee interviews, will support gauging internal/external comparisons (Taylor, 2019).

To boost perceived employee safety at Company X, ERGs will facilitate culture add to embrace and sustain diversity with varying groups to bring their entire selves to work. These groups are entirely employee-led to ensure authenticity; however, confounding insights are reported to senior management. Adding Unconscious Bias training with Mental Health training will support Team Leaders in nurturing a particularly inclusive culture. Explicit employee

appreciation and transparent communication are crucial to EE (Kieran and O'Shea, 2022); therefore, leaders must develop skills to nurture and enable impactful communications, cultivating employee success. Leaders are trained within coaching and core fundamentals on appropriate employee communications with trust and ensuring team members have a work/life balance. In addition to leadership recognition, peer-to-peer recognition supports are coordinated through ERGs to nourish collaboration and social skills at Company X (Gratton, 2011).

**Figure 29: Practical Recommendations and costings**

<b>Initiative</b>	<b>Provider</b>	<b>Investment</b>
<b>Employee Survey</b>	AON	€3,000 - €25,000
<b>Exit Interview Stay Interview New Interview</b>	Company X	Cost neutral Time investment
<b>Unconscious Bias Training</b>	Legal Island	€40 per person
<b>Mental Health First Aid</b>	Mental Health First Aid	€300 per person
<b>Professional Coach training for leaders</b>	Leadership training.ie	Undisclosed
<b>CIPD Membership</b>	Chartered Institute of Personnel and Development	£195 per person
<b>Employee Resource Group</b>	Company X	Cost neutral Time investment
<b>Employee Social Club</b>	Company X	Cost neutral Time investment
<b>Policy Review</b>	Company X	Cost neutral Time investment

## 7.4 Personal learning statement

What a journey! Returning to studies as a mature student working full time has been an exercise in dedication and discipline, challenge and reward, all in equal measure. I am delighted to have determined EE and JE as the core variables in TI, as despite their dichotomous nature, there are deeply insightful complementary parallels. From a topical standpoint, turnover is a

volatile and ambiguous topic. It could be argued that JE is a pull factor, as it fastens people to their employment with a slow tug, contrasted with fast-moving and fluctuating EE acting as a provocation to leave. The junctures of comparison are within safety and authenticity. Regardless of any initiative, event, engagement or reward, employees who feel unsafe will not stay with their employer, full stop.

A key learning for me, is the criticality of employee perception. The literature alludes that perception is the reality regarding employees perceiving support, regardless of its existence. Further research is required on comparing culture fit with culture add and subsequent impacts on safety and perceived support. As a continually diversifying population, without bringing one's entire self to work, we will never harness the creativity, collaboration and innovation needed to keep up with modern times. My learnings in the field of Human Resources have been vast, significant, and deeply insightful. Comparable to the Dunning Kruger phenomena, the more you learn, the more you are critically aware of what you do not know! Conversely, I am presently at the pinnacle of my personal HR knowledge; however, I am deeply overwhelmed with the sheer magnitude of what I do not know. Subsequently, I will maintain a student mentality within work and life, approaching situations with a strategy of listening to hear, understanding, learning, and collaborating.

A quote that has deeply resonated with me on my master's journey and encouraged me to persevere is by Mama Indigo, specifically:

"The best thing you could do is master the chaos in you. You are not thrown into the fire; you are the fire".



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