

**An Exploration of the Influence of Migrant Job Embeddedness on
Turnover Intentions: The Case of Ireland**

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Abstract

The cost associated with an employee's decision to leave his or her job has managerial positions and human resources departments focused on turnover intention. In addition to monetary costs, there is also the cost of losing valuable talents and contributions to the organization. It is essential for human resources departments to identify the causes of their employees' high turnover intentions and improve those aspects in order to retain them. Job embeddedness refers to the concept that employees are less likely to leave their jobs when they are more integrated into their organizations and communities. This study aims to examine the impact of these aspects of job embeddedness on the intention to leave among migrant workers in Ireland. Using a qualitative approach and semi-structured interviews, the findings of this study indicate that migrant workers consider the aspect of Fit Organization or on-the-job to be the most influential on their turnover intentions. This finding is consistent with the literature, as the participants also expressed low embeddedness on this aspect. With this knowledge, it is possible to consider practical measures to enhance this area and retain migrant laborers. Some of the developed implications point to the development of a strong and distinct career path and strategies to enhance the utilization of skills and talents by employees. Furthermore, this research paves the way for further research into job embeddedness within Ireland and into different worker groups, including migrant workers, because it is acknowledged that the migrant labour force is growing in the country. For a clearer understanding of the issues, this research has uncovered specific facets that need further investigation.

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CHAPTER 1: INTRODUCTION

1.1. Background of Study

Employee turnover has been occupying managers and human resources departments' concerns because of its implications for organizational performance and the ability to accomplish its goals (CIPD, 2021). When employee turnover rates decrease, organisations are more able to stabilise their staff. In addition, turnover intentions are an excellent analysis focus for preventing this matter in advance.

Therefore, people are always changing lifestyle trends, personal or collective motivations, expectations, and so on. Human Resources personnel must have the ability to keep understanding employees' minds, necessities, and behaviour. Organizations would be unable to discover solutions, implement them, and sustain their improvement in the demanding and changing global world in which they are contextualized, unless the causes of employee turnover are clearly specified and known by each organization.

By April 2021, nearly one in eight people were non-Irish national residents, that is, 12.9% of the total population of Ireland (CSO, 2021). Because of the considerable number of foreigners, the labour market is flooded with them. The latest statistics on foreign nationals in 2018 showed that almost 60% had employment activities in the course of that year (CSO, 2019). A non-Irish national is a person who is not an Irish citizen (Irish Nationality and Citizenship Act, 2001), such as people from European Union countries excluding Ireland and all countries outside the European

Mainly, the literature has aborded the spectrum of factors that are normally thought of, such as job satisfaction, which will be examined in the literature review chapter. Nevertheless, the studies about foreign workers' turnover rates and turnover intentions have not been deeply investigated and extended. On that line, the case of Ireland offers the investigator the

opportunity to explore the field of turnover staff. As well, the actual percentage of non-national or non-Irish nationals expands the knowledge and the curiosity of those who investigate that field. However, since the COVID-19 pandemic has been limiting the entrance of new foreign workers, the situation of foreigners entering the country may not change in the future. Non-nationals will be arriving on the island in increasing numbers to work. Therefore, this context raises the question of investigating the factors that can influence the turnover of migrant workers in Ireland.

1.2. Purpose of the Study

The purpose of this research is to explore turnover intentions among migrants in the case of Ireland. As was mentioned in the introduction, turnover generates difficulties for companies, both financial and professional. Agreeing with Ongori (2007), the financial cost of replacing an employee is one of the most significant associated with employee turnover, as well as the cost of recruitment efforts, the cost of training and development, and the cost of sooner or later substituting the employee. It is estimated that the cost of replacing an employee, ranges from approximately 90% to 200% of the income of the prior employee (Grotto, et al., 2017). And the low morale experienced by other workers in the organization can be a direct result of the high turnover rates (Cloutier et al., 2015).

The population of migrant workers in Ireland is increasing and expanding in tandem with the country's economic growth; therefore, the importance of this research is unquestionably justified at this time in Ireland. Employers with migrant employees may consider the findings of this study, as well as its practical implications and recommendations.

1.3. Research Questions and Objectives

This research aims to investigate the term "job embeddedness" applied to the turnover intentions of migrant workers.

1.3.1. Research Questions

- i. What aspects of job embeddedness influence turnover intention of migrant workers in Ireland?
- ii. What aspect of job embeddedness has the most influence on turnover intention of migrant workers in Ireland?
- iii. What measures can be implemented to reduce migrant workers' turnover rates in Ireland.

1.3.2. Research Objectives

This research aims to identify the aspects of job embeddedness that influence employee turnover intention of migrant workers, using Ireland as case of study.

- i. To identify what aspects of job embeddedness influence turnover intention of migrant workers in Ireland.
- ii. To identify what aspects of job embeddedness, have the most influence on turnover intention of migrant workers in Ireland.
- iii. To identify measures that can be implemented to reduce migrant worker's turnover rates in Ireland.

1.4. Type of Research

This is exploratory research that follows a qualitative research approach. A qualitative approach is then applied when writing this dissertation, with the explanation that there is no unique reality (Teherani et al., 2015), and an incentive for participants to explore their experiences and describe the significance of those experiences (Merriam, 2014).

Semi-structured interviews are used to collect the data, with open-ended questions. The purpose of this research instrument is to allow spontaneity and flexibility in the research findings (Bryman & Bell, 2015). The sampling technique that is utilized is non-probability.

Thematic analysis is used to analyse the data from the sample population in order to identify summarized insights, identified patterns and trends (Saunders, et al., 2019).

The methodology of this research is broken down in greater detail in the third chapter of this dissertation. During the course of the study process, the rationale behind the methodological decisions that were made is also presented in depth in that chapter.

1.5. Structure of the Dissertation

The structure of this dissertation is divided into chapters. Chapter one describes the introduction to the topic, which enhances the background and purpose of the study, research questions and objectives, the type of research that is presented, and the structure of the dissertation itself.

Chapter two describes the review of the literature on turnover intentions. This secondary data focuses on employee turnover and employee turnover intentions, which leads to the

consideration of job satisfaction and the relationship with turnover intentions and finalizes with an overview of the term of job embeddedness and its aspects. The aspects of job embeddedness are examined, analysed, and evaluated.

Chapter three is the section that outlines the research methodology that was utilized for this dissertation. An explanation of all of the decisions on the research that were made while working on this is clarified. Also covered in this chapter are the study paradigm and methodology that were used, as well as the methods for sampling, collecting data, and analysing data. This chapter goes through ethical considerations that were taken into account as well as the limitations of this research.

Chapter four is the section that describes the findings drawn from the examination of the data. This data, together with the data obtained from the secondary data or the data evaluated in the literature review, is summed up, interpreted, and analysed.

Chapter five is the section that assures the discussion of the findings. The results of this study are detailed in this section. In addition to providing explanations, the responses to the research questions are presented. Recommendations are made for future study as well as recommendations to overcome the limits of current research.

Chapter six is a concise overview of the most important conclusions of this research. In fact, a brief synopsis of the responses to the research questions is presented. It is also recommended that action plans and the costs associated with them be developed.

CHAPTER 2: Literature Review

2.1. Introduction

This chapter seeks to explore why migrant workers tend to keep or drop their job places from the perspectives of the concepts of employee turnover and employee turnover intentions. It also briefly looks into the concept of job satisfaction as one of the main factors influencing employee turnover intentions and job embeddedness as the central concept of study.

During the process of writing this literature review, it was highlighted that through the understanding of the concept of job satisfaction, the close relationship with employee work-life balance emerged. The analysis was concluded on the understanding of the concept of job embeddedness, which represents an appropriate meaning for understanding migrant workers' behaviours.

Job embeddedness is presented as the central concept of study; thus, a profound understanding of the concept and its three brands of meaning is described. Including an examination of the gaps that have yet to be filled and an analysis of the significance of incorporating current research findings into the field of study.

2.2. Employee Turnover

Employee turnover has been occupying managers and human resources departments' concerns since several years ago. This is because it has implications for organizational performance and the capability to accomplish its goals (CIPD, 2021). Generally, the topic has been studied, with the purpose of having knowledge about the issue and anticipating the possibility of losing employees that positively contribute to the organization. Moreover, as it is well known, the COVID-19 pandemic brought with it plenty of uncertain scenarios for

companies and employees, and investigators have already examined the topic viewed from a manager's role influence in employee turnover during the pandemic (Meduri & Jindal, 2021).

Turnover in the workforce refers to the process of recruiting new workers and letting go of existing ones (Chikwe, 2009). In addition, a more precise definition of turnover states that it refers to the decision that has already been made to leave an organization (Ghasempour et al., 2021). When it is stated that this is the actual decision that has been made regarding leaving an organization, it indicates that there was a process that came before that decision.

2.2.1. Employee Turnover Intention

Employee turnover intention suggests an individual's personal and internal state (Wojcik, 2020). In other words, it is a process, not an instant decision. The prevention of the fact that employees may leave organizations focuses attention on that process, why it occurs and how it can be prevented. The desire for movement to other jobs, complemented by the perception of the possibility of movement, is the process when turnover can be predicted (Direnzo & Greenhaus, 2011). Research shows that a person's plan to leave an organization is the best indicator of turnover (Wojcik, 2020). That plan can be influenced by several aspects or specific factors that can predict, in some way, turnover intentions among workers.

It is central to note that previous authors studied the concept of turnover intentions, ranging from having job alternatives to the actual job, which was established by March and Simon in 1958; passing to the psychological orientation of turnover, which involves cognitive considerations of Mobley in 1977; and to the idea that factors such as relationship responsibility and occupational commitment affect employee turnover, developed by Price and Muller in 1981 (Lee et al., 2017). All of the concepts that have been written above give

the reader an idea of how the subject matter presents multiple complex and multifaceted aspects of consideration and how it is progressing forward.

Complementarily, a sign of better understanding the phenomenon is pointed out by Lee et al. (2017), proposing that instead of concentrating solely on the reasons why workers leave their jobs, studies of employees could also inquire about the reasons why workers remain. As a consequence, the aim of this research is to advance knowledge in a field that has received little attention in Ireland and among migrant workers: job embeddedness and its relationship to turnover directions. Also, an analysis of the factor that the literature says has been studied the most will be done to provide a better basis for the understanding of the concept and contribute to the investigation.

2.2.1.1. Job Satisfaction

Several studies have been done to establish a variety of factors that affect the intentions of an employee to leave their current employer. Job satisfaction has been developed as the factor of majority effect on turnover intention. When discussing the desirability of movement, the immediate understanding is job dissatisfaction (Direnzo & Greenhaus, 2011).

The term "job satisfaction" has numerous references that attempt to define it. However, what is agreed upon is that it is how an employee feels within an organization (Aziri, 2011). That feeling arises as a direct result of the perception that jobs fulfil both the physical and mental needs of workers (Aziri, 2011). Relationships with co-workers and superiors, duty and encouragement at work, salary, work's nature, recognition, promotion, personal improvement and development, feedback processes, and feelings of personal satisfaction with work were all considered when determining the level of job satisfaction. Other factors included

compensation, task variety, team contribution, work hours, and incentives (Puvada & Gudivada, 2012).

Rewards can affect the job satisfaction of an employee, and they can be seen as financial rewards, such as salary or payable incentives, or non-financial rewards, such as opportunities to develop skills and grow within an organization. When it comes to improving an employee's level of satisfaction with their job, salary is widely regarded as the most important factor. In addition, job satisfaction has a significant correlation with opportunities for promotion, suggesting that there is a direct and positive connection amid job satisfaction and promotions, which in turn raises the overall degree of knowledge and expertise within the worker field (Elsahoryi et al., 2021).

Leadership is seen as the role that performs a managerial position towards its employees and has an impact on the levels of job satisfaction and the intention to continue (Yao & Huang, 2018). Agreeing with a study that was conducted on nurses working in Korean hospitals, it was discovered that workplace violent behaviour has an impact on the professional quality of work life as well as the intention to leave one's current job. The study also recommended that it is the responsibility of management leadership to protect their employees from environments that contain violence (Choi & Lee, 2017). Employees' intentions to leave an organization can be significantly influenced by the supervisor's perceived and observed psychological support (Islam, et al., 2016).

Work-life balance, as was mentioned above, has a direct relationship with job satisfaction. According to Jackson and Fransman (2018), productivity, monetary rewards, and work-life balance all contribute significantly to job satisfaction. Employees who have a pleasant and enjoyable life outside of work will want to stay at their current job for an extended period of time (Sudibjo & Suwarli, 2020). Furthermore, a study conducted in academia showed that

work-life balance is able to influence fluctuations in a person's professional career directions (Lindfelt et al., 2017).

The association between work-life balance and turnover intention is totally treated by job embeddedness (Thakur & Bhatnagar, 2017). It signifies that an employee's strong work-life balance produces the strength that enables workers to remain in the organization, making it more difficult for them to leave (Sudibjo & Suwarli, 2020).

2.2.1.2. Job Embeddedness

A model emerged in 2001 that included the term job embeddedness (Mitchell, et al., 2001). It was recently defined as the employee's investments on and off the job (Zimmerman, et al., 2019), particularly the employee's concern with the organization and the community (Mitchell, et al., 2012). The elements of embeddedness, such as the personal connections made into the organization that can stock the personnel, will determine if the employee is more likely to leave the organization or not, as well as the employee's personal lives, which include relationships or dynamics with family, friends, and the community in general (Zimmerman, et al., 2019).

This model, in essence, works better for comprehending the idea of turnover in accordance with the objectives of this research. As was stated previously, migrant workers often become active members of the community in which they are employed, which may play a role in their ultimate decision regarding whether or not to quit their jobs. It is also worth noting that the vast majority of skilled migrants interviewed in a study (O'Connor & Crowley-Henry, 2020), declined professional jobs that required skills and qualifications from their home country. Instead, they devised and carried out an instrumentalist career in Ireland in order to satisfy their need for harmony in their lives in terms of the time they spent working, living, and

caring for their families (O'Connor & Crowley-Henry, 2020). According to Mitchell et al. (2001), each person has ties not only to the organization that they are employed by, but also to their life outside of the workplace.

An internal organization of elements is happening in the employee's minds, where their relations with organizational, or on-the-job, and community or off-the-job embeddedness determine turnover and worker performance (Shah et al., 2020). A recent study has found that while off-the-job embeddedness reinforces the positive correlation between unofficial job searching and turnover actions, on-the-job embeddedness decreases the possibility that informal job searching will result in turnover outcomes (Porter et al., 2019).

A study on migrant workers in Australia presented lines about the understanding of the concept of job embeddedness by migrants. Its results showed that the trend for migrant workers in Australia is generating on and off-the-job embeddedness using fit and links, nonetheless, not sacrifice (Halvorsen et al., 2015). Moreover, they found other aspects that are not covered by the concept of job embeddedness, which are establishing cultural distance from the host country by assimilating its culture, emphasizing shared values, and interacting with the local community by hosting events and celebrations (Halvorsen et al., 2015, p. 1306).

2.2.1.2.1. Fit

On the concept of job embeddedness, fit is described as the degree to which a job and the community in which an employee lives are comparable to or compatible with the various other aspects of their life space (Mitchell et al., 2001). The term "fit" refers to an employee's apparent connectivity or closeness with an organization as well as the culture of that organization's environment (Shah, et al., 2020). Mitchell et al. (2001) recognized the

existence of on-the-job fit and off-the-job fit, called Fit Organization and Fit Community. It is expressed by the author that an employee's core beliefs and aspirations for his or her professional and personal future must "fit" with those of the company as a whole and those of the position for which they are employed. People will also take into account how well they fit in with their neighbourhood and surroundings (Mitchell et al., 2001).

Consequently, Mitchell et al. (2001) idea was that the more a worker fits in with the organization and the community, the more likely they are to feel professionally and personally connected to the company and the less likely they are to want to leave.

2.2.1.2.1.1. Fit Organization

Fit organization, also known as on-the-job fit. For Halvorsen et al. (2015), on-the-job fit is an embeddedness between a person and a job when there exists a compatibility between the characteristics of a person and those of a particular job. This creates an embeddedness between the two. To the same extent that there is embeddedness between a person and an organization, there is also compatibility between the characteristics of the employee's personality, the beliefs and values they hold, and the culture, norms, and values that are held by the organization. In addition, there is an embeddedness between a superior and a subordinate when there is a perceived compatibility between the qualities possessed by an employee and those possessed by his or her superior (Halvorsen et al., 2015).

According to Mitchell et al. (2001), certain characteristics of a good fit between an organization and an employee include: liking the people in their work group; having coworkers who are similar to them; having a job that makes good use of their skills and

talents; feeling like they are a good fit for the company; fitting in with the culture; and liking the level of authority and responsibility they have there.

2.2.1.2.1.2. Fit Community

Fit community, also known as off-the-job fit. Off-the-job fit is embeddedness off the job in three types of fit. The first is referred to as "community," and it occurs when there is a sense that the vicinity is a great fit for the individual, as well as when the neighbourhood provides the amenities that the individual values. The second factor is connected to the lifestyle of the employee, or more specifically, to the situation in which the community or the neighbourhood provides the way of life that an individual appreciates. And lastly, the fit known as 'home' is present when one has the impression that both the community and the nation in which one resides are "home" (Halvorsen, et al., 2015).

According to Mitchell et al. (2001), there are some characteristics that indicate a good fit between the community and the employee, such as when they love where they live, when the local weather is suitable for them, when the community is a good match for them, when they consider the community where they live to be home, and when the neighbourhood has the recreational opportunities, they enjoy.

2.2.1.2.2. Links

On the concept of job embeddedness, fit is defined as the degree to which individuals are connected to a variety of other individuals or activities within an organization (Mitchell et al., 2001). A link is a relationship between an individual and an organization or other person that is legitimate or causal (Shah, et al., 2020). Agreeing with Halvorsen et al. (2015), the concept of fit embeddedness can be understood as on-the-job links and off-the-job links.

On the basis of that notion, the idea of embeddedness suggests that a variety of connections bind a worker and his or her family to a social, psychological, and financial network. (Mitchell et al., 2001). These links range from co-workers to friends outside of work, from groups to the community to the actual place where the employee resides (Mitchell et al., 2001). The greater the number of links between a person and the network, the stronger the ties an employee has to their workplace and the organization (Mitchell et al., 2001).

2.2.1.2.2.1 Link Organization

Link organization, also known as on-the-job link. On-the-job link is an embedding that can be found in three types of links. First, with co-workers or friends whom they have met at work over regular interactions. These at-work friends are not socialized with outside of the workplace. Second, with friends from work, which occurs when employees make friends at their places of employment and spend time with those friends outside of work. And finally, team links happen when employees become friends with each other because they work together on a team (Halvorsen et al., 2015).

Mitchell et al. (2001) proposed certain elements that define a good link between the organization and the employee, such as when they have been working long in their present position; when they have worked long for the company; when they regularly interact with numerous co-workers; when they have co-workers that are highly dependent on them; when they are on many work teams; and when they are on many work committees.

2.2.1.2.2.2. Link Community

Link community, also known as off-the-job link. Off-the-job link embeddedness can be found in three different kinds of links. First, when a member of the employee's immediate or extended family resides in the same town, district, or country. Second, when workers develop friendly relationships with members of the community or neighbourhood. Lastly, when there is a connection with community groups, such as links to individuals established through religious or cultural organizations or social clubs (Halvorsen, et al., 2015).

Mitchell et al. (2001) proposed certain elements that define a good link between the community and the employee, such as when their roots are in the neighbourhood, when their relatives are close by, and when their close friends are close by.

2.2.1.2.3. Sacrifice

On the concept of job embeddedness, sacrifice is related to the simplicity with which ties can be broken or the things that employees would have to give up if they were to leave, in particular if they had to relocate to a new city or residence physically (Mitchell & Lee, 1994). Furthermore, the concept explains that an employee's mental, physical, and emotional health may be jeopardized depending on whether they choose to stay or leave an employer (Shah, et al., 2020).

Giving up co-workers, interesting projects, or enjoyable perks when leaving a company will almost certainly result in personally significant losses (Mitchell et al., 2001). Although it may be simple to find comparable wages and benefits in a setting with low unemployment, switching costs (such as new health insurance or pension schemes) are actual and crucial

factors to take into account for employees (Mitchell et al., 2001). Additionally, if people are embedded, they may not look at jobs that require them to move.

2.2.1.2.3.1. Sacrifice Organization

Sacrifice organization, also known as on-the-job sacrifice. The sacrifices are related to the organization. In detail, sacrifice is referred to as the appreciation workers have for their perks and how the employee feels about being surrounded by colleagues (Shah, et al., 2020). Basically, they are defined by what the companies offer to their employees that can be missed if they decide to quit.

According to Mitchell et al. (2001)'s definition of a greater situation for not to sacrifice, an employee should feel like they have a lot of freedom in their work to choose how to pursue their objectives when they believe their perks are outstanding, when they perceive that their co-workers highly respect them, when they feel leaving their current job would require them to make a lot of sacrifices, when their current jobs offer them great opportunities for promotion, when they receive adequate pay for the level of performance they deliver, when the compensation at their current jobs is favourable, when their organizations offer top-notch healthcare benefits, when their organizations deliver great retirement benefits, and when there are excellent chances for them to stay employed at their current companies. Shaw et al. (1998) also considered the opportunities for work stability and growth as less apparent but nonetheless essential. These are two examples of the potential sacrifices that could be associated with leaving an organization.

2.2.1.2.3.2. Sacrifice Community

Sacrifice community, also known as off-the-job sacrifice. It is referred to as the community aspect when leaving an organization. Essentially, the positive outputs that the neighbourhood offers and the community where the employee is involved, such as safety (Shah, et al., 2020), friends, church (Halvorsen, et al., 2015), sports, and others.

Mitchell et al. (2001) proposed certain elements that define a good sacrifice between the community and the employee, such as when they believe it would be difficult to leave their current community, when they perceive that their community holds them in high regard, and when they feel their neighbourhood is safe. One can change jobs while remaining in the same house. Even so, shifting jobs may result in the loss of certain amenities, such as a short commute or the choice to stay at home during specific hours because of flexitime (Mitchell et al., 2001).

2.3. Conclusion

According to (Naim & Lenka, 2016) job satisfaction and work-life balance are two aspects that affect an employee's decision to stay in their position. It is possible for a person to develop an attachment to the work that they do if they manage to maintain a harmonious balance between their lives at work and their personal lives (Sudibjo & Suwarli, 2020), and according to the findings of Thakur and Bhatnagar's (Thakur & Bhatnagar, 2017) study, an affirmation expressed is that a healthy work-life balance will have a positive impact on the degree to which employees feel embedded in their jobs (2017).

Undoubtedly, employee turnover is a field that is open to further and continuous research, where different ideas can be placed as well as new or improved ones. Following the previous

argument expressed, it is important to study the subject of embeddedness in employees, and due to the fact that studies on migrant workers are not extensive, it refers to a necessity of knowledge to fill. Specifically, there is a possibility that migrants will place a greater emphasis on certain combinations of the factors that constitute job embeddedness (Halvorsen, et al., 2015).

The answer to the objectives of this research will be done by qualitative research of migrant workers. It will be accomplished through interviews with current migrant workers in Ireland, using a codification of the answers given in the interviews.

CHAPTER 3: Research Methodology

3.1. Introduction

The science and philosophy that underpin all research constitute the research methodology (Adams et al., 2014). In other words, this chapter provides an overview of the reasoning for selecting qualitative research, explaining the research assumptions, philosophy, and approach, defining how the data was obtained and evaluated, and indicating the research ethical considerations and limitations.

3.2. Research Objectives

This research aims to identify the aspects of job embeddedness that influence the employee turnover intention of migrant workers, using Ireland as a case of study.

- iv. To identify what aspects of job embeddedness influence turnover intention of migrant workers in Ireland.
- v. To identify what aspects of job embeddedness, have the most influence on turnover intention of migrant workers in Ireland.
- vi. To identify measures that can be implemented to reduce migrant worker's turnover rates in Ireland.

A qualitative approach was used in order to obtain findings that were in line with the objectives that were defined for this research.

3.3. Research Philosophy

A research philosophy is a group of attitudes and presumptions regarding one's pursuit of knowledge (Saunders et al., 2019). Research philosophy provides the researcher with guidance in formulating research questions and deciding how the answers to those questions will be investigated (Creswell, 2013). Saunders et al. (2019) examine the research assumptions that are often made by scholars in order to differentiate between different research philosophies. Ontology and epistemology are two key assumptions that should be considered.

Interpretivism places a strong emphasis on the idea that people are distinct from other physical phenomena because they generate their own meanings. Different social realities develop and experience these meanings. The most significant distinction between positivism and interpretivism is that social worlds cannot be investigated in the same way that physical phenomena can (Saunders et al., 2019). In order to obtain information, researchers who work under the interpretivist ideology frequently adhere to the use of questionnaires, interviews, and surveys. This provides them with the chance to gather data on a variety of realities and experiences (Thanh & Thanh, 2015).

Premised by the philosophies outlined above, the interpretivist philosophy is chosen as the most appropriate for this study. In support of qualitative research, interpretivism is a viable strategy. The research examines individuals with diverse social worlds to determine their perceptions of the topic of job embeddedness affecting turnover intentions, and because of the use of interpretivist philosophy, the researcher was able to develop a deeper connection with the research participants and learn more about their perspectives. As a result, the study benefited from the philosophical approach.

3.4. Research Approach

Saunders et al. (2019) recognized two reasoning approaches: deductive and inductive.

When a conclusion is derived logically from a group of premises derived from a theory, this type of reasoning is called "deductive reasoning", and it is only valid when all of the premises are correct (Ketokivi & Mantere, 2010). Additionally, when creating themes, researchers use deductive reasoning. These themes are then validated on a regular basis by comparing them to the data (Creswell, 2013).

According to Ketokivi and Mantere (2010), inductive reasoning in research recognizes that there is a gap in the existing research and, as a result, examines all of the theories and principles that have been put forward before coming to a conclusion based on all of the evidence that has been gathered.

Inductive approach is the one that focuses this research. The justification for that is: (i) the methodology of this research is shaped by the experience of the researcher in gathering and interpreting the data (Creswell, 2013); (ii) the researcher does not pretend to generate a new theme or theory; on the contrary, it may end up with the identical theory that was produced by utilizing an inductive approach (Saunders, et al., 2019), (iii) following the research objectives, an inductive approach suggests that it is more realistic to respect workers as humans whose behaviour is a result of how they interpret their work experience rather than those who respond mechanistically to specific situations (Saunders et al., 2019); and (iv) researchers work back and forth between theories and the database until they arrive at a complete set of results. It could also involve working with the participants in a way that allows them to shape the themes or generalizations that come out of the process (Creswell, 2013).

3.4.1 Research Methods

The process of carrying out and completing research is referred to as the research method (Adams et al., 2014). As outlined by Saunders et al. (2019), there are three different categories of research methods: exploratory, descriptive, and causal.

This research will use the exploratory research method with the purpose of seeking an in-depth understanding of a phenomenon (Saunders, et al., 2019). The objectives follow that line in order to identify the aspects of job embeddedness that influence the employee turnover intention of migrant workers in Ireland. Complementarily, conducting exploratory research facilitates the identification of trends, patterns, and prevalent behaviours (Domegan & Fleming, 2007).

3.5. Data Collection Approach

The two primary information-gathering techniques for research are quantitative and qualitative.

A quantitative approach takes numerical measures into consideration; questions are direct and pertinent; probability sampling techniques are employed; and the sampling is typically carried out with a large number of participants (Saunders et al., 2019). The quantitative approach is predominately a deductive one, and it uses theory or hypotheses to compare data with (Hesse-Biber & Leavy, 2011). It can be used to describe any phenomenon that has a measurable quantity (Kothari, 2004).

Qualitative research method is the one chosen for the current necessity of this investigation. That type of research approaches the interpretivism paradigm, which is premised on the idea that there is no unique reality, and thus the respondents may generate information about their own reality (Teherani, et al., 2015). In other words, qualitative research urges people to interpret their experiences and describe the significance they give to those experiences (Merriam, 2014). Generally, qualitative research utilizes questionnaires, interviews, and observations as its methods for data collection (Eyisi, 2016). Moreover, the qualitative approach fits better for the purpose of this investigation because a different spectrum of reality, which cannot be quantified numerically, is discovered by qualitative methods (Palmer & Bolderston, 2006). The researcher chose to conduct this study using a qualitative approach because of the nature of the topic as well as the shortage of previous research that has been done on the topic of job embeddedness among migrants. Additionally, when conducting quantitative research, the researcher may have absolutely no personal interaction with the people being studied at any point (Graue, 2015), and that is not the case of this research.

3.6. Research Instrument

An interview is typically a conversation that takes place between a researcher and a participant on an individual basis (Sreejesh, et al., 2014). Interviews, observations, documents, videos, letters, books, and newspapers are some of the possible sources of data that can be used in qualitative research (Graue, 2015). The utilization of interviews with participants is one type of research instrument in an exploratory research approach (Sreejesh, et al., 2014).

This research utilized interviews. The purpose of this choice is to grant the researcher the possibility of entirely understanding people's experiences and allow additional learning from the answers, as the purpose of an interview is to acquire a more in-depth understanding of the interviewee's sentiments as well as their motives and beliefs (Gill et al., 2008). Furthermore, the authors (Bryman & Bell, 2015) stated that for qualitative research, the most common method is interviewing because it offers more flexibility.

There are three types of interviews that are commonly used: structured, semi-structured, and unstructured (Sreejesh, et al., 2014). The types of interviews utilized were semi-structured, with a one-to-one approach and developed face-to-face, preferably with the goal of allowing spontaneity in the interview (Saunders, et al., 2019). Open-ended questions were created because they allow for spontaneity in the interview and are followed by specific questions about the predetermined categories that are identified as key coding for data collection (Hsieh & Shannon, 2005). (Saunders, et al., 2019).

The reason for choosing semi-structured interviews was that when attempting to gain a better understanding of the various perspectives held by the participants, the researcher would be able to adapt the questions through the use of this type of interview. This is because the participants come from a wide variety of backgrounds, both in terms of their jobs and their nationalities. Questions need to be rephrased in order to get a complete understanding of all the perspectives. In the context of research, semi-structured interviews refer to a circumstance in which the researcher asks the participant conventional questions but also has the option of asking alternative questions with the purpose of gaining a deeper knowledge of the participant (Peters & Halcomb, 2015).

The reason for choosing open-ended questions was that these types of questions can be used to investigate study subjects as well as to find causal relationships, as well as because the

participants can go into greater depth while answering open-ended questions (Weller et al., 2018). Some of the interview questions were selected because they offered clarity and a thorough understanding of some of the subjects discussed in the literature review. The questions that were asked of the people who participated in the research are in Appendix A.

The participants were first given a letter of information about the purpose of the research and a consent form to fill out before they were involved in the interviews. A sample of the letter and consent form that were given to the participants can be found in Appendix B for the Research Purpose Letter and Appendix C for the Interview Consent Form.

3.7. Pilot

According to Saunders et al. (2019), pilot interviews are certainly necessary since they highlight any issues that might exist with the research tools and/or the interview questions, allowing the interviewer to make corrections before continuing with real-time interviews.

A pilot interview was conducted with two different participants to determine whether or not the study instrument and the questions asked were appropriate. Essentially, the modifications focused on specific questions that were not completely clear to the pilot participants.

Question 3 came before "Tell us about your professional relationship with your superior and co-workers; how important is this to you in deciding whether or not to continue in your current job?" With the modification, it was stated as "tell us about your professional similarity with your superior and co-workers. How important is this to you in deciding to continue or leave your current job?" The reason for this is that the responses that were

collected in the pilot interview were not the ones that were anticipated to provide an answer to the study's purpose.

3.8. Interview Schedule

The list of questions that will be asked during interviews, as well as the topics that will be discussed, is referred to as an interview schedule. Beginning with questions about the demographics of the background information, they move on to questions about general topics, and then move on to questions that are specific to the phenomenon that is being investigated. This order ensures that all aspects of the topic under discussion are thoroughly investigated (Quinlan, 2011). The schedule was based on the topics covered in the literature review, and it was designed to encourage participants to consider their own feelings, beliefs, and thoughts in relation to the topics.

Background Information: The data was collected in order to detect potential relationships based on demographic criteria or organizational characteristics during the examination of the data.

Questions 1 – 4: It explored the participants' on-the-job fit embeddedness or fit organization insights, as well as their thoughts on whether or not these experiences have influenced their intentions to leave their jobs.

Questions 5 – 7: It explored the participants' off-the-job fit embeddedness or fit community insights, as well as their thoughts on whether or not these experiences have influenced their intentions to leave their jobs.

Questions 8 – 11: It explored the participants' on-the-job link embeddedness or link organization insights, as well as their thoughts on whether or not these experiences have influenced their intentions to leave their jobs.

Questions 12 – 13: It explored the participants' off-the-job link embeddedness or link community insights, as well as their thoughts on whether or not these experiences have influenced their intentions to leave their jobs.

Questions 14 – 15: It explored the participants' on-the-job sacrifice embeddedness or sacrifice organization insights, as well as their thoughts on whether or not these experiences have influenced their intentions to leave their jobs.

Question 16: It explored the participants' off-the-job sacrifice embeddedness or sacrifice community insights, as well as their thoughts on whether or not these experiences have influenced their intentions to leave their jobs.

Question 17: It explored any additional potentially significant aspects of data analysis that have not been covered in any of the previous questions and may be important for research objectives.

3.8. Sampling Selection

There are two primary methods for selecting samples. These ones are probability sampling and non-probability sampling. In probability sampling, the selection of participants is random, and it is a sampling selecting method frequently used in quantitative research (Marshall, 1996). According to Marshall (1996), a random sample is not the most efficient method for gaining knowledge of the complicated issues that pertain to human behaviour.

A non-probability sampling technique was considered to select the sample for this investigation. Additionally, when comparing convenience samples, judgment samples, and theoretical samples (Marshall, 1996), judgment is the one chosen for selecting the sample for this research.

A judgement sample is the method of sampling that is used the most frequently in qualitative research, is also known as a purposeful or purposive sample (Tucket, 2004), and points out that it is a sampling method that meets the participants with the necessary criteria for the investigation. The researcher will consciously choose the most fruitful sample in order to provide a response to the research questions. This may entail creating a framework of the factors that could influence a person's contribution based on the researcher's practical experience with the research topic, the pertinent literature, and evidence from the study itself (Marshall, 1996).

The selected participants are people who have been working and living in Ireland for at least two years. This criterion was established in this manner to lend credence to the idea that participants comprehend the topic that they are being asked about. This is supported by Marshall (1996) and Onwuegbuzie & Leech (2007), who expressed that samples should consist of people who are knowledgeable about the subject under investigation and who can contribute to the researcher's knowledge of the subject.

The researcher, who is also a migrant, is of the notion that one year spent living and working in Ireland is not sufficient to bring work experience to the table when discussing the employee turnover intention topic. In addition, a variety of working visas are available in Ireland for migrants who are interested in settling and finding employment in the country. Therefore, it is expected that some of the participants will be in possession of valid work permits. Because the type of visa status is not a relevant criterion for the purpose of this

research, it will not be asked of participants when they sign up to take part in this research. However, it was a consideration when calculating the number of years that the participant had spent working and residing in Ireland. The majority of working visas in Ireland are issued for a period of one calendar year; hence, the requirement for the participants in this study is that they must have been working and living in Ireland for at least two years, as this ensures that they will be on their second visa at the time of the interview. The research goals will benefit from the participants having a wider range of work experiences in Ireland as a result.

Because of the small size of the total population, it was necessary to use a convenience sample. However, a judgement approach was involved as well as a primordial selecting sampling approach due to the efforts that were made to ensure that participants came from a variety of occupations and nationalities. Five of the participants are known by the researcher and were chosen to participate in the research because they meet the criteria of being a migrant working and living in Ireland for at least two years. They are all from different nationalities and occupations. The rest of the participants were found through the suggestions of the other participants. It is possible that participants will be able to suggest some interesting potential candidates for research (Marshall, 1996); this is called a snowball sample. The suggestions were helpful in order to concretize the criteria of differentiation of nationalities and occupations.

3.9. Sample size

The maximum variation sample (Marshall, 1996) can be affected by the amount of time that is available to conduct the research. Before beginning a study, researchers need to make a decision regarding the size of the sample they will use (Burmeister & Aitken, 2012). They

have to do this even though there are no established guidelines to guide them in making this determination.

It is important to note that Morse (2000) stated that the size of the sample might range anywhere from six to sixty people. In a similar vein, Tuckett (2004) asserted that qualitative research requires the collection of specific information from a limited number of participants in the study. This is corroborated by Moser and Kortjens (2017), who noted that when phenomenological research is undertaken, and interviews are used to collect data, the number of participants necessary may be ten or fewer. Moser and Kortjens (2017) cited this as a possibility. This research used a sample size of ten people for its purpose.

3.10. Data Analysis

As of now, chapter three has shown that this investigation will use semi-structured interviews for qualitative research, that it will also adhere to an interpretivism philosophy, that it will conduct inductive and exploratory research, and that it will continue to use an exploratory research methodology.

The data and findings acquired in this study were presented using a thematic analysis approach in accordance with Saunders et al. (2019) methodology theory. It is expressed by the authors that in qualitative data analysis, insights are summarized, patterns or trends are identified, and themes are developed using data acquired (Saunders, et al., 2019).

As interviews will be utilised as the research instrument, the total amount of data recollected will be extended. Concretely, the interviews will be transcribed. The thematic analysis approach to data analysis is helpful for summarizing vast amounts of textual data as well as conducting analysis on the data itself (Nowell et al., 2017). This is one of the reasons why

thematic analysis was chosen as the data analysis method. Another benefit of using thematic analysis is that it is an excellent alternative for researchers with limited experience in data analysis. It is a simple technique for the analysis of the data (Javadi & Zarea, 2016).

An in-depth explanation of the stages that comprise a thematic approach is provided by Braun and Clarke (2006). There are a total of six steps, which can be broken down as follows:

- In the first step, known as "data familiarization," the researcher reads the data that was transcribed from the interviews that were conducted (Braun & Clarke, 2006). The researcher is expected to aggressively search for patterns and meanings in the data set and interview notes for possible coding ideas.
- The second step in the process involves the generation of initial codes (Braun & Clarke, 2006). After gaining some familiarity with the data, preliminary concepts for patterns were expanded into codes that were more relevant and robust in order to identify characteristics of the data.
- In the third step, which is called "Identification of Themes" (Braun & Clarke, 2006). After locating a large number of codes across the entire data set, the codes were then compared to one another and incorporated into broader themes.
- The fourth step is called Theme Exploration (Braun & Clarke, 2006). During this stage, the candidate themes were further perfected because some of them did not have enough data to back them up, or the data was too varied. Other candidate themes that seemed to be different at first were combined into a single, more cohesive theme, and others that were too broad were broken up into smaller, more specific, and clearer themes. Once valid themes were found, the whole set of data was read again to make sure the themes fit well with the data.
- Step five is Rename the Themes (Braun & Clarke, 2006). The attributes that best reflected the data in the themes were then used to name the themes. Following that,

each theme was thoroughly examined to determine the narrative and its connections to the research question.

- In the sixth step, a report is produced (Braun & Clarke, 2006). The report contains enough information to support the themes that emerged from the data. The report is the analysis that will be presented in chapter 4. This was accomplished by providing evidence for the themes in the form of pertinent data extracts, which were presented in script letter. As well, an analytical narrative overall the report illustrates the importance of the theme within the data set. The purpose of this phase was to contextualize the data within the framework of the literature review and offer a convincing and consistent narrative about the findings.

According to Braun and Clark (2006), thematic analysis does not require being utilized in conjunction with theoretical frameworks in order to be effective. Nevertheless, in the absence of a framework to underpin the claims stated, they have limited interpretive potential beyond description. The researcher and the research project itself are both embedded in the relevant body of knowledge thanks to the literature review, which also serves as the theoretical basis for the research question. As a result, the literature review for this project will serve as a foundation for the data analysis technique. This will ensure that any assertions made are well-founded and backed up by evidence. The primary themes highlighted in the literature review and used for the analysis because they answer the research objectives are the concepts of job fit (on-the-job fit and off-the-job fit), job links (on-the-job links and off-the-job links), and job sacrifice (on-the-job sacrifice and off-the-job sacrifice) from the theory of job embeddedness.

3.11. Methodology Limitations

Three important limitations of the research technique tool were observed. To begin with, the researcher had difficulties matching the times with the interviews because both the researcher and the participants worked full-time on different days of the week and with different horaries.

Second, when it came to answering the interview questions, some had to be explained in greater depth to the participants, which required more time to develop the interviews, although this was eventually resolved satisfactorily.

Third, language was often a limitation when it came to transcribing the interviews and allowing the participants to express themselves throughout the interviews. This was sorted based on annotations made by the researchers throughout the interviews in order to gather the notions that the participants wished to express.

3.12. Ethical Considerations

Firstly, the researcher completed an ethical review form of the National College of Ireland, where considerations of doing research with human participants are stipulated; researching into organisations; writing up the research; the storage and collection of the data; and the intellectual property rights of the document. Secondly, the participants were informed via a letter explicating the purpose and theme of the study and asking them to participate (See Appendix B for Research Purpose Letter). Simultaneously, they obtained a consent form in which the participants were informed about their rights during the research, such as confidentiality of the information obtained, anonymity, and data protection while the

investigation is ongoing, as well as that the interview would be recorded for practical purposes for the investigation (See Appendix C for Interview Consent Form).

3.13. Conclusions

The purpose of this research is to conduct an exploratory examination into the migrant job embeddedness affecting turnover intention in Ireland. Therefore, the most appropriate strategy for presenting and discussing the data and findings is to do so using a thematic analysis approach supported by the literature review of this research. In chapter four, the data and conclusions are shown. In chapter five, the insights and the literature review will be talked about and linked in creative ways.

CHAPTER 5: Analysis and Findings

5.1. Introduction

This chapter presents an evaluation of the findings from ten semi-structured interviews that were conducted in order to obtain primary data for exploratory purposes. The information is organized in a way that is consistent with relevant hypotheses derived from previous research and always adheres to the limitations of the study. The researcher became very familiar with the data through the process of thematic analysis, which made the process of coding the data much simpler and made it possible for themes to arise, which provided a real picture of the data set. As the questions were conducted following an order according to the literature review of the concept, the themes identified follow the same patterns. The use of the most powerful quotes is employed to support the evidence. An analysis of the vision of migrant job embeddedness on turnover intentions has not yet been covered within the job embeddedness literature, and it will be the case of analysis in the following lines as according. In chapter 6, the ideas that emerged in the current chapter will be discussed.

5.2. Participant Data

| Participant Number | Years Working in Ireland | Occupation | Nationality |
|--------------------|--------------------------|-----------------------------|-------------|
| 1 | 4 | Trade Desk Representative | Spanish |
| 2 | 3 | Chef | Poland |
| 3 | 4 | Install Engineer | Mexican |
| 4 | 7 | Technician | Romanian |
| 5 | 3 | Retail Store Manager | Uruguayan |
| 6 | 2 | Automation Engineer | Chilean |
| 7 | 3 | Shop Assistant | Argentinian |
| 8 | 4 | Account Executive | Italian |
| 9 | 3 | After Programme Coordinator | Brazilian |
| 10 | 4 | Hospitality Supervisor | Costa Rican |

5.3. Theme 1: Fit Organization

The concept of Fit Organization or on-the-job fit, derived from the idea of job embeddedness facilitated by Mitchell (2001), and is described by considering the development of skills, organizational values, and the similarity with superiors and co-workers of the participants. In order to achieve research objectives, participants were questioned about the influence of this aspect of the job embeddedness concept on their turnover intentions in their current positions, in addition to their experiences with the concept.

Out of 10, 3 of them reported that they had a great fit organization embeddedness or on-the-job fit overall, and the rest had not expressed particularly good reviews about this aspect. The vast majority of the data indicated that they are unable to make full use of their skills and talents, which prompts them to consider moving to another job.

In the study conducted by Halvorsen et al. (2015), the powerful similarities according to this theme is that there was a low compatibility between the migrants and the job, considering the characteristics of the job as well as the possibility to use skills. That bears a resemblance to the data of this research. Two out of ten participants believed that their jobs were a good fit for them overall. Additionally, in the same study of comparison by Halvorsen et al. (2015), the findings impressed a 75% compatibility of the participants with the values, traits, and beliefs of the organizations in which they worked, which can be similar to the findings of this research, which is that 6 out of 10 participants had a positive identification with the values, traits, and beliefs of their organizations, which is 60%. Even though it is not the same percentage, both are over half the data, which can indicate a tendency among migrants.

Regarding the findings for the research objective, which is to identify what aspects of job embeddedness influence turnover intentions among migrants in Ireland, this theme has indicated that this aspect is of considerable importance for the migrants interviewed, being the most influential to turnover intentions according to the findings. All the participants expressed thoughts that indicated this aspect may have influenced their turnover intentions to quit their current position. This is mainly because the degree to which the fulfilment of the skills and talents of the participants impacts on their turnover intentions is quite high.

Porter et al. (2019) discussed that on-the-job embeddedness lessens the chance that informal job searching will end in turnover intentions, which comes to complement the findings that most of the data had no great on-the-job fit or fit organization, which results in a high tendency to consider this aspect crucial if deciding to leave their jobs. Apparently, the relation between the elements of job embeddedness and turnover intentions is concrete, which was confirmed by Shah et al. (2020). Additionally, as previously stated, participants did not display a high level of embeddedness when this component was examined. Only three of them indicated a good fit organization. As a result, the lower the participant's

embeddedness, the greater the likelihood of turnover intention. This supports Mitchell et al. (2001) notion that the more integrated an employee is, the less likely they are to look for a different employment.

The following are a few quotations that express the above findings expressed.

“I had received great working opportunities that allowed me to have a better position inside of the company, but my satisfaction related to my use of skills and talents is not fulfilled yet (...) I think that when there are not more challenging opportunities, I would consider looking for another similar job” (Participant 9).

“Even if I really like my current job and I believe it is a good fit for me, I would change it because I’m not feeling 100% comfortable on what they are currently offering me”, (Participant 8) when participant was asked about the satisfaction with the use of your skills and talents, as well as your opportunities for professional growth and development at current job.

“I am not satisfied by the skills I develop in my job at all. Also, I don’t see any opportunities for growth. Having an opportunity that develop my skills would be crucial, I wouldn’t continue in my job” (Participant 7).

“My job has a dynamic part that allows me to use many of my skills (...) and of course this is important for me in deciding whether I keep a job or not” (Participant 4).

Because of how attached the participant thinks they are to the organization's values at the moment of the research interview, they place it as a highly important aspect when deciding whether or not to move to another job or have turnover intentions. Participants who believe they are aligned with their current companies' organizational values reported feeling attached to the company as a result, and they would probably think twice about changing jobs.

“There are very good values, beliefs, and traits indeed (...). They are also very respectful with people and nature; they look for recycling alternatives to help the environment and that is something that I really appreciate at work. It is very important, and I wouldn't leave my job because this part is one of the most important for me” (Participant 3).

“Values very compatibles, we are all driven by mutual respect, teamwork, and equity. I couldn't work in a place where those values are not followed. This surely affect when I think if I see myself somewhere else” (Participant 5).

“The values of the company are pretty similar to mines. I really believe on them. For example, we keep safe and happy the kids, and that is something that attach me to the company for sure. I wouldn't move to a company completely opposite to the values of my actual company” (Participant 9).

On the other hand, participants who recognized low or zero compatibility with organizational values also considered this aspect important enough to think about looking for another job.

“No compatible at all. I don't agree with company policy, and I don't like the culture. It's also important for me in my decision to leave eventually” (Participant 7).

“The traits of my current company are not compatible with mines at all. Respect and honesty are really important for me, and they are not always putting in place. With no doubts, I would leave my job for that reason” (Participant 10).

5.4. Theme 2: Fit Community

The concept of fit community or off-the-job fit, derived from the idea of job embeddedness facilitated by Mitchell (2001), and it occurs when there is a sense that the area is a good fit for the individual, provides the desired lifestyle of the employee in that moment of their life, and the employee has a sense that the country in which they live is home. In order to achieve research objectives, participants were questioned about the influence of this aspect of the job embeddedness concept on their turnover intentions in their current positions, in addition to their experiences with the concept.

Ten out of ten participants reported that they had a great job fit—community embeddedness or off-the-job fit. All of them expressed that they felt Ireland was their home and they had good perceptions of their neighbourhood, with some suggestions to improve on that topic. In the study conducted by Halvorsen et al. (2015), there is an overall of almost all the data compatibility or fit with the community they are immersed in.

Regarding the findings for the research objective, which is to identify what aspects of job embeddedness influence turnover intentions among migrants in Ireland, this theme has indicated that this aspect of job embeddedness is not a significant influencer of turnover intentions of migrant workers in Ireland, which is relevant to the research objective in order to identify what aspects of job embeddedness influence turnover intentions among migrant workers in Ireland. As a direct result of their experiences, nine of the participants expressed thoughts that indicated this aspect may have influenced their turnover intentions to quit their current position. One participant expressed that this aspect may have influenced their turnover intentions; he/she was the exception.

The positive correlation between informal job searching and turnover intentions is strengthened by off-the-job embeddedness. which comes to complement the findings that

most of the data had no great on-the-job fit or fit organization, which results in a high tendency to consider this aspect crucial if deciding to leave their jobs. Apparently, the relation between the elements of job embeddedness and turnover intentions is concrete, which was confirmed by Shah et al. (2020). Moreover, as previously stated, participants did express a high level of embeddedness when this component was examined. All of them indicated a good fit community. As a result, the higher the participant's embeddedness is, the lower the possibility of turnover intention. This supports Mitchell et al.'s (2001) notion that the more embedded an employee is, the less likely they are to look for a different employment.

“I do sport near my house, so definitely this is important for me. I am very good right now working and living in this place (...) but this is not a critical consideration at the time to think of moving to another job because I believe in Ireland you can find good life quality everywhere” (Participant 1).

“Within my neighbourhood, there are not many places to go since it is not in a central place. This is appreciated because there is no constant noise and dirt, and that leads to a quiet and normal life throughout the year. This gives me security to be able to leave early in the morning for my workplace (...) However, if a better job opportunity appears, I would not hesitate to move to the neighbourhood as well” (Participant 2).

“I would rather having a good job than having a good neighbourhood because realistically I spend more time at work and in social activities there that could affect more my state of mind and environment in a daily basis. I think it is more important what I have in my current job than the neighbourhood, so I would not consider the neighbourhood when deciding to move to another job or not” (Participant 3).

“I like living most in Ireland and in my neighbourhood compared to my country. Here, I have plenty of leisure activities, but that has no relevance to my job choice” (Participant 4).

“I like living in Ireland. I consider my current house as my home, as I have been living here for almost two years, and I consider my flatmate as my family (...). However, this is not relevant to my job decision” (Participant 7). Participant 7 also responded, *“I am not aware of these amenities and leisure activities. I have other interests, and they have no influence at all on my decision to leave or stay in my job”*.

The exception mentioned above have the reason on the following lines: *“My current neighbourhood is actually unbelievable. I really feel safe. Even if my current job is very far away from my home, I would not leave my current job because of my current home.”* (Participant 8).

5.5. Theme 3: Link Organization

The concept of Link Organization or on-the-job link, derived from the idea of job embeddedness facilitated by Mitchell (2001), and is described considering formal or informal ties that exist between one employee and other individuals or their organizations. In order to achieve research objectives, participants were questioned about the influence of this aspect of the job embeddedness concept on their turnover intentions in their current positions, in addition to their experiences with the concept.

The total number of participants was 10. Two of them reported that they had a great link organization embeddedness or on-the-job link, and the rest had not expressed great thoughts about this aspect, primarily about informal routines with colleagues that make them feel part of a group. The vast majority of data indicated that their routines with co-workers are not as satisfying as they would like. Apart from that, all the data indicated that working as part of a

team is critical for every worker's wellness, and they expressed positive experiences in this regard.

The similarities with the study that was conducted by Halvorsen et al. (2015) are concretely in the aspects of the daily routines with colleagues at work. Dissatisfaction with daily routines with co-workers was also found in the study that was compared, with a positive frequency of less than a third of those who were interviewed. On the other hand, both Halvorsen's study and the current investigation found that participants met the requirement of working as a team to a high degree. More than half of the participants in the study reported being satisfied with their team's link. According to the findings of this research, all the participants were in agreement that their current employment requires them to collaborate with co-workers and that they believe teamwork is a significant factor in determining how well an individual performs on the job.

Regarding the findings for the research objective, which is to identify what aspects of job embeddedness influence turnover intentions among migrants in Ireland, this theme has indicated that this aspect of job embeddedness is a zero-significant influencer of turnover intentions of migrant workers in Ireland, which is relevant to the research objective in order to identify what aspects of job embeddedness influence turnover intentions among migrant workers in Ireland. In detail, and as a direct result of their experiences, all of the participants expressed thoughts that indicated this aspect may have influenced their turnover intentions to quit their current position. This is because it is an aspect not considered relevant to them. Only participants 2 and 5 have expressed appreciation for their informal work routines with co-workers. Even though they have had good experiences, they expressed that they did not consider that when deciding to move to another job.

Additionally, as previously stated, participants did express a high level of embeddedness when this component was examined for certain reasons and did not express a high level of embeddedness for different reasons. It is found that two sides result from this aspect. Only two of them indicated great link organization according to their routines with colleagues at work, and all of them indicated great link organization according to the team-working experience they have at their current jobs. As a result, the higher the participant's embeddedness is, the lower the possibility of turnover intention. Link organization regarding team-working supports Mitchell et al.'s (2001) notion that the more embedded an employee is, the less likely they are to look for a different employment. Link organization regarding routines with co-workers does not essentially support Mitchell et al.'s (2001) idea.

The following are a few quotations that express the above findings expressed.

“We normally go for drinks or dinner to have a friendship (...) I believe we built that over time, and I would really miss that if I left, but that would not be something that would stop me.” (Participant 2).

“I found everyone easy-going and friendly from the first day, and this has been helpful in getting comfortable quickly with the environment and the people. Also, I think English is a language that is quite direct and informal, so that helps to keep everyone on this vibe. A coffee and a chat together in the morning is an absolute must for me! (...) However, that is not something that attaches me to the company; there are other aspects that are more important” (Participant 5).

The remaining participants contended that they had no out-of-work routines or stronger friendships with any of the workers that made them want to stay with the organization. Complementarily, all the data agreed that it is really important to be participating in a team, but none of the aspects asked were relevant for them on turnover intentions.

“We do not have many social activities or interactions. (...) If I had it, I think I would like it. But that does not condition my thoughts if I think of moving to another job” (Participant 10).

“I have good relationships and excellent teamwork. We are starting to build friendships, but they won't influence my leaving or staying decision” (Participant 7).

“If you are not able to feel that you are part of something, especially in your job, your motivation will decline for sure. My personal experience says that if you keep a good way to communicate with the different sides you can get better ideas. So far, I am feeling good being part of a team at work, but that does not influence my ideas of leaving or staying” (Participant 6).

“My current colleagues have shown that they are not interested in having any informal relationships with anyone outside work. Of course, I do not really like that. I am a sociable person, but there are many other factors more important than that when I think of leaving the company” (Participant 8).

5.6. Theme 4: Link Community

The concept of Link Community or off-the-job link, derived from the idea of job embeddedness facilitated by Mitchell (2001), and is described by considering the participant's family and friend roots that are in their current community. In order to achieve research objectives, participants were questioned about the influence of this aspect of the job embeddedness concept on their turnover intentions in their current positions, in addition to their experiences with the concept

The total number of participants was 10. All of them reported that they had a good link community embeddedness or off-the-job link. Which is comparable with the Halvorsen et al.

(2015) study where the result was that all of the data was positively favourable and mentioned the idea of having family or close friends living nearby as the link community. Nevertheless, none of them consider this aspect crucial when thinking of leaving or staying at their organizations. All of them have lived a considerable time in other nations than their own, and as a direct result of those experiences, they do not believe it is difficult to be away from their families for extended periods of time. In addition to this, they have networks of close friends in Ireland who have evolved into their own families for them.

Regarding the findings for the research objective, which is to identify what aspects of job embeddedness influence turnover intentions among migrants in Ireland, this theme has indicated that this aspect of job embeddedness has a slight influence on turnover intentions of migrant workers in Ireland, which is relevant to the research objective, in order to identify what aspects of job embeddedness influence turnover intentions among migrant workers in Ireland. In addition, seven of the participants do not consider that this particular factor plays a major role in their plans to turn over their positions. Only two of the participants who mentioned that they were married at the time that this question was asked responded that their marital attachment influences them when they are thinking about leaving or staying at their current job, which so far provides them with the opportunity to develop their desired personal life. And one of the participants expressed the idea of the importance of being near to closest friend when deciding to continue in current job. Mitchell et al. (2001) confirmed this idea by taking the employee's marital status into account when determining their link community and job embeddedness.

Additionally, as previously stated, participants did reveal a high level of embeddedness when this aspect was examined. All of them indicated a good link community. As a result, the higher the participant's embeddedness, the lower the likelihood of turnover intention. This supports Mitchell et al.'s (2001) notion.

Some statements from participants who said that their plans to leave had nothing to do with their links to the community.

“This doesn’t really impact on my job necessities. Thankfully all my friends live near my area, but this would not impact on my works decision” (Participant 8).

“I can live away from family. I have been doing that for a while. It is not a deciding factor for me” (Participant 1).

“I do not live near my family members, and this is not important to my decision. I think this is because I am at the stage of looking for the best professional opportunities” (Participant 10).

Participants 5 and 6 made the following statements about how link community impacts turnover intentions.

“The only reason why I would consider leaving my job now would be if my husband needed to move and I needed to move with him” (Participant 5).

“In my case, it happened so now, considering that I am married, I wouldn't consider working far from my family” (Participant 6).

Participant 3 made the following statement about how link community impacts turnover intentions.

“I believe I could continue in my current job as long as I can still be near my friends and joining their lifestyle as well” (Participant 3).

5.7. Theme 5: Sacrifice Organization

The concept of Sacrifice Organization or on-the-job sacrifice, derived from the idea of job embeddedness facilitated by Mitchell et al. (2001), and is referred to the value placed on the loss of potential economic or psychological rewards that might result from quitting one's employment. In order to achieve research objectives, participants were questioned about the influence of this aspect of the job embeddedness concept on their turnover intentions in their current positions, in addition to their experiences with the concept.

It is not possible to convey a comparison with Mitchell et al. (2001) in the same way as the other features mentioned above due to the fact that this aspect cannot be measured as either a good or great description of it. There are no examples of embeddedness sacrifice in Halvorsen et al. (2015)'s research, thus comparison with this aspect is not applied either. The results obtained in reference to the objectives of this research are the following:

Of the total number of participants, that was 10, 8 of them reported that they did not find the influence of sacrifice organization at the moment of the interview to turnover intentions. Only two participants expressed an opinion on whether they would sacrifice important things if they left their organizations. One of them said expressed that travelling to visit their country of origin is a consideration that an actual job exists, so then that is something that attaches the participant to the current job that the participant would sacrifice so far. Another participant stated that the current job's financial rewards are substantial, and it has been too beneficial to sacrifice it for another job thus far.

Regarding the findings for the research objective, which is to identify what aspects of job embeddedness influence turnover intentions among migrants in Ireland; this theme is not a significant aspect that influences turnover intentions of migrant workers in Ireland, as only two out of ten participants consider it significant; which is not even half of the data.

“I would also add that, as a foreign person, I look for the understanding and possibility to have more flexibility and extension in visiting my home country and family living in a different country, especially when it's far away. My company actually has that principle in mind when dealing with foreign people, and that is something really huge for me. I would not move for that reason. It is very appreciated.” (Participant 3).

“Basically, what I get as a monetary reward has been a huge support for me. It has helped me survive and has maintained me all this time. I would probably think it several times to leave this awesome reward, which, to be honest, is not low. It would have to be a really good offer to leave it.” (Participant 1).

5.8. Theme 6: Sacrifice Community

The concept of Sacrifice Community or off-the-job sacrifice, derived from the idea of job embeddedness facilitated by Mitchell (2001), and it is thought about the tough feelings of someone to remove themselves from a community that is desirable, secure, and one in which they are respected or liked. In order to achieve research objectives, participants were questioned about the influence of this aspect of the job embeddedness concept on their turnover intentions in their current positions, in addition to their experiences with the concept.

There are no examples of embeddedness sacrifice in Halvorsen et al. (2015)'s research, thus comparison with this aspect is not applied, either with Mitchell et al.'s (2001) idea. The results referred to the objectives of this research are the following:

Regarding the findings for the research objective, which is to identify what aspects of job embeddedness influence turnover intentions among migrants in Ireland, this theme is not an

aspect that influences turnover intentions of migrant workers in Ireland. From the total number of participants, ten, it can be concluded that all of them did not find the influence of sacrifice organization on their turnover intentions at the time of the interview.

“I will be losing things, because I like my neighbourhood, but I do not think that is important. I am a person who can adapt to whatever circumstances easily” (Participant 8).

“I do not think I would feel bad as long as it is a better change for my professional growth. I would rather think on my future than other things so far” (Participant 10).

“I do not have strong attachments. With my wife we are in a time that we are discovering our place in this world, so any change is a good challenge for us” (Participant 6).

“Of course, when you experience a transformation of everything in your life is something that could be difficult but not impossible. If it must be done, embrace it and move forward. That is my motto” (Participant 4).

“I just really like the location of my actual neighbourhood, but that is not enough to refuse any good job offer to stay in my current home. Certainly not” (Participant 2).

CHAPTER 6: Discussion of Findings

6.1. Introduction

The findings that were discussed in the previous chapter of this research project will be analysed in this chapter, together with the secondary data that was discussed in the previous chapter of this dissertation's literature review. A discussion will also be held on the findings. The findings of the research will be used to derive the practical implications, which will provide organizations with actionable steps as well as the financial implications that are necessary for them to take in order to reduce the intention of migrant workers to leave their organizations. It will also be explained what the limitations of this research are and what the path should be for future research. In the first chapter of this dissertation, the research questions were outlined, and this chapter will help answer those questions.

6.2. Job Embeddedness of Migrants Workers

The term job embeddedness was used for this research as the main concept to ascertain migrant workers in Ireland. The interviews realized gave the researcher information about the job embeddedness of the participants according to the description of the concept by Mitchell et al. (2001). From the interviews with the ten participants who took part in the research, it is possible to compile the following statistics:

- Three research participants indicated having great fit organization embeddedness or on-the-job fit.
- Ten research participants indicated they have great fit community or off-the-job fit.
- Two research participants indicated they have great routines with co-workers, when asked about link organization embeddedness or on-the-job link.

- Ten research participants indicated they have great team-working experiences at their job, when asked about link organization embeddedness or on-the-job link.
- Ten research participants indicated they have great link community or off-the-job link.

Through primary research, it was discovered that fit and link community are aspects that the participant experiences appreciatively. Link organization was another aspect that was remarkably prominent as well as gratefully recognized by the participants when discussing team-working experiences. This is considerably similar to the findings of Halvorsen et al. (2015), which found a close to full percentage of compatibility for both fit and link communities.

6.2.1 Practical Implications

Several important practical implications can be drawn from the information presented in section 6.2.

Firstly, from the interviews, it was noticed that the aspects of fit community, link organization from one part, and link community are highlighted as great appreciation for the participants. That discovery presents the opportunity to understand the actual vision of the community for migrants and how this perception of their community may affect their work. It is important to improve them as those aspects were represented greatly by the participants. Focusing mostly on recruiting members of the surrounding community and providing employees with information and encouragement to participate in community events, including parades and festivals (Holtom et al., 2006), are actions that can improve employee job embeddedness with the community. Specifically, in the case of migrants, promoting

actions such as providing support to manage the process required by the Immigration Service to obtain visas, promoting local exhibitions, and organizing professional sports activities are actions to be taken (Holtom et al., 2006). Additionally, promote English classes for foreign employees who still need to reinforce the language.

The weakest part of link organization was routines with co-workers. Managers can strengthen the connections between employees by empowering them. Providing gym memberships that allow employees to exercise together, or having social events planned by the firm, such as barbeques and after-work activities in the same workplace, can foster a sense of community among employees (Holtom et al., 2006). In recent years, the introduction of "beer o'clock", typically in the form of free beverages on Fridays, has been one of the most prominent trends. even though it is also being questioned by employees' new healthy attitudes and the risks that drinking at work involves (CIPD, 2019). In addition, the use of technology to link individuals is increasingly required in all businesses. This ensures the continuance of personal and professional relationships.

6.3. Aspects of Job Embeddedness that Influence Migrant Employee

Turnover Intention

The relationship between the concept of job embeddedness and turnover intention was investigated in the interviews conducted for this research. From the interviews with the ten participants who took part in the research, it is possible to compile the following statistics:

- Ten research participants considered that fit organization or on-the-job fit influence their turnover intention.
- One research participant considered that fit community or off-the-job fit influence his/her turnover intention.

- Zero research participant considered that link organization or on-the-job link influence their turnover intention.
- Three research participants considered that link community or their off-the-job link influenced their turnover intention.
- Two research participants considered that sacrifice organization or their on-the-job sacrifice influence their turnover intention.
- Zero research participants considered that sacrifice community or their off-the-job sacrifice influence their turnover intention.

The response to the first research question, which is what aspects of job embeddedness influence turnover intentions among migrants in Ireland, is that the aspects that influence are fit organization, and with a slight influence are fit community, link community, and sacrifice organization. Surprisingly, the aspect that is the one that influences the most on turnover intentions has a full competition of 10/10 participants who consider it an influencer on their turnover intentions.

As there is no literature review on the topic of what aspects of the term job embeddedness influence turnover intentions or have the most influence on the same, there cannot be a comparison with the literature. Nevertheless, the findings on the fit organization theme, which reveal the most influential aspect of the idea of job embeddedness on the turnover intentions of migrants in Ireland, may be enlightened by the significance, for migrants, of improving their skills in a professional setting to the greatest extent feasible. What is more, this aspect of job embeddedness is what determines their intentions to stay or quit an organization, which is a strong reflection on what the migrants are anticipating when working in a foreign nation or why they came to Ireland in terms of a professional standpoint. To a similar extent, the degree to which the compatibility of the values, characteristics, and beliefs influences their views about turnover intentions may be a good indicator of how much

importance migrants attach to the aspect of their lives that is devoted to their work. This is because they strongly expressed that it would move them to a different job. They do not moderate the significance of this aspect. Given the amount of time spent working, it is reasonable to assume that feelings of comfortability in an organization lead to the tendency of searching for a place where there is a high level of compatibility.

For the findings on link community two of the three participants who expressed that link community influence their turnover intention, said they were married at the time that the interview was applied. Mitchell et al. (2001) stated that the marital status of employees affects link community and thus, job embeddedness.

6.3.1. Practical Implications

As the aspect of fit organization was the only one that presented full consideration from the participants about the influence on their turnover intentions, it is the one that will be the subject of analysis to improve by taking actions in the organizations.

Firstly, it is important to highlight the fact that employees that are migrants may have differences in consideration because they have dropped their current positions, which is an exploitation of this research. Additionally, the use of current information about employee turnover is essential to improve the health management of staff and retain talent within organizations.

A practical implication may be that when recruiting, an improvement in hiring methods is suggested in order to attach applicants who are much better fit for the position and thus not decide to quit. This can be accomplished by employing role-playing exercises to determine how well candidates enjoyed working with the requirements of the role, if it is possible to

recreate activities, and whether or not they had personalities that would be a good fit for the job (Holtom et al., 2006).

Doubtless, training and development are an area of the human resources department that is very decisive when talking about turnover intention. This research has brought to light that the feeling in the use of skills of migrant workers is impacting on their turnover intentions. An action that can be done in order to accomplish this aspect is the following. It is possible to give employees the autonomy of their daily routine at work through an extensive training program, which allows them to use their skills and abilities more freely (Holtom, et al., 2006), and thus avoid having to drop their positions, which was the aspect of the most considered influence on turnover intention among the participants of this research. Complementary to this is the idea of the implementation of a kind of career path plan in order to obtain useful information about the career development of employees and also training programs (Holtom et al., 2006).

The fact that their current organization is not meeting their needs suggests that there is a lack of good offers in that aspect that appeals to migrants; or the migrants are merely looking for their ideal place to meet their professional expectations without taking into account other aspects of working in a professional environment, such as outstanding perks, respect, compensation, and others (Mitchell et al., 2001). This point of view could also be thought about for management positions and human resources departments to stop people from wanting to leave.

6.4. Further Research

The primary objective of this study was to determine the job embeddedness aspects that influence the turnover intention of migrant workers in Ireland. During the course of this investigation, a subject area was recognized as being a candidate for more study; this part will discuss that consideration.

One viewpoint was considered when a participant stated that tolerance and respect for race and ethnicity are important factors in deciding whether to continue or leave their current job. There is no current research on how the integration of migrant workers affects their turnover intentions considering that they do not always share the same cultural values and traditions. Moreover, further research would provide solutions to organizations that may be experiencing these issues.

Additionally, an expansion of this same topic covered in this research is considered important. As previously stated, migrants are a diverse workforce with multiple emotional and personal attachments in both their home country and their country of origin. The concept of job embeddedness so far is one of the most complete when considering personal aspects and out-of-office aspects of employees. Consequently, it is recommended to in-depth explore this concept in Ireland, with migrants and all employees.

In addition, the data demonstrated that for the aspect link organization, the participants' perceptions of this factor were two polar opposites regarding two different work situations. Nonetheless, it was discovered that the significance of this factor on turnover intention was underappreciated. As mentioned, this concern is notably one that requires additional investigation. Specifically, because the theory of job embeddedness is a multiple-faceted

concept that can offer new directions and resolutions of potential issues about turnover intention.

6.5. Study Limitations

This study had some limitations. To begin, a qualitative research method was used to acquire a better understanding of migrant workers in Ireland. While the data reflects an accurate description of the ten participants who are migrants in Ireland for more than one year, it does not represent the entire population. In retrospect, a quantitative approach would have been more advantageous in this dissertation to thoroughly address the topic and describe the pattern.

Secondly, the research was done in a context where three of the participants were having hybrid system of working from home and office, so they considerations about neighbourhood in general and easy commute specifically can have a potential bias. There was not a consideration of this aspect prior starting the research.

Third, the English language used by some of those interviewed presented difficulties during transcribing. The effect of that was the grammatical consistency of the sentences. The grammatical coherence of the sentences required to be reformed as a result of the researcher following and understanding of the participant's idea. The time consuming for that significantly increased.

6.6. Personal Learning

The experience of carrying out this research project was challenging and overwhelming. In spite of that, I can say that I am truly glad I did it because I have gained a great deal of knowledge as a result of it. Nonetheless, if I am given the opportunity to carry out this type of study, I will begin the process of examining and analysing the information at an earlier stage. This will enable me to have more time to carry out the interviews and transcribe them.

Interviews with participants following a semi-structured format will be how I acquire the primary data required for this study. This method of research enabled me to acquire the knowledge and skills necessary to effectively conduct interviews, interpret data analytically, and improve my ability to adhere to deadlines, all of which are transferable to the world of work, where I will be working as a human resources practitioner.

My own experience as a migrant led me to wonder why other migrants leave their positions or why they choose to remain in a job in a more permanent manner. As a result of beginning this research, I now have a better understanding of the numerous aspects that contribute to the intentions and decisions that migrants actually make regarding turnover. I have also gained an understanding of how this problem might be mitigated, which will be beneficial to me throughout my career. This broad perspective on migrant workers might be helpful when considering national employees as well. The lessons are about what needs to be properly implemented by the companies in order to reduce the intention of employee turnover.

CHAPTER 7: Conclusion

7.1. Conclusion

The conclusion can be found in this chapter of the dissertation. The results of this research and the answers to the research questions will be given, along with suggestions and an analysis of how much it will cost to put them into action.

Research questions were utilized to guide the research in order to achieve the main objectives of this study. These questions were:

- i. What aspects of job embeddedness influence the turnover intention of migrant workers in Ireland?
- ii. What aspect of job embeddedness has the most influence on turnover intention of migrant workers in Ireland?
- iii. What measures can be implemented to reduce migrant workers' turnover rates in Ireland.

A semi-structured interview instrument was used to collect data for these research questions, and a thematic analysis was conducted to determine the themes that addressed the research questions.

The first research question was directed at identifying what aspects of job embeddedness influence the turnover intention of migrant workers in Ireland. The findings presented revealed that the aspects that influence are fit organization, and with a slight influence are fit community, link community, and sacrifice organization.

The second research question was directed at identifying what aspects of job embeddedness have the most influence on the turnover intention of migrant workers in Ireland. The findings

revealed that the aspect that influences the most on turnover intention is fit organization, or on-the-job fit.

The third research question was directed to identify measures that can be implemented to reduce migrant worker's turnover rates in Ireland. In order to follow the findings of this research, to reduce turnover rates is important to consider the aspect of fit organization as one of the most influencing. This aspects signs primordially to the use of skills of the employees, as well as the opportunities for professional growth and the fit they have with the organizational values. The measures have to be in line with those elements in the treatment of employees within an organization. The following are the suggested measures.

One thing that every manager can do to avert the scenario of a potential turnover intention is to ask questions. To be inquisitive about whether or not the capabilities of the employees have been fully utilized; about if the job is what they imagined it would be; about what their preferred skill is and whether they get to practice it on the job. To have, create, and maintain real and interesting opportunities for professional growth within the organizations. Develop a sense of purpose in the workforce by encouraging participation from all employee levels in the process of drafting the business values, placing a premium on the relationships that exist inside the firm, and so on. Encourage collaboration and state clearly the connection between your core values and your work ethic.

7.2. Recommendations and Financial Implications

Employers have the option of adopting the recommended courses of action, which are outlined below, along with their associated cost consequences. Taking these steps will, in particular, increase the job embeddedness of migrant workers, lowering the likelihood that those employees will consider leaving their positions.

In order to build a strong career path development plan, human resources experts would need to look at the many roles that migrant workers can be placed into. Only then will they be able to determine which positions are best suited for migrant workers. A strategy for growth is required, along with an accurate estimation of the amount of time needed to accomplish the goal. This is something that should be communicated to new employees as soon as they start working for a company. Training programs and mentorship programs are two additional tools that people-oriented professionals can use to assist employees in developing their skills, advancing their careers, and maintaining their loyalty to their employers. This plan will cost an average of €70,000 per year, but the exact amount will vary depending on the size of the company and the number of employees. On the other hand, this is an investment for the long term because it has the potential to reduce the higher costs associated with turnover.

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Appendix A

Interview Questions

Section A: Background Information

- Gender
- Nationality
- Years working in Ireland
- Current Occupation

Section B: Questions asked

1. Tell us if your current job is a good fit for you and how you feel about your daily routine.
 - How important is this to you in deciding to continue or leave your current job?

2. Tell us about your satisfaction with the use of your skills and talents, as well as your opportunities for professional growth and development at your current job.
 - How important is this to you in deciding to continue or leave your current job?

3. Tell us about your professional similarity with your superior and co-workers.
 - How important is this to you in deciding to continue or leave your current job?

4. How compatible are the values, beliefs, and traits of your current organization with yours?
 - How important is this to you in deciding to continue or leave your current job?

5. What are your feelings about living in Ireland and in your neighbourhood? Do you consider Ireland and your neighbourhood as your home? Why?
 - How important is this to you in deciding to continue or leave your current job?

6. What do you think about the amenities and leisure activities available in your current neighbourhood? Do you appreciate them? Why?
 - How important is this to you in deciding to continue or leave your current job?

7. Tell us about the connection between the lifestyle you desire and the lifestyle your neighbourhood provides you.
 - How important is this to you in deciding to continue or leave your current job?

8. How long have you been working in your current position and company? Do you think it is a considerable time?
 - How important is this to you in deciding to continue or leave your current job?

9. How do you feel about informal relationships or social routines you have with your colleagues at work?
 - How important is this to you in deciding to continue or leave your current job?

10. How do you feel about your friendship with people from your work and the social interactions you have with them outside of work?
 - How important is this to you in deciding to continue or leave your current job?

11. How do you feel about being part of a team at work?

- How important is this to you in deciding to continue or leave your current job?

12. How do you feel about living near family members?

- How important is this to you in deciding to continue or leave your current job?

13. How do you feel about your friendships and social connections with others in your neighbourhood?

- How important is this to you in deciding to continue or leave your current job?

14. What is your appreciation for the benefits at your organization (financial reward, performance compensation, health care benefits, others)?

- How important is this to you in deciding to continue or leave your current job?

15. How would you feel if you leave your current job?

- What would you miss?
- How much have you invested in this job?
- To what extent are there activities/experiences/persons/purchases associated with your job that you would lose if you were to leave?

16. If you had to be relocated, how would you feel if you must leave your current neighbourhood?

- What attachments do you have to your neighbourhood that would not let you think of looking for another job?

17. To what extent do you think of leaving your current job?

- Generally, what aspects are important to you when deciding to continue or leave your current job? Why?

Appendix B

Research Purpose Letter

Dear interviewee,

You are cordially invited to take part in a research study that will use Ireland as a case of study to determine the significance of the aspects of job embeddedness that influence the intention of migrant workers to leave their current places of employment. The findings of this research will be incorporated into a master's thesis in Human Resource Management that will be submitted to National College of Ireland.

It is essential that you have a full comprehension of the objectives of the study before you make a decision regarding your participation in it.

Research Objective:

- i. To identify what aspects of job embeddedness influence turnover intention of migrant workers in Ireland.
- ii. To identify what aspects of job embeddedness, have the most influence on turnover intention of migrant workers in Ireland.
- iii. To identify measures that can be implemented to reduce migrant worker's turnover rates in Ireland.

If you decide to take part in this study, an interview will be the mode of investigation. The interview will last approximately 40 minutes and consist of 17 questions. The day and time will be organized according to your availability.

If you are interested in taking part in the research interview, please take the time to read over the attached consent form and then sign it below. And if you require any additional information, please do not hesitate to contact me.

Yours sincerely,

Pamela Vargas

X20200226@student.ncirl.ie

Appendix C

Interview Consent Form

Research project title:

Research investigator: Pamela Vargas

- I..... voluntarily agree to participate in this research study.
- I understand that there will be no repercussions of any type for my decision to withdraw from participation at any point or decline to answer any question, even if I consent to participate now.
- I understand that I have two weeks following the interview to withdraw consent to use data from my interview, in which case the content will be deleted.
- I have been provided with a written explanation of the purpose of the research as well as its nature, and I have been given the opportunity to ask questions regarding the research.
- I understand that participation involves talking about aspects of job embeddedness aspects that affect migrant worker's turnover intention.
- I understand that my participation in this research will not directly result in any benefit for me.
- I agree to give my permission for an audio recording to be made of the interview conversation.
- I understand that all information I provide for this research will be treated in strict confidence.
- I understand that in any statement on the results of this research my identity will remain anonymous. This will be done by giving myself a coding name and concealing

any information about my interview that could be used to determine my identity or the identity of people I talk about.

- I understand that disguised extracts from my interview may be quoted in the final dissertation as part of this research.
- I understand that if I inform the researcher that myself or someone else is at risk of harm, it may be a mandatory require to report this information to the relevant authorities.
- I understand that this signed consent form and original audio recordings will be retained in the researcher's protected storage device for as long as it takes the examination board to confirm the results of the dissertation.
- I understand that a transcript of my interview in which all identifying information has been removed will be retained for two years starting from the date of the examination board.
- I understand that in accordance with the freedom of information legalisation, I have the right to view the information I have provided at any moment while it is being stored in the manner described above.
- I understand that I am entitled to contact any of the people involved in the research to seek additional explanation and information.

Signature of research participant

Signature of participant

Date

Signature of researcher

I believe the participant is giving informed consent to participate in this study.

Signature of researcher

Date