

Contemplating Employee Retention through Multidimensional Assessment of Turnover Intentions

Tehmina Fiaz Qazi (Corresponding author)
National College of Business Administration & Economics, Lahore, Pakistan
E-mail: tehmينا.qazi@gmail.com

Afia Khalid
National College of Business Administration & Economics, Lahore, Pakistan
E-mail: afiakhalid@gmail.com

Muhammad Shafique
University of Engineering & Technology, Lahore, Pakistan
E-mail: shafiqkarim@gmail.com

Abstract

Several researches have studied the proposed relationships between the perception of organizational politics (POP), job insecurity, job embeddedness and turnover intentions. However, this study investigates a different explanation, by considering the moderating effects of static personality traits such as core self-evaluation (CSE) on Turnover intention (TI) when the employee, having varying levels of job embeddedness, (JE) is exposed to POP and job insecurity (JI). The worldwide increase in aspirations and provision of premium services in hospitality industry, especially in the five star category has led the customers to expect utmost superior service in every interaction. It needs skilled and customer oriented staff to maintain the set standards. In case of loss of such trained staff it results in faulty sales experience opportunity costs that may be detrimental to the reputation of the hotel, indicating turnover as a major concern in hospitality industry. There is a need to look through the lens of job embeddedness and CSE to understand actual and intended turnover, beyond the traditional job satisfaction prism to retain the trained staff. The data were obtained from employees of five-star hotels. Researcher- administered structured questionnaires were collected using multistage sampling method. 150 respondents were initially approached, 108 were duly filled in, constituting a response rate of 72%. It is found that POP and JI are positively related to TI. However the relationship is moderated by the CSE of employee that influence his experiences, behavior and intentions. Moreover the JE is negatively related to TI and enhances the organization-employee fit and linkage. The results of the study suggest development of 'Retention Policy' that can be established through minimization of POP and enhancement in the JE of employees. Moreover, trust and transparency can be established by sharing information about the transparent reward policies, distinguishing high performing employees. This is particularly important in hospitality industry of Pakistan where the level of POP and injustice is particularly high. Making employees realize that they are not being mistreated/ manipulated is an important

aspect to enhance their embeddedness. This can also tackle the problem of job insecurity. Furthermore, the hiring procedures of employees should make use of effective, objective and standard personality tests based on different dimensions, helping in acquiring the right caliber and traits of employees, ensuring their long term retention. The originality and value of the study lies in the application of a holistic person-oriented approach that inculcates the personality traits (CSE) of employees in determining the linkages between POP, JI, JE and TI. The empirical testing provides an important contribution to the hospitality management and marketing literature in Pakistan, providing not only a guideline for hiring and reward policies for employees who exhibit turnover intentions due to either POP and injustice in reward procedures or mismatch with the job requirements. It also highlights the need for hospitality management to devise mechanisms to increase the embeddedness (which was reportedly low/not recognized) to bear the fruits of such hiring policies.

Key Words: turnover intentions, power & politics, job embeddedness, job insecurity, core self-evaluation

1. Introduction

The current era of hyper economy is marked by continual modifications, dramatic adaptation and opportunistic lead-ins in the global marketplace. Such strategic endeavors are continually undertaken by organizations that lead them to the winning edge. Therefore, organizations need to revisit each aspect of their overall strategic objectives, market decisions and culture. The most important aspect is the efficiency of the employees to achieve the desired goals. This can be attained through analyzing employees and their needs well and identifying what makes them and keeps them motivated both externally and internally. Employees are not machines and it is unfair to consider them to be automatically programmed for successful implementation and realization of organizational goals. They are social beings having certain expectations, apprehensions, emotional and physical needs and appreciation necessities. These different dimensions of employee effectiveness have been studied for long, under academic constructs of job satisfaction, job performance, job turnover, work engagement, job enrichment and the like. The ultimate goal is to retain the employee and reap the benefits of his skills and expertise, gained through training and experience.

However, if many employees of an organization leave their jobs or show an intention of doing so, the organization maybe losing out on its important resource and thus should be sensitized about the issue. Therefore, there is a need to retain a pool of front line employees with pertinent competence, which not only delivers quality service consistently but also fills in higher managerial positions later (King, et al, 2011). The hospitality industry in Pakistan is little bloomed and is in emerging stages. The hospitality industry, characterized under the service sector, includes a wide range of services related to management of hotels and restaurants, tourism, entertainment and recreation, as well as transportation. A situational analysis conducted by International Labour Organization (ILO) of the United Nations in 2011 concluded that the sector was still characterized by low wages, gender segregation, and inefficient and informal human resource management, resulting in a high workforce rotation, high turnover rate and high job insecurity, especially for women. Hotels in Pakistan are witnessing substantial increase in growth both in terms of occupancy and average rate in 2012-13, after a period of five years of redundancy and recession from 2006-2011. The industry showed a growth of 4.4 % in hotels and a 5% in occupancy rates, in fiscal year FY2012 (SBP, Annual report 2012).

1.1 Background of the Study

Losing a trained employee becomes a sensitive problem area for hospitality industry, as it has direct bearings on customer dealing, customer satisfaction and delivery of services. Image management is of prime importance to the hotels and they cannot risk reputation on the basis of poor customer-employee experience. The reasons that lead to sprouting of turnover intentions are multifaceted and reside with the employee as well as the organization. It is generally stated that salary structure discontent, low job satisfaction and overall job dissatisfaction lead to turnover intentions. However, the intentions seemed to be rooted deeper into employee's personality, organizational politics and in the embeddedness to the job itself. Employee retention is becoming crucial due to the various associated economic and social opportunity costs such as the image management of the hotel. At the same time it is also increasingly becoming important to understand the different dimensions of turnover intentions in the Pakistani environment, so that such HR practices could be designed and implemented that can reduce the avoidable and undesirable turnover. Moreover, although the importance of job embeddedness is recognized, there is a lack of effective policies, communication amongst employees and implementation issues regarding the enhancement of job embeddedness of the employee. This study explores and explains the plurality of dimensions that lead to turnover intentions, considering the personality dimensions of employees as moderators to each of the aspects. Having the right caliber and personality of employees that are effective, well fit and embedded in their jobs can significantly decrease turnover intentions.

1.2 Objectives of the Study

The study focuses at the development and refinement of Employee Retention Strategy through the investigation of the following schema.

- To investigate whether perceived organizational politics leads to turnover intentions. Moreover, the employees scoring high on Core Self-Evaluation (CSE) Scale react to organizational politics in the same way as employees scoring low on CSE, i.e. to determine whether CSE moderates the relationship between perception of organizational politics and turnover intentions.
- To investigate whether job insecurity leads to enhanced turnover intention and to determine whether this relationship is moderated by CSE of the employees.
- To investigate the relationship between job embeddedness and turnover intentions and to determine whether this relationship is moderated by CSE of the employees.

1.3 Significance of the Study

The originality and value of the study lies in the application of a holistic person-oriented approach that inculcates the personality traits of employees in determining the linkages between Perception of organizational politics, Job insecurity, Job Embeddedness and turnover intentions. Another added uniqueness is the empirical testing of the proposed model on the hospitality industry in Pakistan. It will provide an important contribution to the hospitality management and marketing literature, on two platforms. First, there is a shortage of empirical research regarding the combined consequences of the stated variables. The results will help in establishing such policies that can retain the hotel employees for long and ensure customer orientation. Second, the hospitality industry faces in general, presence of high job demands and insufficient job resources, impotent training

programs, poor pay scale, job insecurity, work-family conflict, lack of fair performance measurement criteria, and inadequate rewards (Cleveland et al., 2007; Deery, 2008; Kong et al., 2010; Kusluvan et al., 2010; Poulston, 2008; Watson, 2008). In Pakistan, the top management in quality hotels recognizes these dimensions and develops policies accordingly. However the concept of job embeddedness is still in embryonic stages and there are little efforts to enhance it. The employees themselves are unaware of any such measures taken by the management to make them comfortable in their jobs, as indicated by the evidence collected. As a result the fit and bond between the employees and the organization is not very strong. Furthermore, these dimensions have seldom been discussed using the moderating effects of core self-evaluations. This may help in integrating an employee's perspectives into designing policies and help the managers to minimize the perception of injustice and political manipulation and enhance job embeddedness through increasing fairness and equity and develop effective retention strategy for the satisfied employees. Moreover, it can help to steer line the hiring practices, emphasizing certain personality characteristics. The results of the study contribute significantly to development and refinement of Employee Retention Strategy. This is the first empirical study on hospitality industry of Pakistan

2. Literature Review

The study investigates the relationships between factors that arise at the workplace and within the employee's head that influence him to think about quitting the job and look for employment elsewhere. As such, there are a number of factors that singularly or simultaneously can contribute towards such a situation. These can be divided into environmental, organizational and personal factors that are significantly important to the hospitality industry (Cleveland et al., 2007; Kong et al., 2010; Kusluvan et al., 2010; Poulston, 2008) determining the effectiveness of the employees. It is interesting to note that it is not just the environmental and organizational factors that affect the employee, it is the employee himself that is unique and differs from all others and reacts differently to environmental and organization cues in a given situations. The study investigates the moderating effects of personality traits on choices such as turnover intention when the employee, having varying levels of job embeddedness, is exposed to perceived organizational politics and job insecurity.

2.1 Antecedents that Sprout Turnover Intentions

The antecedents and consequences of specific phenomenon determine the breadth and sensitivity and related issues for the management to understand and resolve. The determinants of Job Turnover, as identified by Arnold & Feldman (1982), are demographic variables such as age and gender, tenure, job dissatisfaction, negative cognitive and affective orientation to the position, perceived job insecurity leading to intention to look for alternatives, which intention to leave and eventually the actual turnover in case of persistence of the antecedents (Arnold & Feldman, 1982). Similarly anxiety, distrust and poor communication on the part of the manager (based upon extension of authority, clarity and scope of work, development of employee capability, chance of gaining success, acknowledgement of autonomy of work, free allowance of questioning and feedback) is taken as antecedent of obstruction in employee empowerment (Ye, J. 2012). If it is deteriorated, the intrinsic motivation of the employee drops down. This reduces the work performance and enhances the job insecurity and turnover intentions (Van et al., 2010). Job embeddedness is another construct that explains the motivations behind employee's

retention and continuity on job. If there is a good fit between the employee's personal values and the organizational culture and his career goals and future orientations matches with the job requirements and he has a positive link within the community (Karatepe & Shahrairi, 2012) the employee exhibits very little intention to leave (Mitchell et al., 2001). Perceived organizational politics is also a source of stress and dissatisfaction and leads to deteriorating performance (Ferris et al, 1989). It is very likely that employees will have decreased levels of work engagement when they perceive the environment at workplace to be threatening, risky, ambiguous or unfair. This eventually leads to heightened turnover intentions (Karatepe, 2011).

2.2 Organizational Politics: A Threat to Employee Retention & Effectiveness

Organizational politics can be described as a phenomenon whereby members of the organization exhibit self-serving behaviors and in an attempt to achieve personal or group objectives, have a bearing (directly or indirectly) on other members through means that are neither formally endorsed by the standard operating procedures nor by informal norms (Witt et al, 2000). Perception of organizational politics, POP, is the extent of perceived pervasiveness of politics by employees in the organizational processes. It acts as a potential threat to organizational efficiency and employee effectiveness (Kacmar et al., 1999). It is also a source of stress and dissatisfaction and leads to deteriorating performance (Ferris et al, 1989). POP relates to the process where employees do not consider or rate their own political behaviors rather focus on favoritism, nepotism, clampdown of competing entities, biased conflict resolution and flawed resource allocation and the manipulation of organizational policies. It is argued that the higher the perception of politics of an employee, the lower is the perceived level of justice, equity, and fairness (Ferris & Kacmar, 1992). Organizational justice can be further divided into procedural, distributive and interactional justice. Procedural justice refers to the processes through which outcomes and rewards are determined and decided. Distributive justice is perceived fairness of the decisions made. (Cohen-Charash & Spector, 2001). Interactional justice is further divided into its interpersonal justice that relates to the self-worth, admiration, dignity and appreciation by the organization and informational justice that relates to access to information and opportunities (Colquitt, 2001; Walumbwa et al., 2009). If decisions are perceived to be unfair it leads to a state of unhappiness, stress and helplessness. (Ferris et el, 1989) As the stress is believed to be originated from a politically charged work environment, it adds to employee dissatisfaction (Kacmar & Baron, 1999). As discussed, lower levels of job satisfaction correspond with higher levels of turnover intentions.

- **H1a:** The greater the employee perceives the organizational politics to be, the greater will be the turnover intention.

2.3 Job Insecurity Breeds on itself

According to Greenhalgh and Rosenblatt (1984), "Job insecurity could best be described in terms of threats to the job itself, importance of total job, threats to valued job features, importance of valued job features, and a feeling of powerlessness to counteract these threats." Job insecurity therefore can be experienced at a personal level or it can be attributed externally, such as rise in local unemployment levels (Ferrie, 2001). Once feelings of job insecurity emerge in employee, it leads to frustration, stress, uncertainty, ambiguity and reduced employee well-being. This in turn, may affect the performance, both task and contextual, which then has bearings on satisfaction level, making employee

feel more insecure (Crede' et al. 2003). Thus it is a self-breeding cycle that starts from a negative feeling about the security of the job and related position and then amalgamates further. The antecedents of job insecurity are identified as age, gender, status, family role and employment contract of the employee. Job insecurity has also been linked to diminished commitment to the organization (Armstrong-Stassen, 1993; Davy et al., 1997), reduced trust in management (Borg & Elizur, 1992), lower levels of job involvement and organizational commitment (e.g., Kuhnert & Palmer, 1991; Leavoni & Sales, 1990) and higher levels of turnover intention (Arnold & Feldman, 1982; Brockner, 1988; Burke & Nelson, 1998; Davy et al., 1997). The literature identifies absenteeism, turnover intentions, reduced performance and negative organizational citizenship behavior as consequences of job insecurity (Staufenbeil & Konig, 2010). While employing the stress theory, it is argued that when job insecurity acts as a hindrance stressor and prompts undesirable anxiety reactions due to excessive and unreasonable work related demands. Using a meta-analysis, (LePine et al., 2005) and (Podsakoff et al., 2007) confirmed that job insecurity as hindrance stressor is positively related to job and organizational withdrawal including turnover, absenteeism and tardiness.

- **H2a:** The higher the level of job insecurity perceived by the employee, the higher will be the turnover intention.

2.4 Job Embeddedness cements the organization-employee fit

It seems that employees are connected to their jobs due to various job intrinsic, personal, external and environmental factors (Holtom et al., 2006). These factors together can be divided into dimensions namely the links, fit and sacrifice. In broader terms, if the value system, career and future plans of an employee fit well with the organizational culture, the job and the community, the employee is well knitted with the organization and display little intention to leave (Mitchell et al., 2001). If the formal and informal relationships of such employees with other colleagues, supervisors and subordinates are several and positive, again, employee exhibits lesser intention to leave (Mitchell et al., 2001). Sacrifice, comes when such employees are aware that by leaving the job they may be losing quite some opportunities or benefits that are otherwise specifically related to the organization and associated communal (Mitchell et al., 2001). Job embeddedness highly influences whether an employee intends to continue with the current job. (Holtom et al., 2003; Shafique et al., 2011) According to a research in Cameroon on hotel employees related to customer service it is found that the inverse relationship between turnover intentions and perceived organizational support is strengthened by job embeddedness (Karatepe, 2012). Job embeddedness' potential is yet to be realized as a critical determinant of strategies regarding maintenance, efficiency and management of employees (Wheeler et al., 2010). It is specifically important for hospitality organizations where employees leaving the job may result in loss of trained staff, faulty sales experiences and other opportunity costs (Tracey & Hinkin, 2008).

- **H3a:** Core Self Evaluation positively moderates the relationship between turnover intentions and job embeddedness.

2.5 Role of personality traits in building up employee perceptions

Over the years, several models of personality traits and assessment are presented in the literature of Social and Industrial Psychology and Personality Development. These govern how different people interact with and interpret their environment based on their individual

personality traits and act accordingly. A meta-analytical approach to personality traits is Core Self Evaluation Scale CSES, that is a broad, latent construct. It is a higher-order trait specified by four rooted traits: Self-Esteem, generalized Self-Efficacy, Neuroticism and Locus of Control (Judge et al, 1997). CSES has an incremental validity over Big Five (Judge et al, 1997) and other personality models, such as Canter's Mid-Range personality traits, John's Big Five, Goldberg's Five Factor Model and Eysenck's three traits model. CSES is an important assessment of the worthiness, effectiveness, and capability of the employee as a person, which impact the level of intrinsic motivation each individual is exposed to. It is also taken as a predictor of job satisfaction of an employee. Self-esteem can be defined as the worth an employee attaches to himself, as an individual or worker (Harter, 1990). Similarly, generalized self-efficacy is an estimation of how well an employee executes across a variety of situations (Locke, McClear, & Knight, 1996). However, neuroticism on the other hand is the tendency to focus upon negative aspects of the self (Watson, 2000) and furbishing a negativistic explanation to what goes around. The fourth personality dimension is the locus of control which is a belief about the prime reasons behind events of life and circumstances. An internal locus reveals an employee feeling himself to be in charge of the events and his own actions causing various circumstances (Rotter, 1966). Thus, taken together, Social stressors are "a class of characteristics, situations, episodes, or behaviors that are related to psychological or physical strain and are social in nature" (Dormann & Zapf, 2004). This study discusses stressors that affect employee's decision to continue with the job, considering the level of CSE exhibited by the employee. CSE is a vital and primary assessment of the worth, efficacy, and competence of an employee. Employees having higher CSE have the ability to develop a buffer against negative and undesirable social stressors. They do not feel politically cornered out. They are more emotionally stable, socially conforming and are also more likely to be politically skilled and manipulative (Harris, Harvey & Kacmar, 2009). Employees with high locus of control are aggressive, independent and spontaneous (Spector, et al., 2001) and see stressors as controllable. (May et al., 1997). Thus, they resist negative impacts on job insecurity and are little dismayed by POP. They are greatly embedded to their jobs and have high tolerance for social stressors (Hobfoll2001) and enhancing the optimism regarding the job (Bono and Judge, 2003). Employees with higher CSE exhibit improved job performance and strong motivation for goal achievement (Erez & Judge, 2001). They show high levels of job satisfaction (Judge & Hurst, 2008) and exhibit little tendency of quitting. Therefore an employee scoring high on CSE is believed to be well-adjusted, constructive, self-assured and effective. When it comes to evaluate any negative workplace event, such employees interpret it as isolated events rather than being systematic or politically shaped (Luthans and Avolio, 2003). Employees having high CSE are therefore, expected to have reduced reasons to look for alternative job opportunities, weakening the stressor- turnover relationship. Thus, the following moderation hypotheses are predicted.

- **H_{1b}**: Core self-evaluations moderate the positive relationship between perceived organizational politics and turnover intentions, such that the relationship is weaker for employees with higher CSE and stronger for employees with lower CSE.
- **H_{2b}**: Core self-evaluations moderate the positive relationship between job insecurity and turnover intentions, such that the relationship is weaker for employees with higher CSE and stronger for employees with lower CSE.

- **H3b:** Core self-evaluations moderate the negative relationship between job embeddedness and turnover intentions, such that the relationship is stronger for employees with higher CSE and weaker for employees with lower CSE.

3. Research Model

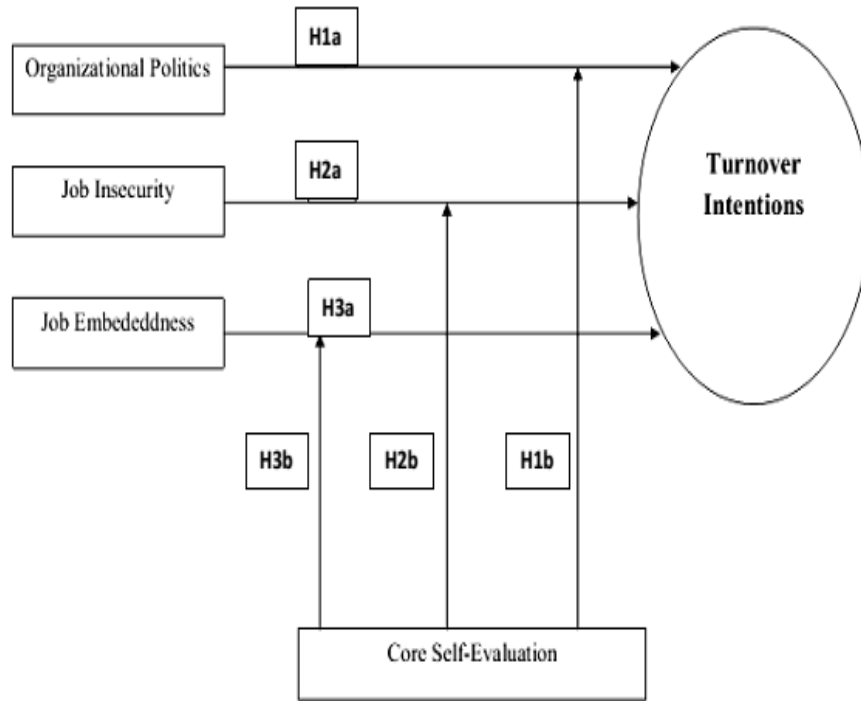


Figure 1: Theoretical Framework

The research model provides the framework for empirical testing of relationships and linkages between perception of organizational politics, job insecurity, job embeddedness and turnover intentions. There is a positive relationship between POP, JI and TI, reflected by H_{1a} and H_{2a}. There is a negative relationship between JE and TI reflected by H_{3a}. The CSE moderate these relationships as reflected by H_{1b}, H_{2b} and H_{3b}.

4. Methodology

The focus of the study is the Hospitality industry of Pakistan. The hospitality industry is graded according to the level of services and customer orientation, ranging from one to seven star hotels. The highest level of service in Pakistan acknowledged internationally is five star services. There are only 5 such hotels in Pakistan. i.e. Pearl Continental, Avari, Holiday-Inn, Marriot and Serena. Each has 3-4 branches in different cities of Pakistan. Some have more branches, but they are either less than 5-star or are a sub chain of the hotel such as Hotel One by Pearl Continental. To ensure maximum reach multistage sampling has been used. The first step is to identify all the front line employees working in Five-Star hotels, composing the sample set of five hotels. Data was collected from one major branch

of the aforementioned hotels using random sampling procedure. Thus PC from Lahore, Marriot from Islamabad, Serena from Faisalabad, Holiday Inn and Avari from Lahore were taken in the final sample. Structured questionnaires have been used in this study. However due to the level of sensitive information sought in the study and the strict HR policy, the respondents could not be directly approached. Approval from HR board from respective hotels was taken prior to the study and was carried according to their given schedule. Therefore, using convenient sampling method, 150 respondents (30 from each hotel) were initially approached out of which 108 responded back with questionnaires that were duly filled in. This constituted response rate of 72% for current study. In the first portion information was collected about their personal and employment details. Remaining questionnaire has been divided into 5 parts to elicit their perception regarding Organizational Politics, Job insecurity, Job embeddedness, Turnover Intention and Core Self-Evaluation. The items for the questionnaire have been adopted from the studies of Kacmar and Ferris, (1991) for Organizational Politics, Boshoff& Allen, (2000) for turnover intentions, Judge et al., (2003) for Core Self-Evaluation, Sverke & Hellgren, (2002) for Job insecurity and Holtom and Inderrieden, (2006) for Job embeddedness.

5. Analysis & Findings

Descriptive, Correlation & Reliability statistics of study variables have been given in Table 1. Reliability analysis (Cronbach’s Alpha) for all variables produced values above 0.7 showing that all measures used in this study were reliable enough. Scale items used for Turnover intentions & Job security produced Cronbach’s Alpha> 0.8 while measures used for Core self-evaluation & Job embeddedness were found to be most reliable i.e. Cronbach’s Alpha>0.9.

Table 1: Descriptive, Correlation& Reliability Statistics

	Reliability	Mean	Std. Deviation	1	2	3	4	5
1. Core Self Evaluation	.907	3.3580	.75042	1				
2. Job Insecurity	.879	2.4630	.96117	-.107	1			
3. Job Embeddedness	.906	3.1451	.80403	.629**	-.167	1		
4. Turnover Intentions	.854	2.9506	.88229	.055	.288**	.484	1	
5.Organizational Politics	.707	3.0664	.61393	.144	.116	.031	.344*	1

** Correlation is significant at .01 level (2-tailed)

Personal and Employment details of the respondents have been summed up in Table 2, 3.

Table 2: Personal Information of the Respondents

		Frequency	Percentage
Age	Below 20 years	8	7.4
	21-30 years	61	56.5
	31-40 years	29	26.9
	Above 40 years	10	9.2
Gender	Male	75	69.4
	Female	33	30.6
Marital Status	Single	47	43.5
	Married	61	56.5
Educational Level	Below Bachelors	11	10
	Bachelors	37	34.5
	Masters	60	55.5

Table 3: Employment Information of the Respondents

		Frequency	Percentage (%)
Hotel Name	Serena	20	18.5
	Marriott	16	14.8
	Avari	25	23.2
	Hospitality Inn	26	24
	Pearl Continental	21	19.5
	Nature of job	Managerial	63
	Non-Managerial	45	41.7
Formal Training	Yes	85	78.7
	No	23	21.3
Job Category	Permanent	85	78.7
	Contractual	22	20.4
	Temporary	1	.9

Table 4 shows the summarized resultant values of the regression analyses for effect of perceived organizational Politics (IV) on employees' Turnover intentions (DV). Results suggest that there is a significant effect of perceived organizational Power & Politics (IV) on employees' Turnover intentions (DV) at the $p < .05$ level for $[F = 13.826, t = 3.718]$.

Table 4: Impact of Perceived Organizational Politics on Employees' Turnover Intentions

Independent Variable	R ²	B	F	P
Perceived organizational Politics	.115	.34	13.826	.000

Table 5 shows the summarized resultant values of the regression analyses for effect of perceived Job Insecurity (IV) on employees' Turnover Intentions (DV). Hence, results suggest that there is a significant effect of perceived Job Insecurity (IV) on employees' Turnover Intentions (DV) at the $p < .05$ level for $[F = 9.59, t = 3.09]$.

Table 5: Impact of Perceived Job Insecurity on Employees' Turnover Intentions

Independent Variable	R ²	B	F	P
Perceived Job Insecurity	.083	.288	9.59	.003

Table 6 shows the summarized resultant values of the regression analyses. Under Change Statistics, It was found that R Square Change is 0.017 when the interaction variable (Core self-evaluation) is added to the IV (perceived Job embeddedness) and DV (Turnover intentions). This change is significant, $F = 4.151, p = (.008 < 0.05)$. The significant interaction suggests that presumed moderator (Core self-evaluation) moderates the effects of the predictor (perceived Job embeddedness) on employees' Turnover intentions (DV).

Table 6: Impact of Moderator (Core Self-Evaluation) on H₃

	R Square	F	df1	df2	P
a.	.09	5.214	2	105	.007
b.	.107	4.151	3	104	.008

- a. Predictor: (Constant), Job Embeddedness (JE), Core self-evaluation(CSE)
- b. Predictor: (Constant), JE-CSE

Table 7 shows the summarized resultant values of the regression analyses. Under Change Statistics, It was found that R Square Change is 0.001 when the interaction variable (Core self-evaluation) is added to the IV (Perceived organizational Politics) and DV (Turnover intentions). This change is significant, $F = 4.56, p = (0.005 < 0.05)$. The significant interaction suggests that presumed moderator (Core self-evaluation) moderates the effects of the predictor (Perceived organizational Politics) on employees' Turnover intentions (DV).

Table 7: Impact of Moderator (Core Self-Evaluation) on H₁

	R Square	F	df1	df2	P
a.	.115	6.85	2	105	.002
b.	.116	4.56	3	104	.005

- a. Predictor: (Constant), Organizational Politics (OP), Core self-evaluation(CSE)
- b. Predictor: (Constant), OP-CSE

Table 8 shows the summarized resultant values of the regression analyses. Under Change Statistics, It was found that R Square Change is 0.006 when the interaction variable (Core self-evaluation) is added to the IV (perceived Job insecurity) and DV (Turnover intentions). This change is significant, $F = 3.697$, $p = (0.014 < 0.05)$. The significant interaction suggests that presumed moderator (Core self-evaluation) moderates the effects of the predictor (perceived Job insecurity) on employees' Turnover intentions (DV).

Table 8: Impact of Moderator (Core Self-Evaluation) on H₂

	R Square	F	df1	df2	P
a.	.09	5.214	2	105	.002
b.	.096	3.697	3	104	.014

- a. Predictor: (Constant), Job Insecurity (JI), Core self-evaluation(CSE)
- b. Predictor: (Constant), JI-CSE

6. Conclusion

In this study the impact of Core self evaluation is considered as moderating the relationships between job embeddedness, Job insecurity, and Perception of organizational politics. Support is established for all main hypotheses and also for the three hypothesized moderating effects of the Core self evaluation. The three moderating hypothesis are supported, indicated by previous research as well that positive self-evaluation makes the employee focus on more encouraging aspects of the workplace (Judge & Bono, 2001). High CSE enables the employee to develop valuable handling tactics. As a result they are less likely to experience job insecurity and develop the ability to tackle organizational politics.

7. Discussion

In this study the impact of Core self evaluation is considered as moderating the relationships between Perception of organizational politics, Job insecurity, Job embeddedness and Turnover intentions. Support is established for two out of three main hypotheses and also for the three hypothesized moderating effects of the Core Self-evaluation. Only the negative relationship between Job embeddedness and Turnover Intention is not established. It is suggested that this departure from the previous established research of a negative relationship between JE and TI is due to the specifically sampled hospitality industry, which shows low levels of embeddedness as discussed earlier. The three moderating hypothesis are supported, as previous studies have shown that employees

with higher core self-evaluations view the workplace through more optimistic lenses (e.g., Judge & Bono, 2001). It is likely that core self-evaluations provide individuals with beneficial coping resources. As a result they are less likely to experience job insecurity and develop the ability to tackle organizational politics.

8. Managerial Implications

The results of the study suggest important implications concerning the retention of employees through minimization of organizational politics and enhancement in the work embeddedness levels of the employees. It is evident that a politically charged work environment reduces the level of work engagement and an individual employee's embeddedness into work. Such that it becomes important that the top management of the hotel devotes special attention and expends efforts to develop and maintain a work environment that is fair and equitable and perceived in the same light as well by the employees. The process can start off by identifying the problem areas and employing useful work practices that can potentially counter and eliminate the issues. The main identified problem areas that enhance the perception of organizational politics, such as role conflict and inequitable work division, can be cured through training programs concentrating upon high performance work practices. Trust and transparency can be established by sharing information with employees about the policies, (Karatepe et. al., 2012) and encouraging them to indicate whenever they detect any violation, nuisance and unfair decisions regarding management or the work environment. Another guideline regarding retention of employees especially the ones who are high performers is to distinguish through effective reward policies, rewarding high performing employees and not rewarding those who are involved in behaving politically. This will also indicate that the management is aware about the political affinities and does not support such political and inequitable tendencies. Moreover, the study suggests that the work engagement policies should be duly communicated to the employees, making them aware of the steps for their betterment taken by the management, enhancing the level of their embeddedness. The study also suggests that ensuring of greater job security in hospitality industry will enhance the capability of the management to retain the desirable employees, as job insecurity remains a major problem of the hospitality industry.

The results of the study suggest important implications concerning the hiring of the employees. The management should make use of effective, objective and standard tests for the hiring procedures emphasizing upon the personality dimensions of each employee, as it influences every aspect of employee attitude and satisfaction towards job. This will help in acquiring the right caliber of employees and ensuring their long term retention. Moreover the management should also ensure effective promotional and career opportunities' system emphasizing upon the positive work performance of each employee.

9. Limitations

There are a few limitations to the study. First, the sample had 70% respondents less than the age of 30. This leads to questions regarding the generalizability of the results, to other older age samples. Secondly, the data collected from same individuals gives rise to concerns about common method bias. The affectivity of CSE as a buffer maybe diminished, as the common method variance does not aid in finding the interactions effects properly (Kacmar & Harris, 2005). Thirdly, the study does not address the mediating psychological processes that play a role in the conversion of CSE into lowering of turnover intentions as

pointed out by Weiss et al (1999); Judge et al, (2000) and Costa and McCrae (1980). The investigation of these psychological mechanisms requires future research. Lastly, the study is limited to hospitality industry that is characterized by high turnover and low job embeddedness (Cleveland et al., 2007; Deery, 2008; Kong et al., 2010; Kusluvan et al., 2010; Poulston, 2008). The results may not be generalized to other industries.

10. Future Research

Two dimensions of future research arise out of the current discussion. Firstly, the integrative models shall be examined in the future research concerning the dispositional factors such as the situational factors and the CSE construct explaining the association between the development of turnover intentions and the actual decision to leave, regarding it as a systematic development. Secondly, the research can incorporate the life roles of an employee such as the marital satisfaction or dependent family size and explore how it impacts his intentions and self- evaluation, testing the reciprocal relationship based on corresponsive principle of personality development.

REFERENCES

- Arnold, H. J., & Feldman, D. C. (1982). A multivariate analysis of determinants of job turnover. *Journal of Applied Psychology*, 67(3), 350-360.
- Cantor, N. (1990). From thought to behavior: "Having" and "doing" in the study of personality and cognition. *American Psychologist*, 45(6), 735-750.
- Castle, N. G., Engberg, J., Anderson, R., & Men. A. (2007). Job Satisfaction of Nurse Aides in Nursing Homes: Intent to Leave and Turnover. *The Gerontologist*, 47, (2), 193-204.
- Cleveland, J. N., O'Neill, J. W., Himelright, J. L., Harrison, M. M., Crouter, A. C. and Drago, R. (2007). Work and family issues in the hospitality industry: perspectives of entrants, managers, and spouses. *Journal of Hospitality and Tourism Research*, 31 (3), 275-298.
- Cohen-Charash Y and Spector P. E. (2001). The role of justice in organizations: a meta-analysis. *Organizational Behavior and Human Decision Processes*, 86(2), 278–321.
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: a construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386–400.
- Costa, R T., Jr., & McCrae, R. R. (1992). *Revised NEO Personality Inventory (NEO-PI-R) and NEO Five-Factor (NEO-FFI) Inventory professional manual*. Odessa, FL: PAR.
- Deery, M. (2008). Talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 20 (7), 23-28.
- Egan, M., & Kadushin, G., (2004). Job Satisfaction of Home Health Social Workers in the Environment of Cost Containment. *Health & Social Work*, 29(4), 287-296.
- Ferris, G. R., Russ, G. S., & Fandt, P. M., (1989). Politics in organizations. In R. A. Giacalone & P. Rosenfeld (Eds.), *Impression management in the organization* (pp. 143–170). Hillsdale, NJ: Lawrence Erlbaum.

- Heller, D., Judge, T. A., & Watson, D. (2002). The confounding role of personality and trait affectivity in the relationship between job and life satisfaction. *Journal of Organizational Behavior*, 23(7), 815-835.
- Holtom, B. C., Mitchell T. R., & Lee, T. W., (2006). Increasing human and social capital by applying job embeddedness theory, *Organizational Dynamics*, 35(4), 316–331.
- Holtom, B. C., & Inderrieden, E. J. (2006). Integrating the unfolding model and job embeddedness model to better understand voluntary turnover. *Journal of Managerial Issues*, 18(4), 435-452.
- John, O. P., and Srivastava, S. (1999). *The Big Five trait taxonomy: History, measurement, and theoretical perspectives*. Guilford: New York.
- John, O. P., Donahue, E. M., & Kentle, R. L. (1991). *The Big Five inventory*. Univ. of California, Berkeley, Institute of Personality and Social Research. Berkeley: CA.
- Judge, T. A., Locke, E. A., Durham, C. C., & Kluger, A. N. (1998). Dispositional effects on job and life satisfaction: The role of core evaluations. *Journal of Applied Psychology*, 83(1), 17-34.
- Judge, T. A., Locke, E. A., & Durham, C. C. (1997). The dispositional causes of job satisfaction: A core evaluations approach. *Research in Organizational Behavior*, 19, 151 - 188.
- Kacmar, K. M., Bozeman, D. P., Carlson, D. S. and Anthony, W. P. (1999). An examination of the perceptions of organizational politics model: replication and extension. *Human Relations*, 52(5), 609-629.
- Karatepe, O. M. (2011). Procedural justice, work engagement, and job outcomes: evidence from Nigeria. *Journal of Hospitality Marketing and Management*, 20 (8), 855-878.
- Karatepe, O. M. (2011). Work-Related Depression in the Hotel Industry: A Study in the United Arab Emirates. *International Journal of Contemporary Hospitality Management*, 23(5), 608-23.
- Kim, H.J., Shin, K.H. and Swanger, N. (2009). Burnout and engagement: a comparative analysis using the Big Five personality dimensions. *International Journal of Hospitality Management*, 28 (1), 96-104.
- Kuhnel, J., Sonnentag, S. and Westman, W. (2009). Does work engagement increase after a short respite? The role of job involvement as a double-edged sword. *Journal of Occupational and Organizational Psychology*, 82(3), 575-594.
- LePine, J. A., Podsakoff, N. P., & LePine, M. A. (2005). A meta-analytic test of the challenge stressor hindrance stressor framework: An explanation for inconsistent relationships among stressors and performance. *Academy of Management Journal*, 48, 764–775.
- Mitchell, T.R., Holtom, B.C., Sablinski CJ, &Erez M., (2001). Why people stay: using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44(6), 1102–1121.
- Pienaar, J. and Willemse, S.A. (2008). Burnout, engagement, coping and general health of service employees in the hospitality industry. *Tourism Management*, 29 (6), 1053-1063.

- Podsakoff, N. P., LePine, J. A., & LePine, M. A. (2007). Differential challenge stressor–hindrance stressor relationships with job attitudes, turnover intentions, turnover, and withdrawal behavior: A meta-analysis. *Journal of Applied Psychology*, 92, 438–454.
- Poulston, J., (2008). Hospitality workplace problems and poor training: a close relationship. *International Journal of Contemporary Hospitality Management*, 20(4), 412-427.
- Radford, K., Shacklock, K., & Bradley, G. (2013). Personal care workers in Australian aged care: retention and turnover intentions. *Journal of nursing management*. 19, 1-13.
- Shaw, J. D. (1999). Job satisfaction and turnover Intentions: The Moderating Role of Positive affect. *The Journal of Social Psychology*, 139(2), 242-244.
- Shukla, A., Srinivasan, R. & Chaurasia, S. (2013). Impact of work related attitudes on turnover intentions. *Indian Journal of Industrial Relations*, 49(1), 111-122.
- Staufenbeil, T. & Konig, C. J. (2010). A model for the effects of job insecurity on performance, turnover intention, and absenteeism. *Journal of Occupational and Organizational Psychology*, 83, 101–117.
- Sverke, M., & Hellgren, J. (2002). The nature of job insecurity: Understanding employment uncertainty on the brink of a new millennium. *Applied Psychology*, 51(1), 23-42.
- Van S, S., Du Toit, D. H., Bothma, A. S., & Rothmann, S. (2010). Job insecurity, leadership empowerment behaviour, employee engagement and intention to leave in a petrochemical laboratory. *SA Journal of Human Resource Management*, 8(1), 1-7.
- Walumbwa, F. O., Cropanzano, R., & Hartnell, C. A. (2009). Organizational justice, voluntary learning behaviour, and job performance: a test of the mediating effects of identification and leader-member exchange. *Journal of Organisational Behaviour*, 30 (8), 1103–1126.
- Watson, S., (2008). Where are we now? A review of management development issues in the hospitality and tourism sector: implications for talent management. *International Journal of Contemporary Hospitality Management*, 20 (7), 758-780.
- Weiss, H. M., Nicholas, J. P., & Daus, C. S. (1999). An examination of the joint effects of affective experiences and job beliefs on job satisfaction and variations in affective experiences over time. *Organizational Behavior and Human Decision Processes*. 78, 1-24.
- Witt, L. A., Andrews, M. C. and Kacmar, K. M., (2000). The role of participation in decision-making in the organizational politics-job satisfaction relationship. *Human Relations*, 53 (3), 341-358.
- Ye, J. (2012). Seven principles for employee empowerment. Samsung Economic Research Institute, Quarterly.
- Yousaf, D. A. (1998). Satisfaction with job security as a predictor of organizational commitment in a multicultural environment. *International Journal of Manpower*, 19 (3), 184-194.