

Chapter 18

The Mediating Role of Job Embeddedness between Internal Marketing and Turnover Intention

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ABSTRACT

This study contributes to the stream of research on job embeddedness and internal marketing. Greater attention needs to be paid to understand the mechanisms and processes through which internal marketing influences work-related attitudes such as turnover intention in order to develop complete understanding of the effect of internal marketing on job embeddedness. This study fills this research gap using a sample of respondents employed by telecommunication companies in Egypt. The author examines whether job embeddedness mediated the effects of internal marketing on turnover intention. Results from Structural Equation Modeling (SEM) showed that job embeddedness fully mediates the relationship between internal marketing and turnover intention. Results also support that internal marketing has obviously positive influence on job embeddedness and a clearly negative influence on turnover intention; finally, internal marketing has direct and indirect influences on turnover intention through job embeddedness. Implications for research and practice of the findings are discussed.

INTRODUCTION

Since the mass layoffs of the 1970s, the careers literature has paid a great deal of attention to employees' job mobility (Arthur & Rousseau, 1996; Sullivan, 1999; Ng et al., 2005). However, over

the past several years, an interesting alternative question has emerged: Why do people stay in their organizations and occupations even when other opportunities are available elsewhere? Beginning with the research on job embeddedness, scholars have been paying more and more attention to issues of job stability (Mitchell et al., 2001).

DOI: 10.4018/978-1-4666-3631-6.ch018

Previous research has revealed job embeddedness to be a more effective predictor of employee retention than any of the other variables utilized by all of the major turnover models, including job satisfaction, organizational commitment and job alternative variables (Holtom & O'Neill, 2004; Lee et al., 2004; Holtom & Inderrieden, 2006).

However, how job embeddedness (JE) is developed, or what factors cause employees embedded in their jobs to keep them from leaving the organization still requires investigation, a few studies focused on these factors (Bergiel et al., 2009; Chen et al., 2010), we suggest that internal marketing may be one of the factors that causes employees embedded, which in turn influences employees' turnover intention.

The concept of internal marketing (IM) originated in the field of marketing research in the service industry (Berry, 1981; Grönroos, 1981), emphasizing that enterprises should value and respect their employees and regard them as internal customers. Internal marketing concept challenges traditional marketing methods, which focus on serving external customers only. The main objective of internal marketing is to help internal customers (employees) to gain greater job satisfaction, which should promote job performance and facilitate the organization accomplishing its ultimate business objectives (Chang & Chang, 2007). Some researchers sustain that the IM objective is selling the firms to their employees by identifying and satisfying their needs as individuals and service providers (Vary, 1995), in order to get that they become really conscious of their services performance, IM also is a way to develop customer-oriented dynamic teams (Vasconcelos, 2008).

The goal of the present study is to examine the relationship between internal marketing and job embeddedness and the mediating role of job embeddedness in the relationship between internal marketing and intention to turnover.

THEORETICAL FRAMEWORK AND HYPOTHESES

Job Embeddedness

Job embeddedness is a new construct developed by Mitchell et al. (2001), it represents a combination of factors that influence an employee's decision to remain in or leave the organization. This approach of turnover focused on the factors that make an individual more likely to stay in the job, or leave an organization. This approach built on the earlier turnover models and added a new dimension to our understanding of turnover (Ramesh, 2007).

On the other hand, Mitchell and Lee (2001) define job embeddedness as a multidimensional construct that focuses on the factors that make an individual more likely to stay in the job, namely the work, social, and non-work attachments that are developed over a period of time. Individuals with more types of restraining forces are more embedded and less likely to voluntarily exit the organization (Sekiguch et al., 2008), while Yancey (2009) defined job embeddedness as the combined forces which keep a person from leaving his or her job.

Job embeddedness is characterized by three sub-dimensions: (a) the extent to which people have links to other people or activities inside and outside the organization, (b) the extent to which their jobs and communities fit other aspects in their "life spaces", and (c) what they would give up if they left their present settings (Mitchell et al., 2001). These three sub-dimensions are considered in two over-arching dimensions: an employee's organization (on-the-job) and community (off-the-job), generating the six dimensions of the job embeddedness construct: links-organization, links-community, fit-organization, fit-community, sacrifice-organization and sacrifice community (Bergiel et al., 2009).

This study focuses only on-the-job dimensions of embeddedness, because organizational aspects and practice especially internal marketing is more

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