

Nova School of Business and Economics

International Master in Management

Work Project

Fall semester 2019/2020

Supervising professor: Samantha Sim

Submission date: 03 January 2020

How do turnover intentions in resilient employees look like?

Julia Susanne Heil

Student ID: 33486

Abstract

The work project “How do turnover intentions in resilient employees look like?” aims at bringing research attention to formerly unconsidered perspectives of resilience. While previous research found that this psychological characteristic directly lowers turnover intentions in employees, this study revealed that highly resilient individuals who perceive a career limit in the company they work for have stronger intentions to quit compared to workers with a lower level of resilience. The hypothesis that resilience moderates the relationship between job embeddedness and turnover intentions was not supported but statistical analyses indicate that both job embeddedness and job satisfaction significantly lower turnover intentions.

List of keywords

- Turnover intentions
- Resilience
- Perceived career limits
- Job embeddedness

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

Table of Contents

1	Introduction	4
2	Theoretical background.....	5
2.1	Turnover intentions.....	5
2.2	Job embeddedness	7
2.3	Career success & perceived career limits	9
2.3.1	Career success	9
2.3.2	Perceived career limits	10
2.4	Resilience.....	11
3	Method	17
3.1	Sample & procedure	17
3.2	Measures	18
3.3	Statistical analysis & results	19
4	Discussion	21
4.1	Practical implications	23
4.2	Limitations.....	24
4.3	Directions for future research	25
5	Bibliography.....	27
6	Appendix	33

1 Introduction

The question why employees leave an organization has not only attracted many researchers but is also of main interest for top-level managers (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001). This is not surprising given that employee turnover entails high costs for organizations and is especially dysfunctional in case employees are profitable or have developed large customer networks (Hayes & Schaefer, 1999). According to Griffeth and Hom (2001), workflow disruptions and the expensive as well as time-consuming process of recruiting, selection and newcomer training are additional adverse effects that accompany employee turnover.

A key factor that was found to mitigate turnover intentions is job embeddedness. According to Mitchell et al. (2001), this aspect describes a person's connections to other teams, groups and people, how the fit with the job and community is perceived as well as the estimated sacrifices in case of quitting the current job. Job embeddedness can therefore be considered a web that consists of connections to work and nonwork groups and friends as well as the physical environment a person is surrounded by (Mitchell et al., 2001).

Even though various factors such as job embeddedness foster job retention, other aspects can lead to employee turnover. In this context, perceiving a career limit is a circumstance that can result in dissatisfaction as well as frustration and can consequently cause an employee to look for alternative, external job opportunities that may be more favourable for a career development (Zhao & Zhou, 2008).

Resilience, which according to Luthans (2002) enables people to adjust in a positive way to adverse events, was found to be negatively related to turnover. This leads to the question if this variable moderates and even strengthens the negative relationship between job embeddedness and turnover intentions.

Given that resilience also lowers job demands such as burnout, stress as well as emotional exhaustion and is positively associated with job resources (e.g. job satisfaction and coping skills), organizations benefit from highly resilient employees and often offer specific trainings that foster this psychological characteristic (Yu, Raphael, Mackay, Smith, & King, 2019). Another interesting finding regarding this variable is that highly resilient individuals show an increased curiosity and openness to change (Tugade & Fredrickson, 2004) as well as new experiences (Block & Kremen, 1996). In addition, Block and Kremen (1996) found that individuals with a high level of resilience tend to cope better with fuzzy and unstructured circumstances.

In case an individual perceives a career limit and intends to quit, job search and starting in a new job would be the consequences (unless the person is about to retire). Both processes were found to include many stressful situations, potential frustrations and disappointments as well as uncertainties (Stumpf, Colarelli, & Hartman, 1983; Louis, 1980a).

This leads to the interesting (and so far unexplored) question if highly resilient employees might be less discouraged from these challenging circumstances and have higher turnover intentions once they perceive a career limit in their current organization.

2 Theoretical background

In order to provide an understanding of the theoretical background of the hypotheses, the variables turnover intentions, job embeddedness, perceived career limits and resilience are explained in the following sections.

2.1 Turnover intentions

Diverse disciplines such as work and organizational psychology as well as labour economics have focused on analysing turnover intentions since the beginning of the 20th century (Hom, Mitchell, Lee, & Griffeth, 2012). In this context, traditional research has typically equated turnover with employees quitting the organization they worked for. Individuals who decided

to change the employer have been named leavers while those who intended to continue their employment relationship were classified as stayers.

Most of today's research on possible factors that foster an employee's intentions to quit is derived from March and Simon's (1958) theory which suggests that voluntary turnover is determined by the combination of two factors: the perceived ease of movement and the desirability of leaving the job. The first component is reflected by job alternatives which are typically represented by the job market while the second factor is usually measured in terms of job satisfaction. Mobley (1977) describes the interaction of job alternatives and job attitudes as follows: employees first become dissatisfied with their jobs, start looking for alternative options which are then compared to the present employment and, in case one of the alternatives is considered superior to the current one, leave the organization.

The question why employees leave an organization is a research topic which has not only challenged many social scientists but also top-level managers. Even though companies can benefit from low performers leaving an organization when replacement costs are moderate and successors are expected to show a superior performance, the leaving costs of high performers are dysfunctional for an organization – not only in monetary terms, but also regarding proprietary knowledge and customer networks (Hollenbeck & Williams, 1986). The cost of turnover may include expenses for recruiting, selection and training of new employees and especially highly valued employees at more senior job levels are difficult and expensive to replace since performance differences are greater in more complex jobs (Boudreau, 1992). Therefore, it is crucial to identify factors that mitigate turnover intentions.

In this context, job satisfaction and organizational commitment are two aspects that were found to be negatively related to turnover (Jaros, 1997).

Job satisfaction is determined by various workplace resources such as leader support (Gerstner & Day, 1997), colleague support (Rentsch, 1990), satisfaction with the salary (Motowidlo, 1983) as well as physical resources at the workplace (Bakker & Demerouti, 2007).

In addition to these factors, job characteristics have been revealed to influence job satisfaction as a function of an employee's age. Zaniboni, Truxillo and Fraccaroli (2013) found that older employees especially value using various skills at work which they have accumulated throughout their lifetime whereas younger employees show higher job satisfaction and lower turnover intentions when they were given tasks that include a high level of task variety. This can be explained by the fact that executing different tasks is considered an opportunity to acquire various skills that are needed to develop a successful career.

2.2 Job embeddedness

In addition to both job satisfaction and organizational commitment, job embeddedness is another factor which is positively associated with a lower likelihood of future turnover (Rubenstein, Kammeyer-Mueller, Wang, & Thundiyil, 2017).

According to Ng (2016), job embeddedness needs time to develop and therefore represents a status that results from past work in an organization. The construct is composed of three different aspects – links, fit and sacrifice – that can be compared to a net in which employees are stuck. Links refer to an individual's (informal or formal) connections to other people, groups and institutions - more precisely, the community of the neighbourhood an employee lives in, different teams a person belongs to as well as work and non-work friends. The strength and amount of links a person has is positively associated with boundedness to the job (Mitchell et al., 2001). While some of the links may be of higher importance than others, the different people an individual is related to, especially family members and colleagues, exert

normative pressure to remain in an organization (Prestholdt, Lane, & Mathews, 1987). In addition, Abelson (1987) reported that being married and having children that need care are further factors that tend to induce an employee to rather stay on a job based on the underlying feeling of (monetary) responsibility for the family.

The second factor of job embeddedness – fit – refers to “an employee’s perceived compatibility or comfort with an organization and with his or her environment” (Mitchell et al., 2001, p. 1104). More precisely, an individual’s values, goals, beliefs, skills and plans should match the organizational culture. High conformity between the two parties results in a strong bond to the firm and is likely to foster employee retention whereas a person-organization misfit was found to be associated with turnover intentions (Villanova, Bernardin, Johnson, & Dahmus, 1994).

Sacrifice, the third part of job embeddedness, includes personal losses, especially psychological as well as material factors and benefits, that would result from quitting the current job. Colleagues or interesting projects are illustrative aspects which could be forfeited. The more an employee would sacrifice in case of changing jobs, the stronger this person is attached to the current job since leaving would imply the loss of these accumulated advantages. In the event of necessary relocation, community sacrifices would be an additional factor that represents constraints to voluntary turnover (Jiang, Liu, McKay, Lee, & Mitchell, 2012).

In conclusion, high levels of job embeddedness imply perceived social obligations to stay on a job. In contrast, employees with less severe relationships in an organization or a community perceive a lower amount of personal sacrifices in case of a job change.

Hypothesis 1: Job embeddedness is negatively related to turnover intentions.

This implies the more embedded people feel to their job, the lower are their intentions to leave the organization they work for.

2.3 Career success & perceived career limits

As described in the previous section of this work project, factors such as job embeddedness mitigate turnover intentions and foster employee retention. However, other aspects in work environments rather induce individuals to leave the organization they work for. In this context, a perceived career limit is a factor that indicates a stagnation in the professional advancement and can consequently lead to dissatisfaction and increased turnover intentions (Shields & Ward, 2001).

2.3.1 Career success

Since more than 55% of adult US citizens derive their self-identity from their jobs (Riffkin, 2014) and most individuals spend a large amount of time engaged at their workplace, career success has been a construct of interest for many researchers.

This term is defined by Seibert and Kraimer (2001, p. 2) as “the accumulated positive work and psychological outcomes resulting from one’s work experiences”. In this context, Hughes (1937) distinguishes between the objective and subjective career. The first aspect is both directly measurable and observable and therefore refers to verifiable success indicators such as promotions, salary, occupational status as well as salary growth (Heslin, 2005).

Subjective career success is characterized by the feelings, emotions, perceptions and attitudes an employee has towards his or her accomplishments in the personal career. Measures of this career success component are therefore broadly diversified and include - among other factors - organizational commitment, job satisfaction and professional identification (Judge, Cable, Boudreau, & Bretz, 1995).

In terms of career types, linear and non-linear careers can be differentiated. While the first mentioned factor represents the process of progressively moving up the career ladder towards a more senior position that includes a higher authority level in hierarchical organizational (Brousseau, Driver, Eneroth, & Larsson, 1996), the second type describes the commitment to

develop a high level of expertise in a particular skill or field in the long term or even the search for personal values before committing to a career that meets these principles and beliefs. The pursuit of this goal may result in changes of professional and organizational areas which often do not seem to be linked to each other (Sturges, 1999).

Employees pursuing a linear career have the possibility to set their achievements in relation to the attainments of other individuals (e.g. their organizational cohort). This can be referred to Festinger's social comparison theory (1954) which postulates that people intend to gain an accurate self-evaluation by means of comparing themselves to other people in similar positions and circumstances. In an organizational context, especially promotions or raises can serve as benchmarks for comparisons among colleagues. These reference points are used when work-related outcomes are evaluated (Heslin, 2005).

In addition, in order to assess their career success, employees also use self-referent criteria. As an example, employees set personal career goals like the objective to earn a specific amount of money by a certain age and verify whether they are still on schedule.

Lawrence (1984) conducted a study with 488 managers and found that employees, who felt they were behind the schedule and should have reached a higher position at their age, had more negative attitudes towards work and were less satisfied with their career compared to colleagues who considered themselves on schedule. These findings are based on the fact that the age distribution in companies forms an implicit career timetable and managers have a feeling of which hierarchical position they should have reached at a given age.

2.3.2 Perceived career limits

Promotions are the key to hierarchical advancement in organizations and considered one of the most desirable rewards in an organizational setting. They offer the opportunity to not only obtain an enhanced and increased symbolic status within a firm, but also frequently include material rewards. Even though they are intended to serve as a motivational factor that gives

hope to the maximum number of workers and companies frequently use them as an incentive to employees to make a greater effort, the number of individuals who will be finally promoted is limited – especially towards more senior positions (Rosenbaum, 1979).

In this context, not only employees who have recently received a promotion show higher levels of job satisfaction, but also workers who are convinced they will soon be promoted (Pergamit & Veum, 1999). By contrast, Shields and Ward (2001) found that dissatisfaction with personal promotion and career opportunities in the firm a person currently works for results in greater turnover intentions compared to dissatisfaction with salary or workload. In addition, Veiga (1981) found that two major factors are the reason for a manager's intention to change the employer: career impatience as well as the fear of career stagnation.

Hypothesis 2: Perceived career limits are positively related to turnover intentions. This implies the more an employee perceives there is no more possible career development in the organization he/she works for, the higher are this person's intentions to quit.

2.4 Resilience

Another factor that is related to turnover is resilience. However, contrary to the fear of career stagnation, this psychological characteristic was found to mitigate intentions to quit and is positively related to job satisfaction as well as performance (Bakker & Schaufeli, 2008).

Luthans (2002, p. 702) defined resilience as “the developable capacity to rebound or bounce back from adversity, conflict, and failure or even positive events, progress and increased responsibility”. Together with confidence or self-efficacy, hope and optimism, resilience is considered an element of Positive Organizational Behaviour which is “the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace” (Luthans, 2002b, p. 59). In an organizational setting, job demands such as

burnout, workplace bullying, stress and posttraumatic stress disorder are negatively related to resilience while a positive association exists between this psychological characteristic and job resources (e.g. wellbeing, coping skills, social support etc.) as well as job retention (Bakker & Demerouti, 2007). These factors could imply that employees who feel highly embedded in their job are even less likely to (voluntarily) leave the organization they work for.

Hypothesis 3: Resilience moderates the relationship between job embeddedness and turnover intentions. Among people with high resilience, the negative relationship between job embeddedness and turnover intentions will be even stronger than among people with low resilience.

Resilience can be further developed through training interventions (Bonanno, 2005) which can result in positive outcomes concerning well-being (e.g. a decreased depression risk) as well as performance advantages like an increase in goal achievements (Grant, Curtayne, & Burton, 2009). Additional reported consequences of resilience training are a higher productivity and behavioural performance (Arnetz, Nevedal, Lumley, Backman, & Lublin, 2009). The positive outcomes of interventions to strengthen resilience in employees have caused many employers to offer similar trainings in organizations. However, it needs to be noted that these training programs vary regarding both their content and pedagogical concept. Referring to this finding, Robertson, Cooper, Sarkar and Curran (2015) conducted a meta-analysis including studies that investigated outcomes of resilience training and found that most programmes use a cognitive-behavioural approach to develop the personal characteristic. Comparing different teaching approaches resulted in the fact that no specific training content or format was found to be the most effective.

The development of resilience in employees might be a key factor of organizational success in today's turbulent and dynamic work environments (King, Newman, & Luthans, 2016) which is characterised by employees experiencing more stress compared to former times (Luthans,

Vogelgesang, & Lester, 2006). Therefore, the researchers postulate that organizations with resilient employees will be more adaptive to changes and successful in the course of time.

In case an employee perceives a career limit, decides to quit an occupational relationship with an employer and start a new position in an unfamiliar organization, resilience might help the individual to cope with the experience of stress during the processes of both job search and the initial period working in the unfamiliar professional setting.

Job search, which is defined as “the process by which individuals identify, investigate, and decide among alternative job opportunities” (Barber, Daly, Giannantonio, & Phillips, 1994, p. 739) consists of different stages. According to Blau (1993), two phases need to be distinguished: a preparatory phase, which is characterized by a broad search for potential jobs in order to identify as many appropriate jobs as possible, and an active phase that represents the acquisition of concrete details about prospective positions as well as actual applications. Independent from the final outcome, both phases require job searchers to invest personal resources such as time, effort and money, be flexible in using different sources (e.g. newspapers, Internet, agencies, friends, relatives etc.) and probably change their strategy over time.

These factors indicate that high levels of stress and potential frustration are associated with job search (Stumpf et al., 1983). More precisely, since jobs are a crucial part of the self-concept, the feeling of not being able to find an appropriate employment can lead to adverse psychological conditions that can also be induced by rejection which is a normal part of the application process and can also happen to candidates who are very well-qualified (Caplan, Vinokur, Price, & van Ryn, 1989). Since Luthar, Cicchetti and Becker (2000) found that resilient individuals usually return to normal functioning after a traumatic incident such as September 11th while less severe situations like a role restructuring or job redesign can even

result in an increased performance that exceeds the former results shown by this person, highly resilient individuals might more effectively deal with these challenging circumstances that accompany job search.

Since this procedure also involves many uncertainties (e.g. waiting for responses to applications etc.), Barber et al. (1994) postulate that stress increases during the job search process. Consequently, withdrawal or avoidance are possible reactions that could also lead to psychological consequences such as a lowered self-esteem. However, given that Block and Kremen's study in 1996 revealed that individuals with high levels of resilience are more likely to cope with unstructured and fuzzy situations, they might be less discouraged from these uncertainties.

A successful job search leads to a new chapter in the personal career - the start in a new organization. However, like the previously described process of looking for a job, entering an unfamiliar firm is accompanied with stress and additional psychologically challenging circumstances. In this context, unmet expectations towards the new workplace are a key factor that results in disappointment, a decline in trust, reduced organizational commitment and potential turnover (Zhao, Wayne, Glibkowski, & Bravo, 2007). The term describes the discrepancy between expectations the new organizational member initially held and the actual experience at the new workplace (Katzell, 1968). Since resilient individuals were found to show higher engagement at work (Mache, Vitzthum, Wanke, Groneberg, Klapp, & Danzer, 2014), it is likely that they will condone these surprises and rather focus on work which would mitigate the lowered organizational commitment. In addition, work engagement is an antagonist to turnover (Schaufeli & Bakker, 2004) and could therefore also reduce the intentions to quit resulting from unmet expectations.

Apart from unmet expectations, the experience of being new in an unfamiliar organization also includes sensory overload. All surroundings, in both physical and social terms, are

changed and many different cues are captured by the senses of the organizational newcomer who is usually overstrained and incapable of interpreting this input or knowing how to appropriately react to which cue. Consequently, a feeling of disorientation and foreignness are potential factors that determine the entry experience in a new organization (Louis, 1980b). Since Luthans (2002) described resilience not only as the capacity to bounce back from adversity but also to enable individuals to cope with (positive) overwhelming impressions and events, sensory overload in the initial period might not affect highly resilient employees to the same extent as workers with a lower level of this characteristic.

Coping with changes is a further necessary part of successfully integrating into a new organizational setting and often very difficult for individuals. This fact was especially analysed by Coch and French (1948) who found that new circumstances are frequently accompanied by the feeling of uncertainty and the fear of failure – especially in the beginning when unfamiliar tasks need to be faced. However, Tugade and Fredrickson (2004) discovered that resilient employees are more open to changing demands at work that require flexibility. For example, faced with a massive corporate downsizing, resilient employees were found to maintain their usual levels of happiness, performance and health (Maddi, 1987, as cited in Luthans, Avolio, Avey, & Norman, 2007). Consequently, they might not consider the new situation an adverse event, but rather a new chance. In this context, Block & Kremen (1996) also reported curiosity and openness to new experiences to be additional factors that characterize resilient employees.

The process of organizational socialization familiarizes the individual with the goals, values, structures, rules, processes and policies of the company which helps to interpret and give meaning to the different new impressions (Wanous & Reichers, 2000). Even though firms usually plan onboarding processes for new employees, Snell (2006) criticizes that the focus typically does not lie on the individual needs of a newcomer, but rather on the organization

and its goals. This often results in a high volume of overwhelming information that is impossible for the new employee to handle or memorize. Based on Bakker & Schaufeli's (2008) finding that resilient individuals show greater commitment at work, they might become less discouraged from this information overload and keep their curiosity and motivation. In addition, since resilience is positively related to job satisfaction as well as performance (Bakker & Schaufeli, 2008), employees with a high level of this characteristic could be less likely to become dissatisfied and have less difficulties memorizing the large amount of information.

In conclusion, even though resilience is generally negatively associated with turnover intentions (Bakker & Schaufeli, 2008), highly resilient employees who perceive a career limit might be more willing to accept and less discouraged from the stress which is associated with job search and starting a new job. It is therefore assumed that they are more likely to have turnover intentions once they perceive a career limit:

Hypothesis 4: Resilience moderates the relationship between perceived career limits and turnover intentions. Among people with high resilience, the positive relationship between perceived career limits and turnover intentions will be even stronger than among people with low resilience.

The following model illustrates all four previously presented hypotheses:

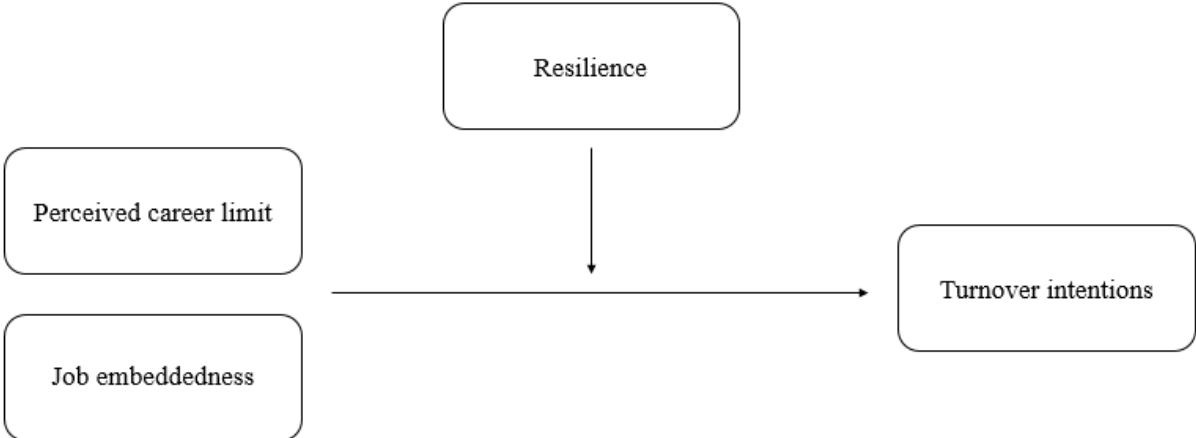


Figure 1. Conceptual model.

3 Method

In order to test the four hypotheses, a quantitative survey was conducted and statistically analysed.

3.1 Sample & procedure

The initial sample was composed of $N = 428$ individuals through convenience sampling and spread by means of message services such as WhatsApp and social media (e.g. Facebook, Instagram, LinkedIn). Since only responses of working individuals should have been taken into consideration for this study, 22 were automatically sorted out due to unemployment at the time of participation. Additionally, three participants were already retired and therefore also prevented from further participation in the study. 42 people were excluded because they just answered the first question whereas 33 stopped the questionnaire at a later stage and did not complete it. Analysing the z-standardised values of the duration respondents needed to complete the survey did not show any outliers regarding a potential too short duration. The final sample consisted of $N = 328$ participants (206 female, 122 male; mean age = 33.65 years, $SD = 11.80$). The majority of the study participants (61.0%) was full-time employed, with an average tenure of 7.47 years in their current organization ($SD = 8.62$) and 3.24 ($SD = 1.94$) previous employers. The breakdown of job sectors and nationalities can be seen in table 1 and 2 in the appendix.

Participation in the study was voluntary, not paid and participants had the chance to withdraw from answering the questions at any time. Two versions of the study existed: An English and a German questionnaire. The English version was translated into German which was then translated back to English, following back-translation guidelines by Brislin (1970). After initial modifications regarding some terms, external bilingual observers agreed that both versions were literally identical. The amount of valid responses for the German version was 284; the English version accounted for the remaining 44 valid answers. The questionnaire was

created with Qualtrics. Participants answered the survey either on a computer or with a mobile device.

3.2 Measures

The survey contained measures of resilience, turnover intentions, job embeddedness, perceived career limits along with demographic and control variables, which were the two factors March and Simons (1958) consider determinants of voluntary turnover – ease of movement and job satisfaction.

Resilience Scale. Resilience was measured by means of the Brief Resilience Scale (Smith, Dalen, Wiggins, Tooley, Christopher, & Bernhard, 2008). This measurement contained six items and responses were on a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. Cronbach's $\alpha = .76$.

Turnover Intentions Scale. Turnover intentions were assessed with three items developed by Mobley, Horner and Hollingsworth (1978). The items included “I often think about quitting my present job”, “I will probably look for a new job next year” and “As soon as possible, I will leave the organization”. The previously used five-point Likert scale was applied again. Cronbach's $\alpha = .90$.

Job Embeddedness Scale. 18 items taken from Felps, Mitchell, Hekman, Lee, Holtom and Harman (2009) measured job embeddedness and responses were again rated on the described five-point Likert scale. Cronbach's $\alpha = .83$.

Perceived career limits. “How many career levels do you think you could move up in your current organization?” was the question used to measure the perceived career limit of respondents. In this context, the answer “I could not move up at all” represented a high career limit whereas “I could move up four or more career levels” illustrated the opposite.

Control Variables. Furthermore, the two determinants of turnover according to March and Simon (1958) – ease of movement and desirability of leaving the job (measured by job

satisfaction) – were investigated. While the first aspect was measured by the question “I could easily find another appropriate job”, accompanied by a five point Likert scale ranging from (1) strongly disagree to (5) strongly agree, the second factor was analysed using the job satisfaction subscale of The Michigan Organizational Assessment Questionnaire (MOAQ-JSS) developed by Cammann, Fichman, Jenkins and Klesh (1979). Cronbach’s $\alpha = .87$.

Demographic Variables. Age, gender, nationality, the sector a person works for, the amount of years a participant already works in the current organization as well as the number of previous employers were assessed.

3.3 Statistical analysis & results

Means, standard deviations and variable intercorrelations are reported in table 3. While resilience is significantly positively correlated with job embeddedness ($r = .17, p < .01$), a negative association ($r = -.16, p < .01$) exists with turnover intentions which supports previous research (Yu et al., 2019). In addition, in line with Youssef and Luthans’ (2007) findings, a significant association can be noticed between resilience and job satisfaction ($r = .19, p < .01$). As expected, job embeddedness is positively correlated with job satisfaction ($r = .54, p < .01$) as well as the number of years spent in the current organization ($r = .16, p < .01$).

Interestingly, a positive association can be found between job embeddedness and the desired future position in the current company ($r = .16, p < .01$).

Another surprising result is that no significant correlation can be revealed between perceived career limits and turnover intentions. However, positive correlations of perceived career limits with age ($r = .39, p < .01$), years already spent in the current organization ($r = .26, p < .01$), as well as the current position ($r = .26, p < .01$) are demonstrated.

Turnover intentions are significantly negatively correlated with age ($r = -.17, p < .01$), years spent in the current organization ($r = -.19, p < .01$), job satisfaction ($r = -.69, p < .01$) and job

embeddedness ($r = -.47, p < .01$) which is consistent with results of Rubenstein et al. (2017) and Jaros (1997).

In order to test the four hypotheses, multiple regressions were used. The results are revealed in table 4 and 5.

A baseline regression model (model 1, table 4 and 5) including all control variables was used as a starting point for the hypotheses.

As shown in the model, the control variables explain 51.4% of the variance in the dependent variable (turnover intentions). However, a closer look at the results shows that job satisfaction is the only significant control variable that has a very strong effect on this relationship (unstandardized $B = -.94, SE = .06, t = -16.89, p < 0.01$) and is therefore the single variable that is accountable for the explanation of around half of the variance in turnover intentions.

Table 4 illustrates the results for the first and third hypothesis (“Job embeddedness is negatively related to turnover intentions” and “Resilience moderates the relationship between job embeddedness and turnover intentions”). Adding both job embeddedness and resilience to the baseline model results in the finding that 1.4% more variance in turnover intentions are explained due to the addition of these two variables (table 4, model 2). However, only job embeddedness serves as a significant factor (unst. $B = -.25, SE = .10, t = -2.53, p < 0.05$) that accounts for the increase in R^2 – supporting hypothesis 1 – while resilience does not have a significant influence. To test whether resilience moderates the relationship between job embeddedness and turnover intentions, model 3 introduces the variable “job embeddedness X resilience” but shows that no interaction effect of these two variables exists (unst. $B = -.01, SE = .04, t = -.22, p > 0.05$). This finding reveals that resilience does not moderate the relationship between job embeddedness and turnover intentions and therefore rejects hypothesis 3. The lack of interaction is illustrated in graphic 1.

Table 5 illustrates the results for the second and fourth hypothesis (“Perceived career limits are positively related to turnover intentions” and “Resilience moderates the relationship between perceived career limits and turnover intentions”). It was found that adding both perceived career limit and resilience to the baseline model does not result in significant changes of the coefficient of determination (unst. $B = .04$, $SE = .06$, $t = .64$, $p > 0.05$ for perceived career limit and unst. $B = -.09$, $SE = .06$, $t = -1.60$, $p > 0.05$ for resilience) which rejects hypothesis 2. However, model 3 (in table 5) reveals that a significant interaction of both variables (perceived career limit X resilience) exists (unst. $B = .12$, $SE = .06$, $t = 2.09$, $p < 0.05$) which supports hypothesis four and shows that resilience moderates the relationship between perceived career limits and turnover intentions. Graphic 2 illustrates this interaction effect and reveals a positive relationship between the perceived career limit and turnover intentions in case of high resilience as well as a negative relation between the independent and depended variable when an individual has low resilience values.

Table 6 in the appendix reveals a summary of all four hypotheses and their outcomes.

4 Discussion

The main aim of this study was to investigate so far unknown relationships between turnover, resilience, job embeddedness and perceived career limits. While previous studies have mainly focused on direct positive effects of resilience, this work project is one of the first that analysed whether resilience might moderate the relationship between job embeddedness and turnover intentions as well as perceived career limits and the aforementioned variable.

The study revealed a positive relationship between a perceived career limit and turnover intentions in case an employee is highly resilient. In other words, employees who are characterized by high levels of resilience have stronger intentions to quit their job compared to those with lower levels of this psychological characteristic once they feel their career development is limited in the organization they work for. Surprisingly, and contrary to Martin

(1979) who found a negative relationship between perceptions of limited promotion chances and the intention to leave the organization, without considering the moderating effect of resilience, no significantly positive relationship was found between perceived career limits and the propensity to quit. Since job satisfaction was shown to be a very strong antagonist to turnover intentions which was also reported by Jaros (1997), it might be that even though employees consider their current organizational career chances limited, they are satisfied with their job and may not intend to pursue a steep career. This explanation is supported by Brett, Stroh and Reilly's (1993) finding that ambition at work mainly determines how likely a person is willing to change the job in favour of more promising career perspectives.

In addition, the study revealed that resilience does not moderate the relationship between job embeddedness and turnover intentions, but higher levels of job embeddedness were found to significantly lower an employee's intentions to quit a job (when resilience was not considered) which supports previous findings (Mitchell et al., 2001).

Resilience might not moderate this relationship given that job embeddedness might be related to job satisfaction: Embeddedness takes time to develop (Ng, 2016) which implies repeated interactions with colleagues over time that in turn were found to lead to greater levels of mutual liking (Bornstein, 1989). Convenient relations with colleagues are a key determinant of job satisfaction (Rentsch, 1990) which was found to be a very strong antagonist of turnover. Even though resilience was found to also lower the intentions to quit (Bakker & Schaufeli, 2008), this influence might have been too weak to be significant in comparison to job embeddedness and its previously described relationship with job satisfaction.

As indicated, the analysis of the control variables resulted in the outcome that job satisfaction turned out to show a very strong negative relation with turnover intentions: the more an individual is satisfied with his/her job, the lower are this person's intentions to quit. This

finding supports the March and Simon's (1958) theory that this factor determines turnover intentions.

4.1 Practical implications

Based on various previous studies which showed how organizations can benefit from highly resilient employees, many employers offer resilience trainings in order to strengthen this factor in their employees. However, this work project revealed that high resilience levels in employees can also lead to stronger intentions to quit in response to perceived career limits. Even though resilience trainings might therefore probably, at a first glance, seem to be dysfunctional to the firm, it needs to be mentioned that relationships do not necessarily end after an employee leaves the organization. Companies should intend to foster the relationship to a person who leaves the firm in good terms since business-to-business (B2B) networks might be built or this former employee becomes a future customer etc.

Since this study found that highly resilient employees are more likely to have turnover intentions in case they perceive a career limit, this implies that employers need to convey the impression that promotions and career progress are still possible for these prized workers if they want to keep them in the company. Since it is evident that not every employee can be promoted (Rosenbaum, 1979), managers are advised to think about additional small motivational career levels that can be reached and thus maintain the feeling that the company allows for further career progression.

Even though resilience was not found to be moderating the relationship between job embeddedness and turnover intentions, the independent variable significantly affects the latter factor. This results in the implication that companies should invest in strengthening the “webs” employees are stuck in. This could for example include fostering team work and group activities in order to increase the links between colleagues and establish a sense of

community as well as the feeling of each employee that he/she is an indispensable component of the group. In addition, companies could also strengthen the connections between employees and the local community. For instance, a possible action would be to establish a social community day (e.g. once a year). During this day, employees would be released from their usual job in order to help their local environment. This could mean renovating a kindergarten, helping in a local animal shelter etc. which would strengthen the connection to the neighbourhood and create a feeling of belongingness.

In addition, Rubenstein et al. (2017) suggest that job embeddedness can also be strengthened by recruiting family members, friends or further referrals of employees. This technique leads to an establishment of relationships with current employees and the firm even before a referral has started to work in the organization and consequently fosters job embeddedness.

4.2 Limitations

As an early study into the question of interaction effects of perceived career limits and resilience on turnover intentions, this study is not without limitations.

Even though individuals from different countries participated in the study, the vast majority consisted of German citizens. Therefore, it is questionable if the results of this research study could be generalized to other cultures. Another aspect that was not taken into consideration was the increasingly relevant model of fixed-term contracts. In the present study, one of the items measuring turnover intentions in the present study was “I will probably look for a new job in the next year”. Even though employees with a fixed-term contract might like to stay on their current job, they probably need to agree with this statement since their employment relationship will automatically end after a specific time which results in the necessity to search for a new employer. Therefore, the commonly used measures for voluntary turnover intentions should be complemented by a question asking about the contract type.

4.3 Directions for future research

The findings of this study lead to potential additional interesting questions that could be considered topics for future research. In this context, it would be informative to analyse which factors exactly determine the attractiveness of the perception of (preferably) unlimited career prospects since it is not yet explored if the possibility to carry more responsibility, monetary aspects, new tasks and learning opportunities or other factors make promotions appealing. Since a lot of companies nowadays intend to reduce the number of hierarchical layers (Marschan, Welch, & Welch, 1996), future research is encouraged to examine if these organizations are perhaps more likely to lose their highly resilient employees since it could be assumed that workers might perceive a very low probability to receive one of the few promotion possibilities.

While this study assumed that the reason for the interaction effect of resilience and perceived career limit on turnover intentions lies in the enhanced ability to cope with stress associated with job search and starting in a new job, further research needs to analyse if both factors can be held accountable or if other reasons led to the proven interaction.

Given that Lawrence (1984) found that an implicit promotion schedule is perceived by managers, future research could also aim at finding out if career limits might not only be perceived in case a company offers limited promotion opportunities but also when these prospects exist, but an employee feels he/she is already behind this schedule and has lost hope to get soon the possibility to hierarchically move up. This would also highlight the importance of regular communication between employer and employee since the first might not know the other person feels uncomfortable with the current position and could therefore probably prevent unexpected turnover.

The finding that job embeddedness significantly inhibits turnover intentions but usually takes time to develop (Ng, 2016) leads to the question if employees who often change their jobs

might restrict personal efforts to establish this fit or even intend to build fragile links (Rubenstein et al., 2017).

Since job satisfaction was found to have a very strong (negative) effect on turnover intentions, it would be interesting to further analyse if specific organizational strategies could lead to high job satisfaction shortly after a person has started working in this organizations and if this effect could dominate weak job embeddedness and consequently decrease job-hopping behaviour in employees.

Recent work revealed organizational pride to be negatively related to turnover (Kraemer & Gouthier, 2014). This leads to the interesting question if and how this variable might be related to job embeddedness and whether employees working for a very prestigious company might feel more quickly embedded at work given that they probably might be very proud of working for this organization and highly identify with it.

In conclusion, this work project supported previous findings that job embeddedness mitigates turnover intentions but was the first to reveal that an interaction of perceived career limit and resilience significantly affects intentions to quit a job. More precisely, a positive relationship between perceived career limit and turnover intentions exists for highly resilient employees while this connection turned out to be negative for less resilient individuals. This implies that workers who more effectively deal with stress and adverse events are more likely to quit their job in case they perceive their career is limited in the current organization. Consequently, employers are required to develop solutions to stimulate the perception among highly resilient employees that the firm allows for personal career progression. Future research is still needed to determine the exact factors that underlie these findings.

5 Bibliography

- Abelson, Michael A. 1987. "Examination of avoidable and unavoidable turnover." *Journal of Applied Psychology*, 72(3): 382-386.
- Arnetz, Bengt B., Nevedal, Dana C., Lumley, Mark A., Backman, Lena, & Lublin, Ake. 2009. "Trauma resilience training for police: Psychophysiological and performance effects." *Journal of Police and Criminal Psychology*, 24(1): 1-9.
- Bakker, Arnold B., & Demerouti, Evangelia. 2007. "The job demands-resources model: State of the art." *Journal of Managerial Psychology*, 22(3): 309-328.
- Bakker, Arnold B., & Schaufeli, Wilmar B. 2008. "Positive organizational behavior: Engaged employees in flourishing organizations." *Journal of Organizational Behavior*, 29(2): 147-154.
- Barber, Alison E., Stamper, Christina L., Giannantonio, Cristina M., & Phillips, Jean M. 1994. "Job search activities: An examination of changes over time." *Personnel Psychology*, 47(4): 739-766.
- Bedeian, Arthur, Kemery, Edward, & Pizzolatto, Allayne. 1991. "Career commitment and expected utility of present job as predictor of turnover intentions and turnover behaviour." *Journal of Vocational Behavior*, 39(3): 331-343.
- Blau, Gary. 1993. "Further exploring the relationship between job search and voluntary individual turnover." *Personnel Psychology*, 46(2): 313-330.
- Block, Jack, & Kremen, Adam M. 1996. "IQ and ego-resiliency: Conceptual and empirical connections and separateness." *Journal of Personality and Social Psychology*, 70(2): 349-361.
- Bonanno, George A. 2005. "Clarifying and extending the construct of adult resilience." *American Psychologist*, 60(3): 265-267.
- Bornstein, Robert F. 1989. "Exposure and affect: Overview and meta-analysis of research, 1968-1987." *Psychological Bulletin*, 106(2): 265-289.
- Boudreau, John W. 1992. "Utility analysis for decisions in human resource management." In M. D. Dunnette & L. M. Hough (Eds.). *Handbook of industrial and organizational psychology*, 2(2): 621-745. Palo Alto, CA: Consulting Psychologists Press.
- Brett, Jeanne M., Stroh, Linda K., & Reilly, Anne H. 1993. "Pulling up roots in the 1990s: Who is willing to relocate?" *Journal of Organizational Behavior*, 14(1): 49-60.
- Brislin, Richard W. 1970. "Back-translation for cross-cultural research." *Journal of Cross-Cultural Psychology*, 1(3): 185-216.
- Brousseau, Kenneth R., Driver, Michael J., Eneroth, Kristina, & Larsson, Rikard. 1996. "Career pandemonium: Realigning organizations and individuals." *Academy of Management Executive*, 10(4): 52-66.

- Cammann, Cortlandt, Fichman, Mark, Jenkins, Douglas, & Klesh, John. 1979. "The Michigan Organizational Assessment Questionnaire." *Unpublished manuscript*, University of Michigan, Ann Arbor.
- Caplan, Robert D., Vinokur, Amiram D., Price, Richard H., & Van Ryn, Michelle. 1989. "Job seeking, reemployment, and mental health: A randomized field experiment in coping with job loss." *Journal of Applied Psychology*, 74(5): 759-769.
- Coch, Lester, & French, John R. R. 1948. "Overcoming resistance to change." *Human Relations*, 1(4): 512-532.
- Felps, Will, Mitchell, Terence R., Hekman, David R., Lee, Thomas W., Holtom, Brooks. C., & Harman, Wendy S. 2009. "Turnover contagion: How coworkers' job embeddedness and job search behaviors influence quitting." *Academy of Management Journal*, 52(3): 545-561.
- Festinger, Leon. 1954. "A theory of social comparison processes." *Human Relations*, 7(2): 117-140.
- Gerstner, Charlotte R., & Day, David V. 1997. "Meta-analytic review of leader-member exchange theory: Correlates and construct issues." *Journal of Applied Psychology*, 82(6): 827-844.
- Grant, Anthony M., Curtayne, Linley, & Burton, Geraldine. 2009. "Executive coaching enhances goal attainment, resilience and workplace well-being: A randomized controlled study." *The Journal of Positive Psychology*, 4(5): 396-407.
- Hayes, Rachel, & Schaefer, Scott. 1999. "How much are differences in managerial ability worth?" *Journal of Accounting and Economics*, 27(2): 125-148.
- Heslin, Peter A. 2005. "Conceptualizing and evaluating career success." *Journal of Organizational Behavior*, 26(2): 113-136.
- Hollenbeck, John R., & Williams, Charles R. 1986. "Turnover functionality versus turnover frequency: A note on work attitudes and organizational effectiveness." *Journal of Applied Psychology*, 71(4): 606-611.
- Hom, Peter W., Mitchell, Terence R., Lee, Thomas W., & Griffeth, Rodger W. 2012. "Reviewing employee turnover: Focusing on proximal withdrawal states and an expanded criterion." *Psychological Bulletin*, 138(5): 831-858.
- Houghes, Everett C. 1937. "Institutional office and the person." *American Journal of Sociology*, 43(3): 404-413.
- Hulin, Charles L. 1968. "Effects of changes in job-satisfaction levels on employee turnover." *Journal of Applied Psychology*, 52(2): 122-126.
- Jackofsky, Ellen F. 1984. "Turnover and job performance: An integrated process model." *Academy of Management Review*, 9(1): 74-83.

- Jaros, Stephen J. 1997. "An assessment of Meyer and Allen's (1991) three-component model of organizational commitment and turnover intentions." *Journal of Vocational Behavior*, 51(3): 319-337.
- Jiang, Kaifeng, Liu, Dong, McKay, Patrick. F., Lee, Thomas. W., & Mitchell, Terence R. 2012. "When and how is job embeddedness predictive of turnover? A meta-analytic investigation." *Journal of Applied Psychology*, 97(5): 1077-1096.
- Judge, Timothy A., Cable, Daniel M., Boudreau, John. W., & Bretz Jr., Robert D. B. 1995. "An empirical investigation of the predictors of executive career success." *Personnel Psychology*, 48(3): 485-519.
- Katzell, Mildred E. 1968. "Expectations and dropouts in schools of nursing." *Journal of Applied Psychology*, 52(2): 154-157.
- King, Danielle D., Newman, Alexander, & Luthans, Fred. 2016. "Not if, but when we need resilience in the workplace." *Journal of Organizational Behavior*, 37(5): 782-786.
- Kraemer, Tobias & Gouthier, Matthias H. 2014. "How organizational pride and emotional exhaustion explain turnover intentions in call centers: A multi-group analysis with gender and organizational tenure." *Journal of Service Management*, 25(1): 125-148.
- Lawrence, Barbara S. 1984. "Age grading: The implicit organizational timetable." *Journal of Occupational Behavior*, 5(1): 23-35.
- Louis, Meryl R. 1980a. "Career transitions: Varieties and commonalities." *Academy of Management Review*, 5(3): 329-340.
- Louis, Meryl R. 1980b. "Surprise and sense making: What newcomers experience in entering unfamiliar organizational settings." *Administrative Science Quarterly*, 25(2): 226-251.
- Luthans, Fred. 2002a. "The need for and meaning of positive organizational behavior." *Journal of Organizational Behavior*, 23(6): 695-706.
- Luthans, Fred. 2002b. "Positive organizational behavior: Developing and managing psychological strengths." *Academy of Management Perspectives*, 16(1): 57-72.
- Luthans, Fred, Avolio, Bruce J., Avey, James B., & Norman, Steven M. 2007. "Positive psychological capital: Measurement and relationship with performance and satisfaction." *Personnel Psychology*, 60(3): 541-572.
- Luthans, Fred, Vogelgesang, Gretchen R., & Lester, Paul B. 2006. "Developing the psychological capital of resiliency." *Human Resource Development Review*, 5(1): 25-44.
- Luthar, Suniya S., Cicchetti, Dante, & Becker, Bronwyn. 2000. "The construct of resilience: A critical evaluation and guidelines for future work." *Child Development*, 71(3): 543-562.

- Mache, Stefanie, Vitzthum, Karin, Wanke, Eileen, Groneberg, David, Klapp, Burghard F., & Danzer, Gerhard. 2014. "Exploring the impact of resilience, self-efficacy, optimism and organizational resources on work engagement." *Work*, 47(4): 491-500.
- Maddi, Salvatore R. 1987. "Hardiness training at Illinois Bell Telephone." In P. Opatz (Ed.), *Health promotion evaluation* (101-115). Stevens Port, WI: National Wellness Institute.
- March, James G., & Simon, Herbert A. 1958. *Organizations*. New York: Wiley.
- Marschan, Rebecca, Welch, Denise, & Welch, Lawrence. 1996. "Control in less-hierarchical multinationals: The role of personal networks and informal communication." *International Business Review*, 5(2): 137-150.
- Martin, Thomas N. 1979. "A contextual model of employee turnover intentions." *Academy of Management Journal*, 22(2): 313-324.
- Mitchell, Terence R., Holtom, Brooks C., Lee, Thomas W., Sablinski, Chris J., & Erez, Miriam. 2001. "Why people stay: Using job embeddedness to predict voluntary turnover." *Academy of Management Journal*, 44(6): 1102-1121.
- Mobley, William H. 1977. "Intermediate linkages in the relationship between job satisfaction and employee turnover." *Journal of Applied Psychology*, 62(2): 237-240.
- Mobley, William H., Horner, Stanley O., & Hollingsworth, Andrew T. 1978. "An evaluation of precursors of hospital employee turnover." *Journal of Applied Psychology*, 63(4): 408-414.
- Motowidlo, Stephan J. 1983. "Predicting sales turnover from pay satisfaction and expectation." *Journal of Applied Psychology*, 68(3): 484-489.
- Ng, Thomas W. H. 2016. "Embedding employees early on: The importance of workplace respect." *Personnel Psychology*, 69(3): 599-633.
- Pergamit, Michael R., & Veum, Jonathan R. 1999. "What is a Promotion?" *Industrial and Labor Relations Review*, 52(4): 581-601.
- Prestholdt, Perry H., Lane, Irving M., & Mathews, Robert C. 1987. "Nurse turnover as reasoned action: Development of a process model." *Journal of Applied Psychology*, 72(2): 221-227.
- Rentsch, Joan R. 1990. "Climate and culture: Interaction and qualitative differences in organizational meanings." *Journal of Applied Psychology*, 75(6): 668-681.
- Riffkin, Rebecca. 2014, August 22. *In US, 55% of workers get sense of identity from their job*. Retrieved from <http://news.gallup.com/poll/175400/workers-sense-identity-job.aspx>
- Rosenbaum, James E. 1979. "Organizational career mobility: Promotion chances in a

- corporation during periods of growth and contraction.” *American Journal of Sociology*, 85(1): 21-48.
- Rubenstein, Alex. L., Kammeyer-Mueller, John D., Wang, Mo, & Thundiyil, Thomas G. 2019. “Embedded at hire? Predicting the voluntary and involuntary turnover of new employees.” *Journal of Organizational Behavior*, 40(3): 342-359.
- Schaufeli, Wilmar B., & Bakker, Arnold B. 2004. “Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study.” *Journal of Organizational Behavior*, 25(3): 293-315.
- Seibert, Scott E., & Kraimer, Maria L. 2001. “The five-factor model of personality and career success.” *Journal of Vocational Behavior*, 58(1): 1-21.
- Shields, Michael A., & Ward, Melanie. 2001. “Improving nurse retention in the national health service in England: The impact of job satisfaction on intentions to quit.” *Journal of Health Economics*, 20(5): 677–701.
- Smith, Bruce W., Dalen, Jeanne, Wiggins, Kathryn, Tooley, Erin, Christopher, Paulette, & Bernard, Jennifer. 2008. “The brief resilience scale: Assessing the ability to bounce back.” *International Journal of Behavioral Medicine*, 15(3): 194-200.
- Snell, Alice. 2006. “Researching onboarding best practice: Using research to connect onboarding processes with employee satisfaction.” *Strategic HR Review*, 5(6): 32-35.
- Stumpf, Stephen A., Colarelli, Stephen. M., & Hartman, Karen. 1983. “Development of the career exploration survey (CES).” *Journal of Vocational Behavior*, 22(2): 191-226.
- Sturges, Jane. 1999. “What it means to succeed: Personal conceptions of career success held by male and female managers at different ages.” *British Journal of Management*, 10(3): 239-252.
- Trevor, Charlie O., Gerhart, Barry, & Boudreau, John W. 1997. “Voluntary turnover and job performance: Curvilinearity and the moderating influences of salary growth and promotions.” *Journal of Applied Psychology*, 82(1): 44-61.
- Tugade, Michele M., & Fredrickson, Barbara L. 2004. “Resilient individuals use positive emotions to bounce back from negative emotional experiences.” *Journal of Personality and Social Psychology*, 86(2): 320-333.
- Veiga, John F. 1981. “Plateaued vs. non-plateaued managers: Career patterns, attitudes and path potential.” *Academy of Management Journal*, 24(3): 566-578.
- Villanova, Peter, Bernardin, H, Johnson, Dennis L., & Dahmus, Sue A. 1994. “The validity of a measure of job computability in the prediction of job performance and turnover of motion picture theater personnel.” *Personnel Psychology*, 47(1): 73-90.
- Wanberg, Connie R., & Banas, Joseph T. 2000. “Predictors and outcomes of openness to changes in a reorganizing workplace.” *Journal of Applied Psychology*, 85(1): 132-142.

- Wanous, John P., & Reichers, Arnon E. 2000. "New employee orientation programs." *Human Resource Management Review*, 10(4), 435-451.
- Youssef, Carolyn M., & Luthans, Fred. 2007. "Positive Organizational Behavior in the Workplace: The Impact of Hope, Optimism, and Resilience." *Journal of Management*, 33(5): 774-800.
- Yu, Fiona, Raphael, Deborah, Mackay, Lisa, Smith, Melody, & King, Anna. 2019. "Personal and work-related factors associated with nurse resilience: A systematic review." *International Journal of Nursing Studies*, 93(1): 129-140.
- Zaniboni, Sara, Truxillo, Donald M., & Fraccaroli, Franco. 2013. "Differential effects of task variety and skill variety on burnout and turnover intentions for older and younger workers." *European Journal of Work and Organizational Psychology*, 22(3): 306-317.
- Zhao, Hao, Wayne, Sandy J., Glibkowski, Brian C., & Bravo, Jesus. 2007. "The impact of psychological contract breach on work-related outcomes: A meta-analysis." *Personnel Psychology*, 60(3): 647-680.
- Zhao, Wei, & Zhou, Xueguang. 2008. "Intraorganizational career advancement and voluntary turnover in a multinational bank in Taiwan." *Career Development International*, 13(5): 402-424.

6 Appendix

Table 1

Breakdown of job sectors.

Job sector	Frequency	Percentage
Accountancy, banking and finance	25	7.6
Consulting	26	7.9
Charity and voluntary work	1	.3
Arts and design	1	.3
Energy	4	1.2
Engineering and manufacturing	18	5.5
Nature, environment and agriculture	2	.6
Healthcare, social care and social work	56	17.1
Hotel industry, hospitality, tourism and event management	28	8.5
Information technology	8	2.4
Law	10	3.0
Law enforcement, police and security	2	.6
Leisure and sport	5	1.5
Marketing, advertising and PR	14	4.3
Media and Internet	11	3.4
Real estate and construction	4	1.2
Public services and administration	31	9.5
Recruitment and HR	8	2.4
Retail	7	2.1
Sales	13	4.0
Sciences and Pharmaceuticals	2	.6
Training and education	9	2.7
Transport and logistics	8	2.4
Other	35	10.7

Table 2
Breakdown of nationalities.

Nationality	Frequency	Percentage
Albanian	1	.3
Austrian	2	.6
Belgian	2	.6
Brazilian/German	1	.3
Bulgarian	1	.3
Colombian	2	.6
Croatian	2	.6
Dutch	1	.3
Ecuadorian	3	.9
Egyptian	10	3.0
Filipino	1	.3
French	1	.3
German	274	83.5
German/Italian	1	.3
German/Turkish	2	.6
German/USA	1	.3
Greek	1	.3
Italian	4	1.2
Kosovan	1	.3
Lithuanian	1	.3
Malaysian	1	.3
Mexican	1	.3
Portuguese	4	1.2
Serbian	1	.3
Spanish	2	.6
Swedish	1	.3
USA	5	1.5
Vietnamese	1	.3

Table 3
Means, standard deviations, and correlations.^a

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Gender ^b	1.63	.48	-											
2. Age	33.65	11.80	.09	-										
3. Years in current organization	7.47	8.62	.07	.69**	-									
4. Number of previous organizations	3.24	1.94	.01	.26**	-.14	-								
5. Current position ^c	2.69	1.52	-.16**	.23**	.06	.12*	-							
6. Desired position ^d	3.54	1.55	-.21**	-.02	-.10	.08	.73**	-						
7. Job satisfaction	3.89	.94	-.03	.09	.09	-.05	.15**	.17**	-					
8. Ease of movement	3.67	1.08	-.09	-.19**	-.17**	.03	.01	.08	.02	-				
9. Perceived career limit	3.73	1.23	.14*	.39**	.26**	.11*	.26**	.01	-.13*	-.18**	-			
10. Job embeddedness	3.46	.62	.00	.14*	.16**	-.01	.16**	.16**	.54**	.09	-.09	-		
11. Turnover intentions	2.37	1.30	-.02	-.17**	-.19**	.09	-.09	-.04	-.69**	.06	.05	-.47**	-	
12. Resilience	3.52	.68	-.17**	.08	.09	.10	.15**	.15**	.19**	.30**	-.06	.17**	-.16**	-

Notes:

* $p < .05$ (two-tailed).

** $p < .01$ (two-tailed).

^a $N = 328$.

^b Coded as 1 = Male, 2 = Female.

^c Coded as 1 = 5 or more levels below CEO, 2 = 4 levels below CEO, 3 = 3 levels below CEO, 4 = 2 levels below CEO, 5 = 1 level below CEO, 6 = CEO.

^d Coded as 1 = 5 or more levels below CEO, 2 = 4 levels below CEO, 3 = 3 levels below CEO, 4 = 2 levels below CEO, 5 = 1 level below CEO, 6 = CEO.

Table 4
Regression results for testing hypotheses 1 and 3.

DV: Turnover Intentions	Model 1				Model 2				Model 3			
	B	SE	t	p	B	SE	t	p	B	SE	t	p
Gender	-.039	.109	-.356	.722	-.051	.108	-.474	.636	-.051	.109	-.469	.640
Age	-.006	.007	-.752	.453	-.006	.007	-.782	.435	-.006	.007	-.770	.442
Nationality	.009	.009	1.048	.295	.008	.009	.889	.374	.008	.009	.886	.376
Years in current organization	-.011	.009	-1.140	.255	-.007	.009	-.707	.480	-.007	.009	-.702	.483
Number of previous organizations	.037	.032	1.158	.248	.044	.031	1.392	.165	.044	.032	1.397	.164
Current position	-.038	.054	-.716	.474	-.033	.053	-.631	.528	-.034	.053	-.642	.521
Desired position	.074	.051	1.431	.154	.082	.051	1.618	.107	.083	.051	1.624	.105
Job sector	-.012	.007	-1.606	.109	-.011	.007	-1.606	.109	-.011	.007	-1.592	.112
Job satisfaction	-.938	.056	-16.886	.000**	-.840	.065	-12.997	.000**	-.839	.065	-12.972	.000**
Ease of movement	.049	.049	1.007	.314	.087	.051	1.722	.086	.087	.051	1.714	.087
Job Embeddedness Resilience					-.253	.100	-2.534	.012*	-.158	.062	-2.533	.012*
Job embeddedness X Resilience					-1.125	.082	-1.526	.128	-.086	.056	-1.537	.125
R ² & ΔR ²	F(10, 315) = 33.340 ~ p < 0.01 R ² = .514, ΔR ² = .514, ΔF(10, 315) = 33.340 ~ p < 0.01				F(12, 313) = 29.165 ~ p < 0.01 R ² = .528, ΔR ² = .014, ΔF(2, 313) = 4.540 ~ p < 0.05				F(13, 312) = 26.843 ~ p < 0.01 R ² = .528, ΔR ² = .000, ΔF(1, 312) = .049 ~ p > 0.05			

Notes:

N = 328.

* p < 0.05.

** p < 0.01.

Table 5
Regression results for testing hypotheses 2 & 4.

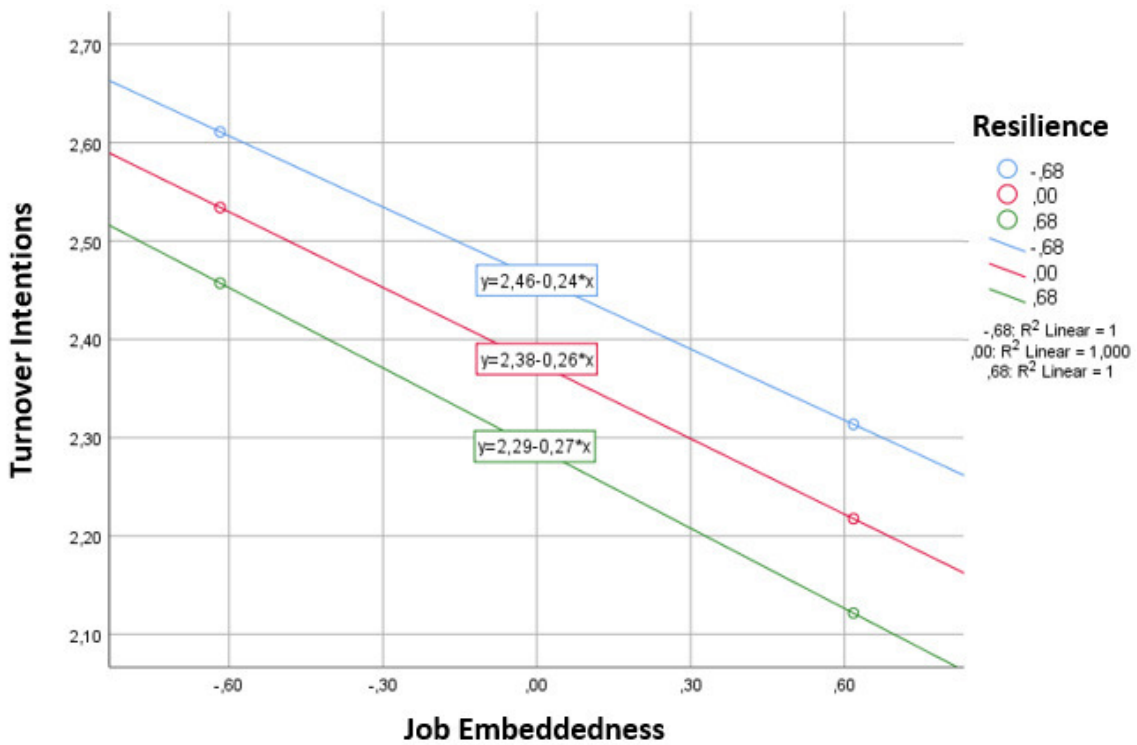
	Model 1			Model 2			Model 3					
	B	SE	t	P	B	SE	t	p	B	SE	t	p
DV: Turnover Intentions												
Gender	-.039	.109	-.356	.722	-.070	.110	-.639	.524	-.086	.110	-.782	.435
Age	-.006	.007	-.732	.453	-.007	.007	-.877	.381	-.006	.007	-.801	.424
Nationality	.009	.009	1.048	.295	.011	.009	1.251	.212	.010	.009	1.162	.246
Years in current organization	-.011	.009	-1.140	.255	-.009	.009	-.948	.344	-.010	.009	-1.020	.308
Number of previous organizations	.037	.032	1.158	.248	.042	.032	1.320	.188	.040	.032	1.262	.208
Current position	-.038	.054	-.716	.474	-.045	.056	-.801	.424	-.055	.056	-.981	.327
Desired position	.074	.051	1.431	.154	.081	.052	1.555	.121	.089	.052	1.709	.088
Job sector	-.012	.007	-1.606	.109	-.012	.007	-1.711	.088	-.012	.007	-1.643	.101
Job satisfaction	-.938	.056	-16.886	.000**	-.915	.057	-15.924	.000**	-.926	.057	-16.134	.000**
Ease of movement	.049	.049	1.007	.314	.077	.051	1.511	.132	.078	.051	1.539	.125
Perceived career limit Resilience					.038	.060	.643	.520	.031	.060	.517	.605
Perceived career limit X Resilience					-.090	.056	-1.596	.112	-.106	.057	-1.870	.062
R^2 & ΔR^2	F(10, 315) = 33.340 ~ p < 0.01 $R^2 = .514, \Delta R^2 = .514, \Delta F(10, 315) = 33.340 - p < 0.01$			F(12, 313) = 28.125 ~ p < 0.01 $R^2 = .519, \Delta R^2 = .005, \Delta F(2, 313) = 1.511 - p > 0.05$			F(13, 312) = 26.578 ~ p < 0.01 $R^2 = .525, \Delta R^2 = .007, \Delta F(1, 312) = 4.375 - p < 0.05$					

Notes:

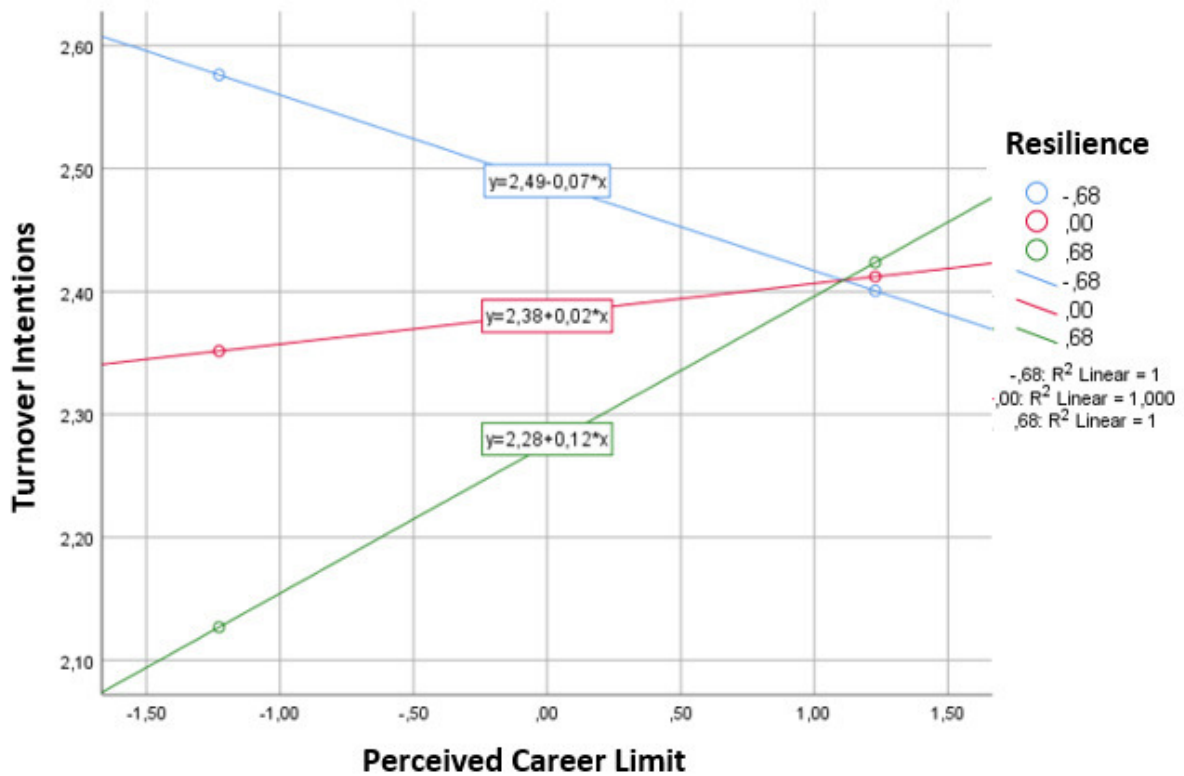
N = 328.

* p < 0.05.

** p < 0.01.



Graphic 1. Graphical illustration of the result for hypothesis 3: no significant interaction exists between resilience and job embeddedness on turnover intentions.



Graphic 2. Graphical illustration of the result for hypothesis 4: a significant interaction exists between resilience and perceived career limit on turnover intentions.

Table 6*Summary and results of the tested hypotheses.*

Hypothesis	Outcome
1 - Job embeddedness is negatively related to turnover intentions. This implies the more embedded people feel to their job, the lower are their intentions to leave the organization they work for.	Supported
2 - Perceived career limits are positively related to turnover intentions. This implies the more an employee perceives there is no more possible career development in the organization he/she works for, the higher are this person's intentions to quit.	Not supported
3 - Resilience moderates the relationship between job embeddedness and turnover intentions. Among people with high resilience, the negative relationship between job embeddedness and turnover intentions will be even stronger than among people with low resilience.	Not supported
4 - Resilience moderates the relationship between perceived career limits and turnover intentions. Among people with high resilience, the positive relationship between perceived career limits and turnover intentions will be even stronger than among people with low resilience.	Supported

English version of the survey

Thank you for participating in my survey. It will take you around 10 minutes to complete all questions.

This survey is part of my Master thesis and has been designed to find new insights about resilience and turnover intentions in employees.

Your participation in this research study is voluntary.

You may choose not to participate. If you decide to participate in this research survey, you may withdraw at any time.

Your responses will be confidential and no identifying information such as your name is collected.

Please click the next button to get started!

Please tell us about your current employment status.

- Full-time employed
- Part-time employed
- Working student/working less than part-time
- Self-employed
- Retired
- Unemployed

Please read the following statements below. You find five possible answers for each one ranging from strongly disagree to strongly agree. Please choose the answer which best indicates your feelings about the statement.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
I tend to bounce back quickly after hard times.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a hard time making it through stressful events.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It does not take me long to recover from a stressful event.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is hard for me to snap back when something bad happens.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I usually come through difficult times with little trouble.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I tend to take a long time to get over set-backs in my life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please read the following statements below. You find five possible answers for each one ranging from strongly disagree to strongly agree. Please choose the answer which best indicates your feelings about the statement.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
I often think about quitting my present job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will probably look for a new job in the next year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As soon as possible, I will leave the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I could easily find another appropriate job.

- Strongly disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

Please read the following statements below. You find five possible answers for each one ranging from strongly disagree to strongly agree. Please choose the answer which best indicates your feelings about the statement.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
My job utilizes my skills and talents well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like I am a good match for my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I stay with my organization, I will be able to achieve most of my goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I really love the place where I live.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The place where I live is a good match for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The area where I live offers the leisure activities that I like (sports, outdoor activities, cultural events & arts).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a lot of freedom on this job to pursue my goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would sacrifice a lot if I left this job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe the prospects for continuing employment with my organization are excellent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leaving the community where I live would be very hard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I were to leave the community, I would miss my nonwork friends.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I were to leave the area where I live, I would miss my neighborhood.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am a member of an effective work group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I work closely with my coworkers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On the job, I interact frequently with my work group members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My family roots are in this community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am active in one or more community organizations (e.g., churches, sports teams, schools, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I participate in cultural and recreational activities in my local area.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What is your gender?

Male

Female

What is your nationality?

What is your age (in years)?

How many years have you worked in your current organization?

How many other organizations have you worked for before the current one?

In which sector do you work?

Accountancy, banking and finance

Consulting

Charity and voluntary work

Arts and design

Energy

Engineering and manufacturing

Nature, environment and agriculture

Healthcare, social care and social work

Hotel industry, hospitality, tourism and event management

Information technology

Law

Law enforcement, police and security

Leisure and sport

Marketing, advertising and PR

Media and Internet

Real estate and construction

Public services and administration

Recruitment and HR

Retail

Sales

Sciences and Pharmaceuticals

Training and education

Transport and logistics

Other

Please read the following statements below. You find five possible answers for each one ranging from strongly disagree to strongly agree. Please choose the answer which best indicates your feelings about the statement.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
All in all, I am satisfied with my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I don't like my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I like working here.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

On the diagram below, please click on the career position that you currently are at in the organization you work for.

Your answer should be highlighted in green if selected.

Please make sure you select only one single answer.



On the diagram below, please click now on the career position you would like to still reach in the organization you work for (considering your educational background, skills, expertise etc.).

Your answer should be highlighted in green if selected.

Please make sure you select only one single answer.



How many career levels do you think you could move up in your current organization?

- I could not move up at all
- I could move up one career level
- I could move up two career levels
- I could move up three career levels
- I could move up four or more career levels

This is the end of the survey - thank you very much for your participation.

If you want to get informed about the results of the survey and receive the (final) thesis, please insert your email address in the text box below.

Since you have already sent the survey after having answered the last question, anonymity is still preserved.

German version of the survey

Vielen Dank für die Teilnahme an meiner Studie. Die Beantwortung aller Fragen wird in etwa 10 Minuten dauern.

Diese Studie ist Teil meiner Masterarbeit und wurde erstellt, um neue Erkenntnisse über Resilienz und Kündigungsabsichten von Mitarbeitern zu gewinnen.

Die Teilnahme an dieser Studie ist freiwillig.

Sie können sich dazu entscheiden, an dieser Studie nicht teilzunehmen. Wenn Sie sich für eine Teilnahme an der Studie entscheiden, können Sie diese zu jeder Zeit abbrechen.

Ihre Antworten werden vertraulich behandelt und es werden keine identifizierenden Informationen (wie beispielsweise Ihr Name) erhoben.

Um zu beginnen, klicken Sie bitte auf den Pfeil unten!

Bitte teilen Sie uns Ihren aktuellen Beschäftigungsstatus mit.

Vollzeit erwerbstätig

Teilzeit erwerbstätig

Werkstudent/geringfügig beschäftigt

Selbstständig

In Rente

Arbeitslos

Bitte lesen Sie sich die untenstehenden Aussagen durch.

Für jede finden Sie fünf mögliche Antworten im Bereich von "Stimme überhaupt nicht zu" bis "Stimme voll und ganz zu".

Bitte geben Sie jeweils an, wie stark Sie der Aussage zustimmen oder nicht.

	Stimme überhaupt nicht zu	Stimme eher nicht zu	Teils/teils, unentschieden	Stimme eher zu	Stimme voll und ganz zu
Nach schwierigen Zeiten neige ich dazu, wieder schnell auf die Beine zu kommen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich habe Schwierigkeiten, stressige Ereignisse zu bewältigen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Es dauert nicht lange, bis ich mich von einem stressigen Ereignis erholt habe.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Es ist für mich schwierig, wieder auf die Beine zu kommen, wenn etwas Schlechtes passiert.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Normalerweise bewältige ich schwierige Zeiten mit geringer Mühe.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich brauche für gewöhnlich viel Zeit, um über Rückschläge in meinem Leben hinwegzukommen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Bitte lesen Sie sich die untenstehenden Aussagen durch.

Für jede finden Sie fünf mögliche Antworten im Bereich von "Stimme überhaupt nicht zu" bis "Stimme voll und ganz zu".

Bitte geben Sie jeweils an, wie stark Sie der Aussage zustimmen oder nicht.

	Stimme überhaupt nicht zu	Stimme eher nicht zu	Teils/teils, unentschieden	Stimme eher zu	Stimme voll und ganz zu
Ich denke oft daran, meinen aktuellen Job zu kündigen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich werde wahrscheinlich nächstes Jahr nach einem neuen Job schauen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich werde das Unternehmen sobald wie möglich verlassen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Ich könnte leicht einen anderen angemessenen Job finden.

- Stimme überhaupt nicht zu
- Stimme eher nicht zu
- Teils/teils, unentschieden
- Stimme eher zu
- Stimme voll und ganz zu

Bitte lesen Sie sich die untenstehenden Aussagen durch.

Für jede finden Sie fünf mögliche Antworten im Bereich von "Stimme überhaupt nicht zu" bis "Stimme voll und ganz zu".

Bitte geben Sie jeweils an, wie stark Sie der Aussage zustimmen oder nicht.

	Stimme überhaupt nicht zu	Stimme eher nicht zu	Teils/teils, unentschieden	Stimme eher zu	Stimme voll und ganz zu
In meinem Job kann ich meine Fähigkeiten und Talente gut einbringen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich habe das Gefühl, gut zu meinem Unternehmen zu passen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn ich in meinem Unternehmen bleibe, werde ich die meisten meiner Ziele erreichen können.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Ich liebe den Ort, an dem ich lebe.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Der Ort, an dem ich lebe, passt gut zu mir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Die Gegend, in der ich lebe, bietet Freizeitaktivitäten, die ich mag (Sport, Outdoor-/Freiluftaktivitäten, kulturelle Events & Kunst).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In meinem Job habe ich viele Freiheiten, um meine Ziele zu verfolgen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich würde sehr viel opfern/aufgeben, wenn ich diesen Job verlassen würde.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich gehe davon aus, dass die Perspektiven, die damit verbunden sind, weiterhin in meinem Unternehmen zu arbeiten, exzellent sind.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Es wäre sehr hart, die Kommune/Gemeinde, in der ich lebe, zu verlassen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wenn ich meine Kommune/Gemeinde verlassen würde, würde ich meine Freunde, die nicht mit mir arbeiten, vermissen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich würde meine Nachbarschaft vermissen, wenn ich die Gegend, in der ich lebe, verlassen würde.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich bin Mitglied einer effektiven Arbeitsgruppe.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich arbeite eng mit meinen Kollegen zusammen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Im Job interagiere ich oft mit meinen Gruppenmitgliedern.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meine familiären Wurzeln liegen in dieser Kommune/Gemeinde.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich bin in einer oder mehreren Organisationen im Ort (z.B. Kirchen, Sportmannschaften, Schulen etc.) aktiv.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ich nehme an Kulturangeboten und Freizeitaktivitäten in meiner lokalen Umgebung teil.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Welches Geschlecht haben Sie?

Männlich

Weiblich

Was ist Ihre Nationalität?

Wie alt sind Sie (in Jahren)?

Wie viele Jahre arbeiten Sie bereits in Ihrem aktuellen Unternehmen?

Für wie viele andere Unternehmen haben Sie vor Ihrer aktuellen Firma gearbeitet?

In welcher Branche arbeiten Sie?

Buchhaltung, Bankwesen und Finanzen

Beratung

Charity und freiwillige Arbeit

Kunst und Design

Energiewirtschaft

Ingenieurwesen und Fertigungswirtschaft

Natur, Umwelt und Landwirtschaft

Gesundheitswesen, Betreuung und Sozialarbeit

Hotel- und Gastgewerbe, Tourismus und Eventmanagement

- IT
- Rechtswissenschaften
- Strafverfolgung, Polizei und Sicherheit
- Freizeit und Sport
- Marketing, Werbung und PR
- Medien und Internet
- Immobilien und Baugewerbe
- Öffentlicher Dienst und Verwaltung
- Recruiting und Personalwesen
- Einzelhandel
- Verkauf
- Naturwissenschaften und Pharmazie
- Training und Bildung
- Transport und Logistik
- Sonstige

Bitte lesen Sie sich die untenstehenden Aussagen durch.

Für jede finden Sie fünf mögliche Antworten im Bereich von "Stimme überhaupt nicht zu" bis "Stimme voll und ganz zu".

Bitte geben Sie jeweils an, wie stark Sie der Aussage zustimmen oder nicht.

	Stimme überhaupt nicht zu	Stimme eher nicht zu	Teils/teils, unentschieden	Stimme eher zu	Stimme voll und ganz zu
Im Großen und Ganzen bin ich mit meinem Job zufrieden.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Im Allgemeinen mag ich meinen Job nicht.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Im Allgemeinen arbeite ich gerne hier.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Bitte klicken Sie auf dem untenstehenden Diagramm diejenige Karriereposition an, die Sie aktuell in dem Unternehmen, für das Sie arbeiten, haben. Ihre Antwort sollte in grün hervorgehoben sein, nachdem Sie sie ausgewählt haben.

Bitte stellen Sie sicher, dass Sie nur eine Antwort auswählen.



Bitte klicken Sie auf dem untenstehenden Diagramm diejenige Karriereposition an, die Sie gerne noch in dem Unternehmen, für das Sie arbeiten, erreichen wollen (unter Berücksichtigung Ihres Bildungshintergrunds, Fähigkeiten, Kompetenz etc.).

Ihre Antwort sollte in grün hervorgehoben sein, nachdem Sie sie ausgewählt haben.

Bitte stellen Sie sicher, dass Sie nur eine Antwort auswählen.



Wie viele Karrierestufen könnten Sie Ihrer Meinung nach in Ihrem aktuellen Unternehmen aufsteigen?

- Ich könnte überhaupt nicht aufsteigen.
- Ich könnte eine Karrierestufe aufsteigen.
- Ich könnte zwei Karrierestufen aufsteigen.
- Ich könnte drei Karrierestufen aufsteigen.
- Ich könnte vier oder mehr Karrierestufen aufsteigen.

Dies ist das Ende der Studie - vielen herzlichen Dank für Ihre Teilnahme.

Wenn Sie über die Ergebnisse der Studie informiert werden und die (finale) Thesis zugeschickt bekommen möchten, geben Sie bitte Ihre Emailadresse in das untenstehende Textfeld ein.

Da Sie die Umfrage bereits nach Beantwortung der letzten Frage abgeschickt haben, ist Anonymität weiterhin gewährleistet.