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# Using job embeddedness factors to explain voluntary turnover in four European countries

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## Abstract

The aging of the European workforce coupled with existing deficits of skilled workers in vital sectors (e.g., information and communication technology) make the attraction and retention of skilled workers a critical strategic human resource management issue. The large-scale, multi-country study reported in this article investigates the causes of voluntary turnover. The study is based on a large European dataset that contains information about a wide variety of variables that have been shown to influence voluntary turnover. The results indicate that the traditional turnover model, where ease of movement and desirability of movement are regarded as important predictors of turnover, receives support. Importantly, the study also shows that a new theory of employee retention - job embeddedness - explains a significant amount of variance above and beyond the role of demographic and traditional variables. In sum, the

evidence suggests that the turnover decision is not only about the individual's attitudes towards work or about the actual opportunities in the labour market, but also job embeddedness.

Keywords:

desire of movement

ease of movement

job embeddedness

voluntary turnover

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