**Gordon Institute
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The impact of working from home on the job embeddedness of former office workers

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Abstract

In 2020, working from home became mandatory for many knowledge workers as they were instructed to work from home in response to the Covid-19 pandemic. The Covid-19 pandemic affected employees as both an internal and external shock. This required employees to adopt the use of technologies to engage with their co-workers, make decisions and remain productive while dealing with adapting their homes to offices which in many cases were not suitable or equipped for work.

The effects of these shocks, which are strongly related to turnover intention and behaviour, can be reduced by emphasising and focusing on job embeddedness of employees. Job embeddedness represents a broad collection of community and organisational influences that links with employee retention and is a predictor of intention to leave and voluntary turnover. This research study aimed to provide insights into how working from home affects the job embeddedness of former office workers due to the Covid-19 pandemic.

Data was collected through an online questionnaire, distributed to highly skilled knowledge workers. A total of 176 responses were received, of which 157 met the qualifying criteria. The collected data were analysed with statistical software to test the hypotheses related to job embeddedness and working from home, as well as predictors of job embeddedness.

The study found that former office workers perceived an increase in job embeddedness when working from home. Particularly on the embeddedness dimensions of "fit" and "links". The embeddedness dimension of sacrifice was found to be unchanged. Additionally, the family structure of employees who work from home was found to be a significant indicator of embeddedness.

Keywords

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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1.1 Background

In 2020, the phenomenon of working from home became mandatory for many knowledge workers as they were instructed to work from home in response to the Covid-19 pandemic. This shock on employees required them to adopt the use of technologies to engage with their co-workers, make decisions and remain productive while dealing with adapting their homes to offices which in many cases were not suitable or equipped for work. It is essential for managers to understand how working from home impacts their employees and their relationship with the organisation (Waizenegger, McKenna, Cai, & Bendz, 2020).

Employee turnover has attracted significant interest from both academia and business practitioners. The century of research attests to the recognition of the material effect employee turnover has on organisational functioning, along with the hiring and replacement expenses. Turnover has been shown to disrupt productivity and reduce financial performance. Studies have found that employees who leave their organisation for opportunities at the competitors can undermine the competitive advantage of their former organisation or even its survival (Hom, Lee, Shaw, & Hausknecht, 2017).

In their discussion of the unfolding model by Lee and Mitchell (1994), employee turnover was found to be a complicated process wherein the feelings, personal situations and working environments of employees are assessed and decisions made about leaving or staying with the organisation. A shock to the system, which can be both job and nonjob related, is one of the main events related to triggering employee turnover. In a subsequent study, they introduced the concept of job embeddedness (Mitchell, Holtom, Lee, & Erez, 2001), which identified the links employees have to other people in the organisation, how they fit into the organisation and what would be sacrificed if they leave as the key dimensions of the framework of embeddedness.

Job embeddedness, in turn, was found to have a mitigating effect on the impact of negative shocks on organisational citizenship and the overall performance. Employees who were highly embedded and experienced adverse events chose to focus their energies in a way to help the organisation (Burton, Holtom, Sablynski, Mitchell, & Lee,

2010). Research has demonstrated that embeddedness reduces the likeliness of turnover and employees who were embedded reacted less drastically to both internal and external events (Sender, Rutishauser, & Staffelbach, 2018).

This research study explores job embeddedness further and how working from home will affect the job embeddedness of employees. Most of the research done on embeddedness was done from a workplace context, with little research focussing on working from home. From a theoretical perspective, it will add to the literature of job embeddedness, particularly within a South African context, and how remote working affects job embeddedness. Practical implications will be explored for management and human resource (HR) practitioners to guide policy creation around remote working and work-life balance initiatives. This can be used to strengthen the job embeddedness of remote workers to mitigate voluntary turnover or turnover intention.

1.2 The rationale for conducting the study

The unfolding model indicates that employee turnover occurs in different ways. However, management can address this proactively to retain employees by developing policies and understanding the process of employee turnover (Mitchell & Lee, 2001). In their study on using job embeddedness as a construct to predict voluntary turnover, Mitchell et al. (2001) found that being embedded in an organisation is associated with a lower intention of leaving and lower actual turnover. As mentioned above, the degree of embeddedness reduces the likeness of employee turnover and mitigates the reaction of employees to internal and external organisational events (Sender et al., 2018).

Organisations will benefit from improved employee job embeddedness through reduced turnover and improved performance. Managers should attempt to address the key dimensions of job embeddedness of links, fit and sacrifice (Burton et al., 2010). The links are defined as the connections that are formed between the employee and other employees, as well as the connection they may have towards the organisation and community. Fit relates to the perceived compatibility between the employee and the organisation's culture. The loss of material and psychological benefits that could be given up because of leaving a job is defined as the sacrifice dimension of embeddedness. This includes foregoing perks, projects and relationships with colleagues (Mitchell et al., 2001).

Managers in organisations make significant investments to limit and reduce employee turnover. Organisations that support human capital development of their employees should explore and implement means to further embed them within the organisation (Kiazad, Kraimer, Seibert, & Sargent, 2020). Career shocks, which includes negative or positive events that can affect career-related decisions, can impact the embeddedness of employees through the organisational change associated with it (Kiazad et al., 2020). The widespread impact and the level of disruption brought about by the Covid-19 pandemic indicate it as a negative shock, experienced both on the individual and organisational level (Akkermans, Richardson, & Kraimer, 2020).

The Covid-19 pandemic has reached a critical phase. It will have a significant impact on the economy, with many companies learning, reacting and trying to form an understanding of how to respond to the unfolding events (Reeves, Lang, & Carlsson-Szlezak, 2020). Restrictions on travel and office work have forced former office workers to work from home and organisations will have to be clear on remote work policies. Clarity should be given on whom these policies apply to, how they will work and when it will be reviewed. Due to the restriction of movement, employees will have needs to access education, health care and daily provisions. Organisations should anticipate these needs and develop solutions for their employees (Reeves et al., 2020).

The lives of workers have been drastically changed due to the Covid-19 pandemic, with many losing their jobs or taking salary cuts. The boundaries between work and home were practically eradicated, and without warning, many workers had to start working remotely with very little preparation (Vaziri, Casper, Wayne, & Matthews, 2020). One of the most significant changes was the shift from office to home working arrangements for most employees, some with limited or no experience in working from home. The broad shift to working from home enables researchers to address several questions on productivity and which occupations could be more suitable for working from home than previously believed (Kramer & Kramer, 2020).

The phenomenon of working from home has been enabled through the fast pace of development of information and communication technology (ICT). The number of firms supporting working from home has increased drastically and transformed how employees collaborate (van der Lippe & Lippényi, 2020). Knowledge workers can now

access their work from anywhere through their devices. Working remotely is a practice that is increasing globally, particularly in highly skilled employees and organisations need to be aware of the benefits as well as the drawbacks (Charalampous, Grant, Tramontano, & Michailidis, 2019). The increase in office workers changing from conventional offices to working from home has been exacerbated by the Covid-19 pandemic, which could affect the level of employee performance and productivity (Ritter & Pedersen, 2020).

Due to the unprecedented nature of the Covid-19 pandemic, the impact it had on the work-family interface is unknown with several questions raised about how work-family conflict has shifted during the pandemic, has family conflict reduced or increased, and which personal or work factors had the most significant influence on this (Vaziri et al., 2020). In the study done by Vaziri et al. (2020), it was suggested that organisations provide support for employees in managing work and home life during a crisis like the pandemic. In addition, they need to identify the technology-related needs employees may have to improve employee attitudes.

The Covid-19 pandemic will strain the capabilities of organisations as employee performance, and productivity will be affected by working from home, the travel restrictions mentioned above and illness. Remote work, or working from home, is one the contributors to the disappearing boundaries between private and professional work lives and how they are affecting employee work performance (Farivar & Richardson, 2020; König & Caner De La Guardia, 2014). Other consequences of the negative shock can be negative home-to-work spillover due to stress regarding job security (Akkermans et al., 2020). It was recommended by Akkermans et al. (2020) that Conservation of Resources theory (COR) and work-life spillover theories be used to identify how work and family exposure during the pandemic affects the career and work of employees.

Positive outcomes are also expected to develop from the shock of the pandemic, as some employees have indicated that negative experiences from the past prompted them to make career changes which had a positive effect on their work-life balance and level of job satisfaction (Akkermans et al., 2020). Companies who have resisted flexible working arrangements are discovering the advantage of remote working and are adopting newer forms of ICT to allow for this new way of working. Employees are also

learning and applying new skills required for remote working during the pandemic (Akkermans et al., 2020).

1.3 Scope of the research

This study will investigate whether the perceived job embeddedness of former office workers who are now required to work from home, due to the effect of the Covid-19 pandemic, is affected by any of the key dimensions of links, fit and sacrifice. The predictors of job embeddedness of former office workers will be investigated and tested for as well. The nature of the pandemic and how it affected industries worldwide will test organisations, leaders and employees in the way it impacted the world economy (Duarte Alonso et al., 2020). Most research on the Covid-19 pandemic (Fay & Ghadimi, 2020) has been conceptual due to the fast nature in which the virus spread and disrupted the world. Empirical research performed on how the pandemic impacted the job embeddedness of employees and how they adapted to working from home could provide useful insights to academia and management of organisations (Duarte Alonso et al., 2020).

The scope of this research study is knowledge workers, based in South Africa, who was previously office-based and were required to work from home during the Covid-19 pandemic. The population for this study will be all knowledge workers who were previously office-based and not be specific to any organisation. An investigation into the dimensions of job embeddedness, as well as the work-life balance of these employees will be done to understand the impact of the pandemic on these constructs.

1.4 Purpose of the research study

This research study aims to provide a more in-depth insight into how working from home affects the job embeddedness of former office workers due to the Covid-19 pandemic. The findings will enable organisations and managers to adapt their policies to the phenomena of remote working to ensure their employees remain embedded. The factors that affect their embeddedness with the challenges and opportunities arising by working from home will be explored to ensure these are addressed to mitigate the impact.

The effect of working remotely from home, along with the challenges of the pandemic, on the work-life balance of the employees will be investigated to determine if this has improved or deteriorated by working from home. Additionally, the factors that predict the change or lack of change in job embeddedness will be determined and tested to enable organisations to respond to it. The research study will provide valuable insights into job embeddedness, particularly for knowledge workers in South Africa.

1.5   Conclusion

The purpose of this research is to determine whether office workers who were instructed to work from home experienced an impact on their job embeddedness due to the change in the workplace and the complexities of working remotely. Working from home has become increasingly relevant due to the Covid-19 pandemic. The results of this study will add to the literature of job embeddedness and provide managerial guidance on policy creation of working from home.

The long-term financial impact of the pandemic remains unknown and could have a lasting effect on various industries for years to come. It would be advantageous to focus on protecting the largest number of employees by labour relations leaders by responding strategically to the crisis (Fay & Ghadimi, 2020). Employees respond to crises and threats like the pandemic by seeking to control, which includes applying to other organisations (McFarland, Reeves, Porr, & Ployhart, 2020). In the study on job search behaviour, McFarland et al. (2020) found that employee job search spiked during the onset of the pandemic, particularly for remote working jobs.

Informal job search is positively related to employees receiving job offers (Porter et al., 2019). In their study on the role job embeddedness plays on the relationship between job search and turnover intention and behaviour, Porter et al. (2019) found that both on-the-job and off-the-job embeddedness influenced informal job search. It is, therefore, in the interest of organisations to understand how the pandemic is affecting employee embeddedness to lower turnover intention and prevent actual turnover behaviour.

A literature review will be conducted in the subsequent chapter on the constructs of job embeddedness, voluntary turnover, retention, remote working, knowledge workers and work-life balance to gain a deeper understanding of the topic. The findings from the

literature will guide and be used in hypotheses development on the job embeddedness of former office workers and the predictors that could influence this.

2 Literature review

2.1 Introduction

This research study will investigate what the impact on the job embeddedness of former office workers is that were required to work remotely from home, required during the lockdown period of the Covid-19 pandemic. The pandemic led to unprecedented lockdowns by government, and knowledge workers were instructed to work from home every day. The impact on employees who were not allowed to work from home, either out of choice or organisational policy is unknown, as most studies on working from home are based on voluntary remote work (Waizenegger et al., 2020).

This literature review will explore the constructs of the unfolding model and voluntary turnover and how it relates to job embeddedness. Knowledge worker, remote work or working from and work-life balance will also be explored further. The construct of job embeddedness has been used to study the effect of internal and external shocks on the organisation, as well as a predictor of voluntary turnover (Burton et al., 2010; Mitchell et al., 2001; Mitchell & Lee, 2001; Naidoo, 2018). In this study, the impact of office workers now working remotely will be determined through the key dimensions of this construct, namely Links, Fit and Sacrifice. Therefore, the literature review will explore these three dimensions. Additionally, work-life balance and the relationship with job embeddedness will be explored, as well as the impact of remote work on employee productivity and wellbeing.

2.2 Unfolding model

The unfolding model of voluntary employee turnover was presented as a detailed theory by Lee and Mitchell (1994) as an integrated framework addressing both market-pull and psychological-push contributions to the decisions made by employees to leave an organisation. The theory included conditions for employee turnover in the absence of either push or pull contributions. Additionally, this model was presented as an explanation for the possible four decision paths that could lead to employee turnover. These decision paths summarised how employees interpreted their work environment, how decision options were made and how they responded. This process of voluntary turnover differs significantly across these four main decision paths (Mitchell & Lee, 2001). The discussion regarding the unfolding theory found existing models of employee

turnover to be oversimplified, and that one of the major precipitating events for employees to leave an organisation is a shock to the system (Lee & Mitchell, 1994).

These shocks were described as events that lead employees to revaluate their current jobs. It is important to note that these shocks are not only limited to negative job-related events. Both positive and negative events, which can either be job-related or non-job related, can trigger employees to consider the possibility of quitting (Lee & Mitchell, 1994). A shock can be any event that challenges the status quo concerning the employee's thoughts regarding their jobs. These shocks to the system are not defined as an unexpected event; it can be any expected or unexpected change (Mitchell & Lee, 2001). Subsequent studies by Donnelly and Quirin (2006), as well as Niederman, Sumner and Maertz Jr (2007) tested and expanded on the unfolding model. These studies found the original unfolding model to do an excellent job of capturing the decision process (Donnelly & Quirin, 2006).

Turnover is frequently driven by these shocks and could lead to employees searching for or considering alternative jobs. One of the first steps in the turnover process is the search for alternative job options. However, this alone does not necessarily result in employees quitting (Byun, Raffiee, & Ganco, 2019). The unfolding model disputed the assumptions that job dissatisfaction was the leading cause of employee turnover and was a ground-breaking theoretical achievement in employee turnover research and identified innovative constructs that deepened insight to employees quitting and leaving their organisations (Hom et al., 2017).

2.2.1 Voluntary turnover

Voluntary turnover, which is the phenomenon where the employee makes the decision to terminate the relationship with the employer, has received interest from academics and business practitioners for more than a century (Hom et al., 2017). Higher occurrences of employee turnover in organisations increase costs and lower both the financial and organisational performance of companies. Human capital theory, which is the predominant approach to exploring organisational consequences due to voluntary turnover, has been shown a direct negative correlation between voluntary turnover and productivity levels (Dess & Shaw, 2001). Because of this, a large body of research has been done on investigating the precursors of voluntary turnover (Sender et al., 2018).

Most of the studies on turnover have revealed job satisfaction, organisational commitment, and shock-events as described in the unfolding model and job embeddedness as the key predictors of triggering the decision of employees to leave the organisation (Verbruggen & van Emmerik, 2020). Another direct precursor of voluntary turnover behaviour is turnover intention. The conversion of this turnover intention into actual turnover behaviour is an important factor in the voluntary turnover process (Wong & Cheng, 2020). The study by Wong & Cheng (2020) advocated the need to understand voluntary turnover from a multilevel and contextualised viewpoint.

Job embeddedness has become a valuable framework in understanding the decisions employees make regarding voluntary turnover (Rubenstein, Peltokorpi, & Allen, 2020). In the study by Porter et al. (Porter et al., 2019), they found that on-the-job embeddedness reduced the occurrence of informal job search that resulted in voluntary turnover. However, they did find that, to some extent, off-the-job embeddedness increased the likelihood of informal job search, which could result in voluntary turnover.

2.3 Job embeddedness

The construct of job embeddedness was introduced by Mitchell et al. (2001) along with the development of a measurement instrument of this construct. Job embeddedness represents a broad collection of influences on employee retention and was found to be a predictor of intention to leave and voluntary turnover. The study described job embeddedness like a web of connections wherein individual employees can become stuck. The critical aspects of job embeddedness were found to be the links to other employees within the organisation, the extent to which employees found their jobs similar or a fit with the other personal aspects in their lives and the ease to which these links can be broken by what had to be sacrificed by leaving. These dimensions were labelled links, fit and sacrifice and are important in both work and non-work contexts (Mitchell et al., 2001).

The theory was expanded by disaggregating the construct of job embeddedness into on-the-job and off-the-job embeddedness. It was found that on-the-job embeddedness was a predictor of job performance and organisational citizenship behaviour, where off-the-job embeddedness was found to be a significant predictor of voluntary turnover and employee absenteeism (Lee, Mitchell, Sablynski, Burton, & Holtom, 2004).

Organisational researchers continuously study the construct of job embeddedness and add their findings to the construct. In their study on job embeddedness in a culturally diverse environment, Mallol, Holtom & Lee (2007) found the construct to be a robust predictor of employee retention despite the culture of the population that was studied.

Hom et al. (2009) illustrated that job embeddedness can improve workplace attitudes by increasing positive influence through person-organisation fit and links to the workplace. They indicated that "companies with high levels of job embeddedness may have higher retention rates" (Hom et al., 2009, p. 291). In their study on whether job embeddedness will impact the motivation of employees to generate and implement innovative ideas, Ng & Feldman (2010) found job embeddedness correlates positively with innovation-related behaviours. Additionally, they found employees who successfully implemented innovative ideas were those with a longer tenure within the organisation (Ng & Feldman, 2010).

Even though job embeddedness is mainly viewed positively as a construct that benefits employees and organisations, some research has been directed to explore the possible negative effects on employees who are embedded in a hostile work environment. Based on the conservation of resources (COR) theory, Allen, Peltokorpi & Rubenstein (2016) found that employees who are highly embedded are less likely to quit their jobs, despite working in hostile work environments. This could lead to negative consequences of stress, health and wellbeing for embedded employees (D. G. Allen et al., 2016). Despite these findings, their research did confirm the impact job embeddedness have on the retention of employees as a moderator.

Further exploring the relationship between job embeddedness and the conservation of resources theory, Treuren & Fein (2018) studied the relationship between off-the-job embeddedness, work-life conflict and turnover intention. They found that for more embedded employees, off-the-job embeddedness reduced the effect of work-life conflict on employee turnover intention. Practical implications of this study were that employees with a dynamic life beyond work should be able to cope better with work-life conflict. They suggested that based on their findings, employees who are experiencing work-related stress should take time off work and participate in non-work related activities (Treuren & Fein, 2018).

The key dimensions of job embeddedness, namely Links, Fit, and Sacrifice, will be discussed individually in the following three sections. These dimensions were identified in the seminal article by Mitchell et al. (2001) and how they apply to both on-the-job and off-the-job contexts. Each of these dimensions of job embeddedness was found to be significantly related to voluntary employee turnover (Mitchell et al., 2001).

2.3.1 Links

Links are defined as both formal or informal connections between people or institutions. The environment wherein an employee lives, the community, work, and non-work friends, form the connections of a social, psychological, and financial web. The higher amount of connections between the employee and this web, the more embedded the employee will be to the organisation (Mitchell et al., 2001). Employees establish these links to the different aspects of their professional and personal lives. Leaving the organisation and their communities will require them to re-establish these links (Mitchell et al., 2001).

As part of working within a team, employees cooperate and collaborate with co-workers. This strengthens the links between employees, both vertically and laterally, increasing their embeddedness. Employees typically have more connections or links with others when working in teams as opposed to working individually (Hom et al., 2009). Job-related links are the formal and informal connections between employees within the organisation. Formal links can include the authority the employee has related to making decisions or responsibility for certain activities in the organisation. Informal links typically refer to the social connection that arises between co-workers (Treuren, 2019). Non-job related links include the communities the employees live in and their friends or family members that live nearby (Sender et al., 2018).

The links an employee has with their communities is measured by determining whether they are married, whether the employee's spouse works outside the home, and if they own the house, they live in. Links to the organisation measures the tenure of the employees in their current position, organisation, and industry. Additionally, it also measures interactions with co-workers and employee involvement in work teams and activities (Lee et al., 2004). For this study, whether the employee has children will be included into the links to their community measurement, as research has shown that a

significant relationship exists between voluntary turnover and having children in the house (Mallol et al., 2007).

2.3.2   Fit

This dimension of job embeddedness is defined as the perceived compatibility or "fit" of the employee with the organisation and the community (Mitchell et al., 2001; Sender et al., 2018). Mitchell et al. (Mitchell et al., 2001) proposed that an employee's values, goals, and plans should align with the organisation's culture. The better the fit, the more likely the employee will feel both personally and professionally aligned with the organisation and the more natural it should be for the employee to perform organisational citizenship behaviours (Lee et al., 2004). Employees develop a sense of belonging, which accumulates to where they will fit in with the organisation and job (Liao & Sun, 2020).

Organisational fit is a measure of on-the-job embeddedness and measures employee sentiment towards their co-workers, to what extent their skills and talents are utilised, whether they fit in with the culture and values of the organisation and the potential for development and growth. Community fit, on the other hand, measures whether employees love the place where they live and if the climate, culture and off-work activities match their interests (Porter et al., 2019). The community dimensions of fit, like the general culture of the location where the employees live, political, and religious climates, also affect job embeddedness and may be independent of job or organisational fit (Mitchell et al., 2001).

Sender et al. (2018) noted in their study that the dimension of fit might play a more significant role in embeddedness in cultures or countries that are more collective than in cultures where employees are more individualistically orientated. Employees who acquire a specific skill set required within their organisation could become motivated to protect this skill set as a resource. This, in turn, could lead to them becoming highly embedded and stay with the organisation despite enduring abuse, due to the belief that they would have trouble finding another job requiring such a specific set of skills (D. G. Allen et al., 2016).

2.3.3 Sacrifice

Sacrifice emphasises the perceived loss of material or psychological benefits of the employee by leaving their current job or environment (Rubenstein et al., 2020). It is important to note that this loss can be real or imagined by the employee (Treuren, 2019). Leaving an organisation includes personal losses like relationships with colleagues, responsibilities for deliverables or perks. The more employees are required to sacrifice when quitting and leaving an organisation; the harder the decision would be to leave the organisation. Even though the new employer may match their salary and other benefits, other switch costs like medical aids and pension schemes are still relevant (Mitchell & Lee, 2001).

Changing jobs does not necessarily require employees to change homes and leave their current communities. However, other conveniences like transportation and commuting times may be affected. Other organisational perks which affect the employee's private life, such as day-care or a company vehicle may also have to be sacrificed, which was confirmed by Rubenstein et al. (2020). The loss could also be perceived to be a sacrifice in quality of life (Treuren, 2019). If employees are highly embedded, they are more likely to discard job opportunities that will require them to relocate to different communities (Mitchell et al., 2001).

On the study of embeddedness as a moderator between the relationship of turnover intention and work and family conflict, Treuren (2019) found that on-the-job sacrifice strengthened the impact of work and life conflict on turnover intention. This was based on the premise that employees with greater sacrifice were likely to revert to resource conservation strategies. It was argued that employees with higher sacrifice embeddedness would be more likely to resign in order to protect their current resources (Treuren, 2019). Conversely, Allen et al. (2016) found that employees with high levels of sacrifice, which they view as valuable resource investments that were obtained over time, are protective of these resources and could reinforce employee decisions to stay with their organisation despite adverse working conditions.

Community sacrifice measures the off-the-job aspects that employees would sacrifice if they were to resign and join another organisation. The measures include the degree of difficulty the employee would experience leaving the community, the safety of the

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neighbourhood they live in and the respect they have within their communities. Organisational sacrifice measures the freedom and autonomy employees would sacrifice if leaving, the perks offered by their organisation that would be lost, the promotional opportunities, compensations and respect they receive from co-workers (Mallol et al., 2007).

2.3.4   Buffering/Shocks

Negative shocks occur within all organisations. The effects of these shocks can be reduced by emphasising and focusing on job embeddedness (Burton et al., 2010). A study conducted by Burton et al. (2010) found that high levels of on-the-job embeddedness help mitigate the effect of negative shocks on organisations and overall job performance of the employees. Job embeddedness incorporates how off-the-job factors can influence work-related performance factors for the organisation, and on-the-job factors can limit employee turnover even under unpleasant working conditions. Highly embedded employees often stay with the organisation, even in the event of stressors that would push them to resign and can explain why employees may react differently to shocks in their work roles than in their home roles (Rubenstein et al., 2020).

Lee & Mitchell (1994) described shocks as positive, negative or neutral events which prompt employees to evaluate their jobs. These shocks can be expected or unexpected and, as mentioned above, internal, or external to the organisation. Naidoo (2018) found that organisational shocks have the biggest impact on fit and sacrifice embeddedness of professionals. It was recommended that these be addressed first by organisations before a shock is experienced. Organisational shocks, like being bypassed for promotion or a negative performance review, may cause employees to re-evaluate their attachment to their organisation and their career prospects within (Hussain & Deery, 2018). In the same study, Hussain & Deery (2018) found that the effect of these organisational shocks are strongly related to turnover intention when the employees are highly embedded in their local communities.

External shocks from outside the organisation can also contribute to the voluntary turnover of employees. Shocks like a divorce or the relocation of a spouse due to job demands or a death in the family are all non-job factors that can affect turnover decisions (Dawley & Andrews, 2012). The Covid-19 pandemic could affect employees as both an

internal and external shock. Internal shocks could be related to salary sacrifices or impact on the work-life balance due to the employees being required to work from home. As an external shock, it affects employees in their personal lives, the lives of their friends and family, and can lead to an increase in anxiety and fear of job losses (Akkermans et al., 2020).

2.4 Work-life balance

Work-life balance has been studied by academia to understand how organisations should develop policies to achieve it and what the impact of work-life balance is on employees. Due to the changing nature of work in the 21st century, along with the change in gender roles, there are several aspects of work-life balance that have not been researched or explored by the existing body of research. As more employees transition to non-traditional working arrangements, it is important to determine their experience of work-life balance and how to improve it (Kelliher, Richardson, & Boiarintseva, 2019).

The term "work-life balance", coined shortly after the Second World War, refers to the trade-off between the work and non-work-related dimensions of employees' lives. To obtain "balance", the time spent on the one aspect, typically work, needs to be limited to allow more time for the other, ordinarily non-work activities. An updated and current understanding of work-life balance is important for organisational policy alignment with modern work trends. It will allow human resource departments to better respond to the needs of their employees. It is important to understand the different working arrangements and relationships in order to develop work-life balance policies (Kelliher et al., 2019).

The increased connectivity between devices, as well as the advancement in cloud computing and mobile computing, has provided new uses for these devices and the internet, mainly through the Internet of Things (IOT), in organisations. The advantages of these devices, as well as the disadvantages, brings a whole new set of research challenges on how to manage these technologies (Ba & Nault, 2017; Boehmer, Shukla, Kapletia, & Tiwari, 2020). Due to the advancement and use of technology in the workplace, interest in studying the increasingly vague separation between the private and work lives and how they are affecting individual work performance has increased. This increased connectivity can support opportunities for flexible working arrangements

like flexible hours and allow employees to work outside the conventional office environment and hours (Farivar & Richardson, 2020).

Interest in the relationship between flexible working arrangements and work-life balance has increased. Flexible workplace policies have been found to assist employees in balancing work and family responsibilities (T. D. Allen, Johnson, Kiburz, & Shockley, 2013). Flexible working hours can be used to decrease the negative impact employee engagement can have on work-life balance (Halbesleben, Harvey, & Bolino, 2009). While the relationship between flexible working arrangements and work-life balance has been studied to some extent, other new forms of work and employment require more attention (Kelliher et al., 2019).

Research into the outcomes of achieving work-life balance through organisational policies indicated that employees were more motivated and less likely to leave the organisation in organisations where the policies were successful. This was also found to have a positive impact on the attitudes of employees with regards to job satisfaction and commitment to the organisation (Kelliher et al., 2019). Work-life balance outcomes differ for remote workers, as some have found that not being required to travel freed up time for non-work activities. In other instances, remote work has been linked with longer working hours, as the time normally used for commuting was used for extending the working hours per day (Kelliher et al., 2019).

The relationship between flexible work practices and employee wellness is mostly inconclusive. Increased flexibility around employee work locations has been shown to improve work-life balance, autonomy, and employee wellbeing. However, other studies have found that remote working could lead to employees experiencing a sense of guilt and try to compensate for it by working longer hours or completing activities like exchanging emails during non-working hours. Despite work being more intensified and for longer hours, studies have found an increase in job autonomy of remote e-workers. (Charalampous et al., 2019). The effectiveness of different working arrangements, like remote working, is dependent on the respect an organisation shows for the other life commitments of employees (Kelliher et al., 2019).

Due to the nature of their work, knowledge workers are often autonomous and have the freedom to decide on how to do their work. They rely on information and communications technology (ICT) to perform tasks when working remotely, allowing for the flexibility as discussed above, to enhance work-life balance and employee efficiency (Charalampous et al., 2019). Work-life balance practices have been found to create forces within the organisation that improves the job embeddedness of employees and making voluntary turnover less likely. Work-life balance practices are resources that employees acquire and would protect to avoid loss when applying COR theory (Thakur & Bhatnagar, 2017).

The needs of autonomy, competence and relatedness have been studied in the context of the Conservation of Resources Theory (COR). COR is a theory of motivation, based on the premise that employees are motivated to protect and acquire resources (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014). Halbesleben et al. (2014) suggested that employees ranked the need for autonomy highest, and they would therefore place a higher value on resources that would help them achieve this. Autonomy related resources would then have the highest effect on employee motivation and wellbeing. In their study on the moderation effects of on- and off-the-job embeddedness, Rubenstein et al. (2020) utilised the conservation of resources (COR) to explain the contrast between the constructs of work-home and home-work conflict, arguing that employees would focus resources into the domains which they are highly embedded in.

2.5 Knowledge workers

Knowledge workers are employees who do not add value to the organisation they work for through physical labour, but their knowledge. These employees are typically engineers, consultants, accountants, computer scientists and lawyers. Due to the impact they have on organisational performance, managers and organisations view the retention of knowledge workers as critical (Lee & Maurer, 1997). The replacement of these workers imply a loss of organisational knowledge and will hinder the innovation of the organisation (Grinza & Quatraro, 2019).

Information and communications technology (ICT) is at the core of the knowledge economy. However, innovation starts with employees or knowledge workers to drive the competitiveness of the organisations they are employed in. Due to the changing nature

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of work, developing ideas and solving problems in a digital context is considered to be essential for employment and participation (van Laar, van Deursen, van Dijk, & de Haan, 2017). These changes increased the need for decentralised decision making, information sharing and the flexible working arrangements.

Organisations could have a significant impact on the perception employees have on job embeddedness through the organisation's strategy to facilitate communications through ICT. These technologies have psychological effects on employees as it benefits them through the links they can develop and maintain with fellow co-workers. These links could embed them as employees are dependent on this technology and would have to sacrifice these benefits if they were to leave their organisation. Where financial support for communication technology or teleworking increases, the job embeddedness of employees could increase as an element of sacrifice if they were to leave for a company that does not offer these benefits. The technology itself can promote job embeddedness as it can reshape the work practices within the organisation and improve connectivity among colleagues (Charlier, Guay, & Zimmerman, 2016).

2.6 Family structure and job embeddedness

In their study on family structure and voluntary turnover, Lee & Maurer (1999) discussed how the family structure could affect turnover based on the limitation of resources of employees. Employees must decide and prioritise between the time spent in work versus family roles. They argued that the family structure affects voluntary turnover due to the increasing social pressures on employees to commit more time and effort toward their jobs or their families. The links between organisational commitment, intention to leave and voluntary turnover were expected to strengthen based on the increased social pressures on employee decisions (Lee & Maurer, 1999).

Research on the effect of family structures has identified being married, having an employed spouse and the number of children in the family as potentially significant antecedents in the voluntary turnover process. These family characteristics can influence the behaviour of the employed members of the family in their decisions of time allocation between family and work (Lee & Maurer, 1999). The results of this research done by Lee & Maurer (1999) suggest that managers should implement policies that support the family structures of employees. This will reduce the effects of low

organisational commitment and improve the ability of employees to manage family issues that could lead to voluntary turnover (Lee & Maurer, 1999).

Policies that could reduce work-family conflicts include flexible working schedules, family counselling and support for family responsibility leave. These policies could improve the level of involvement of employees in the activities of their spouses and children, which in turn could mitigate their intention to leave the organisation in order to reduce work-family conflict (Lee & Maurer, 1999). Ramesh & Gelfand (2010) stated the importance of including family in the job embeddedness construct. They indicated that the work-family interface is an important issue that, at that point in time, has received limited attention in academic literature (Ramesh & Gelfand, 2010).

Companies ranked in "the best places to work for" provide work-life balance and other family-friendly options such as telecommuting, daycare facilities at their premises and scholarships for children. These trends, which includes the family as a factor of embeddedness, makes the job embeddedness construct more comprehensive and lowers the turnover intention of employees (Ramesh & Gelfand, 2010). This was supported in the findings made by Dawley & Andrews (2012), which stressed the importance of off-the-job factors, which can be strengthened through family orientated programs in the organisation.

The constructs of job embeddedness and work and family conflict share a similar focus. However, limited research has been done on the integration of the two perspectives (Ng & Feldman, 2012). Research into the relationship between these constructs is important to establish whether highly embedded employees would experience lower conflict between work and family demands or whether high levels of job embeddedness could have a negative effect on the work-life conflict of employees. Ng & Feldman (2012) encouraged researchers to investigate the different pulls and pushes of work and family to determine how employee involvement in their communities affects their work-life balance.

Treuren (2019) found that organisations can effectively reduce turnover intention by enhancing the on-the-job embeddedness links of employees. It added to work-life balance literature through the finding that job embeddedness is a moderator of work and

family conflict on employee turnover. Wayne et al. (2020) suggested that family-related resources are essential to work-life balance. They found employees with more enriched family roles to have lower levels of family-work conflict, and that autonomy positively predicted work-family enrichment. They recommended as a practical implication that managers should consider how to design the job requirements for employees to enhance autonomy and that emphasis should be placed on supporting the family lives of employees (Wayne et al., 2020).

Rubenstein et al. (2020) investigated the moderating effects of job embeddedness on work-home and home-work conflict. As mentioned above, the results from their research indicated that employees would focus their efforts on preserving the resources in the domain in which they are more embedded. This implies that if employees are more highly embedded in the off-the-job dimensions, they could view work-life conflict as a threat to the resources of family and increase the likelihood of voluntary turnover (Rubenstein et al., 2020).

Former office workers who had to change their working arrangements to work from home would gain the benefits by working from home that was previously reserved for other remote workers. This includes flexible workplace policies, which have been found to assist employees in balancing work and family responsibilities. Flexibility around employee work locations has been shown to improve work-life balance, autonomy, and employee wellbeing. The literature on remote workers found that they enjoy higher levels of autonomy, and through ICT can maintain links with their colleagues. These findings, as well as the finding that remote workers who were not required travel had more time for non-work activities, led to the formulation of the first two hypotheses on the dimensions of fit and links the job embeddedness construct.

Hypothesis 1: The job embeddedness dimension of "fit" will increase for former office workers working from home.

Hypothesis 2: The job embeddedness dimension of "links" will increase for former office workers working from home.

The impact of the Covid-19 was identified as a shock on employees, particularly to the change in the work environment. The possibility of salary sacrifices, along with the impact on organisational status and respect, the third hypothesis was developed for the sacrifice dimension of job embeddedness.

Hypothesis 3: The job embeddedness dimension of "sacrifice" will decrease for former office workers working from home.

A fourth hypothesis was developed from the literature on job embeddedness, the work-life balance that was obtained through the autonomy of former office workers working from home, and the literature on the impact of family structures on turnover and embeddedness. By being able to spend more time at home, along with the autonomy regarding working arrangements, it was hypothesised that former office workers would have less home-work and work-home conflict and this, along with work-life balance, would be a predictor of the embeddedness as formulated in the first three hypotheses.

Hypothesis 4: Work-life balance, being married and having children are predictors of job embeddedness of former office workers being instructed to work from home.

2.7 Conclusion

The Covid-19 pandemic is an extraordinary, disruptive event. It could, therefore, be classified as a negative shock on organisations due to the high levels of job insecurity, loss of revenue, the emotional impact of social distancing and a general increase in the anxiety of employees. Unanticipated job losses due to the pandemic may lead to opportunities for career exploration or career changes. This specific shock may have both negative career and psychological consequences as a result of these job losses, lower salaries and reduced work satisfaction (Akkermans et al., 2020).

The shock brought about by the pandemic matches the characteristics as described in the unfolding model by Lee and Mitchell (1994). It challenges the status quo and could lead to employees reconsidering their current job and start the process of voluntary turnover. Job embeddedness has been shown to buffer the impact of these shocks and highly embedded employees typically focus their energies on helping the organisation through an event like this (Burton et al., 2010). Higher embedded employees would

therefore be more resistant to this shock brought about by the pandemic. Reviewing the literature on job embeddedness and the unfolding model, it becomes apparent that this shock can affect the key dimensions of links, fit, and sacrifice as previous office workers are now required to work from home.

As mentioned in this chapter, the retention of employees has an important impact on organisational performance and innovation. Understanding the impact of working from home on their embeddedness is therefore essential in retaining employees. It is important for organisations and their management teams to understand the factors predicting the level of embeddedness, as this will allow them to adopt policies and programs to improve on these factors in order to ensure high levels of embeddedness, work-life balance of employees and low levels of voluntary turnover.

3   Research hypotheses

The research study aimed to investigate the impact working from home had on the job embeddedness of former office workers. Remote working and working from home have increased significantly due to advances in technology. As described in the previous chapter, there are several benefits to employees by working from home or remotely. Knowledge workers who worked remotely have been found to experience higher levels of job satisfaction, are more committed and tend to have lower levels of stress (Charalampous et al., 2019). Employees who work from home have been found to be more productive, happier and less likely to resign (Bloom, 2014).

The construct of job embeddedness was theorised by Mitchell et al. (2001) as a predictor of voluntary employee turnover. It is comprised out of six dimensions, measuring both on-the-job embeddedness and off-the-job embeddedness. The measurement of on-the-job embeddedness refers to the level of connectedness to an organisation and includes measurement on organisational tenure, as well as co-worker dependency. Off-the-job embeddedness measures employee involvement in local functions within their communities and social support systems like family (Rubenstein et al., 2020). Rubenstein et al. (2020) found that employees who experience high work-home and home-work conflict were less likely to quit if they were highly embedded.

The following hypotheses were developed from the theory in the previous chapter on job embeddedness, work-life balance, family structures and working from home.

3.1   Hypothesis 1

The first hypothesis tests the fit dimension of job embeddedness and determines whether this has increased for former office workers working from home. The relationship with friends and family of employees have been shown to predict their connection with the community they live in (Gonzalez, Ragins, Ehrhardt, & Singh, 2018). The first hypothesis was developed on the premise that working from home would improve the work-life balance of former office workers. Flexible working arrangements have been shown to assist employees in balancing work and family responsibilities (T. D. Allen et al., 2013). Remote working has also been found to increase the autonomy of

knowledge workers (Charalampous et al., 2019). It is anticipated that remote working will allow knowledge workers to utilise their skills better to increase the dimension of fit.

H1: The job embeddedness dimension of "fit" will increase for former office workers working from home.

3.2 Hypothesis 2

The second hypothesis will be tested to determine whether the links dimension of former office workers had increased when they worked from home. Information and communications technology have been found to assist employees in developing and maintaining links with their colleagues (Charlier et al., 2016). As knowledge workers rely heavily on information and communications technology (ICT) to perform their work, especially when working remotely, it was hypothesised that this would improve the links they have with co-workers. It was anticipated that the links to their community would also improve by working from home.

H2: The job embeddedness dimension of "links" will increase for former office workers working from home.

3.3 Hypothesis 3

The embeddedness dimension of sacrifice is expected to decrease for former office workers working from home. This dimension measures the perceived sacrifices employees would make by leaving their current organisation (Rubenstein et al., 2020). This includes salary, benefits, promotional opportunities, future prospects and respect that the employee currently receives. Kramer & Kramer (2020) noted the impact the Covid-19 pandemic could have on occupational status. This study also anticipated that the potential salary and benefit sacrifices would decrease the sacrifice dimension of job embeddedness.

H3: The job embeddedness dimension of "sacrifice" will decrease for former office workers working from home.

3.4   Hypothesis 4

Organisational work-life balance practices have been found to foster job embeddedness (Thakur & Bhatnagar, 2017). Knowledge workers who worked remotely have indicated that they missed office interaction and have experienced feelings of isolation. Limited access to social support could negatively affect employee engagement (Charalampous et al., 2019). Mitchell et al. (2001) indicated that social relationships in the workplace had been recognised as a driving force for job embeddedness. Employees who are married and have families are less likely to resign and have been included in the job embeddedness dimension of links to the community (Mitchell et al., 2001). The second hypothesis was built on the premise that working from home would increase the work-life balance of former office workers, as they will likely be more autonomous and be able to spend more time with their families (Charalampous et al., 2019).

Family structure has been identified as one of the factors that affect turnover, based on the limitation of resources of employees and that management implement policy that support the family structures of employees (Lee & Maurer, 1999). Family-related resources are essential to work-life balance (Wayne et al., 2020). Research by Treuren (Treuren, 2019) has found family-work and work-family conflict to be negatively related to the job embeddedness of employees. Improved work-life balance should therefore be positively related and a predictor of job embeddedness (Treuren, 2019).

H4: Work-life balance, being married and having children are predictors of job embeddedness of former office workers being instructed to work from home.

4 Research methodology and design

4.1 Introduction

A quantitative research study was conducted, as job embeddedness is a well-developed construct which was quantitatively tested in previous studies (Porter et al., 2019; Sender et al., 2018; Verbruggen & van Emmerik, 2020). This study used a survey strategy for collecting data to explain the phenomena of the job embeddedness of former office workers, who were working from home during the time of the study, by analysing this data through mathematically based methods in statistical software (Muijs, 2012c). An initial test was conducted to determine if the positive relationship between work-life balance and embeddedness would reflect from the data. This was followed by univariate analyses on the impact on the dimensions of job embeddedness on former office workers who had to work from home during the Covid-19 pandemic. It was hypothesised that this would increase the dimensions of fit and links but decrease for sacrifice based on the literature on job embeddedness and work-life balance.

Hypothesis 1: The job embeddedness dimension of "fit" will increase for former office workers working from home.

Hypothesis 2: The job embeddedness dimension of "links" will increase for former office workers working from home.

Hypothesis 3: The job embeddedness dimension of "sacrifice" will decrease for former office workers working from home.

Hypothesis 4: Work-life balance, being married and having children are predictors of job embeddedness of former office workers instructed to work from home.

The following sections of this chapter will elaborate and explain the rationale of the research methods used in this research study. This will include the choice of methodology, the population and sample size, the unit of analysis, the measuring instruments used, data gathering and analyses, and the limitations of this study.

4.2 Choice of methodology

Positivism was utilised in this study as the research philosophy. This philosophy was chosen to discover credible and meaningful data on job embeddedness and work-life balance that is observable and measurable. Positivism holds that a knowable objective reality exists, in other words, that world works according to certain laws of cause and effect, which can be represented by the variables that were used in this study (Babones, 2016). The theories on these laws are then tested through scientific thinking, which is then provisionally accepted or rejected (Muijs, 2012c).

The existing theories on embeddedness, voluntary turnover, family structures and work-life balance were used to develop null and alternative hypotheses, from which conclusions were drawn based on probabilities (Babones, 2016). These conclusions and findings on the relationships found can be used to investigate other relationships, leading to new theories to be developed and tested by other research (Wacker, 1998). By using this approach with statistical controls, it allows the researcher to explain the behaviour of the dependent variable based on the values of the independent variables to predict employee behaviour in organisations (Babones, 2016).

A deductive approach was applied to the research theory, with the collected data analysed to confirm the existing theory on job embeddedness and work-life balance and whether the hypothesis of the relationship between the variables regarding working from home can be used to develop new theories. Deduction provides a means of testing theories which is an essential requirement in scientific rigour and hypothesis testing (Ketokivi & Choi, 2014). The collection of quantitative data was utilised in this hypothesis testing, through a highly structured methodology to facilitate replication and ensure reliability (Muijs, 2012c).

This research study utilised a quantitative mono-method of data collection. A single data collection technique and corresponding analysis procedures were used in this mono research method. A survey questionnaire was used in this study as the data collection technique, with quantitative data analysis performed with SPSS statistical software. The

survey is typically suited for descriptive studies where the relationships between variables occurring in the real world are investigated (Muijs, 2012b).

To allow for the measurement of complex, latent constructs through multi-item scales, the research strategy utilised surveys (Maula & Stam, 2019). A survey in the form of an online questionnaire was used to collect quantitative data on demographics, working from home sentiments regarding work-life balance, and job embeddedness. The survey strategy was chosen as it is suited to a deductive approach, allowed for the economic collection of quantitative data during a time when travelling and interactions with participants were restricted due to the Covid-19 pandemic. It enabled the collection of data for quantitative analysis on the relationships between the variables required for hypothesis testing.

This study focussed on the job embeddedness of former office workers during a particular point in time and will therefore be cross-sectional in nature. The collected data was not to be used to measure the change in job embeddedness over time and is, therefore, a suitable design (Green, Tonidandel, & Cortina, 2016). Due to the time constraints related to the study, the cross-sectional nature was appropriate. However, a recommendation for further study would be to conduct a longitudinal study as the effect of working from home could impact the job embeddedness of former office employees over time (Maula & Stam, 2019). Cross-sectional studies often employ the research strategy of surveys and are used to describe the incidence of phenomena, in this case, job embeddedness during the Covid-19 pandemic (Muijs, 2012b; Palanski et al., 2019).

Self-completed questionnaires, as an online survey utilising Google Forms, was used to collect the data on job embeddedness and work-life balance required for the hypothesis testing. This was in line with the cross-sectional nature of the study and the deductive approach. Proper measurement of abstract constructs is one of the main challenges to understanding the behaviour of employees in organisations. Therefore, well-established frameworks and measurement instruments on embeddedness were used to guide the development of scales for the survey questionnaires (Hinkin, 1998).

4.3 Population

The population selected for this research study was office-based knowledge workers who were required to work from home during the Covid-19 pandemic in South Africa. The population needed to be employed during the time of the survey and had to work behind a computer. The population had to be employed either part-time or full-time by companies who require internet access and use as a tool to assist in the employee's daily work tasks. The population targeted preferably had to hold either a bachelor's or master's degree to ensure they were highly skilled.

These knowledge workers needed to be mainly office based in the recent past. Qualifying questions were included in the survey to ensure the respondents matched the population criteria. Knowledge workers include those who are involved in new knowledge creation, teaching, application of existing knowledge and acquiring knowledge. Typical professions associated with knowledge work include engineers, lawyers, scientists, professors and financial professions (Prem, Ohly, Kubicek, & Korunka, 2017).

The 21st-century workplace requires employees that are highly skilled to manage the increasingly complex and interactive tasks. These workers are expected to select and apply knowledge from the available information effectively in their professional and personal lives. Applying this knowledge has become vital, and people need to acquire these skills to enter the workforce. As innovation starts with people, human capital remains crucial within the workforce (van Laar et al., 2017). Knowledge workers are essential to organisations, whether they are office-based or working from home.

4.4 Unit of analysis

The phenomenon or entity that is the subject of this research study is known as the unit of analysis. The unit of analysis for this study was on an individual level. Specifically, the job embeddedness of employees who are permanently employed, use computers for their work and were required to work remotely from home. All these individual former office workers were experiencing the impact of working remotely due to the impact of the Covid-19 pandemic. Qualifying questions were included early in the presentation to

ensure the criteria of employment, computer-based work, and the requirement to work from home were met by the respondents whose data were included in the analysis.

4.5 Sampling method and size

A non-probability sampling technique was used, as it was not possible to specify a sampling frame based on the population, and the probability of each case being selected from the population could not be determined (Lavrakas, 2012). Based on the approach of Farivar & Richardson (2020), self-selection sampling was used initially to distribute the surveys to the identified participants, who matched the population criteria. Participants were identified from the researcher's professional and academic networks. These participants were then asked to distribute the survey among knowledge workers within their own professional networks as a form of snowball sampling. This form of non-probability sampling is frequently used when using online surveys (Farivar & Richardson, 2020). Based on the studies that were done by Mitchell et al. (2001), Sender et al. (2018) and Treuren & Fein (2018), this study aimed to collect between 200 and 300 responses.

4.6 Measurement instrument

The measurement instruments that were used were based on the scale for measuring job embeddedness, developed by Mitchell et al. (2001) and adapted by Sender et al. (2018). The instrument of embeddedness contained 35 items, as the question "Do you have any children who live with you?" was added to the scale for this study based on the literature review. The dimensions of fit, links and sacrifice were measured on 13 items for their relationship to the community. They were measured on an additional 22 items for their relationship to the organisation. Questions on working from home were developed from the literature review. These questions addressed the topics of work-life balance, autonomy, productivity and interruptions or work-family conflict. The study done by Gröpel & Kuhl (2009), along with the factors discussed in the literature review, guided the development of the questions.

4.7 Data gathering process

Primary data was collected by using self-administrated questionnaires in an online survey. This was a practical and cost-effective method to identify respondents and

request them to distribute this questionnaire, which allowed the researcher to gain access to a higher number of respondents (Marcus, Weigelt, Hergert, Gurt, & Golléri, 2017). A limitation of this method is that respondent selection is non-random (Tenzek, 2017).

Survey questionnaires make it easy to ensure the anonymity of the respondents. Utilising a standardised set of questions in this survey allowed for easy comparability between individual respondents and groups of respondents, e.g. married vs not married (Muijs, 2012b). Variables will be used in the questionnaire to collect data on the characteristics, views and how past and current behaviour differs, respectively. The questionnaire was developed with Google Forms, and the design was guided by measurement instruments of previous studies on job embeddedness.

4.7.1 Pre-test

Initially, the unique link to the survey was distributed via WhatsApp to respondents within the researcher's network to pre-test the survey before sending it out to the larger sample. Feedback was obtained from the respondents on the clarity of the questions, duration of the survey and whether the qualifying questions routed the respondents to the end of the survey as designed. Since proven measuring instruments were adopted for the survey, the construct measurements were anticipated to be valid.

The pre-test survey was completed by seven individuals who gave input on the rewording of unclear questions, the ordering of some questions and one respondent identified one of the qualifying questions did not work as intended. All of the pre-test candidates indicated that they found the survey interesting and were able to complete it within the 20 minutes estimated on the survey.

4.7.2 Data collection

After implementing the changes based on the feedback of the pre-test respondents, the questionnaire was distributed by sharing the online survey link from Google Forms. Google forms were chosen as the platform to create and distribute the questionnaire due to the flexibility the platform provides with regards to questionnaire design, no limitation on the number of questions and the ability to download the responses in the comma-separated value (CSV) format. This format is easy to import into both Microsoft

Excel and IBM SPSS for data clean-up and analyses. Google Forms also append a unique timecode per response and stores the IP address of the respondents to ensure that no duplicate entries were recorded.

The survey was opened to respondents on the 31st of August and run till the 18th of October 2020, which was almost seven weeks. The link to the survey was distributed via WhatsApp to syndicate groups from the Gordon Institute of Business Science (GIBS) and directly to both professional and personal networks. The identified respondents from these networks were asked to distribute the survey among knowledge workers within their own professional networks as a form of snowball sampling. During the data collection period, a total of 176 responses were received. From a total of 176 responses, 157 met the qualifying criteria of being employed and working from home.

4.7.3 Initial coding

The CSV file was imported in Excel and coded for import into SPSS. There were no missing data, as Google forms provided the option of marking all questions as required for the respondent to submit the survey. Those respondents who did not meet the qualifying criteria were automatically directed to the last page of the survey, making the removal from the data set easy. The responses on the survey that were answered "Yes" or "No" and the questions that were string variables on a Likert scale were coded into numerical values before importing into SPSS. Once in SPSS, the descriptions of these string variables were added as labels to the numerical values.

4.8 Analysis approach

The collected data obtained through the surveys was summarised, and the descriptive statistics described the most significant features. For the demographics, the descriptive statistics included the gender, age, education level, the size of the organisation and whether the respondents were instructed to work from home during the Covid-19 pandemic. The descriptive statistics of the constructs were done on the working from home questions, the six dimensions of embeddedness and the total job embeddedness score. Numerical summary features like the mean, standard deviation and skewness were calculated using SPSS (Devore & Farnum, 2005).

The descriptive statistics were followed by a validity test to determine whether the constructs being measured were valid. Pearson's correlation coefficients were used to determine the validity of the constructs (Bobko, 2011). A reliability test followed this. Calculating the Cronbach's alphas for each of the constructs ensured the reliability of the questions measured the responses. The threshold of this research study for the value of the Cronbach's alpha was set slightly lower than the minimum preferred alpha value of 0.7 at 0.65 due to job embeddedness being a formative construct (Burton et al., 2010; Muijs, 2012d).

A confirmatory factor analysis (CFA) was considered, but not performed due to the small sample size. Instead, an exploratory factor analysis (EFA) was performed, which is better suited to the sample size of 157 (Randall & Jung, 2018). Kaiser-Meyer-Olkin (KMO) and Bartlett tests were done to evaluate the suitability of performing an EFA and a principal component analysis (PCA)(Dalenogare, Benitez, Ayala, & Frank, 2018). All constructs tested were found to have acceptable KMO, which indicated that factor analysis was acceptable and the PCAs were also suitable for the constructs, as all were found to be significant with $p < 0.05$.

The positive correlation between work-life balance and embeddedness was confirmed through an initial correlation test. The descriptive statistics of work-life balance construct and the dimensions of fit, links and sacrifice of job embeddedness were calculated, providing details on the mean, standard deviation, range, and skewness. Normality tests were done to determine whether the data were normally distributed. The scale for determining the strength of the correlation was based on Table 1 below, which was adopted from (Muijs, 2012a). Pearson's correlation was used, as it has been found to be a robust statistic and can be used on data that is not normally distributed (Burdess, 2014).

Correlation Coefficient	Strength of Correlation
$0 < r < 0.3$	Weak
$0.3 < r < 0.7$	Moderate
$r > 0.7$	Strong

Table 1: Correlation coefficient interpretation

One sample t-tests were performed to determine whether the fit, links, and sacrifice of the job embeddedness construct of former office workers increased or decreased when working from home. The t-scores were calculated to determine whether it is higher than the critical value of 1.96, based on the sample size and the significance of the research study (Burdess, 2014). A multiple linear regression followed this to determine whether work-life balance, being married and having children were predictors of job embeddedness of former office workers instructed to work from home. The normality of the data distribution was determined for the dependent variable, which was followed by a test for outliers and multicollinearity.

4.9 Quality controls

A unique identifier, which was a unique timestamp created by Google Forms, was generated within each of the survey responses. This minimised the possibility of duplicate entries being recorded into the data set that was analysed. The survey included screening questions to qualify respondents. To ensure reliability, 5-point type Likert scales were used, as the use of these scales has been proven to increase the alpha coefficient reliability (Hinkin, 1998). The measurement instrument used on embeddedness is well developed and has been used reliably in studies by Hom et al. (2009), Burton et al. (2010), Sender et al. (2018), and Rubenstein et al. (2020). Reliability was tested for internal consistency, which was calculated for using Cronbach's alpha. Construct validity was ensured by using established measurement instruments as listed above.

4.10 Limitations

The sample size collected is a limitation on this research study, as more responses may have indicated stronger correlations. Another limitation is that the study was cross-sectional, as working from home could influence embeddedness over a longer period. At the time of collecting the survey data, South Africans have been working from home for approximately six months. Over a longer period, work-life balance and embeddedness may start to correlate differently, and the level of embeddedness may change. Due to the time limitations of the study, a longitudinal approach was not feasible.

South Africa is culturally diverse, and the current measures of job embeddedness do not allow for cultural or contextual factors, which should be explored further in future studies (Sender et al., 2018). The demographics section of the survey did not include ethnicity questions, which could have provided exploratory opportunities. Another limitation is that the responses to the questions are self-reported and based on the perceptions of the respondents. Future studies should include work-life and embeddedness data from multiple sources over different points in time if permitted by the research timeframe, as recommended by Treuren & Fein (2018).

4.11 Conclusion

The research study utilised a quantitative approach to proving the hypotheses. The study aimed to confirm the existing theory on work-life balance and job embeddedness by using a research philosophy of positivism and a deductive approach to the research theory. Quantitative data collection was done through self-completed questionnaires, at a single point in time and therefore, cross-sectional in nature. The questionnaire was created using Google Forms and pre-tested. A total of 176 responses were collected, of which 157 were used in the statistical analyses.

All coding and the statistical analyses were done by the researcher in Excel and IBM SPSS, without assistance from external statisticians. The details of the statistical analyses are discussed in the next chapter.

5 Research results

5.1 Introduction

This section contains the finding from the statistical analyses done on the data collected via the online survey. The data was cleaned up based on the qualifying criteria and coded to allow for statistical analysis to be performed in SPSS. A confirmatory test was done to determine whether the relationship as discussed in the literature exists. The confirmatory test was followed by testing the hypothesis on job embeddedness and evaluating the predictors of embeddedness through a linear multiple regression. The tests to ensure the validity of the constructs and the reliability of the variables were also done and will be discussed in detail in this chapter.

The demographics will be discussed first, followed by descriptive statistics. This will be followed by discussing validity and reliability tests, where after an exploratory factor analysis will be addressed. An initial test to confirm the correlation between embeddedness and work-life balance will follow the exploratory factor analysis, before moving on to main hypothesis testing. The final test would be the linear regression to calculate the predictors of embeddedness, as discussed above. A conclusion on the statistical findings will close out this section.

5.2 Demographics

The following results were obtained from the collected data and used in the analysis of knowledge workers and the impact working from home had on their embeddedness and work-life balance. A total number of 157 valid responses were collected, which was suitable for statistical analysis.

5.2.1 Gender

The split between male and female respondents can be seen below in Table 2, with the percentage between male (48.4%) and female (51.6%) responses being almost equal.

	Frequency	Percent	Valid Percent
Male	76	48.4	48.4
Female	81	51.6	51.6
Total	157	100.0	100.0

Table 2: Gender of respondents

5.2.2 Age

The distribution between the age groups of the respondents can be seen below. The majority (59.9%) was in the 30 to 39-year-old age group. The lower number of respondents fall in the over 60-year-old age group, followed closely by the 20 to 29-year-old age group, as seen in Table 3 below.

	Frequency	Percent	Valid Percent
Age 20 to 29	13	8.3	8.3
Age 30 to 39	94	59.9	59.9
Age 40 to 49	22	14.0	14.0
Age 50 to 59	18	11.5	11.5
Age 60 and over	10	6.4	6.4
Total	157	100.0	100.0

Table 3: Age groups of respondents

5.2.3 Education

Most of the respondents (82.8%) held either a bachelor's or master's degree or another form of tertiary education. Table 4 illustrates the breakdown of the other levels of education of the survey respondents.

	Frequency	Percent	Valid Percent
Bachelors / Honours Degree	65	41.4	41.4
College Diploma	12	7.6	7.6
Doctors Degree	3	1.9	1.9
Grade 12 - Matric	9	5.7	5.7
Masters Degree	65	41.4	41.4
National Diploma	1	.6	.6
National Tertiary Certificate	1	.6	.6
NPDE	1	.6	.6
Total	157	100.0	100.0

Table 4: Education level of respondents

5.2.4 Size of organisation

Most of the respondents (73.2%) worked for large organisations, with more than 200 employees. These statistics should be taken into consideration regarding the findings on embeddedness and work-life balance.

	Frequency	Percent	Valid Percent
1 - 20 Employees	15	9.6	9.6
100 - 200 Employees	8	5.1	5.1
20 - 50 Employees	8	5.1	5.1
50 - 100 Employees	11	7.0	7.0
More than 200 Employees	115	73.2	73.2
Total	157	100.0	100.0

Table 5: Respondents organisation size

5.2.5 Instructed to work from home

From the total number of respondents, 155 were instructed to work from home during the lockdown period.

InstructedToHomeCovid	N
No	2
Yes	155
Total	157

Table 6: Respondents instructed to work from home

5.3 Descriptive Statistics

The measured variables were computed into the relevant constructs to do the analyses and perform hypothesis testing. The constructs that were calculated into new variables were Community Fit (FitCS), Organisational Fit (FitOS), Community Links (LinksCS), Organisational Links (LinksOS), Community Sacrifice (SacrificeCS) and Organisational Sacrifice (SacrificeOS). These, in turn, were used to calculate the total embeddedness score of the respondents. Community links questions were dichotomous variables and answered as "Yes" or "No" questions. All other embeddedness questions were responded to using five-point Likert scales. The list of questions asked in each construct can be seen in Appendix 1.

To evaluate work-life balance and productivity of the former office workers, now working from home, the following variables were included into the questionnaire: Working from home has improved my overall work/life balance (WorkingFromHome_WLBalance), Working from home has increased my autonomy (WorkingFromHome_Autonomy), Working from home has increased the number of hours I work per day (WorkingFromHome_HoursIncrease), I can get more work done per day when working from home (WorkingFromHome_GettingMoreDone), Working from home led to an

increased   number   of   meetings   I   had   to   attend   virtually (WorkingFromHome_IncreaseMeetings), I am often interrupted while working from home (WorkingFromHome_OftenInterrupted) and I miss working in an office environment (MissOffice). The work-life variables were also measured through five-point Likert scales. The descriptive statistics of the questions can be seen in Appendix 2. The mean values for the constructs and variables can be seen below in Table 7. Note the means of WorkingFromHome and the dimensions of embeddedness. Working from home have increased the hours and number of meetings of former office workers.

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Std. Error
WorkingFromHome_WLBalance	157	3.24	1.283	-.260	.194
WorkingFromHome_Autonomy	157	3.41	1.154	-.493	.194
WorkingFromHome_HoursIncrease	157	4.11	.924	-1.305	.194
WorkingFromHome_GettingMoreDone	157	3.68	1.104	-.702	.194
WorkingFromHome_IncreaseMeetings	157	4.18	.957	-1.120	.194
WorkingFromHome_OftenInterrupted	157	2.95	1.165	.100	.194
MissOffice	157	3.18	1.179	-.305	.194
FitCS	157	3.3159	.63896	.517	.194
FitOS	157	3.3217	.71714	-.082	.194
LinksCS	157	2.8803	1.10520	-.164	.194
LinksOS	157	3.4167	.62101	-.536	.194
SacrificeCS	157	3.1783	.50711	.624	.194
SacrificeOS	157	3.0906	.58006	-.165	.194
Embeddedness	157	3.2006	.42701	-.074	.194
Valid N (listwise)	157				

Table 7: Constructs and variables

5.4 Construct Validity

The validity of the constructs was determined using Pearson's correlation coefficients (*r*). These correlation coefficients are used and play an essential role in the assessment of both construct and criterion-related validity (Bobko, 2011; Westen & Rosenthal, 2003). The correlations for the different constructs can be viewed in Appendix 3. The six dimensions of embeddedness of FitCS, FitOS, LinksCS, LinksOS, SacrificeCS and SacrificeOS each had significant, positive correlations with the underlying variables.

Additionally, the construct of embeddedness was positively and significantly correlated to each of the six dimensions of embeddedness. As embeddedness is a proven measuring instrument, the construct validity was expected (Burton et al., 2010; Mitchell et al., 2001; Rubenstein et al., 2020).

5.5 Reliability

The internal reliability of the constructs was determined by calculating the Cronbach's alpha for each of the constructs listed. Based on the reliability results, some questions were omitted to increase the alpha values. A reliability test was conducted for FitCS, FitOS, LinksCS, LinksOS, SacrificeCS and SacrificeOS, as well as for the work-life balance and productivity variables. The result of internal reliability can be seen in Table 8 below. The detailed tables for each analysis can be found in Appendix 4.

Reliability Statistics

Constructs	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items	Final Cronbach's Alpha	Final N of Items
FitCS	.730	.748	5	.730	5
FitOS	.812	.817	6	.812	6
LinksCS	.496	.494	5	.657	3
LinksOS	.675	.696	7	.685	6
SacrificeCS	.388	.391	3	.388	3
SacrificeOS	.824	.824	9	.824	9
Work-Life Balance	Negative	0.052	7	.692	2

Table 8: Reliability Statistics

The Cronbach's alpha of FitCS, FitOS, SacrificeCS and SacrificeOS were 0.730, 0.812, 0.388 and 0.824, respectively. The removal of any of the questions in these constructs would have only marginally improved the reliability. It was, therefore, left unchanged in terms of the number of questions. LinksCS initially calculated a Cronbach's alpha of 0.496 but was improved to an alpha value of 0.657 after removing the questions LinksCommunity_HomeOwnership and LinksCommunity_FamilyRoots. LinksOS also improved to an alpha value of 0.685, after removing LinksOrg_NumberOfCoworkers.

A Chronbach's alpha value of more 0.7 or higher is preferred, as this would indicate acceptable reliability (Butts & Michels, 2006; Muijs, 2012d). For this research study, the

minimum value of reliability was set at 0.65, as job embeddedness is a formative construct where high internal consistency is not a standard by which the construct validity should be assessed (Burton et al., 2010). This resulted in SacrificeCS to not be included in the final analysis and hypotheses testing.

The following questions on WorkingFromHome_WLBalance, WorkingFromHome_Autonomy, WorkingFromHome_HoursIncrease, WorkingFromHome_GettingMoreDone, WorkingFromHome_OftenInterrupted, WorkingFromHome_IncreasedMeetings, and Missoffice have been incorporated into the Work-Life Balance construct. Initially calculated to have a negative Cronbach's alpha due to negative covariance among items, the internal reliability was improved by removing the questions of WorkingFromHome_HoursIncrease, WorkingFromHome_GettingMoreDone, WorkingFromHome_OftenInterrupted, WorkingFromHome_IncreasedMeetings, Missoffice to 0.690. It should be noted that this was achieved without the need to recode the variables.

5.6 Confirmatory Factor Analysis

Confirmatory factor analysis allows researchers to determine the relationship between the variables and underlying variables of the study (Randall & Jung, 2018). It is both a qualitative and statistical process that examines the reliability of the individual variables, construct reliability and validity and the goodness of fit. The objective of performing a CFA is then to confirm the measurement properties of certain variables for measuring a defined latent construct (Hair, Howard, & Nitzl, 2020). Due to the sample size being smaller than 200, a CFA was not performed on the constructs, and the research defaulted to an exploratory factor analysis as described in the next section (Randall & Jung, 2018).

5.7 Exploratory Factor Analysis

An exploratory factor analysis was conducted on the variables of the constructs that were calculated to have the minimum required internal reliability. The correlation matrix in SPSS was evaluated to ensure the variables had at least one correlation above 0.3. The Kaiser-Meyer-Olkin (KMO) and Bartlett tests were done to ensure factor analysis and principal components analysis (PCA) were suitable for the different constructs. The

summary of the results can be seen below in Table 9. The details of each analysis can be seen in Appendix 5.

FitCS	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.657
	Bartlett's Test of Sphericity	Approx. Chi-Square	204.826
		df	10
		Sig.	.000
	Components		1
FitOS	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.833
	Bartlett's Test of Sphericity	Approx. Chi-Square	308.004
		df	15
		Sig.	.000
	Components		1
LinksCS	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.577
	Bartlett's Test of Sphericity	Approx. Chi-Square	77.199
		df	3
		Sig.	.000
	Components		1
LinksOS	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.681
	Bartlett's Test of Sphericity	Approx. Chi-Square	438.818
		df	15
		Sig.	.000
	Components		2
SacrificeOS	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.764
	Bartlett's Test of Sphericity	Approx. Chi-Square	552.876
		df	36
		Sig.	.000
	Components		2
Work-Life Balance	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.500
	Bartlett's Test of Sphericity	Approx. Chi-Square	50.990
		df	1
		Sig.	.000
	Components		1

Table 9: EFA Summary

Each construct that was tested had an acceptable KMO, the lowest being LinksCS at 0.577, which indicated that factor analysis is appropriate. Principal components analyses were suitable for the constructs as all had significance with $p < 0.05$, based on

Bartlett's test of sphericity. Two of the constructs extracted two components on the PCA. These constructs were LinksOS and SacrificeOS. Since LinksOS and SacrificeOS are proven measurement instruments of embeddedness, it was decided not to change them as the other components, while measuring other dynamics of the organizational links and sacrifices, were still relevant to the construct (Hair et al., 2020). This can be seen in more detail in the rotated component matrices of these two constructs. The other constructs only extracted one component.

5.8 Test of embeddedness of former office workers working from home

An initial test was done to confirm the positive correlation between work-life balance and embeddedness was present in this dataset as suggested by literature (Mitchell et al., 2001; Rubenstein et al., 2020; Thakur & Bhatnagar, 2017).

5.8.1 Initial test – Work-life balance and embeddedness

The construct of Work-life balance was tested for reliability and was modified to include only the following two variables WorkingFromHome_WLBalance and WorkingFromHome_Autonomy to increase reliability. After the EFA was performed on the construct, the only component was labelled HomeWLB and will be used in the initial correlation test. The descriptive data can be seen below in Table 10.

			Statistic	Std. Error
HomeWLB	Mean		3.3248	.08511
	95% Confidence Interval for Mean	Lower Bound	3.1567	
		Upper Bound	3.4930	
	5% Trimmed Mean		3.3544	
	Median		3.5000	
	Variance		1.137	
	Std. Deviation		1.06649	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		1.50	
	Skewness		-.236	.194
	Kurtosis		-.506	.385

Table 10: Work-life balance descriptive data

The construct of embeddedness (EmbeddednessConstruct) was calculated from the variables of FitCS, FitOS, LinksCS, LinksOS, and SacrificeOS. SacrificeCS was omitted from the calculations based on the results of the reliability test. The descriptive statistics that were done on embeddedness returned a mean and median of 3.19, with a standard deviation of 0.487. The details of the other descriptive statistics can be seen below in Table 11.

			Statistic	Std. Error
EmbeddednessConstruct	Mean		3.1925	.03887
	95% Confidence Interval for Mean	Lower Bound	3.1158	
		Upper Bound	3.2693	
	5% Trimmed Mean		3.1971	
	Median		3.1907	
	Variance		.237	
	Std. Deviation		.48705	
	Minimum		1.73	
	Maximum		4.66	
	Range		2.92	
	Interquartile Range		.62	
	Skewness		-.091	.194
	Kurtosis		.381	.385

Table 11: Embeddedness descriptive data

Both constructs were tested using the Shapiro-Wilk test to determine whether the data were normally distributed. The results of these tests can be seen below in Table 12, indicating the significance to be more than 0.05 for the embeddedness construct. The test showed a value of less than 0.05 for the work-life balance construct, indicating that the data is not normally distributed. It is important to note that the Pearson correlation does not assume normality and is used for correlations of continuous variables. Spearman's rank-order correlation is often recommended for rank order variables and where the relationship is believed to be non-linear (Elliott & Woodward, 2011). Since the sample size was larger than 40, the central limit theorem was invoked to use parametric analyses on data that is not normally distributed. Pearson's r has been found

to be robust by statisticians and that researchers could use them even when the population is not normally distributed (Burdess, 2014).

HomeWLB exhibited some negative skewness which can be seen in Figure 3

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
HomeWLB	.119	157	.000	.951	157	.000
EmbeddednessConstruct	.036	157	.200[*]	.995	157	.905
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

Table 12: Test of normality

The Q-Q plots below in Figure 1 and Figure 2 graphically represents the findings that the data is mostly normally disturbed for HomeWLB and EmbeddednessConstruct. Most of the data points follow the line with some tapering off towards the start and endpoints. This confirms the normality of the data distribution.
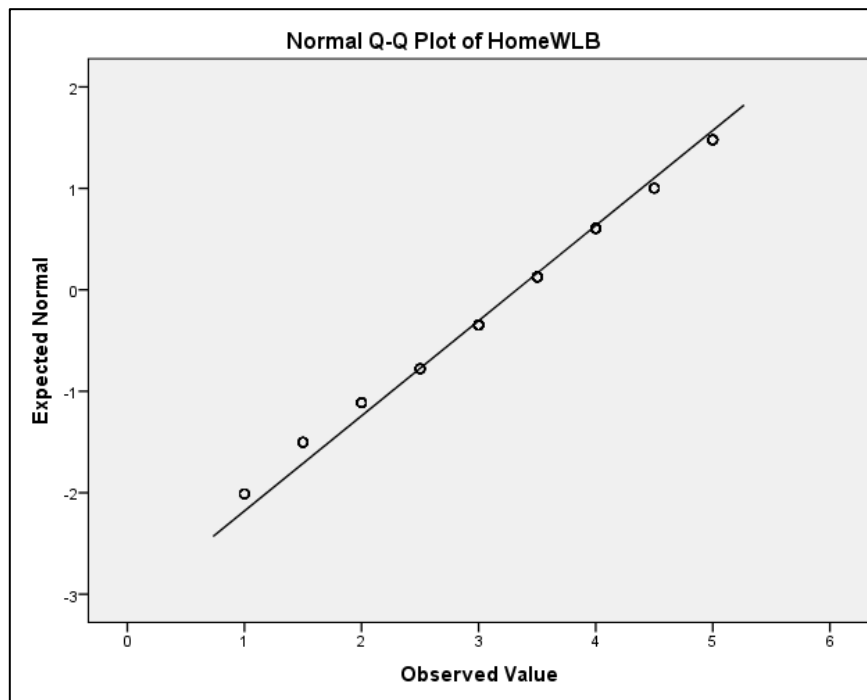
Figure 1: Normal Q-Q Plot of HomeWLB
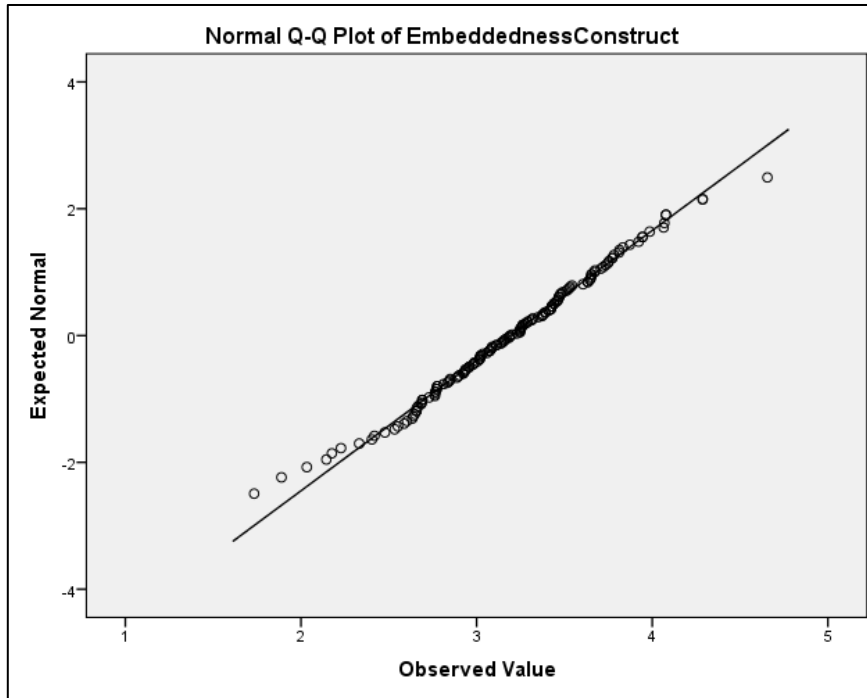
Figure 2: Normal Q-Q Plot of EmbeddednessConstruct
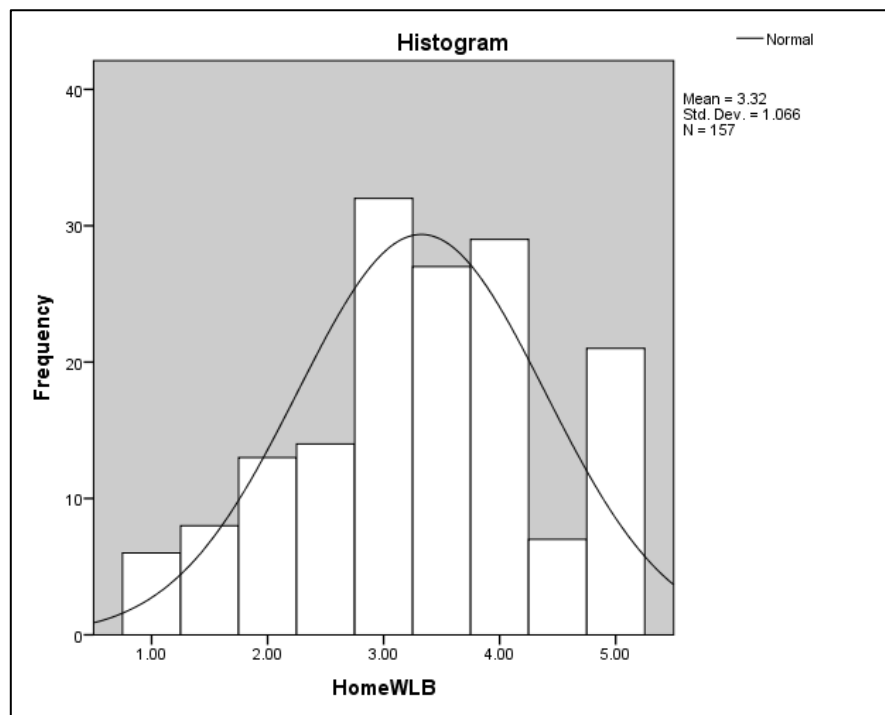
Figure 3: HomeWLB distribution

The results of the correlation performed can be seen below in Table 13. The correlation coefficient of 0.30 indicates a moderate, but statistically significant ($p < 0.01$) positive correlation between the construct of embeddedness and work-life balance.

		WLBconstruct	Embeddedness Construct
HomeWLB	Pearson Correlation	1	.300[**]
	Sig. (2-tailed)		.000
	N	157	157
EmbeddednessConstruct	Pearson Correlation	.300[**]	1
	Sig. (2-tailed)	.000	
	N	157	157
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 13: Pearson's correlation between HomeWLB and EmbeddednessConstruct

The correlation between the variables can be seen below in Figure 4.
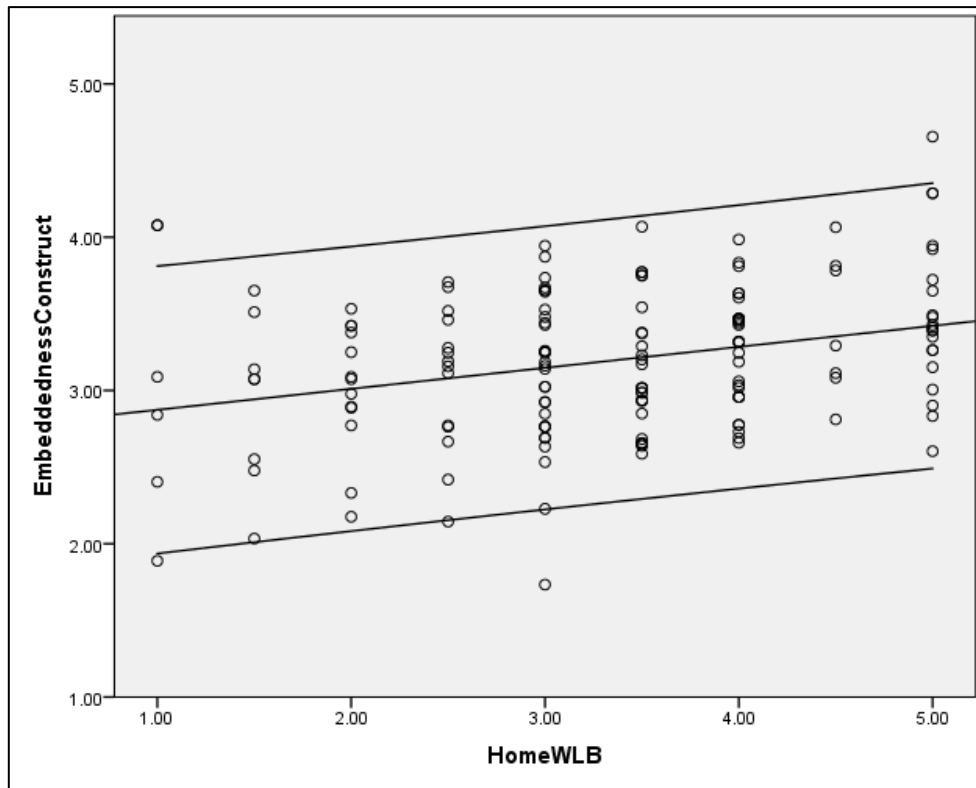
Figure 4: Pearson's correlation between WLBconstruct and EmbeddednessConstruct

5.8.2 Hypothesis 1: The job embeddedness dimension of "fit" will increase for former office workers working from home.

An in-depth univariate analysis was done on the embeddedness of former office workers based on the nature of the questionnaire. The dimension of Fit was calculated as the mean of FitCS and FitOS. To determine whether this increased, a one-sample t-test was conducted and tested against the known value of "Stayed the same". The known value

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which would indicate "Stayed the same" corresponded to a mean value of 3.00. The descriptive statistics can be seen below in Table 14. The mean calculated was 3.32, with a median of 3.28 and a standard deviation of 0.552. This histogram of this data can be seen below in Figure 5.

			Statistic	Std. Error
Fit	Mean		3.3188	.04405
	95% Confidence Interval for Mean	Lower Bound	3.2318	
		Upper Bound	3.4058	
	5% Trimmed Mean		3.3161	
	Median		3.2833	
	Variance		.305	
	Std. Deviation		.55192	
	Minimum		1.70	
	Maximum		5.00	
	Range		3.30	
	Interquartile Range		.62	
	Skewness		.179	.194
	Kurtosis		1.015	.385

Table 14: Descriptive statistics of Fit
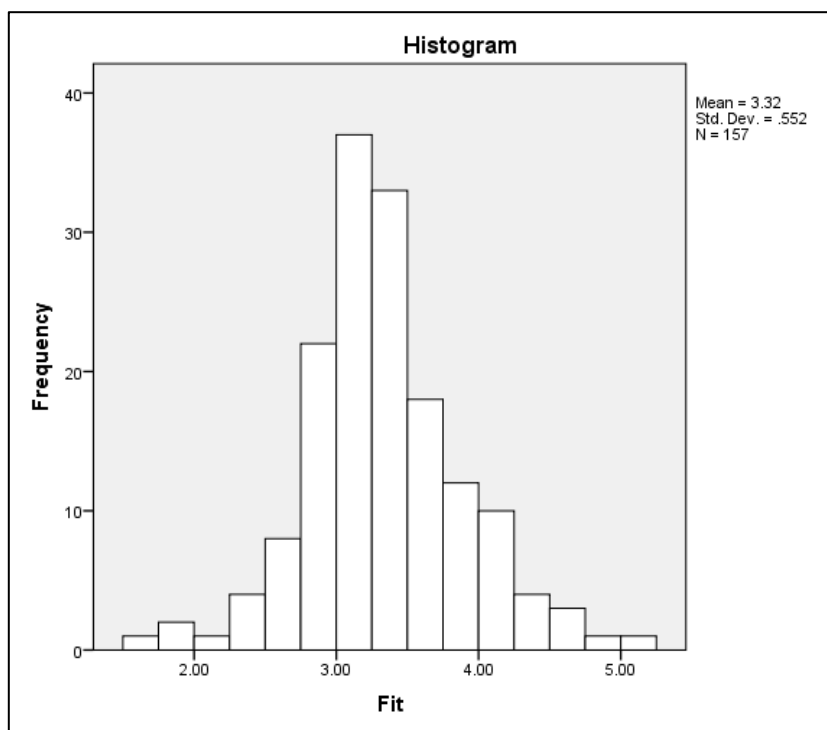
Figure 5: Histogram of Fit

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A one-sample t-test was performed to compare the means of Fit for the respondents. The t-score was calculated as 7.24, which is significantly higher than the critical value of 1.96 as required for this sample size of 157 (Wegnor, 2017). The difference in means was also found to be significant, with $p < 0.05$. The results of the test can be seen below in Table 15.

					95% Confidence Interval of the Difference	
			Test Value = 3			
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Fit	7.237	156	.000	.31879	.2318	.4058

Table 15: One-sample t-test of Fit

The null hypothesis is therefore rejected, and the alternate hypothesis that the job embeddedness dimension of Fit increased for former office workers working from home is accepted.

5.8.3 Hypothesis 2: The job embeddedness dimension of "links" will increase for former office workers working from home.

Like in hypothesis 1, Links was calculated as the mean of LinksOS and LinksCS. A one-sample t-test was performed on this mean against the know mean value of 3.00, which would determine whether this dimension increased or not. The descriptive statistics of Links was calculated and can be seen in Table 16.

			Statistic	Std. Error
Links	Mean		3.1683	.06486
	95% Confidence Interval for Mean	Lower Bound	3.0401	
		Upper Bound	3.2964	
	5% Trimmed Mean		3.1678	
	Median		3.1667	
	Variance		.660	
	Std. Deviation		.81270	
	Minimum		1.67	
	Maximum		4.92	
	Range		3.25	
	Interquartile Range		1.50	

	Skewness	-.034	.194
	Kurtosis	-1.135	.385

Table 16: Descriptive statistics of Links

The mean of Links was calculated to be 3.17, with a median of 3.17 and a standard deviation of 0.812. The histogram of the data is illustrated below in Figure 6.
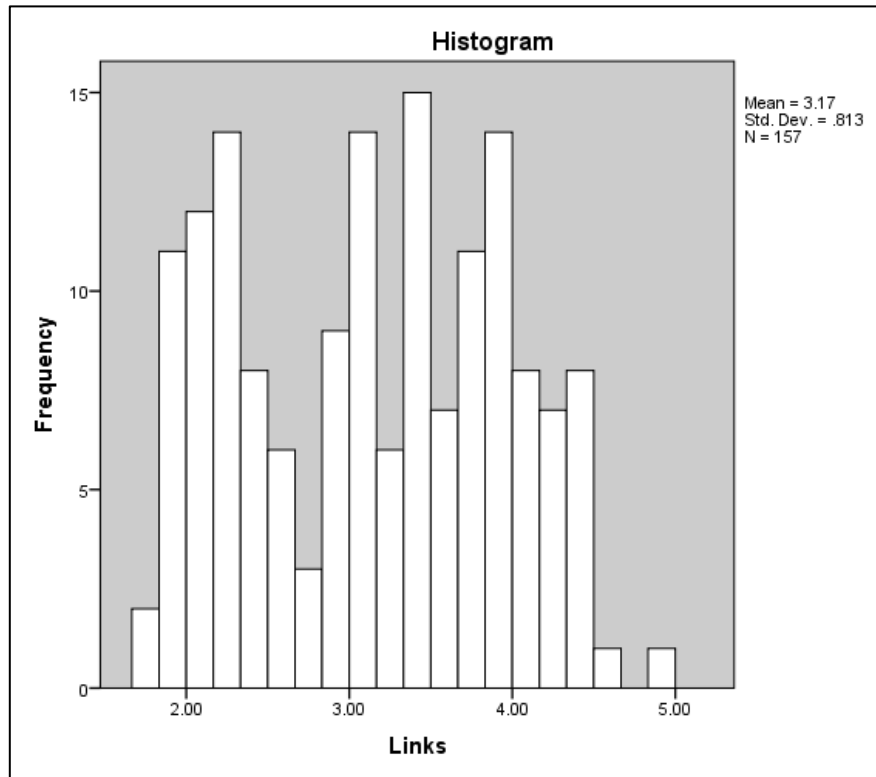
Figure 6: Histogram of Links

A one-sample t-test was done to determine the difference in the mean of Links and that of a known value, 3.00, which would indicate that the dimension of "links" stayed the same. The t-score was calculated to be 2.59, which again was higher than the critical value of 1.96 for the sample size (Wegnor, 2017), with a significant difference between the means ($p < 0.05$). The results are summarised below in Table 17.

	Test Value = 3				95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Links	2.594	156	.010	.16826	.0401	.2964

Table 17: One-sample t-test of Links

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The null hypothesis is therefore rejected, and the alternate hypothesis is accepted that the job embeddedness dimension of Links will increase for former office workers working from home.

5.8.4 Hypothesis 3: The job embeddedness dimension of "sacrifice" will decrease for former office workers working from home.

As SacrificeCS was removed for not meeting the reliability threshold, for this hypothesis, only SacrificeOS was used in the statistical tests and named Sacrifice. Again, a one-sample t-test was performed on this mean against the know mean value of 3.00, which would determine whether this dimension decreased or not. The descriptive statistics of Sacrifice can be seen below in Table 18.

			Statistic	Std. Error
Sacrifice	Mean		3.0906	.04629
	95% Confidence Interval for Mean	Lower Bound	2.9991	
		Upper Bound	3.1820	
	5% Trimmed Mean		3.0999	
	Median		3.0000	
	Variance		.336	
	Std. Deviation		.58006	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		.61	
	Skewness		-.165	.194
	Kurtosis		1.528	.385

Table 18: Descriptive statistics of Sacrifice

The calculated mean was 3.09, with a median of 3.00 and a standard deviation of 0.580. The histogram of this data is represented in Figure 7 below.
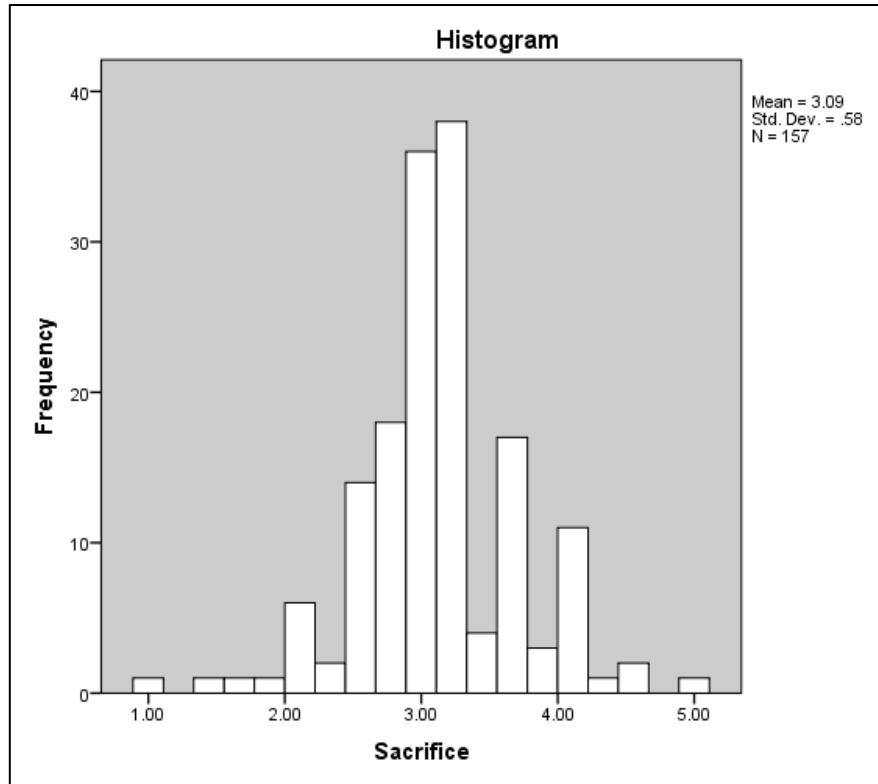
Figure 7: Histogram of Sacrifice

For this hypothesis testing, a one-sample t-test was performed to compare the means of Sacrifice for the respondents against the known mean value. The t-score was calculated as 1.96, which is at the limit of the critical value t-scores (Wegnor, 2017). Also, the difference in means was found to not be significant, with p > 0.05. The results of the test can be seen below in Table 19.

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Sacrifice	1.957	156	.052	.09059	-.0009	.1820

Table 19: One-sample t-test of Sacrifice

The null hypothesis is therefore rejected, and the alternate hypothesis is rejected that the job embeddedness dimension of Sacrifice will decrease for former office workers working from home. The results from the one-sample t-test indicate that it largely remained unchanged for the sample researched.

5.8.5 The impact of working from home on the job embeddedness

Further statistical tests were done on global the construct of job embeddedness. This included descriptive statistics on embeddedness, followed by a one-sample t-test to test the embeddedness against the known mean of "Stayed the same". The descriptive statistics of EmbeddednessConstruct can be seen above in Table 11. The mean was calculated to be 3.19, with a median of 3.19 and a standard deviation of 0.487. The histogram of the data can be seen below in Figure 8.
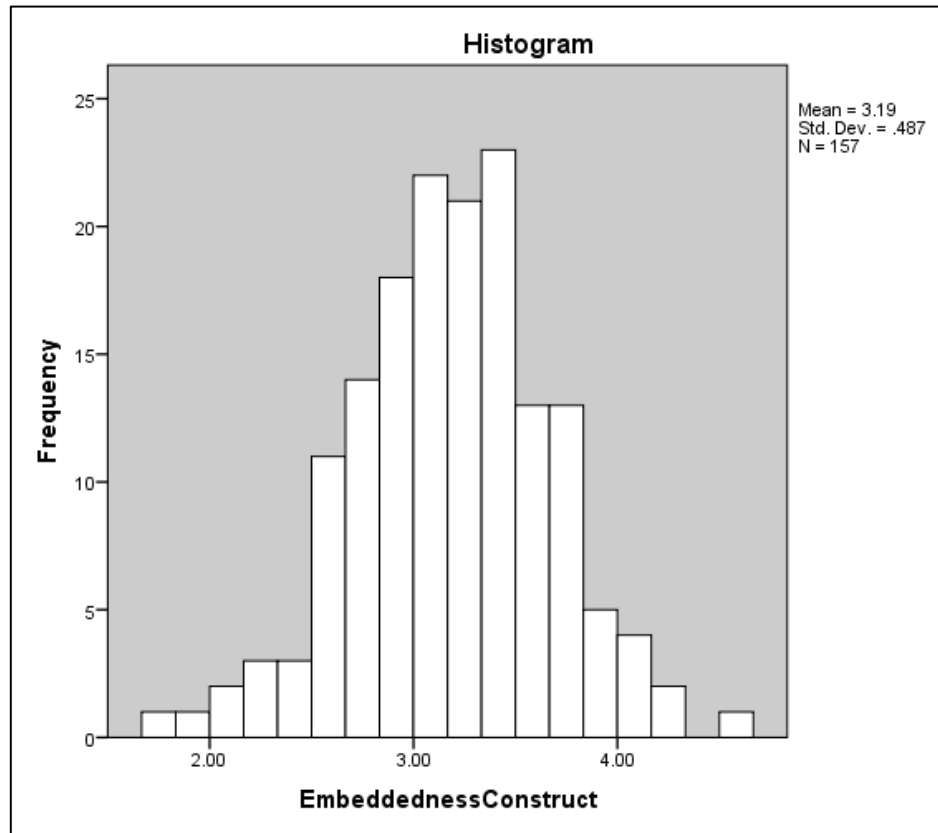
Figure 8: Histogram of EmbeddednessConstruct

A one-sample t-test was performed to test the hypothesis, against the test value of 3 ("Stayed the same"). The t-score was calculated to be 4.95, which is higher than the critical value of 1.96 and the mean difference was found to be significant ($p < 0.05$) against the test value (Wegnor, 2017). The details of this test are summarised below in Table 20.

	Test Value = 3					
					95% Confidence Interval of the Difference	
				Mean		
	t	df	Sig. (2-tailed)	Difference	Lower	Upper
EmbeddednessConstruct	4.953	156	.000	.19255	.1158	.2693

Table 20: One-sample t-test of EmbeddednessConstruct

The total job embeddedness of former office workers was found to increase when working from home, based on the statistical results.

5.8.6 Hypothesis 4: Work-life balance, being married and having children are predictors of job embeddedness of former office workers instructed to work from home.

An initial test was done to confirm the correlation between job embeddedness, work-life balance and family structures as suggested by the literature (Ramesh & Gelfand, 2010; Treuren & Fein, 2018). The correlation between work-life balance and job embeddedness was done in section 5.8.1. This was included again for comparison with the other variables of Married and HaveChildren. The results can be seen below in Table 21.

		HomeWLB	Embeddedness Construct	Married	HaveChildren
HomeWLB	Pearson Correlation	1	.300**	.008	.067
	Sig. (2-tailed)		.000	.922	.401
	N	157	157	157	157
Embeddedness Construct	Pearson Correlation	.300**	1	.586**	.577**
	Sig. (2-tailed)	.000		.000	.000
	N	157	157	157	157
Married	Pearson Correlation	.008	.586**	1	.482**
	Sig. (2-tailed)	.922	.000		.000
	N	157	157	157	157
HaveChildren	Pearson Correlation	.067	.577**	.482**	1
	Sig. (2-tailed)	.401	.000	.000	
	N	157	157	157	157
**. Correlation is significant at the 0.01 level (2-tailed).					

Table 21: Correlations between work-life balance, embeddedness, marriage and having children

The Pearson correlation coefficient between EmbeddednessConstruct and Married was calculated to be 0.586, which is a positive, moderate, and statistically significant ($p < 0.01$) correlation. The positive correlation between EmbeddednessConstruct and HaveChildren was similarly found to be moderate and statistically significant, with a coefficient value of 0.577.

A multiple regression analysis was performed to investigate the relationship between the dependent variable of embeddedness (EmbeddednessConstruct) with the other independent variables. The independent variables included as predictors of embeddedness were HomeWLB, Married and HaveChildren based on the literature (Crossley, Bennett, Jex, & Burnfield, 2007; Mitchell et al., 2001; Treuren & Fein, 2018). The multiple regression test was chosen based on the dependent variable being a continuous variable.

The data of the dependent variable was tested whether it is normally distributed, as can be seen in Table 10 where the Shapiro-Wilk test for normality indicated a value that was not significant ($p > 0.05$), as well as the Q-Q plot in Figure 2. This was followed by a test of outliers, performing an initial regression analysis. Multicollinearity was also evaluated during this initial regression, and none of the predictors was found to be multicollinear variables in the regression. Collinearity diagnostics were performed in SPSS, and high tolerance values were calculated for the predictors, which can be seen in Table 22. Outliers were also evaluated, and only one was found in the sample and therefore, not of concern (Muijs, 2011). The casewise diagnostics of the outliers can be seen in Table 23.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
(Constant)	2.371	.094		25.156	.000					
HomeWLB	.124	.025	.272	4.902	.000	.300	.368	.272	.995	1.005
Married	.408	.063	.411	6.488	.000	.586	.465	.360	.767	1.304
HaveChildren	.351	.062	.360	5.681	.000	.577	.417	.315	.764	1.310
Dependent Variable: EmbeddednessConstruct										

Table 22: Multicollinearity test

Case Number	Std. Residual	Embeddedness Construct	Predicted Value	Residual
1	-3.009	1.89	2.9034	-1.01448
a. Dependent Variable: EmbeddednessConstruct				

Table 23: Casewise Diagnostics

From the probability-probability plot in Figure 9, it is illustrated that the points generally followed the diagonal line. The scatter plot in Figure 10 indicated that most of the data points fall within the required range.
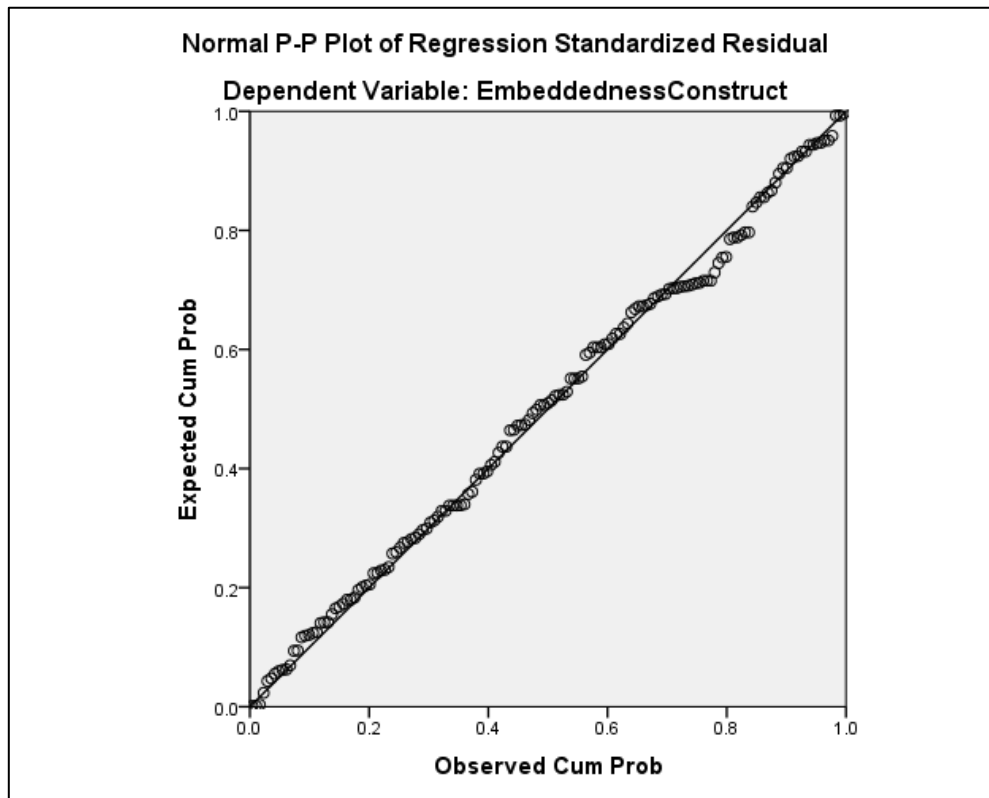
Figure 9: Standardised residual P-P Plot
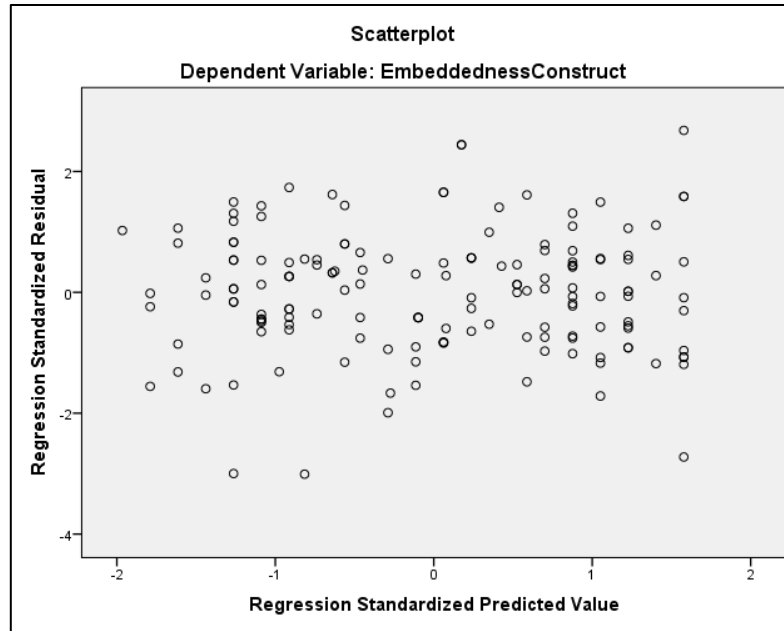
Figure 10: Scatterplot of standardised residual vs standardised predicted value

Referring to the residual statistics in Table 24 below, the value of -3.009, which corresponds with case number one, was the only value out of range. The higher the residual value, the further removed the datapoint was from the regression line. Ideally, this number should not be lower than -3 or more than 3 (Osborne, 2017). Cook's distance was calculated with a maximum value of 0.133, which is below the threshold value of 1 and therefore indicated that this case number did not have a significant impact on the model (Berk, 2014).

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.4956	3.7520	3.1925	.35462	157
Std. Predicted Value	-1.965	1.578	.000	1.000	157
Standard Error of Predicted Value	.041	.092	.053	.010	157
Adjusted Predicted Value	2.4788	3.7796	3.1925	.35448	157
Residual	-1.01448	.90355	.00000	.33386	157
Std. Residual	-3.009	2.680	.000	.990	157
Stud. Residual	-3.092	2.720	.000	1.005	157
Deleted Residual	-1.07079	.93072	.00001	.34399	157
Stud. Deleted Residual	-3.183	2.779	-.001	1.014	157
Mahal. Distance	1.288	10.552	2.981	1.632	157
Cook's Distance	.000	.133	.008	.016	157
Centered Leverage Value	.008	.068	.019	.010	157
a. Dependent Variable: EmbeddednessConstruct					

Table 24: Residuals Statistics

The model summary in Table 25 indicates that the predictors account for 52.1% of the variance in the construct of embeddedness. The ANOVA table contained in Table 26 shows that the model is statistically significant for embeddedness and a good fit for the data.

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.728[a]	.530	.521	.33712	.530	57.540	3	153	.000
Dependent Variable: EmbeddednessConstruct								
Predictors: (Constant), HaveChildren, HomeWLB, Married								

Table 25: Model Summary

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.618	3	6.539	57.540	.000[b]
	Residual	17.388	153	.114		
	Total	37.007	156			
a. Dependent Variable: EmbeddednessConstruct						
b. Predictors: (Constant), HaveChildren, HomeWLB, Married						

Table 26: ANOVA

5.9 Conclusion

The following results were obtained from the statistical analyses and tests. The knowledge workers were evenly divided between male and female respondents, with almost 60% being in the 30-39 age category. Most of these knowledge workers had some form of tertiary qualification. The data used in the analyses were normally distributed, as discussed in the previous sections. It should be noted that most of the knowledge workers were employed by large organisations, with more than 200 employees.

The constructs of FitCS, FitOS, LinksCS, LinksOS, SacrificeCS and SacrificeOS had significant, positive correlations with the underlying variables. The construct of embeddedness as expected, had significant correlations to each of the six dimensions. As a proven measuring instrument was utilised the validity of the constructs was expected. The reliability tests found that SacrificeCS was not reliable, and it was removed from further analysis. LinksCS was reduced from 5 to 3 items to achieve acceptable reliability. The construct of Work-Life Balance was found to be reliable and

was improved by retaining only two of the items. The exploratory factor analysis found each of the constructs tested to have an acceptable KMO and no further reductions occurred.

The initial test confirmed a positive, albeit moderate, and significant correlation between embeddedness and work-life balance. The first three hypotheses were tested by performing one-sample t-tests against the test value, which would indicate that the dimension of embeddedness tested remained the same. For this first hypothesis, a significant difference was found, proving the hypothesis that working from home has increased the job embeddedness dimension of "fit" for former office workers. The one-sample t-test for the second hypothesis found that working from home increased the dimension of "links" for former office workers working from home. The statical test failed to prove the third hypothesis, and it was found that working from home had no significant impact on the job embeddedness dimension "sacrifice". The multiple linear regression analysis showed that work-life balance, being married and having children are significant predictors of embeddedness. The detailed discussion of the results will follow in the subsequent chapter.

6 Discussion of results

This research study was done to determine if working from home had an impact on the job embeddedness of former office workers. As the level of embeddedness has been shown to mitigate the impact of adverse shocks on the organisation and employee performance, it was important to determine the driving factors of this construct and whether working from home will affect the level of embeddedness (Burton et al., 2010). The impact of working from home was hypothesised and will be discussed in this chapter, along with the predictors as identified in the previous chapter.

The results of the statistical analyses were summarised in Chapter 5 on the hypotheses and predictors regarding job embeddedness. To understand the impact of working from home, these results will be explored in detail in the next section.

6.1 Demographics

6.1.1 Knowledge workers

The survey questionnaire was completed by 176 respondents, which was reduced to 157 based on the qualifying questions of being employed and working from home, respectively. Out of the 157 knowledge workers responding to the survey, 155 indicated that they were instructed to work from home during the lockdown period of the Covid-19 pandemic. As talented knowledge workers are in limited supply, and the cost of attracting, developing, and retaining them is high, it is of strategic importance to organisations. Organisations that succeed in embedding knowledge workers though the dimensions of job embeddedness, may benefit significantly by retaining the best talent (Stumpf, 2014).

Knowledge worker replacement can significantly impact the performance and innovation of organisations. It was found that large organisations are also subject to the detrimental effects of employee turnover (Grinza & Quatraro, 2019). It has been shown that turnover of knowledge workers affect the productivity of organisations and to that end could also have a negative impact on the financial and economic performance (Grinza & Quatraro, 2019; Hom et al., 2017). For firms to stay competitive, they should employ measures to ensure they retain their experienced employees. Experienced knowledge workers

should be considered as a source of core competency enhancement (Grinza & Quatraro, 2019).

Knowledge workers can access the necessary resources and work from anywhere, making working remotely an increasingly common phenomenon. These workers have been shown to often work for longer hours to compensate for feelings of guilt. Knowledge workers who work remotely may also benefit by not working in an office environment as their work is often individual which requires concentration (Charalampous et al., 2019).

6.1.2 Gender

The ratio between male and female respondents was nearly equal, with 81 of the respondents being female and 76 were male. Even though not included in the hypothesis, the difference in the embeddedness between male and female respondents was determined for exploratory purposes when conducting the multiple linear regression. No significant differences were found in the impact of working from home on the embeddedness between the two genders. Other research has found that a significant difference exists between the embeddedness of males and females.

Ryan & Harden (2014) found that females typically consider they would lose or sacrifice more than males if they were to resign from the organisation. They also found that organisational benefits that are highly valued by female employees are an important factor of job embeddedness (Ryan & Harden, 2014). Other studies again found gender to be weakly related to embeddedness variables (Mallol et al., 2007; Rubenstein, Kammeyer-Mueller, Wang, & Thundiyil, 2019).

6.1.3 Age

The largest group of respondents (59.9%) fell in the 30 to 39-year-old age group. This could be attributed to the sampling method and that the initial distribution was to the academic and professional network of the researcher, who typically will fall within this range. Work experience and age have been found to be positively correlated in research on embeddedness (Kiazad, Kraimer, & Seibert, 2019). Organisational tenure and age have been found to be negatively correlated with employee mobility (Stumpf, 2014).

6.1.4 Education

The respondents were mostly educated to a tertiary level, with 82.8% of the respondents having either a bachelor's or master's degree. Employees with a higher education level are more likely to change jobs (D. G. Allen et al., 2016). In this research study, the level of education was not used in the analysis and hypothesis testing. It was collected as a means to determine the education level of the respondents and a required criterion for the knowledge worker sample, as discussed in Chapter 4.

6.1.5 Size of organisation

Most of the respondents who participated in the survey were employed by larger organisations as defined by the questionnaire. In this study, organisations that employed more than 200 people were considered to be large, based on the value used in the study by Coetzer, Inma, & Poisat (2017). It was found that job embeddedness predicted turnover intentions in large organisations. However, in small organisations, which employed less than 50 people, employee sentiment indicated they expected to lose more benefits than employees from larger organisations (Coetzer et al., 2017).

6.2 Work-Life Balance

Work-life balance initially consisted out of seven questions, which were reduced to two after a reliability analysis was done on the scale. After the removal of the other questions, the Cronbach's alpha was improved to 0.69 in order to meet the threshold of 0.65, which was set for the research study. This was followed by an exploratory factor analysis where it was determined that the construct was loading on two components. Due to the low number of questions and the reliability of the scale, it was decided not to remove those components. However, they were labelled HomeWLB and HomeProductivity for exploratory analyses during hypothesis testing.

The new work-life balance construct was calculated and labelled WLBconstruct after the removal of the two questions. The mean of work-life balance was 3.24, which reflected that on average former office workers who worked from home during the research experienced an increase in work-life balance. Studies on embeddedness and work-life balance have found that job embeddedness can moderate the impact of work-life imbalance and employee turnover (Treuren, 2019). In the study conducted by Thakur &

Bhatnagar (2017), it was found that the dimensions of work-life balance foster job embeddedness and that organisations should introduce work-life balance practices to mitigate voluntary employee turnover.

The increased demands between work and non-work roles, as well as the advancements in communication technology and devices, have contributed to the lines between work and non-work domains becoming more and more unclear. As the demands of the work domain start impacting the non-work domain, work-life conflict can be experienced, which have been found to have negative results in both domains (Rubenstein et al., 2020). The Covid-19 pandemic has forced organisations to adopt working from home and telecommunications policies for their employees. Working from home has provided increased flexibility for employees, particularly flexibility in balancing work and non-work demands. This flexibility has been identified as a solution for better work-life balance (Hjálmsdóttir & Bjarnadóttir, 2020).

6.3 Work-life balance and job embeddedness

In introducing the construct of job embeddedness, Mitchell & Lee (2001) focused on including work-life balance and off-the-job factors that can influence employee retention. At the time of their study, the literature on voluntary turnover did not focus on factors like work schedules and off-the-job factors like the commute to work and the availability of daycare, even though it was important factors in embedding employees in their positions. Based on the research conducted, it was shown that how employees fit in with their home environment and other off-the-job factors were effective in increasing job embeddedness and mitigating turnover (Mitchell & Lee, 2001).

The study done by Treuren & Fein (2018) demonstrated that organisational investment in work-life balance initiatives could result in benefits to both the employees and the organisation. It was also discussed how the dimensions of organisational links weakened the effect of work-life conflict on turnover intention (Treuren & Fein, 2018). Bambacas & Kulik (2013) recommended that future research be done on how job embeddedness could be affected by other organisational practices, as flexible workplace practices were also found to mitigate turnover and improve engagement. They theorised that more employees are placing increased value on flexible work

schedules and work-life balance issues, and addressing these concerns may increase their embeddedness (Bambacas & Kulik, 2013).

An initial test was performed to confirm that work-life balance was positively correlated to job embeddedness. As discussed above, work-life balance measured by the variable HomeWLB on a 5-point Likert scale and had a mean value calculated of 3.32, which was interpreted that former office workers found working from home increased their work-life balance. The construct of job embeddedness, which was measured through the variable EmbeddednessConstruct, had a mean of 3.19, which indicated that employees experienced an increase in job embeddedness when working from home. A Pearson correlation test was performed between these two variables, and a positive correlation was found. The Pearson correlation coefficient was calculated to be 0.30, which indicated a moderate, but positive and significant correlation.

6.4 Embeddedness and working from home

The hypotheses were developed to test whether the job embeddedness of former office workers increased when they worked from home during the Covid-19 pandemic. Three hypotheses were tested on the dimensions of embeddedness, namely fit, links and sacrifice. The first hypothesis theorised that employees who worked from home would see an increase in the dimension of fit. The one-sample t-test calculated a t-score of 7.24, which is significant. The lower limit of the 95% confidence interval was 0.23, and the upper limit was 0.41. The results indicated that the dimension of fit increased for the sample of office workers who were working from home.

The second hypothesis tested whether the dimension of links will increase for former office workers working from home. The one-sample t-test returned a t-score of 2.59, which is significant given the sample size. The lower limit of the 95% was calculated as 0.04 and the upper limit 0.30. The results from this statistical tested indicated that the links dimension of embeddedness increased for office workers who were working from home. The third hypothesis tested the embeddedness dimension of sacrifice and whether it decreased for the sample of office workers who changed to working from home.

As mentioned in chapter 5, the dimension of sacrifice omitted the values of community sacrifice, as the reliability of the scale could not meet the threshold requirements of the research study. A one-sample t-test was performed again against a known mean value to test the third hypothesis. The t-score was calculated to be 1.96, which was not significant ($p > 0.05$). The lower limit and the upper limit of the 95% confidence interval was calculated as -0.00 and 0.18, respectively. The dimension of sacrifice was found to be unchanged for former office workers working from home, as the difference of the known mean was insignificant.

The global measure of job embeddedness was tested as well, to determine the overall impact of former office workers working from home on job embeddedness. The one-sample t-test returned a t-score value of 4.95, which was found to be significant. Looking at the 95% confidence interval, the lower limit difference was 0.12 and the upper limit difference 0.27. This indicated that the job embeddedness of former office workers slightly increased by working from home.

For this study, the sample were knowledge workers who worked from home during the Covid-19 pandemic or who were instructed to work from home. This is important to note, as the respondents were normally office-based and had to adapt to working from home on short notice. During the lockdown, schools were closed as well, and employees had to manage both work and non-work factors while working from home. Children and adults were forced to upturn their lives as their homes became workplace offices, classrooms and playgrounds (Hjálmsdóttir & Bjarnadóttir, 2020). The study was not done within a specific organisation, and the respondents represented various industries and organisations.

Due to the study being cross-sectional in nature, the embeddedness of employees prior to working from home was not established. Those who were highly embedded would have benefitted from the mitigating effects of job embeddedness on negative organisational shocks like a global pandemic (Burton et al., 2010). Employees who are highly embedded are usually highly involved in their organisations and are less likely to be influenced by negative shocks. It has also been shown that employees who are highly embedded perform better when experiencing a negative event and engage in more organisational citizenship behaviours (Burton et al., 2010). In the study conducted by

Naidoo (Naidoo, 2018), it was found that embeddedness reduced after experiencing negative shocks.

Despite not being able to know the embeddedness of employees before working from home, the findings suggest that their embeddedness did increase the dimensions of fit and links. However, on the dimension of sacrifice, no significant change was found for the sample of knowledge workers. This could change over time, which requires a longitudinal research study.

6.5   Predictors of embeddedness

In a study on global embeddedness, it was stated that organisations could benefit from assisting employees in feeling connected both at work and at home. It was further suggested that employee embeddedness could be enhanced by offering flexible working hours and family-friendly programs to strengthen the social bonds within the employee's community. Companies which offer these benefits typically experience lower turnover (Crossley et al., 2007).

Mitchell et al. (2001) listed several non-work factors that are important for embeddedness, based on original turnover models. These factors include family attachments and conflict between family and work roles. Other non-work commitments like family and hobbies also influenced job attitudes and attachment. In their introduction of the construct of job embeddedness, they included specific measurements on whether the employees are married or whether they have children, as being married and having children were associated with employees being less likely to leave the organisation (Mitchell et al., 2001).

An initial test was performed to confirm the relationship between job embeddedness and work-life balance, marriage and having children. The results of the initial tests found that being married and having children were both positively related to embeddedness. Both correlation coefficients were significant and moderate in strength. The relationship between work-life balance and embeddedness was determined in the initial test before the first hypothesis testing.

A linear multiple regression analysis was done to determine if work-life balance, being married and having children were predictors of embeddedness and how accurate the regression model would predict embeddedness. The three variables of WLBconstruct, Married, and HaveChildren were all significant coefficients in the regression and statistically significant predictors of embeddedness. The model was also found to be a good fit for the data, as indicated by the ANOVA table in section 5.8.6. The adjusted R Square was calculated to be 0.521, indicating the model accounts for 52.1% of the variation in the population. The R Square value was slightly higher at 53% of the variation that the model accounted for in the sample.

6.6 Summary of findings

The summary of the findings below provide insight into the relationship between job embeddedness and working from home, as well as the predictors of job embeddedness. The correlation between the work-life balance construct and job embeddedness can be seen in Table 27.

		HomeWLB	Embeddedness Construct	Married	HaveChildren
HomeWLB	Pearson Correlation	1	.300**	.008	.067
	Sig. (2-tailed)		.000	.922	.401
	N	157	157	157	157
Embeddedness Construct	Pearson Correlation	.300**	1	.586**	.577**
	Sig. (2-tailed)	.000		.000	.000
	N	157	157	157	157
Married	Pearson Correlation	.008	.586**	1	.482**
	Sig. (2-tailed)	.922	.000		.000
	N	157	157	157	157
HaveChildren	Pearson Correlation	.067	.577**	.482**	1
	Sig. (2-tailed)	.401	.000	.000	
	N	157	157	157	157
**. Correlation is significant at the 0.01 level (2-tailed).					

Table 27: Pearson Correlation between HomeWLB and EmbeddednessConstruct

The positive correlations between embeddedness and being married, as well as having children are also indicated in Table 27. Looking at the regression variables in Table 28,

being married had the highest impact on job embeddedness when working from home, followed by having children and then work-life balance.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
(Constant)	2.371	.094		25.156	.000					
HomeWLB	.124	.025	.272	4.902	.000	.300	.368	.272	.995	1.005
Married	.408	.063	.411	6.488	.000	.586	.465	.360	.767	1.304
HaveChildren	.351	.062	.360	5.681	.000	.577	.417	.315	.764	1.310
Dependent Variable: EmbeddednessConstruct										

Table 28: Regression coefficient values

As mentioned above, all three variables statistically significantly ($p < 0.05$) predicted job embeddedness. The linear regression model can be represented by the equation below

$$Job\ Embeddeness = 2.371 + 0.124(HomeWLB) + 0.408(Married) + 0.351(HaveChildren)$$

The scatterplot for the regression model can be seen in Figure 11, where the dependent variable, EmbdeddednessConstruct, was plotted against the unstandardised predicted value.
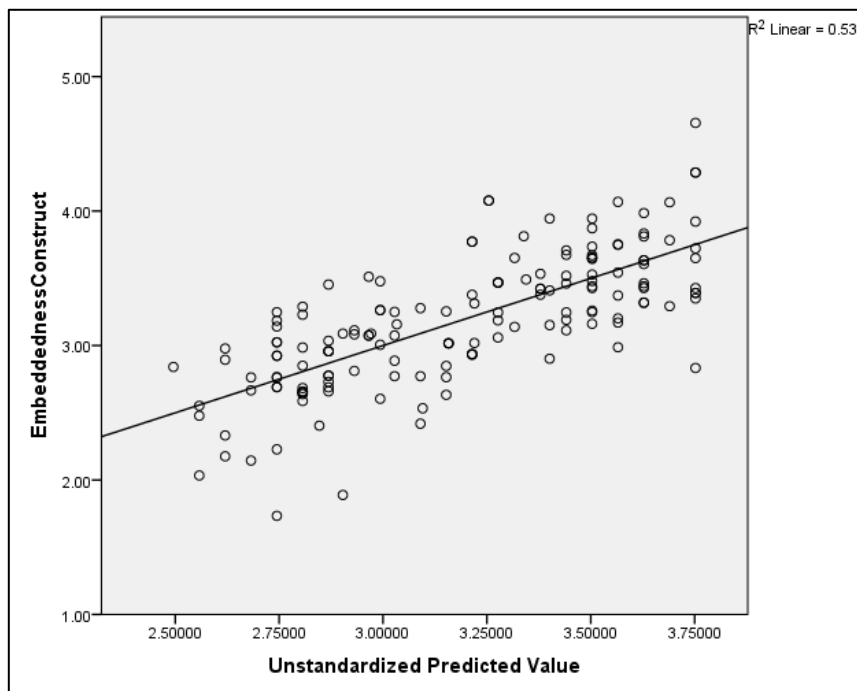
Figure 11: Multiple regression scatterplot

6.7 Conclusion

Job embeddedness is influenced by both the connections employees have with their job and organisations, as well as their life out of work (Mitchell et al., 2001). Employees who are more embedded, particularly those with strong links with their family outside of work, are less affected than less embedded employees on work-life conflict (Treuren & Fein, 2018). Furthermore, employees who have higher job embeddedness also exhibit lower rates of turnover and higher levels of performance (Treuren & Fein, 2018). Other indirect effects include positive organisational citizenship behaviour and innovation in their work roles (Kiazad et al., 2019).

This research study found that knowledge workers who work from home indicated an increase in overall job embeddedness. The dimensions of fit and links were found to have increased for former office workers working from home, where the dimension of sacrifice illustrated no significant change. It was confirmed that work-life balance correlates to job embeddedness and that it is also a predictor of job embeddedness. It was also found that being married and having children were significant predictors of the embeddedness of former office workers now working from home. The context of the study was unique due to the nature of work that drastically changed due to the pandemic, and employees were instructed to work from home. The results indicate that those who maintain the balance between life and work while living with families experienced an increase in embeddedness.

The findings indicate that working from home had a positive impact on the job embeddedness of former office workers. As working from home is likely to become an increasingly more common phenomenon in the future, this study adds to the literature on embeddedness and working from home. Working from home have been found to increase the work-life balance of employees, along with their sense of autonomy. The lack of change in the sacrifice dimension indicates that employees do not perceive working from home to affect their prospects for promotion or respect within the organisation.

7 Conclusion

This chapter summarises the findings of this study as determined through the statistical analyses in chapter 5 and the discussion of these results in the previous chapter. The implications of these findings for management within organisations will be addressed, as well as the limitations of this study and recommendations for future research.

7.1 Principle conclusions

The two principal conclusions are: 1) That the job embeddedness of former office workers who were required to work from home during the Covid-19 pandemic increased and; 2) That the work-life balance of employees, being married and having children were predictors of job embeddedness of former office workers being instructed to work from home.

7.1.1 The job embeddedness of former office workers who were required to work from home during the Covid-19 pandemic increased

The work-life balance of employees is addressed through some of the dimensions of job embeddedness, as mentioned by (Mitchell et al., 2001) in their development of the construct. However, limited research has been done on the integration of work-life balance and job embeddedness. Job embeddedness has been found to be a moderator of work and family conflict and that work-life balance practices improve the job embeddedness of employees (Treuren, 2019).

Wayne et al. (2020) suggested that family-related resources are essential to work-life balance. The initial test to confirm the relationship between work-life balance and job embeddedness was done prior to testing the hypotheses. The findings indicated that work-life balance was positively correlated to job embeddedness, with a calculated Pearson's coefficient of 0.3. The first two hypotheses of this study were formulated based on the anticipated improvement of work-life balance of former office workers who were required to work from home, as well as an increase in autonomy and being able to spend more time with their immediate family. Additionally, working from home would allow for flexible working hours and allow for working outside of conventional office hours. Knowledge workers working from home would have the autonomy to decide how to do their work, which would allow them to utilise their skill while increasing their

responsibility and authority. These factors were found to increase the fit dimension of job embeddedness, as highlighted in chapter 5 and 6.

The need for flexible working arrangements, decentralised decision making and information sharing through information and communications technology (ICT) provide the means for employees to develop and maintain links with co-workers when working remotely (Charlier et al., 2016). This technology can promote job embeddedness as it could help shape new work practices for employees working from home. The links dimension of job embeddedness of former office workers working from home were found to increase through the statistical analysis, supporting the findings by Charlier et al. (2016).

The third job embeddedness dimension of sacrifice was found to be unchanged for former office workers working from home. The hypothesis stated that this dimension would decrease as this dimension includes the measurement of promotional opportunities, compensation and benefits that would be sacrificed if employees were to leave the organisation. As the status of some occupation could change due to the Covid-19 pandemic, this could affect the respect employees perceive in their organisation (Kramer & Kramer, 2020). The impact of salary and benefit reductions could impact this dimension. However, for the sample in this study, it was found not to be the case.

The global measure job embeddedness of former office workers was also determined to be increased by working from home based on the statistical results from the one-sample t-tests. The findings indicated that employees experienced an increase in job embeddedness by working from home, especially on the embeddedness dimension of fit.

7.1.2 The work-life balance of employees, being married and having children were predictors of job embeddedness

In developing the construct of job embeddedness, Mitchell & Lee (2001) included the question of being married in the dimension of the links employees have to their community. Being married, the number of children in a household and whether the spouse of the employee is employed have been identified as significant antecedents of

voluntary turnover (Lee & Maurer, 1999). The importance of including family structures in the construct of job embeddedness has been stated by Ramesh & Gelfand (2010).

The question of having children in the house living with employees was added to the questionnaire of the embeddedness instrument for this study. The first and second hypotheses, driven by improved work-life balance, along with being married and having children were incorporated into the formulation of the fourth hypothesis. The multiple regression found work-life balance, being married, and having children to be significant coefficients in the prediction of job embeddedness of former office workers working from home. The model was a good fit on the data collected, with a calculated adjusted R square of 0.521.

The fourth hypothesis, that work-life balance, being married and having children, was accepted based on the results of the model and the significance of the three coefficients.

7.2 Implications for management and other relevant stakeholders

Employee retention plays an important role in organisational performance and innovation (Kiazad et al., 2019; Lee et al., 2004; Ng & Feldman, 2010). Understanding which levers improve job embeddedness is important for management to retain valuable skills and implement flexible work policies or work-life balance programs (Thakur & Bhatnagar, 2017). Improving the job embeddedness of employees that work from home will lower voluntary turnover and increase their resilience to external shocks like the Covid-19 pandemic (Burton et al., 2010; Naidoo, 2018; Rubenstein et al., 2020).

Another implication is that the findings indicate that working from home can increase the embeddedness of employees. This could reduce the resistance some organisations have towards employees working remotely from home (Akkermans et al., 2020). As employees who work remotely have been found to work longer hours and compensate in this way for the ability to work from home, it is important that management monitor the hours employees work to prevent a negative impact on work-life balance in the long term (Charalampous et al., 2019; Kelliher et al., 2019).

Organisations need to identify the technology-related needs employees require for working effectively remotely, as suggested by Vaziri et al. (2020). This technology allows

employees to interact and maintain links with colleagues. Additionally, communication technology is a tool to facilitate communication between co-workers and can have a significant impact on the job embeddedness of employees (Charlier et al., 2016). Management needs to consider which policies will apply to these communication technologies and whether they will provide the necessary financial support for employees to remain connected, as this financial implication could also affect employee embeddedness (Charlier et al., 2016).

Traditionally, retention policies focused mainly on factors like remuneration, job opportunities and policies. Human resource managers should focus on the interpersonal interaction employees have with their co-workers when working from home (Zhang et al., 2019). Managers can reduce the turnover intention of employees by implementing workplace practices that allow employees to develop interests outside of the workplace. Part of this can be achieved through increased flexible working arrangements, as recommended in the study conducted by Treuren & Fein (Treuren, 2019).

7.3   Limitations of the research

The study contributed to the literature of job embeddedness, work-life balance, and remote working. However, it should be noted that this study had several limitations. Firstly, in the demographics section of the questionnaire, the ethnicity of the respondents was not determined. Given South Africa's rich cultural diversity and the significant difference between these cultures and how working from home would affect employees in these cultures differently, this was flagged as a limitation of the research. Sender et al. (2018), indicated that empirical research on job embeddedness have found that the dimensions of job embeddedness are operated differently between cultures.

Another limitation was the cross-sectional time horizon of the study, and only measured the perceived embeddedness of employees at a particular point in time. At the time of the questionnaires being sent out, the respondents were working from home for a period of approximately six months. A longitudinal study which measured the embeddedness of employees over time would have provided greater insight into how the constructs change over time as employees spend more time away from the office. Also, a job embeddedness measure taken before the employees started working remotely could have provided a more accurate representation of the change in job embeddedness.

As mentioned in chapter 4, the size of the sample due to the limited time frame to conduct the study in is another limitation of this research study. A higher number of responses could have resulted in stronger correlations between the constructs and variables. Given the time constraints related to the study and the time allocation for the survey to be distributed, a longitudinal approach would not have been practical. The self-reported nature of the questionnaire is another limitation, as it is solely based on the perceptions of the respondents. Treuren & Fein (Treuren & Fein, 2018) recommended that work-life and embeddedness data should be collected from a variety of different sources over a period of time if the nature of the research timeline allows for it.

The dimension of Community Sacrifice was omitted from the total job embeddedness construct and not included in the statistical analysis and hypothesis testing. This variable failed to meet the reliability threshold, which was set at 0.65. This implied that sacrifices with regards to the community of the employees could not be analysed. Naidoo (2018) experienced similar reliability challenges in investigating organisational shocks. This research study was able to get the reliability of the Community Links dimension to an acceptable value for use in the statistical analysis, as discussed in chapter 5.

7.4   Suggestions for future research

This research study focused mainly on the global measure of job embeddedness of former office workers who started to work remotely during the pandemic. Future research should investigate the impact on both on-the-job and off-the-job embeddedness of these workers that are now working remotely. As a similar suggestion by Porter et al. (2019), the impact of working from home on each dimension of embeddedness could be explored with regards to turnover intention and behaviour.

Even though this study has found that working from home has improved the job embeddedness of former office workers, other research has found that knowledge workers who work remotely have indicated they experience feelings of isolation (Charalampous et al., 2019). It is therefore suggested that future research focus on the job embeddedness of employees who are not married and do not have any children, as their experience working away from the office would be significantly different and possibly isolated.

Listed as a limitation of the research study was the use of cross-sectional data due to the timeframe wherein the research was conducted. Akkermans et al. (2020) indicated that there could be different consequences of the Covid-19 pandemic over time. At the time of research, employees were working from home for a relatively short period. Over time the factors that affected their embeddedness could change as the impact of the pandemic starts to take its toll on employees, organisations, and other aspects of the economy. It is therefore suggested that a longitudinal study on the effect of working from home is undertaken on job embeddedness.

As the demographic statistics did not include measurements of cultural or other contextual variables, it is suggested that future research should include these measurements to determine to which extent the findings are affected by these factors (Sender et al., 2018). This was also recommended by Akkermans et al. (Akkermans et al., 2020) on research done on the Covid-19 pandemic, as this career shock will have different implications for employees of different cultural and contextual backgrounds.

This study has highlighted the effect of work-life balance on job embeddedness. To assist management further, it is recommended that further research is done on which specific aspects of the construct is most effective in increasing the job embeddedness of employees. The dimension of Community Sacrifice was found to be unreliable as a measurement scale in both this study and the study by Naidoo (2018). Both research studies were conducted within the South African context. It is therefore suggested that further research be conducted on this dimension of job embeddedness to adopt it for reliable measurements in South African research studies.

7.5 Conclusion

The study focused on the ever-evolving construct of job embeddedness and the impact the Covid-19 pandemic had on it. Work-life balance was included as it has been shown to impact job embeddedness and would be a primary factor of former office workers who were required to work from home. The study found work-life balance to be an important component to job embeddedness. This finding should serve as motivation for managers and organisations to focus on elements that improve the work-life balance of employees.

In the sample of this research study, it was found that former office workers perceived an increase in job embeddedness when working from home. This, along with the other benefits from flexible working arrangements, could have long term implications for organisations and policies on remote working. Work-life balance should be managed for remote workers, as some have been found to work longer hours to compensate for the benefit of working from home.

Finally, the family structure of remote working employees was found to be a significant indicator of embeddedness. Employees who are married, have children, and manage to balance the demands, were found to be significant predictors of job embeddedness. This finding adds to the theory of job embeddedness and provides opportunities for future research into family structures, work-life balance, remote working, and job embeddedness.

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Appendix 1 – Survey questions

Demographic Questions

Question	Value	Label
Gender	1	Male
	2	Female
AgeCat	1	Age 20 to 29
	2	Age 30 to 39
	3	Age 40 to 49
	4	Age 50 to 59
	5	Age 60 and over
Education	List	Bachelors / Honours Degree
		College Diploma
		Doctors Degree
		Grade 12 - Matric
		Masters Degree
		National Diploma
		National Tertiary Certificate
		NPDE
Organisation Size	1	1 - 20 Employees
	2	100 - 200 Employees
	3	20 - 50 Employees
	4	50 - 100 Employees
	5	More than 200 Employees

Work-Life Balance Questions

Question	Value	Label
WorkingFromHome_WLBalance	1	Strongly disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly agree
WorkingFromHome_Autonomy	1	Strongly disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly agree

WorkingFromHome_HoursIncrease	1	Strongly disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly agree
WorkingFromHome_GettingMoreDone	1	Strongly disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly agree
WorkingFromHome_IncreaseMeetings	1	Strongly disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly agree
WorkingFromHome_OftenInterrupted	1	Strongly disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly agree
MissOffice	1	Strongly disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly agree

Community Fit Questions

Question	Value	Label
FitCommunity_MyLoveForPlaceWhereILive	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
FitCommunity_FamilyOrientatedEnvironment	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly

Question	Value	Label
FitCommunity_MatchOfNeeds	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
FitCommunity_SeemsLikeHome	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
FitCommunity_LeisureActivities	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly

Organisational Fit Questions

Question	Value	Label
FitOrg_SkillsTalents	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
FitOrg_GoodMatch	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
FitOrg_PersonallyValued	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
FitOrg_SatisfactionWorkSchedule	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly

	5	Increased greatly
FitOrg_Culture	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
FitOrg_AuthorityRespect	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly

Community Links Questions

Question	Value	Label
LinksCommunity_Married	1	No
	5	Yes
LinksCommunity_Children	1	No
	5	Yes
LinksCommunity_SpouseOutsideHome	1	No
	5	Yes
LinksCommunity_HomeOwnership	1	No
	5	Yes
LinksCommunity_FamilyRoots	1	No
	5	Yes

Organisational Links Questions

Question	Value	Label
LinksOrg_CurrentPositionTenure	1	Less than 1 year
	2	1 to 2 years
	3	2 to 5 years
	4	5 to 10 years
	5	More than 10 years
LinksOrg_OrganisationTenure	1	Less than 1 year
	2	1 to 2 years
	3	2 to 5 years
	4	5 to 10 years
	5	More than 10 years

LinksOrg_IndustryTenure	1	Less than 1 year
	2	1 to 2 years
	3	2 to 5 years
	4	5 to 10 years
	5	More than 10 years
LinksOrg_NumberOfCoworkers	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
LinksOrg_NumberCoworkerDependency	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
LinksOrg_NumberOfWorkTeams	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
LinksOrg_NumberOfCommittees	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly

Community Sacrifice Questions

SacrificeCommunity_HowHardToLeave	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
SacrificeCommunity_RespectOfPeople	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
SacrificeCommunity_SenseOfSafety	1	Decreased greatly

	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly

Organisational Sacrifice Questions

SacrificeOrg_FreedomOfDecisions	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
SacrificeOrg_OutstandingPerks	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
SacrificeOrg_RespectAtWork	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
SacrificeOrg_CostIfLeaving	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
SacrificeOrg_AllThingsSacrificed	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
SacrificeOrg_ExcellentPromotional	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
SacrificeOrg_CompensationPerformance	1	Decreased greatly

	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
Sacrifice_AmountBenefits	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly
Sacrifice_ProspectsOfEmployment	1	Decreased greatly
	2	Decreased slightly
	3	Stayed the same
	4	Increased slightly
	5	Increased greatly

Appendix 2 - Descriptive statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
WorkingFromHome_WLBalance	157	4	1	5	3.24	1.283	1.646	-.260	.194	-1.099	.385
WorkingFromHome_Autonomy	157	4	1	5	3.41	1.154	1.333	-.493	.194	-.820	.385
WorkingFromHome_HoursIncrease	157	4	1	5	4.11	.924	.854	-1.305	.194	1.789	.385
WorkingFromHome_GettingMoreDone	157	4	1	5	3.68	1.104	1.218	-.702	.194	-.314	.385
WorkingFromHome_IncreaseMeetings	157	4	1	5	4.18	.957	.917	-1.120	.194	.561	.385
WorkingFromHome_OftenInterrupted	157	4	1	5	2.95	1.165	1.356	.100	.194	-.981	.385
MissOffice	157	4	1	5	3.18	1.179	1.391	-.305	.194	-.844	.385
FitCommunity_MyLoveForPlaceWhereILive	157	4	1	5	3.46	1.035	1.070	-.169	.194	-.341	.385
FitCommunity_FamilyOrientatedEnvironment	157	3	2	5	3.51	.859	.739	.154	.194	-.627	.385
FitCommunity_MatchOfNeeds	157	4	1	5	3.22	.811	.658	.094	.194	.852	.385
FitCommunity_SeemsLikeHome	157	4	1	5	3.31	.807	.652	.185	.194	.348	.385
FitCommunity_LeisureActivities	157	4	1	5	3.08	1.062	1.128	-.167	.194	-.356	.385
FitOrg_SkillsTalents	157	4	1	5	3.54	.951	.904	-.506	.194	-.037	.385
FitOrg_GoodMatch	157	4	1	5	3.27	.991	.982	-.334	.194	-.199	.385
FitOrg_PersonallyValued	157	4	1	5	3.36	1.062	1.128	-.203	.194	-.523	.385
FitOrg_SatisfactionWorkSchedule	157	4	1	5	3.36	1.193	1.423	-.217	.194	-.984	.385
FitOrg_Culture	157	4	1	5	3.03	.905	.820	.159	.194	.565	.385
FitOrg_AuthorityRespect	157	4	1	5	3.38	.858	.736	.115	.194	.282	.385
LinksCommunity_Married	157	4	1	5	3.42	1.962	3.848	-.434	.194	-1.835	.385
LinksCommunity_Children	157	4	1	5	2.83	2.000	3.998	.168	.194	-1.997	.385
LinksCommunity_SpouseOutsideHome	157	4	1	5	2.07	1.776	3.155	1.061	.194	-.887	.385
LinksCommunity_HomeOwnership	157	4	1	5	3.60	1.914	3.665	-.634	.194	-1.619	.385

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness Statistic	Skewness Std. Error	Kurtosis Statistic	Kurtosis Std. Error
LinksCommunity_FamilyRoots	157	4	1	5	2.48	1.937	3.751	.546	.194	-1.724	.385
LinksOrg_CurrentPositionTenure	157	4	1	5	3.17	1.229	1.511	-.027	.194	-.916	.385
LinksOrg_OrganisationTenure	157	4	1	5	3.63	1.237	1.529	-.624	.194	-.640	.385
LinksOrg_IndustryTenure	157	4	1	5	4.23	.946	.896	-1.624	.194	3.101	.385
LinksOrg_NumberOfCoworkers	157	4	1	5	2.55	1.283	1.647	.418	.194	-.943	.385
LinksOrg_NumberCoworkerDependency	157	4	1	5	3.39	.897	.805	-.327	.194	.298	.385
LinksOrg_NumberOfWorkTeams	157	4	1	5	3.56	.956	.915	-.309	.194	.101	.385
LinksOrg_NumberOfCommittees	157	4	1	5	3.39	.814	.662	-.176	.194	1.204	.385
SacrificeCommunity_HowHardToLeave	157	4	1	5	3.04	.842	.710	-.411	.194	.864	.385
SacrificeCommunity_RespectOfPeople	157	3	2	5	3.31	.596	.355	1.253	.194	1.377	.385
SacrificeCommunity_SenseOfSafety	157	4	1	5	3.18	.807	.652	.243	.194	.322	.385
SacrificeOrg_FreedomOfDecisions	157	4	1	5	3.26	.928	.861	-.350	.194	.306	.385
SacrificeOrg_OutstandingPerks	157	4	1	5	3.00	.947	.897	.000	.194	.283	.385
SacrificeOrg_RespectAtWork	157	4	1	5	3.39	.757	.572	.026	.194	.639	.385
SacrificeOrg_CostIfLeaving	157	4	1	5	3.39	.946	.894	-.084	.194	.031	.385
SacrificeOrg_AllThingsSacrificed	157	4	1	5	3.43	.995	.990	-.190	.194	-.132	.385
SacrificeOrg_ExcellentPromotional	157	4	1	5	2.85	.905	.818	-.337	.194	.245	.385
SacrificeOrg_CompensationPerformance	157	4	1	5	2.74	.802	.643	-.550	.194	.804	.385
Sacrifice_AmountBenefits	157	4	1	5	2.85	.799	.639	-.569	.194	.925	.385
Sacrifice_ProspectsOfEmployment	157	4	1	5	2.90	.988	.977	-.076	.194	.181	.385
Valid N (listwise)	157										

Appendix 3 – Construct validity tests

Pearson correlations to assess construct validity.

1. FitCS – Community Fit variable

Correlations

	FitCS	FitCommunity_MyLove ForPlaceWhereILive	FitCommunity_Famil yOrientatedEnviron ment	FitCommunity_ MatchOfNeeds	FitCommunity_Seems LikeHome	FitCommunity_Leisure Activities
FitCS Pearson Correlation	1	.644**	.753**	.708**	.767**	.647**
Sig. (2-tailed)		.000	.000	.000	.000	.000
N	157	157	157	157	157	157

**. Correlation is significant at the 0.01 level (2-tailed).

2. FitOS – Organisational Fit variable

Correlations

	FitOS	FitOrg_Skills Talents	FitOrg_Good Match	FitOrg_Personally Valued	FitOrg_Satisfaction WorkSchedule	FitOrg_Culture	FitOrg_AuthorityR espect
FitOS Pearson Correlation	1	.689**	.807**	.829**	.633**	.728**	.644**
Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
N	157	157	157	157	157	157	157

**. Correlation is significant at the 0.01 level (2-tailed).

3. LinksCS - Community Links variable

Correlations

		LinksCS	LinksCommunity_ Married	LinksCommunity_ Children	LinksCommunity_S pouseOutsideHome	LinksCommunity_ HomeOwnership	LinksCommunity_ FamilyRoots
LinksCS	Pearson Correlation	1	.764**	.657**	.578**	.449**	.428**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	157	157	157	157	157	157

**. Correlation is significant at the 0.01 level (2-tailed).

4. LinksOS – Organisational Links variable

Correlations

		LinksOS	LinksOrg_ CurrentPos itionTenure	LinksOrg_ Organisatio nTenure	LinksOrg_Ind ustryTenure	LinksOrg_Numb erOfCoworkers	LinksOrg_Num berCoworkerDe pendency	LinksOrg_Nu mberOfWork Teams	LinksOrg_Numb erOfCommittees
LinksOS	Pearson Correlation	1	.559**	.688**	.539**	.523**	.635**	.583**	.614**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	157	157	157	157	157	157	157	157

**. Correlation is significant at the 0.01 level (2-tailed).

5. SacrificeCS – Community Sacrifice variable

Correlations

		SacrificeCS	SacrificeCommunity_ HowHardToLeave	SacrificeCommunity_ RespectOfPeople	SacrificeCommunity_ SenseOfSafety
SacrificeCS	Pearson Correlation	1	.692**	.554**	.754**
	Sig. (2-tailed)		.000	.000	.000
	N	157	157	157	157

**. Correlation is significant at the 0.01 level (2-tailed).

6. SacrificeOS – Organisational Sacrifice variable

Correlations

		Sacrifice OS	SacrificeOrg _FreedomOf Decisions	SacrificeOrg _Outstandin gPerks	SacrificeOrg _RespectAt Work	SacrificeOrg _CostIfLeavi ng	SacrificeOrg _AllThingsS acrificed	SacrificeOrg_ ExcellentPro motional	SacrificeOrg _Compensat ionPerforma nce	Sacrifice _Amount Benefits	Sacrifice _Prospe ctsOfEm ployment
Sacrifice OS	Pearson Correlation	1	.579**	.747**	.515**	.590**	.620**	.687**	.610**	.671**	.774**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	157	157	157	157	157	157	157	157	157	157

**. Correlation is significant at the 0.01 level (2-tailed).

7. Embeddedness – Embeddedness variable

Correlations

		Embeddedness	FitCS	FitOS	LinksCS	LinksOS	SacrificeCS	SacrificeOS
Embeddedness	Pearson Correlation	1	.576[**]	.686[**]	.674[**]	.510[**]	.508[**]	.659[**]
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	157	157	157	157	157	157	157

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix 4 – Reliability tests

Community Fit

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.730	.748	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
FitCommunity_MyLoveForPlaceWhereILive	13.12	7.017	.387	.281	.730
FitCommunity_FamilyOrientatedEnvironment	13.07	6.809	.593	.402	.646
FitCommunity_MatchOfNeeds	13.36	7.194	.541	.494	.668
FitCommunity_SeemsLikeHome	13.27	6.902	.625	.489	.639
FitCommunity_LeisureActivities	13.50	6.944	.382	.169	.734

Organisational Fit

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.812	.817	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
FitOrg_SkillsTalents	16.39	13.778	.543	.342	.788
FitOrg_GoodMatch	16.66	12.612	.699	.543	.753
FitOrg_PersonallyValued	16.57	12.067	.721	.538	.746
FitOrg_SatisfactionWorkSchedule	16.57	13.439	.418	.200	.825
FitOrg_Culture	16.90	13.664	.602	.440	.777
FitOrg_AuthorityRespect	16.55	14.492	.503	.301	.797

Community Links

Initial Alpha

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.496	.494	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
LinksCommunity_Married	10.98	17.827	.535	.383	.244
LinksCommunity_Children	11.57	20.016	.365	.233	.373
LinksCommunity_SpouseOutsideHome	12.33	22.351	.299	.226	.423
LinksCommunity_HomeOwnership	10.80	24.711	.114	.049	.537
LinksCommunity_FamilyRoots	11.92	25.122	.086	.009	.555

Final Alpha

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.657	.655	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
LinksCommunity_Married	4.90	8.741	.602	.362	.363
LinksCommunity_Children	5.49	10.200	.420	.232	.627
LinksCommunity_SpouseOutsideHome	6.25	11.627	.395	.210	.650

Organisational Links

Initial Alpha

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.675	.696	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
LinksOrg_CurrentPositionTenure	20.75	14.431	.316	.607	.663
LinksOrg_OrganisationTenure	20.29	13.026	.486	.635	.607
LinksOrg_IndustryTenure	19.69	15.357	.356	.352	.648
LinksOrg_NumberOfCoworkers	21.37	14.709	.258	.236	.685
LinksOrg_NumberCoworkerDependency	20.52	14.751	.485	.420	.618
LinksOrg_NumberOfWorkTeams	20.36	14.962	.408	.677	.635
LinksOrg_NumberOfCommittees	20.53	15.212	.476	.674	.624

Final Alpha

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.685	.688	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
LinksOrg_CurrentPositionTenure	18.20	10.112	.395	.604	.656
LinksOrg_OrganisationTenure	17.74	8.771	.602	.627	.568
LinksOrg_IndustryTenure	17.14	11.224	.408	.349	.646
LinksOrg_NumberCoworkerDependency	17.97	11.307	.431	.415	.641
LinksOrg_NumberOfWorkTeams	17.81	11.758	.310	.676	.676
LinksOrg_NumberOfCommittees	17.98	11.980	.367	.653	.660

Community Sacrifice

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.388	.391	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SacrificeCommunity_HowHardToLeave	6.49	1.252	.188	.050	.392
SacrificeCommunity_RespectOfPeople	6.23	1.665	.192	.065	.365
SacrificeCommunity_SenseOfSafety	6.35	1.114	.322	.110	.089

Organisational Sacrifice

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.824	.824	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SacrificeOrg_FreedomOfDecisions	24.55	22.505	.442	.269	.816
SacrificeOrg_OutstandingPerks	24.82	20.767	.647	.596	.791
SacrificeOrg_RespectAtWork	24.43	23.759	.396	.208	.820
SacrificeOrg_CostIfLeaving	24.42	22.322	.452	.554	.815
SacrificeOrg_AllThingsSacrificed	24.39	21.803	.480	.581	.813
SacrificeOrg_ExcellentPromotional	24.96	21.588	.577	.428	.800
SacrificeOrg_CompensationPerformance	25.08	22.789	.499	.414	.809
Sacrifice_AmountBenefits	24.96	22.293	.573	.632	.802
Sacrifice_ProspectsOfEmployment	24.92	20.243	.679	.564	.786

Work-Life Balance

Initial Alpha

Reliability Statistics

Cronbach's Alpha[a]	Cronbach's Alpha Based on Standardized Items	N of Items
-.007	.052	7

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
WorkingFromHome_WLBalance	21.50	7.341	-.046	.433	.045
WorkingFromHome_Autonomy	21.34	5.969	.242	.308	-.284[a]
WorkingFromHome_HoursIncrease	20.64	7.092	.146	.287	-.130[a]
WorkingFromHome_GettingMoreDone	21.06	7.201	.042	.376	-.049[a]
WorkingFromHome_IncreaseMeetings	20.57	6.965	.155	.178	-.144[a]
WorkingFromHome_OftenInterrupted	21.80	8.650	-.196	.259	.179
MissOffice	21.57	8.824	-.221	.220	.204

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Final Alpha

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.690	.693	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
WorkingFromHome_WLBalance	3.41	1.333	.530	.281	.
WorkingFromHome_Autonomy	3.24	1.646	.530	.281	.

Appendix 5 – Exploratory factor analyses

Tests for FitCS

Correlation Matrix[a]

		FitCommunity_MyLoveForPlaceWhereILive	FitCommunity_FamilyOrientatedEnvironment	FitCommunity_MatchOfNeeds	FitCommunity_SeemsLikeHome	FitCommunity_LeisureActivities
Correlation	FitCommunity_MyLoveForPlaceWhereILive	1.000	.449	.179	.372	.181
	FitCommunity_FamilyOrientatedEnvironment	.449	1.000	.503	.416	.319
	FitCommunity_MatchOfNeeds	.179	.503	1.000	.630	.306
	FitCommunity_SeemsLikeHome	.372	.416	.630	1.000	.366
	FitCommunity_LeisureActivities	.181	.319	.306	.366	1.000
Sig. (1-tailed)	FitCommunity_MyLoveForPlaceWhereILive		.000	.013	.000	.012
	FitCommunity_FamilyOrientatedEnvironment	.000		.000	.000	.000
	FitCommunity_MatchOfNeeds	.013	.000		.000	.000
	FitCommunity_SeemsLikeHome	.000	.000	.000		.000
	FitCommunity_LeisureActivities	.012	.000	.000	.000	

a. Determinant = .263

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.657
Bartlett's Test of Sphericity	Approx. Chi-Square	204.826
	df	10
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.525	50.509	50.509	2.525	50.509	50.509
2	.888	17.752	68.261			
3	.748	14.966	83.228			
4	.557	11.132	94.359			
5	.282	5.641	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
FitCommunity_SeemsLikeHome	.811
FitCommunity_MatchOfNeeds	.774
FitCommunity_FamilyOrientatedEnvironment	.769
FitCommunity_MyLoveForPlaceWhereILive	.584
FitCommunity_LeisureActivities	.580

Extraction Method: Principal Component
Analysis.

a. 1 components extracted.

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Tests for FitOS

Correlation Matrix[a]

		FitOrg_Skills Talents	FitOrg_Good Match	FitOrg_Personally Valued	FitOrg_Satisfaction WorkSchedule	FitOrg_ Culture	FitOrg_Authority Respect
Correlation	FitOrg_SkillsTalents	1.000	.529	.474	.343	.312	.346
	FitOrg_GoodMatch	.529	1.000	.643	.340	.585	.421
	FitOrg_PersonallyValued	.474	.643	1.000	.405	.570	.485
	FitOrg_SatisfactionWorkSchedule	.343	.340	.405	1.000	.294	.200
	FitOrg_Culture	.312	.585	.570	.294	1.000	.458
	FitOrg_AuthorityRespect	.346	.421	.485	.200	.458	1.000
Sig. (1-tailed)	FitOrg_SkillsTalents		.000	.000	.000	.000	.000
	FitOrg_GoodMatch	.000		.000	.000	.000	.000
	FitOrg_PersonallyValued	.000	.000		.000	.000	.000
	FitOrg_SatisfactionWorkSchedule	.000	.000	.000		.000	.006
	FitOrg_Culture	.000	.000	.000	.000		.000
	FitOrg_AuthorityRespect	.000	.000	.000	.006	.000	

a. Determinant = .134

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.833
Bartlett's Test of Sphericity	Approx. Chi-Square	308.004
	df	15
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.183	53.048	53.048	3.183	53.048	53.048
2	.846	14.102	67.150			
3	.668	11.138	78.288			
4	.590	9.825	88.113			
5	.388	6.468	94.581			
6	.325	5.419	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
FitOrg_PersonallyValued	.841
FitOrg_GoodMatch	.830
FitOrg_Culture	.754
FitOrg_SkillsTalents	.684
FitOrg_AuthorityRespect	.665
FitOrg_SatisfactionWorkSchedule	.555

Extraction Method: Principal Component
Analysis.

a. 1 components extracted.

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Tests for LinksCS

Correlation Matrix[a]

		LinksCommunity_Married	LinksCommunity_Children	LinksCommunity_SpouseOutsideHome
Correlation	LinksCommunity_Married	1.000	.482	.459
	LinksCommunity_Children	.482	1.000	.223
	LinksCommunity_SpouseOutsideHome	.459	.223	1.000
Sig. (1-tailed)	LinksCommunity_Married		.000	.000
	LinksCommunity_Children	.000		.002
	LinksCommunity_SpouseOutsideHome	.000	.002	

a. Determinant = .606

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.577
Bartlett's Test of Sphericity	Approx. Chi-Square	77.199
	df	3
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.786	59.547	59.547	1.786	59.547	59.547
2	.777	25.896	85.443			
3	.437	14.557	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
LinksCommunity_Married	.863
LinksCommunity_Children	.731
LinksCommunity_SpouseOutsideHome	.711

Extraction Method: Principal Component

Analysis.

a. 1 components extracted.

Tests for LinksOS

Correlation Matrix[a]

		LinksOrg_Current PositionTenure	LinksOrg_Orga nisationTenure	LinksOrg_Ind ustryTenure	LinksOrg_Number CoworkerDepend ency	LinksOrg_Numb erOfWorkTeams	LinksOrg_Numb erOfCommittees
Correlation	LinksOrg_CurrentPositionTenure	1.000	.741	.518	.086	-.150	-.103
	LinksOrg_OrganisationTenure	.741	1.000	.566	.219	.062	.099
	LinksOrg_IndustryTenure	.518	.566	1.000	.044	-.008	.000
	LinksOrg_NumberCoworkerDep endency	.086	.219	.044	1.000	.592	.570
	LinksOrg_NumberOfWorkTeams	-.150	.062	-.008	.592	1.000	.797
	LinksOrg_NumberOfCommittees	-.103	.099	.000	.570	.797	1.000
Sig. (1-tailed)	LinksOrg_CurrentPositionTenure		.000	.000	.143	.030	.099
	LinksOrg_OrganisationTenure	.000		.000	.003	.219	.109
	LinksOrg_IndustryTenure	.000	.000		.294	.459	.499
	LinksOrg_NumberCoworkerDep endency	.143	.003	.294		.000	.000
	LinksOrg_NumberOfWorkTeams	.030	.219	.459	.000		.000
	LinksOrg_NumberOfCommittees	.099	.109	.499	.000	.000	

a. Determinant = .057

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.681
Bartlett's Test of Sphericity	Approx. Chi-Square	438.818
	df	15
	Sig.	.000

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Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.378	39.634	39.634	2.378	39.634	39.634	2.338	38.965	38.965
2	2.203	36.720	76.355	2.203	36.720	76.355	2.243	37.390	76.355
3	.577	9.620	85.974						
4	.413	6.889	92.863						
5	.230	3.832	96.695						
6	.198	3.305	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component	
	1	2
LinksOrg_NumberOfWorkTeams	.917	
LinksOrg_NumberOfCommittees	.908	
LinksOrg_NumberCoworkerDependency	.802	.150
LinksOrg_OrganisationTenure	.143	.898
LinksOrg_CurrentPositionTenure		.889
LinksOrg_IndustryTenure		.785

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Tests for SacrificeOS

Correlation Matrix[a]

		Sacrifice Org_Freedom OfDecisions	Sacrifice Org_Out standing Perks	Sacrifice Org_Res pectAtW ork	Sacrifice Org_Cos tIfLeavin g	Sacrifice Org_AllT hingsSac rificed	Sacrifice Org_Exc ellentPro motional	SacrificeOrg _Compensat ionPerforma nce	Sacrifice _Amount Benefits	Sacrifice _Prospec tsOfEmpl oyment
Correlation	SacrificeOrg_FreedomOfDecisions	1.000	.343	.192	.240	.288	.298	.161	.294	.484
	SacrificeOrg_OutstandingPerks	.343	1.000	.340	.293	.231	.456	.456	.711	.527
	SacrificeOrg_RespectAtWork	.192	.340	1.000	.322	.332	.243	.137	.190	.319
	SacrificeOrg_CostIfLeaving	.240	.293	.322	1.000	.705	.233	.205	.111	.229
	SacrificeOrg_AllThingsSacrificed	.288	.231	.332	.705	1.000	.227	.205	.095	.397
	SacrificeOrg_ExcellentPromotional	.298	.456	.243	.233	.227	1.000	.468	.493	.578
	SacrificeOrg_CompensationPerformance	.161	.456	.137	.205	.205	.468	1.000	.590	.411
	Sacrifice_AmountBenefits	.294	.711	.190	.111	.095	.493	.590	1.000	.500
	Sacrifice_ProspectsOfEmployment	.484	.527	.319	.229	.397	.578	.411	.500	1.000
Sig. (1-tailed)	SacrificeOrg_FreedomOfDecisions		.000	.008	.001	.000	.000	.022	.000	.000
	SacrificeOrg_OutstandingPerks	.000		.000	.000	.002	.000	.000	.000	.000
	SacrificeOrg_RespectAtWork	.008	.000		.000	.000	.001	.044	.009	.000
	SacrificeOrg_CostIfLeaving	.001	.000	.000		.000	.002	.005	.083	.002
	SacrificeOrg_AllThingsSacrificed	.000	.002	.000	.000		.002	.005	.118	.000
	SacrificeOrg_ExcellentPromotional	.000	.000	.001	.002	.002		.000	.000	.000
	SacrificeOrg_CompensationPerformance	.022	.000	.044	.005	.005	.000		.000	.000
	Sacrifice_AmountBenefits	.000	.000	.009	.083	.118	.000	.000		.000
	Sacrifice_ProspectsOfEmployment	.000	.000	.000	.002	.000	.000	.000	.000	

a. Determinant = .026

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.764
Bartlett's Test of Sphericity	Approx. Chi-Square	552.876
	df	36
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.811	42.340	42.340	3.811	42.340	42.340	3.145	34.945	34.945
2	1.540	17.109	59.449	1.540	17.109	59.449	2.205	24.504	59.449
3	.878	9.759	69.208						
4	.796	8.841	78.049						
5	.632	7.022	85.071						
6	.465	5.166	90.237						
7	.420	4.671	94.909						
8	.247	2.746	97.655						
9	.211	2.345	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component	
	1	2
Sacrifice_AmountBenefits	.879	
SacrificeOrg_OutstandingPerks	.781	.227
SacrificeOrg_CompensationPerformance	.724	
SacrificeOrg_ExcellentPromotional	.715	.207
Sacrifice_ProspectsOfEmployment	.701	.367
SacrificeOrg_FreedomOfDecisions	.411	.386
SacrificeOrg_AllThingsSacrificed		.887
SacrificeOrg_CostIfLeaving		.859
SacrificeOrg_RespectAtWork	.230	.546

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Tests for Work-Life Balance

Correlation Matrix[a]

		WorkingFrom Home_WLBalance	WorkingFrom Home_Autonomy	WorkingFrom Home_Getting MoreDone	Often interrupted at home	Miss Office from home
Correlation	WorkingFromHome_WLBalance	1.000	.530	.299	.275	.368
	WorkingFromHome_Autonomy	.530	1.000	.258	.104	.176
	WorkingFromHome_GettingMoreDone	.299	.258	1.000	.456	.335
	Often interrupted at home	.275	.104	.456	1.000	.291
	Miss Office from home	.368	.176	.335	.291	1.000
Sig. (1-tailed)	WorkingFromHome_WLBalance		.000	.000	.000	.000
	WorkingFromHome_Autonomy	.000		.001	.098	.014
	WorkingFromHome_GettingMoreDone	.000	.001		.000	.000
	Often interrupted at home	.000	.098	.000		.000
	Miss Office from home	.000	.014	.000	.000	

a. Determinant = .390

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.654
Bartlett's Test of Sphericity	Approx. Chi-Square	144.537
	df	10
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.250	44.991	44.991	2.250	44.991	44.991	1.746	34.921	34.921
2	1.058	21.169	66.160	1.058	21.169	66.160	1.562	31.239	66.160
3	.734	14.672	80.833						
4	.559	11.177	92.010						
5	.400	7.990	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component	
	1	2
Often interrupted at home	.833	
WorkingFromHome_GettingMoreDone	.765	.195
Miss Office from home	.609	.279
WorkingFromHome_Autonomy		.895
WorkingFromHome_WLBalance	.306	.804

Extraction Method: Principal Component Analysis.

 Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Appendix 6 - Ethical clearance

Gordon Institute of Business Science
University of Pretoria

Ethical Clearance Approved

Dear Barend van Graan,

Please be advised that your application for Ethical Clearance has been approved.

You are therefore allowed to continue collecting your data.

We wish you everything of the best for the rest of the project.

Ethical Clearance Form

Kind Regards

This email has been sent from an unmonitored email account. If you have any comments or concerns, please contact the GIBS Research Admin team.