

# STAYING OR LEAVING? EXPLORING THE ROLE OF JOB EMBEDDEDNESS IN REDUCING TURNOVER INTENTION AMONG HOTEL EMPLOYEES

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## Abstract

*This research examines the effect of Job Embeddedness (JE) on turnover intentions (TI) among staff in the hotel industry of Uttarakhand, India. JE, including Fit, Links, and Sacrifice, has become a crucial paradigm for comprehending employee retention. A quantitative technique was employed to collect data from 79 employees across eight hotels. A multiple regression analysis was performed to examine the impact of the dimensions of JE on turnover intention. Results indicate that all three aspects of job embeddedness substantially diminish turnover intention, with Sacrifice exerting the most pronounced influence. Employees who recognize significant compromises associated with leaving, such as the forfeiture of perks and relationships, are the least inclined to indicate intentions to resign. Fit and Links are essential, as a robust alignment between personal values and the organization, along with social relationships in the workplace, leads to reduced turnover intentions. The research highlights the significance of incorporating job embeddedness into retention tactics, especially in high-turnover sectors such as hospitality. The findings provide significant insights for HR professionals and enhance the prevailing literature on JE and turnover in labor-intensive sectors.*

## Keywords:

*Job Embeddedness, Turnover intentions, Hotel Sector, Hotel employees, Turnover*

## 1. INTRODUCTION

Employee retention is a significant issue for organizations globally, especially in areas with elevated turnover rates, such as the hospitality sector [13] [16] [18] [23] [26]. Consequently, comprehending the determinants of turnover intention is crucial for formulating successful retention tactics. Turnover intention, characterized as an employee's free choice to walk out of an organization [1], is affected by various aspects, such as job satisfaction, organizational commitment, and JE [2].

Job embeddedness, a notion instituted by Mitchell et al. [17], has garnered considerable attention in recent years as a crucial forecaster of turnover intention [11]. Analyses imply that these qualities jointly affect an employee's choice to remain or depart, with more JE diminishing TI [8]. Numerous conclusions have emphasized the significance of job embeddedness in diminishing turnover intention across various industries. Holtom et al. [5] discovered that job embeddedness is a stronger interpreter of employee retention compared to conventional metrics like job satisfaction and organizational commitment. The dimension of Sacrifice was identified as having the most substantial influence on turnover intention, as employees were less inclined to depart when they recognized considerable personal and professional expenses connected with leaving [6].

The hospitality industry in India is seeing swift growth due to economic expansion and globalization, resulting in increased competition for qualified labour. This poses difficulties in

personnel retention and turnover management [20] [22]. The hotel sector, marked by fierce competition, unpredictable working hours, and significant emotional labor, faces the highest turnover rates worldwide [3]. Davidson and Wang [4] found that the turnover rate in the hotel business frequently surpasses 50%, with numerous employees departing during their initial year of employment. Despite the use of various retention methods by organizations, such as financial incentives and career development programs, employee turnover continues to be a significant concern [10]. This underlines the necessity for a more rounded attempt to comprehend and resolve the determinants of turnover intention, especially within the hotel sector.

Job embeddedness has been recognized as a viable strategy for mitigating turnover in the hospitality sector. Research conducted by Lee et al. [30] revealed that employees possessing robust social connections and a sense of belonging inside their organization exhibited a reduced propensity to contemplate departure, even under adverse working conditions. Ma et al. [12] similarly found that employees with a significant congruence between their beliefs and their organization's culture (Fit) exhibited reduced turnover intention. The dimension of Sacrifice, encompassing elements such as the loss of social connections and advantages, significantly influences retention, as employees are less inclined to go when they recognize substantial sacrifices linked to leaving [28]. Job embeddedness impacts TI and mediates the relationship between several organizational characteristics and employee retention. Organizational support and job satisfaction enhance job embeddedness, decreasing turnover intention. Ng and Feldman [15] similarly found that employees who perceive a strong connection to their jobs are more leaned to stay with the organization, even in the face of job discontent or diminished organizational commitment.

Despite the expanding literature on job embeddedness, there is a deficiency of studies explicitly targeting the hotel industry in emerging nations, such as India. India's hospitality business, among the world's fastest-growing economies, has seen swift expansion, resulting in intensified rivalry for skilled labor and elevated turnover rates [7]. Recent studies have validated job embeddedness as an essential framework for understanding retention, particularly in labor-intensive sectors such as hospitality. Singh and Ahuja [24] underscore the need for retention techniques customized for the distinct requirements of growing economies like India, where the local workforce frequently encounters issues such as job insecurity, inadequate salaries, and restricted growth prospects. Das and Dey [19] argue that job embeddedness can predict turnover intention more accurately than traditional factors like job satisfaction or commitment. A recent investigation by Mukherjee and Sharma [21] within the Indian hospitality sector indicates that job embeddedness, especially the "Sacrifice" dimension, significantly influences employee retention among those who recognize substantial linkages and perks that are challenging to relinquish.

## 2. LITERATURE REVIEW

JE, instituted by Mitchell et al. [31], is a background for recognizing employee retention by emphasizing factors beyond job satisfaction and organizational commitment. It explains why employees continue in their jobs even when they are dissatisfied, focusing on the connections they develop in and outside of their work environment. JE has three primary dimensions: Links, Fit, and Sacrifices, collectively influencing an entity's prospect of continuing or parting from an organization [11].

Unlike traditional turnover models, which typically focus on job satisfaction and alternative employment opportunities, job embeddedness provides a more holistic view of employee retention by emphasizing how various work and non-work factors contribute to turnover intentions [25]. Understanding JE and its influence on TI is crucial, particularly in labor-intensive industries such as hospitality, where retaining skilled workers is a significant challenge [29] [2].

### 2.1 DIMENSIONS OF JOB EMBEDDEDNESS

- **Links:** The "Links" dimension transfers to the formal and informal networks that employees form within their organization and community [14]. Lee et al. [30], stated that the more embedded an employee is through these links, the more difficult it becomes for them to leave their job, as doing so would mean severing many ties. In the hospitality industry, where teamwork is integral to the smooth operation of a hotel, the links that employees form with their coworkers and supervisors play a vital role in their retention [9].
- **Fit-Fit:** states to the sensed compatibility between an individual's values, career goals, and abilities, and the demands of their job and organization [17]. The better the fit, the less likely an employee is to depart, as the job is congruent with their personal goals and lifestyle [27]. In the hotel industry, fit can be particularly relevant. Employees may feel more embedded if the hotel's culture aligns with their professional aspirations or if the job location complements their lifestyle [9].
- **Sacrifice:** Sacrifice examines the apparent cost of abandoning a job. This includes tangible sacrifices such as loss of benefits, income, or status, and intangible costs like the emotional toll of leaving colleagues and abandoning projects [17]. Employees may perceive that finding another job with similar benefits, compensation, and work environment could be challenging, making them less likely to leave, even if they face dissatisfaction [32]. Moreover, the hospitality industry often offers specific benefits that are difficult to replicate in other industries, further embedding employees through this dimension [9].

### 2.2 TURNOVER INTENTIONS AND JOB EMBEDDEDNESS

Turnover intentions imply an employee's conscious longing or plan to exit from their current position. Numerous studies have established a substantial negative relationship between JE and TI [15] [25]. Employees with high levels of embeddedness are less likely to express turnover intentions because they are deeply

intertwined with their organization through links, fit, and sacrifices. The more an employee is embedded, the extreme the felt costs of leaving, making turnover less likely [17]. In the hotel industry, where turnover rates are notoriously high, understanding job embeddedness is particularly important [9]. High turnover rates hint at increased recruitment and training costs, as well as decreased service quality, which directly affects customer satisfaction. According to Zhang et al. [32], job embeddedness can act as a buffer against turnover intentions, particularly when employees feel a strong sense of fit with the organizational culture and recognize the personal sacrifices they would need to make if they left.

## 3. CONCEPTUAL FRAMEWORK

Since a thorough review of the literature, the proposed conceptual framework for this research effectively encompasses all the key independent variables, specifically the dimensions of job embeddedness: Links, Fit, and Sacrifices. The dependent variable in this study is turnover intention. Given that numerous studies have utilized similar models, the proposed conceptual framework is both comprehensive and relevant. It is designed to rigorously examine how the independent variables (the dimensions of JE) are potentially related to the dependent variable (TI).

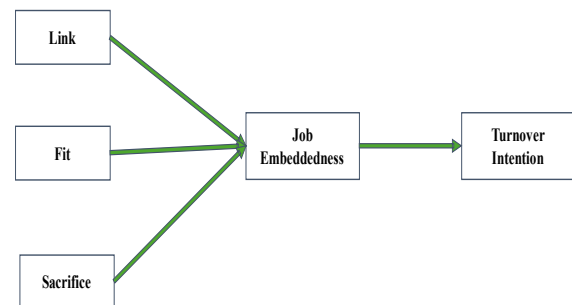


Fig.1. Conceptual Framework

## 4. RESEARCH METHODOLOGY

In this consideration, data was accumulated from employees at 8 hotels in Uttarakhand to examine the factors influencing their turnover intention. A quantitative research design was employed, using close-ended questionnaires for data collection. These questionnaires focused on identifying the factors that contribute to turnover intention among employees. A total of 79 respondents completed the questionnaires, providing insights into various elements of JE and TI. The questionnaires utilized a 5-point Likert scale to assess and quantify the factors associated with turnover intention. In addition to capturing the survey data, the questionnaire also gathered the demographic characteristics of the respondents. The data were analyzed using SPSS software, employing several analytical tools such as Descriptive Statistics, Pearson Correlation, and Multiple Regression to investigate the relationship between job embeddedness and turnover intention. The study's dependent variable is turnover intention, while the independent variables are the dimensions of job embeddedness, namely Links, Fit, and Sacrifices. The analysis seeks to determine whether each independent variable has a significant impact on the

dependent variable. The data accumulated from the close-ended questionnaires were processed and inspected using SPSS's Data Analysis Functions and were reviewed in tables. The frequency distribution, including frequency counts, percentages, and cumulative percentages, was used to interpret the respondents' characteristics and responses. These results provide a clear understanding of how job embeddedness influences employees' intentions to leave their positions, offering valuable insights into turnover behavior in the hotel sector.

## 5. RESULT AND DISCUSSION

### 5.1 DESCRIPTIVE ANALYSIS

This section presents a detailed analysis of the respondents' demographic outlines. 6 key demographic variables are examined: gender, age, education level, tenure with the company, monthly income, and job category. The data for each variable are summarized using frequency distributions and percentages, providing a clear overview of the characteristics of the respondents.

Table.1. Respondent Profile

Respondent Background		Number of Respondents	Percentage
Gender	Male	47	60
	Female	32	40
Age	18-25	25	32
	26-30	9	11
	31-35	5	6
	36-40	14	18
	41-45	9	12
	46-50	8	10
	51-55	8	11
	55-60	0	0
Education Level	Diploma & below	54	68
	Bachelor's degree	22	28
	Master's degree	3	4
	PhD		0
Tenure	< 1 year	13	17
	1-2 years	9	12
	2-4 years	2	3
	4-6 years	3	4
	6-8 years	11	14
	8-10 years	12	25
	> 10 years	19	23
Monthly Income	1800-2500	25	32
	2501-5000	27	34
	5001-7500	10	12

	7501-10000	9	11
	More than 10000	8	10
Job Category	Top-level	35	45
	Middle level	24	30
	Operational level	20	25

### 5.2 CORRELATION ANALYSIS

Pearson correlation and Multiple Regression analysis were employed to analyze and explain the relationships between the variables. To assess the strength of these relationships, the correlation coefficient from Pearson's correlation was used. Pearson's correlation provides a measure of the strength and direction of the linear relationship between two variables. On the other hand, Multiple Regression examines the contribution of several independent variables to the dependent variable.

The strength of association between variables can be interpreted based on the coefficient range, which serves as a rule of thumb for evaluating the magnitude of these relationships. The specific ranges for correlation coefficients and their corresponding interpretations are detailed in Table.2. These guidelines provide valuable insights into the interpretation of the relationships identified in the study.

Table.2. Correlation Analysis

Coefficient ranges	Strength association
$r = 1$	Perfect positive correlation
$0.7 < r < 1$	Strong positive correlation
$0.5 < r < 0.7$	Moderate positive correlation
$0.3 < r < 0.5$	Weak positive correlation
$r = 0$	No correlation

The Table.3 performs the summary of Pearson's correlation and there was a statistically significant correlation between JE dimensions and TI. The dimensions of JE (Fit, Links, and Sacrifice) have significantly influenced turnover intention. The combined impact of these dimensions offers a holistic explanation of why employees stay or leave, with Sacrifice often being the most influential dimension, followed by Fit and Links. Theoretical models like those presented by [17] and [4] affirm that overall JE significantly reduces TI.

Table.3. Pearson Correlation Analysis

	r value	Sig
Fit	-0.434	0.004
Link	-0.366	0.000
Sacrifice	-0.678	0.001

### 5.3 MULTIPLE REGRESSION ANALYSIS

Multiple regression is a statistical technique used to inspect the relationship between one dependent variable and two or more independent variables. It predicts the dependent variable based on the independent variables and evaluates how each independent

variable contributes to the variance in the dependent variable. The Table.4 presents a detailed regression analysis with turnover intention as the dependent variable and the job embeddedness dimensions—Fit, Links, and Sacrifice—as the independent variables. This analysis helps to understand the individual and combined effects of these dimensions on turnover intention.

Table.4. Multiple Regression analysis

Variables	B	Sig
Fit	-0.4	0.04
Link	-0.2	0.00
Sacrifice	-0.6	0.01
R	0.721	
R <sup>2</sup>	0.543	
F	12.22	

Based on the results obtained in Table 4, In the regression analysis, all three job embeddedness dimensions significantly impact turnover intention. Sacrifice has the strongest effect, with a beta value of -0.6 and  $p = 0.01$ , meaning that for every 1-unit increase in Sacrifice, turnover intention decreases by 0.6 units. Fit also shows a meaningful negative impact with a beta of -0.4 and  $p = 0.04$ , indicating that better fit reduces turnover intention. While having the weakest effect, links still contribute to lowering turnover intention with a beta of -0.2 and a highly significant p-value of 0.00. These results propose that Sacrifice plays a substantial role in retaining employees, followed by Fit and Links.

The R-value of 0.721 indicates a strong correlation between the independent variables (Fit, Links, Sacrifice) and the dependent variable (turnover intention). This suggests that the combination of JE dimensions has a substantial relationship with TI. The R<sup>2</sup> value of 0.543 means that 54.3% of the variance in turnover intention can be explained by the independent variables (Fit, Links, and Sacrifice). This signals that the model has a good fit and explains a substantial portion of why employees may intend to leave their jobs.

The F-value of 12.22 shows that the overall regression model is statistically significant. It suggests that the combination of the independent variables (Fit, Links, and Sacrifice) has a significant predictive ability regarding turnover intention. Since the p-value for the F-test would be well below 0.05 (given the individual p-values), this confirms that the model is effective at predicting turnover intention. This regression analysis confirms that job embeddedness dimensions significantly affect turnover intention, with Sacrifice being the most influential.

On the basis of the P-value in the Table, all three hypotheses are supported by their respective p-values, affirming that the dimensions of JE—Fit, Links, and Sacrifice—significantly influence TI.

## 6. CONCLUSIONS

This study explores the impact of job embeddedness (JE) on turnover intention (TI) within Uttarakhand's hotel industry. The findings highlight the critical roles of JE dimensions—Links, Fit, and Sacrifice—in influencing employees' decisions to stay or leave. Sacrifice emerged as the most significant predictor of TI,

emphasizing the importance of retaining valued benefits, relationships, and stability, consistent with Mukherjee and Sharma [21]. Fit, which aligns employees' values with organizational culture, significantly reduces TI, while Links, reflecting workplace relationships, has a moderate but notable impact.

The research supports the view that JE is a more comprehensive predictor of retention than traditional measures like job satisfaction or organizational commitment. The multiple regression analysis demonstrated that JE explains 54.3% of the variance in TI, affirming its relevance in high-turnover sectors like hospitality [20]. In the competitive hospitality industry in countries like India, where turnover rates are driven by job instability and limited career growth [24], fostering JE through improved organizational fit, interpersonal connections, and recognition of potential sacrifices can enhance retention. These strategies are vital for addressing turnover and strengthening employee commitment.

## 7. IMPLICATIONS

This study provides valuable insights into the impact of job embeddedness (JE) on turnover intention (TI) within Uttarakhand's hotel industry. The study underscores the need for a comprehensive HR strategy to reduce turnover by enhancing JE dimensions. Addressing Fit through alignment of recruitment and organizational culture, and offering development opportunities, can foster retention. Strengthening Links via teamwork, mentorship, and community involvement bolsters social bonds while emphasizing Sacrifice through competitive benefits and emotional ties makes leaving less appealing. Managers should adopt a holistic approach to JE, integrating it into recruitment, career development, and performance management. This includes mentoring programs to enhance Links, training aligned with employee goals to reinforce Fit, and emphasizing the costs of leaving, such as lost opportunities and relationships. A proactive focus on JE throughout the employee lifecycle can reduce turnover intentions, stabilize the workforce, and improve service quality, benefiting both employees and the broader economy.

## 8. LIMITATIONS AND FUTURE STUDY

Despite its valuable findings, this study has limitations. The small sample size, limited to eight hotels in Uttarakhand, India, restricts the generalizability of the results to other regions or sectors. Additionally, its cross-sectional design prevents establishing causal relationships between job embeddedness (JE) and turnover intentions (TI). The reliance on self-reported data may introduce response bias, as employees might underreport TI due to social desirability concerns. Future research should address these limitations by expanding to larger, more diverse samples across various regions and industries, particularly in developing economies. Longitudinal studies could provide deeper insights into how JE evolves over time and interacts with factors like organizational changes or economic fluctuations. Moreover, exploring external influences such as labor market conditions and economic shifts on JE and TI is crucial. Cultural differences also warrant investigation, particularly in emerging markets like India,

where employee expectations and workplace dynamics may differ significantly from Western contexts.

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