

# Impact of Job Embeddedness on Leave Intention

Nandini Borah and Bitopi Gogoi Malakar

## Abstract

Today's business world is very dynamic in nature where firms compete to achieve sustainable growth. This global environment has not only changed the way firms operate and conduct business, but have also created the need for organizations to manage and retain their workforces in a global context. Job embeddedness theory is a relatively new perspective in turnover research and is a collection of forces that influence employee retention. The study attempts to investigate the relationship of job embeddedness with leave intention of employees. The results of the study show that job embeddedness is negatively related to leave intention of employees. The paper also discusses the implications for managers and direction for future research.

**Key Words :** job embeddedness, leave intention, employee turnover, banking institutions, and employment alternatives



Nandini Borah,  
Assistant Professor, Royal School of Business  
Royal Group of Institutions  
Betkuchi, Guwahati- 781035  
Ph : 9706009857  
E-mail id: borahnandini@gmail.com

Bitopi Gogoi Malakar,  
Assistant Professor, Royal School of Business  
Royal Group of Institutions  
Betkuchi, Guwahati- 781035  
Ph : 9854707825  
E-mail id: bitopi.gogoi@gmail.com

Voluntary turnover of employees has always been considered a large and serious problem for organizations and a great deal of research has been undertaken to understand the phenomenon (Mitchell, Holtom, Lee, Sablinski, and Erez, 2011). The huge costs involved in hiring the employees and training them make it difficult for organizations to let go the employees. So, retaining the best ones becomes an important decision for the firms. Employees may leave the jobs due to social, financial and psychological factors being the major ones. The employees may also lack the feeling of belongingness to the organization.

Traditional research has focused more on attitude-driven process and its component parts (Maertz and Campio, 1998; Hom and Griffeth, 1995). The two most frequently tested attitudinal constructs have been job satisfaction and organizational commitment. In general, empirical results suggest satisfaction and commitment to have consistent, statistically significant and negative relationships with turnover (Jaros, 1997). The traditional attitude model also

suggests that negative attitudes combine with job search to predict attrition (Blau, 1993). Although much of the research described above found significant results, these results are modest, at best. In their quantitative reviews, Hom and Griffeth (1995) and Griffeth et al. (2000) report that attitudinal variables control only about four to five percent of the variance in turnover.

### Statement of the problem

The organizational cost of leaving a job is very high, and it is not surprising that managers are focusing on employee retention in today's organizations. It is important to understand "why people leave" and "why do they stay." Employees form social relationships inside and outside the organization which is believed to create social capital (Holtom et al., 2006). Traditional models of turnover have emphasized only on work related factors, however, it is a fact that an individual's propensity to leave a job depends upon many personal, organizational, and environmental factors (Qadeer et al., 2011). Job embeddedness is one construct which explains "why people stay in their jobs" (Mitchell, Holtom, Lee, Sablinski, and Erez, 2001). The term embeddedness has been used in the sociological literature to explain the process by which social relations influence and constrain economic action (Granovetter, 1985; Uzzi, 1997).

This study makes an empirical investigation to explain leave intention in the banking sector with respect to job embeddedness construct and attempts to validate the construct in Guwahati region of Assam. Job embeddedness framework has already been tested in various contexts to explain leave intention. However, to the best of our knowledge, hardly any study in this region has been conducted that uses this framework.

### Literature review

#### Job embeddedness

The concept of job embeddedness was first developed by Mitchell, Holtom, Lee, Sablinski, and Erez (2001) to explain why people stay in their jobs. Job embeddedness (JE) represents a broad assemblage of influences on employee retention (Mitchell, Holtom, Lee, Sablinski, and Erez, 2001). Symbolically, embeddedness is like a mesh or a web in which one can become "stuck." One who is highly embedded has many links that are close together and one can be enmeshed

or embedded in different ways. The critical aspects of job embeddedness are (a) the extent to which people have links among people and activities, (b) the extent to which their job and community are similar to or fit with the other aspects in their life space and, (c) the ease with which links can be broken—what can be given up if they leave (Mitchell, Holtom, Lee, Sablinski, and Erez, 2001). These three dimensions are called links, fit and sacrifice in the organization and in the community.

Links are characterized as formal or informal connections between a person and institutions or other people (Mitchell, Holtom, Lee, Sablinski, and Erez, 2001). A number of strands connect an employee in a social, psychological, and economic web that includes both work and non-work elements (Mitchell, Holtom, Lee, Sablinski, and Erez, 2001). The higher the number of links between the person and the web, the more an employee is bound to the job and the organization.

Fit is defined as an employee's perceived compatibility or comfort with an organization and his or her environment (Mitchell, Holtom, Lee, Sablinski, and Erez, 2001). An employee's personal values, career goals and plans must "fit" with the demands of his or her immediate job and the organizational culture. Better the fit, the higher the likelihood that an employee will feel professionally and personally tied to the organization.

Sacrifice captures the perceived cost of material or psychological benefits that may be forfeited by leaving one's job (Mitchell, Holtom, Lee, Sablinski, and Erez, 2001). The more an employee gives up when leaving, the more difficult it is to sever employment with the organization (Shaw, Delery, Jenkins, and Gupta, 1998). Non-portable benefits like stock options or defined benefit pensions may involve sacrifices and these have been shown to be related to turnover (Gupta and Jenkins, 1980).

#### Leave intention

Theoretical and empirical evidence suggests that intention to quit is an important variable to understand actual employee turnover (Ajzen, 2002). Most researchers have accepted that leave or stay intention with a particular employer is the final cognitive step in the decision making process of voluntary turnover and leave intention of

employees is purely behavioral in nature (Qadeer et al., 2011). Meta correlation studies by Steel and Ovalle (1984) report that correlation between intent to leave and employee turnover is 0.50. Dalessio et al. (1986) further argue that more attention should be given to the direct and indirect influences of factors on intention to quit as opposed to the actual act of turnover. Thus, from the employer's standpoint, intention to quit may be more important variable than the actual act of turnover.

In most of the turnover studies, researchers focus on work-related attitudes and employment alternatives. According to these approaches, job satisfaction is considered to be an important and principal determinant of leave intention. Many studies have proved job satisfaction as a reliable predictor of turnover (Oktay, 1992; Hellman, 1997; Manlove and Guzell, 1997; Feng and Angeline, 2010) and shown to have a direct effect on leave intention as well (Klenke-Hamel and Mathieu, 1990; Liou, 1998; Harrington et al., 2001; Lambert et al., 2001). However, the traditional model does not hold true in all cases. Research has shown that before changing job, people make comparison between the investment made in the job or organization, the rewards, quality of alternatives, and associated costs dispensed for working with a particular organization and these comparisons are flexible (Rusbult and Farrell, 1983; Rusbult et al., 1988). Hom, Lee and Mitchell (1994) describe four paths that employees follow while considering to leave an organization. According to Alam et al. (2010), employees require some "shock" or outside force to reconsider staying with an employer and these shocks are not limited to work factors and may include any factor, which causes an employee to consider leaving a current job. These studies have emphasized that many people leave their jobs not just because of negative effect (that is, job dissatisfaction) but also due to "shocks" (Holtom, 2005; Alam et al., 2010).

Thus, Mitchell et al. (2001) introduced organizational attachment construct 'job embeddedness' to help address the effect of both work and non-work related factors on employee's stay in an organization which discourages their voluntary turnover. The more embedded an individual is, the greater the inertia, the greater the force required for inducing the person to leave. Several research studies have been conducted which validate the model proposed by Mitchell et al. (2001). The findings suggest that job

embeddedness is a valuable predictor to evaluate employee's retention (Holtom and O' Neill, 2004; Lee et al., 2004; Cunningham et al., 2005; Tanova, 2006; Mallol et al., 2007).

### Objectives

Objectives are: To establish the validity of job embeddedness model in Guwahati, Assam, and to determine the impact of job embeddedness on leave intention of employees.

### Hypothesis

To establish the validity of the job embeddedness model, following hypotheses are formulated:

Hypothesis 1(a): The subscales representing three dimensions of job embeddedness demonstrate adequate levels of reliability.

Hypothesis 1(b): There is a high inter-correlation between the three dimensions of job embeddedness.

Hypothesis 1(c): There is a high item to total correlation in the job embeddedness scale.

To fulfill the second objective, the following hypothesis is formulated:

Hypothesis 2: Leave intention negatively relates to job embeddedness.

### Methodology

A self-report questionnaire was designed and completed by banking professionals in Guwahati region of Assam. Data was gathered using a hardcopy survey. Employees were informed about the purpose of the study and its confidentiality. The sample consisted of randomly selected 120 professionals from three large private sector banks having branches in Guwahati. A total of 93 usable questionnaires were returned (78% response rate). The final sample consisted of 73% men and 27% women; the average age was 36 years; and the average tenure was 5 - 40 years. Job embeddedness is measured through the multi-item construct developed by Mitchell et al. (2001) consisting of 36 items. Each item was presented in the form of a statement with a seven point Likert scale from 1 (not at all) to 7 (a great extent). The mean of scales of all items in each dimension represent the score for that dimension and mean of all dimensions is the score of job embeddedness. Intention to leave was measured using four items from Hunt, Osborn, and Martin (1981).

### Analysis and findings

In order to establish the validity of the job embeddedness scale reliability and construct validity was assessed. Reliability is the degree to which an assessment tool produces stable and consistent results. It is also the overall consistency of a measure. A measure is said to be highly reliable if it produces similar results under consistent

conditions. Cronbach's alpha is the most frequently used measure of reliability. The embeddedness scale consists of three main aspects: link, fit, and sacrifice. In the first step, Cronbach's alpha for the three dimensions of embeddedness was assessed. This was followed by the assessment of Cronbach's alpha score for all the 36 items of job embeddedness scale.

**Table 1. Reliability statistics for 36-item job embeddedness scale**

| Reliability Statistics |                  |            |
|------------------------|------------------|------------|
| Dimension              | Cronbach's Alpha | N of Items |
| Link                   | 0.738            | 10         |
| Fit                    | 0.813            | 14         |
| Sacrifice              | 0.806            | 12         |
| Job embeddedness       | 0.832            | 36         |

Hypothesis 1(a) concerned the reliability of the job embeddedness dimensions. In general, the results showed that the reliabilities were acceptable for the three dimensions of job embeddedness. The Cronbach's alpha score for the three dimensions, namely, link, fit, and sacrifice is found to be 0.738, 0.813, and 0.806 respectively (Table 1). The Cronbach's alpha for the 36-item job embeddedness scale is found to be 0.832 (Table 1). A reliability coefficient of 0.70 or higher is considered acceptable in most social science research situations. The alpha coefficients of the job embeddedness scale and its three dimensions suggest that the items have high internal consistency. It can therefore, be concluded that the job embeddedness scale is internally consistent and reliable.

Validity of a scale is the extent to which differences in observed scale scores reflect true differences among objects, on the characteristic being measured, rather than systematic

or random error (Malhotra and Dash, 2010). To assess the validity of the scale inter-item correlation and item-total correlation tests were performed. Inter-item correlation is a measure of convergent validity and item-total correlation is a measure of construct validity of the scale.

Hypothesis 1(b), which stipulated that the three dimensions of job embeddedness show high inter-item correlation, received fairly good support. It can be observed (Table 2) that the correlation between link and fit dimensions is 0.759, fit and sacrifice dimensions is 0.895, and sacrifice and link dimensions is 0.917 which are all significant at the 0.01 level. The correlation matrix (Table 2) shows that the items are related to each other and thus, it can be said that the items have convergence validity. Thus, job embeddedness is measured by three important dimensions: link, fit, and sacrifice.

**Table 2. Inter-item correlation between the three dimensions of job embeddedness**

| Correlations |                     |        |        |           |
|--------------|---------------------|--------|--------|-----------|
|              |                     | Link   | Fit    | Sacrifice |
| Link         | Pearson Correlation | 1      | .759** | .917**    |
|              | Sig. (2-tailed)     |        | .000   | .000      |
|              | N                   | 93     | 93     | 93        |
| Fit          | Pearson Correlation | .759** | 1      | .895**    |
|              | Sig. (2-tailed)     | .000   |        | .000      |
|              | N                   | 93     | 93     | 93        |
| Sacrifice    | Pearson Correlation | .917** | .895** | 1         |
|              | Sig. (2-tailed)     | .000   | .000   |           |
|              | N                   | 93     | 93     | 93        |

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

To confirm the validity of the construct and its overall fit, the item-total correlation is done. Hypothesis 1(c) concerns the item to total correlation of job embeddedness scale. Here, it is assumed that the total score for a scale is valid and then the validity of individual items in the scale is tested by measuring correlation between that item and the total score.

Items to total correlation values lower than 0.50 were removed. It can be observed that V4, V5, V12, V21, V24, V28, and V30 have item-total correlation below 0.05. Therefore,

these seven items were dropped from the embeddedness scale for further analysis. Thus, the subsequent job embeddedness scale had 29 items. A reliability test of the 29 item embeddedness scale was performed and it was observed that Cronbach's alpha score of 0.872 was obtained (Table 5), indicating the 29 item scale to be internally consistent and reliable. Thus, hypothesis 1(a), 1(b) and 1(c) received fairly good support. The only exception were the seven items that showed a poor item-total correlation which may be attributed to the contextual differences or sample specific reasons.

**Table 3. Item to total correlation statistics**

| 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 |
| V1                    | 125.3333                   | 164.719                        | 0.59                             | 0.588                        | 0.889                            |
| V2                    | 126.6667                   | 158.315                        | 0.54                             | 0.681                        | 0.886                            |
| V3                    | 125.8333                   | 159.579                        | 0.56                             | 0.899                        | 0.886                            |
| V4                    | 125.6667                   | 166.067                        | 0.113                            | 0.791                        | 0.89                             |
| V5                    | 126.3333                   | 157.978                        | 0.236                            | 0.811                        | 0.894                            |
| V6                    | 125.6667                   | 152.584                        | 0.731                            | 0.823                        | 0.88                             |
| V7                    | 127.1667                   | 159.916                        | 0.623                            | 0.693                        | 0.885                            |
| V8                    | 126.3333                   | 149.213                        | 0.776                            | 0.791                        | 0.879                            |
| V9                    | 127                        | 166.517                        | 0.71                             | 0.777                        | 0.89                             |
| V10                   | 125.8333                   | 161.601                        | 0.666                            | 0.61                         | 0.885                            |
| V11                   | 126.8333                   | 150.478                        | 0.759                            | 0.591                        | 0.879                            |
| V12                   | 127.5                      | 182.949                        | -0.642                           | 0.541                        | 0.906                            |
| V13                   | 127.1667                   | 155.197                        | 0.699                            | 0.612                        | 0.885                            |
| V14                   | 126.6667                   | 157.303                        | 0.691                            | 0.812                        | 0.885                            |
| V15                   | 126.3333                   | 160.337                        | 0.627                            | 0.563                        | 0.885                            |
| V16                   | 125.1667                   | 157.556                        | 0.814                            | 0.671                        | 0.882                            |
| V17                   | 125.5                      | 165.421                        | 0.762                            | 0.573                        | 0.889                            |
| V18                   | 125.3333                   | 153.596                        | 0.75                             | 0.694                        | 0.881                            |
| V19                   | 125.5                      | 155.983                        | 0.674                            | 0.62                         | 0.882                            |
| V20                   | 125                        | 159.101                        | 0.733                            | 0.721                        | 0.884                            |
| V21                   | 128                        | 177.303                        | -0.49                            | 0.531                        | 0.901                            |
| V22                   | 125.8333                   | 166.32                         | 0.72                             | 0.87                         | 0.892                            |
| V23                   | 125.5                      | 145.197                        | 0.841                            | 0.794                        | 0.876                            |
| V24                   | 125                        | 163.483                        | 0.211                            | 0.568                        | 0.89                             |
| V25                   | 125.3333                   | 158.315                        | 0.801                            | 0.764                        | 0.883                            |
| V26                   | 125.3333                   | 156.292                        | 0.6                              | 0.673                        | 0.883                            |
| V27                   | 125.6667                   | 150.562                        | 0.836                            | 0.754                        | 0.878                            |
| V28                   | 127.1667                   | 157.556                        | 0.218                            | 0.671                        | 0.896                            |
| V29                   | 125.5                      | 145.197                        | 0.841                            | 0.734                        | 0.876                            |
| V30                   | 127.1667                   | 178.792                        | -0.452                           | 0.831                        | 0.904                            |
| V31                   | 125.1667                   | 166.32                         | 0.617                            | 0.882                        | 0.89                             |
| V32                   | 125.1667                   | 157.556                        | 0.814                            | 0.823                        | 0.882                            |
| V33                   | 125.3333                   | 151.236                        | 0.884                            | 0.774                        | 0.878                            |
| V34                   | 126                        | 150.674                        | 0.916                            | 0.802                        | 0.878                            |
| V35                   | 125.8333                   | 158.567                        | 0.62                             | 0.767                        | 0.885                            |
| V36                   | 127.5                      | 160.028                        | 0.755                            | 0.799                        | 0.89                             |

**Table 4. Reliability statistics for 29-item job embeddedness scale**

| Reliability Statistics |                  |            |
|------------------------|------------------|------------|
| Dimension              | Cronbach's Alpha | N of Items |
| Job embeddedness       | 0.872            | 29         |

The results of the present study are in line with the previous findings and provide evidence of generalizability of the embeddedness model. Thus, the job embeddedness scale is reliable and valid and therefore, job embeddedness model can be generalized in the context of Guwahati, Assam.

Impact of job embeddedness on leave intention of employees

Hypothesis 2 dealt with the relationship between job embeddedness and intention to leave. The results showed that leave intention and job embeddedness are highly negatively correlated (-0.996) at significance level 0.01 which basically implies that as the level of job embeddedness increases employees intention to leave decreases.

**Table 5. Correlation between job embeddedness and leave intention**

| Correlations     |                     |                  |                 |
|------------------|---------------------|------------------|-----------------|
|                  |                     | Job embeddedness | Leave intention |
| Job embeddedness | Pearson Correlation | 1                | -.996**         |
|                  | Sig. (2-tailed)     |                  | .000            |
|                  | N                   | 93               | 93              |
| Leave intention  | Pearson Correlation | -.996**          | 1               |
|                  | Sig. (2-tailed)     | .000             |                 |
|                  | N                   | 93               | 93              |

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

To further test the dependency of leave intention on job embeddedness, linear regression analysis was performed. To determine if the data are fit for linear regression both the variables were put in a scatter plot. Figure 2 shows the scatter plot of job embeddedness and leave intention and it can be observed that a straight line can be fitted through the points.

Linear regression analysis was performed by selecting job embeddedness as the independent variable and leave intention as the dependent variable. Result of the test is displayed in Tables 6, 7, and 8.

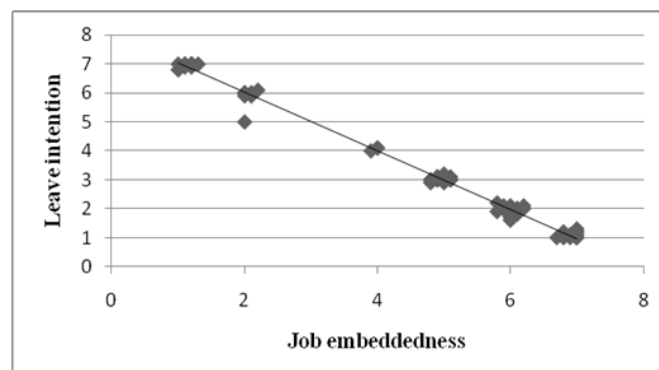
**Figure 1. Scatter plot of job embeddedness and leave intention**

**Table 6. Model summary of linear regression analysis**

| Model Summary |                   |          |                   |                            |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | .996 <sup>a</sup> | .992     | .992              | .17186                     |

**Table 7. ANOVA table of linear regression analysis**

| ANOVA <sup>a</sup> |            |                |    |             |           |                   |
|--------------------|------------|----------------|----|-------------|-----------|-------------------|
| Model              |            | Sum of Squares | Df | Mean Square | F         | Sig.              |
| 1                  | Regression | 351.508        | 1  | 351.508     | 11901.551 | .000 <sup>b</sup> |
|                    | Residual   | 2.688          | 91 | .030        |           |                   |
|                    | Total      | 354.196        | 92 |             |           |                   |

a. Dependent Variable: Leave intention

b. Predictors: (Constant), Job embeddedness

**Table 8. Coefficients table of linear regression analysis**

| Coefficients <sup>a</sup> |            |                             |            |                           |          |      |
|---------------------------|------------|-----------------------------|------------|---------------------------|----------|------|
| Model                     |            | Unstandardized Coefficients |            | Standardized Coefficients | t        | Sig. |
|                           |            | B                           | Std. Error | Beta                      |          |      |
| 1                         | (Constant) | 8.034                       | .047       |                           | 170.138  | .000 |
|                           | VAR00001   | -1.008                      | .009       | -.996                     | -109.090 | .000 |

a. Dependent Variable: Leave intention

Table 5 shows that the value of  $R^2$  is 0.992 (greater than 0.7) indicating fitness of the model. Table 6 shows that the significance against the  $F$  value (11901.551) is 0.000. It is also seen that the value of constant ( $a$ ) is ---8.034, whereas ( $b$ ) is -1.008 and both are returning a significance level, against  $t$  test, of 0.000.

This implies that variation in leave intention can be explained with the knowledge of the level of job embeddedness of employees. The  $R^2$  value of 0.992 indicates that approximately 99% of variance in leave intention of the respondents can be accounted for by the knowledge of their level of job embeddedness.

### Conclusion and discussions

Traditional models have not been able to successfully explain turnover in organization. Mitchell et al. (2001)

developed the concept of job embeddedness to explain why people stay in their jobs. Although the construct of job embeddedness is new and the literature on the concept is limited, studies have shown that it is a significant predictor of employee turnover in organizations. This study made an attempt to contribute to the embeddedness literature by generalizing the construct in the region of Guwahati, Assam. The Cronbach's alpha score indicated a fairly strong reliability for the scale. Additionally, the inter-item correlations and item-total correlations demonstrated the construct validity of the scale. A partial disagreement has been observed with respect to seven items in the scale which may be attributed to contextual differences or sample characteristics. This research also presents evidence concerning the relationship between job embeddedness and leave intention. The correlation analysis shows that job

embeddedness is negatively correlated to employee's leave intention. Further, the regression model highlights that 99% of the variation in leave intention can be explained by employees' level of job embeddedness.

The concept of embeddedness is gaining a momentum and it is important for managers to understand how to develop embeddedness in their employees. Longitudinal studies may be carried out to fully understand the leave intention and final action of the employees. Future research might also explore the antecedents of job embeddedness. Research may also be directed at exploring the consequences of job embeddedness, apart from leave intention. Additionally, to increase the generalizability of the scale the empirical studies may be conducted across various sectors and regions. Thus, these issues need to be empirically investigated in future research studies.

## References

- Alam, M. M. and J. F. Mohammad (2010). "Level of job satisfaction and intent to leave among Malaysian nurses." *Business Intelligence Journal*, 3(1), 123-137.
- Blau, G. (1993). "Further exploring the relationship between job search and voluntary individual turnover." *Personnel Psychology*, 46(2), 313-330.
- Cunningham, G. B., J. S. Fink, and M. Sagas (2005). "Extensions and further examination of the job embeddedness construct." *Journal of Sport Management*, 19(3), 319.
- Dalessio, A., W. H. Silverman, and J. R. Schuck, (1986). "Paths to turnover: A re-analysis and review of existing data on the Mobley, Horner, and Hollingsworth turnover model." *Human Relations*, 39(3), 245-263.
- Feng, W. C., and T. Angeline (2010). "Turnover intention and job hopping behaviour of music teachers in Malaysia." *African Journal of Business Management*, 4(4), 425-434.
- Granovetter, M. (1985). "Economic action and social structure: the problem of embeddedness." *American Journal of Sociology*, 481-510.
- Griffeth, R. W., P. W. Hom, and S. Gaertner, (2000). "A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium." *Journal of Management*, 26(3), 463-488.
- Gupta, N. and G. D. Jenkins (1980). *The Structure of Withdrawal: Relationships among Estrangement, Tardiness, Absenteeism, and Turnover*. Southwest Educational Development Laboratory.
- Harrington, D., N. Bean, D. Pintello, and D. Mathews (2001). "Job satisfaction and burnout: Predictors of intentions to leave a job in a military setting." *Administration in Social Work*, 25(3), 1-16.
- Hellman, C. M. (1997). "Job satisfaction and intent to leave." *The Journal of Social Psychology*, 137(6), 677-689.
- Hom, P. W. and R. W. Griffeth (1995). *Employee Turnover*. South-Western Pub.
- Hom, P. W., T. R. Mitchell, T. W. Lee, and R. W. Griffeth (2012). "Reviewing employee turnover: focusing on proximal withdrawal states and an expanded criterion." *Psychological Bulletin*, 138(5), 831.
- Holtom, B. C. and B. S. O' Neill (2004). "Job embeddedness: A theoretical foundation for developing a comprehensive nurse retention plan." *Journal of Nursing Administration*, 34(5), 216-227.
- Jaros, S. J. (1997). "An assessment of Meyer and Allen's (1991) three-component model of organizational commitment and turnover intentions." *Journal of Vocational Behavior*, 51(3), 319-337.
- Klenke-Hamel, K. E. and J. E. Mathieu (1990). "Role strains, tension, and job satisfaction influences on employees' propensity to leave: A multi-sample replication and extension." *Human Relations*, 43(8), 791-807.
- Lambert, E. G., N. L. Hogan and S. M. Barton (2001). "The impact of job satisfaction on turnover intent: a test of a structural measurement model using a national sample of workers." *The Social Science Journal*, 38(2), 233-250.

- Lee, T. W., T. R. Mitchell, C. J. Sablinski, J. P. Burton, and B. C. Holtom (2004). "The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover." *Academy of Management Journal*, 47(5), 711-722.
- Liou, K. T. (1998). "Employee turnover intention and professional orientation: A study of detention workers." *Public Administration Quarterly*, 161-175.
- Maertz, C. P., and M. A. Campion (1998). 25 years of voluntary turnover research: a review and critique.
- Mallol, C. M., B. C. Holtom, and T. W. Lee (2007). "Job embeddedness in a culturally diverse environment." *Journal of Business and Psychology*, 22(1), 35-44.
- Manlove, E. E., and J. R. Guzall (1997). "Intention to leave, anticipated reasons for leaving, and 12-month turnover of child care center staff." *Early Childhood Research Quarterly*, 12(2), 145-167.
- Mitchell, T. R., B. C. Holtom, T. W. Lee, C. J. Sablinski, and M. Erez (2001). "Why people stay: Using job embeddedness to predict voluntary turnover." *Academy of Management Journal*, 44(6), 1102-1121.
- Qadeer, F. (2011). "Impact of job embeddedness on leave intention: An understanding from higher education (HE) system." *African Journal of Business Management*, 5(30), 11794-11801.
- Rusbult, C. E. and D. Farrell (1983). "A longitudinal test of the investment model: The impact on job satisfaction, job commitment, and turnover of variations in rewards, costs, alternatives, and investments." *Journal of Applied Psychology*, 68(3), 429.
- Shaw, J. D., J. E. Delery, G. D. Jenkins, and N. Gupta (1998). "An organization-level analysis of voluntary and involuntary turnover." *Academy of Management Journal*, 41(5), 511-525.
- Steel, R. P., and N. K. Ovalle (1984). "A review and meta-analysis of research on the relationship between behavioral intentions and employee turnover." *Journal of Applied Psychology*, 69(4), 673.
- Tanova, C., and B. C. Holtom (2008). "Using job embeddedness factors to explain voluntary turnover in four European countries." *The International Journal of Human Resource Management*, 19(9), 1553-1568.
- Uzzi, B. (1997). "Social structure and competition in interfirm networks: The paradox of embeddedness." *Administrative Science Quarterly*, 35-67.

\*\*\*\*\*