
**EMPLOYEE JOB EMBEDDEDNESS: INDICATORS AND THE EFFECT OF
INTENTIONAL TURNOVER IN THE IT SECTOR**

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ABSTRACT

Designing employee need-based retention requires a grasp of job embeddedness and its determinants to comprehend the intention of turnover in organizations. This study looks at how certain factors affect workers' job embeddedness in the IT sector and how they affect workers' inclination to leave. A total of 508 employees from Indian IT organizations are the subjects of the study. It is agreed that the link between an employee's intention to leave, the six selected variables, and their job embeddedness does not vary much. The study reveals that there is a negative correlation between job embeddedness and employee turnover intention. This implies that employees with more deeply embedded employment have significantly lower inclinations to leave their jobs. The study shows that a higher degree of employment embeddedness significantly lowers employees' propensity to leave the IT business. Consequently, it appears that the majority of workers in the IT sector have little intention of leaving their current position and do not plan to hunt for another one.

Key words: Job Embeddedness, Indicators of Job Embeddedness, Employee's and Intentional Turnover

I. INTRODUCTION

Since the hypothesis of job embeddedness was initially put forth, most research has focused on the predictive validity of job embeddedness on voluntary turnover. For example, Mitchell and colleagues (2001) discovered empirical evidence supporting the value of work embeddedness as an indicator of voluntary turnover. Recent studies on the financial variables influencing employee turnover rates have highlighted this problem (Hinken and Tracey, 2000; Simons and Hinkin, 2001; Tziner and Birati, 1996; Waldman et al., 2004). Organizations are constantly searching for creative ways to retain their qualified workers because voluntary turnover exposes them to a wide variety of major costs. As a result, it's necessary to address employee turnover intentions as soon as possible, and effective HRM is essential to this process (Akgu"ndu"z and Sanli, 2017; Hemdi and Nasurdin, 2006). However, because they aren't getting

the care they expect from the corporation, employee turnover varies from person to person and from organization to organization (Ongori, 2007). Dickter, Roznowski, and Harrison (1996) and Mobley (1982) also called for more theory and research on the long-term dynamics of the turnover process. To effectively reduce turnover intention in IT organizations, job embeddedness, and its indicators are thought to be significant. These factors help to create a personalized staff retention plan that takes into account all the previously examined aspects, based on the needs of the organization. When employees feel that the company's interests and theirs are equally appreciated. Otaye and Wong (2014) and Akgu"ndu"z and Sanli (2017) claim that when employees get more devoted to their work, they are less likely to quit the company. The current study aims to provide job embeddedness and its determinants and influence on turnover intention. The goals of the study are as follows:

- Differences in the relationship between the work embeddedness of employees, the six identified indicators, and the intention to leave the IT sector.
- Employees' inclinations to leave the IT organization are highly influenced by their degree of job embedding.

The remaining portions of this research paper are organized as follows: We first review the literature on job embeddedness and turnover intention before formulating study hypothesis. After that, we discuss our metrics, approach, and results from the hypothesis testing. In addition, we thoroughly examine the research results and evaluate how they affect the theoretical framework and operational processes. To the best of our knowledge, very few academics have attempted to tackle this topic in the body of existing literature; however, their reach is limited, and no prior research studies have focused on IT enterprises. Finally, we outline the limitations of the study and discuss the potential for future research.

II. LITERATURE REVIEW

Job embeddedness has been the subject of extensive research to date. To retain their workers, companies are putting more of an emphasis on employee-centered employment relationships due to the IT sector's phenomenal rise in India over the past three decades. A substantial amount of research on job

embeddedness has been published up to this point. Up until now, a sizable body of research on job embeddedness has been published embeddedness has been the subject of extensive research to date. To retain their workers, companies are putting more of an emphasis on employee-centered employment relationships due to the IT sector's phenomenal rise in India over the past three decades. A substantial amount of research on job embeddedness has been released up to this point. This is because it ensures consistency and creates a continuous connection connecting the experiences of workers in organizations and the critical success variables those organizations depend on. It is difficult for an employee to decide to quit the company, and it requires a lot of effort to locate new work, adapt to changing conditions, give up habits, and keep up relationships with employees (Boswell, Boudreau, and Tichy, 2005). Therefore, if the organization acts promptly and appropriately, some of the voluntary turnovers within the organization can be averted. Employee turnover can result from a variety of outside influences, including the state of the economy, which can impact businesses and, in turn, levels of employment (Pettman 1975; Mobley, 1982, Schervish, 1983; Terborg and Lee, 1984). Organisational factors, on the other hand, could be in play. These include the industry, the sort of profession, the organization's size, the pay, the degree of supervision, the location, the hiring process, the work environment, the assignments, the benefits, and the promotions (Mobley, 1982; Arthur, 2001). Additional factors that impact employee turnover in organizations include individual variables like demographics, family-related variables, integrative variables like satisfaction with the job, salaries, advancements, and working conditions, and when working independent variables like demographics (Pettman, 1975; Mobley, 1982; Arthur 2001). Organizations should be more preoccupied with employee voluntary departures than involuntary turnover since it is under their control, even if any of the previously identified variables could be the cause. The procedure for making choices for leaving or staying in the organization should be periodically reviewed to pinpoint the exact motivations behind the person's actions. Furthermore, it has been found that workers with greater cognitive abilities and performance levels have more possibilities for outside work than workers with lower intelligence and performance levels, which increases their likelihood of quitting (Trevor, 2001). The vast array of factors that influence a

person's choice to stay in a job was the focus of a later study on employee retention; Mitchell et al. (2001) termed this concept the "job-embeddedness hypothesis." The factors that are considered encompass the social connections, and organisational fit, in addition to what the staff member would give up in the event of their departure from the organisation. His research revealed that job embeddedness negatively correlated with intention to depart and indicated future voluntary turnover. A follow-up study was carried out by Lee, Mitchell, Sablinski, Burton, and Holtom (2004). Turnover of workers management is a crucial aspect of human resource management, as stated by Akthar (2017) in his work Investigation on Employee Turnover Intentions: A Review. Anticipating and effectively managing employee turnover is becoming a more important field of research in academia. Employee turnover has a direct impact on human resource practices such as hiring, choosing, training, and staff retention. Furthermore, when a lot of people leave the company, those who remain have a heavier workload and put in more overtime, which can weaken their morale and ultimately lower productivity. In addition to harming the personnel, it might also have an impact on their overall performance. Because of this, obtaining employee participation and support is crucial for organizations to attain high productivity and performance levels. The purpose of this article is to review the literature on employee turnover intention, The objective of this essay is to evaluate the literature on employee turnover intentions. with a focus on factors that influence employees' intentions to leave their jobs, such as job satisfaction, organizational commitment, burnout, and external employment opportunities. A review of the literature is conducted on the impact of demographic characteristics, such as age, gender, duration of service, education level, and marital status, on turnover intentions.

The Significance of Job Embeddedness

The phrase "job embeddedness" refers to the conditions and elements that motivate workers to stick around (Yao et al., 2004; Mitchell et al., 2001; Holtom et al., 2006). It argues that because employees are an aspect of the groups and activities around them, they are reluctant to quit a company. The connections that workers have with the people and activities in the network bind them to their existing roles and companies. This force is referred to as job embeddedness. Three components make up JE: links, sacrifice, and fit. The individual's sacrifice

is what they would be prepared to give up if they were to quit; their linkages demonstrate how attached they are to other people, things, and organizations (Mitchell et al. (2001), Holtom et al. (2006), Yao et al. (2004)). Fit refers to how well-suited or at ease a person is in a certain setting. An employee is considered intertwined or immersed in the network, fits in better at work, and would have to make more sacrifices to quit their current job if they have close relationships with individuals or activities in their organization and community. This increases the likelihood that the staff members will remain with their existing company. JE places comparable importance on employment-related and community-related variables that could influence a person's choice to stay with an organization, which sets it apart from other models of worker turnover such as commitment to the organization and peace of mind at work (Crossley et al 2007). We describe the initial type as embeddedness that occurs on the place of employment, and the later as embeddedness that occurs off the job. On-the-job embeddedness is centred on how an employee interacts with the network of people and activities that are significant to their work, or organizational and work-related traits. The phrase "off-the-job embeddedness" refers to an employee's engagement with people and occurrences in the community outside of work.

Organization-fit, organization-link, organization-sacrifice, community-fit, community-link, and community-sacrifice comprise the six-cell matrix that is known as JE. It is predicated on the two dimensions of organization and community as well as the three dimensions of fit, links, and sacrifice. As per the on-the-job embeddedness feature of JE, an individual is limited to working in a single organizational context. That is how the majority of companies run.

Job Embeddedness and Employee Advocacy

The relationship that occurs between an employee and an organization is referred to as advocacy. The term advocacy refers to recommendations or popular support for a specific cause or set of policies. Taking action is one method to advocate for something. An individual or group advocating for a cause is known as an advocacy group (Eaton, 2021). Employee advocacy refers to the efforts made by employees to improve a firm. Employee advocacy is the choice taken by employees to have their viewpoints upheld and advanced by the

company. This choice is determined by evaluating managerial actions. When managers operate in the best interests of their staff, it encourages good deeds as well as behavior towards the organization and builds employee trust (Akgunduz, & Sanli, 2017). Employee advocacy, which raises favorable employment outcomes like perceived organizational support and job embeddedness, demonstrates that workers prefer to stick with the company and are willing to make sacrifices to sustain it (Akgunduz and Sanli, 2017). Employee embeddedness is increased when employee advocacy has more clout within the company. Combining all of the information, the following is our first hypothesis:

H1: "Worker advocacy within the company has a significantly influences on how embedded employees are in their jobs."

Job Embeddedness and Employee Value Proposition

The Employee Value Proposition (EVP) gauges how employees feel about the organization's cultural, work, inspiring, developmental, environmental, and economic values; the greater the score to stay these values, the more positively employees view the proposition (Pattnaik and Misra, 2016). A lot of studies have been done to break down the concept of an employee value proposition and identify its parts, but not much research has been done to understand the various components that can increase the value proposition's influence inside an organization. Because of their attraction to the organisation, the set of attributes linked with EVP, as a contextual component, demonstrates how deeply embedded employees are (Jiang and Iles, 2011). It is a comprehensive hiring strategy that portrays the business as an appealing employer (Randstad, 2014). Therefore, employers should prioritize workplaces that exhibit appealing values in the context of the EVP to retain staff and promote a positive work environment (Pawar and Charak, 2016). The terms of an organization's employment offer reflect its ideals (Jiang and Iles, 2011; Berthon et al., 2005). Employees that sense less of an imbalance between expected actual behaviour and perceived EVP are more likely to stay with the organisation, as the desire to stay is a psychological predicate to real behavioural action (Heger, 2007). (Shanker (2013). In a similar vein, when offered an Employee Value Proposition (EVP) that encompasses a variety of pragmatic, economic, and psychological benefits, workers who strongly identify with their organization are more likely to be interested in sticking around (Lohndorf and Diamantopoulos, 2014).

As a result, the following theories are possible:

H₂: "The organization's Employee Value Proposition has a significantly influences on employees' job embedding."

Job Embeddedness and Job Dedication

A worker's satisfaction, fervor, and deep devotion to the organization are characterized by their dedication. In an attempt to be productive, committed workers give their work their whole attention—mental, physical, and emotional (Schaufeli et al., 2002). According to Liu et al. (2017), the individual basis of devotion includes optimism, self-confidence, and esteem for oneself, Organisational grounds include performance, feedback, authority utilisation, and organisational support. Devoted workers gladly devote their entire being to their work to resolve problems in a timely and efficient manner. Because they can quickly and skillfully ignore distracting and time-consuming components, they perform better (Bakker et al., 2008). Burnout, a controllable emotion, can affect even the most physically, emotionally, and cognitively dedicated workers (Maslach et al., 2001). Psychological identification levels of employees with their current employment are explained by job commitment (Schaufeli and Bakker (2004); Schaufeli et al. (2002)). Job dedication is characterized by an employee's self-control, which includes adhering to policies, exerting a great deal of effort, and using initiative to resolve issues in the workplace (Van Scotter and Motowidlo, 1996). If workers feel safer at work, their levels of anxiety will decrease, which will encourage them to stay on the job for the reason that they enjoy it.

Thus, the following can be hypothesized:

H₃: "Work Dedication in the Organisation has a significantly influences on Employee Job Embeddedness"

Job Embeddedness and Passion

Cognitive and emotional job assessments define passion as an individual's strong and enduring feeling of desire that leads to consistent work intents and behaviours. Employees are more inclined to invest more time and show vigor for goals they care about because passion brings them a purpose and energizes them to be more creative at work (Gong et al., 2020). Employee engagement with the

work being done is heightened as a result. To meet their psychological needs, people frequently identify with and engage in the activities they find meaningful and enjoyable (Bayraktar and Jimenez, 2021). An organization's profitability, job satisfaction, and sense of commitment and connection are all enhanced when individuals who are enthusiastic about their work employ organizational and work resources skillfully and profitably (Gong et al., 2020). Passion manifests as a strongly positive emotional situation that becomes a motivating factor that improves work-related attitudes in Indian employees as well as fostering a beneficial emotional state that encourages the employee-organization relationship (Salas-Vallina et al., 2020). Enhancing job quality through a better understanding of what employees view as crucial components of their jobs can result in contented employees and fewer plans to quit the organization. Workers who have more autonomy, enthusiasm, and involvement in their professions would feel more satisfied with their jobs since they are deeply ingrained in the organization and their current responsibilities.

Thus, the following can be hypothesized:

H4: "Employee commitment to the company has significantly influences on how embedded they are in their jobs"

Job Embeddedness and Perceived Job Quality

Nowadays, most people agree that the Job Characteristics Model (JCM), created in 1976 by Hackman and Oldham, is the most significant work design model (Parker et al., 2017). The JCM asserts that essential elements of a job influence both professional and personal results. We argue that the key job factor of perceived job quality strongly influences the intention to remain with an employer to substantiate this contention. The JCM's first conception identified five critical job aspects that are necessary for successful personal and professional results. However, Oldham and Hackman (2010) have lately admitted that their original model was constrained by the historical setting in which it was created. Results in both the personal and professional spheres are increasingly influenced by perceived job quality. Perceived job quality refers to opinions about different characteristics of a job. Based on several dimensions of job quality, research suggests links exist between the desire to stay and the willingness to leave a job. For example, studies using the JCM have found a negative relationship between

more perceived flexibility and the desire to turnover (Spector, 1986). Finn (2001) observed that nurses place significant importance on autonomy, while Unruh et al. (2014) discovered a direct relationship between nurses' desire to remain in the profession and job freedom.

Thus, the following can be hypothesized:

H₅: “Employee job embedding is significantly influenced by perceived job quality inside the company.

Job Embeddedness and Perceived Organization Support

Three organizational variables are said to have an impact on job embeddedness (Nguyen, Taylor, and Bergiel, 2017): procedural justice, growth possibilities, and rewards provided by the organization. The organizational assistance that the company provides to its employees is made up of these three components. Their findings indicate a strong positive correlation between job embeddedness and perceived organizational support, i.e., employees who report higher levels of job embeddedness also report higher levels of organizational encouragement perceptions. The way that employees are treated by the company is noted as a stimulus and is thought to affect organizational support. This influence will increase employee faith in the organization's capacity to recognize their achievements and demonstrate concern for their well-being, among other things (Eisenberger et al., 2001). How confident employees are in organizational support will depend on how they view the organization's overall treatment of its employees as well as how they evaluate their personal experiences (Eisenberger & Stinglhamber, 2011). Here, perceived organizational support is characterized by workers' overall assessments of the company's appreciation of their contributions and concern for their welfare (Eisenberger et al., 2001).

As a result, it is possible to hypothesize the following:

H₆: “Viewed Organisation Employee job embedding is significantly influenced by organizational support.

Job Embeddedness and Intentional Turnover

These three main elements of job embeddedness maintain employees in their existing roles and keep them from quitting any organization or institution. et al.

Mitchell (2001). First, according to Mitchell et al. (2001), the more relationships or connections a person has with other managers coworkers, and other employees of the organization, the less likely it is that they will leave the organization and their position. Second, workers are more likely to feel both professionally and personally entwined with any institution or organization, which lowers the likelihood of their quitting, the more their plans, values as individuals, and career goals and objectives mesh with the atmosphere and needs of their current jobs, such as abilities, employment-related knowledge, and skills. Thirdly, in addition to the material and psychological benefits—bonuses, income, pensions, prospects for growth, colleagues, and friends—a worker would lose these advantages if they left the most difficult position, which would jeopardize their continued employment with the company (Mitchell et al., 2001; Jenkins, & Gupta, Shaw, Delery, 1998). Moreover, there is likely a negative relationship in an institution or organization between a worker's decision to leave and the length of their work embeddedness. Workers who have a strong sense of commitment to their jobs are less likely to quit. The only reasons why employees stay in their current positions and deter others from leaving the organization are the links they have with other friends and coworkers within the organization, the fit between their current positions and the organization, and the benefits of staying that they would have to give up if they left—a concept known as the sacrifice. Thus, the findings support the notion that work embeddedness has a significant impact on employee voluntary turnover in IT organizations.

Thus, the following can be hypothesized:

H₇: “Employees' plans to leave the IT organization are significantly influenced by their level of job embedding”

III. METHODOLOGY

The impact of a few selected antecedents on work embeddedness as well as the relationship between deliberate turnover and job embeddedness in the IT industry are examined in this study. The structural model that is suggested for hypothesis testing is examined in this research. Using nonprobability sampling, often known as the judgmental snowball sampling approach, 508 Indian employees of the IT sector were chosen for the study. The first sources of IT

sector personnel were human resources managers from various IT sector organizations, as well as various personal networks and social media platforms. A least three years of experience in an IT organization and holding a position of authority are the next few requirements. Eventually, 508 chosen personnel of the IT sector had their primary data gathered by a survey method using a specially designed questionnaire. The questionnaire's hardcopy and Google link were both used to gather data. Given that the sample size of 508 satisfies the requirement of 10 observations for each item on the questionnaire, it can be justified as an adequate representative sample (Nunnally, 1979).

Designing Scales and Questionnaires

A modified questionnaire that assesses employees' answers to questions about job embeddedness, job precedents, and turnover intention was used in the study. A five-point Likert scale, ranging from strongly disagree to strongly agree, was used to collect the data. The questionnaire was developed in multiple stages. The relevant categories' items were chosen from the body of existing literature, and data was collected using the final, updated questionnaire after content validity was confirmed with academic specialists and face validity was confirmed with the pilot survey. Both positive and negative statements are included in the questionnaire, however they are primarily mixed to prevent respondent bias. The following sources were used to adapt the indicators of perceived organizational support: Hao Huang et al., 2022; Yilmaz Akgunduz et al., 2021; Job Dedicated and Employee Advocacy; Passion; Zhiming Cheng et al., 2019; Employee Value Proposition; Asha Binu Raj, 2020; Job Embeddedness; Usman Khalid et al., and Rabia Mushtaq 2021; Yilmaz Akgunduz et al., 2021; Terence R. Mitchell et al., 2009; and finally Turnover Intentions from Alan Coetzer et al., 2019; Arti Gupta and Vrijendra Singh 2018; Meera Shanker, 2018.

Statistical Approach

The frequency distribution of the sample demographics was the first step in the data analysis process. The replies' mean and standard deviation were then used in the descriptive analysis. Reliability, construct validity (convergent and discriminant validity), item multicollinearity, and common method bias were all assessed for the measure. Using the PLS-SEM method and Smart-PLS software, a structural equation modelling methodology was used to test the recommended

theoretical framework's hypotheses. The structural model's explanatory power (R square) and predictive relevance (Q square) were used to assess the degree to which it was.

The challenges of micro-finance institution as cited by Dahir (2015) in his research paper listed out many problems; “ inadequate donor funding, insufficient support from governments, improper regulations, limited management capacity of micro-finance institutions, less attention on financial sustainability of MFIS, lack of adequate loan or equity capital to increase loan-able funds, lack of standardize reporting and performance monitoring system for micro-finance institutions, lack of understanding of the definition and concept of micro-finance by the clients, communication gaps,lack of awareness and danger of systemic risk”(Dahir:2015).

“However, to achieve similar level of financial viability, scope and “permanency” as traditional providers, alternative providers must be able to address several disadvantages, including but not limited to the following: 1) smaller size of savings and inability to make big, long-term loans; 2) savings are tied up until a member’s time to collect; 3) memberspotential to abscond from payment; and 4) absence of legal framework to substitute for social capital(Farhodova, et al: 2008).

VI. ANALYZING AND INTERPRETING DATA

The specifics of the sample population demographics, the descriptive analysis of the responses, the validity and reliability of the scale, item multicollinearity, common method bias, the findings of the hypothesis testing, explanatory power, and predictive accuracy are all covered in this part on the evaluation of data.

Sample Demographics

The primary data is gathered from IT sector employees with diverse demographics. Table 1 shows a frequency distribution of the selected demographic features (gender, marital status, age group, education, income, and total job experience in the IT industry). According to the table, 285 (55.9%) of the selected IT sector employees in the sample are male, with the remainder 224 (44.1%) being female. 176 (34.6%) of the employees are single, while 306 (60.2%) are married; the remaining 26 (5.1%) are divorced or separated. The

sample includes 135 (26.6%) employees under the age of 30, 276 (54.3%) employees between the ages of 31 and 45, and 97 (19.1%) employees over the age of 45. 330 (65%) of the employees in the sample are graduates, while the remaining 178 (35%) are postgraduates. The sample includes 147 (28.9%) employees with incomes less than 10 lakhs, 187 (36.8%) with incomes between 10 lakhs and 25 lakhs, and 174 (34.3%) with incomes greater than 25 lakhs. Of the sample employees, 107 (21.1%) have less than five years of total work experience, 159 (31.3%) have five to ten years of total work experience in the IT sector, 164 (32.3%) have ten to fifteen years of total work experience, and the remaining 78 (15.4%) have more than fifteen years of total work experience.

<Table: 1>

Descriptive Analysis

The descriptive analysis (mean and standard deviation) of the replies from the chosen IT industry personnel is covered in this part. The standard deviation shows the range of responses, while the mean score indicates how much the employee agrees with the claims. The outcomes of the descriptive analysis of the items on the measuring scale are shown in the table. The results demonstrated that while the sample's workers agreed on all of the scale's questions to a reasonable extent, the standard deviation of the responses also revealed moderate diversity.

<Table: 2>

Construct Validity, Item Multicollinearity, Common Method Bias, and Reliability

The findings of testing various assumptions, including item multicollinearity, concept validity (convergent and discriminant validity), reliability analysis, and common method bias, are covered in this section.

Construct validity and reliability: Cronbach alpha is used to quantify the internal consistency and reliability of the responses; a value greater than 0.7 is expected for any factor influencing job embeddedness in the Indian IT sector. The relationship between the statements used to measure the factors is represented by the internal consistency reliability of the factors. The internal consistency reliability of the replies obtained using Cronbach alpha for each factor

influencing job embeddedness in India's IT sector is shown in Table 3. According to the results, all of the factors influencing job embeddedness meet the requirements for significant reliability, as evidenced by the Cronbach alpha values for each of the following factors: passion = 0.908, perceived job quality = 0.905, perceived organization support = 0.917, employee advocacy = 0.904, employee value proposition = 0.926, job embeddedness = 0.909, job dedication = 0.928, and turnover intention = 0.925. Construct validity of the measurement scale Confirmatory factor analysis (CFA) is used to assess the job embeddedness and the various elements that impact it. The study is conducted on two distinct dimensions: discriminant and convergent validity. It is assumed that all of the statements strongly represent their factors and that there is a strong relationship between the statements and their factors. The convergent validity test looks at the relationship between the included statements and their respective variables. Convergent validity, composite reliability (CR), and average variance extracted (AVE) are all examined using construct loadings. For the scale to have significant convergent validity, all item construct loadings should be larger than 0.7, and the CR and AVE of the multiple constructs should be greater than 0.7 and 0.5, respectively. Conversely, the discriminant validity of the scale indicates that all of the components should have minimal cross-loadings, and it is assessed using the Fornell Larcker criterion in addition to the HTMT (Hetrotrait and Monotrait ratio). To guarantee the existence of discriminant validity, the HTMT ratio—which contrasts the cross-loadings of the items with the correlation between the items of the same factor—must be less than 0.8. The square root of each factor's AVE and its correlation with the other factors in the measuring scale is compared using the Fornell Larcker criteria. The square root of each factor's AVE must be higher than its correlation with the other items in the measurement scale to guarantee discriminant validity. The concept validity outcome is reported in Table 3. With a few exceptions, when construct loadings are found to be larger than 0.5, the results showed that the construct loadings of the items included in the measuring scale are significant and greater than 0.7. Employee advocacy: CR=0.903, AVE=0.652; employee value proposition: CR=0.926, AVE=0.643; job embeddedness: CR=0.91, AVE=0.557; job dedication: 0.928, AVE=0.683; passion: CR=0.908, AVE=0.713; perceived job quality: CR=0.904, AVE=0.656; perceived organisation support: CR=0.916, AVE=0.688; and turnover intention: CR=0.924, AVE=0.669). These are the results of the CR

and AVE estimates of every construct in the scale. As a result, it is concluded that the measurement scale assessing job embeddedness and the many elements impacting it have convergent validity.

<Table: 3>

With the use of the HTMT and Fornell Larcker criteria, the results of the discriminant validity are shown in Tables 4a and 4b. The HTMT ratio verifies the existence of discriminant validity by comparing the cross-loadings of the items with the correlation between the items of the same factor. It should be less than 0.8. The Fornell Larcker guidelines are used to compare the square root of each factor's AVE and its relationship to the remaining factors in the measuring scale. The square root of each factor's AVE must be higher than its correlation with the other components in the scale used for measurement to guarantee the existence of discriminant validity. The discriminant validity result as reported using the HTMT ratio guarantees the existence of discriminant validity because all of the HTMT ratios for different pairs of constructs are found to be less than 0.8. The results of the Fornell Larcker criterion show that the square root of each factor's AVE is greater than its Pearson correlation with the other components of the measuring scale. As a result, it can be concluded that the scale for measurement used in the study possesses valid discriminant validity.

<Table: 4a>

<Table: 4b>

Items Multicollinearity and CMB: The variance inflation factor (VIF) is used to assess the item multicollinearity; a VIF of less than 3 is regarded as good, and a VIF of less than 5 is satisfactory. Values of more than 5 are not accepted. Table 3 reports the VIF results for every item in the measurement scale. It was inferred from the results that there is no multicollinearity problem with the items on the measuring scale because all of the VIF values of the objects that make up the measured scale are found to be less than 5. The CMB in the survey responses is estimated with the application of the Harman single factor technique and exploratory factor analysis (EFA) restricted to the extraction of a single component. According to the findings, one extracted factor can account for 36.029 percent of the variation in the data of the items in the EFA. The estimated value of the single component is less than the 50% expected value,

which leads one to the conclusion that the study's responses are unbiased. Consequently, there is no bias in any of the study's conclusions.

Testing of Hypothesis

The hypothesis testing findings are shown in this section along with an explanation of the relationship between the employees' intention to leave the IT sector, the six factors that were chosen, and their job embeddedness. The six elements from the body of existing literature that affect an employee's job embeddedness were included in this paper: employee advocacy, employee value proposition, job devotion, passion, perceived job quality, and perceived organization support. Lower order, reflecting indicators that are part of the scale are used to measure the contained factors. Employee job embeddedness in the IT industry is thought to play a mediating role, and turnover over intention is considered an endogenous construct. The structural model incorporates these elements as exogenous structures. The employees' intention to leave and their degree of job embedding in the IT business are reflective criteria. The structural model is analyzed using the SEM method and Smart PLS software. The structural model is shown in Figure 1, and the results of the hypothesis test are reported in Table 5.

<Figure: 1>

<Table: 5>

All seven of the paper's hypotheses were confirmed by the SEM analysis results. It is discovered that the chosen factors—employee advocacy, employee value proposition, job dedication, enthusiasm, perceived job quality, and perceived organization support—have a major influence on how embedded people are in the IT industry. At the 5% significance level, the t stats of the route coefficient, which illustrate the relationship between the chosen parameters and job embeddedness, are deemed significant. The route coefficient for each hypothesis is positive, indicating a link between the chosen constructs. This implies that the included factors positively impact job embeddedness. Therefore, it can be said that a larger level of included elements greatly enhances the degree of job embeddedness of IT industry employees. Additionally, the SEM analysis results corroborated the idea that employees' inclinations to leave the IT organization are influenced by their job embedding. Higher job embeddedness significantly

lowers employees' intention to leave their jobs, according to the path coefficient that shows the influence of job embeddedness on employee turnover intention. Therefore, the study concludes that when workers have a higher level of job embeddedness in the organizations, their intentions to leave the IT sector are significantly lowered.

Goodness of Fit, Predictive Power, and Explanatory Power

The explanatory and predictive strength of the model for the endogenous constructs, namely job embeddedness and turnover intention, is explained by the R square and Q square statistics. The degree of job embedding anomaly and the employee turnover objective are both endogenous constructs that the structural model is deemed sufficiently sufficient to explain, as evidenced by the model's good explanatory and predictive capacity. The srmmr indication shows how well the structural model fits the data. Given that the model's srmmr (0.046) is smaller than the cutoff value of 0.08, the statistical fitness of the model is evident.

V. CONCLUSION

The research demonstrates the variables affecting employment embeddedness. The study concluded that every aspect discussed had an impact on work embeddedness and decreased the organization's objective of personnel turnover. Previous studies have demonstrated that there are no significant differences in the relationship between the six selected indicators, employee job embeddedness, and the intention to leave the IT sector. Employee job embeddedness is influenced by six factors: employee advocacy, employee value proposition, job devotion, passion, perceived job quality, and perceived organizational support. However, job embeddedness has been found to have a negative relationship with employee turnover intention, i.e., employees with higher job embeddedness have significantly lower turnover intentions. The study concludes that workers who are more deeply employed in the IT sector are far less likely to want to leave the field. As a result, it may be concluded that the majority of workers in the IT industry had no intention of leaving and no inclination to seek out other employment.

VI. IMPLICATIONS FOR FURTHER INVESTIGATION

The NCR region of India is the exclusive focus of the paper "Job embeddedness of workers, its indicators, and effects on intentions to turnover in IT sector." Other Indian towns with a high concentration of IT companies could possibly host the study. It is possible to do research on job embeddedness in different industries. Studies in the private, health, education, as well as other information technology sectors, can be carried out specifically to gain more in-depth knowledge about the subject.

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List of Tables:

Table 1: Frequency Distribution-Sample demographics

| Demographics | Subcategory | Frequency | Percentage |
|--|----------------------|-----------|------------|
| Gender | Male | 284 | (55.9 %) |
| | Female | 224 | (44.1 %) |
| Marital Status | Unmarried | 176 | (34.6%) |
| | Married | 306 | (60.2%) |
| | Divorced/ Separated | 26 | (5.1%) |
| Age Group | Less than 30 years | 135 | (26.6%) |
| | 31 to 45 years | 276 | (54.3%) |
| | Above 45 years | 97 | (19.1%) |
| Education | Graduate | 330 | (65.0%) |
| | Post Graduate | 178 | (35.0%) |
| Income | Less than 10 Lakhs | 147 | (28.9%) |
| | 10 lakhs to 25 Lakhs | 187 | (36.8%) |
| | More than 25 lakhs | 174 | (34.3%) |
| Total Work Experience in the IT Sector | Less than 5 years | 107 | (21.1%) |
| | 5 to 10 years | 159 | (31.3%) |
| | 10 to 15 years | 164 | (32.3%) |
| | Above 15 years | 78 | (15.4%) |

Source: Authors’ Analysis

Table 2: Item Descriptive Statistics

| <i>Perceived Organization Support</i> | <i>Mean</i> | <i>Standard deviation</i> |
|--|-------------|---------------------------|
| The company has given me enough assistance with my task. | 3.435 | 1.134 |
| The company has helped me enough with my work on new technologies. | 3.394 | 1.064 |
| The company is considerate and assists me in adjusting to | 3.364 | 1.216 |

| <i>Perceived Organization Support</i> | <i>Mean</i> | <i>Standard deviation</i> |
|--|-------------|---------------------------|
| the workplace. | | |
| The company is quite worried about me. | 3.455 | 1.04 |
| I receive the required support from the company when I encounter issues at work. | 3.096 | 1.144 |
| <i>Job Dedication</i> | | |
| I put in more hours to finish projects ahead of schedule. | 3.719 | 1.174 |
| I exercise restraint and discipline. | 3.587 | 1.132 |
| I persevere in overcoming obstacles to complete a goal. | 3.717 | 1.097 |
| I enjoy taking on challenging tasks at work. | 3.823 | 1.194 |
| I approach challenging jobs with enthusiasm. | 3.77 | 1.164 |
| I pay close attention to small aspects when working. | 3.632 | 1.112 |
| <i>Employee Advocacy</i> | | |
| The business makes an effort to consider what's best for its workers. | 3.213 | 1.082 |
| The business provides its staff with thorough, lucid information. | 3.106 | 1.054 |
| Employees are encouraged by the organization to share their experiences working on different projects. | 3.132 | 1.083 |
| The business aims to increase employee satisfaction. | 3.191 | 1.033 |
| The organization gives its employees tools to help them solve problems. | 3.419 | 1.153 |
| <i>Passion</i> | | |
| I would rather make a plan and work towards it gradually. | 3.545 | 1.068 |
| Even on tasks that take longer than a few months to finish, I stay focused. | 3.431 | 1.001 |
| My interests remain constant throughout time. | 3.801 | 0.989 |
| I've been long-obsessed with a particular concept or endeavor. | 3.925 | 1.086 |
| <i>Perceived Job Quality</i> | | |
| I have the skills and knowledge required to do the tasks that have been delegated to me at work. | 3.707 | 1.326 |
| I have a lot of freedom in how I want to approach my work. | 3.555 | 1.163 |
| Considering everything I've accomplished, I'm receiving the respect and acknowledgment I deserve. | 3.76 | 1.277 |

| <i>Perceived Organization Support</i> | <i>Mean</i> | <i>Standard deviation</i> |
|--|-------------|---------------------------|
| The management and employees at my place of employment get along nicely. | 3.78 | 1.284 |
| I can obtain the necessary training at my place of employment. | 3.691 | 1.272 |
| <i>Employee Value Proposition</i> | | |
| The management acknowledges or praises me. | 3.77 | 1.292 |
| I feel more confident in myself since I work for my company. | 3.787 | 1.26 |
| I gained experience at my company that helps me in my job. | 3.728 | 1.235 |
| I work in an interesting environment. | 3.602 | 1.22 |
| The business values and makes use of innovation. | 3.348 | 1.129 |
| I have a stable employment at my company. | 3.4 | 1.172 |
| My benefits package as a whole is enticing. | 3.53 | 1.209 |
| <i>Job Embeddedness</i> | | |
| I have a bond with my business. | 3.896 | 1.223 |
| I believe I'm a perfect fit for my business. | 3.707 | 1.084 |
| I can achieve most of my goals at my organization. | 3.945 | 1.149 |
| I genuinely enjoy working for my company. | 3.951 | 1.162 |
| At work, I have a lot of freedom to follow my objectives. | 3.878 | 1.137 |
| I believe I have a good probability of remaining employed by my firm. | 3.787 | 1.093 |
| I work with a productive team. | 3.484 | 1.013 |
| I have many learning opportunities at my job. | 3.541 | 1.081 |
| <i>Turnover Intention</i> | | |
| I plan to search for new work in the coming year. | 2.02 | 1.065 |
| For this one, I'm looking for a replacement company. | 2.238 | 1.048 |
| I'm looking for a replacement for this business. | 2.181 | 1.064 |
| I want to leave this company as soon as I can. | 2.193 | 1.032 |
| There are times when I consider quitting my current job. | 2.205 | 1.034 |
| If things go any worse right now, I'm leaving this company. | 2.156 | 1.082 |

Source: Authors' Analysis

Table 3: Construct Loadings of the Items to their respective Constructs

| Item Code | Construct Name | Construct Loadings | Cronbach Alpha | Composite Reliability | Average Variance Extracted | Item VIF |
|-----------|----------------------------|--------------------|----------------|-----------------------|----------------------------|----------|
| EA1 | Employee Advocacy | 0.797 | 0.904 | 0.903 | 0.652 | 2.6 |
| EA2 | | 0.842 | | | | 2.975 |
| EA3 | | 0.817 | | | | 3.165 |
| EA4 | | 0.701 | | | | 2.349 |
| EA5 | | 0.87 | | | | 1.795 |
| EVP1 | Employee Value Proposition | 0.814 | 0.926 | 0.926 | 0.643 | 2.316 |
| EVP2 | | 0.828 | | | | 2.514 |
| EVP3 | | 0.823 | | | | 3.086 |
| EVP4 | | 0.823 | | | | 2.791 |
| EVP5 | | 0.774 | | | | 2.311 |
| EVP6 | | 0.74 | | | | 2.147 |
| EVP7 | | 0.806 | | | | 2.654 |
| JD1 | Job Dedication | 0.863 | 0.928 | 0.928 | 0.683 | 3.022 |
| JD2 | | 0.816 | | | | 2.631 |
| JD3 | | 0.774 | | | | 2.435 |
| JD4 | | 0.865 | | | | 2.959 |
| JD5 | | 0.858 | | | | 2.836 |
| JD6 | | 0.777 | | | | 2.61 |
| JEB1 | Job Embeddedness | 0.722 | 0.909 | 0.91 | 0.557 | 1.91 |
| JEB2 | | 0.743 | | | | 2.112 |
| JEB3 | | 0.702 | | | | 1.76 |
| JEB4 | | 0.727 | | | | 2.318 |
| JEB5 | | 0.815 | | | | 2.452 |
| JEB6 | | 0.771 | | | | 2.396 |
| JEB7 | | 0.738 | | | | 2.059 |
| JEB8 | | 0.748 | | | | 2.000 |
| PASS1 | Passion | 0.858 | 0.908 | 0.908 | 0.713 | 2.81 |
| PASS2 | | 0.819 | | | | 2.393 |
| PASS3 | | 0.884 | | | | 2.841 |
| PASS4 | | 0.814 | | | | 3.05 |
| PJQ1 | Perceived Job | 0.775 | 0.905 | 0.904 | 0.656 | 2.375 |
| PJQ2 | | 0.661 | | | | 2.358 |
| PJQ3 | | 0.822 | | | | 2.082 |

| Item Code | Construct Name | Construct Loadings | Cronbach Alpha | Composite Reliability | Average Variance Extracted | Item VIF |
|-----------|--------------------------------|--------------------|----------------|-----------------------|----------------------------|----------|
| PJQ4 | Quality | 0.843 | | | | 2.818 |
| PJQ5 | | 0.924 | | | | 2.699 |
| POS1 | Perceived Organisation Support | 0.832 | 0.917 | 0.916 | 0.688 | 3.231 |
| POS2 | | 0.964 | | | | 2.704 |
| POS3 | | 0.769 | | | | 3.071 |
| POS4 | | 0.777 | | | | 2.104 |
| POS5 | | 0.792 | | | | 2.869 |
| TI1 | Turnover Intention | 0.895 | 0.925 | 0.924 | 0.669 | 2.353 |
| TI2 | | 0.783 | | | | 3.057 |
| TI3 | | 0.778 | | | | 3.112 |
| TI4 | | 0.815 | | | | 2.524 |
| TI5 | | 0.786 | | | | 2.854 |
| TI6 | | 0.844 | | | | 2.303 |

Source: Authors' Analysis

Table 4a: HTMT Ratio for Discriminant Validity

| | Employee Advocacy | Employee Value Proposition | Job Embeddedness | Job Dedication | Passion | Perceived Job Quality | Perceived Organization Support |
|--------------------------------|-------------------|----------------------------|------------------|----------------|---------|-----------------------|--------------------------------|
| Employee Value Proposition | 0.421 | | | | | | |
| Job Embeddedness | 0.666 | 0.495 | | | | | |
| Job Dedication | 0.551 | 0.419 | 0.563 | | | | |
| Passion | 0.658 | 0.387 | 0.611 | 0.538 | | | |
| Perceived Job Quality | 0.493 | 0.497 | 0.555 | 0.501 | 0.412 | | |
| Perceived Organisation Support | 0.712 | 0.517 | 0.65 | 0.607 | 0.679 | 0.516 | |
| Turnover Intention | 0.363 | 0.353 | 0.595 | 0.366 | 0.333 | 0.321 | 0.361 |

Source: Authors' Analysis

Table 4b: Fornell Larcker Criteria for Discriminant Validity

| | Employee Advocacy | Employee Value Proposition | Job Embeddedness | Job Dedication | Passion | Perceived Job Quality | Perceived Organisation Support | Turnover Intention |
|--------------------------------|-------------------|----------------------------|------------------|----------------|---------|-----------------------|--------------------------------|--------------------|
| Employee Advocacy | 0.808 | | | | | | | |
| Employee Value Proposition | 0.423 | 0.802 | | | | | | |
| Job Embeddedness | 0.669 | 0.496 | 0.747 | | | | | |
| Job Dedication | 0.552 | 0.418 | 0.565 | 0.826 | | | | |
| Passion | 0.655 | 0.387 | 0.611 | 0.538 | 0.844 | | | |
| Perceived Job Quality | 0.495 | 0.496 | 0.559 | 0.5 | 0.413 | 0.81 | | |
| Perceived Organisation Support | 0.71 | 0.517 | 0.652 | 0.608 | 0.677 | 0.513 | 0.83 | |
| Turnover Intention | -0.366 | -0.356 | -0.599 | -0.368 | -0.335 | -0.325 | -0.366 | 0.818 |

Source: Authors' Analysis

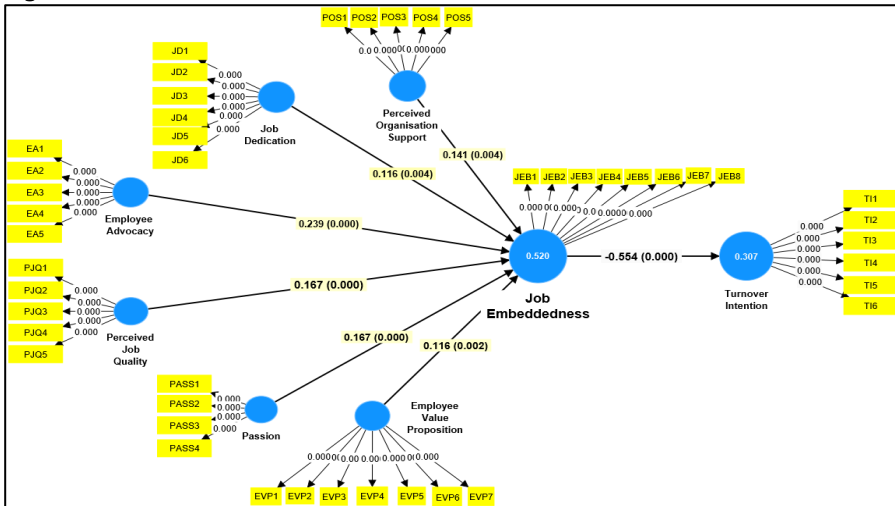
Table 5: Results of the SEM Analysis

| Hypothesis | Exogeneous Construct | Endogenous Construct | Path Coefficient | Std. Error | T Stats | F ² | R ² (Q ²) [srmr] |
|----------------|--------------------------------|----------------------|------------------|------------|---------|----------------|---|
| H1: EA -> JE | Employee Advocacy | Job Embeddedness | 0.239 | 0.045 | 5.308** | 0.023 | 52.7% (0.507) [0.046] |
| H2: EVP -> JE | Employee Value Proposition | | 0.117 | 0.036 | 3.176** | 0.013 | |
| H3: JD -> JE | Job Dedication | | 0.117 | 0.04 | 2.882** | 0.012 | |
| H4: Pass -> JE | Passion | | 0.168 | 0.045 | 3.755** | 0.017 | |
| H5: PJQ -> JE | Perceived Job Quality | | 0.167 | 0.041 | 4.097** | 0.02 | |
| H6: POS -> JE | Perceived Organisation Support | | 0.139 | 0.049 | 2.878** | 0.013 | |

| Hypothesis | Exogenous Construct | Endogenous Construct | Path Coefficient | Std. Error | T Stats | F ² | R ² (Q ²) [srmr] |
|-------------|----------------------|----------------------|------------------|------------|----------|----------------|---|
| JE | Organization Support | | | | | | |
| H7: JE → TI | Job Embeddedness | Turnover Intention | -0.556 | 0.037 | 15.147** | 0.087 | 31% (0.176) |

List of Figure

Figure 1: Job Embeddedness and Turnover Intention in the SEM Model



Source: Authors’ Analysis

Author(s) Profile

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