

A STUDY OF THE EFFECTS OF JOB EMBEDDEDNESS AND ORGANIZATIONAL IDENTITY ON TURNOVER INTENTIONS

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Abstract: Human resources are the key resources for enterprises to gain competitive advantages. The high turnover rate of employees in small and medium-sized manufacturing enterprises has not only led to the loss of talent, but also increased the operating costs of the enterprise for a long time. Therefore, how to reduce the turnover rate of employees in small and medium-sized manufacturing enterprises, in order to reduce or avoid the losses caused by employee turnover, is one of the common concerns of enterprise managers and scholars from all walks of life internationally. In previous studies, scholars mainly predicted employee turnover behavior through employee turnover intention. Most scholars' research generally focuses on factors related to employees' work, while few scholars have conducted in-depth research and exploration on the issue of non-work-related employee turnover. Therefore, based on the perspective of employee job embeddedness, this article conducts in-depth research on employee turnover intention through organizational embeddedness and community embeddedness, respectively. In addition, the mediating variable of organizational identity was added to this study to further explore the relationship between job embeddedness, organizational identity, and employee turnover intention.

Keywords: Job Embeddedness, Organizational Identity, Propensity to Leave, Small and Medium-Sized Manufacturing Firms

Introduction

With the development of economic globalization in recent years, the intensification of market competition and the spread of global pandemics, in order to maintain the competitiveness of enterprises and resist the risks of the external environment, more and more enterprises have to take measures such as restructuring or layoffs to adjust the corporate structure, but at the same time, the economic downturn and changes in the organizational structure also change the labor-management relations of enterprises (Lin, 2021). A series of changes have made employees feel threatened and uneasy from the external environment, facing more and more uncertainty from the company and the job, as well as the perceived threat to the work environment makes employees unable to maintain high expectations and enthusiasm for work. According to the theory of conservation of resources, when employees are facing the risk of

losing their jobs or layoffs, they will usually be the first to take action to look for other externally replaceable jobs and leave the organization (Mitchell, 2021). Although employees will react in a variety of ways when faced with a threat to their work environment, there is a significant difference between active and passive employee turnover in the context of an organization, and voluntary employee turnover can have a negative impact on the organization and other members within the organization (Lin & Leung, 2014). Therefore, in this study, the focus is on employees' voluntary turnover or willingness to leave.

Scholars' research on employees' willingness to leave was initially based on employees' job attitudes as the antecedent variable to develop a prediction, but as this field of research continues to develop, there are limitations in selecting only job attitudes as a predictor variable of employees' turnover behavior (Zhang, 2020). Lee and Mitchell (2004) proposed a different model from job attitude to predict employee

leaving behavior and analyzed the model, which found that employees will try to find alternative and more favorable rewarding solutions by comprehensively comparing various work options before making leaving behavior. Other scholars based on the model found that employees in the organization's daily production and life will be affected by many factors, employees will be gradually "embedded" in the situation over time, so scholars proposed that the employee's job embedding can be a good predictor of the employee's willingness to leave and departure behavior. Felps (2009) and other scholars defined the employee's job embedding as the work situation that makes the Felps (2009) and other scholars defined employees' job embedding as the set of factors that make an individual member unwilling or unable to leave an organization, and Felps (2009) and other scholars found that good job embedding will effectively constrain the employee's exit process even if the employee is dissatisfied with his/her current job situation or is in an unfavorable environment. It can be seen that employees with a high degree of embedding will try to find other alternatives or engage in exit behaviors in response to threats from organizational changes and external environments because they are unwilling to easily give up the embedded resources they have accumulated.

In summary, based on the above research background and current situation, this paper proposes to take job embedding as the independent variable, organizational identity as the mediator variable, and employees' willingness to leave as the dependent variable, and select three small and medium-sized manufacturing enterprises in Hangzhou, Zhejiang Province, China, as the research object. Although job embedding has been confirmed by some scholars as a good predictor of employees' intention to leave, there are relatively few studies that incorporate job embedding, organizational identity and employees' intention to leave into the same framework, so it can be seen that this paper's study makes up for the shortcomings of the research in this field to a certain extent, and provides a reference basis for the study of the three aspects of job embedding, organizational identity and employees' tendency to leave.

Research Objective (s)

1. To analyze the impact of job embeddedness on employee turnover intention among respondents.
2. To analyze the impact of job embeddedness on organizational identity among respondents
3. To analyze the impact of respondents' organizational identification on employee turnover intention.
4. To analyze the mediating role of respondents' organizational identity in the study of the impact of job embeddedness on employee turnover intention.
5. To test the differences in demographic variables among respondents in job embeddedness, organizational identity, and employee turnover intention variables.

Literature Review

Through the review and analysis of a large number of literature, it can be seen that the research results on job embedding and employees' tendency to leave are quite fruitful, of which the most representative are Mitchell (2001) found that job embedding can effectively predict the behaviors of active leaving and tendency to leave, and further explored and found that the predictive effect of job embedding is better than that of job satisfaction, organizational commitment, and job opportunities. Holtom (2006) found that the predictive effect of job embedding on turnover tendency or turnover behavior exceeds that of individual characteristics, turnover ease, and avoidance behaviors through a survey of employees in European countries. Kristof-Brown (2005) found that the higher the degree of individual-organizational match and individual-job match, the higher the employees' organizational commitment and job satisfaction, and the less the idea of leaving the organization arises.

Lee (2004) and other scholars found that employees' lives are not only reflected in the workplace, but the community environment where they are located is also an important part of their lives. Individual employees, when choosing to integrate into the work and life community, often consider whether the cultural habits of this community are similar to their own preferences. The higher the match between an individual and the community in which he or she is located, the more willing he or she will be to stay and live and work in that community, and the more costly it will be to leave the organization. Additionally, employees with higher out-of-work embedding value their ties to the community more and invest relatively more time and energy into maintaining those ties, and therefore have a lower willingness to leave the organization (Mihaylov & Perkins, 2014).

Methodology

In order to further explore the impact of job embeddedness and organizational identity on employee turnover intention, this study selected two small and medium-sized manufacturing enterprises in Hangzhou, Zhejiang, China as the research subjects, and selected a mature scale widely used by

international scholars and verified by empirical analysis with good reliability and validity. The questionnaire for this study mainly involves four parts. The first part is the basic information of the respondents, the second part is the Job Embedding Scale, the third part is the Organizational Identity Scale, and the fourth part is the Employee Resignation Intention Scale.

This study used a random sampling method and distributed the questionnaire to 421 employees from 2 small and medium-sized manufacturing enterprises in Hangzhou, Zhejiang, China through the "Questionnaire Star" platform (www.wjx.cn) in the form of QR codes or links. All questionnaires were collected within two weeks from the date of distribution, and the first collected sample data was preprocessed in sequence. After removing invalid questionnaires such as errors and omissions, 405 valid questions were obtained, with a questionnaire response rate of 96.19%.

Results

On the basis of previous scholars' research on job embeddedness, organizational identity, and turnover intention, this article summarizes the research results in this field and constructs a theoretical model based on this, proposing the research hypotheses of this article. After data analysis, the following conclusions can be drawn:

Table 1: Research Conclusion

		Results
H1	Job embeddedness has a negative impact on employee turnover intention.	Establish
H1a	Organizational embeddedness has a negative impact on employee turnover intention	Establish
H1b	Community embeddedness has a negative impact on employee turnover intention	Establish
H2	Job embeddedness has a positive impact on organizational identity.	Establish
H2a	Organizational embeddedness has a positive impact on organizational identity.	Establish
H2b	Community embeddedness has a positive impact on organizational identity.	Establish
H3	Organizational identity has a negative impact on employee turnover intention.	Establish
H4	Organizational identity plays a mediating role in the study of the impact of job embeddedness on employee turnover intention.	Establish
H4a	Organizational identity plays a mediating role in the study of the impact of organizational embeddedness on employee turnover intention.	Establish
H4b	Organizational identity plays a mediating role in the study of the impact of community embeddedness on employee turnover intention.	Establish
H5	There are significant differences in the individual traits of the respondents across various research variables in this article.	Partially Establish
H5a	There are significant differences in individual traits among respondents in job embeddedness and its various dimensions.	Partially Establish
H5b	There are significant differences in individual traits among respondents in organizational identity variables.	Partially Establish

Discussion

(1) Discussion of the research sample

In this paper, the employees of 2 small and medium-sized manufacturing companies in

Hangzhou, Zhejiang Province, China were used as the research subjects, and after conducting simple descriptive statistics on the recovered data, we found that there were more men than women in this survey, which is in line with the characteristics of the demographic distribution of the manufacturing industry. Most of the respondents are between 36-40 years old, belonging to the middle-aged employees. This group of employees is the core force and key to the development of the organization. However, the test of differentiation of personal characteristics among the variables shows that employees aged 36-40 years have the lowest level of organizational embedding, and their willingness to leave the company is higher than other age groups, mainly because this part of the population has a certain degree of social experience and cognition and professional skills are relatively mature, and they are looking for other alternative job opportunities relatively more often. It is then clear from this finding that it is crucial for the development of enterprises to explore the exit problems of employees in this age group and the countermeasures to solve them. In addition, most of the respondents in this study have bachelor's degree, which is due to two reasons, on the one hand, it is because most of the participants in this survey belong to the grassroots management, and there are relatively few front-line workers, and on the other hand, it is also because, with the development of social and economic level and the popularization of education for all, the enterprises have obvious requirements on the educational background of the recruited employees, and the enterprise belongs to the manufacturing enterprises, which requires relatively high professional skills from the employees. On the other hand, with the development of the social and economic level and the popularization of education for all, enterprises also have obvious requirements for the educational background of the recruited employees. Therefore, it is of great practical value to explore the relationship between job embedding, organizational identification and willingness to leave of this group of employees.

(2) Discussion of the model and hypotheses

This study analyzes and validates the mediating role of organizational identity through multiple regression analysis. Consistent with the findings of previous scholars, this study finds that job embedding and its dimensions have a significant negative impact on employees' willingness to leave through the mediating role of organizational identity, which can effectively reduce the turnover rate of employees. This suggests that for employees in manufacturing companies, employees build a good relationship network with the organization and the community as well as employees' recognition of the organization's values and membership to a certain extent contribute to the reduction of employees' willingness to leave.

Conclusions

Aiming at the shortcomings of previous studies on separation, this paper introduces the organizational embedding and community embedding factors in the job embedding variable on the basis

of the traditional attitude variable, to further explore the impact of the combined effect of the two on the tendency to leave the job. To this end, on the basis of previous scholars' research on job embedding, organizational identification and turnover tendency, this paper compiles and summarizes the research results in this field, and uses them to construct the theoretical model of this paper and put forward the research hypotheses of this paper. Employees of two small and medium-sized manufacturing enterprises in Hangzhou, Zhejiang Province, China were selected as the research subjects, and relevant data were recovered through questionnaires. The recovered data not only confirmed the validity and reliability of the questionnaire, but also verified the research hypotheses of this paper. And the differences of job embedding, organizational identity and tendency to leave the job on the respondents' personal trait variables, and the mediating role of organizational identity were explored.

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