

*National College of Business
Administration & Economics
Lahore*



**JOB EMBEDDEDNESS AND TURNOVER
INTENTION OF TEACHING FACULTY OF
CHARTERED INSTITUTIONS IN LAHORE**

BY

MUHAMMAD SHAFIQUE

**MASTER OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

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**A dissertation submitted to
School of Business Administration**

**In Partial Fulfillment of the
Requirements for the Degree of**

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Dissertation Committee:

Chairman

Member

Member

Rector
**National College of Business
Administration & Economics**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

In the name of ALLAH, The Beneficent, The Merciful

DECLARATION

This is to certify that this research work has not been submitted for obtaining similar degree from any other university / college.

MUHAMMAD SHAFIQUE
January, 2007

DEDICATED TO

***My Parents, elder Brother
and my Wife***

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RESEARCH COMPLETION CERTIFICATE

Certified that the research work contained in this thesis entitled **“Job Embeddedness and Turnover Intention of Teaching Faculty of Chartered Institutions in Lahore”** has been carried out and completed by **“Muhammad Shafique”** under my supervision during his M.Phil. Business Administration programme.

(Dr. Rashid Rahman)
Supervisor

SUMMARY

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Every business needs labour as a major source. This applies equally whether “we rely solely on a basic economical model of firm, with labour as one of the four factors of production or a Marxist account that emphasizes ‘labour power’ or subscribe to more complex models of organization which places importance on intellectual or ‘human’ capital and importance of knowledge management” (Morrell et al 2001). To establish the need to manage this very important resource we don’t need to emphasize any special context, even if organizations of future have ‘virtual employees’. Human Resource Department of an organization is concerned with the management of this resource. Deciding staffing needs in an organization, hiring employees, recruiting and training the best employees, dealing with performance issues, and ensuring management practices conform to various regulations are the key HR activities. HR systems of an organization are no more static but considered to be dynamic systems that consist of stocks and flows (David J. Bartholomew et al 1991) and organizational turnover is one of the most fundamental flows of this system. In this context, the most important responsibilities of HR professional now a days is to control employee’s turnover and retain high performing employees for a longer period within the organization.

When an employee leaves an organization, it has variety of effects that not only impact the organization but also individual employee and society. These effects could be positive or negative (Hom and Griffeth, 1995). Organizations are interested in decreasing turnover levels because they consider that cost associated with replacing employees is very high (Ramlall, 2003; Richard et al 1995; Hom and Griffeth, 1995; Steel et al 2002; Tang, 2005). Various calculations have been made to estimate the replacement cost of an employee. It is reported that the total cost of employee withdrawal to organization (including turnover, absence, lateness and withholding of effort, as well as new recruitment, selecting and training costs) is 17% pretax annual income (Sagie et al 2002). Another study concludes that aggregate impact of turnover on American business as high as

\$11 billion annually (Abbasi and Hollman, 2000). One of the world's largest management and IT consulting firm estimated that when an experienced consultant leaves an organization he or she takes away a value of over \$1 million (Oz, 2002). Cascio (1991) has shown that the cost of turnover for technical, professional and managerial employees is especially high.

There is another version of turnover cost. It is considered that turnover cost is an iceberg with visible and invisible costs. A few examples of these cost are; the cost of attraction and selection, the premium salary for the new hire, induction material, interview management, induction of new hires, loss in productivity of leaver in their notice period, loss in productivity of the leaver's team, cost of time taken on exit, recruitment administration, resource analysis, time spent briefing the advertising agency and/or recruitment consultant, time taken to arrange and conduct interviews, and of course the time it takes to design, organize and run induction and training for new employee etc. Robinson and Dechant (1997) considers it costly both for organization, in terms of financial costs and employees in terms of switching cost such as new medical coverage and pension plan. Dess and Shaw (2001) has proposed a supplemental perspective of turnover i.e. human capital that is valuable in terms of organizational social capital. Later Shaw et al (2005) assessed the ability of social capital losses to predict variance in store-level performance above and beyond that predicted by overall turnover rate and in-role performance losses from turnover. Holtom, B.C. et al (2006) say, "The social relationship formed by employees inside and outside the organization are believed to create social capital, a source that is being increasingly recognized crucial for success in today's organization. When a valued person leaves a firm, the social network is disrupted and some of the social capital leaves as well". In short, managers and researcher continue to be rightly concerned about employee turnover.

It is fact that an individual propensity to leave a job depends upon a great many personal, organizational and environmental factors. An early attempt to figure out these causes was made in 1954 by Silcock. He pointed out length of service, age, sex, marital status and the level of unemployment as reasons of leave intention. Griffeth et al (2000), Kirschenbaum and Weisberg (2002), Price (2001) and Zeffane (1994) have identified various variables that fall into the categories of employee characteristics, job nature, organization nature and external condition. Iverson and Roy (1994) have identified economic, psychological, and sociological-three major perspectives that researchers have used in the study of intention to quit.

Lambert et al (2001); Rosemary et al (2003); Stephanie C. Payne and Ann H. Huffman (2005); Leonad and Levine (2006); and Broschak and Black (2006) tried to investigate turnover phenomenon in terms of HR practices i.e. managing work family interface, work family policies, compensation, career development, job security, work design, supervisor supportiveness, workplace diversity, mentoring, skill development, promotion, work arrangement (temporary, contract, and part time work) and job satisfaction. Normative pressure for changing job exerted by family and friends (Maertz and Campion, 1998), kinship responsibility (Price, 2001), work/family conflict (Frone et al 1992; Greenhaus and Beutell, 1985), financial responsibilities, and community relations (Flowers and Hughes, 1973; Iverson and Roy, 1994) are other variables that may be considered important reasons to explain turnover phenomenon.

It becomes evident from foregoing discussion that in majority of turnover study, researchers have focus on work-related attitudes, employment alternatives, or an integrated version of work-related attitudes and alternatives. And it is needed to investigate and integrate work and non-work related factors that effect leave intention. Job Embeddedness theory tries to attempt 'leave intention' phenomenon from this perspective.

1.2 PROBLEM STATEMENT AND STUDY SCOPE

In this empirical study focus is “to validate multi items and global items construct in a new context by measuring job embeddedness of teaching faculty of chartered institutions of Lahore and relate it with their leave intention”. Three dimensions of job embeddedness are important in the organizational and community context that are conceived as a 3 x 2 matrix in which fit, links and sacrifice are associated with the organizations in which employees work and communities in which they live and theses are perceived to have negative relation with their leave intention. Followings are covered in this study.

- Description and various dimensions of job embeddedness and leave intention.
- Estimation of job embeddedness and leave intention for teaching faculty of chartered institutions of Lahore

- Determination the nature of relationship between job embeddedness and leave intention and
- Application and verification of newly developed global construct of job embeddedness.

1.3 IMPORTANCE OF STUDY

This study empirically investigates the relationship between job embeddedness and leave intention (which is precursor of turnover) in a new context because previous studies on job embeddedness were conducted in USA only. This study also validates multi-item (developed by Mitchell et al 2001) and global construct (developed by Cunningham et al 2005) of job embeddedness, because ultimate validity of any construct or measure can be seen through repeated use (Hanisch et al 1998). Moreover Mitchell et al (2001) suggests that additional development in the items of different dimensions of his construct is needed and Cunningham et al (2005) also pointed out low internal consistency of the community and organization link items due to non-uniformity of the scales and difference of interpretation of some of items of these dimensions. That's why some items of these dimensions have been amended. This study does have significance for managers and stakeholders of academic institutions as well.

1.4 JOB EMBEDDEDNESS

Embeddedness, virtual embeddedness or social embeddedness are various terms that are used in literature. But premise and context in which these terms are used is not very much similar to the job embeddedness, as was introduced and discussed by Mitchell et al (2001). They introduced the construct of job embeddedness to help address the effect of non-work and work related factors on employee turnover. The premise of job embeddedness is that employees become attached to organizations by means of organizational and community links, fit, and sacrifice components. Social exchange theory allows the inclusion of these three dimensions of embeddedness, illustrated in the following paragraphs.

- (1) **Links** – The extent to which employees have links to other people or activities. Links are formal or informal connections between the employee, institutions, and other people.
- (2) **Fit** – The extent to which an employee’s job and community are similar to or fit with other aspects of employee’s life. This is indicative of an employee’s perceived comfort with the organization and his or her work environment.
- (3) **Sacrifice** – The ease with which links can be broken – what employees would give up if they left, especially if they had physically moved to another city or home? Sacrifices consist of the perceived costs incurred or the benefits forfeited by leaving one’s job.

1.5 HYPOTHESIS

This empirical study is conducted to examine the job embeddedness of teaching faculty of public and private chartered institutions of Lahore by using multi-item and global construct. Following hypotheses are tested using data from public and private sector institutions.

Table 1.1
Hypothesis Summary

<i>Hypothesis</i>	<i>Description</i>
1	There is no significant difference of job embeddedness of faculty due to sector, gender, job title, background, work nature, job category, education and marital status differences.
2	There is no significant difference of leave intention of faculty due to sector, gender, job title, background, work nature, job category, education and marital status differences.
3	Job embeddedness is negatively related to the faculty’s leave intention.
4	Effects of global item measure are stronger than multi-item measure for prediction of leave intention.
5	Leave intention of faculty is positively related to the job alternatives.

CHAPTER 2

LITERATURE REVIEW

A number of factors contribute to the development of a person's leave intention. These may be job related and some of which may not necessarily be job-related. However, identifying all of these factors is a formidable task and researchers are continually trying to develop better models to predict leave intentions. The research literature on employee's turnover has identified variables that have consistently been found directly to affect leave intention. These variables are: job satisfaction (Liou, 1998; Harrington et al 2001), organizational commitment (Chang, 1999; Geurts et al 1999; Bishop et al 2000), and external opportunity (Larwood et al 1998; Turnley and Feldman, 1999; Lambert et al 2001).

In the last fifty years, considerable research has been done on the root causes of employee's turnover. Psychologist and management researchers have addressed two questions of this very important domain. One is "why people stay in an organization?" and "why they leave?" In literature, we find that people stay if they are satisfied and committed with organization or otherwise leave their organizations. This traditional wisdom (as named by Mitchell et al 2001) has remained relatively unchanged for last 50 years.

2.1 CONTEMPORARY APPROACHES OF LEAVE INTENTION

According to these approaches job satisfaction is considered to be an important and principal determinant of leave intention. March and Simon's (1958) model has been frequently cited by this school of thought. Job satisfaction has been defined as an emotional reaction to the work situation. Perhaps the best known definition of job satisfaction is "pleasurable or positive emotional state resulting from an appraisal of one's job as attaining or allowing the attainment of one's important job values, provided these values are congruent with or help fulfill one's basic needs" (Locke, 1969). Many studies has proved job satisfaction as a reliable predictor of turnover (Oktay, 1992; Hellman, 1997; Manlove and Guzell, 1997) 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,

some researchers contend that job satisfaction is a precursor to commitment, leading to higher levels of organizational commitment followed by lower intention to leave. In academic literature we find that pay, promotional, career development, organizational justice, realistic job preview (RJP), work autonomy, job enrichment, role clarity, job stress, perceived supervisor support (PSS), perceived organizational support (POS) and work environment effect job satisfaction which negatively relate to leave intention and later directly impacts voluntary turnover.

In some studies job satisfaction has an indirect effect on leave intention through organizational commitment (Lachman and Aranya, 1986; Good et al 1988; DeConinck and Bachmann, 1994; Lum et al 1998). Others have found that job satisfaction has a direct relationship with intention to leave (Aryee et al 1991; Jenkins, 1993; Chan, 2001). In some studies job satisfaction has an indirect effect on leave intention through organizational commitment (Good et al 1988; Lachman and Aranya, 1986; DeConinck and Bachmann, 1994; Lum et al 1998). Others have found that job satisfaction has a direct relationship with intention to leave (Aryee et al 1991; Jenkins, 1993; Chan, 2001).

Organizational commitment, which is “the psychological attachment of an individual towards an organization”, is also considered to be important predictor of individual’s performance outcomes and intention to leave. The level of loyalty, which an employee has towards an organization, dictates the level of effort willingly exerted for it. Meyer and Allen (1991) presented organizational commitment as having three components – affective, continuance, and normative commitment. Affective commitment involves an affective or emotional attachment to the organization. As a result he or she strongly identifies with the goals of the organization and desires to remain a part of it. Continuance commitment entails the assessment of weighing the costs of leaving against the benefits of staying (Meyer and Allen, 1991; Shore and Wayne, 1993). He or she perceives high cost of losing organization membership including economic losses (such as pension accruals) and social costs (friendship ties with coworkers) that would have to be given up. In normative commitment, the individual commits to and remain with it because of feeling of obligation (Meyer and Allen, 1991).

In general, organizational commitment is considered a useful measure of organizational effectiveness that has potential to predict organizational outcomes such as performance, turnover and absenteeism (Meyer and Allen,

1997). It provides the most consistent, direct relationship with intention to leave across a wide variety of samples (Bishop et al 2000).

Professional commitment, also referred to, as career commitment is similar to affective commitment except instead of having an emotional attachment to the organization, the individual has an attachment to the profession (; Billingsley and Cross, 1992; Barak et al 2001). While Lee and Ashforth (1993) found professional commitment to have a direct effect on intention to quit, most research indicates an indirect effect through organizational commitment and job satisfaction (Lachmann and Aranya, 1986; Aryee et al 1991; Chang, 1999).

2.2 AN ALTERNATIVE PERSPECTIVE: UNFOLDING MODEL OF EMPLOYEES TURNOVER

Traditional scholarly turnover models depict that employees leave their organization because of negative job attitudes and stay because of positive job attitudes, though this is not true in all turnover cases. Rusbult and Farrell (1983), and Rusbult et al (1988) showed that before changing the job, people make comparison between the investment they made in their job or organization, the rewards, alternative's quality, and associated costs dispensed for working with a particular organization and these comparisons are not constant for every time. Hom and Greiffeth (1995); Greiffeth et al (2000) in their Meta analysis study of the determinants of turnover also support this opinion that work attitudes (like job satisfaction) play only a small role in overall turnover and there is need for new theory. Unfolding model of employee turnover was an effort in search of this alternative theory.

Lee and Mitchell (1994) also comment that leaving an organization is far more complex than it has been deemed in previous literature and they suggest that variables other than lower level of satisfaction can prompt leaving a job. They presented an unfolding model to explain the mechanism of voluntary turnover. This model describes four paths that employees follow while considering to leave an organization. Three of the paths require some kind of "shock" or outside force to cause the employee to reconsider staying with an employer. Shocks are not limited to work factors and may include any factor, which causes an employee to consider leaving a current job. These may be positive, neutral, negative, expected or unexpected,

internal or external (e.g., getting married, having children, transfers, firm mergers, getting a job offer from another company). Later Lee et al (1996) demonstrated that these four paths as presented in unfolding model explain 63% of the leaving process of their sample. Remaining 27% did not fit a path and pointed out some ambiguities and undefined gaps in the model. The unmatched responses of the respondents prompted Lee et al (1999) to re-theorize, further replicate and extended the unfolding model so that conceptual ambiguities may be removed through quantitative work. Their study helps to understand voluntary turnover and address the questions how and why people leave their organizations. The major contribution of unfolding model is the concept of “shocks” a jarring event that initiates a psychological analysis process involved in quitting a job. These studies have emphasized that many people leave their jobs not just because of negative effect (i.e. job satisfaction and organizational commitment) but also due to “shocks”. Holtom et al (2005) has also reported the same finding. In a voluntary turnover study across the multiple industries, they have found that the immediate reason in more than 60 percent of voluntary turnover cases was “shock” rather than accumulated job satisfaction. They described nature, content and role of ‘shock’ by using data from more than 1,200 “leavers” and advised strategies to help organizations manage shocks, and thereby control turnover.

2.3 JOB EMBEDDEDNESS FRAMEWORK: A NEW APPROACH

It is clear that relatively less turnover research has focused on how an employee decides to remain with an organization and what determines this attachment. Staying and leaving involve different psychological and emotional processes. Accumulated social capital and job embeddedness are critical reasons why people stay in firms, and they may be as important as or even more important than job satisfaction” (Holtom et al 2006). Mitchell et al (2001) have introduced unique organizational attachment construct: job embeddedness to help address the effect of both work and non-work related factors on their stay in an organization which discourage their voluntary turnover. Employees become attached to organizations by means of organizational and community links, fit, and sacrifice components. The critical aspects of job embeddedness are (1) the links that the individual has on and off their job, (2) the fit that they perceive between their self concept and the environment that they live and work in, and (3) the sacrifice that they would make in giving up their job in terms of how this action would

severe the other aspects of their life that are linked with their job (Tanova, 2006).

2.3.1 Links

Links are connections among employees and their organizations, other people (both inside and outside the organization), and with their communities. Nature of these links may be social, financial, psychological, either formal or informal and physical environment in which someone lives. These are very similar to a spider web, the more links an employee has to the organization, the people around them, and the community, the less likely he/she is to quit, especially if relocation is necessary (Abelson, 1987; Cohen, 1995; Mitchell et al 2001). Being older, being married, having children, having larger service tenure with an employer, involvement in social and community related activities, and hobbies are a few examples that influence individual's links and attachment with community and organization. Shawn (2006) argues that "neighbours who never have anything to do with each other cannot be considered as having a link. Neighbours who develop relationships with each other (e.g., lending tools to one another, watching the house when the other is absent) are establishing links. People establish links with other people that can provide value as a result of exchanges. Accordingly, if a link does not provide some kind of value for the individual through personal satisfaction or reciprocation, then the link will not be maintained. While the value provided by the link varies depending on the context of the relationship, each link must provide something the individual wants or needs (e.g. access to resources and contacts, emotional support)."

As the number of links or amount of community involvement increases, individuals may feel more inclined to stay in their current job in order to maintain their community relationships (Mitchell et al 2001), thus decreasing their leave intention. Community relations were negatively and significantly correlated with intention to quit (Frost and Jamal, 1979; Jamal, 1981; Thompson and Terpenning, 1983).

2.3.2 Fit

Fit describes the compatibility and comfort an employee has with both the work and community environment. Work environment fit has been found

to decrease turnover and has been examined through concepts such as person-organization fit (Chatman, 1991; O'Reilly, Chatman, and Caldwell, 1991) and person-job fit (Villanova et al 1994). Community fit involves the proximity of activities or entertainment the individual enjoys (e.g., theater, sporting events, camping), fulfillment of cultural needs, or even local weather patterns (Mitchell et al 2001).

Congruence between what the individual values and what is provided can lead to the person continuing a relationship with the source of fit (Kristof, 1996; Taris and Feij, 2001). Shawn (2006) comments that “if a person feels that a job provides some value, such as autonomy and opportunities to learn new things, then that person should want to stay”. Similarly if a person feels that community provides some valued things to an individual, such as a safe neighborhood and a good social aspect, then the individual should not only be inclined to maintain the residence, but to give back to the community (Locke, 1976; Taris and Feij, 2001).

2.3.3 Sacrifice

Sacrifice involves anything physiological or material that could be lost due to leaving a job. Work related sacrifices include salary, pension, health benefits, perks (e.g., personal parking space, office with a view), job stability, flextime, and losing the interaction with colleagues. These can be tied to Becker's (1960) idea of “side-bets” and Allen and Meyer's (1990) continuance commitment. Becker (1960) describes, “side bets” as accumulated personal commitments and normative expectations, which constrain an individual's activities. Allen and Meyer's (1990) concept of continuance commitment builds on these “side bets” and purports that employees are aware of the costs involved with leaving an organization. As such, those costs are weighed against the benefits of taking a new job. However, another part of sacrifice involves community sacrifices, especially if the employee needs to relocate. Individuals may have to sacrifice a short drive to work, give up a home they have come to love, or leave a community they like (Mitchell et al 2001). Shawn (2006) explains, “The things sacrificed are direct outcomes of relationships built over time. For example, if an organization requires five years of tenure before considering someone for promotion and an individual has just completed five years of service, then the person will be giving up the promotion opportunity. Additionally,

leaving a job may entail giving up the chance to “call in favors,” or receive reciprocation for favors that a person has given in the past”.

These three components (links, fit and sacrifice) of job embeddedness literally serve as tent stakes. It will be harder to uproot a tent stake with more stakes. Concept of ‘inertia’ easily explains this phenomenon. The more embedded an individual is, the greater the inertia, the greater the force required inducing the person to leave. As described by Mitchell and Lee (2001), “it [inertia] is the forces that keep us from thinking about leaving”. Empirical findings support that job embeddedness significantly predicted actual voluntary turnover, even beyond the job satisfaction and organizational commitment (Mitchell and Lee, 2001; Mitchell et al 2001).

2.4 VALIDATION AND EXTENSION OF MITCHELL’S WORK

Following the research direction of Mitchell et al (2001), a longitudinal study was conducted by Holtom (2004) to assess the predictive validity of the job embeddedness, a new construct (from business management literature) for healthcare setting. The findings suggest that job embeddedness is valuable lens through which to evaluate employee’s retention and meaningful variance in turnover in excess of that predicted by the major variables included in almost all the major models of turnover.

Later Lee et al (2004) disaggregated job embeddedness into two major sub-dimensions i.e. on the job and off the job. Their study revealed that off the job embeddedness was significantly predictive of subsequent “voluntary turnover” and volitional absences, whereas on the job embeddedness was not. Moreover on the job embeddedness was significantly predictive of organizational citizenship and job performance, whereas off the job embeddedness was not. In addition, embeddedness moderated the effects absences, citizenship, and performance on turnover.

Wijayanto et al (2004) conducted very similar study in Indonesian that has contextual difference from USA, as in Lee et al (2004) study. They examined this new attachment concept relationship with organizational citizenship behavior (OCB). Firstly, they tested hypothesis concerning positive relationship between job embeddedness and OCB as predicted by Mitchell et al (2001). Secondly they tested hypothesis concerning the mediation effect of sense of responsibility in the relationship between job

embeddedness and OCB. Nurses and their immediate supervisors from five privately owned hospitals participated in this study. Nurses were asked to respond to a questionnaire of 40 items concerning perception of embeddedness and 4 items concerning sense of responsibility to their employing organization. Nurses' citizenship behaviors were measured using 12 items as rated by their immediate supervisors. The results of the study support that job embeddedness positively correlates with OCB but failed to support the prediction of the mediating effect of employees' sense of responsibility in causal relationship between job embeddedness and OCB.

Mitchell et al (2001) concludes that due to heterogeneity of totality of forces (fit, link and sacrifices) high alpha within the six dimensions and high correlation across dimensions is not expected. That's why it is needed to develop a global measure for its overall measurement and global measures of the sub dimensions. Taking this as lead direction for future research, Cunningham, G.B. et al (2005) revised original multi-item scale, as well as new global-item measure for sub dimensions was tested. They collected data from randomly selected intercollegiate softball coaches and athletic department employees that were much different than the grocery workers and hospital workers as used by Mitchell et al (2001). Results demonstrate the efficacy of the job embeddedness construct in explaining why people choose to stay in their organizations. Additionally, in both samples, the effects of global item measure were stronger than the effects of the multi items measure and explain significant portion of unique variance beyond the effects of job satisfaction and organizational commitment, thereby demonstrating the strength of newly created scale over Mitchell et al's multi item measure. They recognized that further application and refinement of both scale is needed to have full confidence in the validity of the measure. They have also pointed out low internal consistency of the links items in the multi-item construct due to difference of scales and different interpretation of the information and suggested further improvements.

Tanova, C. (2006) attempted to find out the determinants of voluntary turnover in European context. Results of this study are in conformance with the finding of Mitchel et al (2001). These investigations on turnover were made from employee's perspective using large European dataset, secondary data source. This study integrated the available job factors related to job embeddedness and other variables that have been related to turnover in previous studies. The study proved that ease of movement and desirability of movement are regarded as important predictors of turnover. However the

study also shows that job embeddedness factors play a key role in predicting turnover after the role of demographic variables are taken into consideration. Thus this shows that the turnover decision is not only about the individual's attitudes towards work or about the actual opportunities in the labour market, but these decisions are the result of an analysis of complex web of factors that are labeled as job embeddedness.

Allen David (2006) proposes that socialization tactics influence newcomer turnover by embedding newcomers more extensively into the organization. Hypotheses are tested with a sample of newcomers in a large financial services organization. Results reveal that socialization tactics enable organizations to actively embed new employees; collective, fixed, and investiture tactics were positively related to on-the-job embeddedness. Results also indicate that on-the-job embeddedness is negatively related to turnover and mediates relationships between some socialization tactics and turnover.

Mallol et al (2006) have conducted research in a culturally diverse population and examine the predictive value of job embeddedness. In their research they have assessed whether there are significantly difference between Hispanics and Caucasians with respect to job embeddedness and turnover. Results of this study demonstrate that there exist a significant difference in job embeddedness in the community between Hispanic and non-Hispanic employees. The findings also suggest that job embeddedness is predictor of employee retention across diverse population.

2.5 INTEGRATION OF UNFOLDING AND JOB EMBEDDEDNESS MODELS

Mitchell and Lee (2001) have suggested an integration of the unfolding model of voluntary turnover and embeddedness in order to examine the variables more thoroughly, which may contribute to decreased tendencies to leave an organization. They suggest that these variables may serve to reinforce against “shocks” that otherwise might increase an individual's intention to quit. However, they pointed out, more research is necessary to develop this stream of thought. Holtom and Inderrieden (2006) had done work in this direction. Their work is unique in a sense that they first time combined the critical elements of the unfolding model with the job embeddedness to expand understanding of the voluntary process. Shocks

may be interpreted in organizational as well as personal context. Only stronger shocks cause them to leave their organization when there is best person organization fit. But those who have poor fitness with job and organization are easily uprooted by ordinary shocks. The concept of embeddedness and the unfolding model seems to suggest that intention to leave can be buffered by variables involving links, fit and sacrifice (both on and off-the-job).

They conducted research on randomly selected sample from the Graduate Management Admission Test Registrant. This sample consists of workers from multiple industries and job types with widely varied demographic characteristics. They found significant negative correlation between job embeddedness and voluntary turnover. They also found that job embeddedness among stayers was higher than for either category of leavers, and job embeddedness was higher for shock-induced leavers than for non-shock induced leavers. If an organization designs systems to identify potential shocks and have job embeddedness systems in place to address them, it is likely to increase retention, attendance, citizenship and job performance.

2.6 BRIDGING WORK AND NON WORK-RELATED FACTORS

In the words of Shawn (2006) “job embeddedness includes both work- and non-work related factors; so it can serve as a bridge between the domains by incorporating the concepts introduced in job embeddedness (i.e., links, fit, and sacrifice) as a bridge between work-related and non work-related factors within the theoretical framework of social exchange theory. The current literature can be expanded upon because social exchange theory not only allows, but also requires examining more than work-related factors”.

Herman et al (2007) commented on the significance of this research. They say “this research has significantly expanded the scope of variables that may be considered while trying to understand the causes of stay intention and it considers off-the-job factors like fit with one’s neighbors and community– a contribution that is more subtle and theoretical in nature. This phenomenon is premised on the notion that many people rarely consider leaving their jobs because they are so immersed in their environments. This

realistic understanding of human psychology can guide continued efforts to understand why people leave and why they stay”.

This literature review is concluded with Holtom et al (2006) these remarks. They acknowledge the fact that retaining highly skilled worker is important for the organization because they receive, transmit and combine complex information in the organization’s benefit. However they emphasize that it is important to retain low skill worker as well, because relatively low skill worker is serving majority of the jobs in service sector. Moreover firm’s retention practices should be well aligned to business strategy, organizational culture and systems and people themselves. As strategies, culture etc varies from organization to organization so practices that promote retention for one firm may not be as effective as for another.

In their word “Key mediating construct between on the job/off the job factors and retention is job imbeddedness. Organization can benefit from this new framework to address the issue of talent retention. Realistic job previews, socialization opportunities, employees involvement in decision making, career planning assistance, training and development, choice of teams building, mentoring, peer recognition, knowledge sharing, encourage employees referrals, provision of creative pay and benefit alternatives, family friendly work environment, retirement funding, profit sharing, work autonomy, challenging work for professional growth, individual development plan, hiring from local community, involvement in community activities, listening to employees concern, personal connection, social events, mentoring, involvement in local charitable events, flexible plan for health, profit sharing, tuition reimbursement, and on site services are a few activities that strengthen community link, community fit, community sacrifice, organization link, organization fit and organization sacrifices of job embeddedness construct. But their fitness and effectiveness should be judged in accordance with unique employees needs, cost/benefit comparison, specific business strategies and compatibility with organizational culture and systems.”

CHAPTER 3

METHODOLOGY

This chapter discusses the research design and methodology used to test the hypotheses as discussed in Chapter One. The first section presents the study methodology and subsequent sections describe the data collection instrument and the measures used. The final section outlines the data analysis procedures that were employed.

This cross-sectional study is conducted on opinion based questionnaire survey in academic institutions. A number of hypotheses are tested with various types of group data analysis. These group differences are due to sector, gender, age, job designation, marital status etc. Validity of global construct for the measurement of Job embeddedness is also desired. Majority of the studies on intention to leave concentrate on work-related factors and ignore non-work related factors. This study bridges work related and non-work related factors because embeddedness includes both type of variables. Study does have managerial implication as well.

3.1 POPULATION AND SAMPLE

According to sources of Higher Education Commission (HEC) – Islamabad, there are 125-chartered institutions in different cities of Pakistan and out of these, 25 are located in Lahore. This constitutes about 20 % of the total number of the institutions that is population of this study. From this population 11 are in public and 14 in private sector. Complete faculty list of Lahore based institutions was prepared with the help of different sources i.e. institutions or university websites, registrars, controller examination and librarian. Care was taken not to include visiting faculty members. Data was collected from eighty faculty members of 5 public and 5 private sector institutions of Lahore. Description of sample is shown in Fig 3.1

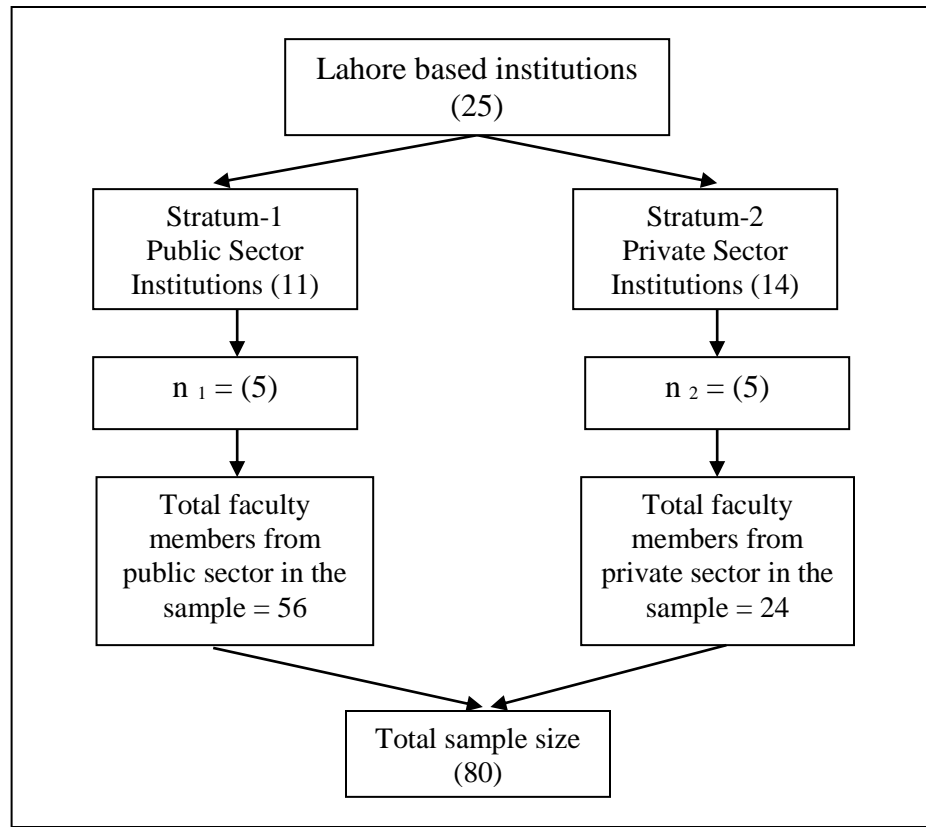


Fig 3.1 Stratified Random Sample

Job Description of Teaching Faculty

These faculty members perform a variety of tasks like teaching, controlling, coordinating and supervising students. More information about the basic duties of teaching faculty is given below.

- i) Prepare and deliver lectures to undergraduate and/or graduate students on topics such as financial accounting, marketing etc,
- ii) Evaluate and grade students' class work, assignments, and papers.
- iii) Compile, administer, and grade examinations, or assign this work to others.
- iv) Prepare course materials such as syllabi, homework assignments, and handouts.

- v) Maintain student attendance records, grades, and other required records.
- vi) Initiate, facilitate, and moderate classroom discussions.
- vii) Plan, evaluate, and revise curricula, course content, and course materials and methods of instruction.
- viii) Maintain regularly scheduled office hours in order to advise and assist students.
- ix) Keep abreast of developments in their field by reading current literature, talking with colleagues, and participating in professional organizations and conferences.
- x) Advise students on academic and career issues.
- xi) Collaborate with colleagues to address teaching and research issues.
- xii) Collaborate with members of the business community to improve programs, to develop new programs, and to provide student access to learning opportunities such as internships.
- xiii) Participate in student admission, registration, and placement activities.
- xiv) Serve on academic or administrative committees that deal with institutional policies, departmental matters, and academic issues.
- xv) Participate in campus and community events.
- xvi) Perform administrative duties such as serving as department head.
- xvii) Supervise undergraduate and/or graduate teaching, internship, and research work.
- xviii) Conduct research in a particular field of knowledge, and publish findings in professional journals, books, and/or electronic media.
- xix) Act as advisers to student organizations.
- xx) Provide professional consulting services to government and/or industry.
- xxi) Write grant proposals to obtain external research funding.

3.2 PILOT SURVEY

Before launching a full-scale study it deemed fit to conduct pilot study initially so that actual problems may be estimated before hand and proper solutions may be initiated in this regards.

To identify structural, sequential and linguistic problems of questionnaire, students of MBA/BBA classes were asked to fill the questionnaire. Thirty students of two different institutions participated in this exercise. Corrections relating to some issues were made on the basis of their feedback. Two senior academicians also checked the questionnaire and modifications were made according to their advice. It was also pre-tested in an organization TEVTA (Technical Education and Vocational Training Authority); a govt. autonomous authority of Punjab province. Three managers of this organization were asked to point out any change, difficulty in language or content of the question. A thorough revision was made and revised version of the questionnaire was used for pilot study. The survey was conducted to observe limitations and problems faced during investigation. It was also desired to check the reliability and validity of the instrument. Data for pilot survey was collected from the 20 faculty members of different chartered institutes/universities of Lahore. A few faculty members of Islamabad and Karachi's institutions, who were participating in a National Conference held at Lahore, were also approached to fill the questionnaire.

In the light of this study, scales and items of community and organization link were changed, reworded, rephrased, combined or otherwise eliminated. Some changes were made in leave intention and job search behaviour measures. It was also considered suitable to include job alternative measures in the questionnaire and analyze the relation of job embeddedness with leave intention in the light of these job alternatives because perception about more job opportunities in the job market promotes individual's leave intention. (Details about these changes is available in the measure section).

3.3 QUESTIONNAIRE VALIDITY

Care was taken in the designing of questionnaire before and after the pilot study. To ensure the content validity of the questionnaire further, it was translated into Urdu language (national language of Pakistan) and this Urdu

version was retranslated into English language by different researchers to see whether the concept remains the same. A thorough revision was made to achieve the objectivity of the instrument.

3.4 VARIABLES

3.4.1. Independent Variable

The survey based questionnaire was conducted that consisted of established respondents scales which measured a variety of variables: personal, demographic characteristics, multi-item job embeddedness construct, global job embeddedness construct, alternate job opportunity, job search behaviour and intention to leave. The measures used in this study are all established scales that have been utilized in the literature. Given the previous performance of these scales, they can be employed with some degree of confidence. However steps were taken to ensure that the measures are appropriate. Respondents were asked about personal identification, job title, institution name, job nature, job category, age, gender, education, and background related to their personal and demographic information by using fill in blanks space or provision of different categories.

Following the Mitchell et al (2001) construct and scale, is used 7-point Likert scale from 1 (Not at all) to 7 (to 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. Multi-items of job embeddedness can be found in Table 3.1

Table 3.1
Job Embeddedness Multi Items Construct

Link to community	<ul style="list-style-type: none"> ▪ I feel great sense of belonging to house where I live. ▪ My family roots are in the community, where I live. ▪ I have reasonable number of family members living nearby. ▪ I have reasonable number of close friends living nearby.
Link to organization	<ul style="list-style-type: none"> ▪ I have served in present position for a long time. ▪ I have served in present organization for a long time. ▪ I have served in present profession for a long time. ▪ I have many coworkers who regularly interact with me. ▪ I have many coworkers who are highly dependent upon me. ▪ I am a part of many work committees/teams.
Fit to community	<ul style="list-style-type: none"> ▪ I really love the place where I live. ▪ The weather of the place, where I live is suitable for me. ▪ I think of the community where I live as home. ▪ This area where I live offers leisure activities that I like (e.g., sports, outdoors, cultural, arts). ▪ I have family oriented environment where I live.
Fit to organization	<ul style="list-style-type: none"> ▪ I like the members of my work group. ▪ My coworkers are similar to me. ▪ My job utilizes my skills and abilities well. ▪ I like the culture that the organization has. ▪ I like the authority and responsibility I have in this organization. ▪ I can reach my professional goal working for this organization. ▪ I feel good about my professional growth and development. ▪ I feel personally valued by the name of organization. ▪ My values are compatible with organization's value.
Sacrifice to community	<ul style="list-style-type: none"> ▪ Leaving the community where I live would be very hard. ▪ People of the community where I live respect me a lot. ▪ My neighborhood is safe.
Sacrifice to organization	<ul style="list-style-type: none"> ▪ I have a lot of freedom on this job to decide how to pursue my goal. ▪ The perks and benefits of this job are outstanding. ▪ I feel that people at work respect me. ▪ My promotional opportunities are excellent here. ▪ I am well compensated for my level of performance. ▪ The health care benefits provided by this organization are excellent. ▪ The retirement benefits provided by this organization are excellent. ▪ The prospects for continuing employment with this organization are excellent. ▪ I would sacrifice a lot if I left this job.

Source: Mitchell et al (2001)

It is worth mentioning that some items of multi-item construct of Mitchell et al (2001) have been rephrased and reworded. The community links measure of this construct contained yes/no items (e.g., do you own a home?) coupled with open-ended items (e.g., how many of your close family members live nearby?). Cunningham et al (2005) has pointed out low internal consistency of the community link items because of non-uniformity of the scale and different interpretation of question related to family members. Regarding ‘close members living nearby’ some might only consider immediate family (e.g., two brothers) while some might consider immediate and extended family (e.g., two brothers, a second cousin, and two in-laws). Such differences in interpretation could influence the results. Similarly, with respect to organization links, respondents are asked to indicate, among other things, the number of years they have worked in the organization and the number of coworkers who highly depend on them. It is conceivable, and likely, that responses to the items would vary greatly, thereby diminishing the internal consistency. Following the directions of Cunningham et al (2005) some items of community link and organization link have been rephrased. Similarly a few items were combined and some unnecessary items were omitted. Changes made in the questionnaire were referred to Cunningham for his comments. He commented that “*The only thing I would recommend is not making the changes you did to the final two dimensions of job embeddedness. In one case, you have double-loaded question (values and culture), and in the other, the questions seem applicable given the nature of their scale. I hope this helps.*”

In the light of this feedback changes were made in the first two dimensions and proposed changes in other dimensions were dropped. See Table 3.2 for details.

Table 3.2
Modification of Multi Item Construct

Dimension	Original items	Rephrased items
Link to Community	Do you own the home you live in?	I feel great sense of belonging to house where I live.
	How many family members live nearby?	I have reasonable number of family members living nearby.
	How many close friends live nearby?	I have reasonable number of close friends living nearby.
Link to Organization	How long have you been in your present position?	I have served in present position for a long time.
	How long have you worked for this company?	I have served in present organization for a long time.
	How long have you worked in the industry?	I have served in present profession for a long time.
	How many coworkers do you interact with regularly?	I have many coworkers who regularly interact with me.
	How many coworkers are highly dependent on you?	I have many coworkers who are highly dependent upon me.
	How many work teams are you on? How many work committees are you on?	I am a part of many work committees/teams.

Similarly global job embeddedness construct developed by Cunningham et al (2005) was simultaneously included in this questionnaire by using 7-point Likert scale. This construct includes six items, one for each dimension. The mean of means of all the items represents the final score for this measurement. Global items measure of job embeddedness can be found in Table 3.3.

Table 3.3
Global Job Embeddedness Construct

- | |
|--|
| <ul style="list-style-type: none">▪ I feel strong link to community where I live. (Community link)▪ I feel strong link to my organization. (Organization link)▪ I feel compatible with where I live. (Community fit)▪ I feel compatible with my organization. (Organization fit)▪ I would sacrifice a lot if I left the community where I live. (Community sacrifice)▪ I would sacrifice a lot if I left this job. (Organization sacrifice) |
|--|

Source: Cunningham et al (2005)

3.4.2. Dependent Variable

Leave intention is dependent variable in this study. It is “the extent to which an employee plans to leave an organization”. Stronger feelings of withdrawal intentions typically result in an increased likelihood that the employee will leave (Steel and Ovalle, 1984). Various terms that are synonymous with leave intention have been used in management literature. These synonymous terms are “withdrawal intentions and cognitions” (Maertz and Campion, 1998), “intent to leave” (Barak et al 2001), “turnover intention” (Wayne et al 1997), and “propensity to leave” (Murray and Murray, 1998). For purposes of clarity, the phrase “leave intention” will be used hereafter to describe the extent to which employees feel they will leave an organization.

Leave intention is behavioral in nature and most researchers now accept that leave or stay intention with a particular employer is the final cognitive step in the decision making process of voluntary turnover. Fishbein and Ajzen (1975) believe that the best the single predictor of an individual’s behaviour will be a measure of his intention to perform that behaviour. There are empirical and theoretical evidence that leave intentions are the very good predictors of actual turnover (Ajzen, 2002). Steel and Olive (1984) reported that Meta correlation between intent to leave and employee turnover was .50. Dalessio et al (1986) argue that in future more attentions should be given to the direct and indirect influences of variables on intention to quit as opposed to the actual act of turnover. From the employer’s standpoint, intention to quit may be more important variable than

the actual act of turnover. If the precursors to intentions to quit are better understood, the employer could possibly institute changes to affect this intention.”

Three items were adapted from Home et al (1984) for measuring intent to leave. The mean of means of all three items is the final score, which depicts leave intention. Items of leave intention can be found in Table 3.4

Table 3.4
Intent to Leave

- I intend to leave this job in near future.
- I will probably look for a new job within the next year.
- I intend to pursue alternative employment in near future.

Source: Home et al (1984)

3.4.3. More Variables

In questionnaire, more variables are included purposely. These are Job alternatives and job search behaviour. Alternative job is the availability of equivalent or better jobs in the immediate area outside the organization. This assumes a certain level of ‘visibility’ or an employee’s level of awareness of other available jobs and consistently has been found to have effect on intent to quit (Griffeth and Hom, 1988).

Following Mitchell et al (2001) and Cunningham et al (2005), two questions were adopted from Lee and Mowday’s work (1987) and were rephrased to measure job alternatives. Items of job alternatives are given in Table 3.5

Table 3.5
Job Alternatives

- There is probability that I can find an acceptable alternative to my job.
- If I search for an alternative job within a year, there are chances that I can find an acceptable job.

Source: Lee and Mowday (1987)

Similarly four items from Kopelman et al (1992) were used to measure job search behaviour. Participants were given yes or no response options (Yes = 1, No = 2). The mean of means of all four items is the final score that depicts job search behaviour index. Items of job search behaviour can be found in Table 3.6

Table 3.6
Job Search Behaviour

- During the past year I have revised my resume.
- During the past year I sent copies of my resume to prospective employer.
- During the past year I have gone on the job interview.
- During the past year I have talked to my friends or relatives about getting a new job.

Source: Kopelman et al (1992)

3.5 DATA COLLECTION

Data was collected using a questionnaire. To increase response rate a letter to the respondents/departmental heads/registrar of the institutions or university was forwarded from the Ph.D. program coordinator of the college. Purpose of this letter was to introduce the researcher, brief them about the research's purpose and ask for cooperation regarding data collection. To render the task manageable within a specified time, two alternative options were simultaneously used. First is personal visit and second were professional investigators of Institute of Research Promotion (IRP). Each academic institution was visited personally five times on the average. Personal efforts, contacts and help of some academia, management and administrative staff proved very useful. As a second arrangement, data from a few institutions/universities was collected through investigators. Investigators were briefed about the theoretical background of this research and were thoroughly trained to answer any question raised or ambiguity pointed out by the respondent. SPSS package was used to enter and analyze the data.

3.6 DATA RELIABILITY

This study is conducted on multi-point scales as Likert scales, so the Chornbach's alpha is used which is the most suitable test for testing reliability of the measure (See Davis, 2000). Internal reliability test was performed on each scale to check either the value of reliabilities are above the suggested minimum level of .60 (Hair et al 1998) to .70 (Nunnaly and Bernstein, 1994) or below. Various suitable statistical techniques were used for data analysis.

CHAPTER 4

ANALYSIS AND INTERPRETATION

In this chapter, statistical analysis and interpretation are reported and discussion is given regarding results of the study. Descriptive and bi-variate analysis has been performed, which show the behaviour of each variable type in different data categories. In this research we have evaluated the job embeddedness by using two constructs and its effect on leave intention. The following results are based on the facts.

4.1 STATISTICAL ANALYSIS

The basic descriptive statistics is applied to all the data. In descriptive statistics, mean and standard deviation have been calculated whereas bivariate analysis has been applied to evaluate job embeddedness and leave intention on overall data. Numerical tables are added for interpretation. Internal reliability was measured using Cronbach's coefficient alpha. All scales met or exceeded the minimum level of $\alpha = .70$. Other underlying assumptions are examined and no major violations are found. (e.g. outlier, major deviations from normality etc.).

4.2 GENERAL DESCRIPTION OF SAMPLE

In this study, randomly selected 80 faculty members from strata of public and private institutions participated in questionnaire based survey. 67.5 % faculty members are from public and 32.5% from private institutions. These faculty members are engaged in teaching, non-teaching and sometimes both assignments. However majority of the respondents are engaged in teaching assignments only (76.2 %). These institutions do have permanent and contractual employment arrangements for their faculty. 67.5% faculty members have permanent jobs and 32.5% have contractual employment status. Bachelor and Master degree holder are 46.2% whereas M.Phil. and Ph.D. qualified are 36.2% and 11.2% respectively. 71% are married. The gender wise proportionate is 79% male and 21% female. Lecturers, Assistant Professors, Associate Professors and Professors are

common designations that are used in these institutions. However other job titles like Directors, IT Managers are also being used. In this sample 33.7% are Lecturers, 36% Assistant Professor, 6.2% Associate Professor, 5% Professor and 31.2% have other job designation. 78.8% are from urban background. Average age of respondents is 39 years (s.d = 12.04), 51.3 % teachers lie in 35 and below age group, 48.7 % lie in above 35 years of age. More details are given in table 4.1

Table 4.1
Demographic Information by Category as Public–Private Sectors

S#	Description	Category	Public	Private	Total
1	Institution		05	05	10
2	Faculty		56	24	80
3	Job Category	Permanent	38	16	54
		Contractual	18	8	26
4	Marital Status	Married	39	18	57
		Un-married	17	16	23
5	Job Title	Lecturer	21	7	28
		Assistant Professor	21	7	28
		Associate Professor	3	2	5
		Professor	3	1	4
		Others	8	7	15
6	Gender	Male	43	20	63
		Female	13	4	17
7	Background	Urban	43	20	63
		Rural	13	4	17
8	Job Nature	Teaching	43	18	61
		Non Teaching	5	0	5
		Both	8	6	14
9	Education	Bachelor	2	1	3
		Master	18	16	34
		M. Phil	24	5	29
		Ph.D.	7	2	9
		Other	5	0	5
10	Age	35 year & below	30	11	31
		Above 35 year	26	13	39

4.3 QUESTIONNAIRE SEGMENTATION

Questionnaire and segmentation is designed keeping in view the definition and concept given in third chapter. Detail about partition is given in Table 4.2.

Table 4.2
Questionnaire Segmentation

Part	Questions No	Purpose/Dimension	Remarks
1	1 to 11	Demographic & personal information	Personal identification and basis for grouping of data.
2	12a to 12d	Link to community dimension	These six dimensions are used to measure Job embeddedness (multi items construct). Mean of means of these six dimensions is overall or aggregate measure of job embeddedness through multi-item construct.
3	13a to 13f	Link to organization dimension	
4	14a to 14e	Fit to community dimension	
5	15a to 15i	Fit to organization dimension	
6	16a to 16c	Sacrifice to community dimension	
7	17a to 17h	Sacrifice to organization dimension	
8	18a to 18f	Job embeddedness through global construct	Mean of means of these six items is aggregate value of this measure.
9	19a to 19c	Leave intention	Mean of means of three is aggregate value of this measure.
10	20a to 20b	Job alternatives	This gives perception about availability of external job opportunity. Mean of means of two items is aggregate value of this measure.
11	21a to 21d	Job search behaviour	No comments

4.4 GROUP COMPARISONS

Mean of community link, community fit, community sacrifice, organization link, organization fit, organization sacrifice, leave intention, alternative job opportunity; search alternatives, aggregate of multi item job embeddedness and global item job embeddedness were computed according to procedure mentioned in the segmentation section. Later mean values of the sample are compared on the basis of sector, background, job category, gender, marital status, job designation, age, and job nature. Detail discussion is available in the remaining section along with Tables 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, and 4.10 respectively.

4.4.1 Comparison of Public and Private Sector Faculty

Equivalence of variance is assumed and verified through Levenza test before conducting independent sample t-test for comparing means of community link, community fit, community sacrifice, organization link, organization fit, organization sacrifice, leave intention, alternative job opportunity; search alternatives, aggregate of multi item job embeddedness and global item job embeddedness of faculty for public and private institutions. It is found that public sector and private sector faculty is very much similar relative to all these measures ($p > .05$). It is also observed that value of sacrifice to organization is moderately low. Low health care and retirement benefits contribute to comparatively low value of sacrifice to organization. These benefits are not available to private sector faculty and contractual faculty of public sector institutions. Both type of faculty do consider that they have reasonable job opportunity. Due to high link, fit and sacrifice with community and organization, they have low leave intention as well as no job search behaviour (1 = Yes, 2 = No). See table 4.3 for comparison.

Table 4.3
Comparative Statistics of Public and Private Sector Faculty

S#	Measurement	Public		Private		Combined	
		Mean	SD	Mean	SD	Mean	SD
1	Link to community	4.81	1.35	4.69	1.57	4.77	1.41
2	Fit to community	4.49	1.36	4.87	1.18	4.59	1.17
3	Sacrifice to community	5.08	1.17	5.35	1.32	4.61	1.32
4	Link to organization	4.49	1.15	4.81	1.20	5.08	1.16
5	Fit to organization	5.01	1.13	5.25	1.23	5.16	1.22
6	Sacrifice to organization	4.21	1.23	3.98	1.20	4.14	1.22
7	Job Embeddedness-Multi item	4.67	0.89	4.81	0.90	4.71	0.89
8	Job Embeddedness-Global	4.75	1.21	4.75	1.11	4.75	1.17
9	Leave intention	2.71	1.70	2.67	1.67	2.70	1.68
10	Job Alternatives	4.00	1.68	4.00	1.97	4.00	1.76
11	Job Search	1.58	0.34	1.57	0.36	1.58	0.34

4.4.2 Comparison of Urban and Rural Background Faculty

Ethnicity, one of important variable is used in most research studies. Quite similar variable may be the faculty background that may be used in our context. This may serve as good basis of differentiation. Teaching staff of chartered institutions may have parentally urban or rural origin due to which it is expected that they will differ in their behaviour. Means of all measure were commuted and equivalence of variance was verified through Levenza before comparing means on urban and rural basis. Then independent sample t-test was applied for this comparison. Contrary to the assumption no significant difference was recorded in these measures on this base. When compared it is found that for all these measures p value is greater than .05, so background is not a good base to differentiate the faculty. Faculties with urban and rural background have moderately high value of fit to organization and sacrifice to community. See table 4.4 for comparison.

Table 4.4
Comparative Statistics of Urban and Rural Background Faculty

S#	Measurement	Urban		Rural		Combined	
		Mean	SD	Mean	SD	Mean	SD
1	Link to community	4.80	1.36	4.66	1.62	4.77	1.41
2	Fit to community	4.58	1.33	4.71	1.28	4.59	1.17
3	Sacrifice to community	5.20	1.19	5.02	1.34	4.61	1.32
4	Link to organization	4.63	1.15	4.43	1.27	5.08	1.16
5	Fit to organization	5.02	1.17	5.34	1.12	5.16	1.22
6	Sacrifice to organization	4.06	1.21	4.45	1.22	4.14	1.22
7	Job Embeddedness-Multi item	4.71	0.86	4.73	1.04	4.71	0.89
8	Job Embeddedness-Global	4.72	1.16	4.86	1.23	4.75	1.17
9	Leave intention	2.72	1.70	2.61	1.66	2.70	1.68
10	Job Alternatives	4.07	1.79	3.76	1.68	4.00	1.76
11	Job Search	1.59	0.34	1.53	0.37	1.58	0.34

4.4.3 Comparison of Permanent and Contractual Faculty

In addition to permanent mode of employment nonstandard work arrangements like temporary, contract, and part time work is getting popularity. It is estimated that about 33 percent of US workforce has nonstandard mode of employment (Belos, 1989; Houseman and Polivka, 2000) and this figure is still growing day by day. Nonstandard work arrangements are also gaining popularity among firms in other countries as well. Heterogeneity in employment arrangements does effect group member's attitudes and behaviours but researchers know relatively little about whether and how this effects. In academic institutions setting of Pakistan there are three most commonly used mode of employment i.e. permanent, contractual and visiting. It is good to study the attitude and behaviours of the faculty on this base. However for our comparison only permanent and contractual base was considered suitable and data was not collected from visiting faculty because visiting faculty does not have unique institution specific identity, which is needed in this study.

It is right to mention here that equivalence of variance is assumed and verified through Levenza test before conducting independent sample t-test

for comparing means of all the measures. Permanent and contractual faculty of both sectors do have similar community link, community fit, community sacrifice, organization link, organization fit, organization sacrifice, alternative job opportunity; search alternatives, aggregate of multi item job embeddedness and global item job embeddedness ($p > .005$) but differ regarding leave intention ($p = .008$). Contractual faculty is more leave intended (3.42) than permanent (2.35). A few of the contractual faculty members were interviewed to explore the reasons of this difference of behaviour. They pointed out that contractual status is threat to their job security, career growth, health care benefits and pension. Moreover, their participation in decision-making is very limited and this status is not socially well recognized. Refer table 4.5 for comparison.

Table 4.5
Comparative Statistics of Permanent and Contractual Faculty

S#	Measurement	Permanent		Contractual		Combined	
		Mean	SD	Mean	SD	Mean	SD
1	Link to community	4.81	1.36	4.68	1.53	4.77	1.41
2	Fit to community	4.60	1.29	4.62	1.38	4.59	1.17
3	Sacrifice to community	5.28	1.17	4.91	1.30	4.61	1.32
4	Link to organization	4.75	1.18	4.25	1.08	5.08	1.16
5	Fit to organization	5.05	1.26	5.16	0.93	5.16	1.22
6	Sacrifice to organization	4.16	1.34	4.12	0.94	4.14	1.22
7	Job Embeddedness-Multi item	4.77	0.95	4.59	0.76	4.71	0.89
8	Job Embeddedness-Global	4.76	1.21	4.73	1.10	4.75	1.17
9	Leave intention**	2.35	1.48	3.43	1.86	2.70	1.68
10	Job Alternatives	3.87	1.87	4.28	1.51	4.00	1.76
11	Job Search	1.61	0.33	1.51	0.38	1.58	0.34

* $p < .05$, ** $p < .01$, *** $p < .001$

4.4.4 Comparison of Male and Female Faculty

Gender is very common variable that is used in research literature. However no gender base behaviour differences are found in turnover literature. When we compared the data on gender basis, it is found that male and female behaviour are much similar regarding community link, community fit, community sacrifice, organization fit, organization sacrifice,

leave intention, alternative job opportunity; search alternatives, aggregate of multi items job embeddedness and global item job embeddedness ($p > .005$) except link to organization ($p = .003$). Male respondents are more linked to organization as compare to female. Refer table 4.6 for comparison.

Table 4.6
Comparative Statistics of Male and Female Faculty

S#	Measurement	Male		Female		Combined	
		Mean	SD	Mean	SD	Mean	SD
1	Link to community	4.82	1.41	4.59	1.43	4.77	1.41
2	Fit to community	4.66	1.32	4.39	1.30	4.59	1.17
3	Sacrifice to community	5.10	1.18	5.37	1.37	4.61	1.32
4	Link to organization**	4.79	1.11	3.86	1.10	5.08	1.16
5	Fit to organization	5.10	1.18	5.03	1.13	5.16	1.22
6	Sacrifice to organization	4.12	1.21	4.23	1.27	4.14	1.22
7	Job Embeddedness-Multi item	4.75	0.88	4.55	0.94	4.71	0.89
8	Job Embeddedness-Global	4.75	1.22	4.76	0.99	4.75	1.17
9	Leave intention	2.79	1.67	2.33	1.75	2.70	1.68
10	Job Alternatives	4.06	1.78	3.75	1.74	4.00	1.76
11	Job Search	1.57	0.35	1.61	0.32	1.58	0.34

* $p < .05$, ** $p < .01$, *** $p < .001$

4.4.5 Comparison of Married and Unmarried faculty

Due to marital status, difference is observed in faculty behaviour. It is found that married respondents are more linked to organization ($p = .000$), lesser leave intention ($p = .043$) and have lower job search behaviour than unmarried ($p = .045$). Refer table 4.7 for comparison.

Table 4.7
Comparative Statistics (Marital Basis)

S#	Measurement	Married		Un-Married		Combined	
		Mean	SD	Mean	SD	Mean	SD
1	Link to community	4.80	1.49	4.71	1.20	4.77	1.41
2	Fit to community	4.54	1.44	4.76	0.97	4.59	1.17
3	Sacrifice to community	5.20	1.14	5.06	1.42	4.61	1.32
4	Link to organization***	4.90	1.12	3.82	0.91	5.08	1.16
5	Fit to organization	5.20	1.09	4.77	1.30	5.16	1.22
6	Sacrifice to organization	4.22	1.26	3.95	1.11	4.14	1.22
7	Job Embeddedness-Multi item	4.81	0.92	4.44	0.76	4.71	0.89
8	Job Embeddedness-Global	4.83	1.14	4.57	1.24	4.75	1.17
9	Leave intention*	2.45	1.54	3.29	1.89	2.70	1.68
10	Job Alternatives	3.87	1.91	4.30	1.33	4.00	1.76
11	Job Search*	1.63	0.34	1.46	0.33	1.58	0.34

* p < .05, ** p < .01, *** p < .001

4.4.6 Comparison on the Basis of Job Designation

Faculty job position titled as ‘Lecturer’ is to be considered an early stage of their career that’s why it is expected that there would have been weaker bond between individuals and organization. By comparing means we found that lecturers have weaker link to community (p = .008, 4.19), weaker link to organization (p = .000, 3.82), less job embeddedness (p = .003, 4.30 vs. 4.92) and consider that sacrifice to community is not very high (p = .033, 4.75). Van Dyne et al (1994) also support this notion by suggesting that employees who have been with their organization for a long time were more likely to have embedded relationship than the early career. They say that organization tenure will lead to the development of ties between individual and organization.

Excluding lecturer, all other faculty members have moderately high value for link to community, sacrifice to community and fit organization fit. See table 4.8

Table 4.8
Comparative Statistics on the basis of Job Designation

S#	Measurement	Lecturer		All others		Combined	
		Mean	SD	Mean	SD	Mean	SD
1	Link to community**	4.19	1.49	5.07	1.28	4.77	1.41
2	Fit to community	4.36	1.38	4.73	1.28	4.59	1.17
3	Sacrifice to community*	4.75	1.38	5.36	1.08	4.61	1.32
4	Link to organization***	3.82	0.93	4.98	1.08	5.08	1.16
5	Fit to organization	4.86	1.17	5.20	1.15	5.16	1.22
6	Sacrifice to organization	4.00	1.14	4.22	1.26	4.14	1.22
7	Job Embeddedness-Multi item**	4.30	0.93	4.92	0.80	4.71	0.89
8	Job Embeddedness-Global	4.40	1.22	4.93	1.11	4.75	1.17
9	Leave intention	2.64	1.72	2.72	1.68	2.70	1.68
10	Job Alternatives	3.83	1.67	4.09	1.81	4.00	1.76
11	Job Search	1.54	0.36	1.60	0.34	1.58	0.34

* p < .05, ** p < .01, *** p < .001

4.4.7 Comparison on the Basis of Age

It is expected that employees who are at their early stages of their career would have more leave intention and high search behaviour than the others. It is considered that this change will lead to positive increase in their wages. To analyze the data on the basis of age, sample was divided into two groups – one who have age 35 years or less and others above 35 years. When their respective data was compared through t-test it is found that respondent with 35 and below age have comparatively weaker link with organization (p = .000) and more job search behaviour (p = .021). Refer table 4.9 for comparison.

Table 4.9
Comparative Statistics on the basis of Age

S#	Measurement	35 & below		Above 35		Combined	
		Mean	SD	Mean	SD	Mean	SD
1	Link to community	4.57	1.41	4.98	1.39	4.77	1.41
2	Fit to community	4.46	1.31	4.75	1.32	4.59	1.17
3	Sacrifice to community	5.06	1.27	5.27	1.17	4.61	1.32
4	Link to organization***	4.11	0.98	5.10	1.15	5.08	1.16
5	Fit to organization	5.02	0.95	5.15	1.35	5.16	1.22
6	Sacrifice to organization	4.10	0.99	4.19	1.42	4.14	1.22
7	Job Embeddedness-Multi item	4.52	0.82	4.91	0.93	4.71	0.89
8	Job Embeddedness-Global	4.65	1.09	4.86	1.25	4.75	1.17
9	Leave intention	2.76	1.69	2.63	1.70	2.70	1.68
10	Job Alternatives	4.17	1.67	3.83	1.85	4.00	1.76
11	Job Search*	1.49	0.33	1.67	0.34	1.58	0.34

* p < .05, ** p < .01, *** p < .001

4.4.8 Comparison on the Basis of Work Nature

Teaching faculty do perceive differently regarding job alternatives availability in the job market. They consider that they do have less available job opportunities as compared to non-teaching or those carrying both assignments (teaching and non-teaching). With p = .003, mean value of job alternatives is 3.67 for teaching faculty that is significantly lower than non-teaching (both). Refer table 4.10 for comparison.

Table 4.10
Comparative Statistics on the Basis of Work Nature

S#	Measurement	Teaching		Non teaching/ both		Combined	
		Mean	SD	Mean	SD	Mean	SD
1	Link to community	4.80	1.45	4.68	1.29	4.77	1.41
2	Fit to community	4.65	1.34	4.46	1.26	4.59	1.17
3	Sacrifice to community	5.27	1.21	4.79	1.18	4.61	1.32
4	Link to organization	4.56	1.17	4.68	1.19	5.08	1.16
5	Fit to organization	5.20	1.02	4.69	1.51	5.16	1.22
6	Sacrifice to organization	4.23	1.16	3.86	1.37	4.14	1.22
7	Job Embeddedness-Multi item	4.78	0.88	4.49	0.93	4.71	0.89
8	Job Embeddedness-Global	4.88	1.13	4.35	1.23	4.75	1.17
9	Leave intention	2.55	1.67	3.14	1.67	2.70	1.68
10	Job Alternatives*	3.67	1.83	5.03	0.99	4.00	1.76
11	Job Search	1.62	0.34	1.45	0.34	1.58	0.34

* p < .05, ** p < .01, *** p < .001

4.5 Hypothesis Testing:

Keeping in view the comparative analysis, no significant difference is observed in job embeddedness of faculty irrespective of sector, gender, job title, background, job nature, job category, education and marital status differences, so hypothesis 1 is fully supported. (As shown in Tables 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, and 4.10 respectively). However it is pointed out that job embeddedness is not same for lecturers and others faculty members when measured through multi-item construct. (See Table 4.8)

But it is observed that there is difference in the leave intention on the basis of job category. Contractual faculty is more leave intended than permanent. Similarly unmarried faculty has more leave intention than the married and higher job search behaviour, so hypothesis 2 is not fully supported. (As shown in Tables 4.5 and 4.7 respectively)

Means, standard deviations, bivariate correlations, and reliability estimates are presented in Table 4.11a. First, it is worth noting that all reliability estimates (Cronbach's α) are above the traditional .70 cutoff,

except one measure. The lowest reliability estimates is for community sacrifice ($\alpha = .69$).

The extent to which new global item relates to the revised multi-item measures is examined. As seen in Tables 4.11a, the association between the multi-item measures and the global measures for all fit and sacrifice facets is high (all $r_s \geq .57$). These high associations indicate that these multi-item and global-item variables are likely measuring the same construct. Despite these comparable high associations for fit and sacrifice facets, the correlations between the community-link ($r_{mm} = .70$, $r_{gm} = .44$) and organization-link ($r_{mm} = .61$, $r_{gm} = .28$) variables are low. For global item measure, organization sacrifice ($r = .475$, $p = .000$) held the strongest relationship with leave intention whereas organization fit ($r = .412$, $p = .000$) held stronger relationship for multi item measure. From these statistics we can conclude that with exemption to organization link; global construct is measuring same thing as the multi-item measure. (Paired sample t-test also verifies this conclusion).

In continuation to our analysis it is worth mentioning that for both measures, organization embeddedness (organization link, fit, and sacrifice) is the only facet, which is associated to the leave intentions. Community embeddedness (using multi and global) construct is not associated but organization embeddedness holds significant negative relation with leave intention ($r_{mm}^1 = -.433$; $r_{gm}^2 = -.361$). This suggests that organization related embeddedness be the most important facets, at least in our context. However, it needs to be further explored. (See table 4.11b)

¹ mm stands for multi-item measure

² gm stands for global measure

Table 4.11a
Means, Standard Deviations, Reliability and Bivariate Correlations Estimates (using Aggregate Embeddedness)

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1 Sector																
2 Gender	-0.07															
3 Background	-0.07	-0.20														
4 Work Nature	0.07	-0.08	-0.08													
5 Job Category	0.01	0.16	0.10	-0.13												
6 Link to community	-0.04	-0.07	-0.04	-0.07	-0.04											
7 Fit to community	0.13	-0.09	0.04	-0.09	0.01	.67**										
8 Sacrifice to community	0.10	0.09	-0.06	-0.20	-0.14	.437**	.501**									
9 Link to organization	0.13	-.325**	-0.07	0.10	-0.20	.344**	.317**	.230*								
10 Fit to organization	0.10	-0.02	0.11	-0.19	0.04	0.12	.418**	.451**	.361**							
11 Sacrifice to organization	-0.09	0.04	0.13	-0.17	-0.01	.292**	.451**	.416**	.276*	.764**						
12 Leave intention	-0.01	-0.11	-0.03	0.14	.300**	-0.03	-0.13	-0.18	-0.08	-.412**	-.366**					
13 Job Alternatives	0.00	-0.07	-0.07	.34**	0.11	0.04	0.05	0.09	-0.02	-0.22	-.238*	.536**				
14 Job Search	-0.01	0.05	-0.07	-.243*	-0.13	0.04	0.08	0.05	0.00	0.19	.265*	-.463**	-.25*			
15 Job Embeddedness-Multi item	0.07	-0.10	0.01	-0.15	-0.09	.700**	.805**	.712**	.610**	.709**	.736**	-.280*	-0.08	0.15		
16 Job Embeddedness-Global	0.00	0.00	0.05	-.225*	-0.01	.445**	.572**	.699**	.287*	.712**	.675**	-.362**	-0.13	0.13	.797**	
Mean	1.30	1.21	1.21	1.41	1.33	4.77	4.59	4.61	5.08	5.16	4.14	2.7	4	1.58	4.71	4.75
Standard Deviation	0.46	0.41	0.41	0.77	0.47	1.41	1.17	1.32	1.16	1.22	1.22	1.68	1.76	0.34	0.89	1.17
Reliability						0.76	0.81	0.69	0.78	0.9	0.89	0.86	0.77	0.76	0.93	0.79

* Correlation is significant at .05 level (2-tailed).

** Correlation is significant at .01 level (2-tailed).

Table 4.11b
Bivariate Correlations Estimates using Community and Organization Embeddedness (Separately)

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1 Sector																		
2 Age	0.28*																	
3 Gender	-0.07	-0.29**																
4 Background	-0.07	0.00	-0.20															
5 Work Nature	0.07	-0.08	-0.08	-0.08														
6 Job Category	0.01	-0.11	0.16	0.10	-0.13													
7 Marital Status	-0.05	-0.47**	0.21	-0.06	0.16	0.27*												
8 Link to community	-0.04	0.08	-0.07	-0.04	-0.07	-0.04	-0.03											
9 Fit to community	0.13	0.09	-0.09	0.04	-0.09	0.01	0.07	0.67**										
10 Sacrifice to community	0.10	-0.06	0.09	-0.06	-0.20	-0.14	-0.05	0.44**	0.50**									
11 Link to organization	0.13	0.46**	-0.33**	-0.07	0.10	-0.20	-0.42**	0.34**	0.32**	0.23*								
12 Fit to organization	0.10	0.08	-0.02	0.11	-0.19	0.04	-0.17	0.12	0.42**	0.45**	0.36**							
13 Sacrifice to organization	-0.09	-0.02	0.04	0.13	-0.17	-0.01	-0.10	0.29**	0.45**	0.42**	0.28*	0.76**						
14 Leave intention	-0.01	-0.05	-0.11	-0.03	0.14	0.30**	0.23*	-0.03	-0.12	-0.18	-0.08	-0.41**	-0.37**					
15 Job alternatives	0.00	-0.11	-0.07	-0.07	0.33**	0.11	0.11	0.04	0.05	0.08	-0.02	-0.22	-0.24*	0.54**				
16 Job search	-0.01	0.33**	0.05	-0.07	-0.24*	-0.13	-0.23*	0.04	0.08	0.05	0.00	0.19	0.26*	-0.46**	-0.26*			
17 Community embeddedness	0.07	0.05	-0.03	-0.02	-0.14	-0.07	0.00	0.86**	0.87**	0.76**	0.36**	0.39**	0.46**	-0.13	0.07	0.07		
18 Organization embeddedness	0.06	0.21	-0.13	0.07	-0.11	-0.07	-0.29**	0.32**	0.50**	0.47**	0.68**	0.89**	0.85**	-0.36**	-0.20	0.19	0.51**	
Mean	1.30	39.13	1.21	1.21	1.41	1.33	1.29	4.77	4.60	5.15	4.59	5.08	4.14	2.70	4.00	1.58	4.85	4.61
Standard Deviation	0.46	12.04	0.41	0.41	0.77	0.47	0.46	1.41	1.31	1.22	1.17	1.16	1.22	1.68	1.76	0.34	1.10	0.95
Reliability								0.76	0.81	0.69	0.78	0.90	0.89	0.86	0.77	0.76	0.87	0.92

* Correlation is significant at .05 level (2-tailed).

** Correlation is significant at .01 level (2-tailed).

Hypothesis 3 predicted that after accounting for the control variables (e.g. gender, job category and marital status), job embeddedness would hold negative relation with leave intentions. In order to test this hypothesis regression analysis with leave intention as dependent variable was run. Gender, Job category and marital status were entered in the first block and job embeddedness was entered in second block. On the basis of outcome of this test following set of regression equations are deduced.

$Y1=1.366 -.727X_1+.926X_2^*+.771X_3$ $Y2=3.795 -.742X_1+.919X_2^*+.592X_3-.459X_4^*$	Multi-item measure
$Y1=1.432 -.786X_1+.963X_2^*+.726X_3$ $Y2=3.877 -.748X_1+.983X_2^*+.587X_3-.492X_4^{**}$	Global measure

* p < .05, ** p < .01, *** p < .001

Y=leave intention, X₁= gender, X₂ = job category, X₃ = marital status, X₄ = job embeddedness

Detail results of this analysis are shown in Table 4.12. As seen in this table, multi-item measure contributed 23.4% (p < .03) unique variance beyond the control variables, whereas the global-item measure contributed 34.3% (p < .001) unique variance beyond the control variable. Additionally the effects of global item measure are stronger than were the effects of multi-item measure that supports to Hypothesis 4.

Similar to the finding of correlation analysis, in regression analysis it is observed that community related facets of both measures did not significantly explain to leave intention. While measuring with global measure, all organization specific facets (e.g. link, fit and sacrifice) significantly contribute unique variance, whereas for multi-item measure, two organization specific facets (e.g. fit to organization and sacrifice to organization) significantly contribute. Community related facets in both measure did not significantly contribute. It might be the reason that only organization specific facets be stronger predictor of individual's leave intention in this sample or context that needs further exploration.

Table 4.12
Impact of Job Embeddedness on Leave Intention

Variable	Multi Item Job Embeddedness			Global Item Job Embeddedness		
	β	R ²	Adjusted R ²	β	R ²	Adjusted R ²
Block 1		0.138	0.102		0.147	0.113
Gender	-0.727			-0.786		
Job Category	0.926*			0.963*		
Marital Status	0.771			0.726		
Block 2		0.326	0.234		0.42	0.343
Community Link	-0.014			-0.006		
Community Fit	-0.158			-0.186		
Community Sacrifice	-0.116			-0.081		
Organization Link	-0.012			-0.355**		
Organization Fit	-0.41**			-0.36**		
Organization Sacrifice	-0.344**			-0.42***		

* p < .05, ** p < .01, *** p < .001

Hypothesis 5 states that perception about job availability in market does influence positively leave intention of an individual. Table 4.11a demonstrate that positive significant correlation exist between job alternative and leave intention ($r = .536, p = .000$). It means that faculty who perceives high job alternatives would be more leave intended. To check the strength of influence for this variable in leave prediction, regression analysis was also done. In this analysis leave intention was dependent variable, job alternative was entered in the first block and job embeddedness was entered in second block. Following regression equations are drawn from this test's outcome, which depicts that positive relation exist between job alternative and is useful predictor of leave intention. So a hypothesis 5 is supported.

$Y_1 = .628 + .522X_1^{***}$ $Y_2 = 2.654 + .504X_1^{***} - .455X_2^*$	Multi-item measure
$Y_1 = .652 + .511X_1^{***}$ $Y_2 = 2.834 + .475X_1^{***} - .429X_2^{**}$	Global measure

* p < .05, ** p < .01, *** p < .001

Y = leave intention, X₁ = job alternative, X₂ = job embeddedness

Some more points are worth reiterating. It is perceived if people are more embedded, the less likely they search and lower the probability they perceive alternatives. But findings of this research are contrary to this perception. Neither of the job embeddedness is significantly related to job alternatives ($r_{mm} = -.078$ with $p = .506$; $r_{gm} = -.128$ with $p = .264$) nor job search behaviour is significantly related to job embeddedness ($r_{mm} = .15$ with $p = .199$; $r_{gm} = .13$, $p = .263$).

CHAPTER 5

DISCUSSION AND CONCLUSION

This chapter provides a detailed discussion of the results reported in Chapter IV, implications of the results for researchers and managers, limitations of the study, and recommendations for future research. First, this chapter provides a summary of the research goals of the study. Second, the results of the study are interpreted and potential managerial and academic implications are explored. Third, there is a discussion on the limitations of this study. Finally, recommendations for future research are suggested.

5.1 RESEARCH GOALS AND CONTRIBUTION

One of the primary reasons for this dissertation was to extend the job embeddedness framework in new context and validate global construct. Another goal of this study was to develop multi item measure. Significant work has been done in this regard.

Mitchell et al (2001) and others have recommended the improvement and development of job embeddedness, a new attachment framework. They have observed low reliability estimates for link to community and link to organization dimensions of the construct. Cunningham et al (2005) has opined that low internal consistency in these dimensions is due to non-uniformity of scales and different interpretation of questions. Prior to investigation some changes in six elements of these two dimensions were suggested and finally incorporated after pilot testing. Due to these changes, improvements were recorded in reliability estimates of community and organization link dimensions. Reliability estimates of all measure were higher than the cut off score (.70) except one. That was very close to this cut off point. The observed values of reliability estimates of this study are higher as compare to the values recorded in previous studies. These revisions and changes improved the reliability of the construct so this is the contribution, which this study made.

Second contribution of this study is that its validation for the global construct for job embeddedness. Cunningham et al (2005) have developed this construct and they have suggested one question for measuring each dimension of job embeddedness. This new construct had support from their study finding and considered to be good predictors of employee's turnover.

They also pointed out that their work is good enough from where to build and extend, so this study extended their work to validate this new construct. Revised multi measure was also included for its revalidation and comparison purpose. Revised multi item was improved and revalidated. Similarly global measure is validated and results are in accordance with previous study result and it proves to have strong association with leave intention. It is found that job embeddedness measured through global measure have to be strong predictor of leave intention.

Thirdly this study has contributed in academic literature in a way that it is an extension of the unique work of Mitchell et al (2001) in new context. They have developed the construct and proposed new attachment framework called – job embeddedness. This unique construct emphasizes that attitudinal variables like job satisfaction and organizational commitment can only predict very small amount of employee's turnover, and job embeddedness is better lens for its prediction. Later on, many researchers put their foot in Mitchell's et al shoes and validated their study findings. But all these research studies were conducted in USA context. Only one study is conducted in different context. This exception is the work of Monaraja et al (2004) that have used their framework in Indonesian context and investigated the relationship of job embeddedness with Organization Citizen Behaviour (OCB). So current study contributes to academic literature in a way that new framework has been empirically investigated in academic setting of Pakistan, which is a new context.

This research presents evidence concerning the relationship between job embeddedness (aggregate) and leave intention. From the correlation analysis presented in the previous section, it is shown that job embeddedness is negatively co-related to employee's leave intention. This result is consistent with previous research work (Mitchell et al 2001; Cunningham et al 2005, etc). However detail analysis shows that this relationship is significant only for organization embeddedness (on the job embeddedness) and not for community embeddedness (off the job embeddedness). This is the “*Half Truth*” that has support from results of this study. Partial disagreement with Mitchell et al (2001) and others may be due to contextual difference or sample specific or likely. This may be the reason that all chartered institutions are housed in same city that's why no question of community change arises. It is needed to broaden the sample size and this study may be extended to other sectors as well so that this disagreement may be approved or disapproved.

5.2 IMPLICATIONS FOR ACADEMICS MANAGERS

In addition to finding the relationship of variable of interest it was considered fit to group the data and analyze it on different basis i.e. gender, job category, marital status, age, and education etc. Findings of these analyses have implications for decision makers of the academic institutions. Following points of analysis are considerable.

- In their early job career and early age, faculty members have weaker link to community, weaker link to organization, low sacrifice to community and hence less job embeddedness. That's why high leave intention and high job search behaviour is expected as an outcome. Lecturer and younger faculty member should be focused in this regard and action should be taken to embed them in community and organization.
- Low health care facilities and lack of retirement benefits are of great concern for the faculty because these two factors have very low value in organization sacrifice dimension. Keeping in view the business policy, suitable compensation strategy may be worked out to address these concerns.
- Issue regarding mode of employment should be major consideration for the decision makers because clear difference has been observed in perception of permanent and contractual faculty regarding leave intention. This difference may result in their outcome behaviours i.e. performance, organizational citizenship behaviour (OCB) and attendance at the work place etc.
- Marital status of faculty play a part and difference of perception is observed with respect to link to organization, leave intention and job search behaviour. Married respondents are more linked to organization, lesser leave intention and have lower job search behaviour. Focusing on talent retention strategy, management could prefer married individual while making recruitment decision.
- Faculty who has additional assignment with their teaching workload is more susceptible for job changes because they perceive better about alternative job opportunities. These could allure them for job change. Management should be conscious in this regard.

5.3 RESEARCH LIMITATIONS

Following limitation may be pointed out in this research.

- Design of the study and sample characteristics could contribute to specific limitations. The study design called for participants at a single sector to complete a questionnaire at one point in time. A longitudinal study with data collected at several different times would be necessary to predict intention to quit with more confidence.
- Another potential limitation exists because the research involved a single sector. Hence, the findings could be limited to the current sample population. Of primary concern is the unique nature of the sample population, faculty members. The unique nature of the academia profession may not be generalized to many other professions. Another aspect of the sample that could limit generalizability is its demographic makeup because majority of the sample is male dominated (79%).
- Another potential limitation arises from utilizing a questionnaire with self-reported answers. Anytime self-reported answers are used, the ability of the researcher to verify whether the information provided is accurate is severely limited and often is totally dependent on the honesty of the respondents.

5.4 RESEARCH DIRECTION

As discussed in analysis part several areas need further empirical investigation. These are discussed here.

- Six dimensions of this construct are community link, community fit, community sacrifice, organization link, organization fit and organization sacrifices. First three dimensions are community specific and last three dimensions are organization specific. In literature job embeddedness has been disintegrated into community (off the job) embeddedness and organization (on the job) embeddedness. However Mitchell et al (2001) conceptualized job embeddedness as reflecting the totality of these forces that constraint people from leaving their current employment. Especially off the job embeddedness represent a new perspective on “why people stay” on their job and initial

findings of their research verifies that at least in one of the samples of their study, all components of job embeddedness are correlated to turnover. Results of this study also support the Mitchell et al finding provided that job embeddedness has taken aggregate of all these forces. However, if it is disintegrated into its two major parts, we find that organization embeddedness has full support from our findings but no support is available for community embeddedness. This aspect needs to be empirically investigated in further research studies.

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ANNEXURE

RESEARCH QUESTIONNAIRE

Note: I am a research fellow conducting research study that relates to HR-planning in chartered academic institutions of Pakistan. You are requested to please assist me by filling this questionnaire. Information shared by you will only be used for research purpose. *You are also requested not to leave any question unfilled.*

1. Name (optional)
2. Job Designation
3. Name of the Institution
4. Department/Subject
5. Age (years)
6. Gender Male Female
7. Background Urban Rural
8. Work Nature Teaching Non-teaching Both
9. Job Category Permanent Contractual Visiting
10. Education Bachelor Master M. Phil Ph.D.
 Other (please specify).....
11. Married Yes No

Please encircle only one number from 1-7 that indicates your disagreement or agreement		Not at all						To a great extent
12. a)	I feel great sense of belonging to house where I live.	1	2	3	4	5	6	7
b)	My family roots are in the community, where I live	1	2	3	4	5	6	7
c)	I have reasonable number of family members living nearby.	1	2	3	4	5	6	7
d)	I have reasonable number of close friends living nearby.	1	2	3	4	5	6	7
13. a)	I have served in present position for a long time.	1	2	3	4	5	6	7
b)	I have served in present organization for a long time.	1	2	3	4	5	6	7
c)	I have served in present profession for a long time.	1	2	3	4	5	6	7
d)	I have many coworkers who regularly interact with me.	1	2	3	4	5	6	7
e)	I have many coworkers who are highly dependent upon me.	1	2	3	4	5	6	7
f)	I am a part of many work committees/teams.	1	2	3	4	5	6	7

14. a)	I really love the place where I live.	1	2	3	4	5	6	7
b)	The weather of the place, where I live is suitable for me.	1	2	3	4	5	6	7
c)	I think of the community where I live as home	1	2	3	4	5	6	7
d)	This area where I live offer the leisure activities that I like (e.g., sports, outdoors, cultural, arts).	1	2	3	4	5	6	7
e)	I have family oriented environment where I live.	1	2	3	4	5	6	7
15. a)	I like the members of my work group.	1	2	3	4	5	6	7
b)	My coworkers are similar to me.	1	2	3	4	5	6	7
c)	My job utilizes my skills and abilities well.	1	2	3	4	5	6	7
d)	I like the culture that the organization has.	1	2	3	4	5	6	7
e)	I like the authority and responsibility I have at this organization.	1	2	3	4	5	6	7
f)	I can reach my professional goal working for this organization.	1	2	3	4	5	6	7
g)	I feel good about my professional growth and development.	1	2	3	4	5	6	7
h)	I feel personally valued by the name of organization.	1	2	3	4	5	6	7
i)	My values are compatible with organization's value.	1	2	3	4	5	6	7
16. a)	Leaving the community where I live would be very hard.	1	2	3	4	5	6	7
b)	People of the community where I live respect me a lot.	1	2	3	4	5	6	7
c)	My neighborhood is safe.	1	2	3	4	5	6	7
17. a)	I have a lot of freedom on this job to decide how to pursue my goal.	1	2	3	4	5	6	7
b)	The perks and benefits of this job are outstanding.	1	2	3	4	5	6	7
c)	I feel that people at work respect me.	1	2	3	4	5	6	7
d)	My promotional opportunities are excellent here.	1	2	3	4	5	6	7
e)	I am well compensated for my level of performance.	1	2	3	4	5	6	7
f)	The health care benefits provided by this organization are excellent.	1	2	3	4	5	6	7
g)	The retirement benefits provided by this organization are excellent.	1	2	3	4	5	6	7
h)	The prospects for continuing employment with this organization are excellent.	1	2	3	4	5	6	7
18. a)	I feel strong link to community, where I live.	1	2	3	4	5	6	7
b)	I feel strong link to my organization.	1	2	3	4	5	6	7
c)	I feel compatible with where I live.	1	2	3	4	5	6	7
d)	I feel compatible with my organization.	1	2	3	4	5	6	7

e)	I would sacrifice a lot if I left the community, where I live.	1	2	3	4	5	6	7
f)	I would sacrifice a lot if I left this job.	1	2	3	4	5	6	7
19. a)	I intend to leave this job in near future.	1	2	3	4	5	6	7
b)	I will probably look for a new job within the next year.	1	2	3	4	5	6	7
c)	I intend to pursue alternative employment in near future.	1	2	3	4	5	6	7
20. a)	There is probability that I can find an acceptable alternative to my job.	1	2	3	4	5	6	7
b)	If I search for an alternative job within a year, there are chances that I can find an acceptable job.	1	2	3	4	5	6	7

- 21 .a) During the past year I have revised my resume. Yes No
- b) During the past year I sent copies of my resume to prospective employer. Yes No
- c) During the past year I have gone on the job interview. Yes No
- d) During the past year I have talked to my friends or relatives about getting a new job Yes No

22. Any comment you want to add (optional)

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For any assistance please feel free to contact at my Cell No. 0321-4033534 or mail at shafiqkarim@gmail.com Muhammad Shafique (Research Scholar)