

# Anchoring Talent: Key Drivers of Employee Retention in Manufacturing



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*This study examines the factors influencing employee retention among tech-level employees at a manufacturing company. In today's highly competitive business environment, retaining skilled employees is crucial for maintaining productivity and organizational success, especially within the manufacturing sector. Employee retention has become a priority for organizations aiming to reduce turnover rates and build a stable workforce. The research focuses on key factors that play a critical role in shaping employees' intention to stay, including Interactional Justice, Fairness in Pay, Job Embeddedness, and Organizational Commitment. Data for this study were collected using a convenience sampling method, with responses from 800 tech-level employees. The survey was designed to measure the impact of these variables on employees' decisions to remain with the organization. In addition to these key factors, the study offers insights into how they interact to influence retention, providing a comprehensive understanding of the factors driving employee loyalty and satisfaction. The findings of this study provide actionable insights for HR professionals and organizational leaders seeking to develop effective retention strategies. By addressing issues such as fair compensation practices, fostering a sense of belonging, and ensuring respectful treatment, organizations can significantly improve employee retention. The results underscore the importance of creating a positive work environment that prioritizes equity, recognition, and emotional engagement. This research adds to the growing body of literature on employee retention and offers practical recommendations for manufacturing companies looking to enhance their employee engagement and reduce turnover rates, ultimately strengthening their organizational performance.*

**Keywords:** Employee Retention, Manufacturing, Job Embeddedness (JE), Organizational Commitment (OC), Fairness in Pay (FIP), Interactional Justice (IJ), Intent to Stay (ITS).

## 1. Introduction

In the contemporary labor market, employee retention has become a pressing concern for organizations, especially in sectors characterized by high competition and a dynamic workforce. Among various constructs related to retention, the intent to stay has emerged as a pivotal variable influencing organizational stability and performance. This construct refers to the likelihood that employees will remain with their organization over a defined period. Understanding the factors that shape employees' intent to stay is critical for organizations seeking to cultivate a committed workforce, particularly in the manufacturing sector where specialized skills and expertise are paramount.

Intent to stay can be understood as an employee's conscious decision to remain with their organization rather than seeking opportunities elsewhere. This intent is not merely a reflection of an employee's satisfaction with their job; it encompasses a range of emotional, psychological, and contextual factors that influence their decision-making processes. Cammann et al. (1979) emphasize the interplay between job satisfaction and organizational commitment in shaping employees' intent to stay, suggesting that individuals who feel fulfilled in their roles and connected to their organization are more likely to express a desire to remain (Cammann et al., 1979).

Job satisfaction is one of the most critical determinants of intent to stay. When employees derive a sense of fulfillment from their work, they are more inclined to commit to their organization. Research by Judge et al. (2001) corroborates this notion, indicating that "job satisfaction is a strong predictor of turnover intentions" (Judge et al., 2001). Satisfied employees tend to demonstrate higher levels of engagement, productivity, and loyalty, which contribute to their likelihood of staying. Tett and Meyer (1993) further assert that "individuals with high job satisfaction are more inclined to exhibit proactive behaviors that contribute to the organization's success," reinforcing the significance of fostering a positive work environment to enhance retention (Tett & Meyer, 1993).

In the manufacturing sector, where job roles may involve repetitive tasks or technical complexities, job satisfaction becomes even more vital. Employees who feel valued, recognized, and fulfilled in their roles are less likely to explore alternative job opportunities. Therefore, organizations must prioritize initiatives that enhance job satisfaction, such as providing opportunities for skill development, recognizing employee contributions, and fostering a supportive work culture.

Another critical dimension influencing intent to stay is organizational commitment. This construct reflects the emotional attachment employees have toward their organization and their willingness to put forth effort for its success. Allen and Meyer (1990) define organizational commitment as "a psychological state that characterizes the employee's relationship with the

organization" (Allen & Meyer, 1990). Their research suggests that employees who are emotionally connected to their organization are more likely to remain, even in the face of challenges.

Affective commitment, which pertains to an employee's emotional attachment to their organization, has been identified as a particularly strong predictor of intent to stay. Meyer et al. (2002) found that "affective commitment is a strong predictor of retention, as it reflects an employee's emotional connection to their organization" (Meyer et al., 2002). Employees who feel a sense of belonging and loyalty are less likely to consider leaving, emphasizing the importance of nurturing emotional ties within the workplace.

Furthermore, research by Meyer et al. (2013) indicates that "employees who feel a sense of belonging and loyalty to their organization are less likely to leave," highlighting the critical role of organizational culture and practices in fostering commitment (Meyer et al., 2013). Organizations that prioritize employee engagement, foster a sense of community, and align their values with those of their employees are better positioned to enhance organizational commitment, ultimately bolstering intent to stay.

The quality of workplace relationships also significantly impacts employees' intent to stay. Positive relationships with colleagues and supervisors can enhance job satisfaction and create a supportive work environment that encourages retention. Research by Hom et al. (2017) found that "intent to stay is positively influenced by positive workplace relationships and experiences" (Hom et al., 2017). When employees feel valued and supported by their peers and supervisors, their commitment to the organization increases, leading to a greater intent to remain.

A study by Rhoades and Eisenberger (2002) highlights the importance of perceived organizational support in fostering strong workplace relationships. They state that "when employees feel valued by their organization, their commitment and likelihood to stay increase" (Rhoades & Eisenberger, 2002). Therefore, organizations must cultivate an environment where open communication, collaboration, and teamwork are encouraged. By fostering positive interpersonal relationships, organizations can create a sense of belonging that enhances employees' intent to stay.

Perceptions of fairness also play a critical role in shaping employees' intent to stay. Employees who believe they are treated equitably are more likely to develop a sense of loyalty to their organization. According to Greenberg (1990), "perceptions of pay fairness are strongly linked to employees' attitudes toward their organization and their willingness to stay" (Greenberg, 1990). Employees who perceive their compensation as fair are more likely to exhibit organizational commitment and a desire to remain.

Moreover, Kahn and Byosiére (1992) argue that "fairness in pay not only affects employees' job satisfaction but also their intentions to stay with the organization" (Kahn & Byosiére, 1992). When employees perceive that they are compensated fairly relative to their contributions and the market, they are more likely to exhibit a higher intent to stay. Therefore, organizations should prioritize transparent and equitable compensation practices to enhance employee retention.

Understanding the factors influencing employees' intent to stay is crucial for organizations seeking to develop effective retention strategies. By identifying these determinants, organizations can tailor their interventions to address the specific needs of their workforce. For instance, tech-level employees in a manufacturing company may have unique motivations and concerns that differ from those in other sectors, necessitating a nuanced understanding of the factors influencing their intent to stay.

Organizations can implement targeted strategies to improve job satisfaction, enhance organizational commitment, foster positive workplace relationships, and ensure perceptions of fairness are upheld. For example, offering professional development opportunities, recognizing employee contributions, facilitating team-building activities, and maintaining transparent compensation practices can collectively contribute to a more engaged workforce.

Additionally, organizations can leverage employee feedback to identify areas for improvement. Conducting regular surveys to assess job satisfaction, organizational commitment, and perceptions of fairness can provide valuable insights into the factors that influence intent to stay. By acting on this feedback, organizations can demonstrate their commitment to employee well-being and retention.

### **Primary Objective**

- The primary objective of our research project is to identify the factors influencing employees' intention to stay at a manufacturing company.
- By understanding these factors, we aim to provide actionable insights to improve employee retention and enhance overall organizational performance.

## **2. Review of Literature**

The landscape of employee retention has garnered significant attention in organizational behavior research, with a focus on understanding the underlying factors that influence an employee's intent to stay with their organization. This review of literature aims to explore the existing body of research on the variables associated with employee retention: interactional justice, fairness in pay, job embeddedness, organizational commitment, and intent to stay. Each section will summarize relevant studies and highlight key findings, providing insights into how these variables interact to shape employee retention in the context of a manufacturing company.

### **Interactional Justice**

Interactional justice refers to the perceived fairness of interpersonal treatment employees receive from their managers and peers. Bies and Moag (1986) introduced the concept, emphasizing that it is not just about the outcomes of interactions but also the

quality of the interpersonal treatment involved. They argued that "the quality of interpersonal treatment in the workplace is critical to establishing a trust-based relationship between employees and management." This suggests that how employees are treated can significantly impact their attitudes towards the organization and their intentions to remain.

Research conducted by Colquitt et al. (2001) reinforces the importance of interactional justice in the workplace. Their findings indicate that employees who perceive their managers as fair are more likely to demonstrate commitment to their organizations. The study underscores the role of fairness in fostering positive workplace relationships and encouraging a supportive work environment. McFarlin and Sweeney (1992) found that employees who experience high levels of interactional justice report greater job satisfaction and a stronger intention to remain with their employer. This relationship underscores the need for organizations to prioritize fair treatment and open communication to enhance retention. Cropanzano et al. (2001) further support this notion, stating that perceptions of fairness in interpersonal treatment foster organizational commitment, thereby enhancing employee retention.

Skarlicki and Latham (1997) suggest that organizations that prioritize interactional justice create an environment conducive to long-term employment relationships. This is particularly relevant in the manufacturing sector, where strong interpersonal relationships can significantly influence employee morale and retention. Interactional justice contributes to a work environment that encourages open dialogue, trust, and respect among employees and management, leading to higher retention rates. Employees who perceive fairness in their interactions are more likely to feel valued and respected, which enhances their overall job satisfaction and commitment to the organization.

Furthermore, the impact of interactional justice extends beyond immediate job satisfaction; it plays a crucial role in shaping the overall organizational culture. A workplace characterized by fairness in treatment fosters an atmosphere of cooperation and collaboration, allowing employees to thrive and develop strong professional relationships. When employees feel comfortable expressing their concerns and seeking guidance, it can lead to improved problem-solving, increased innovation, and ultimately, higher levels of employee engagement. This engagement, in turn, is associated with a lower likelihood of turnover, as employees are more inclined to stay in an environment that supports their growth and development.

In conclusion, interactional justice serves as a foundational element for enhancing employee retention. By creating a culture of fairness, organizations can cultivate trust and commitment among employees, leading to improved job satisfaction and reduced turnover intentions. The significance of interactional justice in shaping employee attitudes underscores the need for organizations to prioritize fair treatment and open communication, particularly in industries where interpersonal relationships are paramount.

### **Fairness in Pay**

Fairness in pay is another critical factor influencing employee retention. It refers to employees' perceptions of equity in their compensation relative to their contributions and the market standards. Greenberg (1990) emphasized that "perceptions of pay fairness are strongly linked to employees' attitudes toward their organization and their willingness to stay." This highlights the importance of equitable compensation practices in cultivating an atmosphere of trust and loyalty among employees. Research by McCoy and Thelen (2005) found that fair pay practices are essential for promoting employee retention. Their study indicates that when employees perceive their compensation as equitable, they are more likely to demonstrate organizational commitment and a desire to remain with the company.

DeConinck (2010) corroborates this finding, revealing that employees who perceive their pay as fair are more likely to exhibit a strong commitment to their organization. Kahn and Byosiere (1992) argue that fairness in pay not only affects employees' job satisfaction but also their intentions to stay with the organization. Their research underscores the need for organizations to maintain transparency in compensation practices to enhance employee retention. Additionally, Guillemette and Hogue (2017) assert that pay equity is a critical factor in retention strategies, emphasizing that employees who feel fairly compensated are more likely to exhibit loyalty to their employer.

The implications of these findings suggest that organizations must regularly assess their compensation structures and ensure that they align with market standards. Implementing fair pay practices can significantly influence employee satisfaction and retention in the manufacturing sector, where technical expertise and skills are paramount. Employees are more likely to feel motivated and engaged when they believe that their compensation reflects their contributions and aligns with industry standards. This sense of fairness can foster a strong emotional connection to the organization, leading to increased loyalty and reduced turnover intentions. Moreover, the perception of fairness in pay can have ripple effects throughout the organization. When employees perceive their compensation as equitable, it can enhance team cohesion and collaboration. Conversely, perceived inequities in pay can lead to dissatisfaction, decreased morale, and increased turnover intentions. Organizations must be proactive in addressing pay disparities and ensuring that employees are aware of the rationale behind their compensation structures. Transparency in pay practices can help mitigate potential grievances and foster a culture of trust and loyalty.

In conclusion, fairness in pay is a vital component of employee retention. Organizations must prioritize equitable compensation practices to cultivate a loyal and committed workforce. By addressing perceptions of pay fairness and maintaining transparency in compensation structures, organizations can enhance employee satisfaction and reduce turnover intentions, ultimately contributing to a more engaged and productive workforce.

### **Job Embeddedness**

Job embeddedness refers to the various factors that bind employees to their jobs and organizations. It encompasses an employee's connections to their work environment, including relationships with colleagues and integration into the organization.

Mitchell et al. (2001) articulated the concept, arguing that "employees with strong job embeddedness are less likely to leave their organization due to the connections they have established." This highlights the significance of social and organizational ties in influencing retention. Lee et al. (2016) found that high levels of job embeddedness are associated with increased organizational commitment and reduced turnover intentions. Their research suggests that employees who feel connected to their organization and their colleagues are less likely to seek employment elsewhere. Holtom et al. (2006) emphasizes that the more embedded an employee is within their organization, the less likely they are to seek alternative job opportunities.

A study by Jiang et al. (2019) further supports the mediating role of job embeddedness in the relationship between job satisfaction and employee retention. Their findings reveal that job embeddedness significantly influences employees' intentions to stay, suggesting that organizations should focus on enhancing employees' connections to their work environment. Zhang et al. (2020) illustrate that employees who perceive strong ties to their organization and community are more likely to remain committed to their employer. This is particularly relevant in the manufacturing sector, where collaboration and teamwork are essential for operational effectiveness.

The concept of job embeddedness encompasses three key dimensions: links, fit, and sacrifice. Links refer to the formal and informal connections employees have within the organization, including relationships with colleagues and supervisors. Fit pertains to how well employees' values and goals align with those of the organization. Sacrifice involves the perceived costs associated with leaving the organization, such as loss of friendships, benefits, or familiarity with the work environment. When employees perceive strong links, a good fit, and significant sacrifices associated with leaving, their embeddedness increases, leading to a greater likelihood of staying.

Organizations can enhance job embeddedness by fostering a culture of collaboration and support. Initiatives such as team-building activities, mentorship programs, and opportunities for social interaction can strengthen employees' connections to their colleagues and the organization. Additionally, providing employees with opportunities for professional growth and development can enhance their sense of fit within the organization, further increasing their commitment to stay.

In conclusion, job embeddedness is a significant predictor of employee retention. By enhancing employees' connections to their work environment and fostering a culture of collaboration, organizations can improve job embeddedness, leading to higher levels of organizational commitment and reduced turnover intentions. Understanding the dimensions of job embeddedness and implementing strategies to strengthen these connections can contribute to a more engaged and loyal workforce in the manufacturing sector.

### **Organizational Commitment**

Organizational commitment encapsulates the emotional attachment and identification employees have with their organization. High levels of organizational commitment are often associated with greater employee retention and job performance. Allen and Meyer (1990) define organizational commitment as "a psychological state that characterizes the employee's relationship with the organization." Their research suggests that employees who are committed to their organization are more likely to remain, even in the face of challenges. Meyer et al. (2002) found that affective commitment, in particular, is a strong predictor of retention, reflecting an employee's emotional connection to their organization. Employees who feel a sense of belonging and loyalty are less likely to consider leaving, emphasizing the importance of nurturing emotional ties within the workplace. Meyer et al. (2013) further indicate that employees who feel a sense of belonging and loyalty to their organization are less likely to leave, underscoring the role of organizational culture in fostering commitment.

Research by Becker et al. (1996) reinforces the notion that strong organizational commitment fosters a sense of obligation among employees to remain with their employer. This sense of obligation can be crucial in the manufacturing sector, where skilled labour is often difficult to replace. Rhoades and Eisenberger (2002) highlight the role of perceived organizational support in fostering commitment, stating that "when employees feel valued by their organization, their commitment and likelihood to stay increase." Employees who perceive that their contributions are recognized and appreciated are more likely to develop strong emotional ties to the organization, leading to increased commitment and reduced turnover intentions.

The implications of organizational commitment extend beyond individual retention; they also impact overall organizational performance. Committed employees are more likely to engage in discretionary behaviors that contribute to the organization's success, such as collaboration, innovation, and going above and beyond their job requirements. Moreover, organizations with a committed workforce often experience lower absenteeism rates and higher productivity levels, contributing to a more positive workplace culture and enhanced organizational effectiveness.

To foster organizational commitment, organizations should focus on creating a supportive work environment that aligns employee values with organizational goals. Implementing initiatives that recognize employee contributions, foster teamwork, and facilitate professional development can significantly contribute to higher levels of organizational commitment. Providing opportunities for employees to participate in decision-making processes and encouraging open communication can also enhance their sense of belonging and attachment to the organization.

In conclusion, organizational commitment is a strong predictor of employee retention. By fostering emotional connections and a sense of belonging among employees, organizations can enhance commitment and reduce turnover intentions. Understanding the factors that contribute to organizational commitment and implementing strategies to cultivate a supportive workplace culture can lead to a more engaged and loyal workforce in the manufacturing sector.

### **Intent to Stay**

Intent to stay represents the likelihood of employees remaining with their organization over time. This construct is influenced

by various factors, including job satisfaction, organizational commitment, and perceptions of fairness. Cammann et al. (1979) emphasized that intent to stay is significantly influenced by job satisfaction and commitment, with higher levels of both correlating with a greater likelihood of retention. Research by Tett and Meyer (1993) indicates that "individuals with a strong intent to stay are more likely to exhibit proactive behaviors that contribute to the organization's success." This suggests that employees who intend to stay are not only committed but also motivated to contribute positively to their organization. Mauno et al. (2007) found that employees who perceive their work environment as fair and supportive are more likely to express a strong intent to remain.

Hom et al. (2017) found that intent to stay is positively influenced by positive workplace relationships and experiences. This emphasizes the importance of fostering a collaborative and supportive work environment to enhance employees' intent to stay. Ramlall (2004) asserts that understanding the factors influencing employees' intent to stay is crucial for organizations seeking to enhance retention rates and overall performance. By prioritizing factors that enhance intent to stay, organizations can develop targeted retention strategies. Understanding the motivations and concerns of employees, particularly in the manufacturing sector, can help organizations tailor their initiatives to meet specific needs and improve retention rates.

The relationship between intent to stay and employee performance is noteworthy. Employees who express a strong intent to stay are more likely to engage in behaviors that contribute to the organization's success, including collaboration, innovation, and continuous improvement. This proactive engagement can lead to enhanced team dynamics, improved productivity, and a more positive workplace culture. Conversely, employees who lack a strong intent to stay may exhibit disengagement, leading to decreased productivity and potential turnover. Therefore, organizations must understand the factors that influence intent to stay to develop effective retention strategies.

Furthermore, the significance of intent to stay extends beyond individual employees; it also impacts organizational performance. High intent to stay levels among employees can lead to increased stability and continuity within teams, fostering a collaborative and cohesive work environment. Organizations with a strong workforce commitment often experience lower turnover rates, resulting in reduced hiring and training costs and improved operational effectiveness. Understanding the dynamics of intent to stay can help organizations create strategies that cultivate a loyal and engaged workforce, contributing to long-term success.

In conclusion, intent to stay is a critical construct that reflects employees' likelihood of remaining with their organization. By prioritizing factors that influence intent to stay, organizations can enhance employee retention and overall performance. Understanding the interplay between intent to stay, job satisfaction, organizational commitment, and workplace experiences can provide valuable insights for developing effective retention strategies, particularly in the manufacturing sector.

This review of literature highlights the interconnectedness of interactional justice, fairness in pay, job embeddedness, organizational commitment, and intent to stay in influencing employee retention. Each variable plays a significant role in shaping employees' attitudes and behaviors, ultimately impacting their decisions to remain with their organizations. In the context of a manufacturing company, understanding these factors is essential for developing targeted retention strategies that enhance organizational performance.

Organizations must prioritize creating a fair and supportive work environment that fosters positive relationships, promotes job satisfaction, and aligns employee values with organizational goals. By addressing these factors, organizations can cultivate a committed workforce and improve employee retention, ensuring operational effectiveness and sustainability in an increasingly competitive labor market.

By comprehensively examining the various dimensions of employee retention, this literature review underscores the need for organizations to adopt a holistic approach to retention strategies. The interplay between these variables requires a nuanced understanding of the organizational context and the specific needs of employees within the manufacturing sector. By aligning retention efforts with the unique dynamics of the workplace, organizations can foster an environment that not only attracts top talent but also retains skilled employees, contributing to long-term success and sustainability in the ever-evolving landscape of the manufacturing industry.

### 3. Research Methodology

#### Problem Statement

In the context of contemporary manufacturing organizations, understanding the factors influencing employee retention among tech-level employees is vital for sustaining productivity and overall organizational performance. Despite the recognized importance of retention strategies, there remains a significant gap in the literature addressing the specific drivers that affect employees' intention to stay. This study aims to explore these factors, specifically focusing on Interactional Justice, Fairness in Pay, Job Embeddedness, and Organizational Commitment. By investigating these elements, the research seeks to provide insights into the employee retention dynamics within a manufacturing company. The limited number of comprehensive studies analysing these factors in relation to tech-level employees necessitates this investigation to fill existing gaps in knowledge. This research employs a quantitative approach to examine the variables influencing employee retention. By assessing tech-level employees' perceptions and experiences, the study seeks to identify actionable strategies for enhancing retention within the organization. The findings are expected to contribute to the understanding of how various factors interplay to influence employees' intentions to remain in their roles.

#### Data Collection

Data were collected through a structured, self-administered questionnaire, which was designed in two parts to gather

comprehensive information. Part 1 focused on demographic information, including age, gender, and educational qualifications, while Part 2 measured key variables related to retention using validated scales. The final instrument comprised 30 items assessing Interactional Justice, Fairness in Pay, Job Embeddedness, Organizational Commitment, and Intent to Stay. This structure ensures comprehensive and reliable data capture for subsequent analysis.

**Sample Size**

The study utilized a convenience sampling method, collecting responses from 800 tech-level employees across various departments within the manufacturing organization. This targeted sample allows for the gathering of valid and insightful data from individuals who are familiar with the organizational environment. The diverse representation within the sample enables a robust understanding of employee perceptions and intentions regarding retention, providing valuable insights for HR professionals and organizational leaders.

**4. Research Model**

**Research Design**

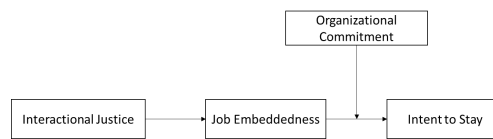


Figure 1: Model 1

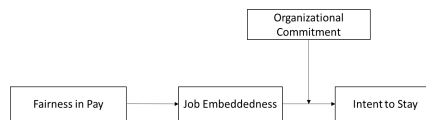


Figure 2 Model 2

The research design employed in the study will be quantitative in nature. To collect data and examine the conceptual framework, a structured questionnaire survey will be conducted among the tech level employees in a manufacturing company.

**Procedure**

The survey questionnaire will be designed based on established scales adapted from prior studies.

**Measures**

The key constructs included in the conceptual model will be measured using multi-item scales adapted from prior research. The scales include:

- **Interactional Justice:** Interactional Justice was measured using nine items adapted from Colquitt's (2001) widely recognized justice scales.
- **Fairness in Pay:** Fairness in Pay was adopted from Nielsen and Smyth (2008) and was measured using five items.
- **Job Embeddedness:** Job embeddedness was adopted from Mowday, R. T., Porter, L. W., & Steers, R. M. (1982).
- **Organizational Commitment:** Organizational Commitment was measured by six items adopted from Meyer, J. P., & Allen, N. J. (1991)
- **Intent to Stay:** Intent to Stay was measured using 3 items adapted from Mobley, W. H. (1977).

**5. Analysis and Findings**

To evaluate the demographic characteristics of the respondents in this study, percentage analysis was employed. The Demographic Profile of the Respondents is presented in the following table.

Table No. 1 Descriptives of Respondents

Demographic Variable	Category	Count	Percentage
<b>Gender</b>	Male	552	69.00%
	Female	248	31.00%
<b>Age</b>	Below 20 years	2	0.20%
	21-30 years	585	73.10%
	31-40 years	203	25.30%
	Above 40 years	10	1.40%
<b>Marital Status</b>	Married	344	42.90%
	Unmarried	456	57.10%
<b>Work Experience</b>	Less than 1 year	139	17.40%

	1-5 years	458	57.30%
	6-10 years	146	18.30%
	11-15 years	50	6.30%
	16+ years	7	0.90%
<b>Educational Qualification</b>	10th Grade	40	5.00%
	12th Grade	62	7.80%
	Diploma	295	36.90%
	UG Degree	351	43.90%
	PG Degree	52	6.50%
<b>Travel Time to Work</b>	Less than 1 hour	279	34.90%
	1-2 hours	375	46.90%
	2-3 hours	125	15.60%
	More than 3 hours	21	2.60%
<b>Work Location</b>	M3	373	46.63%
	T1	135	16.88%
	T20	111	13.88%
	M1	60	7.50%
	T6	60	7.50%
	T3	22	2.75%
	T5	15	1.88%
	T7	1	0.13%
	T8	23	2.88%

- **Gender:** A significant majority of employees are male (69%), indicating potential gender disparity in the workforce.
- **Age:** The largest group of employees (73.1%) falls in the 21-30 years age range, showing a relatively young workforce.
- **Marital Status:** A slight majority of employees are unmarried (57.1%), which could impact their mobility and work-life balance preferences.
- **Work Experience:** Most employees (57.3%) have 1-5 years of work experience, suggesting many are in early career stages.
- **Educational Qualification:** A majority hold either a Diploma (36.9%) or UG degree (43.9%), showing a reasonably well-educated workforce.
- **Travel Time to Work:** Most employees (46.9%) travel 1-2 hours to work, potentially affecting job satisfaction and retention.
- **Work Location:** The majority of employees work at the M3 location (46.6%), suggesting this is a central or larger facility.

Table No. 2 Factor Analysis, KMO Test

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</b>	<b>.961</b>
Bartlett's Test of Sphericity	
Approx. Chi-Square	21376.624
df	435
Sig.	.000

The KMO value of 0.961 indicates a very good sampling adequacy, suggesting that factor analysis is appropriate for this data. Additionally, the significant Bartlett's Test of Sphericity ( $p < .001$ ) confirms that the correlation matrix is not an identity matrix, meaning there are significant relationships among the variables. Both of these results support the assumption of factorability, indicating that factor analysis is suitable for extracting meaningful underlying factors from the data.

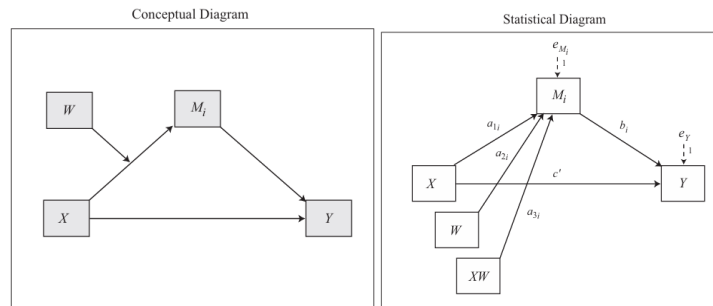
Table No. 3 Rotated Component Matrix

Rotated Component Matrix <sup>a</sup>				
	Component			
	1	2	3	4
IJ9	.834			
IJ8	.817			
IJ4	.816			
IJ5	.808			
IJ2	.799			
IJ3	.797			
IJ6	.788			
IJ7	.788			
IJ1	.767			
OC4		.773		
OC6		.749		

OC5		.732		
OC2		.707		
OC1		.685		
OC3		.654		
ITS1		.562		
ITS3		.488		
ITS2		.484		
FIP3		.852		
FIP4		.832		
FIP1		.790		
FIP2		.660		
FIP5		.553		
JE7			.733	
JE3			.694	
JE6			.668	
JE1			.641	
JE4			.568	
JE2			.518	
JE5			.491	

**Moderation Analysis**

Hayes' PROCESS Model 7 in SPSS version 25 was used to study the **indirect effect** of an independent variable (X) on a dependent variable (Y) through a mediator (M) is **moderated** by another variable (W). The key feature of this model is that it tests whether the strength of the mediation effect depends on the level of the moderator (W).



This table summarizes the regression analysis where **Job Embeddedness (JE)** is the outcome and **Interactional Justice (IJ)**, **Organizational Commitment (OC)**, and their interaction are the predictors.

**Table 4 Regression Results for the Mediator (Job Embeddedness)**

Predictor	Coefficient	SE	t	p-value	95% CI (LLCI, ULCI)
Constant	0.8289	0.1925	4.3069	0.0000	(0.4511, 1.2067)
Interactional Justice (IJ)	0.3167	0.0706	4.4869	0.0000	(0.1782, 0.4553)
Organizational Commitment (OC)	0.4706	0.0658	7.1564	0.0000	(0.3415, 0.5997)
Interaction (IJ x OC)	-0.0378	0.0187	-2.0267	0.0430	(-0.0744, -0.0012)

- Interactional Justice has a positive significant relationship with Job Embeddedness ( $p < .001$ ).
- Organizational Commitment also positively affects Job Embeddedness.
- The interaction term between Interactional Justice and Organizational Commitment is significant, indicating that Organizational Commitment moderates the relationship between Interactional Justice and Job Embeddedness.

This table shows how the effect of **Interactional Justice** on **Job Embeddedness** changes at different values of **Organizational Commitment**.

**Table 5 Conditional Effects of Interactional Justice on Job Embeddedness at Different Levels of Organizational Commitment**

OC (percentiles)	Effect of IJ on JE	SE	t	p-value	95% CI (LLCI, ULCI)
2.8333	0.2096	0.0345	6.0732	0.0000	(0.1418, 0.2773)
4.0000	0.1654	0.0354	4.6717	0.0000	(0.0959, 0.2350)
4.5000	0.1465	0.0396	3.6964	0.0002	(0.0687, 0.2243)

- The effect of **Interactional Justice** on **Job Embeddedness** is strongest when **Organizational Commitment** is low (at the 16th percentile of OC = 2.8333) and weakest when **Organizational Commitment** is high (84th percentile of OC = 4.5000).



This table summarizes the regression analysis where **Intent to Stay (ITS)** is the outcome and **Interactional Justice (IJ)** and **Job Embeddedness (JE)** are the predictors.

**Table 6** Regression Results for the Dependent Variable (Intent to Stay)

Predictor	Coefficient	SE	t	p-value	95% CI (LLCI, ULCI)
Constant	0.5869	0.1110	5.2902	0.0000	(0.3692, 0.8047)
Interactional Justice (IJ)	0.5502	0.0299	18.3717	0.0000	(0.4914, 0.6090)
Job Embeddedness (JE)	0.2523	0.0373	6.7596	0.0000	(0.1791, 0.3256)

- **Interactional Justice** has a strong positive direct effect on **Intent to Stay**.
  - **Job Embeddedness** also has a significant positive effect on **Intent to Stay**, indicating partial mediation.
- The direct and indirect effects of **Interactional Justice** on **Intent to Stay** through **Job Embeddedness**, conditioned on different levels of **Organizational Commitment**.

**Table 7** Direct and Indirect Effects

Effect	Boot SE	Boot LLCI	Boot ULCI
Direct Effect of IJ on ITS	0.5502	0.0299	0.4914

**Table 8** Conditional Indirect Effect of IJ on ITS through JE

OC (percentiles)	Indirect Effect	Boot SE	Boot LLCI	Boot ULCI
2.8333	0.0529	0.0140	0.0275	0.0822
4.0000	0.0417	0.0134	0.0179	0.0696
4.5000	0.0370	0.0142	0.0118	0.0669

The **indirect effect** of **Interactional Justice** on **Intent to Stay** through **Job Embeddedness** diminishes as **Organizational Commitment** increases. At high levels of **Organizational Commitment**, the mediation effect is weaker.

**Table 9** Index of Moderated Mediation

Index	Boot SE	Boot LLCI	Boot ULCI
-0.0095	0.0061	-0.0222	0.0024

The **index of moderated mediation** is significant at the 95% confidence interval, indicating that the mediation effect of **Job Embeddedness** is moderated by **Organizational Commitment**.

**Table 10** Model Summary for the Mediator (Job Embeddedness - JE)

Statistic	Value
R	0.6087
R <sup>2</sup>	0.3705
MSE	0.4093
F	156.1973
df1	3
df2	796
p	0.0000

This Table presents the model summary for the mediation model where **Job Embeddedness (JE)** is the outcome variable. The model explains 37.05% of the variance in JE.

**Table 11** Coefficients for Mediator (JE)

Variable	Coefficient	SE	t	p	LLCI	ULCI
Constant	0.9528	0.2134	4.4652	0.0000	0.5339	1.3716
Fairness in Pay (FIP)	0.2140	0.0871	2.4563	0.0143	0.0430	0.3850
Organizational Commitment (OC)	0.5353	0.0616	8.6929	0.0000	0.4144	0.6562
Interaction (FIP × OC)	-0.0335	0.0220	-1.5267	0.1272	-0.0766	0.0096

This table provides the coefficients for the predictors in the model predicting **Job Embeddedness (JE)**. The **Fairness in Pay (FIP)** and **Organizational Commitment (OC)** have significant effects on **JE**.

**Table 12** Conditional Effects of FIP on JE at Different Levels of OC

OC (Percentiles)	Effect	SE	t	p	LLCI	ULCI
2.8333 (16th)	0.2140	0.0871	2.4563	0.0143	0.0430	0.3850
4.0000 (50th)	0.5353	0.0616	8.6929	0.0000	0.4144	0.6562
4.5000 (84th)	-0.0335	0.0220	-1.5267	0.1272	-0.0766	0.0096

This table shows the conditional effects of **Fairness in Pay (FIP)** on **Job Embeddedness (JE)** at different levels of **Organizational Commitment (OC)**, indicating a moderating effect.

**Table 13** Model Summary for the Dependent Variable (Intent to Stay - ITS)

Statistic	Value
R	0.6807
R <sup>2</sup>	0.4633
MSE	0.5216
F	344.0610
df1	2
df2	797
p	0.0000

This table presents the model summary for the dependent variable, **Intent to Stay (ITS)**, where **Fairness in Pay (FIP)** and **Job Embeddedness (JE)** explain 46.33% of the variance in **ITS**.

**Table 14** Coefficients for Dependent Variable (ITS)

Variable	Coefficient	SE	t	p	LLCI	ULCI
Constant	0.6637	0.1124	5.9046	0.0000	0.4431	0.8844
FIP	0.4942	0.0289	17.0970	0.0000	0.4375	0.5510
JE	0.3764	0.0351	10.7316	0.0000	0.3076	0.4453

This table shows the direct effects of **Fairness in Pay (FIP)** and **Job Embeddedness (JE)** on **Intent to Stay (ITS)**, both of which are statistically significant.

**Table 15** Conditional Indirect Effects of FIP on ITS through JE at Different Levels of OC

OC (Percentiles)	Effect	Boot SE	Boot LLCI	Boot ULCI
2.8333 (16th)	0.0448	0.0196	0.0061	0.0833
4.0000 (50th)	0.0301	0.0142	0.0020	0.0577
4.5000 (84th)	0.0238	0.0158	-0.0069	0.0548

This table shows the conditional indirect effects of **Fairness in Pay (FIP)** on **Intent to Stay (ITS)** through **Job Embeddedness (JE)** at different levels of **Organizational Commitment (OC)**. The mediation effect is significant at lower levels of **OC**.

**Table 16** Index of Moderated Mediation

Statistic	Index	Boot SE	Boot LLCI	Boot ULCI
OC	-0.0126	0.0124	-0.0367	0.0114

This table presents the index of moderated mediation, which suggests that **Organizational Commitment (OC)** does not significantly moderate the mediation effect of **Fairness in Pay (FIP)** on **Intent to Stay (ITS)** through **Job Embeddedness (JE)**.

**Table 17** Independent Sample T Test - Gender

Variable	Levene's Test for Equality of Variances	t-test for Equality of Means	95% Confidence Interval of the Difference
	F	Sig.	t
JE	2.991	.084	2.029
OIC	1.499	.221	2.066
U	1.143	.285	1.550
FIP	.732	.393	.952
ITS	.475	.491	.513

A gender-based analysis of the variables revealed some significant differences. Males were found to have significantly higher levels of **Organizational Commitment (OC)** compared to females. However, no significant gender differences were observed in terms of **Job Embeddedness (JE)**, **Interactional Justice (IJ)**, **Fairness in Pay (FIP)**, and **Intent to Stay (ITS)**. These findings

suggest that while males may feel more committed to the organization, both genders perceive similar levels of justice, fairness, and intention to remain in the organization.

**Analysis of Variance**

**Table 18** *Work Experience at the Manufacturing Company*

Variable	F	Sig.
JE	2.382	.050
OC	3.910	.004
IJ	4.571	.001
FIP	7.839	<.001
ITS	3.089	.015

Work experience in manufacturing company was found to significantly influence employee perceptions of Job Embeddedness (JE), Organizational Commitment (OC), Interactional Justice (IJ), Fairness in Pay (FIP), and Intent to Stay (ITS). Employees with 16 or more years of experience consistently reported higher levels of these factors, indicating a strong sense of belonging, commitment, perceived fairness, and intention to remain with the organization.

**Table 19** *Highest Educational Qualification*

Variable	F	Sig.
JE	2.726	.028
OC	5.218	<.001
IJ	5.671	<.001
FIP	4.145	.002
ITS	2.844	.023

Educational qualifications were found to significantly influence employee perceptions of Job Embeddedness (JE), Organizational Commitment (OC), Interactional Justice (IJ), Fairness in Pay (FIP), and Intent to Stay (ITS). While Diploma holders showed higher levels of JE, UG Degree holders consistently reported higher levels of OC, IJ, FIP, and ITS, indicating stronger organizational commitment, perceived fairness, and intention to remain with the organization.

**Table 20** *Department*

Variable	F	Sig.
JE	4.085	<.001
OC	3.509	<.001
IJ	3.391	<.001
FIP	3.961	<.001
ITS	3.122	<.001

Departmental differences were observed in several key variables. Employees in ALP and Auto perceived higher levels of Interactional Justice. DC employees reported the highest perception of Fairness in Pay, while Engineering had the lowest. Job Embeddedness was higher in ALP, ALH, and CVC departments. Organizational Commitment was stronger in DC and JIT. Finally, DC and CVC employees expressed the highest Intent to Stay, while CVC 2 showed the lowest.

**Table 21** *Designation*

Variable	F	Sig.
JE	.758	.656
OC	3.047	.001
IJ	2.195	.021
FIP	1.695	.086
ITS	1.305	.230

While there were no significant differences in Job Embeddedness, significant variations were observed in Organizational Commitment, Interactional Justice, Fairness in Pay, and Intent to Stay across different designations. Shift Coordinators exhibited the highest level of Organizational Commitment. Graduate Engineering Trainees and Junior Executives perceived higher levels of Interactional Justice. Although not statistically significant, trends suggest potential differences in perceptions of Fairness in Pay and Intent to Stay across designations.

**6. Findings of the Study**

This study offers insights into the demographic characteristics, psychosocial factors, and job-related perceptions that influence

the intent to stay among employees in a manufacturing organization. The findings highlight patterns related to gender, age, marital status, work experience, educational qualification, travel time, work location, and how various variables such as Interactional Justice (IJ), Fairness in Pay (FIP), Job Embeddedness (JE), and Organizational Commitment (OC) interplay to affect employee retention.

### Demographic Analysis

The workforce comprises a larger proportion of male employees (69%) than female (31%), which may indicate a gender disparity in this sector. The age distribution reveals a predominantly young workforce, with the largest group (73.1%) falling in the 21-30 years category, suggesting that the company attracts early-career professionals. Marital status also plays a role in workforce demographics, with 57.1% being unmarried, potentially implying higher mobility and different work-life balance needs compared to married employees.

Most employees (57.3%) have between 1-5 years of work experience, suggesting a relatively new workforce, with a lesser number having extensive tenure. This demographic profile of predominantly early-career individuals aligns with the educational qualifications of the workforce, where most hold either a diploma (36.9%) or an undergraduate degree (43.9%). This moderately high educational qualification level likely contributes to the company's focus on employee development and long-term career planning. The travel time to work also plays a significant role, with 46.9% of employees spending 1-2 hours commuting. Long travel times could affect job satisfaction and employee retention, as prolonged commutes are often linked to decreased work-life balance. The M3 work location is the most populated (46.6%), indicating this may be a central or larger facility, potentially with more resources or opportunities.

### Moderation and Mediation Analysis

Hayes' PROCESS Model 7 was utilized to understand how IJ impacts the intent to stay (ITS) through JE, with OC moderating this mediation. Results indicate that IJ positively affects JE ( $p < .001$ ), with a significant interaction effect ( $p < .05$ ), revealing that OC moderates the relationship between IJ and JE. As OC increases, the mediation effect weakens, suggesting that while IJ improves JE, the impact is less pronounced among highly committed employees. In other words, for employees with strong OC, the influence of IJ on JE and consequently on ITS is somewhat buffered.

Furthermore, the conditional effect analysis showed that the effect of IJ on JE is strongest at lower OC levels (16th percentile) and diminishes as OC increases (84th percentile). This implies that employees with lower commitment levels rely more on interactional justice for embedding within the organization. Conversely, those with high OC are likely embedded regardless of perceived IJ levels.

### Regression Analysis of Intent to Stay (ITS)

Regression results indicate that both IJ and JE have positive, significant effects on ITS. This finding highlights the importance of perceived justice and job embeddedness in enhancing employee retention. The direct effect of IJ on ITS (coefficient = 0.5502) shows that fair treatment is crucial for employees' intent to remain. JE also significantly contributes to ITS (coefficient = 0.2523), suggesting that when employees feel connected and engaged in their roles, they are more likely to stay. The conditional indirect effects further illustrate that the influence of IJ on ITS through JE decreases as OC strengthens, indicating a partial mediation moderated by OC.

### Gender-Based Analysis and Variance by Work Experience, Education, and Department

A gender-based analysis showed that male employees report higher levels of OC than females, though no significant gender differences were observed in IJ, FIP, JE, and ITS. This suggests that while male employees may feel a stronger commitment to the organization, both genders view justice, fairness, and intent to stay similarly.

Work experience significantly affects employee perceptions of JE, OC, IJ, FIP, and ITS. Employees with longer tenures (16+ years) report the highest levels across these variables, likely reflecting a strong sense of belonging, perceived fairness, and intention to stay. Employees' perceptions also vary by educational qualification: Diploma holders score higher in JE, while UG degree holders report stronger OC, IJ, FIP, and ITS. This indicates that while diploma holders feel connected to the organization, UG degree holders have a broader perception of organizational fairness, justice, and commitment.

Departmental differences further emphasize variation in perceptions. Employees in ALP and Auto perceive higher levels of IJ, with DC employees having the highest perception of FIP. JE is more prominent in ALP, ALH, and CVC departments, reflecting a strong sense of job integration. OC is highest among DC and JIT employees, and ITS is strongest in DC and CVC. These differences indicate that departmental roles and cultures may influence perceptions of justice, fairness, embeddedness, and commitment.

## 7. Findings Related to Designation

Across designations, no significant differences were noted in JE, but variations emerged in OC, IJ, and FIP. Shift Coordinators displayed the highest OC, possibly due to their longer tenures and stable roles. Graduate Engineering Trainees and Junior Executives perceived higher levels of IJ, likely because they are newer to the organization and place greater importance on fair treatment. Although not statistically significant, trends suggest that perceptions of FIP and ITS could vary by designation.

Overall, the study highlights that IJ and FIP play essential roles in fostering JE and ITS. OC moderates these effects, particularly for employees with lower commitment, who rely more heavily on perceived justice for embedding within the organization.

Demographic characteristics and job roles further shape these perceptions, influencing the organization's approach to retention strategies. By understanding these dynamics, the organization can tailor its policies to address the needs of different demographic groups, improve perceptions of justice and fairness, and ultimately enhance employee retention.

### Recommendations for Further Research

Future research on employee retention in manufacturing could benefit from expanding the scope of variables and exploring additional mediating and moderating factors. Given that organizational factors, personal attributes, and external conditions collectively influence employee retention, adding variables such as Work-Life Balance, Career Development Opportunities, and Organizational Culture could provide a more holistic view of the intent to stay among tech-level employees. Additionally, qualitative methods like interviews and focus groups can be employed alongside quantitative measures to capture deeper insights into employee perceptions and motivations that may not be fully addressed by survey scales. Longitudinal studies would also provide valuable insights by tracking changes in employee attitudes and behaviors over time, offering a dynamic view of retention determinants. Finally, further research could compare the findings across different industries, such as service and IT sectors, to determine if these relationships hold across diverse organizational contexts. Such comparative studies would clarify whether the factors influencing intent to stay are industry-specific or universal, helping organizations tailor their retention strategies more effectively.

### Limitations of the Study

This study has several limitations that could influence the findings and limit the generalizability of its conclusions. First, the sample was drawn solely from tech-level employees at one manufacturing company, which may not represent the experiences or attitudes of employees in other sectors or locations. Consequently, the results may not be generalizable to all manufacturing employees, let alone those in other industries, limiting the external validity of the study. Furthermore, the study relies on self-reported survey data, which may be subject to common method bias. Employees could have provided socially desirable responses rather than authentic views, particularly on sensitive topics like fairness in pay or commitment to the organization. This limitation might distort the actual relationships among variables. Another limitation is the cross-sectional nature of the study, which captures only a snapshot of employees' attitudes at a single point in time. A longitudinal design could offer more reliable insights into how factors such as Organizational Commitment or Job Embeddedness influence retention over time. Additionally, this study examines only a limited set of constructs Interactional Justice, Fairness in Pay, Job Embeddedness, Organizational Commitment, and Intent to Stay which, while relevant, do not capture the full spectrum of factors affecting employee retention. Factors like career development, recognition, and managerial support could also significantly impact retention but were not included in this study. Finally, the study was conducted in a specific cultural and organizational context, which could affect how employees perceive justice and fairness. Cultural norms surrounding hierarchy, authority, and job stability may vary, influencing responses to the measures of justice, fairness, and commitment. Future research could adopt a multi-country or multi-site approach to validate whether the findings hold across different cultural or organizational settings.

### Practical Implications

This study offers actionable insights for HR managers and leadership in the manufacturing sector aiming to improve retention rates among tech-level employees. Fostering Interactional Justice and Fairness in Pay can directly enhance Job Embeddedness and Intent to Stay. Managers should prioritize transparent and respectful communication, ensuring employees feel valued in daily interactions. Additionally, competitive pay structures are essential to addressing fairness concerns, especially in departments where perceptions of inequity may exist. These findings also suggest that improving Organizational Commitment is key to reinforcing the positive impacts of justice and fairness perceptions on retention. By fostering a workplace culture that aligns with employees' values and career goals, organizations can build commitment and loyalty among their workforce. Tailoring retention strategies based on employees' tenure and department-specific needs can further enhance their effectiveness, ensuring that employees feel both appreciated and invested in the organization's success.

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