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**The job embeddedness-turnover intentions relationship: Evidence from Thailand**

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**ABSTRACT** *This study responds to calls for further job embeddedness research in a wider range of national, cultural and organisation contexts. In particular there is a paucity of research on job embeddedness in Thailand and in smaller enterprises. Data collected from 181 employees in small and medium size enterprises located in two provinces of Thailand were analysed. Results suggest that organisation embeddedness, but not community embeddedness, predicts turnover intentions in the sample studied. Only a handful of studies have examined the three sub-dimensions of organisation embeddedness: links, fit and sacrifice. Our results showed that each of these sub-dimensions was significantly and negatively associated with turnover intentions. Practical implications of the results and directions for future research are outlined in the paper.*

**Key words:** Job embeddedness, SME, Thailand, turnover intentions

Job embeddedness (JE) has gained much attention in recent turnover literature, largely because of its ability to predict employee voluntary turnover beyond what work attitudinal variables could predict (Mitchell, Holtom, Lee, Sablinski & Erez, 2001; Lee, Mitchell, Sablinski, Burton & Holtom, 2004; Ghosh & Gurunathan, 2015). According to JE theory, several organisation and community-related forces can embed people in their jobs. The forces at play in embedding employees in their jobs relate to ‘links’, ‘fit’ and ‘sacrifice’, which are associated with where employees work (on-the-job) and where they reside (off-the-job) (Lee *et al.*, 2004; Mitchell *et al.*, 2001). As a retention construct, several empirical studies have reported that JE decreases employees’ turnover intentions and actual voluntary turnover (Felps, Mitchell, Hekman, Lee, Holtom & Harman, 2009; Ramesh & Gelfand, 2010; Mitchell *et al.* 2001; Radford, Shacklock & Bradley, 2015). However, the JE construct was developed in the US and mostly tested in western cultures which raises concerns about the applicability of the findings in non-western cultures (Tanova & Holtom, 2008; Harman, Blum, Stefani & Taho, 2009; Ramesh & Gelfand, 2010). In this research, we provide empirical findings in support of the cultural applicability of the JE construct in

Thailand. Furthermore, we show that JE predicts turnover intentions in small and medium-sized enterprises (SMEs), defined here as enterprises employing 5-199 employees. We are not aware of prior JE studies that focus specifically on SMEs.

Consistent with Lee *et al.*'s (2004) assertion that separate measurement of the JE construct is important for prediction and understanding of their individual effects on turnover intentions, this study investigates the separate effects of the JE dimensions of organisation embeddedness and community embeddedness on turnover intentions. Also, although links, fit and sacrifice form basic strands of JE (Mitchell *et al.*, 2001), earlier studies have emphasised either the composite construct of JE, or the two broader dimensions of organisation and community embeddedness (Ramesh & Gelfand, 2010; Felps *et al.*, 2009). Lee, Burch and Mitchell (2014) called for studies that examine the separate dimensions of links, fit and sacrifice. Therefore, this study further investigates how the individual dimensions of organisation embeddedness (i.e. fit, links and sacrifice) affect employees' turnover intentions.

## **THEORETICAL BACKGROUND**

Mobley (1977) defined turnover intention as a cognitive process of thinking, planning, and desiring to leave a job. According to Meyer, Stanley, Herscovitch and Topolnytsky (2002), turnover intention is the conscious willfulness and planned intention to leave the organisation to seek alternative job opportunities. Mobley, Griffeth, Hand and Meglino (1979) stressed the importance of intentions by positing that intentions predict an individual's perception and judgment. The effects of turnover intention goes beyond influencing voluntary turnover to include negative effects on contextual performance and the organisation's overall performance (Abbasi, Hollman & Hayes, 2008). Studies have reported that turnover intentions result in employees cultivating habits of lateness to work, performing poorly at work, having poor organisational citizenship behaviour and a decrease in output (Samad, 2012; Meyer, 1997; Griffeth, Hom & Gaertner, 2000).

Traditional turnover models identified work attitudinal variables as the main determinants of turnover (Mobley, 1977; Lum, Kervin, Clark, Reid & Sirola, 1998; Blau, 1993; March & Simon, 1958).

In recent turnover studies, much attention has been devoted to JE, because job attitudes explain less than 10 per cent of the variance in the turnover process (Hom & Griffeth, 1995). JE theory focuses on the wide collection of influences on employee retention (Mitchell *et al.*, 2001). These influences are extant on the job (organisation) and off the job (community). Mitchell *et al.* (2001, p. 1104) also likened JE to a 'net' or a 'web' in which people can become stuck. There are three strands of JE: links, fit and sacrifice (Mitchell *et al.*, 2001). Each strand is associated with the organisation and community making JE a six-strand construct (Mitchell *et al.*, 2001; Lee *et al.*, 2004). Links are the "formal or informal connections between a person and institutions or other people" (Mitchell *et al.*, 2001, p. 1104). The more the links between a person and other people, the more unwilling the person will be to leave their organisation and community, because leaving might mean cutting links and having to re-establish links elsewhere (Bambacas & Kulik, 2013; Mitchell *et al.*, 2001). Fit refers to a person's perceived compatibility or comfort with an organisation and with his or her environment (Mitchell *et al.*, 2001; Lee *et al.*, 2004). People fit in a job when their personal values, career goals and plans, knowledge, skills, and ability match with the broader corporate culture, and with the demands of their job (Mitchell *et al.*, 2001; Zhang, Ryan, Prybutok & Kappelman, 2012). Also, a person may fit in the community due to factors such as the weather, amenities, outdoor activities, political and religious climates, and entertainment activities (Mitchell *et al.*, 2001, p. 1105). The better the fit, the more a person is 'stuck' in his or her job (Mitchell *et al.*, 2001; Lee *et al.*, 2004; Zhang *et al.*, 2012).

Finally, sacrifice is the perceived material or psychological costs associated with leaving a job (Mitchell *et al.*, 2001). Material costs may include comparable salary and benefits, healthcare and pension plans, and stock options, whereas psychological costs may include job stability and social status, rank, and uncertainty (Dawley, Houghton & Bucklew, 2010). Employees who leave an organisation are likely to forfeit things that they personally value including perks, friends and interesting projects. In a similar vein, employees may forfeit an easy commute, good day care, local club membership and so forth when they leave a community (Mitchell *et al.*, 2001). It is not easy for a person to leave an attractive and safe

community where he or she is also liked or revered (Mitchell *et al.*, 2001). People who are likely to lose more when they leave their organisation and community may find it more difficult to sever their employment (Shaw, Delery, Jenkins & Gupta, 1998). Mitchell *et al.* (2001) asserted that people with a greater number of strands become more 'stuck' in the 'net' and are less likely to leave their job.

### **JE -TURNOVER INTENTIONS RELATIONSHIP**

The relationship between JE and turnover has been established in previous literature. In Mitchell *et al.*'s (2001) study of "why people stay", it was found that a significant and negative relationship existed between organisation embeddedness and intentions to leave as well as actual voluntary turnover. This finding was revealed after the researchers controlled for variables such as job satisfaction, organisational commitment, job alternatives, and job search. Tanova and Holtom's (2008) study among four European countries revealed that JE predicted turnover after controlling for variables such as personal characteristics, desirability and ease of movement, and withdrawal behaviours. Also, Mallol, Holtom and Lee (2007) reported that organisation embeddedness predicted turnover intentions, after controlling for job satisfaction and organisational commitment. Lee *et al.* (2004) found that organisation embeddedness negatively predicted actual turnover, beyond what satisfaction and commitment predicted, whereas community embeddedness did not.

Furthermore, Ramesh and Gelfand (2010) examined turnover in an individualistic country (United States) and a collectivistic country (India) and found that organisation embeddedness predicted turnover beyond job satisfaction, organisational commitment, perceived job alternatives, and job search. A study by Radford *et al.*'s (2015) in Australia revealed that organisation embeddedness predicted turnover intentions. Shafique, Qadeer, Ahmad and Rehman (2011) conducted an empirical survey in higher education institutions to validate the JE construct in Pakistan. They found a significant and negative relationship between organisation embeddedness and turnover intentions, but no significant relationship between community embeddedness and turnover intentions. Additionally, Jiang, Liu, McKay, Lee and Mitchell (2012) found that both organisation and community embeddedness had negative

relationships with turnover intentions and actual turnover, after job satisfaction, affective commitment, and job alternatives were controlled. Consistent with the above arguments, we hypothesise that: *H1: Organisation and community embeddedness will predict turnover intentions, after controlling for job satisfaction, affective commitment and perceived job alternatives in SMEs.*

### **ORGANISATION EMBEDDEDNESS DIMENSIONS AND TURNOVER INTENTIONS**

As noted, links, fit and sacrifices are the dimensions of the JE construct (Mitchell *et al.*, 2001). This means that the individual dimensions sum up to contribute to the reduction in turnover intentions and actual turnover (Jiang *et al.*, 2012; Holtom & Inderrieden, 2006). However, extant studies have found that the individual dimensions are also related to turnover intentions. Mossholder, Settoon and Henagan (2005) proposed in their model of intraorganisational relationships that a person is likely to stay in the organisation when he or she has high-quality relations with other people in the organisation. Cho and Son (2012) revealed that employees with more links have less turnover intentions. Also, Bertelli (2007) reported that employees who find themselves in a welcoming organisation are less likely to leave their job. Similarly, Moynihan and Pandey (2007) found that employees' with a sense of obligation toward coworkers are less likely to leave their jobs, because they do not want to exit the social network of which they are members.

Also, employees' fit with the organisation has a significant influence on their intentions to quit or stay. In a meta-analysis conducted by Jung and Yoon (2013) in deluxe hotels in Korea, it was reported that person-organisation fit reduces employees' turnover intention. Moreover, Liu, Liu and Hu (2010) found that person-organisation fit is a good predictor of turnover intentions. Employees whose values align with the organisation's values would have favourable attitudes towards the organisation and consequently stay with the organisation (Arthur, Bell, Villado & Doverspike 2006). Lastly, the sacrifices associated with leaving an organisation may influence employees' turnover intentions. Becker (1960) proposed that people perceive personal sacrifices associated with leaving an organisation when they recognise the value of their 'investments' (e.g., entitlements, status). According to Becker (1960), the

greater the personal sacrifice, the more a person may lose if he or she quits the organisation. Shaw et al. (1998) emphasised that employees who sacrifice more when leaving an organisation find it more difficult to leave the organisation than those who sacrifice less. Accordingly, we propose that: *H2: Organisation links, fit and sacrifice will predict turnover intentions, after controlling for job satisfaction, affective commitment and perceived job alternatives in SMEs.*

## **METHOD**

Study participants were full-time employees in small and medium-size organisations in Thailand. The participants were Masters of Business Administration (MBA) and mature aged students studying a Bachelor of Business course on weekends at the Rajabhat Rajanagarindra University's four campuses, located in the Chachoensao and Chonburi Provinces. The selection criteria for participants was a minimum age of 18 years and the participants' organisations had to employ between 5-199 employees. Participants were informed of their rights and that their participation was completely voluntary. Given the desire to examine the JE-turnover intentions relationship across a large sample, a questionnaire was selected as the primary data-gathering instrument. Students who met the selection criteria and also agreed to participate were asked to complete the paper-based survey at home and return the completed questionnaire to a research assistant the following week. The participants were directed to not record their personal details, such as name and address, on the questionnaire to ensure confidentiality of the data. A total of 276 surveys were returned of which 181 were deemed usable resulting in a response rate of 65%.

*Independent variable (JE):* We used the short form of the original JE scale which was developed and validated by Holtom, Mitchell, Lee and Tidd (2006). This short form of the original JE scale has been successfully used in several JE studies (e.g., Felts et al., 2009; Robinson, Kralj, Solnet, Goh & Callan, 2014). When using the shorter scale respondents indicate on a five-point scale the extent to which they agree with 18 items. Nine of the 18 items assess respondents' perceptions of on-the-job influences and the other nine items assess their perceptions of off-the-job influences. Within the nine items used to assess on-the-job influences, links, fit and sacrifice are each represented by three items. Similarly, within the

nine items used to assess off-the-job influences, links, fit and sacrifice are each represented by three items. The  $\alpha$  reliability for this scale was .847 for organisation embeddedness and .824 for community embeddedness.

*Dependent variable:* Intention to quit was measured with five items used by Crossley *et al.*, (2007). In order to obtain  $\alpha$  reliability of .7 or above (Heir, Black, Babin, Anderson & Tatham, 2006), one item was deleted after recording a low loading in a factor analysis. The  $\alpha$  reliability after the deletion was .925.

*Control variables:* We controlled for affective commitment, perceived job alternatives and job satisfaction. We used six items from Meyer and Allen's (1997) overall organisation commitment scale to assess the affective commitment sub-dimension of the three-dimensional scale. However, two items of the sub-scale were used for the analysis. This was because factor analysis conducted revealed that four items had low loadings which resulted in weak  $\alpha$  reliability. The  $\alpha$  reliability for this sub-scale after the deletion was .815. The two items used were "I do not feel 'part of the family' at this organisation" and "I do not feel 'emotionally attached' to this organisation". Also, participants' perception of their job prospects was measured with four items used by Crossley *et al.*, (2007). The  $\alpha$  reliability for this scale was .796. Finally, to assess job satisfaction we measured participants' overall satisfaction with the three-item measure used by Mitchell *et al.*, (2001). One item was deleted. After the deletion of the item, the  $\alpha$  reliability for this scale was .804. The two items were "All in all, I am satisfied with my job" and "In general, I like working here".

*Analysis:* Data were analysed with SPSS (version 21). Parametric analysis was conducted after the normality test was completed. As noted earlier, factor analysis was conducted to identify item(s) which loaded low on the scale and consequently reduced the scale's dependability. The Harman's single factor test result was 29.351% of variance, which shows that common method bias was not a major concern in the study (Podsakoff, MacKenzie, Lee & Podsakoff, 2003). Descriptive statistics was



conducted to show the demographic characteristics of participants. Hierarchical linear and multiple regressions were used to test the hypotheses.

## RESULTS

Table 1 shows the demographic profile of participants and the means and standard deviations for the scale items. A majority of the participants were single (59%), female (66%), younger than 34 years (79%) and educated to the level of associate degree (56%).

### [Insert Table 1]

Results in Table 2 show that the  $R^2$  for the control variables in step 1 for was .314. The  $\Delta R^2$  when organisation and community embeddedness were introduced in step 2 were .065. This means that organisation and community embeddedness explained 7% of the variance in turnover intentions. The model in Tables 2 was fit with F statistics of 21.316 ( $p < .001$ ). Also, Table 2 results show a significant negative relationship between organisation embeddedness and turnover intentions ( $\beta = -.311$ ,  $p < .001$ ). However, there was no significant relationship between community embeddedness and turnover intentions ( $\beta = -.016$ ,  $p > .05$ ). The results partially confirmed hypothesis one, because only organisation embeddedness predicted turnover intentions after controlling for job satisfaction, affective commitment and perceived job alternatives. Also, Table 2 further shows results on the relationship between the individual dimensions of organisation and community embeddedness on turnover intentions. The  $\Delta R^2$  in step 2 when fit, links and sacrifices were introduced was .065 in Table 2. Therefore, fit, links and sacrifices explained 7% variance in turnover intentions. That notwithstanding, none of the dimensions were significantly related with turnover intentions (Table 2). However, the model was fit for the analysis because the F statistics in Table 2 (6.174) was significant ( $p < .001$ ).

### [Insert Tables 2]

Finding these results interesting, we decided to run a hierarchical linear regression for each of the dimensions. Results in Table 3 show that fit, links and sacrifice have  $\Delta R^2$  of .047, .034 and .046. This means that fit, links, and sacrifice individually explained 5%, 3% and 5% variance in turnover intentions.

Additionally, Table 3 shows that fit, links and sacrifice are all negatively and significantly related to turnover intentions, after controlling for job satisfaction, organisational commitment and perceived job alternatives. Comparing results of the fit, links and sacrifices in the hierarchical linear and multiple regressions, it was obvious that all the dimensions individually predicted turnover intentions in the hierarchical linear regression, but none significantly predicted turnover intentions in the hierarchical multiple regression in spite of the F statistics' significance. In other words, fit, links and sacrifices when analysed together did not significantly explain turnover intentions. Going by results in the hierarchical linear regression, hypothesis two was confirmed, that is, links, fit and sacrifice predicted turnover intentions after controlling for job satisfaction, affective commitment and perceived job alternatives.

**[Insert Tables 3]**

## **DISCUSSION**

The finding that organisation embeddedness predicts turnover intentions is significant for at least two reasons. First, the results provide further empirical evidence from Thailand of the predictive validity of JE across nations and cultures. Second, most studies of JE have focused on large organisations. Results from large organisations may not be applicable to SMEs, because the process of managing a SME often differs from that of a large organisation (Josefy Kuban, Ireland & Hitt, 2015; Storey, Saridakis, Sen-Gupta, Edwards & Blackburn, 2010). For example, the informal HRM practices which SMEs tend to employ (Kotey & Slade, 2005; Storey *et al.*, 2010) may not be effective in embedding employees in their jobs. However, our results show that organisational embeddedness predicts turnover intentions even in organisations without the resources to maintain extensive HRM systems, such as SMEs (Bowen & Ostroff, 2004). Given that Thailand has a strong collectivist culture (Hofstede, 2001), the finding that community embeddedness did not predict turnover intentions is somewhat surprising. A potential explanation is that in urban centres, such as the urban centre where the study participants resided, community embeddedness may not constrain employees' inter-organisation mobility. This is because in

such urban centres geographical relocation may not be necessary when changing organisations, and in any case there may well be numerous communities within an urban centre which could fit individuals' preferences (Feldman, Ng & Vogel, 2012). A further potential explanation is that some characteristics of our sample (e.g. young, single adults) make community embeddedness seem unlikely. Furthermore, results of the current study support those of some prior studies; that there is a significant relationship between organisation embeddedness and turnover intentions (e.g. Ramesh & Gelfand, 2010; Lee *et al.*, 2004; Radford *et al.*, 2015), but not between community embeddedness and turnover intentions (Lee *et al.*, 2004; Shafique *et al.*, 2011).

The finding that each of the sub-dimensions of organisation embeddedness predicts turnover intentions is also significant. In regard to 'sacrifice', empirical evidence suggests that employees in smaller enterprises who terminate their employment do not sacrifice much in the way of material benefits. Findings of several studies show that when compared to their colleagues in large organisations, employees in smaller enterprises receive less pay and benefits, less access to formal training, and fewer opportunities for career progression (Forth *et al.*, 2006; Kyndt & Baert, 2013; Pedace, 2010). Accordingly, these employees may perceive that they would not sacrifice much if they were to leave a smaller enterprise, and this may increase their intentions to quit (Shaw *et al.*, 1998; Becker, 1960). The findings in regard to 'links' and 'fit' are more congruent with what is generally reported in the SME literature. For example, smaller enterprises have been demonstrated in the literature to offer an array of relational benefits, such as close and satisfying working relationships with co-workers and managers and a 'familial' environment (Saridakis, Muñoz Torres & Johnstone, 2013; Tsai, Sen-Gupta & Edwards, 2007), all of which strengthens the links dimension of organisational embeddedness. Employees who have strong social ties with people in an organisation find it difficult to discontinue such relations (Cho & Son, 2012; Mossholder *et al.*, 2005). Similarly, 'fitting in' is a recurring theme in literature on recruitment in smaller enterprises (Carroll, Marchington, Earnshaw & Taylor, 1999). 'Word-of-mouth' is often the preferred method of recruitment in these enterprises and the process generally involves managers

encouraging workers to ask friends and relatives to come to work for them (Cardon & Stevens, 2004; Williamson, 2000). This makes it more likely that new recruits will come from the workers' familial and social milieu. The tendency for employees to refer people who are similar to themselves means that there is a greater likelihood that the new recruit will fit in well with the group and organisation. The more employees' values, goals and objectives align with the group and organisation, the more likely they are to stay (Liu *et al.*, 2010; Jung & Yoon, 2013).

### **PRACTICAL IMPLICATIONS**

Thai SME managers must appreciate that employees with stronger attachments to the organisation will think less about leaving. Organisations incur considerable costs when employees leave, including replacement and training costs (Cascio, 1995). Practices aimed at embedding employees in their jobs (e.g. newcomer socialisation practices, teambuilding) reduce actual turnover costs, because embedded employees have relatively low quit intentions. Additionally, when employees are embedded they tend to produce higher levels of task performance (Lee *et al.*, 2004; Dinger, 2011). However, managers should strive to ensure that employees are 'enmeshed' in the organisation as a result of their favourable feelings, and not through lack of job alternatives. Crossley *et al.* (2007) asserted that employees who are 'reluctant stayers' may lose motivation, experience frustration, and engage in counterproductive workplace behaviours. Managers should therefore foster positive organisational behaviours through creating an appealing work environment. For example, managers could organise regular social activities and use team assignments to strengthen social ties among employees. Managers should also be cognizant that employee retention is also contingent on the continuous compatibility of an employee's personal values and goals with that of the organisation. Therefore, any changes to organisation structure, culture or goals should be considered in relation to the potential effects on employees' perceptions of fit with the organisation. Furthermore, SME managers should remain abreast of conditions in the labour market. If employees perceive that the organisation's reward system lacks 'external equity', they may think about quitting (Bergiel, Nguyen, Clenney & Taylor, 2009; Dinger, 2011). When employees take notice of conditions in

the labour market and find their pay and benefits more appealing than what is available elsewhere, they become more embedded in the organisation because leaving means sacrificing a lot of material benefits.

### **LIMITATIONS AND FUTURE RESEARCH**

This study has limitations that should be addressed in future research. First, turnover intentions, rather than turnover behaviour, was used as the outcome variable and the data is cross-sectional. Although turnover intentions is a strong predictor of actual turnover behaviour (Griffeth *et al.*, 2000) future research should use actual turnover data and employ longitudinal research designs. Second, our findings are based on responses from employees in both small and medium sized enterprises. Research shows that management formality rises with increases in organisational size (Josefy *et al.*, 2015; Storey *et al.*, 2010) and this has potentially important implications for the operation of organisation embeddedness in small and medium-size enterprises. Thus, future research should examine the organisation embeddedness-turnover relationship separately in small and medium-sized enterprises to rule out the effects of managerial (in)formality on the relationship. Third, some demographic characteristics influence turnover intentions (Thatcher, Stepina & Boyle, 2002). Thus, future research should control for such demographic characteristics such as age and gender. Finally, our participants were resident in an urban centre in Thailand and for them community embeddedness may not be particularly salient. Therefore, future research should investigate whether JE operates differently in urban and rural smaller enterprises. We anticipate that employees in rural smaller enterprises will be more embedded in their local community than employees in urban SMEs.

### **CONCLUSION**

Findings of this study are largely consistent with findings of prior JE research and provide preliminary evidence that JE deserves the serious attention of SME managers in Thailand. For these managers employing practices aimed at embedding employees in their jobs constitutes an evidence-based approach to retaining talented employees and minimising the considerable costs associated with dysfunctional voluntary turnover. Our finding that JE theory is also applicable in organisations that tend to employ

informal HRM practices that are not costly to implement could be viewed as good news for managers of smaller enterprises.

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Table 1: Demography, mean (M) and standard deviations (SD)

	Frequency	Percentage
<b>Marital status</b>		
Married	74	41%
Single	107	59%
<b>Gender</b>		
Male	61	34%
Female	120	66%
<b>Education</b>		
High school	3	2%
Vocational certificate	13	7%
Associate certificate	101	56%
Undergraduate degree	64	35%
<b>Age</b>		
18-25	74	41%
26-33	68	38%
34-41	18	10%
42-49	15	8%
50+	6	3%
<b>Scales</b>		
	<b>M</b>	<b>SD</b>
OrgEmbed	3.7821	.60296
OrgFit	3.6998	.68503
OrgLinks	3.9448	.67724
OrgSacrif	3.7017	.75564
ComEmbed	3.5371	.64762
JSats	3.5166	.87385
PerJobAlter	3.2348	.77557
TIntention	2.4986	1.07610
OrgCom	2.6271	.98764

Table 2: Hierarchical multiple regression for organisation and community embeddedness on turnover intentions

	B	Std. Error	$\beta$
<b>Step 1</b>			
Intercept	1.044	.466	
PerJobAlter	.512	.087	.369***
JS	-.293	.081	-.238***
OrgComt	.316	.071	.290***
R <sup>2</sup>	.314		
<b>Step 2 for OrgEmbed and ComEmbed</b>			
Intercept	2.343	.566	
PerJobAlter	.550	.083	.396***
JS	-.104	.091	-.085
OrgComt	.287	.069	.263***
ComEmbed	-.556	.137	-.311***
ComEmbed	.026	.114	-.016
R <sup>2</sup>	.379		
$\Delta R^2$	.065		
F (5,175)	21.316***		
<b>Step 2 for links, fit and sacrifice</b>			
Intercept	2.363	.552	
PerJobAlter	.549	.085	.396***
JS	-.098	.091	-.080
OrgComt	.288	.069	.265***
OrgLinks	-.214	.143	-.136
OrgFit	-.155	.122	-.098
OrgSacrif	-.175	.121	-.123
R <sup>2</sup>	.379		
$\Delta R^2$	.065		
F (6,174)	17.669***		
***p < .001			
N=181			

Table 3: Hierarchical linear regression for organisation fit, links and sacrifice on turnover intentions

	B	Std. Error	$\beta$
<b>Step 1</b>			
Intercept	1.044	.466	
PerJobAlter	.512	.087	.369***
JS	-.293	.081	-.238***
OrgComt	.316	.071	.290***
R <sup>2</sup>	.314		
<b>Step 2 for fit</b>			
Intercept	1.937	.514	
PerJobAlter	.543	.084	.391***
JS	-.132	.090	-.107
OrgComt	.296	.069	.271***
OrgFit	-.407	.113	-.259***
R <sup>2</sup>	.361		
$\Delta R^2$	.047		
F (4,176)	24.886***		
* p < .05			
<b>Step 2 for links</b>			
Intercept	1.929	.542	
PerJobAlter	.553	.086	.398***
JS	-.197	.085	-.160*
OrgComt	-.291	.070	.267***
OrgLinks	-.327	.109	-.206**
R <sup>2</sup>	.347		
$\Delta R^2$	.034		
F (3,123)	23.431***		
<b>Step 2 for sacrifice</b>			
Intercept	1.881	.508	
PerJobAlter	.516	.084	.372***
JS	-.168	.086	-.136*
OrgComt	.306	.069	.281***
OrgFit	-.341	.102	-.240**
R <sup>2</sup>	.360		
$\Delta R^2$	.046		
F (4,122)	24.785***		
* p < .05			
** p < .01			
*** p < .001			
N=181			