

2022

Job Embeddedness, Professional-Identity, and Employee Turnover Intentions in Higher Education Foodservice Operations

Amanda Rotondi
Walden University

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>



Part of the [Business Commons](#)

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact ScholarWorks@waldenu.edu.

Walden University

College of Management and Technology

This is to certify that the doctoral study by

Amanda Rotondi

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee

Dr. WooYoung Chung, Committee Chairperson, Doctor of Business Administration
Faculty

Dr. Natalie Casale, Committee Member, Doctor of Business Administration Faculty

Dr. Patsy Kasen, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2022

Abstract

Job Embeddedness, Professional-Identity, and Employee Turnover Intentions in Higher

Education Foodservice Operations

by

Amanda Rotondi

MBA, Johnson & Wales University – Providence, 2012

BS, Johnson & Wales University – Providence, 2010

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

July 2022

Abstract

The total annual separation rate for the accommodations and food services industry for 2021 was 86.3%. Food service leaders care about high turnover intentions as it leads to increased turnover, negatively impacting service, and profitability. Grounded in job embeddedness theory, the purpose of this quantitative correlational study was to examine the relationship between fit, sacrifice, link, professional identity, and turnover intentions. The participants were 122 food service workers from New England colleges and universities who were 20 years and older with operational, supervisory, and managerial roles in college dining services and holding various levels of education. The results of the multiple regression analysis were significant, $F(4,117) = 13.98$, $p < .001$, $R^2 = .32$. In this full model, sacrifice was the only significant predictor, $p < .001$, $\beta = -.57$. A key recommendation for food service leaders is to design food service workers' job duties to enhance job freedom to encourage employees to pursue career goals. The implications for positive social change include the potential to lower the turnover rate by enhancing job embeddedness can provide a positive work environment and financial stability to food service workers contributing to community development.

Job Embeddedness, Professional-Identity, and Employee Turnover Intentions in Higher

Education Foodservice Operations

by

Amanda Rotondi

MBA, Johnson & Wales University – Providence, 2012

BS, Johnson & Wales University – Providence, 2010

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

July 2022

Dedication

This study is dedicated to my family. First and foremost, my husband, Danny. He pushes me every day to be a better version of myself. Second, to my seven-year-old daughter Ava, my cheerleader, and assistant through long days. Third, my son Vincent, the youngest, surprisingly became Mr. Personality and the middle child. Lastly, to my joyful baby Victor who threw a curveball in the middle of this journey and pushed me even more to finish this endeavor. These four supported me through the highs and lows to accomplish a feat I never thought possible.

Acknowledgments

I would like first to thank my family. They stood by my side through this journey and supported me through the long nights, using the dining room table as a desk and weekend playground trips broken up by research breaks. Second, I would like to thank my doctoral committee. First, Chair Dr. Chung jumped in towards the end and propelled me to the finish line. Second, Dr. Casale for being there since the beginning with feedback and suggestions encouraging me to learn and grow as a doctoral candidate. Lastly, the authors and researchers who helped me access surveys and previous literature to ensure a robust doctoral study. I will use the skills and resources I have learned from everyone and share them with others as I venture through life.

Table of Contents

List of Tables	iv
List of Figures	v
Section 1: Foundation of the Study.....	1
Background of the Problem	1
Problem and Purpose	1
Population and Sampling	2
Nature of the Study	3
Research Question	4
Hypotheses	4
Theoretical Framework.....	5
Operational Definitions.....	6
Assumptions, Limitations, and Delimitations.....	6
Assumptions.....	6
Limitations	7
Delimitations.....	8
Significance of the Study	8
Contribution to Business Practice.....	9
Implications for Social Change.....	9
A Review of the Professional and Academic Literature.....	10
Transition	45
Section 2: The Project.....	47

Purpose Statement.....	47
Role of the Researcher	47
Participants.....	49
Research Method and Design	51
Research Method	51
Research Design.....	52
Population and Sampling	53
Ethical Research.....	57
Data Collection Instruments	58
Data Collection Technique	60
Data Analysis	61
Study Validity	65
Transition and Summary.....	66
Section 3: Application to Professional Practice and Implications for Change	68
Introduction.....	68
Presentation of the Findings.....	68
Data Collection and Cleaning	69
Variable Measurement Validation	69
Descriptive Statistics.....	71
Tests of Assumptions.....	72
Inferential Statistics	74
Summary of Findings.....	75

Applications to Professional Practice	76
Implications for Social Change.....	77
Recommendations for Action	78
Recommendations for Further Research.....	79
Reflections	80
Conclusion	81
References.....	82
Appendix A: Survey Invitation.....	108
Appendix B: G*Power Output.....	109
Appendix C: Survey Questions.....	110
Appendix D: Permissions for Job Embeddedness Instrument.....	113
Appendix E: Permission to use Mobley’s Instrument	117
Appendix F: Permission to use Professional Identity 4-item Questionnaire	118
Appendix G: P-P Plot Chart.....	119
Appendix H: Scatterplot	120
Appendix I: Histogram	121
Appendix J: Demographics.....	122

List of Tables

Table 1	12
Table 2	15
Table 3	70
Table 4	71
Table 5	72
Table 6	73
Table 7	74
Table 8	74
Table 9	75

List of Figures

Figure 1	6
----------------	---

Section 1: Foundation of the Study

Background of the Problem

The accommodation and food service sector is a part of the leisure and hospitality super-sector, which accounted for over 2.9 million employees in 2020 (Bureau of Labor Statistics, 2021b). Food service leaders must understand the relationship between job embeddedness, professional identity, and employee turnover intentions. I addressed the need to understand the impact in this study by examining the relationship between job embeddedness and the constructs links, fit, sacrifice, and professional-identity to employee turnover intentions.

College dining is a subset of the hospitality industry that deserves more attention. In 2018, USA Today reported that college dining has resulted in a profitable role for higher education, with approximately \$18.9 billion in profits for the college food service industry, compared to just \$1.89 billion in 1972 (Williams, 2019). The crucial impact the college food service industry has on institutional finances supports further examination. It was critical to explore the higher education dining sector related to employee turnover intentions and the associated impacts.

Problem and Purpose

Identifying the factors that lead to turnover intentions is an imperative for organizations (Haider et al., 2020). In 2019, the accommodation and food service industry's annual total turnover rate was 78.6%, significantly higher than the 45% average across industries (Bureau of Labor Statistics, 2020). The general business problem was that higher turnover intentions lead to high turnover, which negatively

impacts service quality and profitability. The specific business problem was that some food service leaders do not understand the relationship between job embeddedness, professional-identity, and employee turnover intentions.

The purpose of this quantitative correlational study was to examine the relationship between job embeddedness, professional-identity, and employee turnover intentions in higher education food service operations. The independent variables of the study include the dimensions of job embeddedness: link, fit, and sacrifice, as well as professional identity. The dependent variable was employee turnover intentions. The participants included employees from New England university food service operations. The implications for positive social change included identifying strategies to reduce employee turnover intentions; employment stability positively impacting surrounding communities by improving service to customers and business performance. Improved profitability will contribute by increasing the economic welfare of the community through increased employment and community contributions.

Population and Sampling

The population for this study included food service workers from New England universities. I included all job level types, including dishwasher, server, cook, supervisor or manager, and director or above. Participants were required to have been food service workers for a minimum of three months to be eligible to participate. I used contacts from a professional organization to reach my target sample. The described population aligned with the research questions because the research questions for this study were to

determine if any the relationship between job embeddedness or professional-identity and employee turnover intentions.

Nature of the Study

The three research methodologies include quantitative, qualitative, and mixed-method (Saunders et al., 2015). I chose to use a quantitative research methodology for this study. In a quantitative study, the researcher examines the relationship between the independent and dependent variables analyzed using a range of statistical tests (Saunders et al., 2015). The quantitative method was appropriate for this study because the purpose of this study was to examine the relationship between job embeddedness, professional-identity, and employee turnover intentions. I did not choose a qualitative method. The objective of a qualitative research method is to explore strategies and provide thorough descriptions of the researched phenomena (Saunders et al., 2015). I did not choose a mixed-methods approach because it was not the best fit. A mixed-methods approach is the combination of quantitative and qualitative data collection and application techniques that a mixed-method design uses (Saunders et al., 2015). The objective of this study was to examine to what extent, if any, a relationship existed between variables; therefore, using a quantitative research method was most applicable.

There are three quantitative research designs which include correlational, quasi-experimental, and experimental (Saunders et al., 2015). I chose a correlational research design for this study. I did not choose either of the two experimental designs because the purpose of the research designs was not fitting. The focus of quasi-experimental research is on manipulating the independent variables in a controlled environment and the

objective of experimental research is to examine both control and experimental groups (Saunders et al., 2015). With a correlational research design, the researcher measures the relationships between the variables, calculated and, in turn, indicates the direction and strength of the connection (Mertler, 2019). The main objective of this study was to examine the relationship between variables, thus choosing a quantitative correlation study over other quantitative research designs was the most appropriate for this research.

Research Question

RQ1: What is the relationship between the dimensions of job embeddedness, professional-identity, and employee turnover intentions in higher education food service operations?

RQ2: What is the relationship between professional-identity and employee turnover intentions in higher education food service operations?

Hypotheses

Based on the research questions, the following hypotheses were developed:

Null Hypothesis (H_0 1): There is no statistically significant relationship between job embeddedness, and employee turnover intentions in higher education food service operations.

Alternative Hypothesis (H_1 1): There is a statistically significant relationship between job embeddedness, and employee turnover intentions in higher education food service operations.

Null Hypothesis (H_02): There is no statistically significant relationship between professional-identity and employee turnover intentions in higher education food service operations.

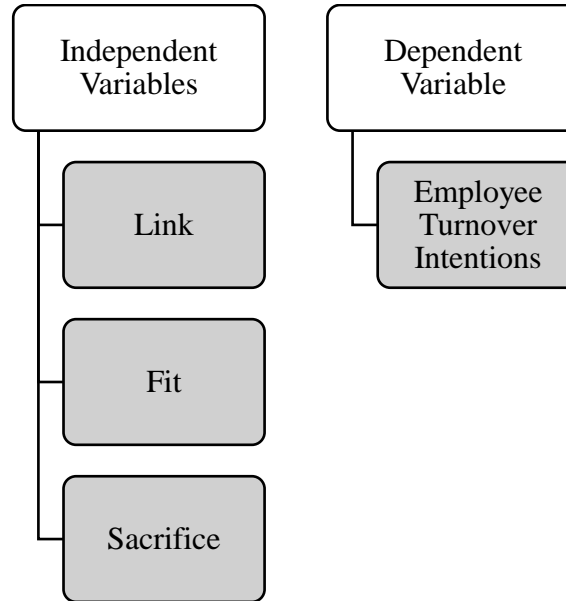
Alternative Hypothesis (H_12): There is a statistically significant relationship between professional-identity and employee turnover intentions in higher education food service operations.

Theoretical Framework

I chose to use the job embeddedness theory as the theoretical framework for this study. Mitchell et al. (2001) first introduced using job embeddedness to predict turnover. Mitchell et al. explained that employee turnover intentions are not due to turnover decisions linked to an individual's attitude or opportunities in the market but rather job embeddedness. In this theory, job embeddedness includes three main factors: link, fit, and sacrifice (Mitchell et al., 2001). Job embeddedness theory incorporates the distinction between specific on and off the job factors and employee turnover (Mitchell et al., 2001). Researchers have found the three factors of job embeddedness theory to be strong predictors of both voluntary turnover and turnover intentions. (Mitchell et al., 2001). Employee turnover intentions have been found to be a reliable indicator of actual voluntary turnover (Wu et al., 2017). The job embeddedness theory provided a framework to examine the relationship between the independent variables (link, fit, and sacrifice) and the dependent variable employee turnover intentions as illustrated in Figure 1.

Figure 1

Depiction of Model



Operational Definitions

I used the following terms throughout this study:

Off-the-job embeddedness: Off-the-job embeddedness is the attachment of an employee to their life outside of work (Treuren & Fein, 2018).

On-the-job embeddedness: On-the-job embeddedness is formal and informal connections to other people in the organization (Sender et al., 2018).

Assumptions, Limitations, and Delimitations

The following section explains the assumptions, limitations, and delimitations in this study.

Assumptions

Researchers must acknowledge underlying assumptions or statements made that are understood to be true (Kirkwood & Price, 2013). This study is based on several

assumptions. First, I assumed respondents read the survey thoroughly and understood what was asked of them. Second, because the survey was online and the respondents could complete it at their leisure, I assumed they completed it within the appropriate timeframe. Lastly, I assumed that the participants completing the survey would answer honestly. Assuming honesty from the participants was a reasonable assumption because I guaranteed confidentiality. Chapter 3 includes a presentation of all reliability and validity information.

Limitations

Limitations refer to potential weaknesses of the study as well as weaknesses that are unavoidable and acceptable. Maula and Stam (2020) explained a need for more rigor in quantitative research, and mitigating limitations is a broad concern about the reproducibility of prior findings. Any research attempt unavoidably has limitations (Theofandis & Fountouki, 2018). There are a few limitations to this study.

The first limitation was the research methodology of this study. Quantitative research has limited outcomes because it includes a structured questionnaire with closed-ended questions, which leads to limited outcomes (Chetty, 2016). On the other hand, the qualitative methodology would support a researcher in resulting in a more thorough understanding of phenomena. As a researcher, this was an acceptable tradeoff to execute because, with quantitative research, I was able to provide generalizable findings.

The second limitation was the use of an online survey. I sent the survey out to participants via an email invitation; therefore, participants completed the survey from any location and any device that allowed the completion of the survey. Therefore, potential

limitations include a participant's technical capabilities, familiarity, and comfortability to complete the online survey (Jäckle et al., 2019). Using an online survey allowed me as the researcher to reach a broader population, therefore, resulting in a favorable tradeoff.

Delimitations

The delimitations are the intentional constrictions the research has placed on the study (Ellis & Levy, 2010). The delimitations of this study were the factors I, as the researcher, had control over. The delimitations serve as boundaries. The first boundary was the sample, food service workers restricted to the New England region of the United States, which was necessary to keep because of practical limitations. The geographic boundary of this study did not hinder the generalizability of findings because, regarding the variables of this study, any differences among states in culture and business practices are not relevant. The second delimitation was to allow all job levels of food service workers to participate in the survey. Allowing all job levels gave me the researcher to examine the impact demographics have on the dependent variable. I have placed the discussed parameters in place for this study as I thought necessary.

Significance of the Study

As a result of this study, food service leaders may positively impact business practices and societal change. The study may be valuable in supporting organizations in limiting employee turnover intentions, which will increase profitability. The results of this study may also benefit other service industries challenged by turnover. The study may help promote positive outcomes related to the relationship between job embeddedness, professional-identity, and employee turnover intentions. The results of

this study can support leaders in understanding how to retain skilled workers while increasing job embeddedness. Positively impacting social change will occur through the community's economy and support a more stable workforce.

Contribution to Business Practice

Leaders within the hospitality industry's food service sector may apply the information from the study to improve job embeddedness to reduce turnover intentions. Understanding and addressing the relationships may provide managers with the resources to maintain skilled employees. Food service leaders may cultivate job embeddedness while lowering employee turnover intentions with a deeper understanding of the components and the relationship to employee turnover intentions. Business leaders will be better able to identify the routes through which job embeddedness can reduce food service employees' turnover intentions to increase profitability.

Implications for Social Change

The implications for positive social change include the potential for a stabilized workforce, improvements in services offered, and increased business performance that will positively impact long-term growth within the community. Vasquez (2014) discussed how economic stabilization is vital to sustaining a good economy, where employee retention is critical to support a strong workforce. The impact of turnover is a ripple effect where one factor can influence other aspects; reducing turnover would positively impact social change through its impact on employment stability and profitability. Galbreath (2010) explained how firms that offer outstanding care for employees or communities might be in the best position to diminish turnover. This

correlation study may benefit food service leaders because turnover impacts employees, families, communities, and the economy due to the ripple effect. At the community level, profitable organizations provide stable employment opportunities and increase local purchasing (Boles et al., 2012). Food service leaders who understand job embeddedness can impact a positive social change with the reduction of costs associated with turnover and increased profitability to contribute to the community's economy.

A Review of the Professional and Academic Literature

In the literature review, I examined research findings regarding the constructs of job embeddedness, professional-identity, and the relationship between job embeddedness constructs and employee turnover intentions. Understanding the relationship is critical for organizational leaders. The literature review contains current research from primarily peer-reviewed journal articles, seminal works, and non-peer-reviewed journal articles within the last five years. In addition, this academic and professional literature review includes a discussion of the theoretical framework, rival theories, and factors causing and resulting in employee turnover intentions due to job embeddedness.

The purpose of this quantitative correlational study was to examine the relationship between job embeddedness, professional-identity, and employee turnover intentions. The specific business problem was that some food service leaders do not understand the relationship between job embeddedness, professional-identity, and employee turnover intentions. The focus of this study was to examine strategies regarding university food service employees' turnover intentions. The literature review will include

the search strategy, discussion of independent and dependent variables, methods-specific literature, and a conclusion with a rationale for the study.

Search Strategy

Job embeddedness theory constructs are links, fit, and sacrifice between the employee and organization, and links, fit, and sacrifice between the employee and the community (Mitchell et al., 2001). Possible relationships between dimensions of job embeddedness, professional-identity, and employee turnover intentions were revealed by analyzing the literature. The literature review expands knowledge of the relationship between job embeddedness, professional-identity, and employee turnover intentions.

The data inquiry involved using the following databases: Google Scholar, ScholarWorks, Ulrich's, Emerald Insight, SAGE Journals, ScienceDirect, and EBSCOHost. I also accessed government websites to acquire specific statistical information. Search terms included employee *turnover intention*, *hospitality industry*, *food service*, *leadership*, *organizational culture*, *professional-identity*, and *job embeddedness*. To identify what literature was available, I searched a wide range of databases. I obtained peer-reviewed literature sources to analyze and synthesize findings of scholars and experts in various industries and disciplines regarding employee turnover intentions. I narrowed the search results down to the sources I used in this literature review by ensuring the use of thorough and relevant resources.

The following section is a review of literature for the research study. The review includes insights regarding scholars' studies of the impact of job embeddedness and employee turnover. The total number of references in the literature review is 86, of which

97% were from peer-reviewed sources and 81% were published between 2017 and 2021.

References include journal articles, government websites, and books (see Table 1).

Table 1

Literature Review Sources

Reference Type	Total References	2017 and Newer	2016 and Older	% 2017 and Newer
Peer Reviewed References	83	70	13	81%
Government References	1	1	0	100%
Non-peer Reviewed References	2	2	0	100%
Total References	86	70	16	81%

Application to the Applied Business Problem

The aim of this study was to examine the relationship between the dimensions of job embeddedness, professional-identity, and employee turnover intentions in higher education food service operations. The null hypothesis was that there is no statistically significant relationship between link, fit, sacrifice, and employee turnover intentions in higher education food service operations. The first alternative hypothesis was that there is a statistically significant relationship between link, fit, sacrifice, and employee turnover intentions in higher education food service operations. The second null hypothesis was that there is no statistically significant relationship between professional-identity and employee turnover intentions in higher education food service operations. The first

alternative hypothesis is that there is a statistically significant relationship between professional-identity and employee turnover intentions in higher education food service operations.

Theoretical Foundation Framework Section

Job Embeddedness Theory

The framework for this study derives from the theory of job embeddedness. The three constructs of job embeddedness theory do not necessarily work in isolation; instead, they form a web of influence where certain factors influence one employee more than another (Holtom et al., 2020). Links, fit, and sacrifice are the three constructs of job embeddedness. Individuals can use the job embeddedness theory to understand why an employee would stay or leave an organization.

The job embeddedness theory includes a framework to explain employees' intention to search for new work. Job embeddedness means immersion in or attachment to the job (Lyu & Zhu, 2019). Contextual factors and the surrounding environment affect the degree to which an individual is rooted in their job and whether they choose to stay or leave (Mitchell et al., 2001). The more embedded an employee is in their organization or immediate external environment, the more likely they will exhibit positive behavior (Mitchell et al., 2001). If employees perceive misalignment between their motivations and attitudes, they may decide to leave their job when surroundings send unfavorable signals that they are unfit in the organization. Commitment to the organization occurs via multiple factors.

The three components of job embeddedness are subdivided internally within the organization and externally in the community (Mitchell et al., 2001). Also, the theory divides into three categories: links, fit, and sacrifice. Table 2 highlights the dimensions of job embeddedness both on and off the job.

Table 2

Dimensions of Job Embeddedness

	On the Job	Off the Job
Links	Formal and informal connections and support among the person and colleagues, work groups, supervisors, and the organization as a whole	Connections in a social and familial web, including non-work friends, spousal employment, groups, churches and community organizations
Fit	Degree to which the person's personal values, career goals and future plans fit with the organization culture, experienced job and career realities	Fit with preferences for the general culture of the location of residence, including weather, amenities, political and religious climates and the arts
Sacrifice	What the person would sacrifice if she left the Organization. Perceived costs of leaving the organization include giving up colleagues, perks, projects, benefits, job stability and advancement	What the person would sacrifice if she left the community. Perceived potential of loss of desirable community attributes, including school quality, neighborhood safety and feeling of belonging

Note: Job embeddedness dimensions. Reprinted from “Job Embeddedness: A Ten-year Literature Review and Proposed Guidelines,” by D. Ghosh and L. Gurunathan, 2015, *Global Business Review*, 16(5), 856–866. Copyright 2021 by International Management Institute, New Delhi. Reprinted with permission.

Links. Links can be formal and informal connections. Organizational links include connections to individuals and groups within the organization (Coetzer et al., 2017). The on-the-job links can be between colleagues, supervisors, groups, or the organization. Link is the extent to which an employee has connections to other people or activities.

Social capital can contribute to an organization's success. More links give workers more significant social capital to obtain resources and information and enhance job performance (Cheng, 2014). On-the-job links are the connections between individuals and the organization. Employees become more embedded by the quantity and importance of links.

The passion an employee has towards the work and people within the company can positively impact the employee's intent to leave or stay. Teng et al. (2021) sampled 278 hotel employees and found that obsessive passion positively correlated with work engagement and job embeddedness. An employee's link to other individuals or the organization's undertakings is a primary construct of the job embeddedness theory. Fang et al. (2020) found a significant correlation between both harmonious and obsessive work passion and turnover intentions. The link construct is a crucial component of the theory, and the impact that aspects of this construct have is essential to examine.

An employee's link can be associated with their relationship with a supervisor. Afsar et al. (2018) explained how job embeddedness increases by establishing relations with more lateral and vertical work associates when an employee trusts their supervisor.

Afsar et al. collected data from 343 frontline employees to confirm that high-performance work practices and trust in supervisors affect turnover intentions through on-the-job embeddedness. Further, an employee's job embeddedness increases when they perceive that their interests are accepted and considered valuable as the organization's interests, while their turnover intentions decrease (Akgunduz & Sanli, 2017). An employee's relationship and trust in their supervisor increase their on-the-job embeddedness.

It is essential to understand what keeps an employee connected to their job and strategies to strengthen the bond. An employee's link includes the formal and informal connections between coworkers and the organization (Yam et al., 2018). Employee retention is beneficial to organizations because of the high costs associated with employee turnover. Therefore, fully understanding the impact of job embeddedness related to the employee and the organization and the employee and the community is vital.

The level of trust between an employee and a supervisor plays an essential role in impacting an employee's link to the organization. An employee's increased link within an organization can be a product of trustworthy supervisors (Afsar et al., 2018; Alola et al., 2019). On the other hand, Alola et al. (2019) found that when employees lose trust in their organization, they become less committed. Positive outcomes will result when an employee feels a connection to their supervisor. Establishing a solid understanding of trust and connection to supervisors is crucial to fostering links between employees and supervisors.

An attachment, also referred to as connection, is beneficial to examine. An employee's attachment or constituent attachment is related to the job embeddedness dimension of links. Ellingson et al. (2016) discovered that if the development of social bonds that constitute constituent attachment can actively mitigate daily, on-the-job challenges for workers, such bonds represent a compelling reason to stay. The off-the-job link is critical as well. Karatepe (2016) found that the presence of a coworker and family support fosters employees' job embeddedness. High embeddedness means an employee has many solid and close attachments, while low embeddedness will feature few, distant and weak connections with factors on the job or off the job (Oladeji & Ayinde, 2018). When employees feel a bond with other individuals and activities, the strength of their bond supports embeddedness.

Fit. The definition of fit is an employee's perceived compatibility within the organization or community (Mitchell et al., 2001). Specific aspects of fit between an employee and the organization include an individual's career goals, personal values, skills, and job knowledge. The particular fit components between the employee and the community include location, climate, and political environment (Ma et al., 2018). The better the fit, the stronger the association.

The relationship between the employee and their supervisor is critical to the construct of fit. Afsar et al. (2018) explained how employees who trust their supervisor experience comfort and fit with their supervisor and the organization. Employees should feel they fit within the organization, and the employer realizes a fit with the employee. The employee and employer relationship needs a mutual bond.

Fit is essential to the employee and the organization. An employee's perceived compatibility with the organization and surrounding community increases their fit (Mitchell et al., 2001). To increase employee retention within organizations, leaders must evaluate an employee's fit through the recruitment process, starting with hiring people who fit the organization (Ma et al., 2018). Fit starts at onboarding an employee and must be fostered and evaluated throughout one's tenure. Zhang et al. (2012) discussed that organizational fit is when an employee's knowledge, skills, and ability are compatible with the organizational culture and job requirements. The better the fit with the organization and the community, the stronger the connection with the job.

The fit construct indicates adaptability to or compatibility with the surroundings (Mitchell et al., 2001). To increase the degree of fit, managers could observe newcomers' compatibility with their work contexts and regularly ask them to share their experiences to confirm the adequacy of resources (Cheng, 2014). Job embeddedness increases when an employee's abilities and responsibilities match professional interests and their organization's opportunities and rewards (Coetzer et al., 2017). The extent to which a job and community fit are compatible with other aspects of the employee's living space is essential (Cheng, 2014). If employees perceive that they fit well into their organization, where there is compatibility, and adapt smoothly, their job embeddedness will be higher.

An examination of the positive impact of job embeddedness was completed regarding an employee's intent to stay with an organization. Ribeiro et al. (2020) discussed that when employees have a high level of a strong sense of identity and belonging, they express less turnover intentions. On the other hand, Martdianty et al. (2020) found that the lack of fit was not an important turnover determinant because individuals perceived work as a duty or obligation, not a personal choice. With a lower level of turnover intentions, an employee will be less likely to leave an organization. Weis and Rosendale (2019) concluded that the hiring department manager must ensure that the individual fits the establishment and the position or will not make it long-term. In this manner, an employee's perception of fitting into the organization will positively impact turnover intentions.

Sacrifice. The third construct of the job embeddedness theory is the concept of sacrifice. Sacrifice can be the psychological, social, or material cost of leaving one's organization or community (Mitchell et al., 2001). When an employee leaves an organization, they must sacrifice a meaningful and effective relationship with their supervisor, which results in psychological sacrifice (Afsar et al., 2018). Losses with the organization could be familiar colleagues or benefits, and the community losses could be an easy commute or a good school district (Zhang et al., 2012). Organizational losses and community losses are measured as they relate to the amount of sacrifice an employee is willing to make. Zhang et al. (2012) explained how sacrifice could be a family-based work ethic, where working overtime is self-sacrifice made for the benefit of the family rather than a sacrifice of the family for the selfish pursuit of one's career development.

Dechawatanapaisal (2018) found that career development and rewards influence employee intention to leave through organizational job embeddedness. Subsequently, employees with high organizational support perception have higher positive attitudes toward their job, resulting in decreased turnover intentions (Akgunduz & Sanli, 2017). What the employee will be sacrificing reflects their perception.

Employees' feelings of sacrifice towards their job and society increase their job embeddedness (Akgunduz & Sanli, 2017). Sacrifice refers to what an individual would give up if they chose to leave. Sacrifice represents the potential cost of leaving the job (Mitchell et al., 2001). It describes the sacrifice they would experience in forfeiting their employment and associated social links (Cheng, 2014). An employee's impact of sacrifice can range. Therefore, job embeddedness is improved if the perceived amount an employee will sacrifice on leaving outweighs the perceived costs of staying (Mitchell et al., 2001).

Employees will consider the physical and psychological sacrifices of leaving an organization. An employee's sacrifice can increase based on the strength of fit and established links (Afsar et al., 2018). When the link and fit are low, they are more apt to sacrifice their job's physical or psychological benefits. An employee puts the cost of the sacrifice of leaving an organization (Sun & Wang, 2017). Leaders and organizations must improve and ensure that the cost of going would outweigh an employee staying and what they must do to encourage the employee not to intend to leave.

Contrasting Theories

Through the initial phase of this study, examining various theories relevant to employee turnover intentions was necessary. However, even with the plethora of theories, the job embeddedness theory was the best option to use as a theoretical framework to examine the relationship between higher education food service operations and employee turnover intentions. Therefore, this section includes a review and explanation of each alternative theory and why I did not choose a theory different from the job embeddedness theory.

The three contrasting theories examined are servant leadership theory, social exchange theory, and social identity theory. Servant leadership theory has weaknesses that make this theory, not the best choice for this study, specifically, how servant leadership behaviors have posed challenges for managers with less experience in perspective taking (Liao et al., 2021). Second, social exchange theory does not provide as much depth as a theoretical framework because it is a theory that researchers use to understand reciprocal behaviors that strengthen interpersonal relationships (Kim & Qu, 2020). Lastly, social identity theory suggests that individuals place themselves in groups or categories (Mangum & Block, 2018). All three theories can be used as lenses to understand employee turnover intentions but were not best suited for this study.

Servant Leadership Theory

Greenleaf (1970) developed the servant leadership theory, which emphasized how leaders prioritize the needs of followers. A servant leader is someone who wants to serve first, not someone who is a leader first. Needham (2019) examined the impact of two

behavior characteristics of servant leadership theory on employee turnover intentions in fast-casual dining restaurants. By utilizing a sample of supervisors in fast-casual restaurants, multiple regression analysis results did not predict turnover. This theory is similar to transformational leadership.

Leaders take an ethical approach to initiate servant leadership behaviors. Gandolfi and Stone (2018) said leaders could use servant leadership with followers to maximize their potential, encouraging the best of themselves. All managers cannot implement servant leadership behaviors because of the increase in perspective-taking skills required (Liao et al., 2021). I did not choose this theory because it involves supervisor and leadership styles rather than employees and organizations.

Social Exchange Theory

The social exchange theory is a lens to explain behavior. George Homans (1958) developed the framework that was grounded in the idea of an exchange between parties. Akgunduz and Eryilmaz (2018) explained how an employee's perception that their coworkers or managers support them might lead them to display positive behaviors based on the social exchange. One can better understand this theory from the perspective of cost-benefit trade-offs. In reaction to positive initiating actions, targets reply in kind by engaging in more positive reciprocating responses (Cropanzano et al., 2017). Cropanzano et al. (2017) said the approach was too general and imprecise because of the theory's general behavioral predictions. The social exchange theory is a broad framework; therefore, the breadth of the theory comes at a cost because it can describe almost any reasonable pattern of findings.

I did not choose the social exchange theory because it incorporates social norms and context. Wu and Lee (2017) said the social exchange theory was a theory that involves employees' perceptions that leaders give them empowerment; they are therefore more willing to share knowledge as a reciprocal behavior. Similarly, Kim and Qu (202) studied the consequences of customer-employee exchange at work based on the social exchange theory. The authors of the study found that the more employees have social exchange with customers, the more they tend to show customer service behaviors within and beyond their role requirements. This research requires more depth on the employees' relationship with the organization and themselves; therefore, the social exchange theory does not align best with this study.

Social Identity Theory

Tajfel (1979) developed the social identity theory to explain how belonging to a group can provide its members with a sense of pride and self-esteem. The social identity theory relates to an employee's identification with an organization. The social identity theory is similar to aspects of the job embeddedness theory. One of the primary principles of the social identity theory involves how a person categorizes themselves into groups where they feel belongingness (Paruzel et al., 2020). The concept of inclusion related to the social identity theory is similar to the job embeddedness constructs of link and fit.

Social identity theory constructs are similar to job embeddedness, where the social identity has similarities to the fit construct. The constructs of social identity theory are social categorization, social identification, and social comparison (Mangum & Block, 2018). Trepte and Loy (2017) said individuals categorize themselves as belonging to

various groups, and they feel they belong to an in-group or do not consider themselves members of an outgroup. The social identity theory is more about a reward system due to feelings of inclusion or lack thereof. Due to the social identity theory's primary focus on the individual, I did not choose to use this theory as the theoretical framework to examine employee turnover intentions.

Key Variables

In this section, I explain the key variables and concepts of the study. The key variable of this study is job embeddedness. The constructs of this variable are link, fit, and sacrifice. The second variable is professional-identity. The third variable is employee turnover intentions. I also elaborate upon the central notions of job embeddedness, professional-identity, and the antecedents and consequences of employee turnover intentions.

Job Embeddedness

The theory of job embeddedness offers industry leaders the potential to understand why people choose to stay in their organizations. Job embeddedness has three essential dimensions, which are fit, link, and sacrifice, under two separate sub-dimensions: organizational and social dimensions (Mitchell et al., 2001). The examination of each dimension can determine how devoted an employee is to the organization and society (Akgunduz & Sanli, 2017). Job embeddedness positively impacts an employee's commitment to an organization. Bibi and Jadoon (2018) extended the work on job embeddedness. The authors studied how job embeddedness fosters an employee's sense of belonging to the organization and translates into positive work

behaviors and outcomes. Bibi and Jadoon (2018) and Coetzer et al. (2017) also examined how job embeddedness was negatively related to turnover intentions. An employee's depth of embeddedness positively contributes to their commitment to the organization. In this sense, employees with job embeddedness are more likely to display a commitment to their organization and less likely to intend to turnover (Shehawy et al., 2018). Thus, leaders of organizations that understand the components of job embeddedness can improve an employee's experience and ultimately support the company.

On-the-job embeddedness refers to an employee's link, fit, or sacrifice within the organization. Shehawy et al. (2018) found that organizational support leads to employees more likely to show higher levels of job embeddedness, the more employee advocacy, the more likely employees will show higher levels of job embeddedness, the more job embeddedness, the more likely employees will show lower levels of intention to leave, and the more job embeddedness, the more likely employees will show higher levels of commitment. Jiang et al. (2012) found that high levels of job embeddedness first reduce employees' turnover intentions, which subsequently relates to actual turnover. The researchers conducted a meta-analytic study that examined the relationship between job embeddedness and turnover. Jiang et al. found that a person with high job embeddedness is 48% less likely to leave than a person with low embeddedness. Understanding the relationship between job embeddedness, organizational commitment, and intent to leave is crucial in understanding the overall impact of job embeddedness.

Antecedents of Job Embeddedness.

Understanding the antecedents of job embeddedness is crucial in understanding the topic in totality. Work-life balance, work hours, supervisor support, and employee advocacy are determinants of job embeddedness synthesized below. This examination reveals the precursors to the variable used in the study.

Work-life balance practices are a precursor to job embeddedness. Thakur and Bhatnagar (2017) found that the accessibility, current utilization, and perceived future use of work-life balance practices fostered job embeddedness. Through a structured questionnaire collected from diverse industries, the authors of the study used regression analysis to measure the direct effects of the relationship. Thakur and Bhatnagar reiterated the importance of work-life balance practices and their usage that encourages employee embeddedness in the organization.

Employees' level of control over work hours is another antecedent to job embeddedness. Chan et al. (2019) used self-administered questionnaires from 163 paired responses from frontline employees and their supervisors in 16 hotels with four and five-star ratings in Malaysia. Level of control over work hours and felt obligation have significant relationships with on-the-job embeddedness (Chan et al., 2019). Employees who control work hours are more likely to be comfortable with the environment and other employees, strengthening job embeddedness.

Two additional factors that increase an employee's job embeddedness are supervisors' support and employees' advocacy. Shehawy et al. (2018) found that both supervisors' support and employees' advocacy significantly impacted job embeddedness.

Shehawy et al. collected 870 questionnaires from frontline employees operating in the Egyptian airline industry and analyzed responses using structural equation modeling. The findings showed supervisor support and employee advocacy could reduce turnover intentions and increase the positive impacts of an employee's embeddedness.

Consequences of Job Embeddedness.

Job embeddedness has the potential to be both positively and negatively impactful on employees. Researchers Park et al. (2021), Jia et al. (2020), Ng and Feldman (2010), and Ng and Feldman (2012) conducted studies to examine the positive and negative consequences of job embeddedness. The analysis of both negative and positive impacts of job embeddedness assists in better understanding the variable. Negative consequences of job embeddedness include work-family conflict or an employee investing less in themselves, whereas positive effects include proactive work behaviors and service behaviors.

An individual's family life is potentially negatively impacted by embeddedness. Ng and Feldman (2012) studied the relationship between changes in organizational and community embeddedness and changes in work-to-family and family-to-work conflict. The researchers collected data from 250 married United States and 165 Chinese managers and professionals, revealing that increases in organizational embeddedness are associated with more significant conflict between work and family areas over time. Family life can be an essential component of an employee's values, and understanding the consequence that embeddedness can have on it is crucial.

Another negative implication of job embeddedness is the employee's disinvestment in self. Self-development or improvement could be critical to an individual's career success or advancement opportunities. Employees who have higher levels of internal social capital development behaviors have higher levels of human capital development behaviors (Ng & Feldman, 2010). When highly embedded, managers tend to engage in fewer behaviors that build internal social capital, decreasing their opportunities to build human capital. Social and human capital development positively impacts an individual's career success.

Further, an employee's on-the-job embeddedness can positively impact service behaviors. Park et al. (2021) investigated the factors that organizations can control to predict the forecasted job outcome of service behavior. The authors found that job embeddedness positively impacts employees' service behaviors through affective commitment. Employees who perceive they are connected and attached to their job are more likely to commit more to their company. Therefore, organizations can assist employees in enhancing their attachment by offering them the tools and resources.

Proactive work behaviors are a positive consequence of job embeddedness. Jia et al. (2020) examined the effects of employees' job embeddedness by collecting data from 206 respondents from 50 work units in China with a three-wave survey. Hierarchical regression analysis revealed a significantly positive relationship between job embeddedness and proactive work behaviors resulting from the study (Jia et al., 2020). An employee who displays and executes proactive work behaviors is self-initiated. Job

embeddedness can positively impact an employee's execution of proactive work behaviors.

The factors of job embeddedness, developed by Mitchell et al. (2001), can be used as a guideline for managers to keep employees integrated with their surroundings where the connection leads employees to stay with an organization (Ma et al., 2018). Mitchell et al. suggested that employees work harder toward achievement with greater embeddedness, thus enhancing performance and reducing turnover. A highly linked employee will lose much if terminated; therefore, an employee will have high levels of motivation to perform well (Cheng, 2014). Having strategies as a leader to reduce turnover and recognize the signs is important.

Professional-Identity

Professional identity develops over time. The development of an individual's professional identity occurs as an organic by-product of progression through career phases (Dobrow & Higgins, 2005). Previous research has found that the level of guidance an individual receives throughout their career influences their professional identity. Individuals should develop a clearer sense of their own professional identity through examination and variation.

Improving and adapting ones' professional identity is beneficial to achieving positive career outcomes. Gorbatov et al. (2019) found that personal branding leads to greater career satisfaction, resulting in the importance of personal branding as a career technique in promoting one's professional identity. Gorbatov et al. provided quantitative evidence that personal branding plays an individual's career success. Organizational

leaders should devote time to understanding what personal identity means to the employee and organization.

Employee Turnover Intentions

Wombacher and Felfe (2017) defined turnover intentions as the intensity of an individual's desire to leave the organization or team. Employee turnover is critical because a high level can significantly affect organizations. Turnover intentions is a prerequisite for an employee to leave a job or organization (Belete, 2018). Many researchers, such as Akgunduz and Sanli (2017), Coetzer et al. (2017), and Treuren and Fein (2018), have explored the relationship between job embeddedness and turnover, concluding that the more embedded an employee is in the organization, the less likely it is that turnover will occur. Afsar et al. (2018) empirically found that turnover intentions equate to approximately 25% of turnover. Employee turnover intentions lead to turnover, a challenge leader must know how to mitigate.

Reducing turnover intentions is vital as turnover occurs throughout all industries worldwide. Asimah (2018) conducted a cross-sectional survey among 80 hospitality employees and found six statistically significant factors that predicted employee turnover intentions. The antecedents of turnover intentions analyzed include job insecurity, job dissatisfaction, lack of organizational commitment, poor working conditions, better job options, and job stress and unfair treatments.

Managers must understand an employee's intent to leave due to the cost of employee turnover. Turnover costs can equate to one-and-a-half times an employee's annual salary (Ma et al., 2018). Employee turnover can negatively impact employees and

organizations and lead to internal and external customer dissatisfaction (Vasquez, 2014). Additional factors such as co-worker relationships, extra work given to other employees, and the knowledge that the individual takes with them are also critical (Ma et al., 2018). The impact caused by turnover can occur both internally and externally in an organization.

Employee turnover issues occur throughout different industries, resulting in high rates of turnover, which are relevant for varying reasons. DeConinck et al. (2018) studied turnover among business-to-business salespersons and found turnover intentions were related negatively to turnover. A commonality found within the research is that many explore ways to decrease turnover intentions and increase employees' job satisfaction (Chiat & Panatik, 2019). An employee's turnover intentions is relevant and necessary to businesses and leaders due to the negative impact on the business.

Leaders of organizations must develop strategies and practices to retain their employees (Ma et al., 2018). After conducting a literature analysis, the following effects emerged: employee satisfaction, productivity, compensation, job stress, off-the-job-related factors related to employees' intentions to leave. Organizations are impacted, directly and indirectly, resulting in increased hiring and training costs, lost production, reduced profits, and lower employee morale (Hayward et al., 2016). With such problems associated with turnover, leaders must understand the potential impact.

Antecedents of Turnover Intentions

Leadership Style. Leadership style can play a role in an employee's turnover intentions. Ribeiro et al. (2020) found that authentic leadership positively affects

customer orientation and negatively impacts turnover intentions. Motivation is a component that can impact turnover intentions. Shareef and Atan (2019) found that ethical leadership was negatively related to turnover intentions and intrinsic motivation fully mediated the relationship between ethical leadership and turnover intentions. A supervisor's leadership style during specific periods of an employee's tenure can adapt. Demirović Bajrami et al. (2020) specified how the leadership style should consist of informing, caring, and enabling decision making if an employee finds themselves in a situation such as a pandemic. Motivation can play a critical role as most leaders are vital in motivating their employees.

A leader's support impacts an employee's turnover intentions. A manager can manage tasks and employees, but the leadership style can encourage a supportive environment. Gordon et al. (2019) found that employees who perceive a higher level of support from their supervisor are less likely to leave their organization. Additionally, a supervisor's support positively affects subjective well-being, which reduces turnover intentions. Cho and Song (2017) found that emotional labor increases turnover intentions, whereas trust reduces it. Priarso et al. (2019) found that a transformational leadership style significantly influenced job satisfaction. The stronger the transformational leadership style found in the company, the higher the level of satisfaction felt by employees.

Similarly, Khalid et al. (2021) found a significant impact of transformational leadership for shaping organizational job embeddedness. An organization with a high level of organizational support will make employees feel obligated to their organization

(Jabeen et al., 2020). A supervisor's ability to increase satisfaction while increasing employee performance can reduce employee turnover intentions.

Employee Professional Development. Through research, employee development has been found to impact an employee's intent to leave and relates to the job embeddedness constructs. Career opportunities are essential for employees to feel prepared for future advancement (Rasheed et al., 2020). Specifically, employee development relates to the fit and link dimensions of the theory of job embeddedness and turnover intentions. Nerstad et al. (2018) explored whether congruence between perceived employee development practices influences turnover intentions. The authors found through a quantitative study that a lack of internal alignment of human resource practices with organizational factors can be detrimental in terms of work effort, work quality, and turnover intentions. Included in the development are training and career advancement, which result in organizational embeddedness.

To manage turnover intentions, leaders of organizations must recognize employees' developmental perceptions. Rasheed et al. (2020) found that career adaptability was negatively related to an employee's turnover intentions due to happiness orientation. Career opportunity was determined to be an essential condition required to be satisfied in the study. Jerez-Jerez and Melewar (2020) explored how employees focused on their occupation rather than their work institution could lead to higher employee turnover. Researchers Jerez-Jerez and Melewar found that participants who valued a favorable professional identity noted that waiters' perceptions of the role and organization team influenced retention. Leaders within organizations should focus on

organizational fit constructs to embed employees (Shah et al., 2020). The fit and link constructs of job embeddedness are related to employee development and can assist leaders in what may lead to an employee's intent to leave an organization.

Organizational Culture. An antecedent of turnover intentions is organizational culture, a recurring theme throughout the literature regarding an employee's turnover intentions. Changes to the environment within the organization tend to make employees dissatisfied and frustrated (Kim, 2018). The environment defines the organization's culture, impacting employees' work-life balance, burnout, and stress. Organizational culture has an influential effect on job satisfaction (Priarso et al., 2019). The culture is a critical component to why an employee searches for new work or leaves an organization.

An organizational culture where internal support is encouraged and fostered is beneficial to the employee. Shi et al. (2020) emphasized how hospitality employees deal with stressful work events and nonstandard positions, resulting in employees experiencing higher turnover intentions than individuals in standard work positions. Interestingly, Treuren and Fein (2018) explained how employees with a more active life outside of work could better cope with work and life conflicts. The hospitality industry is dynamic, with job demands and resources most likely fluctuating. The employee's perception of organizational support and culture is critical to understand. Importantly, managers need to understand better and evaluate an employee's feelings more frequently and address them.

Consequences of Turnover Intentions

Turnover. An organization should make every effort to retain employees.

Vasquez (2014) explained that if a skilled employee departs an organization to move to a new firm, the departure would have a negative impact on the former company and a positive effect on the new organization. Turnover is a negative outcome that organizations face, and leaders must have strategies to maintain their workforce.

A successor of turnover intentions, employee turnover, is a prevalent issue and challenge for employers in the hospitality industry worldwide (Rehman & Mubashar, 2017). Many other job-related outcomes such as job satisfaction, employee commitment, job stress, and the well-being of employees result from an employee's intention to quit (Rehman & Mubashar, 2017). The influence that occurs from an employee's turnover intentions includes but is not limited to productivity, internal and external ripple effect, firm profitability, service climate, leadership, employee development, and organizational culture.

Turnover is a consequence of employee turnover intentions. Leaders must monitor and know the potential and actual job change (Živković et al., 2021). Employee turnover is a problem challenged by organizations in every industry. Fang et al. (2020) explored the frequent turnover behaviors of new generation employees, generation Y or millennials, and how it affects business management problems. Similarly, Jiang et al. (2012) offered insight regarding the importance of job embeddedness in controlling turnover, which causes organizations to incur high costs in recruiting, selecting, and

training new employees. With the evolution of time, organizations must stay abreast of what leads to employee turnover.

Productivity. Productivity negatively impacts turnover. Brien et al. (2017) summarized how communication disruption could occur due to labor challenges and potentially result in a productivity issue where employees can ultimately feel undervalued. When employees are overworked, under-communicated, or undervalued, companies position themselves unfavorably to other employees within the organization, and turnover intentions arise. Employee turnover intentions result in the potential of turnover, therefore, resulting in productivity challenges. Darmon (1990) conducted a case study and found that as a result of high employee turnover, productivity starts decreasing, leading the organization towards poor performance, as cited in Singh (2017). Subsequently, Yu et al. (2020) found that job embeddedness can be used as an active concept to increase organizational performance instead of using it as a passive concept to encourage employees to remain with an organization. Productivity is an adverse effect of turnover; it may not be an immediate cost to the organization but will be recognized eventually.

Ripple Effect. Turnover intentions can impact the organization internally and the organization, employees, and community externally. A ripple effect occurs when turnover intentions cause other events to happen. Higher turnover negatively affects business (Hayward et al., 2016). The hospitality industry has an internal tarnished image. When external factors are related to career options, turnover, and hours, leaders have an increased challenge of attracting and retaining employees (Brien et al., 2017). An

employee's turnover and or an employee's turnover intentions in the hospitality industry can cause a ripple effect internally and externally. Managers who possess the resources or knowledge to encourage employees to not search for new work positively reduce turnover.

A ripple effect due to employee turnover has the potential to impact a broad area. Skelton et al. (2019) researched to understand better the impact of employee turnover on both organizations and society, which could equate to an economic slowdown. Skelton et al. (2019) found through multiple regression analysis that satisfied and committed employees are less likely to plan to leave their employment. Understanding the more significant impact that employee turnover can have on the economy is crucial to understanding the relationship between embeddedness and employee turnover intentions to mitigate any negative impact.

Firm Profitability. Turnover can negatively impact firm profitability. There is a negative impact on the firm's profitability due to the costs associated with losing an employee and training a new employee. Chiat and Panatik (2019) identified through a systematic literature review how employee turnover negatively impacts an organization's performance and profitability. Profitability is vital to any organization. When employee turnover is high, this adversely affects the organization's profitability because staff turnover threatens profitability due to the loss of human resources (Dwesini, 2019). Leaders of organizations must have procedures in place to mitigate turnover, which results in a negative impact on profitability.

Service Climate. An employee's turnover intentions can hinder service quality, a vital component of the hospitality industry. Kang and Busser (2018) explained service climate as how employees perceive practices and procedures, work supported and rewarded, and the feel to meet expectations regarding customer service and quality. The service climate is vital to the internal and external relationships of an organization. Developing and maintaining a notable service climate encourages employees to become more engaged and have lower turnover rates (Kang & Busser, 2018). An increase in employee turnover intentions negatively impacts the service climate.

Understanding the potential impact when an employee leaves an organization and the implications for service climate is crucial to acknowledge. Kang and Busser (2018) collected data from hotel employees and found that service climate had a positive relationship between psychological capital, quality of work-life, and turnover intentions. The authors of the study added to the literature by identifying the relationship between an employees' perceptions of service climate influence their willingness to leave an organization. Service climate is an effect that turnover intentions can impact.

Turnover in the Hospitality Industry

The hospitality industry is an industry that operates worldwide. Vasquez (2014) considered employee turnover to be a global issue. In the United States alone, the problem is more significant than in other industries. In 2019, the turnover rate in the hospitality sector surpassed 70% for the fourth consecutive year coming in at 79.0% versus 45.1% inclusive of all industries (Bureau of Labor Statistics, 2021a). Due primarily to the pandemic of COVID-19, the 2020 rate was 130.5% for the hospitality

industry and 130.7% for the accommodation and food services sector. It is critical to understand the motivating factors that cause employee turnover and how they are different in the hospitality industry. Stamolampros et al. (2019) explained how a high employee turnover rate characterizes the hospitality industry, and the embeddedness in the workforce is minimal. The researchers performed an analysis using 297,933 online employee reviews from 11,975 U.S. tourism and hospitality firms. They found a one-unit increase in the rating provided for career opportunities reduces the likelihood of an employee leaving a company by 14.87%. High turnover in the hospitality industry is a well-recognized fact.

The hospitality industry is a unique industry that hires full and part-time employees both annually and seasonally. Tourism and hospitality is an industry characterized by a high employee turnover rate. The embeddedness in the workforce is minimal since many of these jobs are part-time or seasonal. (Stamolampros et al., 2019). Hospitality organizations need to minimize actual turnover by increasing job embeddedness and reducing turnover intentions (Afsar et al., 2018). Leadership within hospitality organizations must understand the factors that encourage, discourage, and embed an employee to mitigate a universal challenge of industry leaders, turnover intentions.

Due to an increase in part-time and seasonal positions within the hospitality industry, it is crucial to understand this potential impact. Overall, 30% of the eating and drinking place workforce are part-year employees, compared to 18% of the total U.S. workforce (NRA, 2019). Chang and Busser (2020) studied the industry-wide sustainable

employment issue. The authors used structural equation modeling with 300 U.S. hospitality employees and found that psychological contract fulfillment and perceived organizational support negatively influenced career turnover intentions. The distinct aspects of increased part-time and seasonal employees that the hospitality industry comprises bring challenges that other sectors do not face.

Additionally, Shi et al. (2020) explained how hospitality employees deal with stressful work events and nonstandard work positions, resulting in employees experiencing higher turnover intentions than individuals in standard work positions. The researchers recruited hotel employees in guest-facing roles and implemented a daily diary study. The authors found that subjective well-being and turnover intentions are not stable phenomena among frontline hotel employees that predict turnover intentions. Leaders can use human resource management strategies related to job embeddedness and retention to reduce tangible and intangible costs within service organizations (Yam et al., 2018). The influence of turnover and the levels of turnover are different and impactful to the hospitality industry.

Turnover in Food service

Leaders in the food service industry tend to hire part-time employees due to the lower cost mindset. A significantly high proportion of part-time employees are present in the food service industry (Joung et al., 2018). In the food service sector of the hospitality industry, turnover is a challenge with factors also stemming from the part-time nature of an employee's work classification. Joung et al. (2018) investigated the differences in turnover intentions between full and part-time employees of restaurant employees. The

researchers found that full-time employees were more committed to the organization and had less intention to leave than their part-time counterparts. Properly managing part-time employees and understanding the needs of the employee is a unique challenge that leaders within this industry face.

Furthermore, employees within the food service industry encounter many hurdles while performing tasks. Asghar et al. (2020) conducted a study in Pakistan where the researchers examined the relationship between polychronicity and turnover intentions. Polychronicity is an individual's preference for dealing with many tasks simultaneously (Waheed et al., 2021), is especially crucial in the food service industry. The food service industry thrives on completing multiple tasks harmoniously. Asghar et al. revealed that polychronicity in the restaurant industry negatively predicts turnover intentions. Asghar et al. concluded that servers who are happy with their work are less likely to leave their job. The food service sector of the hospitality industry involves employees carrying out multiple tasks simultaneously, which can hinder an employee's job satisfaction, resulting in negative turnover intentions. Hospitality leaders must control actual turnover and reduce turnover intentions (Afsar et al., 2018). Leaders can mitigate turnover intentions within the food service sector by understanding an organizations' unique facets to minimize the negative impacts of turnover intentions.

Various researchers studied the influence job embeddedness has on the hospitality industry. Ferreira et al. (2017) conducted a multilevel study. The authors of the study found that at both the individual and hotel level of analysis, job embeddedness fully mediated the relationship between different task characteristics and turnover intentions.

Similarly, through structural equation modeling, Arasli and Arici (2019) found that supervisor support is key to boosting seasonal employees' work engagement, leading to increased job embeddedness and reduced turnover intentions. Turnover in the hospitality industry is a common challenge. Still, the more leaders understand how employees are embedded will support them in developing ways to decrease an employee's intention to leave.

Discussion of Variable Measurements

I used three instruments to measure the constructs of the study appropriately. All instruments have shown acceptable reliability and validity in previous research. Job embeddedness, professional-identity, and employee turnover intentions are three key variables that entail separate instruments. Also, I included questions about the participant's demographics to support my findings and describe the sample. The following sections outline literature that supports using three instruments for this study.

Job Embeddedness

The short-form job embeddedness instrument has been used in previous research to assess the relationship between job embeddedness and employee turnover intentions. Felps et al. (2009) found the short form job embeddedness instrument is valid and reliable compared to the long-form created by Mitchell et al. (2001) with a Cronbach's alpha of .88. Holtom et al. (2013) used this job embeddedness instrument to examine the increase in predictive strength of antecedents of voluntary turnover. The bivariate correlations between voluntary turnover, job satisfaction, and on-the-job embeddedness were negative, statistically significant (Holtom et al., 2013).

Susomrith and Amankwaa (2019) collected data from 213 employees to examine the relationship between job embeddedness and innovative work behavior. The authors of the study measured the organizational embeddedness using the short form job embeddedness instrument developed by Felps et al. (2009). Susomrith and Amankwaa measured the organizational embeddedness category with the nine-item scale with a Cronbach's alpha reliability of .847. The authors of the study used the short form because the reliability had already been sustained. Porter et al. (2019) also used this version of the job embeddedness instrument and found that on-the-job embeddedness dampened the positive relationships of informal job search with turnover intentions and behaviors. Felps et al.'s (2009) short form job embeddedness instrument was appropriate to assess the level of job embeddedness of employees.

Professional-Identity

I used the questionnaire developed by Dobrow and Higgins (2005) to measure professional identity. Ma et al. (2020) examined the role identity theory to hypothesize that perceived overqualification is positively related to an individual's career identity. The researchers used Dobrow and Higgins's (2005) 4-item scale to measure career identity. Through the pilot study, the researchers found that all measures displayed acceptable levels of reliability, where Cronbach alphas ranged between .81 and .96. This study was the first application of role identity theory to the overqualification research.

Employee Turnover Intentions

I used the employee turnover intentions scale in this study to measure the dependent variable. The three-item scale has been used in previous research to measure

turnover intentions. Various scholars have used this instrument to measure turnover intentions (Putri & Handoyo, 2018; Sahu et al., 2018; Skelton et al., 2019). The researchers used a five-point Likert scale to rate employee turnover intentions. Putri and Handoyo (2018), Sahu et al. (2018), Skelton et al. (2019) conducted studies using Mobley's scale on turnover, where Cronbach's α reliability coefficient for the turnover intentions was .847, .85, and .91 respectively, in the studies. Based on previous research reliability, Mobley's employee turnover intentions scale was appropriate to assess this variable in the study.

Transition

The literature review provided reliable, supportive research analyzing job embeddedness and employee turnover. This study aims to examine the relationship between job embeddedness, professional-identity, and employee turnover intentions. This study was grounded in the theoretical framework of Mitchell et al. (2001), who explained that job embeddedness is a theory researchers use to examine the various factors that impact employee turnover. Job embeddedness addresses the multiple aspects that support employee retention. Understanding the factors that cause employee turnover in university food service employees is especially helpful to food service leaders. The constructs of the job embeddedness theory are links, fit, and sacrifice related to on and off the job embeddedness (Mitchell et al., 2001). In the next section, I detail the research design, a quantitative correlational design to identify the relationship between the independent variable of job embeddedness and the dependent variable of turnover intentions. Section

3 will include an application to professional practice and implications for change, including presenting findings.

Section 2: The Project

Section 2 includes a restatement of the purpose of the study and various headings consisting of the researcher's role, the participants, the methodology, the population and sample, and the importance of ethical research in the study. Additionally, Section 2 includes an explanation of the data collection, including the instrument and technique, an in-depth data analysis, followed by the study validity.

Purpose Statement

The purpose of this quantitative correlational study is to examine the relationship between job embeddedness, professional-identity, and employee turnover intentions in higher education food service operations. The independent variables of the study include the dimensions of job embeddedness: link, fit, and sacrifice. The dependent variable was employee turnover intentions. The participants included employees from New England university food service operations. The implications for positive social change include identifying strategies to reduce employee turnover intentions; employment stability will positively impact surrounding communities by improving service to customers and business performance. Improved profitability will contribute by increasing the economic welfare of the community through increased employment and community contributions.

Role of the Researcher

The role of the researcher is to gain access to participants, begin communication, organize the research process, and conduct the research. Apuke (2017) explained how a quantitative researcher is an individual who quantifies and analyzes variables. Simon (2011) explained that quantitative studies should be replicable, and researchers of

correlational studies should collect data without regard to the participants. A researcher's role in a quantitative study is to act independently of the participants as if they were not there.

My role in the study was to collect and analyze data while ethically presenting the findings. I am responsible for conducting the research ethically and using *The Belmont Report* (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979) to ensure I follow the appropriate guidelines. By conducting a quantitative study, I am responsible for ensuring no relationship between myself and the participants during data collection.

My professional experience as a food service director for the last four years has led me to realize the complex challenges of employee turnover intentions. I have been a food service professional for eighteen years and understand firsthand the role of job embeddedness. Working within various food service sectors, I have experienced the negative impacts linked to employee turnover intentions which contributed to my interest in researching the relationship between job embeddedness and employee turnover intentions. Hameed (2020) explained how threats to objectivity could amount from biases, prejudices, incompetence, gullibility, and corruptibility. I remained objective while collecting and analyzing data while limiting personal bias. The hospitality industry is known for high turnover; therefore, the hospitality industry is an excellent industry to focus on for this study.

As a researcher, I am responsible for mitigating any ethical concerns through the execution of research. Communication between the researcher and participants were done

solely through email. I ensured no relationship was fostered between researcher and participant as they received, completed, and returned the surveys electronically. I can maintain ethical standards with the assistance of the guidelines from *The Belmont Report*. Additionally, I ensured the study complies with the ethical guidelines of the Walden University Institutional Review Board (IRB). The responsibility of the IRB is to ensure that research meets the ethical standards, and there is a requirement of receiving approval before participant recruitment, data collection, or dataset access (Walden, 2021).

Participants

The participants consisted of food service employees working in higher education operations in New England. There are approximately 275 colleges and universities in New England (New England Board of Higher Education, 2021). Eligible participants are individuals currently employed as food service workers. Participants must have been food service workers for a minimum of six months to qualify. The minimum age requirement to participate in the study was 18 years of age. Participants do not need to possess a specific employment classification and may work either part-time or full-time.

To start, I plan to recruit participants through a professional organization, the National Association of College and University Food Services (NACUFS). The contacts at each institution include directors and administrative professionals who have direct relationships with the food service employees. I have asked NACUFS for informal approval to reach out to the primary contact at all New England colleges and universities on their membership list. After approval by the Walden Institutional Review Board, with a list of the contacts provided by the membership departments, I sent an invitation letter

(see Appendix A) to every contact at each New England college or university associated with the professional organization NACUFS to share with their employees. To follow up, I reached out a week after sending my original invitation to the New England universities' administration to gain their support, asking them to send a reminder to their teams. Over 1,000 food service employees work within the institutions included in NACUFS. I sent the invitation letter to over 250 membership contacts.

Gaining access to the participants was the first step. I ensured I conducted minimal professional communication to minimize any relationship. When potential participants followed the link in the email, they were brought to a page summarizing the research and requesting participation. Before they proceeded, they had to sign off on the informed consent form before beginning the survey to ensure confidentiality and protected responses. Perrault and Keating (2018) explained that by requiring informed consent from participants before participating in a study, they would be informed of their rights, responsibilities, and risks before participation. The consent form included the purpose and nature of the research and the process for sharing the results.

Alignment between the overarching research question and participants is crucial (Saunders & Townsend, 2018). As the researcher, I must have the correct criteria for selecting the participants and that the requirements must align with the research question. My first research question was: What is the relationship between job embeddedness dimensions and employee turnover intentions in higher education food service operations? My second research question was: What is the relationship between professional-identity and employee turnover intentions? The sample participants for this

study aligned appropriately with the research questions because they include food service workers from colleges and universities.

Research Method and Design

Research Method

Choosing the appropriate research methodology from the start of the research journey is essential. A researcher should select a methodology based on the researcher's beliefs and the overall research goal (Opoku et al., 2016). The three main methods for conducting research are quantitative, qualitative, and mixed methods. Quantitative analysis has a scientific focus on investigating phenomena and the relationship among variables by utilizing mathematical criteria, whereas qualitative research is grounded in processes and methods (Saunders et al., 2015). Accordingly, mixed methods research combines both qualitative and quantitative research (Opoku et al., 2016). For my research study, I chose to utilize a quantitative methodology to answer my research questions.

A quantitative methodology is the best choice for understanding the relationship between job embeddedness and employee turnover intentions. Researchers have previously studied employee turnover intentions utilizing a quantitative approach. Researchers have used a quantitative methodology to explore employee turnover intentions to explore the relationships between talent development, intrinsic and extrinsic motivations, and external influences (Fang et al., 2020; Kim, 2018; Ramlawati et al., 2021). Using a methodology that other researchers have used to study a specific topic is beneficial (Opoku et al., 2016). I chose to utilize a quantitative approach because it was

the only choice to answer my research questions. Rutberg and Bouikidis (2018) differentiated quantitative research as measuring and qualitative research as perception.

I did not choose to use a qualitative or mixed-methods approach because neither methodology aligned best with my research questions. The best use of a qualitative research method is when a researcher wants to understand the meaning or understand the processes by which events and actions occur (Walden University, 2020). The advantage of qualitative research is that research can generate understandable and experientially credible results with an open-ended strategy and inductive approach. A mixed-methods approach is when the researcher uses a combination of both quantitative and qualitative data collection and application procedures (Saunders et al., 2015). I wanted to measure the relationship between my chosen variables. Therefore, the quantitative approach was the most appropriate for my study.

Selecting the best research method to assist in collecting data to answer the research questions was essential. The three categories of research are quantitative, qualitative, and mixed-methods. To enhance rigor in quantitative analysis, researchers must match the research design with the research problem (Maula & Stam, 2020). I chose to use a correlational research design, a method used to study how my variables are related to each other (Saunders et al., 2015).

Research Design

The research design must be reliable, giving one the confidence to generalize about a population (Bloomfield & Fisher, 2019). The primary quantitative research designs are correlational, quasi-experimental, and experimental (Saunders et al., 2015).

Bloomfield and Fisher (2019) and Saunders et al. (2015) clarified the three designs as follows: an experimental research design supports a researcher examining cause and effect relationships between dependent and independent variables under controlled conditions. In contrast, quasi-experimental designs reveal the causal relationship but do not involve random assignment like an actual experimental design. Lastly, a researcher would use a correlational design to investigate the relationship between or among selected variables in a sample while determining the degree, strength, and type of the relationship between variables. I chose the correlational design for my quantitative study because the studied variables guided me in finding the direction and strength of each relationship.

Population and Sampling

The population for this study includes food service workers from New England universities. To sample a diverse population, I chose the region of New England over a single state. The population included individuals currently employed in food service. I included all job level types, including dishwasher, server, cook, supervisor or manager, and director or above. Participants must have been food service workers for a minimum of three months to be eligible to participate. All components of a research study must align, including the research question (Gavin, 2016). The described population aligns with the research questions because the research questions for this study were to determine if any the relationship between job embeddedness or professional-identity and employee turnover intentions.

The two primary sampling methods are probabilistic and non-probabilistic methods. Probabilistic sampling, also known as random sampling, whereas non-probabilistic sampling is not random (Taherdoost, 2016). I used convenience sampling for this study. I reached out to over 250 institutional members. I used a non-probabilistic sampling method for this study.

Choosing the appropriate sample size from the identified population is how I began the research process. Boyle et al. (2017) explained how the larger the sample size, the larger the probability of rejecting the null hypothesis. Consequently, the sample size has implications for the power associated with a statistical test. As the researcher conducting quantitative research, running a power analysis to determine the sample size of participants is appropriate (Astroth & Chung, 2018). I ran a power analysis to determine the sample size. Using a tested tool to measure the appropriate sample size can limit potential issues.

The sampling typology that I used in my study was availability or convenience sampling, which is when researchers select from the target population based on the availability or convenience of the researcher (Ponchio et al., 2021). The other procedures of non-probabilistic sampling are purposive, quota, and snowball. Each sampling method has a different level of acceptance to nonresponse. Researchers use purposive and snowball sampling methods to interview their population (Taherdoost, 2016). The purpose of a purposive method is to trace a process by interviewing a pre-defined set based on specific criteria, and snowball sampling is preferred when the researcher does not know whom to interview or the population is not easy to locate (Bakkalbasioglu,

2020). Lastly, quota sampling can be used with large convenience sampling to correct the observations observed (Taherdoost, 2016). Ponchio et al. (2021) stated that this is not an adequate substitute for probabilistic sampling when there is a need for statistical inferences for a targeted population. I did not choose to use one of the other three procedures because convenience sampling was the best fit for my study due to the convenience of sampling.

The different measurement tools were used to determine the appropriate sample size. First, I used the G*Power3, a power analysis software tool (see Appendix B). The test family was F tests, the statistical test was linear multiple regression, and the type of power analysis was a priori. Because my research study includes nine independent variables, I used nine as the number of predictors and statistical power ($1 - \beta$) of .8, with an effect size of .15, and an error probability of .05. Using the specified criteria, the output parameter of the G*Power3 was a sample size of 114. After reviewing the sample size from the G*Power3, I found it necessary to confirm with a different measurement tool.

Estimating the required participants for reaching the desired confidence level is a critical component. A narrower confidence interval allows more precise estimation of the best population parameter (Abt et al., 2020). Therefore, I also utilized the Tabachnick et al. (2007) formula of $50 + 8(m)$, where (m) is the number of predictors. This formula resulted in a sample size of 67, where (m) is nine, representing the number of independent variables of this research study. I calculated the sample size with this second tool by taking $50 + 8(9)$. Choosing a sample size established on a tested measurement

tool is essential in maintaining valid and reliable results. I decided to use the larger of the two measurement tools with at least 114 participants for the sample of this study.

I targeted 150 responses, which was an increase of over 30% over the minimum sample size, to allow for incomplete surveys. Estimating the response rate ensured the appropriate number of individuals received the survey to have enough useable responses. Surdam et al. (2020) examined the response rates of recruitment and retention concerning response rate. The authors found that there was a higher rate when surveys were both emailed and sent by mail. Surdam et al. found a response rate of 12.7%, and of that return, only 8% were usable. Following the rate that Surdam et al. received for their study, I need the survey sent to over 1,000 participants. By targeting a sample of 1,875, I need a response rate of 8%, which is on the lesser side of the range of responses identified in similar research.

The sampling process consisted of sending a survey link out via email to membership contacts identified from NACUFS. Data was gathered using questions to measure job embeddedness and turnover intentions. I used the Short Form Job Embeddedness Scale developed by Felts et al. (2009) and the employee turnover intentions scale developed by Mobley et al. (1978) to measure the variables of this study. I used the questions related to the organizational link, sacrifice, and fit of the Job Embeddedness Short Form. The employee turnover intentions scale is a three-item scale. Both instruments are the appropriate scales to use to sample the population. I used multiple regression modeling to examine the relationship between the variables.

Ethical Research

The data collection for the study followed ethical procedures, and Walden University's IRB granted approval to conduct the research. Before beginning the survey, the participants received an implied consent notification, including contact information for any questions that the participants may have regarding the survey. The participants were not allowed to begin the survey until they acknowledged they have read and understood the consent notification.

The use of *The Belmont Report* was a foundation for this research, created to inform consent principles and policies. The three ethical principles are respect for persons, beneficence, and justice (Artal & Rubenfeld, 2017). As a researcher, I present prospective participants with the opportunity to provide voluntary informed consent to participate in the data collection phase. There was no incentive to participate in this survey. Additionally, each participant may withdraw from the study without penalty. Participants must let the researcher know that they wish to withdraw via email to withdraw from the study. The participant can use the contact information given before beginning the survey to withdraw after completing the survey. The participant may provide a reason for leaving the study but was not required to give the reason. The participants of this quantitative study were protected in both confidentiality and anonymity.

Once the data collection period ended, I downloaded the data into an SPSS file on my desktop computer. Raw data will be available by request from the researcher. After downloading the file, I encrypted it and stored it on my computer for further analysis. I

also downloaded the data onto an external hard drive and place it in a fireproof safe to preserve the data in an unforeseen disaster. I protected the participants by keeping and storing their data anonymously. After the study, I will store the data for a minimum of five years. After the five-year period has concluded, I will delete the file from my computer and destroy the external hard drive.

Data Collection Instruments

The three instruments used in this research study are the Short Form Job Embeddedness Scale (Felps et al., 2009), Professional-Identity Questionnaire (Dobrow & Higgins, 2005), and the Employee Turnover Intention Scale (Mobley et al., 1978). The following section will cover the purpose of each instrument. A description of the intended populations, scales, scoring process, and time needed to complete, reliability, and validity are below. Permission was required to use each of the instruments. An email was sent out to the developers to gain permission for this study (see Appendices E - G).

The Short Form Job Embeddedness Scale is a self-rating instrument that consists of 18 items covering all three dimensions of the constructs of the job embeddedness scale (Holtom et al., 2013). The creators of the scale, Felps et al. (2009), found that the overall reliability for job embeddedness was consistent with that of the original Job Embeddedness Scale created by Mitchell et al. (2001). Holtom et al. (2013) validated the employee survey by gathering data from 240 newcomers working in a retail bank. The researchers found that job embeddedness and job satisfaction increase in their ability to predict voluntary turnover as tenure increases (Holtom et al., 2013). The study only

included the questions related to organizational embeddedness. The 9-item Likert scale is considered an interval scale of measurement.

Dobrow and Higgins (2005) measured clarity of professional identity using a four-item Likert-type questionnaire with seven levels ranging from 1 is strongly disagree to level 7 is strongly agree. Dobrow and Higgins reported in their first two surveys a Cronbach's alpha for the four items as .9, which is above the adequacy threshold. Also, discriminant validity analyses were conducted in the third survey that resulted in internal consistencies ranging from .76-.94, which presented clarity of professional identity scale as both internally reliable and separate from other subjective outcomes.

Mobley et al. (1978) developed the Employee Turnover Intention Scale. The scale includes Likert-type questions measured on an interval scale with five levels ranging from level 1 is strongly disagree to level 5 is strongly agree. Skelton et al. (2019) conducted a study where the authors used multiple regression analysis to find a significant relationship between job satisfaction, job embeddedness, and turnover intent within manufacturing plants located in the Southeastern USA. Similarly, authors Abid and Butt (2017) used Mobley et al.'s 3-item scale to measure the participant's self-reported intention to leave the job. Mobley et al. reported Cronbach's alpha value of the turnover intention scale, .9, and in the present study, investigated the relationship between turnover intentions and expressed turnover intentions was .86 (Abid & Butt, 2017). Mobley et al.'s employee turnover intention scale is appropriate to assess the dependent variable of this study.

Data Collection Technique

Surveys are a research technique that allows a researcher to collect data directly from a participant through a set of questions organized intentionally (Queirós et al., 2017). There are advantages and disadvantages to each data collection technique.

Collecting data that aligns with the research question and the variables is necessary for quantitative research. Therefore, I sent a survey to participants to collect data. Queirós et al. (2017) explained how surveys are beneficial, but the data's reliability depends on the survey structure and the answers provided by the respondents. A disadvantage to online surveys is the response rate. Face-to-face studies typically result in a high response rate for participants, whereas participants of online surveys quit after the first few questions (Rice et al., 2017). Although there are potential disadvantages to online surveys, I am confident that I can overcome low response rates by sending the survey to a potential pool of 5,000 food service workers.

I used SurveyMonkey to collect data for this study. This web-based platform allows researchers to easily access a targeted population at a low cost (Bentley et al., 2020). The survey resided on the SurveyMonkey website and provided access to the questionnaire via a link. A reminder was sent to all participants one week after sending the initial survey link, and the survey closed two weeks after the initial survey was sent. I was close to the minimum surveys needed but I did not receive enough completed surveys, I sent out an additional reminder at week two.

Data Analysis

The purpose of this quantitative correlational study was to examine the relationship between job embeddedness, professional-identity, and employee turnover intentions. To measure the relationship, I used recommendations from previous research to evaluate the relationship between the independent variables of job embeddedness: link, fit, sacrifice, and professional-identity, and the dependent variable employee turnover intentions I developed the research questions and hypotheses as follow:

RQ1: What is the relationship between the dimensions of job embeddedness, professional-identity, and employee turnover intentions in higher education food service operations?

RQ2: What is the relationship between professional-identity and employee turnover intentions in higher education food service operations?

Null Hypothesis (H01): There is no statistically significant relationship between link, fit, sacrifice, and employee turnover intentions in higher education food service operations.

Alternative Hypothesis (H11): There is a statistically significant relationship between link, fit, sacrifice, and employee turnover intentions in higher education food service operations.

Null Hypothesis (H02): There is no statistically significant relationship between professional-identity and employee turnover intentions in higher education food service operations.

Alternative Hypothesis (H12): There is a statistically significant relationship between professional-identity and employee turnover intentions in higher education food service operations.

The statistical analysis that I did was to conduct multiple regression. Multiple regression analysis is the most appropriate method for quantitative analysis when the measurement of the dependent variable is on a continuous scale with two or more independent variables (Leard, 2018). Researchers must consider the type and number. Whether the variables are categorical, ordinal, or interval, and normally distributed when deciding which test is appropriate to use. The four independent variables of this study are nominal, and there is one dependent variable. I have an additional five control variables. The control variables are categorized as nominal (gender and job level), range (age group and job tenure), and ordinal (education level). With two or more independent variables, I utilized multiple regression for my correlational study. To test the variable relationships, I used multiple regression analysis (Malek et al., 2018).

I chose multiple regression analysis over other statistical analyses because it was the best fit. Considering other statistical analyses is an important task a researcher must take to measure the research question. I did not choose to utilize a Pearson Correlation Coefficient because it is a test that measures the strength between two variables (Benesty et al., 2008). Additionally, the use of a two-way ANOVA was not chosen because researchers use this test when a researcher has categorical independent variables (Leard, 2018). The statistical test was selected due to the nature of the research questions and the scale of measurement of the variables I have chosen.

Before analyzing data, a researcher must perform data cleaning. Data cleaning addresses problems with data such as incomplete, invalid, or inconsistent data (Love et al., 2021). Data cleaning is a necessary process that researchers must undertake. Data cleaning is critical because incorrect entries will significantly affect the quality of the dataset. Error types include data inconsistencies, outlier detection, and implementing data transformation (Phan et al., 2020). Researchers that handle discrepant cases such as missing data or data that cannot be deciphered will be crucial in ensuring accurate information. Missing data occurs when participants fail to respond to a question. Using an online survey, I guaranteed that the respondent could not submit the survey without answering all questions. There are pros and cons of restricting the survey to progress. Saura (2016) elaborated upon the pros and cons. The downside of enforcing a participant to respond may be frustration, non-response bias, or response bias. The benefit of requiring responses is avoiding missing data and reducing overlooked questions. The participant had to ensure they answered all questions before submitting, or they were not able to submit the survey; they were able to exit and not submit. Once I completed data cleaning and collection, data analysis can begin.

The assumptions of a multiple regression analysis include normality, linearity, multicollinearity, and homoscedasticity (Plonsky & Ghanbar, 2018). In the subsequent section, I identified the process for testing each assumption and determined appropriate steps to take if there was a violation of an assumption. There were no violations.

The multiple regression analysis requires that the errors between observed and predicted values must be normally distributed, which can be checked by looking at a

histogram or a Q-Q-Plot (Statistics Solutions, 2021). Similar to violated statistical assumptions, outliers can have a negative impact on the accuracy and precision of the multiple regression results model (Plonsky & Ghanbar, 2018). There must be a linear relationship between the dependent and independent variables (Statistics Solutions, 2021). To check if the relationship between independent and dependent variables is linear, a researcher can produce a scatter plot (Open University, n.d.). If there is a violation, then the researcher can bootstrap the data. Bootstrapping is used to remedy the situations (Onyesom & Aboko, 2021). Third, multicollinearity should not be present among predictor variables because it can reduce the predictive power of the predictor variables in a regression model (Plonsky & Ghanbar, 2018). Multicollinearity testing occurs via a correlation matrix or a variance inflation factor (Statistics Solutions, 2021). Homoscedasticity is the last assumption of multiple linear regression, which means there should be no clear pattern in distribution (Statistics Solutions, 2021). To test the final assumption, homoscedasticity, the researcher must plot the standardized values the model would predict against the standardized residuals obtained.

Once data was collected, data cleaning was completed, and I determined that there were no violations of assumptions, I conducted the analysis. Multiple linear regression, $\alpha = .05$ (two-tailed), was used to examine the effect of the independent variables (link, fit, and sacrifice) on the dependent variable (employee turnover intentions). To determine how the model fits, I referred to the R^2 value. This value helped me evaluate how well each set of variables predicted the criterion over and above the other set (Green & Salkind, 2017). To determine statistical significance, the F-ratio in the ANOVA table

revealed whether the overall regression model is a good fit for the data and whether the independent variables statistically significantly predict the dependent variable (Statistics Leard, 2018). The estimated model coefficients indicated how much the dependent variable varied with the independent variable when all other independent variables are held constant (Statistics Leard, 2018). Lastly, the statistical significance of the independent variables was evaluated by examining whether the coefficients are significantly different from zero in the population; $p < .05$ was used as the benchmark to determine statistical significance.

The statistical software I utilized to analyze the data is the SPSS software. The survey provided to the participants was the data collection tool I used. After collecting the participants' responses through the survey, I uploaded the complete data set in the SPSS software to analyze (Van Truong & Huyen, 2021). Thus, I used the SPSS software tool in my quantitative data analysis.

Study Validity

The validity of the study is the final consideration. The research goal was to produce dependable knowledge or provide evidence to encourage practical decisions (García-Pérez, 2012). Mellinger and Hanson (2020) defined content validity as relying on theory to describe the measured construct; content and construct validity are established by including questions that align with each dimension. There are three types of validity important to a researcher internal, external, and construct (García-Pérez, 2012).

Researchers must understand the potential threats when conducting a quantitative correlational study. Threats to internal validity arise due to interactions between the

researcher and the setting, a concept that is limited in quantitative research (Hameed, 2020). In this study, I did not conduct an experiment; therefore, threats to validity were not applicable. However, threats to external validity are essential to review while addressing a study's validity. The participants chosen to participate in the study were necessary to discuss relative to external validity. The sample came from current food service workers in New England higher education operations. As a result, this limits the generalizability of food service workers in higher education in different parts of the country or world.

Threats to statistical conclusion validity can exist in a correlational research study. Statistical conclusion validity concerns whether conclusions from statistical analysis are correct (Flake & Fried, 2020). The statistical conclusion validity includes Type I or Type II errors (García-Pérez, 2012). As a researcher, it was essential to minimize or prevent Type I or Type II errors when interpreting the results by following the following steps: clearly defining the research problem and aligning the hypotheses and theoretical framework, reaching a sufficient sample size inclusive of an objective population, use valid and reliable measuring techniques and not expect to validate the hypotheses during analysis (Sürücü & Maslakçı, 2020). By using previously validated instruments and commonly accepted statistical tests, I minimized the threats to construct or statistical conclusions.

Transition and Summary

Section 2 included a restatement of the purpose of the study and various headings consisting of the researcher's role, the participants, the methodology, the population and sample, and the importance of ethical research in the study. Additionally, I expounded on

how I ensured the research was ethical. The explanation of the data collection, including the instruments and technique, was thoroughly explained, and the data analysis and study validity. Section 3 will include an application to professional practice and implications for change, including presenting findings.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this quantitative correlational study was to examine the relationship between job embeddedness, professional identity, and employee turnover intentions in higher education food service operations. The independent variables of the study included the dimensions of job embeddedness: link, fit, and sacrifice and professional identity. The dependent variable was employee turnover intentions. Analysis results showed that job embeddedness predicted employee turnover intentions.

Presentation of the Findings

This subheading will discuss testing of the assumptions, present descriptive statistics, describe inferential statistic results, provide a theoretical conversation of the findings, and conclude with a concise summary. The purpose of this study was to answer the research questions:

RQ1: What is the relationship between the dimensions of job embeddedness and employee turnover intentions in higher education food service operations?

RQ2: What is the relationship between professional-identity and employee turnover intentions in higher education food service operations?

Multiple linear regression was used to test the hypotheses of this study. I analyzed data through various procedures to answer the questions, including data cleaning, descriptive statistics, assumptions, data analysis, and study validity. The following sections display the process of answering the research questions.

Data Collection and Cleaning

The data in this study were collected over three weeks between January and February 2022. The timing was ideal for higher education food service employees as it did not fall during holidays or school breaks. I sent reminder emails after one and two weeks of sending the initial email. A total of 122 respondents completed online questionnaire. When the data collection period ended, I downloaded the data in the CSV format from SurveyMonkey. I examined the raw data, I found no missing information.

The data cleaning and preparation process was done in multiple steps. First, after downloading the data from SurveyMonkey, I visually inspected the raw data for missing values and other notable anomalies. None of the responses included any missing values. Second, after importing the raw data into SPSS software, I changed all headers, I saved the file to code each variable appropriately into the SPSS software. I did this by importing my data from a CSV file to SPSS and beginning in data view. From this point, I transformed my data and recoded each variable, changed the types from string to numeric, added labels, adjusted the values, and ensured the measures were accurate. An example of adjusting the values was I changed *Strongly disagree* to 1, *Disagree* to 2, and so forth. The only variable that needed reverse coding was professional identity. Questions 11 and 13 are required to be reverse coded. I did this by using the SPSS software.

Variable Measurement Validation

To test the convergent and discriminant validity, I conducted a principal component analysis. The principal component analysis extracted three factors based on

the criteria of the minimum Eigen value of 1.00. Varimax rotation converged in 5 iterations. None of the items showed any significant cross-loading (see Table 3 for the rotated factor loading matrix).

Table 3

Rotated Factor Loading Matrix

	Component		
	1	2	3
Fit3	.81		
Sacrifice3	.80		
Fit2	.79		
Fit1	.72		
Sacrifice1	.62		
Sacrifice2	.52		
Prof4		.86	
Prof2		.82	
Prof1		.71	
Prof3		.70	
Link3			.89
Link2			.88
Link1	.42		.70

Note. Factor loadings less than .40 were omitted from the table for clarity.

The analysis results are relatively consistent with prior studies. Fasbender et al. (2019) combined link, sacrifice, and fit into one factor, embeddedness. In this study, only sacrifice and fit loaded on embeddedness while link did not. It is an understandable result. In food-service companies, link is highly dependent on the type of job more so than embeddedness. For example, managers have more links than servers typically do. For this reason, in this study, I combined the items for sacrifice and fit into embeddedness and set up link as a separate variable.

To ensure internal consistency, I computed the Cronbach's alpha for each variable in the study. Table 4 outlines the reliability of the scales used in this study. The variables:

fit, sacrifice, and link were computed with three questions. Professional identity was calculated with four questions. A value of around .70 or greater is widely considered desirable (Taber, 2017). All four variables had a value greater than .70; therefore, the study's internal consistency is well within the acceptable range.

Table 4

Reliability Statistics for Study Constructs

Variable	Items	This study's Cronbach's alpha
Embeddedness	3	.83
Link	3	.79
Professional-Identity	4	.79

Descriptive Statistics

For descriptive statistics, I calculated the means and standard deviations for the three independent variables, one dependent variable, and five control variables. I have outlined the findings in Table 5.

Table 5*Means and Standard Deviations for Predictor and Criterion Variables*

Variable	Type	<i>M</i>	<i>SD</i>
Turnover Intentions	DV	2.34	.87
Embeddedness	IV	3.56	.80
Link	IV	4.12	.74
Prof_Identity	IV	4.97	1.28
Gender	IV	1.66	.75
Age	IV	3.20	1.68
Job Level	IV	3.43	1.11
Tenure	IV	2.41	1.15
Education	IV	3.19	1.16

Note. N= 122; IV = Independent variable; DV = Dependent variable; *N* = number of participants; *M* = Mean; *SD* = Standard deviation.

Tests of Assumptions

I checked the data assumptions before conducting the regression model to ensure I would receive valid results. The assumptions of multiple linear regression are outliers, normality, linearity, and homoscedasticity. The following sections provide evidence that no significant assumption was violated with the data.

Multicollinearity

Multicollinearity was evaluated by viewing the variance inflation factor (VIF) among the predictor variables. The following table contains the correlation coefficients. VIF higher than 2.5 indicates that multicollinearity may be an issue and higher than 5.0 is regarded as a questionably high level. (Daud, 2017). For all independent variables in the

model were less than 2.5, which indicated that these variables did not have any multicollinearity problem (see Table 6).

Table 6

Variance Inflation Factor Statistics

Variable	Tolerance	VIF
Embeddedness	1.00	1.63
Link	.81	1.38
Prof_Identity	.87	1.63
Gender	.99	1.86
Age	.89	2.30
Job Level	.99	1.05
Tenure	.98	1.97
Education	.99	1.24

Outliers

I used the SPSS software and ran an analysis to find any potential outliers. I ran a multiple regression analysis where I chose the statistics field and indicated casewise diagnostics where I indicated outliers outside of three standard deviations. I also chose the field to produce a scatter plot where Y is residual and X is predictor, and I also chose normal probability plot. From these analyses, there were no outliers. SPSS output can be found in Appendix A.

Normality of Residuals

The distribution of each variable was examined for skewness within normal probability plots and histograms. The normal p-p plot of regression standardized residual yielded a straight diagonal line, so the assumption appeared to be met. The p-p plot chart can be found in Appendix G.

I used the scatterplot of the residuals to check for homoscedasticity. The data appears to be equally distributed where points are distributed below and above zero on the X-axis and Y-axis. The chart can be found in Appendix H.

Inferential Statistics

To test the hypotheses, I conducted a multiple linear regression analysis to estimate the parameters of the relationship between the independent variables and dependent variable. In the analysis, I used a significance level of .05. The three independent variables were embeddedness, link, and professional identity. The dependent variable was employee turnover intentions. The model represented the effects of embeddedness on the dependent variable. The results of the multiple linear regression analysis resulted in embeddedness significantly predicting employee turnover intentions. The R^2 value indicated that embeddedness could explain the variance in turnover intentions by approximately 32%. Tables 7 and 8 show that the model could significantly predict employee turnover intentions: $F(4,117) = 13.98$. $p < .001$, $R^2 = .32$.

Table 7

Model Summary

Model	R	R^2	Adjusted R^2	Std. error of the estimate
1	.55 ^a	.32	.30	.73

Note. R = Correlation coefficient; R^2 = Coefficient of determination; Std. = Standard.

^a. Predictors: (Constant), Link, Sacrifice, Fit, Professional Identity

Table 8

ANOVA^a

Model	Sum of squares	df	Mean square	F	Sig.
Regression	29.93	4	7.48	13.98	< .001 ^b
Residual	62.62	117	0.54		
Total	92.55	121			

Note. *df* = Degree of freedom; Sig. = Significance

a. Dependent variable: Turnover Intentions.

b. Predictors: (Constant), Link, Fit, Sacrifice, Professional Identity

Table 9

Multiple Regression Coefficients

Variable	Unstandardized coefficients		Std. coef.		Sig.
	<i>B</i>	Std. error	<i>B</i>	<i>t</i>	
(Constant)	3.91	.44		8.82	<.001
Link	.13	.10	.17	1.25	.21
Fit	-.04	.11	-.04	-.40	.69
Sacrifice	-.55	.10	-.57	-5.31	<.001
Prof_Identity	-.01	.06	-.02	-.23	.82

Note. β = Beta; Std. Coef. = Standardized coefficients; Sig. = Significance.

The model presented in Table 9 displayed that embeddedness was significant at the $p < .001$ level. Embeddedness was significant $t(121) = -5.31$, $p < .001$, $\beta = -.57$. Based on these results, the null hypothesis of H1 was rejected, and the alternative hypothesis was accepted. For the regression analysis I divided job embeddedness into the three original constructs as outlined in the theoretical model.

Summary of Findings

The results of the data analysis supported the rejection of both null hypotheses. The findings indicated that job embeddedness was significantly related to employee turnover intentions. As previously noted at the beginning of this section, the two

constructs of job embeddedness, fit and sacrifice, are loaded into one factor. Some of the independent variables and control variables showed correlations between one another.

However, none of the VIFs for these variables were high enough to raise concerns, $VIF <$

2.5. Additionally, all assumptions of multiple regression were met

Applications to Professional Practice

The findings of this study may help business leaders to solve the specific business problem that some food service leaders do not understand the relationship between job embeddedness, professional identity, and employee turnover intentions. Employee turnover intentions result in a negative impact on an organization. Managers can evaluate an employee's fit with the organization and provide staff to work more closely with their workgroups. Lee et al. (2021) examined the relationship between social support and career adaptability on turnover intentions. They found through quantitative analysis that social support significantly moderated the relationship between career adaptability and turnover intentions. Similarly, this current study revealed a statistically significant relationship between job embeddedness, particularly fit and sacrifice, and employee turnover intentions, and employee turnover intentions in higher education food service operations.

Applying the findings of this study will aid food service leaders in facilitating a work environment and job design that reduce employee turnover intentions by enhancing their job embeddedness. Managers and supervisors can encourage a sense of belonging and professional growth within the organization. Establishing and reestablishing work relationships and professional growth opportunities with staff is necessary. By

maintaining relationships among coworkers, employees can strengthen their connections within the organization and reinforce their sense of worth (Lee et al., 2021). The findings of this study have several valuable managerial implications that may help higher education food service leaders identify opportunities to decrease an employee's turnover intentions.

Implications for Social Change

The implications for positive social change include the potential for a stabilized workforce, improvements in services offered, and increased business performance that will positively impact long-term growth within the community. Tangible and intangible outcomes will result from job embeddedness and professional identity related to employee turnover intentions. With a decrease in employee turnover due to decreased employee turnover intentions, employees, organizations, and communities are impacted positively. Overall, increased business performance can result from lower employee turnover.

Decreased employee turnover positively impacts the organization's image. Organizations with a high level of turnover contribute to job insecurity, and it negatively impacts the organization's image (Adesubomi, 2019). When an organization has a positive impression, other employees and community members will positively perceive it. When organizations satisfy the needs of the employees, the employee is likely to stay and contribute to the positive organizational image.

Job embeddedness will decrease employee turnover intentions, which will support a stabilized workforce. Fuchs (2021) found that the dimension of sacrifice is relevant

regarding the intention to quit among generation Y professionals, similar to the findings of this study. Focusing on the sacrifice construct will help managers ensure that organizations retain the workforce they value.

When employees stay with their organization, there is less turnover, recruitment, and training. Skilled employees stay with the organization and there is an increase in the quality of services offered. Lee and Chen (2013) found that job attitude and employee commitment are the basis for delivering quality service. When employees are embedded with their organization, quality service is executed.

Recommendations for Action

Research findings for this study identified a significant relationship between embeddedness (fit and sacrifice), link, and professional identity on employee turnover intentions. Based on the higher education food service industry, it was found that link was dependent on the job rather than embeddedness. By reviewing the regression analysis inclusive of the control variables, specific recommendations for action can be made about the desires of the entire sample and subgroups. Based on the sample results, I direct the recommendations to action to employees and leaders.

Employees must self-reflect and evaluate what is most important to them within their careers. Similar to this study, Mumtaz et al. (2022) found that turnover intentions among employees are minimal if they have strong bonding and receive support from management and the organization. Employees need to express their needs within their current roles and where they want to progress in the future through their careers.

The leaders of organizations must recognize that turnover intentions lead to turnover. High turnover equated to increased recruitment costs and decreased productivity (Fulmore et al., 2022). As the leader of an organization, it is their responsibility to foster an environment that mitigates an employee's intent to leave. Based on this study, embeddedness, link, and professional identity significantly impact an employee's turnover intentions in the food service sector. If the leaders take the time to survey their staff, they will be able to evaluate where to focus their efforts to discourage an employee's intent to leave the organization.

Recommendations for Further Research

This quantitative study explored how the constructs of job embeddedness and professional identity relate to employee turnover intentions. The findings of this study provided insights on the importance of job embeddedness, link, and professional identity have on employees in the food service industry and their intent to leave an organization. Areas for future research are provided in the following section based on the limitations previously discussed in section one of this study. In addition to discussing the limitations of this study, there are also additional research possibilities that I discuss.

The first limitation was the research methodology of this study. As a researcher, I chose a quantitative method because I was able to provide generalizable findings on this research topic. To address this limitation, future researchers could evaluate the topic of employee turnover intentions with a qualitative approach. A qualitative study could assist the researcher in developing a deeper understanding of the experiences and perspectives (Krein et al., 2022). This approach could highlight additional factors influencing

employee turnover intentions in the food service industry. In addition to a qualitative study, future researchers could take a mix-method approach to use the benefits of both qualitative and quantitative methods to explore an employee's reasons for turnover intentions. A mixed-methods approach can support the researcher in obtaining a more significant knowledge yield over choosing either quantitative or qualitative independently (Bui et al., 2022). The researcher could find additional topics to elaborate on through interviews, where my second limitation comes into play, the use of an online survey.

The second limitation was the use of an online survey. Future researchers could use mail or phone surveys if conducting quantitative research. Potential disadvantages of online surveys have been found to include limited computer literacy among respondents, the decision not to respond, and difficulty in the researcher being able to apply it to a random sample. Future researchers could deploy their surveys in different ways to mitigate the potential disadvantages of using an online survey.

Reflections

Before executing this study, I thought about what the outcome would entail. When I first started the research of this study, it was before the COVID-19 pandemic. My thoughts on turnover intentions were different than when I began data collection. When I deployed my survey, it was January 2022, the middle of what the nation was called the "Great Resignation." The United States experienced the "Great Resignation" beginning in 2021. The United States recognized the biggest employee resignation spike in September 2021, 4.4 million American workers quit their jobs (Tessema et al., 2022). I thought my survey would be more useful than ever to see what employees thought as it

related to employee turnover intentions. Based on the findings, age, tenure, and education played essential roles. After conducting the research study, I had a better understanding of the reasons why food service employees may decide to leave their roles within their organization.

The research study included higher education food service workers in the New England region. I used a professional network, The NACUFS, to gain access to food service contacts. Respondents shared their experiences and perspective with their current career situations related to job embeddedness, professional identity, and their intent to leave the organization. After deploying the survey through email communication, I had a final sample of 122. I used SurveyMonkey, an online platform, which allowed the participants to remain anonymous. Throughout the process of collecting data, I stayed as unbiased as possible.

Conclusion

The study's findings display that higher education food service workers find job embeddedness, link, and professional identity essential to their intent to stay with an organization. Fit and sacrifice loaded into one element, whereas link stayed independent. Importantly, leaders within higher education food service organizations should ensure they foster environments where employees feel embedded. Employee turnover intentions lead to higher turnover, leading to higher organizational expenses and reduced profits. Focusing on the employee as a whole and not only their current role within the company will discourage the employees' intent to leave the organization.

References

- Abid, G., & Butt, T. (2017). Expressed turnover intention: Alternate method for knowing turnover intention and eradicating common method bias. *International Letters of Social and Humanistic Sciences*, 78, 18-26.
<https://doi.org/10.18052/www.scipress.com/ILSHS.78.18>
- Abt, G., Boreham, C., Davison, G., Jackson, R., Nevill, A., Wallace, E., & Williams, M. (2020). Power, precision, and sample size estimation in sport and exercise science research. *Journal of Sports Sciences*, 38(17), 1933-1935.
<https://doi.org/10.1080/02640414.2020.1776002>
- Afsar, B., Shahjehan, A., & Shah, S. I. (2018). Frontline employees' high-performance work practices, trust in supervisor, job-embeddedness and turnover intentions in hospitality industry. *International Journal of Contemporary Hospitality Management*, 30(3), 1436-1452. <https://doi.org/10.1108/IJCHM-11-2016-063>
- Akgunduz, Y., & Eryilmaz, G. (2018). Does turnover intention mediate the effects of job insecurity and co-worker support on social loafing? *International Journal of Hospitality Management*, 68, 41-9. <http://doi.org/10.1016/j.ijhm.2017.09.010>
- Akgunduz, Y., & Sanli, S. C. (2017). The effect of employee advocacy and perceived organizational support on job embeddedness and turnover intention in hotels. *Journal of Hospitality and Tourism Management*, 31, 118-125.
<http://doi.org/10.1016/j.jhtm.2016.12.002>
- Alola, U., Asongu, S., & Alola, A. (2019). Linking supervisor incivility with job embeddedness and cynicism: The mediating role of employee self-efficacy.

Gadjah Mada International Journal of Business, 21(3), 330-352. <https://doi.org/10.22146/gamaijb.39647>

Apuke, O. D. (2017). Quantitative research methods: A synopsis approach. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 33(5471), 1-8. <https://doi.org/10.12816/0040336>

Arasli, H., & Arici, H. E. (2019). Perceived supervisor support cure: Why and how to retain and reengage seasonal employees for the next season. *Journal for East European Management Studies*, 24(1), 61–88. <https://doi.org/10.5771/0949-6181-2019-1-61>

Artal, R., & Rubinfeld, S. (2017). Ethical issues in research. *Best Practice & Research Clinical Obstetrics & Gynaecology*, 43, 107-114. <https://doi.org/10.1016/j.bpobgyn.2016.12.006>

Asghar, M., Gull, N., Tayyab, M., Zhijie, S., & Tao, X. (2020). Polychronicity at work: Work engagement as a mediator of the relationships between job outcomes. *Journal of Hospitality and Tourism Management*, 45, 470–478. <https://doi.org/10.1016/j.jhtm.2020.10.002>

Asimah, V. K. (2018). Factors that influence labour turnover intentions in the hospitality industry in Ghana. *African Journal of Hospitality, Tourism and Leisure*, 7(1), 1-11.

Astroth, K. S., & Chung, S. Y. (2018). Focusing on the fundamentals: Reading quantitative research with a critical eye. *Nephrology Nursing Journal*, 45(3), 283-287.

- Bakkalbasioglu, E. (2020). How to access elites when textbook methods fail: Challenges of purposive sampling and advantages of using interviewees as “fixers”. *The Qualitative Report*, 25(3), 688-699. <https://doi.org/10.46743/2160-3715/2020.3976>
- Belete, A. (2018). Turnover intention influencing factors of employees: An empirical work review. *Journal of Entrepreneurship & Organization Management*, 7(253), 2. <https://doi.org/10.4172/2169-026X.1000253>
- Benesty, J., Chen, J., & Huang, Y. (2008). On the importance of the Pearson correlation coefficient in noise reduction. *IEEE Transactions on Audio, Speech, and Language Processing*, 16(4), 757-765. <https://doi.org/10.1109/TASL.2008.919072>
- Bentley, F., O'Neill, K., Quehl, K., & Lottridge, D. (2020). Exploring the quality, efficiency, and representative nature of responses across multiple survey panels. In proceedings of the 2020 CHI Conference on Human Factors in Computing Systems (pp. 1-12).
- Bibi, A., & Jadoon, B. (2018). “The mediating effect of exploitative and explorative learning on the relationship between job embeddedness and innovative work behavior”. *Innovation*, 6(1), 1-8. <https://doi.org/10.11648/j.sjbm.20180601.11>
- Bloomfield, J., & Fisher, M. J. (2019). Quantitative research design. *Journal of the Australasian Rehabilitation Nurses' Association*, 22(2), 27-30. <https://doi.org/10.33235/jarna.22.2.27-30>

- Boles, J., Dudley, G., Onyemah, V., Rouziès, D., & Weeks, W. (2012). Sales force turnover and retention: A research agenda. *Journal of Personal Selling & Sales Management*, 32, 131-140. <https://doi.org/10.2753/PSS0885-3134320111>
- Boyle, L. H., Whittaker, T. A., Eyal, M., & McCarthy, C. J. (2017). What Really Happens in Quantitative Group Research? Results of a Content Analysis of Recent Quantitative Research in JSGW. *Journal for Specialists in Group Work*, 42(3), 243–252. <https://doi.org/10.1080/01933922.2017.1338812>
- Brien, A., Thomas, N. J., & Brown, E. A. (2017). How hotel employee job-identity impacts the hotel industry: The uncomfortable truth. *Journal of Hospitality and Tourism Management*, 31, 235-243. <https://doi.org/10.1016/j.jhtm.2017.03.005>
- Bui, M. V., McInnes, E., Ennis, G., & Foster, K. (2022). Protocol for a mixed methods process evaluation of the Promoting Resilience in Nurses (PRiN) trial. *International Journal of Mental Health Nursing*. <https://doi.org/10.1111/inm.12989>
- Bureau of Labor Statistics. (2020). Table 16. Annual total separations rates by industry and region, not seasonally adjusted. <https://www.bls.gov/news.release/jolts.t16.htm>
- Bureau of Labor Statistics. (2021a). *Economic news release*. Table 16. Annual total separations rates by industry and region, not seasonally adjusted. <https://www.bls.gov/news.release/jolts.t16.htm>
- Bureau of Labor Statistics. (2021b). *Industries at a Glance*. Employment by occupation. <https://www.bls.gov/iag/tgs/iag72.htm#iag72empl.f.p>

- Chan, W. L., Ho, J. A., Sambasivan, M., & Ng, S. I. (2019). Antecedents and outcome of job embeddedness: Evidence from four and five-star hotels. *International Journal of Hospitality Management*, 83, 37-45. <https://doi.org/10.1016/j.ijhm.2019.04.011>
- Chang, W., & Busser, J. A. (2020). Hospitality career retention: the role of contextual factors and thriving at work. *International Journal of Contemporary Hospitality Management*. <https://doi.org/10.1108/IJCHM-10-2018-0831>
- Cheng, C. Y. (2014). A longitudinal study of newcomer job embeddedness and sales outcomes for life insurance salespersons. *Journal of Business Research*, 67, 1430-1438. <https://doi.org/10.1016/j.jbusres.2013.07.024>
- Chetty, P. (2016). *Limitations and weakness of quantitative research methods*. Knowledge Tank; Project Guru. <https://www.projectguru.in/limitations-quantitative-research/>
- Chiat, L. C., & Panatik, S. A. (2019). Perceptions of employee turnover intention by Herzberg's motivation-hygiene theory: A systematic literature review. *Journal of Research in Psychology*, 1(2), 10-15. <https://doi.org/10.31580/jrp.v1i2.949>
- Cho, Y. J., & Song, H. J. (2017). Determinants of turnover intention of social workers: effects of emotional labor and organizational trust. *Public Personnel Management*, 46(1), 41-65. <https://doi.org/10.1177/0091026017696395>
- Coetzer, A., Inma, C., & Poisat, P. (2017). The job embeddedness-turnover relationship: Effects of organisation size and work group cohesion. *Personnel Review*, 46(6), 1070-1088. <https://doi.org/10.1108/PR-12-2015-0312>

- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *ANNALS*, *11*, 479–516, <https://doi.org/10.5465/annals.2015.0099>
- Darmon, R. Y. (1990). Identifying sources of turnover costs: A segmental approach. *Journal of Marketing*, *54*(2), 46-56. <https://doi.org/10.2307/1251869>
- Dechawatanapaisal, D. (2018). Examining the relationships between HR practices, organizational job embeddedness, job satisfaction, and quit intention: Evidence from Thai accountants. *Asia-Pacific Journal of Business Administration*, *10*(2/3), 130-148. <https://doi.org/10.1108/APJBA-11-2017-0114>
- DeConinck, J. B., Moss, H. K., & Deconinck, M. B. (2018). The relationship between servant leadership, perceived organizational support, performance, and turnover among business to business salespeople. *Global Journal Management and Marketing*, *2*(1), 38-52. <https://doi.org/10.14738/abr.510.3730>
- Demirović Bajrami, D., Terzić, A., Petrović, M. D., Radovanović, M., Tretiakova, T. N., & Hadoud, A. (2020). Will we have the same employees in hospitality after all? The impact of COVID-19 on employees' work attitudes and turnover intentions. *International Journal of Hospitality Management*. <https://doi.org/10.1016/j.ijhm.2020.102754>
- Dobrow, S. R., & Higgins, M. C. (2005). Developmental networks and professional identity: A longitudinal study. *Career Development International*, *10*, 567–583. <https://doi.org/10.1108/13620430510620629>

- Dwesini, N. F. (2019). Causes and prevention of high employee turnover within the hospitality industry: A literature review. *African Journal of Hospitality, Tourism and Leisure*, 8(3), 1-15.
- Ellingson, J. E., Tews, M. J., & Dachner, A. M. (2016). Constituent attachment and voluntary turnover in low-wage/low-skill service work. *Journal of Applied Psychology*, 101(1), 129–140. <https://doi.org/10.1037/apl0000028>
- Ellis, T. J., & Levy, Y. (2010, June). A guide for novice researchers: Design and development research methods. In Proceedings of Informing Science & IT Education Conference (InSITE) 10, 107-118.
- Fang, Y. C., Chen, J. Y., Zhang, X. D., Dai, X. X., & Tsai, F. S. (2020). The impact of inclusive talent development model on turnover intention of new generation employees: The mediation of work passion. *International Journal of Environmental Research and Public Health*, 17(17), 6054. <https://doi.org/10.3390/ijerph17176054>
- Fasbender, U., Van der Heijden, B. I., & Grimshaw, S. (2019). Job satisfaction, job stress and nurses' turnover intentions: The moderating roles of on-the-job and off-the-job embeddedness. *Journal of advanced nursing*, 75(2), 327-337. <https://doi.org/10.1111/jan.13842>
- Felps, W., Mitchell, T. R., Hekman, D. R., Lee, T. W., Holtom, B. C., & Harman, W. S. (2009). Turnover contagion: How coworkers' job embeddedness and job search behaviors influence quitting. *Academy of Management Journal*, 52(3), 545-561. <https://doi.org/10.5465/amj.2009.41331075>

- Ferreira, A. I., Martinez, L. F., Lamelas, J. P., & Rodrigues, R.I. (2017). Mediation of job embeddedness and satisfaction in the relationship between task characteristics and turnover: A multilevel study in Portuguese hotels. *International Journal of Contemporary Hospitality Management*, 29(1), 248-267.
<https://doi.org/10.1108/IJCHM-03-2015-0126>
- Flake, J. K., & Fried, E. I. (2020). Measurement schmeasurement: Questionable measurement practices and how to avoid them. *Advances in Methods and Practices in Psychological Science*, 3(4), 456-465.
<https://doi.org/10.1177/2515245920952393>
- Fuchs, R. M. (2021). Links, fit or sacrifice: job embeddedness and intention to quit among Generation Y. *European Journal of Management and Business Economics*, 31(2), 160-175. <https://doi.org/10.1108/EJMBE-05-2021-0156>
- Fulmore, J. A., Fulmore, A. L., Mull, M., & Cooper, J. N. (2022). Reducing employee turnover intentions in the service sector: The connection between human resource development practices and employee engagement. *Human Resource Development Quarterly*. <https://doi.org/10.1002/hrdq.21471>
- Galbreath, J. (2010). How does corporate social responsibility benefit firms? Evidence from Australia. *European Business Review*, 22, 411-431.
<https://doi.org/10.1108/09555341011056186>
- Gandolfi, F., & Stone, S. (2018). Leadership, leadership styles, and servant leadership. *Journal of Management Research*, 18(4), 261-269.

- García-Pérez, M. A. (2012). Statistical conclusion validity: some common threats and simple remedies. *Frontiers in Psychology, 3*, 325.
<https://doi.org/10.3389/fpsyg.2012.00325>
- Gavin, D. (2016, January 15). Constructing a Study design: Aligning research question with Methodology, design, and degree program.
<https://research.phoenix.edu/blog/constructing-study-design-aligning-research-question-methodology-design-and-degree-program>
- Ghosh, D., & Gurunathan, L. (2015). Job Embeddedness: A Ten-year Literature Review and Proposed Guidelines. *Global Business Review, 16*(5), 856–866.
<https://doi.org/10.1177/0972150915591652>
- Gorbatov, S., Khapova, S. N., & Lysova, E. I. (2019). Get noticed to get ahead: the impact of personal branding on career success. *Frontiers in psychology, 10*, 2662.
<https://doi.org/10.3389/fpsyg.2019.02662>
- Gordon, S., Tang, C. H. H., Day, J., & Adler, H. (2019). Supervisor support and turnover in hotels. *International Journal of Contemporary Hospitality Management, 31*(1).
<https://doi.org/10.1108/IJCHM-10-2016-0565>
- Green, S. B., & Salkind, N. J. (2017). *Using SPSS for Windows and Macintosh: Analyzing and understanding data* (8th ed.). Upper Saddle River, NJ: Pearson.
- Greenleaf, R. K. (1970). *The servant as leader*. Cambridge, Mass: Center for Applied Studies.
- Haider, S., Fatima, N., & de Pablos-Heredero, C. (2020). A three-wave longitudinal study of moderated mediation between perceptions of politics and employee turnover

- intentions: The role of job anxiety and political skills. *Journal of Work and Organizational Psychology*, 36(1), 1-14. <https://doi.org/10.5093/jwop2020a1>
- Hameed, H. (2020). Quantitative and qualitative research methods: Considerations and issues in qualitative research. *The Maldives National Journal of Research*, 8(1), 8-17.
- Hayward, D., Bungay, V., Wolff, A. C., & MacDonald, V. (2016). A qualitative study of experienced nurses' voluntary turnover: learning from their perspectives. *Journal of Clinical Nursing*, 25(9-10), 1336-1345. <https://doi.org/10.1111/jocn.13210>
- Holtom, B., Kiazad, K., & Dandu, Y. (2020). Organizational practices that promote job embeddedness and retention. *Organizational Dynamics*, 49(4). <https://doi.org/10.1016/j.orgdyn.2019.08.003>
- Holtom, B. C., Tidd, S. T., Mitchell, T. R., & Lee, T. W. (2013). A demonstration of the importance of temporal considerations in the prediction of newcomer turnover. *Human Relations*, 66(10), 1337-1352. <https://doi.org/10.1177/0018726713477459>
- Homans, G. C. (1958). Social behavior as exchange. *American journal of sociology*, 63(6), 597-606.
- Jabeen, F., Al Hashmi, M., & Mishra, V. (2020). Should I stay or should I go? The antecedents of turnover intention among police personnel. *Safer Communities*. <https://doi.org/10.1108/SC-05-2019-0013>
- Jäckle, A., Burton, J., Couper, M. P., & Lessof, C. (2019). Participation in a mobile app survey to collect expenditure data as part of a large-scale probability household

- panel: Coverage and participation rates and biases. *In Survey Research Methods*, 13(1), 23-44. <https://doi.org/10.18148/srm/2019.v13i1.7297>
- Jerez-Jerez, M. J., & Melewar, T. C. (2020). The consequence of waiters' professional identity on passion for work and its effects on employee turnover: a qualitative approach. *Qualitative Market Research: An International Journal*, 23(4), 767–795. <https://doi.org/10.1108/QMR-01-2020-0013>
- Jia, J., Yan, J., Jahanshahi, A. A., Lin, W., & Bhattacharjee, A. (2020). What makes employees more proactive? Roles of job embeddedness, the perceived strength of the HRM system and empowering leadership. *Asia Pacific Journal of Human Resources*, 58(1), 107-127. <https://doi.org/10.1111/1744-7941.12249>
- Jiang, K., Liu, D., McKay, P. F., Lee, T. W., & Mitchell, T. R. (2012). When and how is job embeddedness predictive of turnover? A meta-analytic investigation. *Journal of Applied Psychology*, 97(5), 1077–1096. <https://doi.org/10.1037/a0028610>
- Joung, H.-W., Choi, E.-K., & Taylor, J. J. (2018). Investigating differences in job-related attitudes between full-time and part-time employees in the food service industry. *International Journal of Contemporary Hospitality Management*, 30(2), 817. <https://doi.org/10.1108/IJCHM-03-2016-0129>
- Kang, H. J. A., & Busser, J. A. (2018). Impact of service climate and psychological capital on employee engagement: The role of organizational hierarchy. *International Journal of Hospitality Management*, 75, 1-9. <https://doi.org/10.1108/IJCHM-04-2016-0185>

- Karatepe, O. M. (2016). Does job embeddedness mediate the effects of coworker and family support on creative performance? An empirical study in the hotel industry. *Journal of Human Resources in Hospitality & Tourism, 15*(2), 119-132. <https://doi.org/10.1080/15332845.2016.1084852>
- Khalid, U., Mushtaq, R., Khan, A. Z., & Mahmood, F. (2021). Probing the impact of transformational leadership on job embeddedness: the moderating role of job characteristics. *Management Research Review, 44*(8), 1139-1156. <https://doi.org/10.1108/MRR-05-2020-0260>
- Kim, H., & Qu, H. (2020). Effects of employees' social exchange and the mediating role of customer orientation in the restaurant industry. *International Journal of Hospitality Management, 89*, 102577. <https://doi.org/10.1016/j.ijhm.2020.102577>
- Kim, J. (2018). The contrary effects of intrinsic and extrinsic motivations on burnout and turnover intention in the public sector. *International Journal of Manpower, 39*, 486-500. <https://doi.org/10.1108/IJM-03-2017-0053>
- Kirkwood, A., & Price, L. (2013). Examining some assumptions and limitations of research on the effects of emerging technologies for teaching and learning in higher education. *British Journal of Educational Technology, 44*(4), 536–543. <http://dx.doi.org/doi:10.1111/bjet.12049>
- Krein, S. L., Turnwald, M., Anderson, B., & Maust, D. T. (2022). “Sometimes it's not about the money... it's the way you treat people...”: A Qualitative Study of Nursing Home Staff Turnover. *Journal of the American Medical Directors Association. https://doi.org/10.1016/j.jamda.2021.11.036*

- Leard. (2018). Multiple Regression Analysis using SPSS Statistics2018. How to perform a Multiple Regression Analysis in SPSS Statistics | Laerd Statistics.
<https://statistics.laerd.com/spss-tutorials/multiple-regression-using-spss-statistics.php>
- Lee, C. & Chen, C. "The Relationship between Employee Commitment and Job Attitude and Its Effect on Service Quality in the Tourism Industry," *American Journal of Industrial and Business Management*, 3 (2), 196-208.
<https://doi.org/10.4236/ajibm.2013.32025>
- Liao, C., Lee, H. W., Johnson, R. E., & Lin, S.-H. (Joanna). (2021). Serving you depletes me? A Leader-centric examination of servant leadership behaviors. *Journal of Management*, 47(5), 1185–1218. <https://doi.org/10.1177/0149206320906883>
- Love, S. B., Yorke-Edwards, V., Diaz-Montana, C., Murray, M. L., Masters, L., Gabriel, M., & Sydes, M. R. (2021). Making a distinction between data cleaning and central monitoring in clinical trials. *Clinical Trials*, 18(3), 386-388.
<https://doi.org/10.1177/1740774520976617>
- Lyu, Y., & Zhu, H. (2019). The predictive effects of workplace ostracism on employee attitudes: A job embeddedness perspective. *Journal of Business Ethics*, 158, 1083-1095. <https://doi.org/10.1007/s10551-017-3741-x>
- Ma, C., Ganegoda, D., Chen, G., Jiang, X., & Dong, C. (2020). Effects of perceived overqualification on career distress and career planning: Mediating role of career identity and moderating role of leader humility. *Human Resource Management*. 59. <https://doi.org/10.1002/hrm.22009>

- Ma, Q. K., Mayfield, M., & Mayfield, J. (2018). Keep them on-board! How organizations can develop employee embeddedness to increase employee retention. *Development and Learning in Organizations: An International Journal*, 32(4), 5-9. <https://doi.org/10.1108/DLO-11-2017-0094>
- Malek, K., Kline, S. F., & DiPietro, R. (2018). The impact of manager training on employee turnover intentions. *Journal of Hospitality and Tourism Insights*, 1(3), 203-219. <https://doi.org/10.1108/JHTI-02-2018-0010>
- Mangum, M., & Block, R. (2018). Social identity theory and public opinion towards immigration. *Social Sciences*, 7(3), 41. <https://doi.org/10.3390/socsci7030041>
- Martdianty, F., Coetzer, A., & Susomrith, P. (2020). Job embeddedness of manufacturing SME employees in Indonesia. *Employee Relations*, 42(1), 180-193. <https://doi.org/10.1108/ER-01-2019-0087>
- Maula, M., & Stam, W. (2020). Enhancing rigor in quantitative entrepreneurship research. *Entrepreneurship Theory and Practice*, 44(6), 1059-1090. <https://doi.org/10.1177/1042258719891388>
- Mellinger, C. D., & Hanson, T. A. (2020). Methodological considerations for survey research: Validity, reliability, and quantitative analysis. *Linguistica Antverpiensia, New Series—Themes in Translation Studies*, 19. <https://doi.org/10.52034/lanstts.v19i0.549>
- Mertler, C. A. (2019). Introduction to educational research (2nd ed.). Sage.

- Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44(6), 1102-1121. <https://doi.org/10.2307/3069391>
- Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, 63(4), 408. <https://doi.org/10.1037/0021-9010.63.4.408>
- Mumtaz, R., Bourini, I., Al-Bourini, F. A., & Alkhrabsheh, A. A. (2022). Investigating managerial and fairness practices on employee turnover intentions through the mediation of affiliation quality between organisation and employee. A comprehensive study of the metropolitan society of Malaysia. *International Journal of Management and Decision Making*, 21(1), 1-27. <https://doi.org/10.1504/IJMDM.2022.119577>
- National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research. (1979). The Belmont report: Ethical principles and guidelines for the protection of human subjects of research. U.S. Department of Health and Human Services. <https://www.hhs.gov/ohrp/regulations-and-policy/belmont-report/read-the-belmont-report/index.html>
- Needham, M. (2019). The impact of two behavior characteristics of the servant leadership theory on the employee turnover in fast-casual restaurants. *International Journal of Management and Human Resources*, 7(1), 66-94.
- Nerstad, C. G., Dysvik, A., Kuvaas, B., & Buch, R. (2018). Negative and positive synergies: On employee development practices, motivational climate, and

employee outcomes. *Human Resource Management*, 57(5), 1285-1302.

<https://doi.org/10.1002/hrm.21904>

New England Board of Higher Education. (2021). Colleges & Universities.

<https://nebhe.org/resources/colleges-universities/>

Ng, T. W., & Feldman, D. C. (2010). The effects of organizational embeddedness on development of social capital and human capital. *Journal of Applied Psychology*, 95(4), 696. <https://doi.org/10.1037/a0019150>

Ng, T. W., & Feldman, D. C. (2012). The effects of organizational and community embeddedness on work-to-family and family-to-work conflict. *Journal of Applied Psychology*, 97(6), 1233. <https://doi.org/10.1037/a0029089>

National Restaurant Association (2019, May 9). "Hospitality industry turnover rate

Ticked higher in 2018". [https://restaurant.org/articles/news/hospitality-industry-turnover-rate-ticked-](https://restaurant.org/articles/news/hospitality-industry-turnover-rate-ticked-higher#:~:text=In%202018%2C%20the%20turnover%20rate,Labor%20Turnover%20(JOLTS)%20program)

[higher#:~:text=In%202018%2C%20the%20turnover%20rate,Labor%20Turnover%20\(JOLTS\)%20program](https://restaurant.org/articles/news/hospitality-industry-turnover-rate-ticked-higher#:~:text=In%202018%2C%20the%20turnover%20rate,Labor%20Turnover%20(JOLTS)%20program)

Oladeji, O. O., & Ayinde, A. T. (2018). Leadership styles and personality traits as predictors of job embeddedness among employees of Ibadan electricity distribution company, Nigeria. *Journal of Management*, 6(2), 8-23.

<https://doi.org/10.15640/jmpp.v6n2a2>

Onyesom, C., & Aboko, S. I. (2021). Bootstrapping-An introduction and its applications in statistics. *International Journal of Innovative Mathematics, Statistics & Energy Policies* 9(3), 22-28.

Open University. (n.d.). *Assumptions of Multiple Regression*.

<https://www.open.ac.uk/socialsciences/spsstutorial/files/tutorials/assumptions.pdf>

Opoku, A., Ahmed, V., & Akotia, J. (2016). Choosing an appropriate research methodology and method. In: A. Opoku, V. Ahmed, & J. Akotia (Eds.), *Research methodology in the built environment: A selection of case studies*, 1, 30-43.

<https://doi.org/10.4324/9781315725529>

Park, I. J., Zhu, D., Doan, T., & Kim, P. B. (2021). Stay away from fickle supervisor! Supervisors' behavioral fluctuation diminishing the effect of job embeddedness on employees' service behavior. *International Journal of Hospitality Management*, 95, 102893.

<https://doi.org/10.1016/j.ijhm.2021.102893>

Paruzel, A., Danel, M., & Maier, G. W. (2020). Scrutinizing social identity theory in corporate social responsibility: An experimental investigation. *Frontiers in Psychology*, 11.

<https://doi.org/10.3389/fpsyg.2020.580620>

Perrault, E. K., & Keating, D. M. (2018). Seeking ways to inform the uninformed:

Improving the informed consent process in online social science research. *Journal of Empirical Research on Human Research Ethics*, 13(1), 50-60.

<https://doi.org/10.1177/1556264617738846>

Phan, H. T., Borca, F., Cable, D., Batchelor, J., Davies, J. H., & Ennis, S. (2020).

Automated data cleaning of paediatric anthropometric data from longitudinal electronic health records: protocol and application to a large patient cohort.

Scientific Reports, 10(1), 1-9. <https://doi.org/10.1038/s41598-020-66925-7>

- Plonsky, L., & Ghanbar, H. (2018). Multiple regression in L2 research: A methodological synthesis and guide to interpreting R2 values. *The Modern Language Journal*, 102(4), 713-731. <https://doi.org/10.1111/modl.12509>
- Ponchio, M. C., Barth, N. L., & Zambaldi, F. (2021). Using the internet for data collection in business research. *RAUSP Management Journal*, 56(2), 254-258. <https://doi.org/10.1108/RAUSP-04-2021-251>
- Porter, C. M., Posthuma, R. A., Maertz, C. P. Jr., Joplin, J. R., Rigby, J., Gordon, M., & Graves, K. (2019). On-the-job and off-the-job embeddedness differentially influence relationships between informal job search and turnover. *Journal of Applied Psychology*, 104(5), 678. <https://doi.org/10.1037/apl0000375>
- Priarso, M. T., Diatmono, P., & Mariam, S. (2019). The effect of transformational leadership style, work motivation, and work environment on employee performance that in mediation by job satisfaction Variables in pt. Gynura Consulindo. *Business and Entrepreneurial Review*, 18(2), 165-176. <http://dx.doi.org/10.25105/ber.v18i2.5334>
- Putri, A. D., & Handoyo, S. (2018). The Impact of career growth on turnover intention with employee engagement as a mediator variable: Study among the generation y employees in Indonesia. Proceedings of the 3rd International Conference on Psychology in Health, Educational, Social, and Organizational Settings. <https://doi.org/10.5220/0008587402160223>

- Queirós, A., Faria, D., & Almeida, F. (2017). Strengths and limitations of qualitative and quantitative research methods. *European Journal of Education Studies*.
<https://doi.org.10.5281/zenodo.887089>
- Ramlawati, R., Trisnawati, E., Yasin, N., & Kurniawaty, K. (2021). External alternatives, job stress on job satisfaction and employee turnover intention. *Management Science Letters*, 11(2), 511-518. <https://doi.org/10.5267/j.msl.2020.9.016>
- Rasheed, M. I., Okumus, F., Weng, Q., Hameed, Z., & Nawaz, M. S. (2020). Career adaptability and employee turnover intentions: The role of perceived career opportunities and orientation to happiness in the hospitality industry. *Journal of Hospitality and Tourism Management*, 44, 98–107.
<https://doi.org/10.1016/j.jhtm.2020.05.006>
- Rehman, N., & Mubashar, T. (2017). Job stress, psychological capital and turnover intentions in employees of hospitality industry. *Journal of Behavioural Sciences*, 27(2), 59-79.
- Ribeiro, N., Duarte, P., & Fidalgo, J. (2020). Authentic leadership's effect on customer orientation and turnover intention among Portuguese hospitality employees: The mediating role of affective commitment. *International Journal of Contemporary Hospitality Management*, 32(6), 2097–2116. <https://doi.org/10.1108/IJCHM-06-2019-0579>
- Rice, S., Winter, S. R., Doherty, S., & Milner, M. (2017). Advantages and disadvantages of using internet-based survey methods in aviation-related research. *Journal of*

Aviation Technology and Engineering, 7(1), 5. <https://doi.org/10.7771/2159-6670.1160>

- Rutberg, S., & Bouikidis, C. D. (2018). Focusing on the fundamentals: A simplistic differentiation between qualitative and quantitative research. *Nephrology Nursing Journal*, 45(2), 209-213.
- Sahu, S., Pathardikar, A., & Kumar, A. (2018). Transformational leadership and turnover: Mediating effects of employee engagement, employer branding, and psychological attachment. *Leadership & Organization Development Journal*, 39(31), 82-99. <https://doi.org/10.1108/LODJ-12-2014-0243>
- Saunders, M., & Townsend, K. (2018). Choosing participants. In *The sage handbook of qualitative business and management research methods* (pp. 480-492). SAGE Publications Ltd, <https://www.doi.org/10.4135/9781526430212>
- Saunders, M. N. K., Lewis, P., & Thornhill, A. (2015). *Research methods for business students* (7th ed.). Pearson Education.
- Saura, P. (2016, September 16). Re: Pros and cons of requiring survey responses. MeasuringU. <https://measuringu.com/requiring-responses/>
- Sender, A., Rutishauser, L., & Staffelbach, B. (2018). Embeddedness across contexts: A two-country study on the additive and buffering effects of job embeddedness on employee turnover. *Human Resource Management Journal*, 28(2), 340-356. <https://doi.org/10.1111/1748-8583.12183>
- Shah, I. A., Csordas, T., Akram, U., Yadav, A., & Rasool, H. (2020). Multifaceted role of job embeddedness within organizations: Development of sustainable approach to

reducing turnover intention. *SAGE Open*, 10(2), 1-19.

<https://doi.org/10.1177/2158244020934876>

Shah, I. A., Yadav, A., Afzal, F., Shah, SMZA., Junaid, D., Azam, S., Jonkman, M., De Boer, F., Ahammad, R., & Shanmugam, B. (2020). Factors affecting staff turnover of young academics: Job embeddedness and creative work performance in higher academic institutions. *Frontiers in Psychology*, 11, 3375.

<https://doi.org/10.3389/fpsyg.2020.570345>

Shareef, R. A., & Atan, T. (2019). The influence of ethical leadership on academic employees' organizational citizenship behavior and turnover intention: Mediating role of intrinsic motivation. *Management Decision*, 57(3), 583-605.

<https://doi.org/10.1108/MD-08-2017-0721>

Shehawy, Y. M., Elbaz, A., & Agag, G. M. (2018). Factors affecting employees' job embeddedness in the Egyptian airline industry. *Tourism Review*, 73(4), 548-571.

<http://doi.org/10.1108/tr-03-2018-0036>

Shi, X., Gordon, S., & Tang, C. H. (2020). Momentary well-being matters: Daily fluctuations in hotel employees' turnover intention. *Tourism Management*, 83,

104212. <https://doi.org/10.1016/j.tourman.2020.104212>

Simon, M. (2011). The role of the researcher.

Singh, D. (2017). Impact of employee turnover on hotel industry-a study of selected hotels of New Delhi. *International Journal of Research-GRANTHAALAYAH*, 5(4), 153-158. <https://doi.org/10.29121/granthaalayah.v5.i4.2017.1807>

- Skelton, A. R., Nattress, D., & Dwyer, R. J. (2019). Predicting manufacturing employee turnover intentions. *Journal of Economics, Finance and Administrative Science*, 25(9), 101-117. <https://doi.org/10.1108/JEFAS-07-2018-0069>
- Stamolampros, P., Korfiatis, N., Chalvatzis, K., & Buhalis, D. (2019). Job satisfaction and employee turnover determinants in high contact services: Insights from Employees' Online reviews. *Tourism Management*, 75, 130-147. <https://doi.org/10.1016/j.tourman.2019.04.030>
- Statistics Solutions. (2021). Assumptions of Multiple Linear Regression. <https://www.statisticssolutions.com/free-resources/directory-of-statistical-analyses/assumptions-of-multiple-linear-regression/>
- Sun, R., & Wang, W. (2017). Transformational leadership, employee turnover intention, and actual voluntary turnover in public organizations. *Public Management Review*, 19(8), 1124-1141. <https://doi.org/10.1080/14719037.2016.1257063>
- Surdam, J., Daly, B., Fulton, S., Margevicius, S., Schluchter, M., Flocke, S., Manne, S., & Meropol, N. J. (2020). Recruitment strategies for nurse enrollment in an online study. *Nursing research*, 69(1), 69–73. <https://doi.org/10.1097/NNR.0000000000000393>
- Sürücü, L., & Maslakçi, A. (2020). Validity and reliability in quantitative research. *Business & Management Studies: An International Journal*, 8(3), 2694-2726.
- Susomrith, P., & Amankwaa, A. (2019). "Relationship between job embeddedness and innovative work behaviour", *Management Decision*, 58(5), 864-878. <https://doi.org/10.1108/MD-11-2018-1232>

- Tabachnick, B. G., Fidell, L. S., & Ullman, J. B. (2007). Using multivariate statistics, 5, 481-498. Pearson.
- Taber, K.S. The Use of Cronbach's Alpha When Developing and Reporting Research Instruments in Science Education. *Res Sci Educ* 48, 1273–1296 (2018).
<https://doi.org/10.1007/s11165-016-9602-2>
- Taherdoost, H. (2016). Sampling methods in research methodology; how to choose a sampling technique for research. How to Choose a Sampling Technique for Research. *International Journal of Academic Research in Management*, 5(2) 18-27.
- Tajfel, H. (1979). Individuals and groups in social psychology. *British Journal of social and clinical psychology*, 18(2), 183-190. <https://doi.org/10.1111/j.2044-8260.1979.tb00324.x>
- Teng, H. Y., Cheng, L. Y., & Chen, C. Y. (2021). Does job passion enhance job embeddedness? A moderated mediation model of work engagement and abusive supervision. *International Journal of Hospitality Management*, 95, 102913.
<https://doi.org/10.1016/j.ijhm.2021.102913>
- Tessema, M. T., Tesfom, G., Faircloth, M. A., Tesfagiorgis, M., & Teckle, P. (2022). The “Great Resignation”: Causes, Consequences, and Creative HR Management Strategies. *Journal of Human Resource and Sustainability Studies*, 10(1), 161-178. <https://doi.org/10.4236/jhrss.2022.101011>

- Thakur, S. J., & Bhatnagar, J. (2017). Mediator analysis of job embeddedness: Relationship between work-life balance practices and turnover intentions. *Employee Relations*, 39(5), 718-731. <https://doi.org/10.1108/ER-11-2016-0223>
- Theofanidis, D., & Fountouki, A. (2018). Limitations and delimitations in the research process. *Perioperative nursing*, 7(3), 155-163. <http://doi.org/10.5281/zenodo.2552022>
- Trepte, S., & Loy, L. S. (2017). Social identity theory and self-categorization theory. *The International Encyclopedia of Media Effects*, 1-13. <https://doi.org/10.1002/9781118783764.wbieme0088>
- Treuren, G. J., & Fein, E. C. (2018). Off-the-job embeddedness as a moderator of the relationship between work and life conflict and turnover intention. *The International Journal of Human Resource Management*, 32(6), 1251-1272. <https://doi.org/10.1080/09585192.2018.1510847>
- Van Truong, D., & Huyen, T. V. (2021). How to use SPSS software to help students in scientific research. *International Journal of Educational Research*, 4(05), 83-89.
- Vasquez, D. (2014). Employee retention for economic stabilization: A qualitative phenomenological study in the hospitality sector. *International Journal of Management, Economics and Social Sciences*, 3(1), 1-17.
- Waheed, J., Jun, W., Yousaf, Z., & Hussain, H. (2021). Towards Employees Creativity in the Healthcare Sector: Investigating the Role of Polychronicity, Job Engagement, and Functional Flexibility. *Healthcare* 2021, 9, 837. <https://doi.org/10.3390/healthcare9070837>

- Walden University. (2021). Research Ethics: Research Ethics Review Process by IRB. Academic Guides. <https://academicguides.waldenu.edu/research-center/research-ethics/review-process>.
- Walden University. (2020). Walden University Academic Residencies: Basic Qualitative Research [PowerPoint slides]. Walden University DBA Residency Session
- Walden University. (n.d). DBA doctoral study rubric and research handbook. Available from <http://academicguides.waldenu.edu/researchcenter/osra/dba>
- Weis, A., & Rosendale, J. A. (2019). Determinants of retention in the hospitality industry: A study of employee turnover statistics in a private Pennsylvania club. *Journal of Hospitality Application and Research*, 14(1), 57.
- Williams, C. D. (2019). The future is served: The Evolution of campus dining. HigherEdJobs. <https://www.higheredjobs.com/Articles/articleDisplay.cfm?ID=2081>
- Wombacher, J. C., & Felfe, J. (2017). Dual commitment in the organization: Effects of the interplay of team and organizational commitment on employee citizenship behavior, efficacy beliefs, and turnover intentions. *Journal of Vocational Behavior*, 102, 1–14. <https://doi.org/10.1016/j.jvb.2017.05.004>
- Wu, W. L., & Lee, Y. C. (2017). Empowering group leaders encourages knowledge sharing: integrating the social exchange theory and positive organizational behavior perspective. *Journal of Knowledge Management*, 21(2), 474-491. <https://doi.org/10.1108/JKM-08-2016-0318>

- Wu, X., Shie, A. J., & Gordon, D. (2017). Impact of customer orientation on turnover intention: mediating role of emotional labour. *International Journal of Organizational Analysis*, 25(5), 909–927. <https://doi.org/10.1108/IJOA-06-2017-1184>
- Yam, L., Raybould, M., & Gordon, R. (2018). Employment stability and retention in the hospitality industry: Exploring the role of job embeddedness. *Journal of Human Resources in Hospitality & Tourism*, 17(4), 445-464, <https://doi.org/10.1080/15332845.2018.1449560>
- Yu, J., Ariza-Montes, A., Giorgi, G., Lee, A., & Han, H. (2020). Sustainable relationship development between hotel company and its employees: Linking job embeddedness, job satisfaction, self-efficacy, job performance, work engagement, and turnover. *Sustainability*, 12(17), 7168. <https://doi.org/10.3390/su12177168>
- Zhang, M., Fried, D. D., & Griffeth, R. W. (2012). A review of job embeddedness: Conceptual, measurement issues, and directions for future research. *Human Resource Management Review*, 22(3), 220–231. <https://doi.org/10.1016/j.hrmr.2012.02.004>
- Živković, A., Franjković, J., & Dujak, D. (2021). The Role of Organizational Commitment in Employee Turnover in Logistics Activities of Food Supply Chain. *LogForum*, 17(1), 25–36. <http://doi.org/10.17270/J.LOG.2021.536>

Appendix A: Survey Invitation

Greetings,

My name is Amanda Rotondi, and I am a doctoral student at Walden University conducting my doctoral study on the relationship between job embeddedness and employee turnover in higher education food service. The title of my study is “An Examination of the Relationship Between Job Embeddedness and Employee Turnover Intentions.” I would like to survey food service workers in higher education who meet the following criteria:

- Currently employed as food service workers
- Must have been a food service worker for a minimum of six months to qualify
- Must be at least 18 years of age

The survey will take approximately 10-20 minutes of your time. Prior to beginning the study will be an informed consent form. This study is voluntary and at no point in time will you need to provide your name, contact information, or place of work.

Additionally, the data will be secured to ensure that I, as the researcher, only have access.

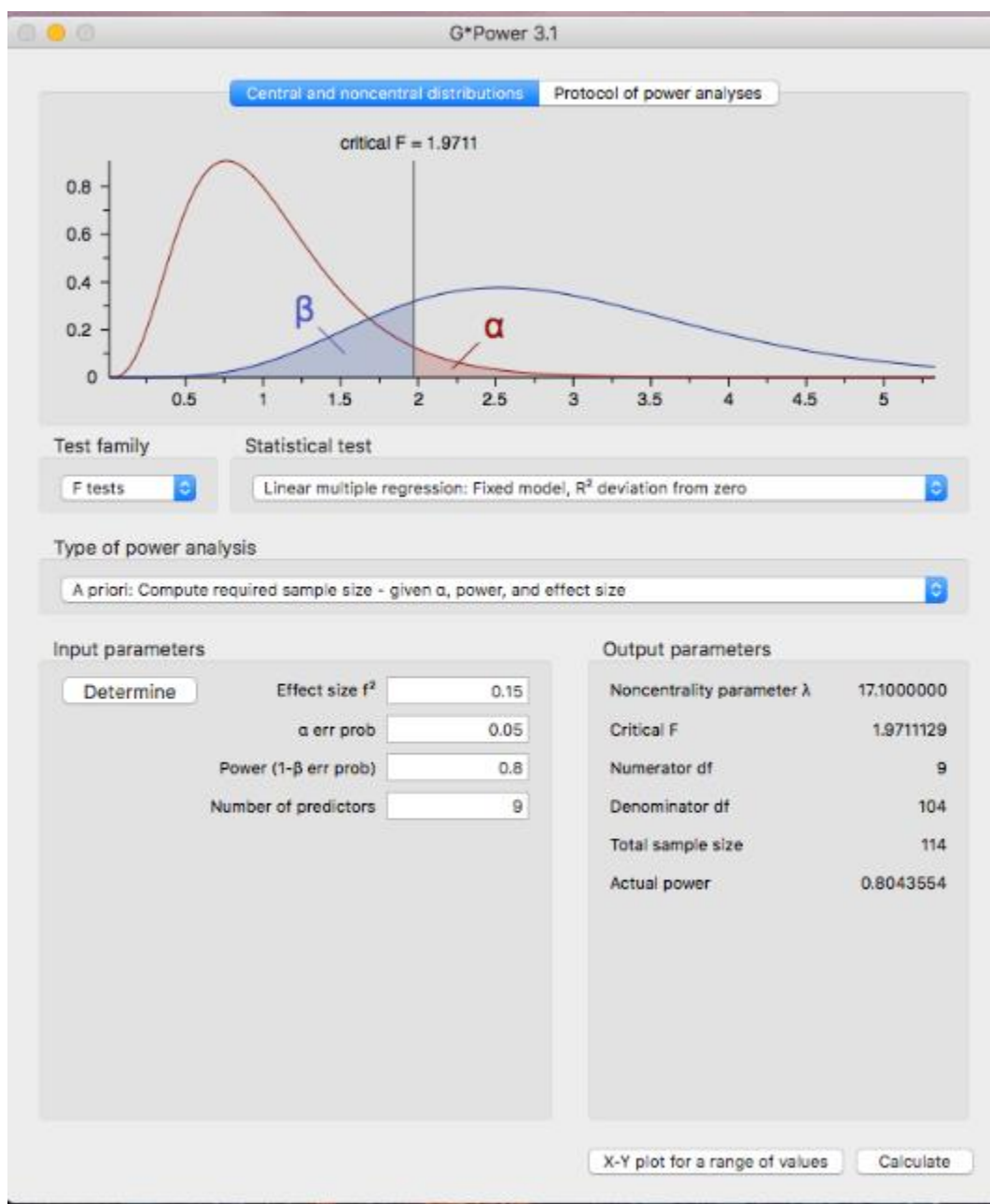
Please complete the survey at the following link:

Sincerely,

Amanda Rotondi

Walden University Doctorate (DBA) Candidate

Appendix B: G*Power Output



Appendix C: Survey Questions

Job Embeddedness: Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree

Fit:

1. My job utilizes my skills and talents well.
2. I feel like I am a good match for this organization.
3. If I stay with this organization, I will be able to achieve most of my goals.

Sacrifice:

4. I have a lot of freedom on this job to decide how to pursue my goals.
5. I would sacrifice a lot if I left this job.
6. I believe the prospects for continuing employment with this organization are excellent.

Link:

7. I am a member of an effective work group.
8. I work closely with my coworkers
9. On the job, I interact frequently with my work group.

Professional Identity: 1 = strongly disagree, 4 = neutral, and 7 = strongly agree

1. I have developed a clear career and professional identity.
2. I am still searching for my career and professional identity.
3. I know who I am, professionally and in my career.
4. I do not yet know what my career and professional identity is.

Turnover Intentions: 1= Strongly disagree to 5= Strongly agree

1. I often think about quitting my present job
2. I will probably look for a new job in the next 12 months
3. As soon as possible, I will leave the organization

Demographic Questions

Questions	Options
What is your gender?	Female Male Transgender Other Prefer not to answer
What is your age?	20 and younger 21 - 29 30 - 39 40 - 49 50 and older Prefer not to answer
What is your job level?	Dishwasher Server Cook Supervisor or Manager Director or above Other
How many years have you been at your current organization?	Less than 1 year 1 - 5 years 6 - 10 years

What is your education level?

Over 10 years

12th grade or less
Graduated High School or
Equivalent
Some college, no degree
Associate degree
Bachelor's degree
Post-graduate degree

Appendix D: Permissions for Job Embeddedness Instrument

Re: Permission to use the Short Form Job Embeddedness Instrument

Will Felps (email address redacted)

Mon 11/15/2021 5:25 PM

To: Amanda Rotondi (email address redacted)

Hi Amanda,

Of course, happy for you to use the instrument! Best of luck in your scholarship.

Best,

Will

<https://www.business.unsw.edu.au/our-people/willfelps>

On Tue, Nov 16, 2021 at 5:28 AM Amanda Rotondi (email address redacted) wrote:

Good Afternoon Dr. Felps,

I am a doctoral candidate at Walden University.

I am conducting a study titled: An Examination of the Relationship Between Job Embeddedness and Employee Turnover Intentions. My population is foodservice workers in New England colleges and Universities.

I am writing to gain permission to use the short form job embeddedness instrument. I will be using the 9 questions out of 18 related to on-the-job embeddedness.

Dr. Brooks Holtom referred me to this instrument. My independent variables are link, fit, and sacrifice and my dependent variable is employee turnover intentions.

If you do not mind me using this scale in its original form for my study, would you please let me know?

I sincerely appreciate your consideration.

You can reach me at (email address redacted) or by phone (phone number redacted).

Thank you in advance,

Amanda Rotondi

From: Amanda Rotondi (email address redacted)
Sent: Wed, Aug 25, 2021 at 10:44 AM
To: Brooks Holtom (email address redacted)
Subject: Walden University - Doctoral Candidate - Question

Good Morning Dr. Holtom,

Dr. Mitchell suggested I reached out to you.

I am a doctoral candidate at Walden University.

I am conducting a study titled: An Examination of the Relationship Between Job Embeddedness and Employee Turnover Intentions. My population is food service workers in New England colleges and Universities.

I am looking to use the JES to measure job embeddedness with food service employees in university food service operations. As I am completing my proposal, I wondered if you could explain how you measured Links - Organization. I see that you standardized 1-3, but how did you then add to the composite?

I appreciate any insight as I would still like to utilize this scale for my study.

Thank you,

Amanda Rotondi

From: Brooks Holtom (email address redacted)
Sent: Wed, Aug 25, 2021 at 3:24 PM
To: Amanda Rotondi (email address redacted)
Subject: Walden University - Doctoral Candidate - Question

Amanda

Congratulations. I think this sounds like a promising research project.

Attached is the survey I recommend you use, along with scoring instructions...and a citation to the paper where it was published.

good luck!

Employee Survey

Please check the box that best represents how you feel					
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Job Embeddedness					
1. My job utilizes my skills and talents well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I feel like I am a good match for this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. If I stay with this organization, I will be able to achieve most of my goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I really love the place where I live.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The place where I live is a good match for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The area where I live offers the leisure activities that I like (sports, outdoor activities, cultural events & arts).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I have a lot of freedom on this job to decide how to pursue my goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I would sacrifice a lot if I left this job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. I believe the prospects for continuing employment with this organization are excellent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Leaving the community where I live would be very hard.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. If I were to leave the community, I would miss my non-work friends.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. If I were to leave the area where I live, I would miss my neighborhood.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. I am a member of an effective work group.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. I work closely with my coworkers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. On the job, I interact frequently with my work group.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. My family roots are in this community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. I am active in one or more community organizations (e.g., churches, sports teams, schools, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. I participate in cultural and recreational activities in my local area.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Job Embeddedness (6 dimensions) – as validated in the following study.

Holtom, BC; Tidd, ST; Mitchell, TR; Lee, TW. In Press. A Demonstration of the Importance of Temporal Considerations in the Prediction of Newcomer Turnover. *Human Relations* (0018726713477459).

First published on April 23, 2013 as doi:10.1177/0018726713477459

Fit-Organization: 1-3

Fit-Community: 4-6

Sacrifice-Org: 7-9

Sacrifice-Com: 10-12

Links-Org: 13-15

Links-Com: 16-18

Appendix E: Permission to use Mobley's Instrument

Mobley's Employee Turnover Instrument

11/13/21, 11:53 AM

RightsLink Printable License

AMERICAN PSYCHOLOGICAL ASSOCIATION LICENSE
TERMS AND CONDITIONS

Nov 13, 2021

This Agreement between AMANDA ROTONDI ("You") and American Psychological Association ("American Psychological Association") consists of your license details, terms and conditions provided by American Psychological Association and Copyright Clearance Center.

License Number 5187160609664

License date Nov 13, 2021

Licensed Content
Publisher American Psychological Association

Licensed Content
Publication Journal of Applied Psychology

[Print This Page](#)

Appendix F: Permission to use Professional Identity 4-item Questionnaire

Subject: Permission to use Professional Identity 4-item Questionnaire

From: Amanda Rotondi <amanda.rotondi@waldenu.edu>

Date: Wed 11/24/2021 10:48 AM

To: Dobrow (Email redacted); Higgins (Email redacted)

Good Morning,

My name is Amanda Rotondi.

I am a doctoral candidate at Walden University.

I am conducting a study titled: An Examination of the Relationship Between Job Embeddedness, Professional-Identity, and Employee Turnover Intentions in Higher Education Foodservice Operations

My population is foodservice workers in New England colleges and Universities.

I am writing to gain permission to use the 4-item professional identity questionnaire (Dobrow & Higgins, 2005).

My independent variables are link, fit, sacrifice, and professional identity and my dependent variable is employee turnover intentions.

If you do not mind me using this questionnaire in its original form for my study, would you please let me know?

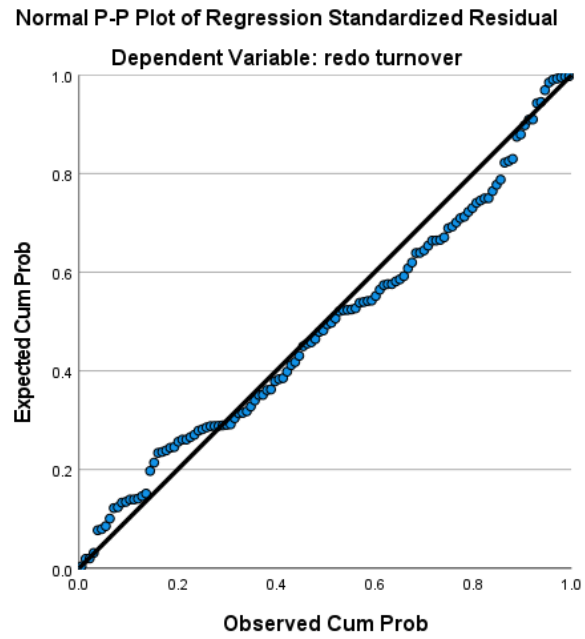
I sincerely appreciate your consideration.

You can reach me at amanda.rotondi@waldenu.edu or by phone 401-318-7348.

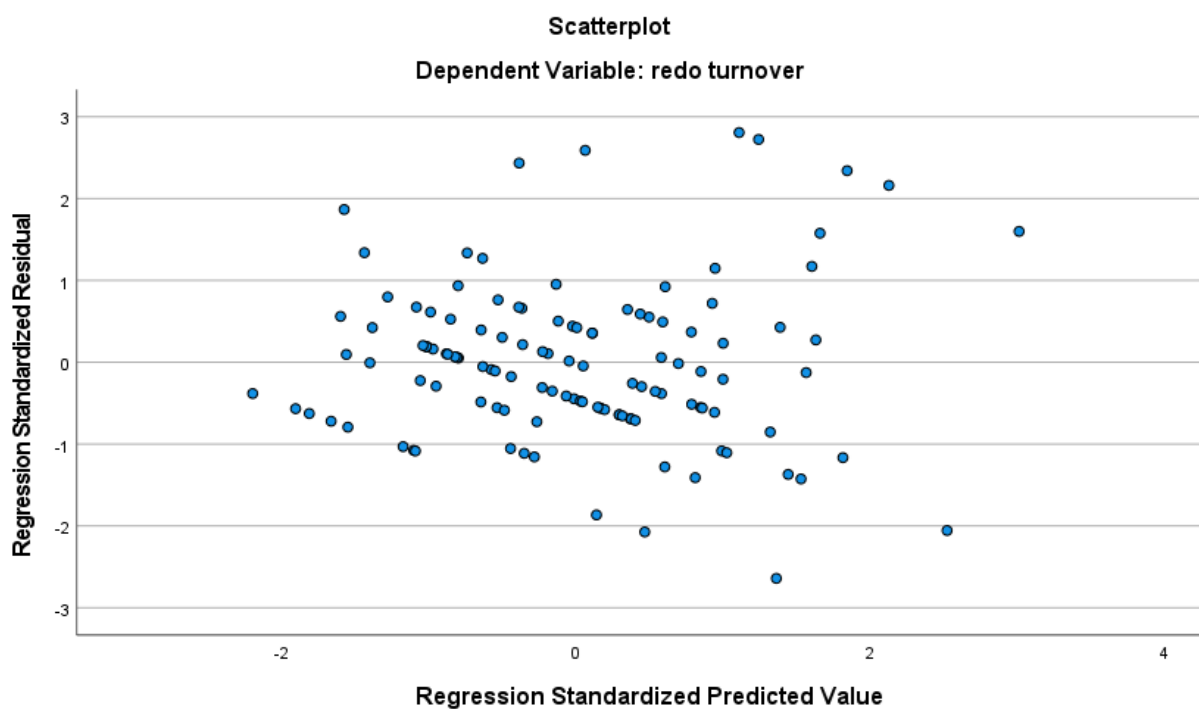
Thank you,

Amanda Rotondi

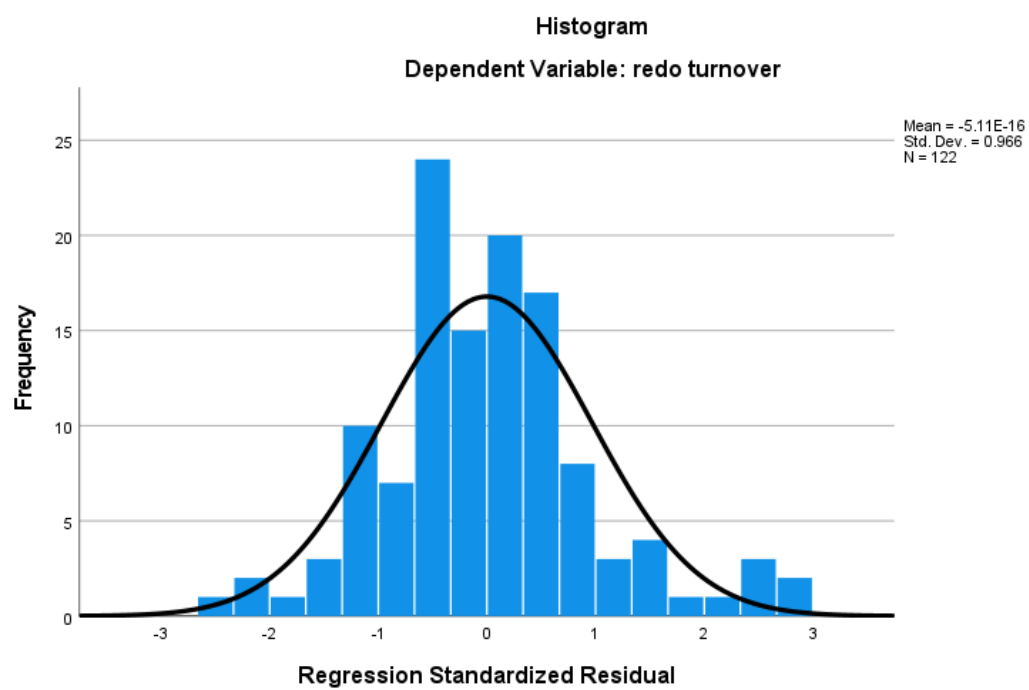
Appendix G: P-P Plot Chart



Appendix H: Scatterplot



Appendix I: Histogram



Appendix J: Demographics

Gender

		Frequency	Percent
Valid	Male	56	45.9
	Female	58	47.5
	Other	2	1.6
	Prefer not to answer	6	4.9
	Total	122	100

Age

		Frequency	Percent
Valid	20 and younger	30	24.6
	21 - 29	18	14.8
	30 - 39	16	13.1
	40 - 49	20	16.4
	50 and older	31	25.4
	Prefer not to answer	7	5.7
Total	122	100	

Job Level

		Frequency	Percent
Valid	Server	7	5.7
	Cook	13	10.7
	Supervisor or Manager	48	39.3
	Director or above	28	23
	Other	26	21.3
	Total	122	100

Tenure

		Frequency	Percent
Valid	Less than 1 year	32	26.2
	1 - 5 years	42	34.4
	6 - 10 years	14	11.5
	Over 10 years	34	27.9
	Total	122	100

Education

		Frequency	Percent
Valid	Graduated High School or equivalent	5	4.1
	Some college, no degree	38	31.1
	Associate degree	27	22.1
	Bachelor's degree	33	27
	Post-graduate degree	19	15.6
	Total	122	100