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Relationship Between Job Embeddedness and Turnover Intentions Among Municipal Law Enforcement Officers

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Walden University
2019

Abstract

Relationship Between Job Embeddedness and Turnover Intentions

Among Municipal Law Enforcement Officers

by

William Alonzo Forrester III

MS, Bethel University, 2013

BM, Lambuth University, 2007

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

Walden University

August 2019

Abstract

Law enforcement organizations have been facing a challenge with maintaining an adequate level of personnel due to an increased rate of employee turnover, which has been shown to have a negative impact on an agency's ability to reduce both property and violent crimes. The purpose of this cross-sectional, quantitative study was to examine job embeddedness as a predictor of turnover intentions among municipal law enforcement officers by using the human capital theory as the theoretical foundation. To collect the data, a survey link was distributed to all personnel of a large, municipal law enforcement agency in the southeastern United States; only full-time, commissioned law enforcement personnel were included in the study, which resulted in a sample size of 107. Linear regression was used to analyze the data. Job embeddedness and turnover intentions had a statistically significant and negative correlation (r = -.656, p < .001). In addition, the bivariate linear regression model significantly predicted turnover intentions, $F(1_1, 106)$ = 79.135, p < .001); job embeddedness was responsible for 42.4% (*adjusted R^2* = .424) of the variance in turnover intentions. When job embeddedness decreases, turnover intentions increase, and when job embeddedness increases, turnover intentions decrease. The study has implications for positive social change as it established the relationship between job embeddedness and turnover intentions among law enforcement officers. The results provide support for using the concept of job embeddedness to inform retention programs aimed at reducing voluntary turnover. Reducing voluntary turnover has the potential to maximize the ability of an agency to meet its crime control mission and to reduce costs associated with recruitment and training new employees, which will allow for more funding to go directly to the provision of services.

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Dedication

I would like to dedicate this study to my loving wife, Christina Forrester. During the
process, she has provided unwavering support and made countless sacrifices to ensure my
success.

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I am grateful to have had positive influences for the duration of my time as a student. Dr. Clarence Williamson, Dr. Olivia Yu, and Dr. Slobodan Pesic served as my dissertation committee and provided valuable guidance and feedback; their assistance was critical to my successful completion of my doctoral program. In addition, I would also like to acknowledge the influence of other educators on my academic and personal development, particularly Dr. Don Huneycutt, Dr. Derek Jones, Cory Bridges, Donna Overstreet, and Randy Wilson.

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Chapter 1: Introduction to the Study

In this study, I examined the relationship between job embeddedness and turnover intentions among law enforcement officers who work for a large municipal agency in the southeast United States. This study was timely as many law enforcement agencies in the United States are having difficulty retaining qualified officers. The ability to retain qualified personnel is critical to the success of a law enforcement agency as voluntary turnover has been shown to have a negative impact on an agency's ability to meet its crime control objectives (Hur, 2013). Likewise, the retention of law enforcement personnel will result in a more efficient utilization of resources, as fewer resources will have to be devoted to recruiting and training the new officers (Poliner, 2014).

This chapter is dedicated to introducing the study and providing the background that compelled its completion. I will discuss the purpose of the study along with key variables. I will then discuss both the human capital theory and the job embeddedness framework as they relate to the study. Next comes a description of the study's nature and the assumptions necessary for the study. The chapter will be concluded with a discussion of the study's scope and delimitations.

Background

The concept of job embeddedness was developed by Mitchell, Holtom, Lee, Sablynski, and Erez (2001) as a means to examine why workers choose to remain with an employer as opposed to terminating the employee/employer relationship. The study was conducted with employees at a grocery store and workers at a hospital, which included

nurses, members of the hospital's administrative staff, food service workers, and maintenance personnel. In both populations, the relationship between job embeddedness and turnover intentions was statistically significant and negative (Mitchell et al., 2001).

The relationship between job embeddedness and turnover intentions has been tested in other populations, such as government agencies (Dawley & Andrews, 2012), GMAT examinees (Holtom & Inderrieden, 2006), and corrections employees (Bergiel, Nguyen, Clenney, & Taylor, 2009). In each of the populations, the relationship between the variables was statistically significant and negative. Specific aspects of the job embeddedness framework have been tested. Dawley and Andrews (2012) found that job embeddedness explained most of the variance in turnover intentions among a sample of nurses and employees of a government agency; having high levels of job embeddedness has been correlated with lower levels of job stress (Chetty, Coetzee, & Ferreira, 2016).

While studies related to law enforcement turnover have examined the relationship of job search behavior, job satisfaction, psychological distress, emotional exhaustion, procedural justice, distributive justice, job involvement, surface acting, and education with turnover intentions (Matz, Woo, & Kim, 2014), no studies have examined the relationship between job embeddedness and turnover intentions among law enforcement personnel. Studying the relationship between job embeddedness and turnover intentions among law enforcement personnel is expected to possibly provide law enforcement administrators will additional insights into the employment continuance decision of the officers. This will allow the administrators to have information to better craft programs and employment benefits to reach an organization's employee retention goal.

Problem Statement

Law enforcement organizations across the United States have been facing a challenge with maintaining an adequate level of personnel due to an increased rate of employee turnover (Wilson, 2012). This problem manifested itself in several high-profile law enforcement agencies, such as the Dallas Police Department (Tsiaperis, 2017). Voluntary turnover of police officers is a critical issue for law enforcement agencies because voluntary turnover has been shown to have a negative impact on an agency's ability to reduce both property and violent crimes (Hur, 2013). Likewise, turnover requires that organizations divert time and funding to recruiting and training replacements (Poliner, 2014). When a new law enforcement officer is hired, Allisey, Noblet, Lamontagne, and Houdmont (2014) estimated that it takes between 5 and 10 years for an agency to begin to benefit from the investment made in the new officer; as a result, if an agency has a high initial turnover rate, the agency will not be able to maintain an effective workforce. Thus, understanding the predictors of an employee's decision to remain with or leave an organization is of critical importance to management. Predictors of turnover that have been previously examined in the context of the criminal justice system includes job satisfaction, emotional exhaustion, and job alternatives (Matz et al., 2014). However, the relationship between job embeddedness and turnover intentions has not been previously examined in the context of law enforcement. This gap in the literature presented an opportunity to conduct a study that could have a positive impact on the retention of law enforcement officers; previous research has indicated that job embeddedness is a stronger predictor of turnover intentions than job satisfaction,

perceived availability of job alternatives, and income among nurses (Choi & Kim, 2015). This quantitative study was the first to test the relationship between the independent variable, job embeddedness, and the dependent variable, turnover intentions, among American law enforcement officers. As a result, the relevance of job embeddedness in law enforcement had not previously been established. Because the study was consistent with past research, the study supports using the job embeddedness framework to inform law enforcement retention programs.

Purpose of the Study

The purpose of this cross-sectional, quantitative study was to examine the job embeddedness as a predictor of employee turnover intentions among municipal law enforcement officers in the United States. The study used a multiple linear regression, using the stepwise method to determine the nature and the significance of the relationship.

Research Question and Hypothesis

Research Question: What is the relationship between job embeddedness and employee retention among municipal law enforcement officers in the United States?

Null Hypothesis: There is not a statistically significant relationship between job embeddedness and turnover intentions among municipal law enforcement officers in the United States.

Alternative Hypothesis: There is a statistically significant and negative relationship between job embeddedness and turnover intentions among municipal law enforcement officers in the United States.

Theoretical Framework

The human capital theory served as the theoretical foundation of the study. The human capital theory views people as one of the factors of production; by committing resources to the betterment of employees, organizations have the ability to increase their effectiveness; the investment that can be made in employees include education and providing access to medical care (Becker, 1962; Schultz, 1961). Unlike traditional capital, such as machines and buildings, people have the ability to change employers at will. As a result, when an organization makes an investment in a person, the organization expects to obtain a return on the investment but also risks losing the investment if the individual were to choose to change employers (Becker, 1962). According to the human capital theory, there are two different types of training, general and specific. General training can be transferred between organizations because the training is useful (Becker, 1962). Specific training is training that is specific to an organization and is not marketable outside of the organization (Becker, 1962).

Law enforcement agencies take advantage of both general and specific training. Training regarding state laws would be considered to be general training in the context of the state, because all officers within the state would benefit from a better understanding of the state statutes (Becker, 1962). However, training related to municipal ordinances and specific departmental policies and procedures would be considered specific training because it is unlikely that incoming officers would have been trained on the ordinances of the municipality, and knowledge of the ordinances, policies, and procedures would likely be useless for an officer who transfers to another organization (Becker, 1962).

The human capital theory was relevant to the study because the study was being framed to examine turnover intentions in an attempt to minimize actual turnover. Because the study indicated that there was a statistically significant and negative relationship between job embeddedness and turnover intentions, the study can be used in support of law enforcement agencies implementing programs with the goal of maximizing the job embeddedness. By increasing levels of job embeddedness, the agencies will be able to retain human capital for a longer period of time and will maximize the return on the agencies' investments.

Conceptual Framework

The job embeddedness framework served as the conceptual framework for the study. Job embeddedness refers to a collection of forces influencing employee retention. Mitchell et al. (2001) developed the job embeddedness framework to help explain why people choose to remain with an employer. The framework consists of six factors that are divided among organizational embeddedness and community embeddedness (Mitchell et al., 2001). Organizational embeddedness consists of organizational links, fit, and sacrifice; community embeddedness also consists of links, fit, and sacrifice (Mitchell et al., 2001). The difference between the two is that organizational embeddedness is focused on the work environment, and community embeddedness is focused on the environment outside of the workplace (Mitchell et al., 2001). The body of literature related to the job embeddedness framework will be presented in more detail in Chapter 2. The framework is related to the study because it provided the introduction of the concept of job embeddedness (Mitchell et al., 2001), which is the independent variable for the

study. Likewise, Mitchell et al. used a correlational analysis to examine the relationship in the original study.

Nature of the Study

The study was a cross-sectional, quantitative study. By using a cross-sectional design, it was possible to develop a dataset that is similar to the post-test group in the traditional experimental design (Frankfort-Nachmias & Nachmias, 2008). This design is appropriate when using an experimental design would be either impractical or unethical (Frankfort-Nachmias & Nachmias, 2008). In the case of the study, it was not possible to have a direct impact on levels of job embeddedness to examine the impact on turnover intentions, which meant an experimental design was not appropriate.

The independent variable for the study was *job embeddedness*, a concept that was developed to examine why people choose to remain with an employer as opposed to seeking employment elsewhere (Mitchell et al., 2001). The dependent variable for the study was *turnover intentions*, which refers to the desire to leave a place of employment (Mitchell et al., 2001).

To collect the data, I contacted the largest 25 municipal law enforcement agencies in the United States to request permission to distribute a survey to their officers. The FBI's Uniform Crime Report data from 2016 was used to identify the agencies, which had a shared total of 113,469 officers (Fedeal Bureau of Investigation, 2016). One agency agreed to participate. Once agreement was reached, I emailed a link to the survey that was hosted on SurveyMonkey for distribution to. The survey link remained active for a period of 2 weeks from the time of distribution. Once all of the responses were collected,

they were imported into SPSS for a stepwise, multiple linear regression analysis. The alpha level was set at .05.

Definitions

Fit: "Fit is defined as an employee's perceived compatibility or comfort with an organization and with his or her environment (Mitchell et al., 2001, pp. 1,104).

Job embeddedness: "Job embeddedness is defined as the extent to which employees are enmeshed or entrenched within, connected, attached, or tied to their job which keeps them from leaving their current job (Marasi, Cox, & Bennett, 2016, p. 142)

Links: "Links are characterized as formal or informal connections between a person and institutions or other people (Mitchell et al., 2001, pp. 1,104)."

Sacrifice: "Sacrifice captures the perceived cost of material of psychological benefits that may be forfeited by leaving a job (Mitchell et al., 2001, pp. 1,105)

Turnover intention: "Turnover intentions refer to an individual's estimated probability that they will leave an organization at some point in the near future (Brough & Frame, 2004, p. 8)."

Assumptions

When conducting a quantitative study, there are certain philosophical assumptions that must be made. First, the study will be objective and theory based; the conclusions should be reached through the process of deductive reasoning (Gelo, Braakmann, & Benetka, 2008; Rehman, BAhmed, & Farooq, n.d.). Second, it must be assumed that the concepts, job embeddedness and turnover intentions, can be reduced to a numerical value for statistical analysis by using the previously validated instruments (Gelo et al., 2008;

Rehman et al., n.d.). By using statistical analyses to examine the concepts, the study will result in outcomes that are objective and generalizable to similar populations (Gelo et al., 2008; Rehman et al., n.d.).

Scope and Delimitations

The study was be the first to examine the relationship between job embeddedness and turnover intentions among municipal law enforcement officers in the United States; officers from other nations and civilian personnel were excluded from the study. As a result, I obtained a representative sample of municipal law enforcement officers. Because the study was consistent with similar studies that have been conducted in the fields of nursing (Choi & Kim, 2015; Mitchell et al., 2001; Zhao et al., 2013), hospitality (Akgunduz & Cin, 2015; Robinson, Kralj, Solnet, Goh, & Callan, 2014), and corrections (Bergiel et al., 2009), the study supports more in depth studies related to the aspects that increase the level of job embeddedness for law enforcement officers. This will be particularly useful for organizations that have difficulty retaining the best law enforcement officers.

Two alternate theories that could have been used were Lewin's field theory and the social exchange theory. Lewin's field theory posits that individuals are embedded in the field in their environment (Mitchell et al., 2001). Even though the field theory was part of the basis of the development of the job embeddedness framework, it was not appropriate for this study as this study was aimed at retaining an investment that was made in an employee as opposed to simply understanding why an individual did not choose to leave the organization.

The social exchange theory is another competing theory that could have been used to examine the relationship between job embeddedness and turnover intentions. The social exchange theory would provide a means of looking at the relationship between the employee and the employer as a symbiotic relationship, as they both derive benefits from the other (Karatepe & Shahriari, 2014; Sekiguchi, Burton, & Sablynski, 2008). While it is appropriate, it is too narrow to encompass job embeddedness because job embeddedness includes community factors and organizational factors that the organization itself has no control over, such as the fit with the employee and links that the employee obtains while at the organization (Mitchell et al., 2001).

The study will primarily be generalizable to law enforcement officers who work for large, municipal police departments, which represents almost a third of all municipal law enforcement officers (Fedeal Bureau of Investigation, 2016). However, the results should be generalizable for officers who work for smaller agencies as well because municipal law enforcement officers face similar challenges. Demographic information will be collected with the survey responses and discussed in detail in Chapter 4 to describe the sample.

Limitation

The primary limitation of the study was that it was a cross-sectional study. Thus, the study was not be able to determine if there was a causal relationship between job embeddedness and turnover intentions (Frankfort-Nachmias & Nachmias, 2008). Instead, the study examined the relationship between the two variables based on a sample that was

taken over a 2-week time period without a retest. This weakness can be addressed in future studies that would use a longitudinal design to examine the causality.

My primary bias as it relates to this study is that I am a supporter of law enforcement, as I am currently a law enforcement officer and am a commissioner on the Tennessee Peace Officer Standards and Training Commission. To reduce the impact of the bias, I followed the procedures outlined in Chapter 3 to ensure that appropriate data collection and analysis procedures were followed; I also submitted the research plan to Walden University's Institutional Review Board prior to collecting data.

Significance

The study was the first to examine the relationship between job embeddedness and turnover intentions among municipal law enforcement officers in the United States. Because the relationship between the independent variable, job embeddedness, and the dependent variable, turnover intentions, was statistically significant, the results of the study provide a basis for law enforcement administrators to begin to evaluate and design retention programs to maintain an adequate staffing and experience levels within the agencies. The study serves as an additional bridge between the job embeddedness framework and traditional turnover research, as aspects of job embeddedness have been tested in relation to variables used in the traditional turnover literature (Akgunduz & Cin, 2015; Allen, Peltokorpi, & Rubenstein, 2016; Choi & Kim, 2015; Dawley & Andrews, 2012; Karatepe & Shahriari, 2014; Matz et al., 2014).

The study has implications for positive social change. Because the information will likely be useful for law enforcement administrators, the study might result in real

cost savings for law enforcement agencies. The savings that might be realized include a reduction in expenses related to both recruiting and training replacements for officers who resign prematurely. Cost savings as a result of reduced training and recruitment costs will allow the resources to be used elsewhere in the organization, such as upgrading equipment or expanding the services offered by the agency to the citizens.

Summary

In this chapter, I provided an overview of the study, which examined the relationship between job embeddedness and turnover intentions among municipal law enforcement officers. I addressed the relevance of the study in relation to positive social change by indicating that some resources used for recruiting and training could be redirected to directly providing services. In addition, the study begins to fill a gap in the literature as it is the first study to examine the variables in the context of law enforcement. I provided a brief explanation of how the study fits within the overall body of literature. I discussed the study in the context of the human capital theory and the job embeddedness framework along with the scope and limitations of the study.

In Chapter 2, I will provide a more in-depth review of relevant literature. This review will contain the strategy that was used to locate the information, literature related to key variables, and methods used by other researchers in situations that are similar to the study.

Chapter 2: Literature Review

Law enforcement organizations across the United States have been facing a challenge with maintaining an adequate level of personnel due to an increased rate of employee turnover (Wilson, 2012). This problem has manifested itself in high-profile law enforcement agencies, such as the Dallas Police Department (Tsiaperis, 2017). Voluntary turnover of police officers is a critical issue for law enforcement agencies because it has been shown to have a negative effect on both the violent crime rate and the property crime rate (Hur, 2013). When an officer leaves an agency, the agency loses the investment that was made in the officer's training and all of the knowledge that the officer obtained related to both the agency and the community. Likewise, turnover requires that organizations divert time and funding into recruiting replacements (Poliner, 2014). When a new law enforcement officer is hired, it is estimated that it takes between 5 and 10 years for an agency to begin to benefit from the investment made in that officer (Allisey et al., 2014). Thus, an understanding of the relationship among the variables that impact an employee in the decision to remain with an organization is of critical importance. This quantitative study tested the relationship between the independent variable, job embeddedness, and the dependent variable, turnover intentions among municipal law enforcement officers in the United States.

The concept of job embeddedness was developed as a way to understand why employees choose to remain employed with an organization (Mitchell et al., 2001). The job embeddedness framework consists of organizational embeddedness and community embeddedness; fit, links, and sacrifice are then considered separately among both

embeddedness levels (Mitchell et al., 2001). Turnover intentions have been defined as the desire of an employee to voluntarily terminate the employment relationship with an organization (Choi & Kim, 2015; Tett & Meyer, 1993).

The purpose of this cross-sectional, quantitative study was to determine the nature of the relationship between the independent variable, job embeddedness, and the dependent variable, turnover intentions, among municipal law enforcement officers in the United States. This study was the first to test the relationship among law enforcement personnel by surveying the officers who work for a large municipal police department, the study maximized the number of respondents. The study also collected demographic data that to describe the sample (see Chapter 4).

The remainder of this chapter will serve as an overview of the literature search process and the studies that were identified to be relevant. It will begin with an explanation of the library search strategy which includes the key search terms and databases that were searched. It will then provide an examination of the theoretical foundation, the human capital theory, and the conceptual foundation, the job embeddedness framework. The chapter will conclude with an examination of studies associated with the relationship between job embeddedness and turnover intentions.

Search Strategy

To identify relevant literature for the study, I primarily searched four online databases: ProQuest Central, ProQuest Criminal Justice, SAGE, and EBSCOhost. When searching the databases, I used the following keywords to narrow the search: *police, law enforcement, retention, turnover, job embeddedness, turnover intentions, human capital*

theory, and*, staffing.* I began with a general search and gradually narrowed it down to the years 2012 to 2019. I focused primarily on current, peer-reviewed journals. I was able to locate the seminal literature related to both the human capital theory and job embeddedness. I also was able to locate additional resources by examining the references lists from electronic articles.

Synopsis of the Literature

The purpose of this section is to provide an overview of literature associated with job embeddedness; this section is going to be limited to literature that has been published since 2013. First, an examination of the literature where job embeddedness and turnover intentions were used as the dependent and independent variables will be examined. Second, literature where job embeddedness served as a moderator or mediator will be examined. Finally, literature where researchers identified negative implications of job embeddedness will be examined.

Since 2013, two studies have been identified that directly examined the relationship between job embeddedness and turnover intentions. Zhao et al. (2013) conducted a cross-sectional study by surveying nurses and nurses in five Chinese hospitals that were owned by the government. Zhao et al. developed in instrument to measure turnover intentions and used "The Global Measure of Job Embeddedness" to measure job embeddedness. The second study that examined Choi and Kim (2015) also examined the relationship between turnover intentions and job embeddedness among nurses. The nurses were recruited through the 2014 Association for Korean Infection Control Nurses' address book. The survey was sent to the nurses to be completed online

through SurveyMonkey (Choi & Kim, 2015). Choi and Kim used existing instruments, including the measure of job embeddedness that was developed by Mitchell et al. (2001).

The studies that were conducted by Zhao et al. (2013) and Choi and Kim (2015) both have significant weaknesses that lead to a gap in the current literature. First, both studies used a cross-sectional design, which limited the ability of the researchers to make a causal inference from the data that was collected (Choi & Kim, 2015; Zhao et al., 2013). Second, the samples consisted mostly of females, 96.6% (Zhao et al., 2013) and 100% (Choi & Kim, 2015) respectively. Thirdly, both of the studies were conducted in a culture that differs from that of the United States (Choi & Kim, 2015; Zhao et al., 2013). There exists a gap in the current literature related to the examination of turnover intentions and job embeddedness. The gap consists of examining a sample with a larger male population, an examination of the relationship of the variables in the United States, and an examination of the variables in the context of industries outside of nursing, such as law enforcement.

In addition to job embeddedness being examined directly in relationship with turnover intentions, job embeddedness has shown to either moderate or mediate relationships between independent variables and turnover intentions. I identified three studies in the recent literature where job embeddedness was used as a moderator. Akgunduz and Cin (2015) examined the moderating relationship that job embeddedness has on the relationship between both manger trust and distributive justice with turnover intentions among workers from 11 Turkish hotels. It was determined that job embeddedness had a significant moderating effects on the relationships between both

independent variables and turnover intentions (Akgunduz & Cin, 2015). Second, Karatepe and Shahriari (2014) examined the effect that job embeddedness has on three justice dimensions, procedural, distributive, and interactional, and turnover intentions among hotel workers in Iran. When employees had higher levels of job embeddedness the relationship between each form of justice was strengthened negatively (Karatepe & Shahriari, 2014). The study was conducted using a time lapse design with two weeks between waves of data collection. Third, Allen et al. (2016) examined the impact that job embeddedness has on the relationship between abusive supervision and voluntary turnover among workers in both Japan and the United States. A private research firm was used to recruit participants in Japan, and a Qualtrecs panel was used in the United States (Allen et al., 2016). It was determined that the positive relationship between abusive supervision and turnover strengthened as embeddedness is lowered (Allen et al., 2016).

Like the research that directly examined the relationship between job embeddedness and turnover intentions, there were weaknesses in the literature that examined the moderating effect that job embeddedness had on the relationships of other variables. First, all of the studies used self-reporting (Akgunduz & Cin, 2015; Allen et al., 2016; Karatepe & Shahriari, 2014). As a result, the participants might have been less than truthful; this is an especially large concern in the research conducted by Karatepe and Shahriari (2014) because hotel management was responsible for the administration of the survey.

Two studies were identified in the literature search where job embeddedness had a mediating role in the relationship between an independent and dependent variable. First,

Murphy, Burton, Henagan, and Briscoe (2013) conducted a longitudinal study to examine the impact that job embeddedness had on perceptions of job insecurity and the intention of the employees to remain with the employer among adults who had worked full time. Job embeddedness did mediate the relationship between the perceived job insecurity and intention to remain employed (Murphy et al., 2013). The second study was conducted by Zhao et al. (2013). It was determined that the relationship between affective commitment and turnover intention was mediated by job embeddedness. The study was cross-sectional and consisted of mostly female Chinese nurses (Zhao et al., 2013).

While increased levels of job embeddedness is often beneficial to organizations, there are times where job embeddedness can have negative implications. Marasi et al. (2016) conducted a cross-sectional study of nurses to examine the relationships among job embeddedness, organizational trust, and workplace deviance. It was determined that individuals who have low levels of organizational trust and high levels of job embeddedness are more likely to engage in deviant behaviors than their peers with lower levels of job embeddedness (Marasi et al., 2016). Combined with the study that was conducted by Allen et al. (2016) related to abusive supervision, there are negative consequences associated with higher levels of embeddedness as the workers appear to be more willing to engage in behaviors that would not normally be tolerated and are more willing to tolerate supervisors who are abusive. As a result, it is necessary for organizations to develop organizational trust and have systems in place that prevent individuals in supervisory positions from abusing their subordinates.

Based on the literature that has been examined, the quantitative study is another step in filling the gap in the literature as it relates to job embeddedness and turnover intentions. The study was be the first known study to examine job embeddedness in the context of law enforcement. Because the results of the study are consistent with other studies, the study supports the examination of job embeddedness in different contexts among law enforcement personnel within the United States.

Theoretical Framework

The human capital theory served as the theoretical foundation of the study. The human capital theory represented a shift in the conceptualization of capital (Becker, 1962; Schultz, 1961). Initially, capital was considered to be material items and production that could be physically measured. The concept of capital did not include concepts, such as skills and knowledge. The human capital theory expanded the concept of capital; according to the human capital theory, education, knowledge, and experience all make up a form of capital that is beneficial to organizations because organizations with individuals that have higher levels of training and experience increase production potential of an organization (Becker, 1962; Schultz, 1961).

The human capital theory is appropriate to apply in a law enforcement setting when considering officer retention. Many law enforcement agencies at the local, state, and federal levels pay the full cost associated with the training for their law enforcement officers, and the agencies pay the trainees a salary while they are training. During the training period, the agency receives no benefits from the employment of the trainees and loose resources when individuals drop out of the training programs. The human capital

theory can be used to inform the rationale for the agencies agreeing to pay for the training

of their employees and why the agencies should attempt to retain the officers once they

have completed the training (Becker, 1962). When an agency chooses to pay for the

training of the officers and pay the individuals while they are training, the agency makes

a conscious decision to make an investment in the individual because the investment in

the individual will become fruitful once the individual begins to serve in a law

enforcement capacity (Becker, 1962). While there is usually a minimum standard of

training that all officers must meet, there are agencies that require that their officers

complete more than the minimum level of training before becoming a law enforcement

officer in their agency. In Tennessee, the Memphis Police Department provides trainees

with 840 hours of training (Memphis Police Department, 2016), and Nashville Police

Department provides trainees with 950 hours of training (Nashville Police Department,

2017) when the minimum training required by the Tennessee Peace Officer Standards

and Training Commission, the state board that regulates the law enforcement profession,

is 400 hours of training (Tennessee Peace Officer Standards and Training Commission,

2014).

       The human capital theory was used by Hur (2013) as the theoretical foundation to

examine the costs associated with voluntary turnover to law enforcement agencies. The

study contained two hypotheses. First, it was hypothesized that turnover of commissioned

law enforcement personnel would have a statistically significant and negative relationship

with crime; second, it was hypothesized that voluntary turnover would have a more

significant relationship with crime than involuntary turnover (Hur, 2013). Hur used three

sources to collect data. First, information related to officer turnover, the number of

officers, and annual budget was obtained from the Law Enforcement Management

Statistics (LEMAS) Survey; 464 cities were identified to have a population of at least

50,000 people to be included in the study (Hur, 2013). Second, information related to Part

I crimes was obtained from the FBI's "Uniform Crime Report" (Hur, 2013). Finally,

poverty and educational information related to the cities were obtained from the United

States Census Bureau (Hur, 2013).

During the analysis of the FBI's Uniform Crime Report and the LEMAS, the

crime rate was correlated with both poverty ($p < 0.01$, $r = 0.53$ for violent offenses and p

< 0.01 r $= 0.42$ for property offenses) and education ($p = < 0.01$ $r = -0.33$ for violent

crime and $p < 0.01$ $r = -0.19$ for property crime; Hur, 2013). Turnover also had a

statistically significant correlation with the crime rate ($p < 0.01$, $r = 0.14$ for violent crime

and $p < 0.05$, $r = 0.12$ for property crime) (Hur, 2013). The regression analysis

confirmed that there is a statistically significant and positive relationship between

turnover and the crime rate ($p < 0.001$, 1.45 for violent crime and property $p < 0.0,1$ 5.28

for property crime; Hur, 2013). The regression analysis also showed that voluntary

turnover ($p < 0.001$, 2.27 for violent crime and $p < 0.01$, 7.55) had a positive impact on

the crime rate where involuntary turnover ($p = 0.64$, -0.56 for violent crime, $p – 0.48$, -

3.63 for property crime) did not (Hur, 2013). The results of the study demonstrate the

relationship that maintaining consistent personnel has on the effectiveness of law

enforcement (Hur, 2013). Because of the relationship between turnover and the impact on

crime, it is imperative that law enforcement leaders know why individuals chose to

remain with an agency. This compels the question of how strongly job embeddedness is related to turnover intentions among municipal law enforcement officers in the United States. The theory was chosen because the officers represent the largest capital investment that are made by law enforcement agencies. All other capital investments that are made by agencies are made in support of the law enforcement officers. As a result, when an officer chooses to leave an agency, the agency experiences a loss of human capital.

Conceptual Framework

Job embeddedness served as the conceptual framework for the study. The concept of job embeddedness was developed by (Mitchell et al., 2001) as a means of understanding why employees decide to remain with an employer. Job embeddedness consists of organizational and community embeddedness (Mitchell et al., 2001). Organizational embeddedness refers to the environment that surrounds the individual while he or she is in the workplace; community embeddedness refers to the environment outside of the individual's work environment. organizational and community embeddedness are each divided into links, fit, and sacrifice (Mitchell et al., 2001). Sacrifice refers to the perceived loss that an individual will have if he or she chooses to leave an employer (Mitchell et al., 2001). Fit refers to the congruency of the values between an individual and either the organization or community (Mitchell et al., 2001). Finally, links refer to the social network that is developed between a worker and other individuals in the individual's workplace and community (Mitchell et al., 2001).

To test the concept of job embeddedness, Mitchell et al. (2001) used grocery store and a community hospital because both had a high rate of turnover and the populations offered a comparison (Mitchell et al., 2001). To develop an instrument to measure job embeddedness, the researchers collected 42 items from four different instruments that were each assigned to a dimension of job embeddedness (Mitchell et al., 2001). The alpha level for the developed instrument was .87 at the hospital and .85 at the grocery store (Mitchell et al., 2001). A correlational analysis was conducted and the researchers discovered a negative relationship between job embeddedness and turnover intentions in both the grocery store employees and the hospital employees (Mitchell et al., 2001). Using the concept of job embeddedness, it was also possible to improve the ability to predict turnover once gender, organizational commitment, and job satisfaction were controlled (Mitchell et al., 2001). Job embeddedness was also able to increase the ability to predict voluntary turnover better than job search and the accessibility of other jobs (Mitchell et al., 2001). Finally, job embeddedness was better able to predict turnover better than organizational commitment, job satisfaction, searching for other jobs, and alternative employment (Mitchell et al., 2001).

Job Embeddedness and Actual Turnover

Studying job embeddedness with turnover intentions is supported by Holtom and Inderrieden (2006), who examined the relationship between job embeddedness and actual turnover. In the study, they used a survey that was distributed to people who had taken the Graduate Management Admission Test in 1989 to examine voluntary turnover (Holtom & Inderrieden, 2006). Their study found a statistically significant and negative

correlation between job embeddedness and voluntary turnover ($r = -.16$, $p < .001$; Holtom & Inderrieden, 2006). Due to the sampling method, the study is not generalizable to the general population as the participants took the GMAT test, which indicates that the participants were seeking to attend graduate school. (Holtom & Inderrieden, 2006). As a result, the population samples were likely significantly different from law enforcement officers in the United States, which provides support for the gap in the research. Because turnover intentions can be used to predict actual turnover (Brough & Frame, 2004), this study adds validity to studying job embeddedness and turnover intentions together.

Literature Review Related to Key Variables

This section is going to provide a summary of the literature related to the development of the concept of job embeddedness. This will begin with a discussion of the work of March and Simon (1993). I will then provide information related to turnover intentions and a meta-analysis of studies related to turnover intentions among the criminal justice fields. Next, I will provide a summary and discussion of the original job embeddedness study. The section will conclude with a discussion of how job embeddedness and turnover intentions have been examined together.

Seminal Turnover Literature

March and Simon (1993) presented an overall examination of the behaviors of organizations and their environment. One of the major sections of their work included a section dedicated to the motivation of employees. Based on their work, people have two different decisions that must be made in relationship to an organization. The first decision is the decision to be productive. This decision is based on the individual's choice to

participate in the organizational culture by achieving organizationally sanctioned goals. If might be beneficial for an individual to seek employment at another location as opposed to meet the organizational standards. The decision of an individual will be tied to the individual's integration into the social structure of the organization March & Simon, 1993). If the individual identifies strongly with the organization, then the individual will be more likely to engage in productive behavior. However, if an individual is not strongly associated with the group, then the ease to be less than productive becomes easier.

The second decision that an individual must make in relation to an organization is to participate within the organization. For an individual to participate in an organization, the organization must provide more to an individual than the individual provides to the organization; this concept is referred to as organizational equilibrium. The benefit can take many forms, including pay, health plans, pensions, or similar value systems. For an organization to thrive, it must offer inducements in sufficient levels to motivate organizational members to remain to maintain organizational equilibrium.

Two factors have an impact on organizational equilibrium. The first factor that impacts organizational equilibrium is whether it is desirable for an employee to leave a position with an employer. This factor is a combination of whether the individual employee is satisfied in the position and the options for transfer that are available within the organization. The second factor considers job alternatives external to the organization and the ease in which an individual can move to another organization.

The ideas presented by March and Simon (1993) have been critical in the continued research related to employee turnover and retention. The variable turnover

intention has strong roots in the work of March and Simon. Likewise, the research related to turnover intentions created the foundation for the concept of job embeddedness (Mitchell et al., 2001). Research related to both turnover intentions and job embeddedness will each be examined in the next sections.

Turnover Intentions Among Justice Practitioners

Matz et al. (2014) conducted a meta-analysis of studies that focused on turnover intentions among workers in the justice professions, which include law enforcement and corrections. In the study, Matz et al. searched multiple databases to identify studies to be included. Initially, 187 studies were identified for potential inclusion in the meta-analysis; of these 187 studies, all but 13 were excluded for various reasons, such as not taking place inside of the United States and populations outside of the justice profession. The analysis identified nine of the strongest variables that had a relationship with turnover intentions among justice practitioners. The nine variables included:

- Job alternatives and job search behavior

- Job satisfaction

- Psychological distress

- Emotional exhaustion

- Procedural justice

- Distributive justice

- Job involvement

- Surface acting

- Education

Of the nine variables that were identified job alternatives/ job search behavior, job satisfaction (Choi & Kim, 2015), emotional exhaustion (Allen et al., 2016), procedural justice (Karatepe & Shahriari, 2014), and distributive justice (Akgunduz & Cin, 2015; Karatepe & Shahriari, 2014) have been studied in the context of job embeddedness. These studies will be discussed in the next sections. The meta-analysis conducted by Matz et al. (2014) has provided a link from which variables that have been studied in the context of both turnover intentions and law enforcement along with job embeddedness can be examined.

The biggest weakness to the research that was conducted by Matz et al. (2014) is that the study focused on a population that was broader than law enforcement. The meta-analysis included other populations of justice professionals, such as correctional officers (Matz et al., 2014). As a result, the application of the study to the study was weakened because the study is focused strictly on law enforcement officers. However, the information is still relevant as all of the justice professions are in the same overall category of work and have similar conditions and risks.

Job Embeddedness as a Predictor of Turnover Intentions

The concept of job embeddedness was developed to examine why people choose to remain employed with their organization (Mitchell et al., 2001). Job embeddedness consists of community embeddedness and organizational embeddedness; both community and organizational embeddedness consist of links, fit, and sacrifice (Bergiel et al., 2009; Choi & Kim, 2015; Mitchell et al., 2001; Zhao et al., 2013). The purpose of this section is

to examine the literature associated with job embeddedness. Literature that has examined the relationship between job embeddedness and turnover intentions will be covered.

Holtom and Inderrieden (2006) sought to examine the relationship between job embeddedness and voluntary turnover and compare the predictive capacity to that of job satisfaction. They sought to examine the levels of job embeddedness among individuals who left an organization who left an organization as the result of a shock, those who left an organization without a shock, and those who remained (Holtom & Inderrieden, 2006). For the purposes of this study, a *shock* is an event that will result in employees reconsidering their continued employment with an organization (Holtom & Inderrieden, 2006). The researchers used a stratified random sample of individuals who took the Graduate Management Admissions Test (Holtom & Inderrieden, 2006). They survey was sent to 7,006 individuals, and 4,533 responded in wave III (Holtom & Inderrieden, 2006). In wave IV, 3,769 persons received the survey, the final sample size was 1,898 because they were focused on the individuals who reported that they had worked full time and had not been fired (Holtom & Inderrieden, 2006). Turnover was measured by examining the number of persons who voluntarily left a position between waves III and IV of the survey (Holtom & Inderrieden, 2006). To measure job embeddedness, they used the instrument developed by Mitchell et al. (2001); to measure job satisfaction, the researchers used fifteen items from the Quality of Employment Survey (Holtom & Inderrieden, 2006). Finally, the reason for leaving was measured by asking the respondents why they left (Holtom & Inderrieden, 2006). A panel of judges then classified the reason as voluntary or involuntary and whether or not it was the result of a shock or other reason (Holtom &

Inderrieden, 2006). When analyzing the results, it was determined that there was a statistically significant and negative relationship between job embeddedness and voluntary turnover ($r = -.16$, $p < .001$; Holtom & Inderrieden, 2006). Job embeddedness was also found to be a stronger predictor of turnover than job satisfaction (Exp *(b)* = .42; *Wald statistic* = 30.83, $p < .001$; Holtom & Inderrieden, 2006). The individuals who left as a result of a shock had a higher level of job embeddedness than the individual who left as a result of something other than a shock ($F = 35.32$, $p < .001$; Holtom & Inderrieden, 2006). Likewise, a Sheffe test was conducted and indicated that all three groups were statistically different from one another (Holtom & Inderrieden, 2006).

The study conducted by Holtom and Inderrieden (2006) contained several strengths and weaknesses. First, by using the registrants from the GMAT test, the researchers were able to sample a fairly broad group of people. However, by using people who had registered for the GMAT, the researchers also restricted the population from which they were sampling from. Because the respondents had registered for the GMAT, it can be assumed that the respondents were college educated and aspired to attend graduate school. As a result, the results are not generalizable to persons who have not had at least some undergraduate education. A second strength of the study is that the researchers were able to directly examine the relationship between job embeddedness and actual turnover, as opposed to the relationship between job embeddedness and turnover intentions. This study is relevant to the study because it provides support for examining the relationship between job embeddedness and turnover intentions because it provides a direct link between job embeddedness and actual turnover.

Dawley and Andrews (2012) examined the relationship between both organizational and community embeddedness and turnover intention. To examine the variables, the researchers used a sample from a large government agency in the eastern United States (n = 1,189) and nurses from a hospital in the eastern United States (n = 346; . Turnover intention was measured using items adopted from Mobley, Horner, and Hollingsworth (Dawley & Andrews, 2012). Embeddedness was measured using items from Mitchell et al. (2001) (Dawley & Andrews, 2012). Affective commitment was measured using the eight item measure developed by Meyer and Allen (Dawley & Andrews, 2012). Finally, job satisfaction was measured using three items that were developed by Mitchell et al. (Dawley & Andrews, 2012). A three-step hierarchical regression analysis was used to examine the data (Dawley & Andrews, 2012). The correlations between organizational embeddedness and community embeddedness were statistically significant among both the employees of the government agency (r = -.46, p < .001; r = -.17, p < .001) and among the hospital workers (r = -.57, p < .001; r = -.27, p = < .001; Dawley & Andrews, 2012). Organizational embeddedness was responsible for the largest variance in both samples (92% and 88%; Dawley & Andrews, 2012). It was also determined that community embeddedness plays a moderating role between organizational embeddedness and turnover intentions; when the level of community embeddedness increases relationship between organizational embeddedness and turnover intention decreases (Dawley & Andrews, 2012).

The study conducted by Dawley and Andrews (2012) provided additional support for the construct of job embeddedness. Instead of testing the overall model of job

embeddedness, they examined the two primary dimensions of job embeddedness, organizational and community (Dawley & Andrews, 2012). Because both dimensions had a statistically significant and negative relationship with turnover intentions, the study provides support for examining turnover intentions in the context of job embeddedness (Dawley & Andrews, 2012). The sampling population is also relevant to the quantitative study. The study sampled both government workers and nurses (Dawley & Andrews, 2012). Because most police officers are government employees, these workers would likely have similar experiences to police officers as they relate to government benefits and other issues that are associated with being a government employee. However, law enforcement officers also differ from many other government workers because most civilian workers are more likely to have a schedule that resembles a traditional work week. Likewise, nurses who work in hospitals and law enforcement officers have similar career challenges. Both groups must be present at work, which requires travel in inclement weather conditions and the requirement that they miss important family events.

Zhao et al. (2013) examined quality work life, job embeddedness, turnover intentions, and affective commitment among Chinese nurses working in five different hospitals that were owned by the government. They distributed a total of 1,000 surveys and received 733 surveys that were completed (Zhao et al., 2013). To measure quality work life, they used an instrument from the University of Portsmouth, UK (Zhao et al., 2013). Affective commitment was measured using six items from Meyer's Organizations Commitment Scale (Zhao et al., 2013). Turnover intention was measured using four questions developed by Zhao et al. with an alpha reliability of .68. Job embeddedness

was measured using the "Global Measure of Job Embeddedness" (Zhao et al., 2013). Quality work life had a statistically significant and negative relationship with turnover intentions ($r = -.19$, $p < .001$; Zhao et al., 2013). Job embeddedness had a statistically significant and positive relationship with affective commitment ($r = .26$, $p < .001$); job embeddedness also had a statistically significant and negative relationship with turnover intentions ($r = -.28$, $p < .001$; Zhao et al., 2013). Affective commitment also had a statistically significant and negative relationship with turnover intentions ($r = -.26$, $p < .001$; Zhao et al., 2013). It was also found that the relationship between affective commitment and turnover intentions was mediated by job embeddedness, and the relationship between quality work life and job embeddedness was mediated partly by affective commitment (Zhao et al., 2013).

Zhao et al. (2013) also studied job embeddedness among nurses; the sampling strategy was one of the strengths of the study as the researchers drew the sample from five different hospitals This allowed for the examination of the relationship between job embeddedness and turnover intentions to involve respondents from similar but different organizational environments, where the organizational culture was likely different. Due to the study being cross-sectional, it was possible for the researchers to examine the nature of the relationship but not to infer causality between the variables (Zhao et al., 2013)

Choi and Kim (2015) conducted a study to examine the level of job embeddedness among Korean infection control nurses along with other variables that have been previously studied that impact turnover. To collect the sample, the researchers

obtained the email addresses of 500 infection control nurses and sent a link to a survey

that developed using SurveyMonkey. From the distribution, they were able to verify that

179 nurses actually looked at the email. Of the 179 nurses, 162 responded. Due to

incomplete responses from some of the participants, only 133 of the responses were

included in the analysis of the data. Nine variables were identified that had a statistically

significant relationship with turnover intention; they were age, income, post, position,

experience, job satisfaction, job embeddedness, and perceived availability of job

alternatives. Of these variables, it was found that job embeddedness had the strongest

ability to predict turnover intentions.

The study conducted by Choi and Kim (2015) provides additional support for the

statistically significant and negative relationship between job embeddedness and turnover

intentions because job embeddedness was determined to be the strongest predictor of

turnover intentions among the variables that were examined. By examining a multitude of

variables, the researchers were able to compare variables that could have an impact on

turnover intentions. As a result, this study provides additional support for studies to

examine the relationship in other contexts. The use of SurveyMonkey was beneficial as it

allowed the survey to be conducted through a reliable platform. Likewise, because the

survey was web based, it was unlikely that the respondents would run into issues related

to limitations of the technology that they are accessing. The primary problem that the

researchers might encounter using a web-based survey platform is that some locations

might block access to the website, which would prevent some people from responding to

the survey. This would likely eliminate potential respondents from certain organizations.

Job Embeddedness as a Mediator

Murphy et al. (2013) conducted a longitudinal study to examine the mediating impact that job embeddedness has between perceived job insecurity and both job search behavior and intention to remain. The researchers use a convenience sample. To obtain the sample for the study, they requested the help of both undergraduate and graduate students who were attending a university in the Midwestern US, who were working full time. To obtain the sample, the researchers provided a link to the survey to each of the students. The students were then instructed to forward the link to at least two people who were working full time; the graduate students also completed the survey. The initial survey collected data regarding demographics, job search behaviors, job insecurity, and intention to remain. Once the initial survey was concluded, the researchers send another survey after about six months. The second survey consisted of questions associated with job embeddedness, job search behavior, and intention to remain. In total, 375 people completed both rounds of the survey. The researchers eliminated persons who had worked with their employer for less than three months during the first round of the survey; the researchers also eliminated the individuals who had changed employers during the time between the two rounds of surveys. After eliminating the respondents, the researchers had a sample of 115. The researchers found that there was a statistically significant and negative relationship between perceptions of job insecurity during the first round of surveys and intention to remain from the second round of surveys (r - -.30, $p <$ .001); however, there was not a statistically significant relationship between perceptions of job insecurity from the first round of surveys and job search behavior from the second

round of surveys ($r = -.06$, *n.s)*. The researchers found that job embeddedness mediated the effect between job insecurity and intention to remain and job search behavior.

The study conducted by Murphy et al. (2013) was unique in that it used a longitudinal approach. As a result, the researchers had the ability to generate causality among the variables that were being tested. A study similar to this study would be beneficial for examining the direct relationship between job embeddedness and turnover intention because it would allow for the examination of how job embeddedness and turnover intentions fluctuate together over time.

The study had a significant weakness. In the sampling, the researchers collected participants by having students distribute a link to people who worked full time, and the graduate students took the survey as well (Murphy et al., 2013). By having the graduate students complete the survey, the researchers biased the results away from the general population and increased the representation of working adults who were actively seeking a graduate degree.

Akgunduz and Cin (2015) conducted a study to examine the relationship that both manager trust and distributive justice have on turnover intentions; they also examined the moderating effect that job embeddedness has on the relationships. The researchers used random sampling with the 11 five-star hotels in Ankara, Turkey. There was a total of 600 surveys distributed; 388 usable surveys were returned. The researchers used the Global Measure of Job Embeddedness to measure job embeddedness, six items from the Organizational Justice Scale to measure distributive justice, and the Turnover Intention Scale to measure turnover intentions. Both manager trust ($r = -.452, p < .001$) and

distributive justice (r = -.439, p < .01) had a statistically significant and negative relationship with turnover intentions. The moderating effect of job embeddedness on the relationship between manager trust and turnover intentions (β = -.505, p = .354) was not significant (Akgunduz & Cin, 2015). However, job embeddedness did exhibit a statistically significant effect on the relationship between distributive justice and turnover intentions (β = -.105, p < .001, ΔR^2 = .238, p < .001).

Akgunduz and Cin (2015) used an appropriate sampling method. By collecting responses from respondents in 11 different hotels, the researchers were able to obtain responses from individuals who worked in varying environments. As a result, this improved the external validity of the study as the sample was more representative of the overall population of hospitality workers. Likewise, because job embeddedness had a mediating effect on the relationship between distributive justice and turnover intentions, it provides support for examining the impact that job embeddedness might have in other contexts. The primary weakness of the study was that it was a cross-sectional study, which prevented the researchers from being able to establish causality among the variable.

Job Embeddedness as a Moderator

Karatepe and Shahriari (2014) conducted a study to examine the moderating effect that job embeddedness has on the relationship between three types of justice and turnover intentions; the three types of justice that were examined were distributive justice, procedural justice, and interactional justice. The study was conducted by sampling Iranian hotel employees that were considered front line employees; the

employees of this description included the workers at the front desk, the workers in the

reservation department, the room attendants, and door attendants. The sample was drawn

from workers in Tehran and Kish Island. The researchers conducted two rounds of

surveys two weeks apart. The first round was to complete the instrument related to the

justice dimensions and demographic information, such as age and marital status.; the

second round consisted of the instrument for the measurement of turnover intentions.

During the first distribution, 270 surveys were distributed, 214 usable surveys resulted.

During the second distribution, the researchers distributed a total of 214 surveys, and 174

usable surveys were collected. The researchers set two different series of hypotheses.

First, the first series predicted that each of the justice dimensions would be negatively

related to turnover intentions; the second series indicated that job embeddedness would

be a moderator between each of the justice dimensions and turnover intentions. The

second series predicted that then the employees had higher levels of job embeddedness,

the negative relationship between the justice dimension and turnover intentions would be

stronger. The researchers found that distributive justice ($r = -.395$, $p < .001$), procedural

justice ($r = -.151$, $p < .05$), and interactional justice ($r = -.276$, $p < .01$) all have a

statistically significant and negative relationship with turnover intentions. It was also

determined that relationship between each justice type and turnover intentions was

strengthened with the individuals who had higher levels of job embeddedness.

The study that was conducted by Karatepe and Shahriari (2014) provides

additional support for additional study of job embeddedness. Not only does job

embeddedness have a statistically significant and negative relationship with turnover

intentions, increased levels of job embeddedness strengthens the negative relationship that the justice variables have with turnover intentions.

Negative Implications of Job Embeddedness

While studies have generally shown that higher levels of job embeddedness have positive results, a study conducted by Marasi et al. (2016) showed that higher levels of job embeddedness can have negative implications. In the study, the researchers examined the degree by which job embeddedness moderates the relationship between organizational trust and workplace deviance. To obtain a sample, the researchers partnered with an organization that collects online surveys. The result was a nationwide sample of nurses. Overall, there were 420 respondents who completed the survey, but the survey only generated 353 usable surveys. Previously validated instruments were used in the study, which included the Global Measure of Job Embeddedness that was developed by Crossley, Bennett, Jex, and Burnfield (2007); (Marasi et al., 2016). The researchers used hierarchical regression to examine the variables (Marasi et al., 2016). It was determined that job embeddedness did have a moderating effect on the relationship between organizational trust and workplace deviance ($\beta = -.64, p < .01$). Deviant behaviors were shown to be more prevalent when employees had low organizational trust and a high level of embeddedness as opposed to low level of trust and low level of embeddedness.

The study conducted by Marasi et al. (2016) examined one negative impact that high levels of job embeddedness can have in a workplace. As a result, it provides a contrast to the studies that support an increase in job embeddedness because it provides

information related to a negative implication of having increased levels of embeddedness. Likewise, the researchers conducted the only known national study related to job embeddedness.

Synthesis of Research

Job embeddedness repeatedly has been shown to have a statistically significant and negative relationship with turnover intentions (Dawley & Andrews, 2012; Mitchell et al., 2001; Zhao et al., 2013). Likewise, Choi and Kim (2015) found that job embeddedness was the strongest predictor of turnover intentions among a series of variables. Likewise, job embeddedness mediates the relationship between other variables and turnover intentions (Akgunduz & Cin, 2015; Karatepe & Shahriari, 2014). As a result of the strength of job embeddedness in relation to turnover intention, studies in different populations and different circumstances are appropriate. Likewise, having programs and processes in place to increase the levels of job embeddedness among employees will likely result in less employee turnover. However, while an increase in job embeddedness will generally have positive results for an organization due to a reduction in employees' desire to leave the organization, it is imperative that organizations carefully monitor employees, as increased levels of job embeddedness can have a negative impact on workplace performance (Marasi et al., 2016).

Summary and Conclusion

Job embeddedness has been shown to have a statistically significant and negative relationship with turnover intentions among different populations (Dawley & Andrews, 2012; Mitchell et al., 2001; Zhao et al., 2013). However, the relationship between job

embeddedness and turnover intentions had not been examined in a law enforcement context. The study begins to fill the gap in the literature related to law enforcement officers as it was be the first to test the relationship using this population.

In this chapter, I discussed the library search strategy, which used the databases that have been provided by the Walden University Library. I also discussed the human capital theory, which was the theoretical framework for the study and the job embeddedness framework, which served as the conceptual framework for the study. I then examined the existing literature related to job embeddedness and turnover intentions. In the next chapter, I will provide information related to the methodology for the study.

Chapter 3: Research Method

The purpose of this cross-sectional, quantitative study was to determine the nature of the relationship between the independent variable, job embeddedness, and the dependent variable, turnover intentions, among municipal law enforcement officers. The study used a stepwise, multiple regression analysis to determine the nature and the significance of the relationship between the variables. This chapter provides information related to the research design, the methodology, and threats to validity.

Research Design

The study answered the research question with quantitative data that I collected using a cross-sectional design. This study was quasi-experimental because I was unable to manipulate or control the independent variable of job embeddedness. The research design was directly related to the research question as the research question sought to examine the strength and nature of the relationship among the variables.

Using a cross-sectional design was also consistent with previous studies that examined the relationship between job embeddedness and turnover intentions. Mitchell et al. (2001) used a cross-sectional design when conducting the study with the employees of a hospital and grocery store. Dawley and Andrews (2012) also used a cross-sectional design when examining if off the job embeddedness had an impact on the relationship between job embeddedness and turnover intentions among samples drawn from a government agency and a hospital.

Variables

The study examined the relationship between two variables, job embeddedness and turnover intentions. Job embeddedness was the independent variable, and turnover intentions was the dependent variable. Job embeddedness is a grouping of influences that together prevent an individual from leaving a place of employment (Marasi et al., 2016); turnover intention is the desire of an individual to leave a place of employment (Brough & Frame, 2004). To examine the variables, I used a cross-sectional design. This design allowed for data to be collected in a relatively short period of time to establish the nature of the relationship between the variables.

Table 1

Factors Contributing to Job Embeddedness

Community Fit
Community Links
Community Sacrifice
Organizational Fit
Organizational Links
Organizational Sacrifice

Time Constraints

There were no definite time constraints associated with the design choice. The data collection took place over a 2-week period. This allowed sufficient time for both the recruitment of participants and for the participants to respond. The 2-week period also minimized the opportunity for a mass shift in one of the variables as a result of a high-profile event or condition that was external to the study.

Resource Constraints

There were no restrictive resource constraints related to the study. I used a student subscription to SurveyMonkey to build the survey for distribution by the law enforcement agency that agreed to allow access to its employees. SPSS v. 24 was used to conduct the analysis of the data; SPSS v. 24 was provided by Walden University.

Methodology

Population

The population for the study included officers who worked for a large, municipal police department in the southeastern United States. The population consisted only of full time, commissioned personnel of, which resulted in a population size of 2,016 officers. This population was limited to the agency that agreed to participate in the study. Part time and civilian personnel were not be considered.

Sampling

To calculate the sample size, I used SurveyMonkey's (2018) sample size calculator to determine the necessary sample based upon the staffing of the department. I needed to obtain 323 participants to reach a statistical significance level *where p* = .05 with a margin of error of 5%.

Participant Recruitment

To recruit a representative sample, I forwarded an invitation letter with a link to the survey to administrators who worked in the department that choose to participate. The administrator then distributed the link to all commissioned personnel in the agency. After clicking on the link, the participants were directed to the survey, where they were

presented with the informed consent notification and the questions to complete the instruments and collect demographic information.

Research Question and Hypothesis

Research Question: What is the relationship between job embeddedness and employee retention among municipal law enforcement officers in the United States?

Null Hypothesis: There is not a statistically significant relationship between job embeddedness and turnover intentions among municipal law enforcement officers in the United States.

Alternative Hypothesis: There is a statistically significant and negative relationship between job embeddedness and turnover intentions among municipal law enforcement officers in the United States.

Instruments and Variable Measurement

The independent variable. In the study, I used two previously validated instruments. The first instrument was the Global Measure of Job Embeddedness, which was developed by Crossley, Jex, Bennett, and Burnfield (2007). When developing the instrument, the researchers surveyed individuals who worked in an organization that provided assisted living services for older adults and youth with disabilities. The organization was located in the Midwest United States. The instrument includes seven questions; a five-point Likert scale was used, with scores ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Crossley, Bennett, et al. (2007) determined that the Cronbach's was .88, the comparative fit index value was .85, and the goodness of fit

index was valued at .93. Finally, it was determined that .89 was the alpha internal consistency estimate for the scale (Crossley, Jex, et al., 2007).

The Global Measure of Job Embeddedness has been used with a diverse group of populations and locations. Akgunduz and Cin (2015) used the measure with Turkish hotel employees. the relationship between job embeddedness and turnover intentions was examined by conducting a correlation, and the moderating effects that job embeddedness has on the relationship between both distributive justice and manager trust and turnover was examined using hierarchical multiple regression (Akgunduz & Cin, 2015) . Discriminant and convergent validity was examined by conducting a confirmatory factor analysis (Akgunduz & Cin, 2015). Allen et al. (2016) used the measure with Japanese workers to measure the moderating effect that job embeddedness has on the relationship between both job insecurity and abusive supervision and voluntary turnover. They used correlations and logistic regression (Allen et al., 2016). The reported Cronbach's alpha was .86. Avey, Wu, and Holley (2015) used the measure with pairs of individuals who were in a supervisor/subordinate relationship among a large aerospace company in the northwest United States; they reported $\alpha = .90$; The statistical tests in the study included correlations, regression, and omnibus model testing.

The dependent variable. The second instrument that was used was the "Intention to Quit Measure, which was developed by Wayne, Shore, and Liden (1997b). The instrument consists of five questions that are measured at the ordinal level; a seven-point Likert Scale was used, with scores ranging from 1 (*strongly disagree*) to 7 (*strongly agree*).The instrument was developed to measure the intentions of individuals to quit

their job; the population that was used when the instrument was being developed

consisted of employees that were employed at a large cooperation in the United States

that employed more than 20,000 people (Wayne et al., 1997b). The instrument's

reliability was calculated ($\alpha = .89$). No other use of the measure was identified during the

search of the literature (Wayne et al., 1997b).

Both instruments were appropriate to be used in the study. The "Global Measure

of Job Embeddedness" provided a single measure of job embeddedness (Crossley, Jex, et

al., 2007). As a result, it fit the scope of the study as the research questions did not

contain information related to the components of job embeddedness. Likewise, the

Intention to Leave Scale had been previously validated to measure the desire of

employees to leave an employer (Wayne, Shore, & Liden, 1997a). While the instruments

had not previously been used together, these instruments enabled an examination of the

relationship between job embeddedness and turnover intentions. For the study, I used the

accepted value for the correlation coefficient for the social sciences of 0.30 (Rodriguez,

2011).

Data Analysis Plan

Once the data was collected, the data was exported from SurveyMonkey into an

SPSS file. SPSS v. 24 was used to analyze the data. Prior to beginning the data analysis, I

created a composite variable for both job embeddedness and turnover intentions. The

composite variable for job embeddedness was created by averaging the numerical value

for each of the seven responses from the Global Measure of Job Embeddedness. This

resulted in job embeddedness scores that ranged from 1 to 5 at increments of 0.143, The

composite variable for turnover intentions was created by averaging the numerical value for each of the five responses from the Intention to Quit Measure. This resulted in scores that ranged from 1 to 7 in increments of 0.2.

Once the composite variables were created, I used SPSS to generate the descriptive statistics. This included the average age, gender, organizational tenure, rank, and level of education. Next, I conducted a stepwise multiple linear regression to calculate the correlations and identify the model that accounted for the largest variation in the dependent variable, which was consistent with previous studies that have examined the relationship between job embeddedness and turnover intentions (Allen et al., 2016; Crossley, Jex, et al., 2007). Because job embeddedness was the only variable that had a statistically significant impact on the regression model, the resulting analysis was a bivariate linear regression analysis. The alpha level was set at .05. For the study, I used the accepted value for the correlation coefficient for the social sciences of 0.30 (Rodriguez, 2011)

Threats to Validity

One threat to internal validity was selection (Frankfort-Nachmias & Nachmias, 2008). Because respondents decided whether or not to participate in the study as a result of a solicitation, the study might have drawn a sample that is biased. To help better understand that background of the respondents, I collected demographic information that included information regarding rank, education, age, and tenure to provide a better description of the backgrounds of the respondents.

The primary threat to the external validity of the study came from sampling (Frankfort-Nachmias & Nachmias, 2008). The sample was drawn from a large municipal police department in the southeast United States. As a result, smaller municipal agencies, sheriff departments, state agencies, and federal agencies were excluded from the study. This limits the generalizability in the context of those populations. Likewise, because the survey was distributed through the agency's e-mail list, there was the possibility that civilian personnel might receive the survey link. To eliminate the civilian and reserve personnel from the study, civilian and reserve were included in the rank question. The respondents who selected either choice was eliminated from the study and not included in the analysis. There were no threats to construct or statistical conclusion validity for the study as I used previously validated instruments and commonly accepted statistical practices.

Ethical Procedures

The data collection for the study followed ethical procedures; the study was presented to the IRB for approval; the IRB approval number was 1-07-19-0458342. First, I did not directly initiate contact with the individual participants; my communication with the participants was primarily through the department's administration. Second, I did not collect the IP information from the participants to ensure that the responses are anonymous. Third, prior to beginning the survey, the participants were provided a written implied consent notification, which included contact information for any questions that the participants might have had regarding the survey. The participants clicked a button

that indicated that they read and understood the implied consent notification prior to being allowed to continue with the survey.

Once the data collection period ended, I downloaded the data into an SPSS file onto my desktop computer. I then encrypted the file and stored it on the computer for analysis. My hard drive has been encrypted by Apple to secure personal information, which should provide an extra layer of security. Likewise, I also copied the data to a CD ROM and placed it in a fireproof safe to ensure that the data is preserved in the event of a fire or other potential disaster. The data will be stored for a minimum of 5 years after the conclusion of the study. After the 5 year period has concluded, the file will be deleted from the computer, and the CD ROM will be shredded.

Summary

In this chapter, I presented an overview of the study. I provided information relevant to the research design, methodology, threats to validity, and ethical procedures in preparation of actual data collection and analysis. The next chapter will discuss the results of the data collection and analysis. I will present a description of the sample and the statistical relationship between job embeddedness and turnover intentions.

Chapter 4: Results

The purpose of this cross-sectional, quantitative study was to examine the job embeddedness as a predictor of employee turnover intentions among municipal law enforcement officers in the United States. The study used a stepwise, multiple linear regression to determine the nature and the significance of the relationship. This chapter reviews the research question and hypothesis, provides a description of the data collection, provides the descriptive statistics and the results of the multiple linear regression analysis.

Research Question and Hypothesis

Research Question: What is the relationship between job embeddedness and employee retention among municipal law enforcement officers in the United States?

Null Hypothesis: There is not a statistically significant relationship between job embeddedness and turnover intentions among municipal law enforcement officers in the United States.

Alternative Hypothesis: There is a statistically significant and negative relationship between job embeddedness and turnover intentions among municipal law enforcement officers in the United States.

Data Collection

To begin the data collection process to obtain a representative sample, the survey link and invitation letter was distributed by the cooperating agency's administration on January 9, 2019 on an internal information bulletin. The survey link was distributed to all 2,016 officers who work for the agency. The survey closed 2 weeks after distribution on

January 23, 2019. A total of 116 employees began to take the survey, and 110 submitted

the survey, including one civilian. The civilian responses and the responses that were not

complete were excluded from the study, which resulted in a final sample size of 107 and

response rate of 5.3%. The sample size fell short of that which was calculated in Chapter

3: 323 responses for an alpha level of .05 with a 5% margin of error. Instead, the margin

of error for the sample that was obtained was 9% (SurveyMonkey, 2019).

Descriptive Analysis

The sample consisted of 22 females (20.6%) and 85 males (79.4%); this

proportion of male to female was consistent with the agency's officers. The age of the

respondents ranged from 23 years old to 64 years old with a mean of 43.27 years old and

standard deviation of 9.488. The organizational tenure of the respondents ranged from 1.5

years to 37 years, with a mean of 16.53 years and standard deviation of 9.002 years.

Descriptive statistics are reported in Table 1. The frequency and percentage of the

respondents' ranks are reported in Table 2, and the frequency and percentage of the

highest level of education completed by the respondents is reported in Table 3.

Table 2

Descriptive Statistics

	Mean	Std. Deviation
Turnover Intention	4.1140	1.63848
Age	43.27	9.488
Tenure	16.536	9.0020
Job Embeddedness	2.7276	.96303

Table 3

Respondent Rank

	Frequency	Percent
PII	45	42.1
PIII	11	10.3
Sergeant	19	17.8
Lieutenant	16	15.0
Major	8	7.5
Lieutenant Colonel	4	3.7
Colonel	1	.9
Deputy Chief, Deputy Director, or Director	3	2.8

Table 4

Highest Level of Education

	Frequency	Percentage
High School	4	3.7
Some College	17	15.9
Associate's degree	13	12.1
Bachelor's Degree	60	56.1
Master's Degree	12	11.2
Doctorate Degree	1	.9

Results

To examine the relationship between job embeddedness and turnover intentions, I conducted a multiple linear regression analysis. Turnover intention was entered as the dependent variable. Job embeddedness along with the demographic variables age, gender, highest level of education, rank, and organizational tenure were entered as the independent variables. The test was conducted using the stepwise method. Job embeddedness ($r = -.656$, $p < .001$) and age ($r = -.232$, $p = .008$) both had statistically

significant and negative correlations with turnover intentions; correlations for all variables are included in Table A1 in the Appendix. As a result, the correlation between job embeddedness and turnover intentions supports the rejection of the null hypothesis in favor of the alternate hypothesis. The resulting model only retained job embeddedness as a predictor of turnover intention and rejected age, highest level of education, organizational tenure, rank, and gender, which resulted in a bivariate linear regression. The resulting bivariate linear regression model significantly predicted turnover intentions, $F(1_1, 106) = 79.135$, $p < .001$; job embeddedness was responsible for 42.4%(*adjusted R² = .424*) of the variance in turnover intentions, which provides additional support for the rejection of the null hypothesis in favor of the alternate hypothesis. Table 5 presents the unstandardized regression coefficient (B), standard error for the for the unstandardized beta (SE B), and standardized regression coefficients (β) for job embeddedness as the predictor in the model.

Table 5

Summary of Bivariate Linear Regression Analysis (n = 107)

	B	SE B	β
Job Embeddedness*	-1.115	.125	-.656

* p< .001

The Appendix contains the correlations table, model summary, ANOVA table, coefficient table, and the excluded variables table along with the scatter plot and probability plot.

To compensate for the small sample size, I also conducted bootstrap analyses. The first analyses because of software limitations. For both of the bootstrap analyses, I

selected for the software to generate 323 bootstrapped samples to match the sample size

needed for the study. For the first analysis, I used a linear multiple regression using the

enter method. I entered job embeddedness, age, gender, highest level of education,

organizational tenure, and rank into the analysis as independent variables; turnover

intention was used as the dependent variable. This model was statistically significant (F

$(6, 317) = 14.500, p < .001$) and was responsible for 43.3% (*adjusted R^2 = .433*) of the

variance in turnover intentions. In this model, job embeddedness was the only variable

that had a statistically significant impact on the model. Table 6 presents the

unstandardized regression coefficient (B), standard error for the for the unstandardized

beta (SE B), standardized regression coefficients (β), and the level of statistical

significance for each predictor in the model.

Table 6

Summary of Multiple Linear Regression Analysis for Variables Predicting Turnover

*Intentions (*n = *323)*

	B	SE B	β	Sig
JEComp*	-1.061	.138	-.623	.000
Age	-.027	.023	-.155	.247
Gender	-.572	.303	-.142	.062
Highest Level of Education	.139	.127	.088	.274
Tenure	.054	.032	.299	.096
RankAdj	-.154	.119	-.171	.198

* $p < .001$

For the second bootstrap analysis, I conducted a bivariate linear regression analysis with job embeddedness as an independent variable because it was the only variable that had a statistically significant impact on the previous model; turnover intention was again used as the dependent variable for the regression analysis. This model was statistically significant (F (1, 322) = 79.135, $p < .001$) The resulting model is responsible for 42.4% (*adjusted* R^2 = .424) of the variance in turnover intentions, which only 0.9% less than the model with six independent variables. In addition, there was a statistically significant and negative correlation between job embeddedness and turnover intentions ($r = -.656, p < .001$). Table 7 presents the unstandardized regression coefficient (B), standard error for the for the unstandardized beta (SE B), and standardized regression coefficients (β) for job embeddedness as predictor of turnover intentions.

Table 7

Summary of Bivariate Linear Regression Analysis with Job Embeddedness as a Predictor of Turnover Intentions (n = 323)

	B	Std. Error	β
JECo mp	-1.115	.125	-.656

Summary

In this chapter, I provided the results of the survey. I provided a description of the demographic information that was collected regarding the participants. I then conducted a

stepwise multiple linear regression analysis resulting in a model with one predictor

variable, which resulted in a bivariate linear regression. I then used bootstrapping to

approximate a sample size of 323 to conduct two additional regressions. All three of the

analyses resulted in a statistically significant and negative correlation between job

embeddedness and turnover intentions Likewise, both the bivariate linear regression and

the bootstrapped bivariate linear regression with job embeddedness as the only

independent variable indicated that job embeddedness is responsible for 42.4%of the

variation in turnover intentions.

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this cross-sectional, quantitative study was to examine the job embeddedness as a predictor of employee turnover intentions among municipal law enforcement officers in the United States. The study used a stepwise, multiple linear regression to eliminate variables that did not provide a statistically significant contribution to the model predicting turnover intentions. As a result, a model was developed that included only job embeddedness as a predictor of turnover intentions; the model was examined using a bivariate linear regression. The remainder of this chapter provides an interpretation of the findings, the limitation of the study, the recommendations for future research, and the implications for positive social change.

Interpretation of the Findings

Through the study, the data analysis established that there was a statistically significant and negative relationship between job embeddedness and turnover intentions among the officers who work for a municipal police department in the southeastern United States. As a result, when the level of job embeddedness increases, the turnover intentions decrease. Likewise, when the level of job embeddedness decreases, the level of turnover intentions increases This finding is consistent with the research that was conducted to form the job embeddedness framework (Mitchell et al., 2001). It is also consistent with the studies that were conducted in other populations, such as grocery store workers (Mitchell et al., 2001), general hospital employees (Dawley & Andrews, 2012; Mitchell et al., 2001), nurses (Zhao et al., 2013), and government workers (Dawley & Andrews, 2012). In addition, the analysis indicated that job embeddedness was the

strongest predictor of turnover intentions among the demographic variables, which is consistent with the study that was conducted by Choi and Kim (2015). In addition to supporting the findings of the previous researchers, the study also extended knowledge because this study was the first to test the relationship between job embeddedness and turnover intentions among law enforcement officers.

When viewed in the context of the human capitol theory, the study has implications for the strategic planning of law enforcement administrators in the context of officer retention. The retention of officers is critical to the success of an agency because agencies spend a significant amount of resources in the recruitment and training of new officers. As a result, when an officer chooses to leave before retirement, the agency loses the investment that was made in the officer, which requires the agency to divert resources into recruiting and training a replacement. The present study supports using the concept of job embeddedness to inform decisions related to employment policies and programs to reduce voluntary turnover.

Limitations of the Study

The study has four limitations. First, the study used a cross-sectional design. Thus, causality could not be determined because cross-sectional studies do not allow for the manipulation of the independent variable and an analysis of the impact on the dependent variable (Frankfort-Nachmias & Nachmias, 2008). In the case of this study, it was not possible to vary job embeddedness to examine the change in turnover intentions. Likewise, it was not possible to examine how job embeddedness and turnover intentions vary over time. A second limitation of the study was that only one agency was

represented in the study, which reduced the generalizability of the study to other populations within the law enforcement community. A third limitation of the study was that there was a low response rate, which resulted in a large margin of error, which was compensated for by bootstrapping. Finally, participants were recruited from one large municipal police department, which limits the generalizability both to other forms of law enforcement organizations and to smaller agencies.

Recommendations

The current study used a cross-sectional design to establish the relationship between job embeddedness and turnover intentions among municipal law enforcement officers was both statistically significant and negative. Future longitudinal research should be conducted to better understand the causal relationship and how the relationship varies over time.

In addition, the scope of the study variables should be extended to include factors other than demographic variables, such as job satisfaction, job search behavior, perceived organizational support, and perceived supervisor support. This would extend current research into the field of law enforcement and might also serve to support existing studies that have studied the variables in other populations.

Second, future studies should seek to diversify participants in two different ways. First, participants should be recruited from a variety of agency types and levels, such as sheriffs' offices, state law enforcement, and federal law enforcement. Future studies should also include participants from different agency sizes. Overall, this will increase

the generalizability of the findings. This would result in an increase of the generalizability of the findings to the law enforcement profession.

Finally, to date, the concept of job embeddedness has only been examined using quantitative methods. Conducting a study using qualitative methods would likely result in a deeper understanding of some of the implications of job embeddedness. Likewise, the study would likely provide additional insights into other areas that should be studied in the context of job embeddedness.

Implications

The study has implications for positive social change as it established the relationship between job embeddedness and turnover intentions among law enforcement officers. The results of the study support using the concept of job embeddedness to inform the retention programs that are aimed at reducing voluntary turnover. A reduction in voluntary turnover can have several benefits. First, the impact that voluntary turnover has on an agency's crime control mission will be minimized (Hur, 2013). Second, costs associated with recruitment and training new employees will be reduced. The cost savings could either be used to reduce the overall budget of the agency or be redirected to the direct provision of services to the organization's jurisdiction. Finally, by reducing voluntary turnover, the organization will maximize the retention of organizational knowledge and history.

Conclusion

The retention of law enforcement personnel is of critical importance. This study used a cross-sectional approach to examine the relationship between job embeddedness

and turnover intentions among police officers who are employed with a large municipal agency in the south eastern United States. I used a multiple linear regression analysis to test the relationship using job embeddedness and the demographic variables as the independent variables. Because job embeddedness was the only variable that had a statistically significant impact on the model, a bivariate linear regression was conducted to examine the relationship between job embeddedness and turnover intentions. There was statistically significant and negative correlation between job embeddedness and turnover intentions. Likewise, the resulting model, which only contained job embeddedness as an independent variable, was responsible for 42.4% of the variation of turnover intentions among the respondents. As a result, the findings of this study support continued research of job embeddedness in the context of law enforcement in an effort to maximize the utilization of agency resources and reduce voluntary turnover.

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Appendix: Regression Results

Table A1

Correlations

|		Turnover Intention	Age	Gender	Highest Level of Education	Tenure	Rank	Job Embeddedness
Pearson Correlation	Turnover Intention	1.000						
	Age	-.232	1.000					
	Gender	-.169	.047	1.000				
	Highest Level of Education	.103	.171	.185	1.000			
	Tenure	-.133	.805	-.015	.118	1.000		
	Rank	-.159	.580	-.028	.220	.807	1.000	
	Job Embeddedness	-.656	.364	.058	-.112	.291	.261	1.000
Sig. (1-tailed)	Turnover Intention	.						
	Age	.008	.					
	Gender	.041	.317	.				
	Highest Level of Education	.146	.039	.028	.			
	Tenure	.086	.000	.439	.113	.	.000	
	Rank	.051	.000	.388	.012	.000	.	.003
	Job Embeddedness	.000	.000	.275	.126	.001	.003	.
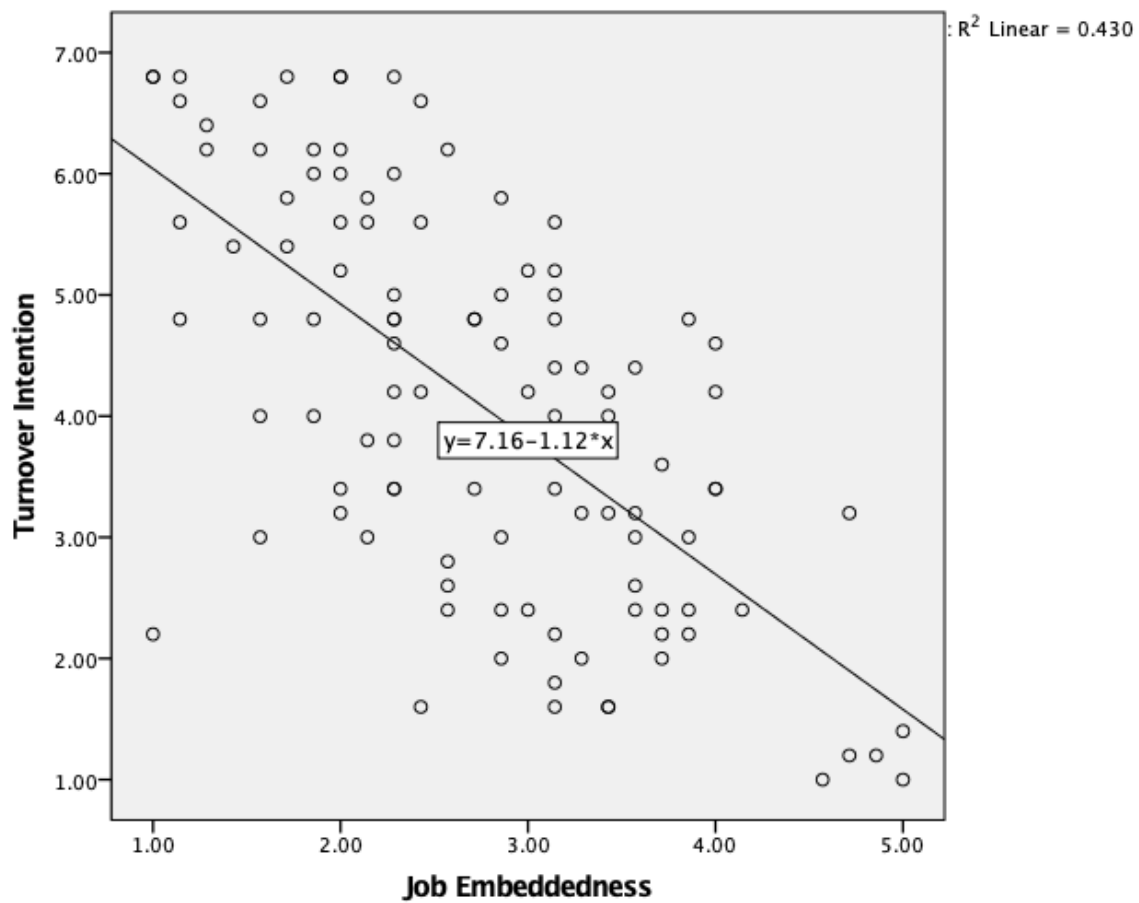
Figure A1. Scatter plot showing the negative relationship between job embeddedness and turnover intention
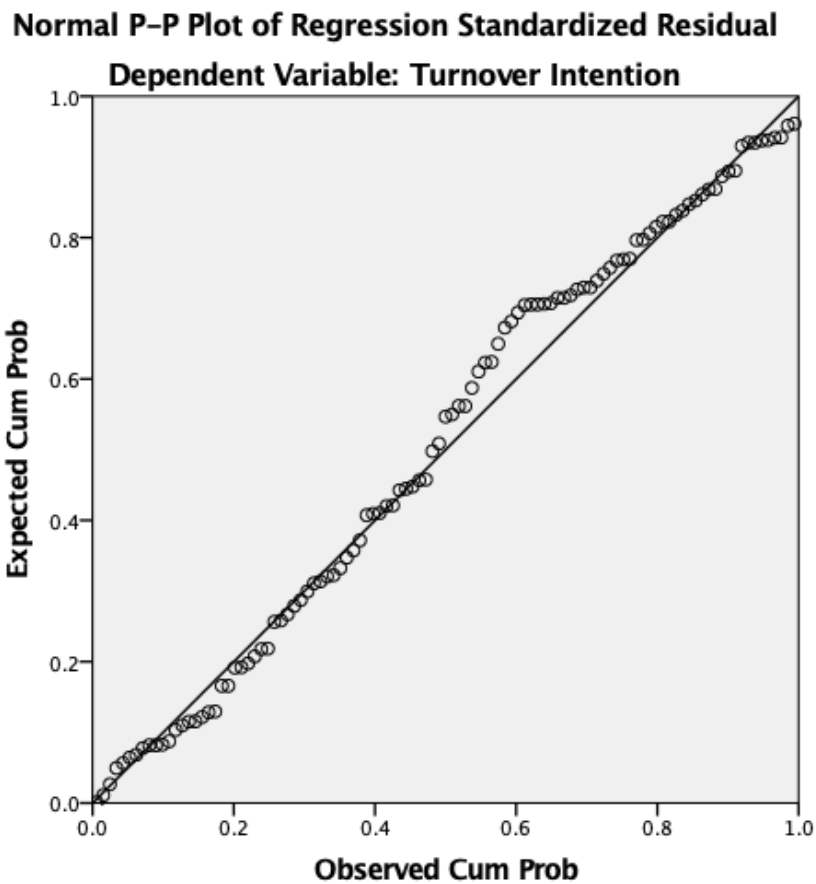
Figure A2. Normality plot for turnover intention

Table A2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656[a]	.430	.424	1.24316

a. Predictors: (Constant), Job Embeddedness

b. Dependent Variable: Turnover Intentions

Table A3

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	122.298	1	122.298	79.135	.000[b]
	Residual	162.271	105	1.545		
	Total	284.569	106			

a. Dependent Variable: Turnover Intentions

b. Predictors: (Constant), Job Embeddedness

Table A4

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients			Correlations		
		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part
1	(Constant)	7.156	.362		19.742	.000			
	Job Embeddedness	-1.115	.125	-.656	-8.896	.000	-.656	-.656	-.656

a. Dependent Variable: Turnover Intentions

Table A5

Excluded Variables

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance
1	Age	.007[b]	.094	.925	.009	.867
	Gender	-.131[b]	-1.794	.076	-.173	.997
	Highest Level of Education	.030[b]	.403	.688	.039	.988
	Tenure	.064[b]	.824	.412	.081	.915
	Rank	.013[b]	.168	.867	.016	.932

a. Dependent Variable: Turnover Intentions

b. Predictors in the Model: (Constant), Job Embeddedness