CONSEQUENCES OF JOB EMBEDDEDNESS AND THE MEDIATING ROLE OF CONTINUANCE COMMITMENT ON INTENTION TO STAY IN MALAYSIAN INFORMATION AND COMMUNICATION TECHNOLOGY INDUSTRY

AYESHA NOOR

DOCTOR OF PHILOSOPHY

UNIVERSITI MALAYSIA PAHANG

UNIVERSITI MALAYSIA PAHANG

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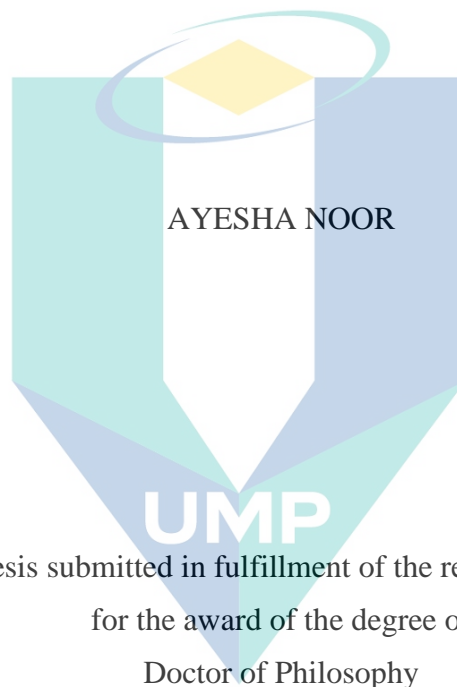
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AYESHA NOOR

Thesis submitted in fulfillment of the requirements

for the award of the degree of

Doctor of Philosophy

Faculty of Industrial Management

UNIVERSITI MALAYSIA PAHANG

AUGUST 2020

DEDICATION

This thesis is dedicated to my dear husband **Dr. A.K.M. Moshiul Alam (Mamun**), for your wholehearted love, endless support, prayers and strong patience throughout the entire long journey. You truly are the blessings of my life.

And

To my beloved Parents: **Abdur Rashid & Laila Rashid,** I am always Thankful to Almighty Allah that made me as your child. Thank you for showing me the importance and value of education and pushing me always to do the best I can in all things, so that I might receive the glory. You both have supported me and my activities for a lifetime. I can never repay all that you have given me; I love you both so much.

ACKNOWLEDGEMENTS

ABSTRAK

Kajian niat pekerja untuk kekal penting terutamanya dalam sektor teknologi maklumat dan komunikasi di Malaysia, yang mana memperolehi pendapatan yang tinggi dan impak kekurangan pekerja berkemahiran. Para pengurus perlu mengenali nilai pekerja mereka dengan menggalakkan mereka untuk terus kekal bekerja dengan menggunakan bakat dan keupayaan mereka, dan juga menghalang mereka daripada mencari kerja di tempat lain untuk peluang yang lebih baik. Berdasarkan teori keterlibatan pekerja dan pertukaran sosial, tujuan kajian ini adalah untuk mengkaji hubungan antara keterlibatan kerja(semasa waktu kerja dan semasa waktu tidak bekerja) dan niat untuk kekal bekerja dengan komitmen berterusan sebagai hubungan pengantara. Di samping itu, hubungan ini terus meningkatkan dan menilai sejauh mana keterlibatan kerja(semasa waktu kerja dan semasa waktu tidak bekerja) mempengaruhi keinginan pekerja untuk kekal bekerja.Kajian tinjauan dilakukan dengan memperolehi Sejumlah 177 responden melalui soal selidik yang ditadbir sendiri untuk dianalisis dengan kadar maklum balas sebanyak 70.8%. SPSS 20.0 & SmartPLS 3 untuk mengkaji permodelan persamaan struktural digunakan dalam mengesahkan hipotesis yang dibangunkan untuk kajian ini. Hasil analisis permodelan persamaan struktural menunjukkan model ini adalah relevan dengan nilai. Hasil kajian ini juga menunjukkan bahawa terdapat hubungan positif yang signifikan antara dimensi padanan dan dimensi semasa waktu kerja dan semasa waktu tidak bekerja; keterlibatan pekerja dan niat untuk kekal. Pada masa yang sama, komitmen berterusan sebahagiannya mengantara hubungan ini. Selain itu, komitmen berterusan memainkan perantaraan penuh antara pegorbanan organisasi dan niat untuk kekal. Hasil kajian bukan sahaja menyokong hasil kajian terdahulu bahawa pekerja yang terlibat atau bersemangat dalam pekerjaan mereka lebih berminat untuk kekal dalam kerjanya, tetapi juga memperluas kepentingan luar waktu kerja dan alasan tidak afektif untuk kekal bekerja. Kajian ini menambah faktor yang menyumbang kepada mengapa pekerja kekal dalam pekerjaan mereka. Pengurangan pekerja yang berhenti mampu memberi manfaat kewangan kepada organisasi teknologi maklumat dan komunikasi Malaysia dan seterusnya dapat memberi manfaat sosial yang positif kepada masyarakat.

ABSTRACT

Investigating employee's intention to stay is particularly important within the Malaysian Information and Communication Technology sector, which is characterized by high turnover and the impact of the global shortage of skilled employee's. The managers need to recognize the value of their employee's by encouraging them to remain for their resource talent to be used, and also discourage them from looking elsewhere for better opportunities. Grounded in Job Embeddedness and Social Exchange theory, the purpose of this study was to investigate the relationship between job embeddedness (on-the-job and off-the-job) and intention to stay with the mediating relationship of continuance commitment. Additionally, these relationships further enhance and evaluate the extent to which job embeddedness (on-the-job and off-the-job) influences employee's intention to stay. A survey was conducted with total of 177 personally administrative structured questionnaires were obtained with the response rate of 70.8%. SPSS 20.0 & SmartPLS 3 for structural equation modeling was utilized in confirming the hypotheses developed for the study. The results of the structural equation modeling analysis indicated the model was substantial. The findings of the study also revealed that there was a significant positive relation between fit and links dimension of on-the-job; off-the job embeddedness and intention to stay. At the same time, continuance commitment partially mediates these relationships. Moreover, continuance commitment plays full mediation between sacrifice organization and intention to stay. The results not only supported previous outcomes that people who were more embedded in their jobs had more intent to stay, but also expanded the significance of off-the-job and non- affective reasons of staying job. This research adds to the body of knowledge concerning what contributes to why people stay their jobs. Reduced employee turnover can financially benefit to Malaysian Information and Communication Technology Industry organization and that in turn can have a positive social benefit on the community.

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LIST OF ABBREVIATIONS

AVE.	Average Variance Extracted
CA	Cronbach's Alpha
CB-SEM	Co-Variance-Based Structural Equation Modeling
CC	Continuance Commitment
CR	Composite Reliability
DV	Dependent Variables
FC	Fit Community
FO	Fit Organization
GDP	Gross Domestic Product
GNI	Gross National Income
HR	Human Resource
HRM	Human Resource Management
HTMT	Heterotrait-Monotrait Ratio of correlations
ICT	Information and Communication Technology
IN	Intention to Stay
IT	Information Technology
IV	Independent Variable
JE	Job Embeddedness
K-S	Kolmogorov-Smirnov
KSAs	Knowledge, Skills, And Abilities
LC	Links Community
LO	Links Organization
LVs	Latent Variables
MBA	Master of Business Administration
MEF	Malaysian Employers Federation
MSC	Multimedia Super Corridor
MV	Mediating Variables
PLS-SEM	Partial Least Square-Structural Equation Modeling
SC	Sacrifice Community
SEM	Structural Equation Modeling
SO	Sacrifice Organization

S-W	Shapiro-Wilk
TCM	Three-Component Model
USBLS	United States. Bureau of Labor Statistics
VIF	Variance Inflation Factors
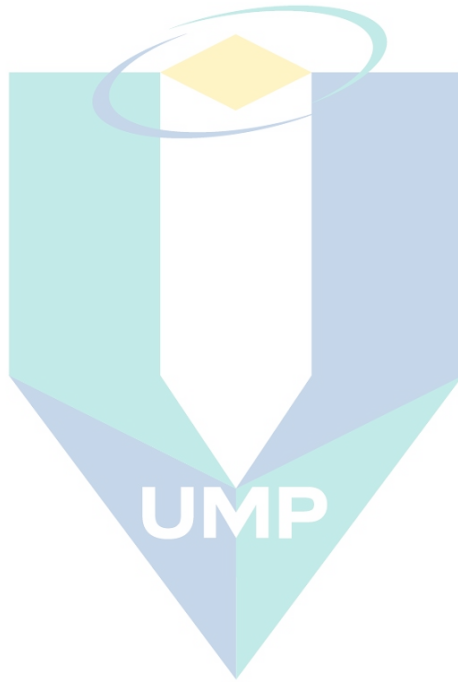
CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter begins with explanations of the general background based on the global measure and tapered down to the Malaysia ICT industries outlook. The next part highlights the problems and the challenges facing the Malaysia outlook ICT industries; the clarification of the research gap in the current study and research questions. Furthermore, Sections three and four outline the research objectives, scopes and importance of this study. In addition, definitions of key terms utilized in this study are provided. The thesis organization and summary of the chapter are as well provided.

1.2 Background of the study

In Malaysia, the Information and Communications Technology (ICT) mostly the usage of internet in online businesses is rapidly displacing the traditional method in carrying out businesses amidst mortal and brick establishments(Ahmed & Yang, 2017). The Internet transports many useful features which include wide accessibility, speed, low cost, and user-friendliness (Alias, Othman & Loon, 2017). The e-commerce and internet are spontaneously dispersing globally, this brings different nations of the world together in a global network economy. Due to the importance of the internet, a lot of establishments in Malaysia are converging towards the adoption of ICTs (Naim & Lenka, 2017). Naim and Lenka, (2017) reported that internet usage might be a serious issue in improving a firm's operational efficiency and market reach. Many studies concluded that the investment and adequate utilization of ICT in Malaysia are the main techniques for enhancing productivity within the industries. Additionally, the Malaysia government has devoted maximum attention towards improving the environment and infrastructure of ICTs in ensuring the rapid growth of the country in this information era. Therefore, the National Information Technology Agenda (NITA) was established in 1996 to assist Malaysia government in providing an ICT system that can launch

Malaysia to be a knowledge-based and information society by the year 2020 ("Department of Statistics Malaysia 2015-2017").

According to Naim and Lenka (2017), the Malaysia government recognized ICT sector as the major driving force to increase the attainment of Malaysia's vision 2020 goals. Moreover, a report has shown that ICT is focusing to become one of the key portions for arousing Malaysia's economic growth by becoming an essential sector due to its responsibility in enhancing the development of other establishments in Malaysia (Prime Minister. Dep. 2012). In Malaysia, the ICT sector amounted to about 12.3% of GDP in 2014 and forecasted to improve until about 17% by 2020 as presented in Figure 1.1 (Economic Planning unit 2015). Since 1970, the Malaysia government has been taken necessary steps to upgrade capabilities and facilities in the ICT sector. At that time, they adopted technological advancement and introduce several approaches. In Malaysia, the adaption and adoption of ICT in all sectors will assist in the development of a country's economic growth (Alias et al., 2017). Likewise, the government has identified the ICT industry as a key economic area that possesses potentials in boosting productivity and raise the country's overall development. This has been initiated through the invention of the Eleventh Malaysia Plan (2016-2020) in which Malaysia was recognized as a high-income country (Koen, Asada, Nixon & Rahuman, 2017).
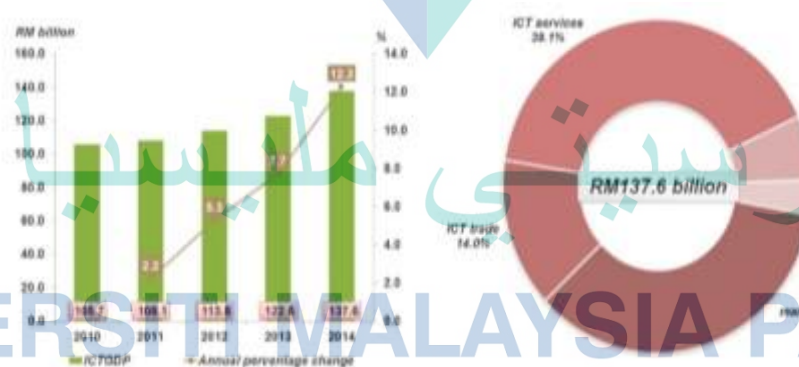
Figure 1.1   ICT GDP: value, annual percentage change and percentage share

Currently, Malaysia ICT sector which is mostly interchanged with Information Technology (IT) has attracted the investments of about $3.5 trillion that are presently increasing at 5% and double in every 15 years (Langove & Isha, 2017). In the Malaysia ICT domain, the human resource that transmits information within external and internal customers plays an important part in the organization's business. ICTs provide more

benefit-to-cost ratios in every sector of production and concurrently gives current means of creating the values that are more effective and better in assembling the usage of natural, human and financial resources to. In the ICT sector, the larger percentage of success will be credited to the employees in the situation whereby all the companies are service providers.

According to the Eleventh Malaysia Plan, Malaysia focuses on becoming a digital nation (Baller, Dutta, & Lanvin, 2016). In strategy paper 2015, it had been shown that the ICT industry increased by 6.8% per annum within the year 2011 and 2015(Eleventh Malaysia plan: Driving ICT in the knowledge economy 2015). The contributions of the ICT services, media and content subsectors to the GDP was valued to improve 5.2% obtained in the year 2010 to 5.5% in 2015 (Eleventh Malaysia plan: Driving ICT in the knowledge economy 2015). Malaysia has taken the third position in the world's most popular IT outsourcing location after India and China for the last ten years. Besides that, the ICT sector is one of the major sources of employment, with about 60.9% of the total employment rate per annum. The share of ICT to the economy increased to 18.2% in 2016 from 16.5% obtained in the year 2010 (Table 1.1). Similarly, ICT contributed to GDP by 13.4% while e-Commerce contributed 4.8% in the year 2016. However, employment in the ICT industry rose by 4.2% in the year 2016. At the same year, ICT manufacturing recorded the highest employment with a share of 39.7% followed by ICT service which was 27.9% (Department of Statistics Malaysia 2015).

Table 1.1   Percentage share of ICT to Economy, 2010-2016.

Years	2010	2011	2012	2013	2014	2015	2016
ICT Industry	12.9	11.9	11.7	12.0	12.4	13.1	13.4
E-Commerce	3.6	4.0	4.2	4.4	4.6	4.7	4.8
Contribution to ICT	16.5	15.9	15.9	16.4	17.0	17.8	18.2
RM Billion	135.3b	144.4b	154.6b	167.4b	188.4b	206.1b	224.0b

Source: Dept.Stat.Malaysia (2015-2017)
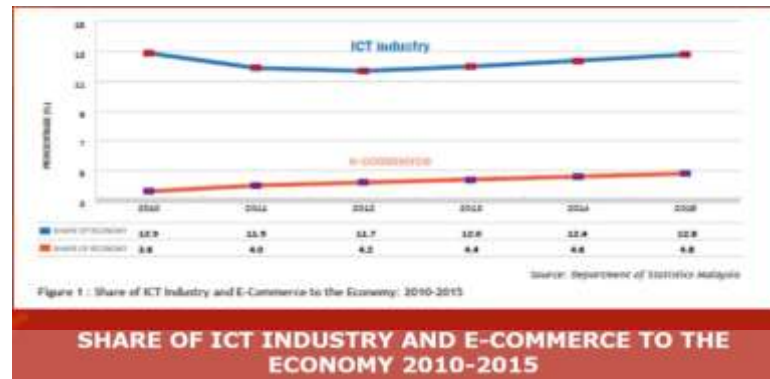
Figure 1.2   Share of the ICT industry and e-Commerce to the economy from 2010-2015.

In addition to the GDP, the ICT industry has an impact on the economic domain as well. This industry is one of the main drivers for other industries such as manufacturing, retail services and agriculture industries since the output of these industries are broadly used by them (Ahmad & Daud, 2016). Nowadays, people are using a lot of ICT in their daily lives. In addition, people in urban areas are more dependent on ICT as they are developing fast. This enhances how people understand the ICT industry to be productive and has a vast potential contribution to the country's economy. Therefore, this study centralized on the ICT industry as it has a greater impact on the Malaysian industrial sector. Besides this, the industry (ICT) may not be accomplishing their target growth due to a lack of skilled professionals. In Malaysian ICT industries, the turnover rate is often relatively high among certain groups of people's such as professionals (Woon, Tan & Nasurdin, 2017). From the last decade to recent, most of the organization are facing the challenges of employee turnover. This indicates the issue related to an employee leaving an organization (Latif, Delaila, & Saraih, 2016). Whenever an employee vacates his/her job, he/she takes along the occupational skills and organizational knowledge which are hard to replace. Training for newly hired employees to be as skilled as those who have left their jobs is costly and involve a lengthy process.

Issues of turnover in the ICT industry brings up the need for the assessment of the level of intention-to-stay among ICT professionals in Malaysia. The constructs of on the job and off the job embeddedness were considered in order to determine whether they have any influence on the ICT professionals' intention-to-stay. Additional challenge facing ICT industries with recruitment and retention of information technology professionals is that these workers are different from workers in other

professions (Calisir, Gumussoy, & Iskin, 2011). One distinguishing factor of information technology professionals is the fact that they are highly skilled workers. The nature of their jobs is different from other professions. Oftentimes, these individuals may work long hours, late nights, meetings after-hours, and on call duty (Armstrong, Riemenschneider, Allen, & Reid, 2007). They work in dynamic environments that require constant training activities to update their skills and knowledge (Ahuja, 2002; Calisir et al., 2011;Chang et al., 2011). Failure to keep their skills current results in professional obsolescence (Agarwal & Ferratt, 2002), which can impede advancement. Moreover, the activities performed by these individuals require a continual state of crisis and conflicting deadlines, that require rushing to meet expectations (Armstrong et al., 2007). The nature of IT work is project oriented. It is coupled with fast technology changes, which require IT professions to continually update the skills (Armstrong et al., 2007).

Besides this, IT professionals are more likely to leave their organizations. Based on conventional wisdom, many organizations believed that paying their IT professionals well and providing these workers challenging and engaging tasks was sufficient for retaining these individuals (Agarwal & Ferratt, 2002). Despite offering competitive salaries and opportunities to work with emerging and current technologies, many organizations continued to experience IT turnover that was higher than expected and desired (Agarwal & Ferratt, 2002). One explanation for this phenomenon could be that IT professionals possess stronger tendencies to turnover. Korunka et al. (2008) asserted that IT professionals have fewer propensities to stay their current employers in order to work for another organization (Korunka et al., 2008). If these, ICT professionals do not want stay the organisation for long time, this will be resulted in the loss of knowledge, deterioration of company's performance, loss of profits, loss of business opportunities, loss of customer satisfaction, and eventually lead to instability of a company (Kwenin, 2013). Moreover, companies suffer both direct and indirect costs of employee turnover. Direct costs include expenditure on recruitment, selection, orientation, training and development of the new employees, while indirect costs are referred to the expenses on education, condensed self-confidence, the collapse of social capital and stress on the current employees (Al Mamun and Hasan, 2017). In contrast, retaining the skilled employees may increase investors' confidence, ensure the company's survival, competitive advantage and achievement of objectives. As such, employee intention to

stay is significant in promoting the organization's long-term growth and sustaining its continued success (Kwenin, 2013).

A paucity of research existed on on-the job; off-the job embeddedness and turnover of information technology professionals in any context (Joseph et al., 2007; Lo, 2013), not to mention in ICT industries under MSC status listed in Malaysia. IT professionals were the emphases of job embeddedness research in private and public settings. In private settings, job embeddedness research involved IT professionals employed at call canters in the US and India (Ramesh & Gelfand, 2010) and at organizations that provided medical and IT services in the United States (Van Dyk et al., 2013).In public settings, job embeddedness research concentrated on IT professionals working for government agencies, such as the Veterans Administration (Zhang et al., 2012). Joseph et al. (2007) advocated that future research should explore the fit, links, and sacrifice constructs associated with the job embeddedness theory to explain turnover among information technology professionals. This present study contributes to the job embeddedness research by identifying specific dimensions that influence the job embeddedness of ICT professionals. It expands the job embeddedness research to ICT professionals in public surroundings. Lastly, the present study identifies factors that distinguish IT professionals from employees in other professions. This contribution is important due to the influence of organizational type on job embeddedness.Jiang et al. (2012) noted that job embeddedness varied based on organizational type.

1.3   Problem Statement

In Malaysia, the ICT sector suffered from high employee turnover (Alias et al., 2017). This is because of employees joining and leaving the organization in short periods. In recent time, studies had shown that ICT professionals migrate to overseas for better salaries and remuneration packages. Moreover, a study reported that the reduction in national economic growth can be affected by issue on the feasibility of a reduction in skill contributions of the employees in the ICT professions (Bacon, & MacKinnon, 2017). The Malaysian government is seriously investing in the progress of ICT technologies from developing countries to become a developed country by the year 2020 (Ahmed & Yang, 2017). The goal cannot be fulfilled if ICT industries are experiencing high turnover. According to Malaysian employment statistics, the ICT

industry showed a 23.1% turnover rate which was the highest of all the organizations in Malaysia (Radford, 2013-2016; Global salary increase and turnover, 2015).

Table 1.2   Sectors with the highest turnover rates in Malaysia, 2017 (Department of statistics Malaysia 2017)

Industries	Turnover %
Technology	13.2%
Retail& Consumer products	13.0%
Media & Entertainment	11.4%
Professional services	11.4%
Government.Edu/Non-profit	11.2%
Financial services& Insurance	10.2%
Telecommunications	10.8%
Oil& Energy	9.7%
Aero/Auto/Transport	9.6%
Healthcare & Pharmaceutical	9.4%

Aon Hewitt's Radford Trends Report (2016) revealed that the technology sector industries across Asia-Pacific have a higher level of employee turnover with the largest impact in India (12-month voluntary turnover rate of 13.6%), followed by Malaysia (13.2%) as provided in Table 1.2. Its show that turnover in Malaysia sectors has becomes a serious problem to the extent that the IT companies in Malaysia are facing the problem of retaining their skilled employees. So, it is very important for the IT companies in Malaysia to increase their current employees' intention to stay (Govaerts et al., 2011; Langove & Isha, 2017).

Organizational leaders often realize greater profitability when they have strategies to keep their IT employees (Lo, 2015). The cost to replace an IT employee ranges from 50% to 150% of that person's annual salary (Hester, 2013). The general business problem is the inability of professionals to enhance employee intention to stay rates in a way that has lasting effects on organizational profitability. The specific business problem is that some professionals lack the strategies to increase IT employee's intention to stay.

Since its initial conceptualization, various investigators have developed multidimensional And global measures of job embeddedness (Crossley, Bennett, Jex & Burnfield,2007; Holtom et al., 2006b; Lee, Mitchell, Sablynski, Burton & Holtom, 2004; Mitchell,Holtom, Lee, Sablynski & Erez, 2001). Most studies operationalize job embeddedness as a composite measure and effectively subsume the effects of different

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on- and off-the-job factors into an aggregate whole (Mitchell et al, 2001; Felps, Mitchell, Hekman, Lee, Holtom & Harman, 2009). However, global measures of job embeddedness also produce a single score for job embeddedness (Crossley et al., 2007) which provides little insight into the unique and more subtle influences upon why individuals might stay in a job. Consequently, there is continuous debate not only about the nature and structure of job embeddedness (Zhang, Fried & Griffeth, 2012), but also the conceptual distinctiveness between job embeddedness and related constructs such as job satisfaction and organization commitment, amongst others (Crossley et al., 2007; Smith, Holtom & Mitchell, 2011). Furthurmore estimating the job embeddedness within a conferment needs more examinations; there are three approaches currently available for job embeddedness: global job embeddedness (Crossley,Bennett,Jex & Burnfield, 2007); six subscale job embeddedness (Mitchell & Lee, 2001); and two subscale approaches (Clinton, Knight &Guest, 2012). Although, the parsimony, scope and response techniques of individual approach can affect the verification of the approaches; however, further examination of the techniques of job embeddedness is needed. In addition, Mitchell and Lee, (2001) reported that the six subscale job embeddedness approach contained multiple measures for off-the-job and on-the-job surfaces of sacrifice, links and fit. In contrast, the approach is not capable of gathering formative data due to its links' subscales, implying its unsuitability in the analysis by utilizing processes which include structural equation modelling that depend on latent parameters driving measured indicator (Zhang et al., 2012). Therefore, this study was carried out to develop six subscale reflective approaches to job embeddedness.

1.4   Research Questions

Base on the above problems statement, this study tends to give solutions to the following questions:

RQ1. What is the relationship between on-the-job embeddedness (fit organization, links organization, sacrifice organization) and intention to stay amongst ICT professional in Malaysia?

RQ2. What is the relationship between off-the-job embeddedness (fit community, links community, sacrifice community) and intention to stay amongst ICT professional in Malaysia?

RQ3. What is the relationship between continuance commitment and intention to stay amongst ICT professional in Malaysia?

RQ4. How does continuance commitment play mediating role between on-the-job embeddedness with the intention to stay amongst ICT professional in Malaysia?

RQ5. How does continuance commitment play mediating role between off-the-job embeddedness with the intention to stay amongst ICT professional in Malaysia?

1.5 Research Objectives

In relation to the research background and problem statement discussed above, the goal of this study is to achieve the following five objectives:

RO1. To investigate the relationship between on-the-job embeddedness (fit organizations, links organization, sacrifice organization) and intention to stay amongst ICT professional in Malaysia.

RO2. To examine the relationship between off-the-job embeddedness (fit community, links community, sacrifice community) and intention to stay among ICT professional in Malaysia.

RO3. To investigate the relationship between continuance commitment and intention to stay amongst ICT professional in Malaysia.

RO4. To examine the mediating influence of continuance commitment between on-the-job embeddedness (fit organization, links organization, sacrifice organization) and intention to stay amongst ICT professional in Malaysia.

RO5. To investigate the mediating influence of continuance commitment between off-the-job embeddedness (fit community, links community, sacrifice community) and intention to stay amongst ICT professional in Malaysia.

1.6 Scope of Study

This study mainly addresses the Malaysian ICT industry and perspective about employee's intention to stay. There are two types of solutions in the body of knowledge which include generic and specific. This study focuses on specific solutions as it had

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discussed on-the-job and off-the-job embeddedness of ICT professionals in their jobs and their intention to stay with the industry. This theory of job embeddedness with its main component "organization and community embeddedness" has been employed in this study. Furthermore, this study discussed two spectra of an employee's life such as individual and social. The job embeddedness theory focused on the individual and social exchange theory, these can help in providing the solution at a social level by considering the continuance commitment as a society.

The scope of this study also covers the ICT industries in Malaysia and executives, managers, IT professional, and the team members who worked in the Multimedia Super Corridor (MSC) status as the study population to investigate the extent of continuance commitment, examine the significant relationship between on-the-job and off-the-job embeddedness elements, and employees intention to stay with ICT industries in Malaysia. Likewise, the respondents were selected by purposive sampling technique, and the questionnaires survey was sent through the mail to their physical addresses accompanied by the researcher's personal request letter of permission and endorsement from the main supervisor.

1.7   Contribution of the Study

This study is significant to discover the main factor that can lead to employee intention to stay in Malaysia ICT industries. The contributions of this study have been sectioned into the following subsections.

1.7.1   Theoretical Contribution

Analyses of data collected from this study provide qualified support for the job embeddedness concept, and contribute to the understanding of this relatively new conceptual model. The conceptual model stretches an explanation of how the variable connects to each other. Most of the study focus on the causes of employee turnover due to organizational strategies but this study investigated the relationship with employee Intention to stay; which has been the most essential parameter in defining his/her stay in the organization. The Job embeddedness construct was conceived by Mitchell, Holtom, Lee, et al. (2001) as two dimensional, i.e. on-the job and off-the job embeddedness; however, some researchers have treated Job embeddedness as a one-dimensional, aggregated construct (Felps et al., 2009; Holtom & Inderrieden, 2006; Mitchell,

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Holtom, Lee, et al., 2001). Although the results of the present study indicate that the The results indicate that the organisation embeddedness and community embeddedness dimensions are different constructs which measure the inertia of forces that makes people stay with their organisations. Using CFA to test structural validity, this study makes a contribution to the existing literature supporting Job embeddedness community dimension as a distinct construct to job embeddedness organisation.

This study contributes to the literature on employee's intention to stay and subjective (psychological) measures of individuals' career behaviour and decisions. We tested the overall relationship between on and off-the job embeddedness and intention to stay with the mediating relationship of continuance commitment. This further validated the relationship between these constructs by means of Structural Equation Modelling (SEM) and found empirical support for the proposition that individuals' job embeddedness significantly influences their level of intention to stay and continuance commitment. Previous intention to stay researchers used multiple regressions and multilevel modelling to establish their research model. In this study, the research model validated the relationship between these constructs by means of Structural Equation Modelling (SEM) and found empirical support. There are two main differences between regression and structural equation modelling. The first is that SEM allows us to develop complex path models with direct and indirect effects. This allows us to more accurately model causal mechanisms we are interested in. The second key difference is to do with measurement. In SEM we assume that our actual variables are indicators of underlying constructs (for example, 'I like my company' is an indicator of attitudes to company), and we can incorporate that measurement model directly into SEM. This again means that we are more accurately modelling the phenomena we want to explain. On the other hand, multilevel modelling doesn't allow us to incorporate complex path structures like SEM can.

One of the core contributions to this study is theoretically based on the new reflective measure of job embeddedness. A recent study regarding the embeddedness idea had led to call for additional refinement of its measurement (Zhang et al., 2012). However, this current study seeks to fill this gap related to measurement issues. This modify measure showcases the original fits, links and sacrifice dimensions in the context of job embeddedness; both off-the-job and on-the-job embeddedness were

examined (Mitchell et al., 2001) while keeping adequate brevity to ascertain ease usage. This can generate an improvement over the initial measures of job embeddedness (Mitchell et al., 2001) and current ways of measuring job embeddedness reflectively (Crossley et al., 2007). Moreover, the original measure of job embeddedness as previously outlined by Mitchell et al. (2001) was a preliminary and progressing one (Holtom, Tidd, Mitchell, & Lee, 2013; Lee et al., 2004). This measure is restricted to the collection of formative data for its link subscales, indicating its unsuitability for analysis by utilizing processes like structural equation modelling that depends on latent parameters which drive measured indicators (Zhang et al., 2012). Thus, a previous study had suggested that further consideration in the forces that embed individuals to their jobs and environment; the reason is that they are unsure about the job embeddedness indicators in capturing the construct (William, Burch, & Mitchell, 2014). This study contributes to the current study on job embeddedness by providing a modify measurement that captures a more complex construct to improve the work and non-work factors that embed individuals. Moreover, the introduction of reflective indicators that manifest the underlying construct will assist in justifying mediator and moderator models.

An additional theoretical contribution from this study is to establish a new relationship among on-the-job; off-the-job embedders and intention to stay with mediating role of continuance commitment. Crossley and his co-author specified that because the global approaches of job embeddedness were enormously instinctive and might be affected by human's cognitive frames and dispositions, future studies need to investigate each differences relating to the notions of being embedded (Crossley et al., 2007). This current study focused on the expansion of this call to examine direct influences of on-the-job and off-the-job embeddedness by investigating the mediating influences of continuance commitment on the correlation between intention to stay and job embeddedness. Organizational commitment is mostly employed as a control parameter in job embeddedness study. Furthermore, organizational commitment is being related to the job embeddedness construct. Both job embeddedness and organizational commitment explain the components of employee auxiliary; nevertheless, there are differences in relation to the way of estimating job embeddedness which is different from the commitment that is a non-affective construct.

A lot of contributions can be made to theory based on the outcomes of this study. Firstly, the uses of community psychology and sociological literature enrich the theory of job embeddedness and provide a higher technique to understand the function of community relationships and off-the-job embeddedness in organizational life. These theoretical points of view enhance one another. Social points of view explain a means the relationship between family and friends within a community influence the community attachment; however, the theory of job embeddedness outlines the processes by which community relationships join people to their workplaces. This study also provides an improved analysis by differentiating the relationship with family and friends. This provides a theoretical explanation of the distinct influences of family and friends bonds on the workplace attachment and employees' community. Hence, the current study provides a new hypothetically driven understanding of work-life scholars and job embeddedness in relation to the role of community relations in organizational life.

Furthermore, this study contributed theoretically by adding to the outcomes from previous studies through the combination of two referent theories to enhance the relationship of all the considered variables in this study; this provides new operational definition key terms and important factors which include training, fringe and pay benefits, supervisor, and perceived organizational support as influenced by employee retention. Moreover, the mediating impact of continuance commitment on the correlation between off-the-job and on-the-job embeddedness in relation to intention to stay could be explained from the theoretical perspective of social exchange and job embeddedness theories. Thus, this study can serve as a reference for future studies on the employee intention to stay in Malaysia ICT industries.

The contributions of this study to the academics are in three categories, which include employee job embeddedness factors from the perspective of Malaysia ICT industries, the proposed model of the study, lengthening of the job embeddedness theory, and social exchange theory to accommodate both organization and community embeddedness in Malaysia ICT industries. Moreover, most studies have not given much attention to associating community and social resources factors based on the revealed literature such as, fit, link, and sacrifice with moderating potentiality of continuance commitment, the gap in which this present study tries to fill. It also contributes

knowledge by lending empirical support to the job embeddedness theory and social exchange theory system's effect on ICT and confirming that changing one organization or community will change the whole equilibrium. This is useful to aid in the further synthesis of job embeddedness theory and social exchange theory in the ICT industry.The results of this study are useful in assisting both academic researchers and managerial practitioners. The academic researchers can gain from better understanding the theoretical network of job embeddedness and social exchange theory, in terms of both the organizational antecedents and the consequences of the theories. Managerial practitioners can better understand how employee become embedded in their daily jobs, and find ways to retain experienced staff, especially in a similar organization of the technology industry in a fast-paced country.

1.7.2   Practical Contribution

Based on the practical perspective, job embeddedness (organization and community dimension) can be introduced in the future intervention techniques focusing on employee intention to stay within the Malaysia ICT industries. Job embeddedness provides a distinct variance in turnover intention; aside from other invented indicators that the organizational practitioner can investigate (for instance, job satisfaction). This serves as an alternative process that can be considered when inventing recruitment techniques or evidence-based intervention for employees. For instance, as the insights of fit between what the individual wants and what the job offers are the contributors to the 'glue' parameter of embeddedness; transparent and descriptive outlines of job rewards, responsibilities and tasks during the recruiting processes can prompt these important facets to the participant and enhance embeddedness at the beginning. Encouragement through professional and social clubs which include a jointed research group in academics can resolve the facet of embeddedness. Moreover, the evaluation of program and intervention techniques can improve the embeddedness facets amidst the workplaces by evaluating embeddedness using a new reflective scale. Even though these propositions can be employed in a university context, it can also be used in other organizational bodies.

In another way, this study possesses an essential impact on the technology industries. Employees can be kept in an office if the management provides a working surrounding where the community's dimension of job embeddedness (family, friends

and work lives) are balanced. Nowadays, organizations identify the benefits of friends and family policies and the good effect they can pose on job satisfaction, commitment, employees' retention, and other productive job attitudes (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005; Greenhaus, & Powell, 2006). Nevertheless, several work-family programs are based on the nuclear family (partner/spouse and their children). This technique is limited because it fails to consider the surrounded series of relationships with other family members (for instance: grandparents, parents, uncles/aunts, and adult siblings) and friends that can compel the employees to their establishments. Furthermore, a nuclear family technique can take a conventional way which might not show family formations including same-sex relationships, childless couples and single parents (Greenhaus et al., 2006; Özbilgin, Beauregard, Tatli, & Bell, 2011). A friend can provide certain support for an employee who does not have families or who is single. Additionally, friends cannot be considered in case an employee takes dependent family members with him/herself if he/she lives (Mesch & Manor, 1998). Therefore, friends can display a key role in an employee's decision to stay in his/her workplace or community. Above the slim conferment of a nuclear family, this current study employed the higher inclusive method and provides organizations with new and essential information on the influences of other kinds of friendship and family relationships on the workplace attachments. This information can enlighten managers and assist organizations to generate more inclusive practices and work-life schemes that can preserve talented staffs.

Additionally, the outcomes from this study provide a meditating relation of continuance commitment on the relationship between job embeddedness dimensions (off-the-job and on-the-job) and intention to stay. This study hypothesized that the participant's feeling of organizational commitment (continuance commitment) significantly affect their intention to stay and job embeddedness. Different marital status, gender, job level groups, and tenure tend to significantly differ based on their sense of job embeddedness and continuance commitment.This can be done by developing training programmes that help to maintain employees' marketable competencies. Likewise, organizations should consider individual differences when recruiting employees. Specifically, as risk aversion appears to improve the negative relationships between turnover and continuance commitment, organizations wishing to reduce turnover may find an interest in recruiting high risk-averse individuals.

Besides this, human resource retention activities can be invented to improve the perceived fit (similarity between the person's career), the perceive links (links with work environment and community), the perceived sacrifices (based on benefits and compensations), organization's cultural practises and values, and job satisfaction needs for employees with scarce and critical skills, especially divorced, single and female participants, those functioning at an operational level and those with less than five years' tenure. Empowering these employees' sense of job embeddedness through the increment of drives that sustain their connections to their jobs, the company can provide incentive and more commitment levels to stay with the respective organization.

The result obtained from this study can help in to enhance retention programs for both employees and employers. Likewise, the acquired data can reflect the significant factors towards the employee intention to stay, this can help the ICT companies to focus more on how the problem will be solved. Furthermore, this will assist the employers to commence preventive measures that can strengthen the relationship between employer and employee, leading to an improve employee's loyalty. Additionally, the government can employ the results from this finding as a template for re-evaluating the present policy in retaining an employee in an establishment. New policies in ICTs industries can be developed by the government which can serve as benefits and compensations that will encourage more commitments from the employees. Moreover, this finding can be generalized in other developing countries of a similar nature. Usually, it would be difficult to generalize the findings of one country to another, but ICT industries are facing a similar type of problems and hurdles in almost all the developing nations. Therefore, it could be considered as the case study of these nations. Findings of this study can be customized according to the situation of the ICT industries in other developing countries.

1.8 Operational Definition of key terms

The following key parameters utilized in this study are cordially defined.

1.8.1 Intention to Stay

Intention to stay explains the employee's willingness to remain in an establishment based on a long-term basis (Naim & Lenka, 2017).

1.8.2   Job Embededdness

Job embeddedness deals with a wide range of plans that impact the retention of an employee (Mitchell et al., 2001). An individual with several roles, relationships and responsibilities will possess a more complicated web as compared to someone with fewer. This implies that an individual with the higher complicated webs is more embedded within a situation and an individual with higher strand fasten to his/her job will possesses higher job embeddedness.

1.8.3   Fit Organization

Fit-organisation reflects an employee's perceived compatibility of comfort with an organisation. An employee's self-value plans and career goals for the future must fit together with vast corporate culture and instantaneous demand of the worker's job (Mitchell et al., 2001).

1.8.4   Links Organization

Links-organisation considers the formal and informal connections that exist between an employee, other people or groups in the organisation(Mitchell et al., 2001).

1.8.5   Sacrifice Organization

Sacrifice organization explains the cost associated with a decision to leave an organization. When an employee realises that what he or she is giving up is of much importance, the employees may not want to quit the organization (Mitchell et al., 2001)

1.8.6   Fit Community

Fit community signifies employee's compassion of compatibility or comfort with his or her environment. It happens when an individual's community provides opportunities to pursue his/her interest (Mitchell et al., 2001).

1.8.7   Links Community

Link community signifies an individual's recognized and familial relationships with their community. It is a relationship a person possesses with institutions and people

outside of the workplace (health club, spouse, support squad, local sports team, and others (Mitchell et al., 2001).

1.8.8 Sacrifice Community

Sacrifice community signifies perceived physically and mentally benefits by being a member of the community that may be sacrificed if one leaves a job or an organization (Mitchell et al., 2001).

1.8.9 Organizational Commitment

Organizational commitment is explained as a psychological relationship between the employer and employee which reduce the tendency of an employee to leave the establishment voluntarily. This can be determined by observing the attitudes and behaviours. (Allen & Meyer, 2001) pinpointed the three types of organizational commitments based on their drivers of commitment to the organization.

1.8.10 Continuance Commitment

This denotes the employees' likelihood to use consistent tasks depending on their identification of the cost involved in the activity discontinuing. This can as well be referred to as calculative commitment which depends on the cost associated with an employee leaving an organization (Vandenberghe, Panaccio, & Ben Ayed, 2011)

1.9   Structure of the Thesis

This study is divided into five chapters. The chapters for the study are represented in two different parts. The first part consists of two chapters relating to the development and understanding of the idea under the study that is related to theoretical and contextual literature. Last three chapters stand for methodology, results and discussions. Chapter one provides an introductory portion of this study where the aims and objectives are outlined. Background of the study, research questions, problem statement, research objectives, significance, scope, and contribution of this research are being discussed. Chapter two elaborates on the literature reviews about employee intention to stay and previous studies in the Malaysian context. It also presents the theoretical background of on-the-job and off-the-job embeddedness and types of organizational commitment. This chapter comprises the hypotheses development,

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research framework and underlying theories. Chapter three focuses on the research methodology which comprises samples, population, research design, and survey instruments used to conduct this study. In addition, this chapter entails the information on the use of quantitative research with structural equation modelling using PLS 3 software. Chapter four summarizes the results of data analysis and interpretation. The result section summarizes the analysis of the data and presents the findings of the study with respect to the hypothesis and research questions. The results present descriptive information; SEM for measurement and structural model. Chapter five provides the discussions of study findings and creates connections between objectives, results and previous outcomes. Conclusions and recommendations are outlined together with discussions of the study to the body of knowledge. This chapter also presents a technique for further study in overcoming the setbacks during this study.
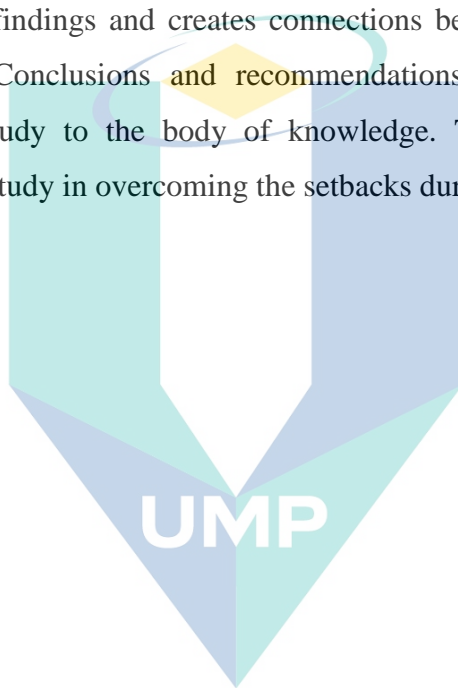
LITERATURE REVIEW

2.1   Introduction

This chapter outline the reviewing of literature, experimental works and identifying earlier concepts with a view of providing a strong footing for the present study. In addition, it explains a theoretical bodywork for the advancement of the research model. The review of literature focused on the information derived from different sources regarding the topic and not for the purpose of manipulating facts, but to be fully aware of the trajectory of events in a related field of study. This chapter explains the main concept in the following sequence: employee's intention to stay in an ICT industry (employment practices relating to employee's intention to stay); elements of off-the-job, on-the-job embeddedness and organizational continuance commitment. Furthermore, there is a discussion on the relationship among organizations and community job embeddedness (fit, link and sacrifice), organizational continuance commitment, and intention to stay.

2.2   Overview of Information and Communication Technology (ICT) Malaysia

ICT is an extended term that is usually employed in place of IT (Ahmed & Yang, 2017). It is used for describing an extensive industrial spectrum and services in relation to information technology, information systems, computer science, e-business, and software engineering. It embraces both soft and hard skills in programming development and system together with interpersonal communication skills. It is a sector that consists of the following: distribution of information technology, telecommunication products, manufacturing of information technology, maintenance, and communication system installation (Ahmad & Daud, 2016).

In the ICT sector, the opportunities which favoured de "novo" entry was the rapid technological advancement that started in the early 1980s (Nguyen & Aoyama, 2014). Over the last decades, the advancement gradually spread across so many

countries and reflected through the increasing rate of exports of the ICT components in the 1990s. Consequently, it was accounted as the huge prevalence of the total trade in ICT products which include telecom equipment (37%), semiconductors (74%), office machines (93%), and IT products (42%) (Yap et al., 2016). Currently, it is commonly seen that the use of ICTs enhances the competitiveness of organizational enterprise (Koen et al , 2017).

Moreover, ICT industry has been identified by the Malaysia government as a key economic part with the potentiality of boosting the country's productivity and raising her level of exertion in becoming an advanced and high-income nation by 2020 (Ramachandran, 2014). The realization of envisaged potential in the ICT industry has attracted great investment such as financial investment and infrastructure developments (Yap et al., 2016). For instance, the establishment of the Multimedia Super Corridor (MSC) in 1996 was done (Yigitcanlar & Sarimin, 2015). This pioneering ICT hub was modelled on Silicon Valley in the United States of America. The objective of this hub was to encourage foreign companies to invest in the country's ICT industry. Moreover, the government set up various organizations to increase and support the country's ICT industry. Some examples of such organizations are Multimedia Commission (MCMC), Malaysian Communications, Multimedia Development Corporation (MDeC), and Ministry of Science and Technology (Yigitcanlar & Sarimin, 2015) .In addition, various incentives such as temporary tax breaks were made available for foreign companies and ICT equipment was made tax-free to allow the use of skilled workers from overseas.

In relation to this,(Riggins & Weber, 2016) had reported that the outstanding impact of ICT projects relies on the extent of ICT human resources and resulting competitive advantages. However, ICT being a service section is acquiring higher influence on the world's economy their employees who are used as essential assets contribute to serving customers as valuable assets. Moreover, Yap et al. (2016) testify that ICT employees will voluntarily remain with their organization whenever the work is interesting, motivating and the possibility for encroachment are outrageous and well paid. Aside from this, alluring employees based on the emotional level in acquiring higher commitment for creating higher engagement in the service quality and improving labour safety is not restricted completely to the establishments that service-sector businesses (Valaei & Rezaei, 2016).

Appropriately, ICT employers make huge efforts in ensuring that their employees are contented and committed to them. For example, Google which is a leading ICT company, provides its employees with a wide range of benefits such as free gourmet meals, 100 percent healthcare coverage for its employees and their families, onsite childcare service, free laundry services, free shuttle services, different sport facilities, and enable employees to come along with their pets to work (Holtom, Mitchell, & Lee, 2006). Another leading ICT company, Apple Inc., offers the Flex benefits scheme to its employees and they can select from the following incentives that best suit their lives such as flexible spending account, an employee stock purchase programme, saving and investment plan, onsite fitness centre, and insurance coverage (Naim & Lenka, 2016). Apple employees are also rewarded with year-end bonuses, vacation time and the privilege to carry out massive projects with the most experienced players in the industry. These examples show some of the employee-friendly human resource strategies adopted by the ICT companies to attract and retain their employees. In addition to this, the whole companies have currently updated innovation service programmes in recording and handling their activities and make use of new products and technologies. This becomes a warrant of their survival and competitiveness on the trade and highly certified IT professionals are required. The request for such professionals is very demanding everywhere and establishments pay any price in searching and retaining their specialist (Naim & Lenka, 2016; Valaei & Rezaei, 2016).

In addition, the intention to stay is proportional to employee turnover (Woon et al.,2017). According to Naim & Lenka (2017), the intention to stay is the inclination of employees to stay longer with their present establishment. It can also be an emotional strategy of relation with the organization (Hom et al., 2017). Organization need a devoted, dedicated and diligent employee who wants to willingly to remain with the organization for a long-time basis. Studies of intentions to stay can as well be explained as the behaviour of an individual and it remains as the best predictor to turnover(Plaatjies & Mitrovic, 2014). This study focused on intention to stay because it explains the outcome of behaviour which is staying. There is evidence of the strong impact of technology on managerial, fiscal and operational achievements in the organizations. After instigating the technology in the field of management, manufacturing, operation research, and so on; a huge positive difference in terms of productivity can be observed. This situation has created the importance of skilled labour

in this sector in recent time. Therefore, ICT employee's intention to stay is very important in an organization; the goals of this investigation are from viewpoint of intention to stay and the establishment of the study is employee turnover (Ahmed & Yang, 2017).

Over the years, a lot of financial investments have been increasingly channelled to the development of the ICT industry. During the eighth and ninth Malaysia Plans, the government gave RM7.9 billion (8MP) between the year 2001 and 2005; and RM12.9 (9MP) between the year 2006 and 2010 (MDeC, 2009;(Baller, Dutta & Lanvin, 2016). There was no report on the 10th Malaysia Plan (10MP) from the year 2011 to 2015 regarding the budget allocated to ICT. However, the government still aggressively invested in the ICT industry knowing fully well that it is a major part of the National Key Economic Areas (NKEAs).

The ICT industry had equally made significant contributions to the Malaysian's economic growth. The increase in its value-added services from RM12.7 billion in 2001 to RM55.1 billion in 2012 revealed about 13.6% increase in the Compound Annual Growth Rate (CAGR), thus improving the country's Gross Domestic Product (GDP) over the years (Ahmed & Yang, 2017). In 2012, there was a 12% increase in the country's GDP, and it has been predicted that the industry's input will snowball to 17% by 2020 (Steven, 2016). Furthermore, the ICT industry was a major employer of labour in Malaysia. Job street, a leading online recruitment company in the Asia Pacific identifies outlined that the ICT industry was one of the major top three industries who had been an employer of labours for three consecutive years (2008, 2009 and 2010) in Malaysia (Zin, Pangil, & Othman, 2012). The industry had been a major employer in the country and had experienced tremendous growth especially in the areas of software development, data centres, cloud computing, shared services, and network security. As a result, Malaysia had earned the international recognition of being the world's third most popular IT outsourcing location after India and China for more than ten years (EPU, 2015; B. Goh, 2012; V Koen et al., 2017) Hence, the extensive use of ICT inventions in the manufacturing industries, retail services and agriculture industries had made it be a key driver of other industries in the Malaysia economy (Riggins & Weber, 2016) . For an instant, the increase in ordering and dependency on ICT inventions daily among a very large population from the urban areas had led to quick development of an

individual's businesses and their environment (Yap et al., 2016). Therefore, it is evident that the ICT industry is a lucrative industry which has the immeasurable potential of improving the country.

More so, competition in the global market is becoming more demanding and multifarious, especially for a developing nation such as Malaysia. Hence, to compete does not only include economic liberation but also requires the extent to which ICT is being utilised in a nation. For example, the use of ICT (advancement in communication) has drastically reduced both transaction and information cost (Latif et al., 2016). Thus, there is a need for wider dissemination in order to guarantee national development. For this reason, it has become pertinent for developing countries to ensure widespread ICT in the economy to enjoy optimum benefit from it. Therefore, instead of building production capabilities in relative isolation, decisive policies must be set up to address the failures in attaining global competitiveness (UN, 2003). This implies that the necessary resources available in the country should be properly channelled into the global market to benefit maximally from the payoffs of ICT investment. UNCTAD (2003) highlighted that the need for strategy remains but the kind of strategy that will maximize ICT diffusion is new. So, several new measures intended to improve SME abilities and excellent services were being instigated by the Malaysia government (Naim & Lenka, 2016). Based on this, a few one-stop and customer delivery centres have been invented. For example, the Malaysian Chinese Association (MCA) in 2015 instituted the one-stop ICT centres to encourage the ICT-based SMEs development, leveraging on the importance of ICT and smooth SME amendment (MCA, 2005). Besides, for Malaysia to be able to face global competition, the government in 2006 inaugurated business inducement in key areas including high technology manufacturing, biotechnology ICT industries (Cragg, Mills, Suraweera, Ajzen, & Fishbein, 2010).

Furthermore, the tax exemption of 50% has been arranged for businesses that use ICT and multimedia. Both the labour force and educational sectors in the country are being supported by the Malaysian government in developing soft technology, despite these most SMEs are not maximizing the ICT applications compared to the industrialized nations. For instance, SME association of Malaysia (2002) revealed that only 30% of Malaysian SMEs have a website in relative to the 80% of SMEs in America and Europe. At the global level, Malaysians are not maximally utilizing ICT in

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their various businesses compared to the developed nations where 70 and 80% of SMEs in UK and USA correspondingly have access and maximizing internet provisions (Zin et al., 2012).

Omar (2018) stated that the willingness to implement ICT by Asia countries including China, Thailand and Singapore were very high. They further stated that SMEs are unable to adopt ICT because they lack ICT expertise, too expensive and do not have high staff proceeds. This situation suggests that Malaysian SMEs need to be well-informed in the adoption of ICT, this required government to make provision of necessary support regarding this situation (Nguyen & Aoyama, 2014). Access to the broadband links and internet alone is not a guarantee for SMEs to be involved in business activities online. Thus, IT expertise must be envisaged among workers and in schools so that the essence of integrating ICT strategic plans in the operations of businesses can be well understood; this kind of move will necessitate the development of ICT strategic plans. The importance of ICT applications cannot be undermined because it has provided various businesses with the opportunity of making transactions across a broad range of inter- and intra-firm business schemes (Omar, 2018). Furthermore, ICT and the internet have helped to reduce transaction costs, increase the promptness and consistency of transactions. Utilizing the internet for e-commerce reduces inefficiencies that could result from lack of proper management among businesses. For instance, information asymmetries could be reduced between sellers and buyers to foster closer rapport using internet-based B2B interaction and communication system (Valaei & Rezaei, 2016).

2.3   Overview of Employee Turnover Problems in Malaysia ICT Industry

The major challenge in Malaysia ICT industries is employee retention. A survey carried by (Singh, 2017) in Malaysia revealed that the incomes rate of Malaysians' industries increased from 12.3% to 13.2% within the year 2012 and 2013. Furthermore, it was discovered that more workers would possibly quit their job in the year 2014 compared to 2012 (Singh, 2017). Another problem facing the ICT industry in Malaysia is an employee's earnings. AON, a global human resource consulting company found that the second top yearly unpaid workers' earnings rate in the Asia-Pacific region, after India, was from the ICT companies in Malaysia (Nguyen & Aoyama, 2014). It was formerly reported that the Malaysian Employer Federation (MEF) had the topmost

annual workers' earnings rate at 75.72% in the year 2012(Alias, Nor, & Hassan, 2015). The disparity between the rates of earnings in ICT as the uppermost with the second top was 43.32%. The associations reported that the second and third uppermost earnings were 33 and 32.4% from the hospitality industry ICT, respectively. This is not a novel occurrence because, in 2009, Kim & Fernandez (2017) discovered that the topmost workers' earnings rate in Malaysia was from the ICT industry after comparing the rate of workers' earnings in different industries. Hence, there is a need for the ICT industry in ensuring proper steps to overcome the workers' earning problems so as to prevent hampering the expected advantages that would accrue from the Malaysian ICT industry (Alias et al., 2015)

Table 2.1   Voluntary Turnover Rate in the Industry in the Asia Pacific

Country	2013	2014	2015	2016
Australia	8.0%	11.9%	13.4%	14.2%
China	9.1%	16.5%	13.0%	2.4%
India	13.2%	17.0%	11.4%	12.5%
Japan	6.8%	12.0%	8.1%	10.0%
Malaysia	14.2%	20.8%	21.0%	23.1%
Singapore	12.3%	12.2%	15.4%	13.7%
South Korea	9.6%	17.2%	13.7%	13.1%
Taiwan	9.0%	17.0%	17.6%	18.6%

Source: Radford (2013-2016); global salary increase and turnover (2015)

Consequently, the increase in Malaysia turnover rate started in the early 1990s and continued until the 21st century when the high demand and great prospect in ICT began to exist in the market. Senior management, industrial psychologists and human resources in Malaysia have been seriously monitoring the increase in earnings and its influence on the long-term plans of organizations and their sustainability (Latif et al., 2017). Statistics indicated that turnover rate in Malaysia has increased sharply from 14.2 to 23.1% between the year 2013 and 2016 (Table 2.1). These percentages revealed a continuous increase in the turnover rate from one year to another.

The Randstad World Work Report (2013/2014) as reported by Malaysian Insiders (2014), stated that the reasons for job switching among the Malaysians are not

to improve their careers but as because of lack of trust in senior leaders which was about 21%, uncompetitive salary (55%) and inadequate workplace (35%) (Latif et al., 2016). From July 2010 to June 2011, the typical annual earnings rate of workers who are retailers was 18% (Kim & Fernandez., 2017). It was speculated by the Q110 BMI Malaysia Retail Report that overall retail sales would rise from an anticipated US$33 billion in the year 2009 to over US$61billion by 2014 (Naim & Lenka, 2016). Besides, high rates of turnover have been recognized as a consistent main challenge in the hospitality industries of Malaysia (AlBattat et al., 2013). Furthermore, the restaurant industry has been confirmed by Malaysian Employers Federation (MEF) survey related to executive positions as the third among other industries because of its highest yearly average earnings or mobility rate at 32.4% (Lo, 2015) .

Mobley's model (1977) affirmed that evaluating one's recent status is the workers' starting process of turnover decision. Then, staying or quitting the company is the choice of the workers (Goh et al., 2013). Part of the evaluation procedure is the sacrifice made in quitting the existing position, satisfaction of the job and other related choices. The prediction of turnover involves measuring diverse dimensions and renders an important predictor of real earnings. Also, it had been established that a strong positive interrelationship exists between the intention to leave job and real earnings. The consistency of positive correlation between real earnings and earning intention has been evident in earlier studies (Ahmad et al., 2016; Agarwal et al ., 2002; Lee et al., 2014).

In additional, it has been discovered by different studies that organization commitment, information seeking processes, job satisfaction, worked burnout, propensity for participative decision making, justice, perceptions, gender, and leadership manner have strong links with the turnover intention(Alias et al., 2015) .In addition, the perceived level of fairness, either high or low, possess effect on the intention to leave (Falkenburg & Schyns, 2007). A significant fact for the reduction in workers' output and drive, both in the public and private sectors is workers' turnover. It has been emphasized that the readjustments of an organization, personnel and work-unit are driven by the turnover of the employees which may eventually lead to the increase in the replacement cost of the workforce part of which is the cost of training the new workers (Lee et al., 2004).

For all these reasons, maintaining very high efficiency of workers is paramount, as viewed from the managerial point of view (Eady & Levern, 2014). The reason is that turnover does not only affect productivity, but it also has an influence on the level of the company's profit (Matzler, Renzl, Mooradian, von Krogh, & Mueller, 2011). In addition, clients can be influenced by turnover since inconsistent services must be dealt with by clients owing to diverse service providers. There will be a disruption in the clients' relationship with the employees since there will be a need for forming a new rapport with the new workforce (Kundu & Lata, 2017).

2.4 Factors Influence Employee Intention to Stay in ICT Industries from Previous Studies

The research gap that this study intends to fill has been derived from the summaries of findings from some previous studies as outlined in Table 2.2. The table shows that different studies on development of human capabilities, authentic leadership, emotional exhaustion, integrity, job satisfaction, job stressors, environment, security, health, and work conditions are the drivers of employee intention to stay in an organization(Safiah & Fauziah, 2013; Woon et al., 2017).

Based on Table 2.2, different studies had found that the reliable management, honesty, work stressors, emotional exhaustion, job gratification, surroundings or location, health, safety, work situations, and improvement of human competencies are the drivers of workers intention to stay in an industries (Holtom et al., 2006).In addition to this, the experts have introduced an intention to stay as a synonym for turnover intention based on the reviews of the literature. A study also suggested that intention to stay should receive higher attention than a turnover because an organization will incur cost when employing and training another employee if the previous employee left. Intention to stay reflects the level of employee's commitment to his/her organization and the readiness to stay employed (Mustapha et al., 2011).

Table 2.2   Factors Influence Employee Intention to Stay

S/N	Author/years	Area/country	Participants	Methodology	Data analysis	Findings and variables
1.	Zhenxiany et al., (2001).	China	Employee	Questionnaire	SPSS	Inadequate commitment to an organization and/or job dissatisfaction may prompt an employee to find an alternative position.
2.	Pollnac et al (2001).	Purdue Univesity	Employee	Questionnaire	SPSS	The authors outlined the importance life satisfaction and job satisfaction played on turnover decisions and suggested that managers that have higher satisfaction with a deep-rooted understanding of their jobs will be more pleased with their life and not likely to vacate their position imminently".
3.	Mitchell et al., (2001)	USA	Employees	Questionnaire	Factor and ranking analysis	Employees remain in their job due to their sense of fit and attachments both in their communities and jobs.
4.	Rodwell, J.et al., (2002)	University of Western Ontario	Employee	Questionnaire	SPSS	Authors reported a negative link between employee absenteeism and commitment, work-family conflict, stress, quitting and intention to vacate an organization.
5.	Dulebohn, et al., (2009)	USA	Employees	Questionnaire	SPSS	Pay satisfaction, pay and attitude towards gains showed noticeable relationships with turnover intentions, absenteeism, perceived organizational attractiveness for job seekers, job performance, and organizational citizenship behaviours.
6.	Bhatnagar et al. (2007)	India	ITES/BPO employee	Questionnaire	Factor and content analysis	Uncommitted employees discharge 20% better and 87% are not likely to vacant their job.
7.	Wang et al. (2007)	China, Kenya and Thailand	Bankers	Questionnaire	Factor analysis	The authors studied the influence of family-friendly initiatives on work withdrawal.
8.	Ongori et al. (2007)	Botswana	Employee	Questionnaire	Factor	Employees may remain in their jobs if are predictable work environment and vice versa.

Table 2.2 Continued

S/N	Author/years	Area/country	Participants	Methodology	Data analysis	Findings and variables
						.
9.	Falkenburg, K. et al. (2007)	Portsmouth, UK	Employees	Questionnaire	PLS-SEM	Organization commitment and work satisfaction had to moderate on the effect of intention to stay. The results yielded support for the claim in an organization.
10.	Chew J. et al. (2008)	Australia	Employee	Questionnaire/Interview	SPSS and PLS-SEM	Intention to stay was related significantly to remuneration, person-organization fit (P-O fit), recognition, career and training developments.
11.	Burton, J et al. (2010)	Hong Kong	Employees	Questionnaire	SPSS	The results suggested that job embeddedness was significantly and positively related to innovation-related behaviours of the employee to remain in their job.
12.	Yang, J et al. (2010)	USA	Hotel employee	Questionnaire	SPSS	This study concluded that commitment might expatiate why empowering leader behaviours can influence employees' retention decisions.
13.	Costen,W et al. (2011)	USA	Employee	Questionnaire	SPSS	Providing training to employees to update them on their job properties and introducing them to new techniques can be employed to enhance employee satisfaction with an organization.
14.	Govaerts, N et al. (2011)	Belgium	Employee	Questionnaire	SPSS	It is essential to give attention to the learning of employees if an organization wants to keep their workers.
15.	Mustapha, N et al. (2011)	Malaysia	Employee	Questionnaire	Descriptive analysis	Their obtained results indicated a positive significant relationship between job satisfaction and promotion opportunity for employees' intention to stay.
16.	Johari, J et al. (2012)	Malaysia	Manufacturing employees	Questionnaire	SPSS	The author found that benefits and compensation had a positive influence on respondent intention to stay.

Table 2.2 Continued

S/N	Author/years	Area/country	Participants	Methodology	Data analysis	Findings and variables
17.	Aslam, M. et al. (2012)	Thailand	Bankers	Questionnaire	PLS-SEM	Emotional exhaustion had significant effects on the employee's intention to stay in an organization directly and through the mediation of affective commitment.
18.	Zin et al. (2012)	Malaysia	Employee	Questionnaire	SPSS	Transactional leadership and compensation practices were significant in relation to intention to stay. Additionally, perceived organizational support was obtained to limitedly mediate the relationship between transformation leadership and compensation practices on intention to stay.
19.	Omar, S. et al. (2013)	Malaysia	ICT employees	Questionnaire	SPSS and PLS-SEM	There was a positive relationship between the career adaptability and constructs of individualism-collectivism.
20.	McGilton, et al. (2013)	USA	Hospital employee	Questionnaire	Factor analysis	It was reported that employees that were embedded in their job had lesser intention to vacate their jobs compared to those that were not embedded to their jobs.
21.	Hussein et al. (2012)	Malaysia	ICT employee	Questionnaire	SPSS	The obtained results showed that career control, career concern, career confidence, and career curiosity were positively related to intention to stay.
22.	Eketu et al. (2015)	Nigeria	Employee	Questionnaire	Factor analysis	The authors reported that both personal (job location, age, and family commitment, and health) and organizational (perceived supervisor support, job satisfaction, pay, job embeddedness working environment, job stability, and career opportunities) factors impacted the intentions to stay.
23.	Radford et al. (2015)	Australia	Employee	Questionnaire	Thematic analysis	There was a positive correlation between employee intention to stay and social intelligence.
24.	Valaei et al. (2016)	Malaysia	ICT employees	Questionnaire	SPSS	The obtained results indicated that promotion rings benefits, payment, co-worker's communication, nature of work, and operating procedures are positively related with affective commitment.

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If the employer succeeds to produce a conducive working environment and market competitive strategies, then it would lead to employee's high intention to stay in the organization and vice versa. The way out for enhancing retention of employees includes comprehensive benefits, competitive salaries, similar initiatives, and incentive programs. Aside these, the introduction of financial incentives can as well improve employees' satisfaction and commitment. All these techniques are directly linked with employer perspectives rather than employees attitude as discussed in the previous studies (Ross & Ali, 2011). .

2.5   Dependent Variable

The dependent variable is usually influenced through the independent variable (AbuAlRub & Nasrallah, 2017) Therefore, the intention to stay is the considered dependent variable in this study.

2.5.1   Intention to Stay

Intent to stay is clearly elucidated as the employee's willingly to staying in his/her current job (Naim & Lenka, 2017). (Takawira et al.,2014) observed that the variables that predict retention and intention to stay; however, the job commitment was the strongest predictor of retention and intention to stay. Most of the previous study explored job commitment and confirmed that when an employee is committed to their job and are happy with their present jobs, their tendency of living is lower (Ramesh & Gelfand, 2010). In the literature on intention studies, the terms leave and stay are being used interchangeably (Ghosh, Satyawadi, Joshi, & Shadman, 2013). Author's added that for consistency and ease in explaining their obtained results, intention to stay was used. Various parameters can affect employees in the interpretation of intention; therefore, when investigating turnover, investigators have a tendency of focusing on turnover intention rather than employee's actual intention to stay (Ghosh et al., 2013) Thus, intention suggests the way an individual behaves in an unconstrained environments. Since the intention to remain on a job is strongly predicted by the turnover, there is a high possibility that the factors influencing worker's intent would affect the turnover and retention (Zin et al. 2012; Mika et al., 2016). Therefore, the term intention to stay has been employed for constancy and clarity in this current study.

Furthermore, in search for better control and understanding of the inconsistency in the leaving measure, studies are focusing more the reasons for staying rather than questioning employees about the reasons for their leaving (Holtom et al., 2006). Committed is a good indicator of actual turnover (Ragu et al., 2008). Nevertheless, it is primarily indicated that intentions are the best predictors of behaviours (Lee et al., 2014). Besides that, retaining an employee in an organization is an important way for human resource management (HRM) to encourage an aggressive benefit for companies, especially in ICT sectors in the current global market (Naim & Lenka, 2016; Yap et al., 2016). Findings on the advantage of securing employees in the IT industries had significantly designated that IT industries can acquire greater returns on assets, greater operating performance and higher returns on capital used (Kwenin et al., 2013). Contrarily, the loss of employees is costly and may lead the detriment of the IT companies (Tanova & Holtom, 2008). Furthermore, the outcome of losing an employee has great impacts on loss of knowledge and experiences, the performance of IT industries, and know-how of the industries which can lead to profits loss. Henceforth, IT companies must be aware of the dangers of losing any of their employees and look for every means in retaining them (Takawira et al., 2014).

For this reason, job embeddedness represents a wider range of plans that alter employee retention. An individual that has several responsibilities and roles will attract higher web than a person with fewer. Hence, an individual with the complex web is more embedded; an individual with higher strands in connection with his/her job will be more embedded to his/her job (Tanova & Holtom, 2008). For instance, if an individual leaves his/her job where he/she has a lot of friends, employer-provided day care, children enrolled in on-site, or a leading manager on a crucial project; he/she is likely to face disruption in his/her web (Agarwal & Venkatesh, 2002). Vacating the job will likely make him/her adjust his/her routine and lifestyle. In consequent, the decision for leaving the job needs immense effort and more deliberation (Ghosh & Gurunathan, 2015).

The intent to remain in a job and earnings intent are employed interchangeably to measure the same intention though in differing ways (Halbesleben & Wheeler, 2008a). Nevertheless, the intent to remain on a job conveys optimistic connotation and mindset when it is corresponds to turnover intention. The positive construction is

focused on (intention to stay) in this study. It is defined as an employer's retentive action with a purpose to persuade employees to stay with an establishment Furthermore, this can be described as the worker's intent to remain with an organization as a result of the conditions provided by the organization through intangible and tangible elements (Takawira et al., 2014).

Contrarily, an individual that has a job comparatively secluded with fewer friends or connected to other people or projects will witness lesser interference in his/her web if he/she decides to leave(Ghosh et al., 2013). The actual purpose or deliberation to leave will be easier. It is believed that an individual can be embedded in a job in several ways in relation to off-the-job and on-the-job features. The important parts of job embeddedness are the length at which the current job is fitted or similar to other areas of the employee's life, the relationship with other activities or people, and what he/she will forsake for leaving – the benefits, perks and other portions of job they like which include a pleasant or safe work surrounding. These dente sacrifice, links and fits (Fasbender, Van der Heijden, & Grimshaw, 2019)..

The standpoint of why employees stay on their job comprises the parameters from the turnover study (For instance: no alternatives, satisfied with the job), with additional emotional reactions or perspectives (positive notions) regarding the job with apparent organizational support and organizational commitment (Fasbender et al., 2019). When employees like their job, they will be committed to their organization, it is believed that there is an organization to stay. As stated earlier, these parameters are correlated to turnover. Firstly, non-work parameters might retain an individual in his/her job. These include community commitments, family pressures and several other off-the-job parameters that can impact employees' tendencies of staying with their companies. For instance, one concern that is getting augmented attention is the balance in work-life (Tanova & Holtom, 2008). Nowadays, employees need time to concentrate on their family activities and personal life. A study stated that 40% of Americans feel they have extreme responsibilities in their work that adversely affect their lives off-the-job. In summary, several proofs suggested that church commitments, hobbies and family can retain a person on the job (mostly if it requires an individual to relocate for changing job), and inadequate attention to these outside commitments by the employer can stimulate an employee leaving a job (Fong, 2017).

Many employees stay due to their relationships with people (For instance: employee network groups, co-workers), or events such as the sponsored community service or company's softball team (Halbesleben & Wheeler, 2008a). Leaving a job regularly entails an individual to give up or sacrifice perks, projects or routines where they have full-developed. Most of the employees reported that they were not mainly dissatisfied or satisfied. The idea was that they could not leave due to several keeping them entrenched in their jobs (Eady et al., 2014).

In addition, according to the job embeddedness theory, community factors which include family links, children that require parental care and marital status have a noticeable impact on employee's retention (Ramesh & Gelfand, 2010). Certainly, the addition of non-work parameters is a factor that differentiates job embeddedness from other organizational attachment constructs (Wijayanto & Kismono, 2004). Many studies had reported mixed support for a relationship between community parameters and intention to stay in an organization. Mitchell & Lee (2001) reported that all the three dimensions of organization and community embeddedness which are a sacrifice, fit and links were positively related to intention to stay in a sample of hospital workers. Nevertheless, only community links (not sacrifice or fit) were negatively related to turnover in a sample of grocery store workers. Three succeeding findings did not show a noticeable correlation between turnover and community embeddedness when each of the three dimensions was separately tested (Ruokolainen, 2011). Other two findings reported a noticeable positive relationship between actual turnover and total community embeddedness (community embeddedness averaged across the three dimensions) (Lee et al., 2004; Lee et al., 2014). Furthermore, four other studies couldn't obtain any relationship between the actual turnover and total community embeddedness (Dawley & Andrews, 2012a).

Most of the previous study shows that commitment is impossible to attain when employees occupy positions that do not match their knowledge, skills or even work interests (Baller et al., 2016). Therefore, the nature of work is an important driver that influencing employee commitment (Naim & Lenka, 2017). Nature of work has been described by Indiran, Vinod & Ramachandra, (2017) as a driver of employee commitment that dell with the daily job routine of an employee within the organization. It contains feeling challenged or mentally inspired at work (Indiran et al., 2017). Zin et

al. (2012) showed that employee commitment is improved when employees achieve a sense of achievement as they perform challenging tasks. Sahoo et al., (2009) also stated that employees should find their job challenging and stimulating enough to continuously feel motivated and engaged in their work role. Therefore, it can be assumed that the nature of work for ICT professionals influence their job satisfaction as well as motivation. Furthermore, Pandita & Ray (2018) stated that turnover rates and job enactment are greatly influenced by job satisfaction. This indicates that if employees did not find satisfaction and meaning in the current work, this might influence their conclusion to leave the organization for more attractive and satisfying jobs elsewhere.

Swift & Hwang (2013) suggested that employees are driven by the nature of their work which offers them a chance for achievement, recognition, improvement and growth. And it can be attained when the job is intended to be more meaningful with respects to task individuality, task variety, task significance and autonomy. These are essential aspects of the job since they directly impact personal satisfaction on the job (Swift & Hwang, 2013). From the employee's point of view which included the target group of this study, work needs to be challenging and provide meaning. Nonetheless, this view differences with that of management whose thinking centres around the notion that jobs performed by employees should only lead to efficiency in operations, improvements in quality, and well-maintained machinery (Samgnanakkan, 2010).

Therefore it can be determined that work will not be meaningful and stimulating for IT professionals when work assignments are not challenging enough, coupled with technological orientation at the point of stagnation. When this happens it is most likely that lower commitment levels will result and employees' intention-to-stay will be affected. Wong, Gardiner, Lang & Coulon, (2008) mentioned that high motivation levels are achieved when an IT professional's team are working on leading-edge technology.

Many studies have proven that when employees obtain new skills and knowledge in relation to the work they perform, their work becomes interesting and motivating as they are prepared to apply new methods in solving the problem (Jacobs & Roodt, 2007). From an organizational perspective, this assists in eradicating the risk of having an outdated and unwanted workforce as the organization grows and undergoes change (Hislop, 2003). Career development and training opportunities have been

identified as drivers that influence employee commitment (Sahoo et al., 2009; Ponnu et al., 2010) It is on this basis that management need to create a culture of learning in an organization, enhancing employee commitment. This could be facilitated by ensuring each employee submits a personal development plan. Gosh et al., (2013) suggested that management need to influence employees' intention-to-stay by providing meaningful work and promotion opportunities.

Consequently, a serious concern for an organization in the period of economic recovery is the procedure involved in keeping the experienced workforce (Malik et al.,2013). Correspondingly, a global competition exists in securing experienced workers to have the opportunity of improving and increasing the organization's turnover. In the past and recently, originations have been constantly faced with this challenge. Studies have discovered that the first job of an experienced workforce poses a lot of difficulty to an organization in the hiring process. Most of the employed workers do quit their organizations within the first five years of their services (Bendapudi & Leone, 2002). A survey reported by U.S. Bureau of Labour Statistics (USBLS) in 2008 stated that during the first two years, 30% of the workers quit while more than 50% quits during the first five years (Safiah & Fauziah, 2013).

Intention to quit is the opposite of intention to remain on a job. Both have multi-dimensional impacts on various aspects of the organization such as job dissatisfaction, quality of service, revenue, market reputation, and so on (Govaerts et al., 2011). Nevertheless, the organization has to take the responsibility of bearing the enormous financial cost, either directly or indirectly. The cost of worker's turnover involves the disbursement on the development and training of workers who left the organization and enrolment and training of current workers. The cost related to the enrolment and training of new workers was calculated as an estimate of 25% including extrinsic awards, pay raise and other monetary reimbursements to maintain top talent (Agarwal & Ferratt, 2002). The intention of a worker to quit has its own unanticipated financial implications. When a worker quits a firm, it is normal for output to decline due to the learning curve involved in understanding the job and organization. In addition, the loss of intellectual capital is included in the cost because firms do not only drop in human and relational capital, they do gain potential competitors and the resources go a long

way to make a great difference(Choy, 2006). The identified gap tends to be very hard to fill with the available workers at a very short time.

Andresen, (2015) identified the significant of worker's rewards because rewards determine the impression of their worth in an organization. In addition, it was argued that the quality of workers' jobs can be judged through personal reward and satisfaction that are naturally derived from their labour. So, making use of natural rewards to boost worker's dedication and maintenance can be realised in many organizations. Emmerik & Sander (2004) establishes the fact that the amount a worker receives is an indication of the worker's dedication of time and effort to achieving the goals of a company. Therefore, the responsibility of the employers to design an appealing package as a form of reward in keeping the skilful and experienced workers in the organization.

Skelton, (2017) confirm that employers are supposed to identify how their workers value the reward systems and prepare solid strategies that concentrate on a satisfactory system of rewarding their workers. The reason is that a well-entrenched culture of proper reward system in an organization that is well understood by the workers can make them continue to be relentlessly efficient in their job (Woon et al., 2011). There is a high possibility that a well-appreciated worker would stay on his or her job than an unappreciated one. Cox, Zagelmeyer & Marchington (2006) suggested that a noteworthy source of innovation for a worker is the reward systems. She advocated that, because of the ever-increasing multiplicity in the workforce, creative tactics should be employed in tailoring correct rewards to the right workers. It was therefore concluded that giving proper appreciation and remuneration are components of an all-embracing effort aimed at retaining the workforce.

Ultimately, job satisfaction is defined as the pleasurable psychological state obtaining from the appraisal of one's job as an achievement or one's job values (Matzler et al., 2011). Furthermore, it has to do with people's mindset and opinion towards their work (Matzler & Renzl, 2006). A good indication of job satisfaction is a show of confident and constructive attitudes by a worker in direction of the job, nevertheless, the lack of confidence and less productive attitudes regarding the worker's job is an indication of job dissatisfaction. Nguyen & Aoyama (2014) further explains that the level of a worker's affirmative feelings regarding his or her role in the workplace is related to job satisfaction. For the worker's comfort and efficiency in an organization,

job contentment is very essential. Supriyanto, (2013) argue that whenever a worker is not satisfied with his or her job, it directly or indirectly leads to a major negative predictor of turnover intentions. Many conducted studies have revealed that a relationship exists between worker maintenance and job satisfaction. It is further elucidated that most of the studies consider job satisfaction to have a direct link with workers' longevity and readiness to remain with their organizations (Nguyen & Aoyama, 2014).

Several past studies suggested that job gratification can be affected by employing workers' maintenance strategies. Due to this, any organization that desires the retention of its workforce should implement the policies and practices that could facilitate the workers' job satisfaction (Ahmad & Daud, 2016; Gould-Williams & Davies, 2000 ; Nguyen & Aoyama, 2014). The findings from Ragu et al. (2008) suggested that workers with high job satisfaction are unlikely to quit their job. According to Ahmad et al (2016), a worker's job satisfaction has to do with the following: being valued due to the commitments and services rendered to the organization; making decisions that have positive influence on the role being played in the process of executing their job; giving workers the chance to advance personally in their profession; enjoying flexible work schedule; operating in a responsive and satisfying work environment; and experiencing beneficial rapport with colleagues and leaders.

Govaerts et al. (2011) also proposed that if the organization can arrange short term training programmes for their employees on the bases that this group of employees is at their profession plateau. However, Shin, Park & Kim (2014) claimed this by citing that training is a key retention factor for employees at any age and supported regular training programmes as they improve prosperity, growth, and retention for both employers and employees. To enhance employee development, its suggested that employers and supervisors must become mentors and coaches to subordinates. However, the implications are such, that employers must also be supported in their own career growth(Felps et al., 2009).

In addition, Skelton, (2017) mentioned that employee commitment increases automatically when management pays attention to career pathing and associated training and career development needs. Also, this aspect of employee commitment

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addresses the growth needs which entail a desire for self-development, creativity, growth and competence. Chen, Silverthorne, & Hung (2006) found that this dimension of employee engagement improves the rate of employees' intention-to-stay. Therefore, it can be assumed that by providing ICT professionals with many training and development opportunities, it is most likely that they will stay at the organization.

For this reason, earning income is a constant procedure whose rapidness has the possibility of creating a bad image of the company. Since workers are uncertain about their job security, they tend to quit the same organization because there are colleagues leaving in search of greener pastures. Also, future applicants will be worried about making contacts with such companies (Matzler et al., 2011). This situation has been a major concern to employers, but it has taken another perspective. Organizations have now discovered the importance of having and retaining their workforce. Their focus has shifted to creating a conducive working environment which can facilitate workers' strong intention to remain on their job. Thus, employee intention to stay has quickly become an integral part of an organization's total business strategies. Therefore, this study has discussed this concept as a main component of the study (Ahmad & Daud, 2016; Gould-Williams & Davies, 2005; Nguyen & Aoyama, 2014).

2.5.2 Conceptualization of Intention to Stay

We have discussed some basic aspects of intention to stay. This concept is not new for the policymakers, researchers and practitioners but with the course of time, it has been changed in its features, dimensions, impacts and terminologies (Ajzen, 2011). It denotes the intent to quit, intent to stay, propensity to leave, behavioural attachment and commitment. In the past, people used the term turnover intention as simple concept that and defined as' Undesirable, voluntary attrition and unwanted that industries experience whenever employees with higher values quit to joining another industry elsewhere; this is a serious challenge than the frequency of corporate layoff (Huo et al., 2016). According to Falkenburg & Schyns (2007), intention to leave had enormous positive relationships with the actual turnover rate. Similar findings had been reported by Takawira et al. (2014) which coined the term "propensity to leave" for turnover intention. Similarly, Govaerts et al., (2011) explained the intention of employees to quit as a person's evaluated probability that they are permanently vacating their organizations at some point in time to come. These studies have shown that these

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definitions are directly focusing on the employee's perspective. These researchers considered turnover intention or intent to leave or intention to quit as the sole activity of employee. However, within the organization, it is hard to believe that an outcome event has no cause. Turnover intention is based on action-reaction mechanism.

Job embeddedness had helped us to predict employee retention (Holtom et al., 2013), investigative how organizations can trainee and retain their best employees that very important to the organization. In the Malaysia ICT company, it is predominantly important to preserve a quality professional. This group of professionals is burdened with training and educating future generations of community leaders. Employee retention research has centred on rewards, recognition and respect (Yap et al., 2016). Retention is especially important when it comes to those who are highly talented and possess special or unique skills (Beñat, Dutta, & Bruno, 2014).

Emerson, (1976) carried out one of the earliest significant studies in employee intention to stay. The study had been cited well over a thousand times according to Google Scholar. The first study of its kind that examined human resources retention from a macro perspective, Emerson, (1976) study observed that interpersonal relationships seemed to be more important than work-task values. In other words, organizational commitment seemed to be a more noticeable parameter in intention to stay than the work itself. Employees' intention to stay denotes to the retention of talented or high potential employees who the organization has identified, and who are the focus of talent management (Govaerts et al., 2011). This straightforward working meaning is helpful in conceptualizing employee retention.

Moreover, higher payment and promotional opportunities remain of the greatest importance when considering a facility in employee intention to stay in an organization (Matzler & Renzl, 2006). One study showed about a third of those sampled were considering quitting their current job, and compensation was the deciding factor (Huo et al., 2016). Training sacrifices for a dependent employee may also be a significant retention factor (Spencer et al., 2016). Size of the organization, nature of the job, nature of the business, supervision levels, location of the area, current work environment, and incentives all impact turnover (Kumar, Jauhari, Rastogi & Sivakumar, 2018). Researchers continue to study employee intention to stay across many disciplines and many backgrounds. The current literature in the intention to stay for ICT employees

shows benefit as a significant factor. However, the work environment or organizational commitment is also a leading consideration.

Yap et al., (2016) study, show how organizations looked at employee intention to stay, presented that organizations must balance the funds invested in employee's intention to stay as compared to the cost of replacement. In addition, since it is extremely costly to replace highly regarded employees, organizations should consider investing in employee retention strategies. Employee intention to stay is the fundamental process by which organizations attempt to prevent their best employees from leaving (Aruna & Anitha, 2015). Retention strategies must be part of every aspect of operations because the intention to stay is vital to the organization's bottom line (Ramesh & Gelfand, 2010). Aligning personal values and organizational duties can also help support employee intention to stay. These and many other practical tools can be implemented to cause a positive influence on intention to stay in an industry (Dhar,, 2015).

2.5.3 Conventional Drivers of Intention to Stay

A suggestion outlined that job satisfaction has become a significant factor that drives employee turnover in an organization (Chen et al., 2006). Two various studies were carried out to study the relationships between turnover intention and job satisfaction. In the first study, the samples that were obtained include 198 employees from a British consulting company, 228 soldiers from the British Army and 198 soldiers from the U.S. Army. About 93 MBA students from the U.S. were used for the second study (Holtom et al., 2013). The results from the two studies revealed that their turnover intention was driven by the power of job satisfaction. Costen and Salazar (2011) reported that employees' intention to remain in an establishment was driven by job satisfaction. Another study also reported that intention to remain in a company were influenced job satisfaction (Spencer et al., 2016).

In addition, compensation policy had been reported as an important factor that affects intention to stay (Beñat et al., 2014). They determined how compensation policy had influenced an individual's intention to remain by using employee-employer benchmarking data. Moreover, it had been reported that equal pay among the employees within the same hierarchy can affect the intention to stay in an organization. This

evidence revealed that organizations that have an equitable payment policy will have a high retention rate and vice versa. A similar study reported that better compensation policies would provide organizational citizenship and loyalty behaviour. These two positive attributes ultimately lead towards intent to stay with the organizations (Fletcher, Alfes & Robinson, 2018).

However, another driver of intention to stay is workplace justice. Data of 604 commercial truck drivers were collected from two varied trucking organizations. The results showed that there was a better relationship between the driver's intention to stay and workplace. A study uses a survey data collected from different companies in Malaysia where about 163 employees were selected and the results reflected a positive correlation between intention to stay and organizational justice (Valaei & Rezaei, 2016). Similarly, a recent finding based on teacher's data showed that the absence of organizational justice was a strong driver behind intent to quit (Govaerts et al., 2011).

According to Smith et al. (2011), they reported that learning within a company is another factor that can affect the intention to stay. In their study, they differentiated long-term skill retention from the short-term turnover. Data were obtained from three hundred Australian industries and their results showed that learning improves long-term skill retention and reduce short-term turnover. They also described long-term skill retention as an individual's employer's self-assurance to retain skills that are important in order to fulfil the company's long-term goals. In organizations where technical knowledge and practices are required, employees stay with learning opportunities (Bowser et al., 2018). A study on nursing faculty members showed that intent to stay and loyalty with the organization can be enhanced by maximizing learning opportunities and outcomes (Kumar et al., 2018; Lovoy, 2000).

2.6   Independent Variable

The independent variable can bring about an alteration in other variables. Independent variables are viewed as antecedent and the dependent variables as consequent. The independent variables include off-the-job embeddedness (sacrifice community, link community and fit community) and on-the-job embeddedness (sacrifice organization, fit organization and link organization) (Halvorsen, Treuren & Kulik, 2015).

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Job embeddedness can be described in the form of a comprehensive assemblage of financial, social and psychological impacts on an employee's intention to stay(Mitchell et al., 2001). The impacts can be found outside the individual's immediate job community, frequently linked to strands in a "net" or "web" where the individual could be "stuck" and on the job (Mitchell & Lee, 2001). Employees that have a large volume of constituents can be more ensnared in the web and face a huge challenge in staying away from their job. Furthermore, job embeddedness comprises 3 components: sacrifice, fit and link. The dimension can be further grouped into community and organization according to whether the impacts exist off-the-job community or on-the-job organization (Lee et al., 2004). These three components can be explained in two higher components: the neighbourhood (off-the-job) and organization of worker (on-the-job) from which another 6 components of job embeddedness constructs were generated such as fit-community, sacrifice-organization, links-organization, sacrifice-community, links-community, and fit-organization.

In addition, the workplace to force individuals tied to their positions whereas the other refers forced an individual community and personal lives to be kept stable geographically. Lee et al. (2004) reported the relationship between intention to stay and job embeddedness and they suggested that the consequential factors that make an individual to give-up by quitting and motivation to work should be high, a good fit and many links should be increased on-the-job embeddedness. Therefore, to make an employee to do well in their job, it should be collectively governed by the worker's calculations, obligations and emotions (Wijayanto & Kismono, 2004). Firstly, an employee that is extremely embedded can probably do well in their work due to a better emotional condition they found concerning the employment fit. For instance, when an employee encounter increase level of relationship in their organizational commitment and valued another organization employers; it is likely they quickly and more ready to share ideas and constructive feedback together (Wijayanto & Kismono, 2004).

Secondly, the extremely embedded workers can probably do well in their job due to the responsibilities that were experienced because of societal links. When workers are progressively linked to their organizational networks, the workers can be more thankful to do well in exceeding the expectations of their supervisors and peers. In addition, due to increase in job embeddedness, the results of close relationships between

their colleague and organizational networks and the distribution of innovations to all the embedded employees may be faster and easier (Wijayanto & Kismono, 2004).

Thirdly, the extremely embedded worker can have the desire to do well in his/her company due to its powerful desire to protect the job and to make sure that the benefits attached to the recent job continue (sacrifice). In order to avoid great sacrifice that relate to being sacked from a job, there is need for workers that are greatly embedded to possess powerful desire intention to stay associated behaviours to ensure that the companies continue to flourish and survive to improve their job security inside their current organization (Wijayanto & Kismono, 2004; Kim et al., 2018).

The influence of human resources roles in many organizations is only on policies and practices that would help in retaining workers. Past studies have revealed that there was validity disparity among the 2 components of job embeddedness (. Darrat, Amyx, & Bennett, 2017). Some studies had shown that individuals psychological relation to their organizations (Holtom et al., 2013) and their surrounding community; off-the-job and on-the-job embeddedness (such as group and co-worker) might foster employee's sense of responsibility. In fact, in several studies, a sense of responsibility has been considered as an important motive that underlies an individual's involvement in some forms of extra-role behaviour (Emmerik & Sanders, 2004). This recognition was in accordance with (Darrat et al., 2017) who suggested that some extra roles like behaviour occurs from employee sense of responsibility to others, which include organization, individuals and clients. Based on the above reasons, it has been predicted that the job embeddedness theory would have a positive effect on intention to stay, through the mediating role of organizational commitment and employee responsibility to their organization.

2.6.1 On-the-Job Embededdness

There are three organizational drives in organizational embeddedness (OE) that make workers remain on their jobs. These are fit, links and sacrifices (Mitchell & Lee, 2001). The ability of an individual to attain the requirement of an organization and interested in the reward of an organization is known as fit. The level or kind of relationship a worker has with his or her colleagues and performances at work is

referred to as links. However, the profits a worker is willing to surrender if he or she is leaving an organization is called sacrifices.

Fit-organization: The feeling of being compatible or comfortable with an organization and the work environment is known as fit (Mitchell et al., 2001). An employee's self-value plans and career goals for the hereafter should fit together with higher organizational culture and instantaneous demand from the worker's job. Hence, the stronger the fit, the greater the possibility of the employees to professionally and personally attached with their organizations.

Besides, fit to a firm also signifies the worker's sensitivity of comfort with their firm. Employees take into account how well he/she fits into an organization. According to Terence & Lee, (2001), an employee considers how well his or her personal plans, career goals and values for the future fit with the higher cooperate culture and the demands of their current job. Individual organization fit theory suggested that compatibility between values held by individuals and their employing organization stimulate a positive attitude toward organization and desire in applying efforts on behalf of the firm. Thus, when the fit is better and the employees perceived comfort with their organization, the possibility of the employees to be personally and professionally attached to his or her employing institution become higher.

The recruitments and selection techniques are the first things that need to be focused on building fit in any firm. The selection process may be based on individual skills, adopting role-play method to know if the applicants can do well in relating his or her work with the public and to know if the applicants have personalities that could would encourage terrorize anxious parents and children, then if they could encourage the fit within their job and specialists. A good instance is the utilization of pre-employment study to build organizational fit by capturing the information about honesty, motivation and his or her workers (Dawley & Andrews, 2012a).

In addition, the Richer sounds are the electronic retail chain that had been present in the United Kingdom. These achievements are based on the experienced workers who supported the products via avidity preferably than a hard sell. Thus, it takes a longer time to create and protect worker through industrial passion and knowledge. It was intentionally promoted from inside at every chance. It can also give

financial benefits to workers that can introduce a new member of staff to the firm. This enables a well like-minded video and music technology enthusiasts. Richer sounds did not only like a lower turnover level, but it has an average shrinkage of 0.5% compared to 3 and 4% of an industry average besides the trade competitive salaries (Goh et al., 2012).

A Nordavionics was an aerospace company owned by a Canadian, they lost their experienced engineers. Thus, they carried out an investigation to know what they could use to keep their workers. Their findings reflected that there was a noticeable influence on retention and satisfaction through the provision of professional growth and challenging work (Naim & Lenka, 2017). Therefore, a strategy was to distribute high-value work to every engineer through their managers. So, as soon as one engineer completed a certain task, he or she should evaluate its job in validating the difficulty and categorize level assigned to him or her by the manager. By utilizing this idea, the Nordavionics began to counterpart engineers and task to boost employee retention and efficiency. More so, Nordavionics attended to the career aspirations of its workers and encouraged the workers to achieve their everlasting career goals. Additionally, Kraft Canada had established an IDP for every single worker. This IDP enables the workers to show they can move their future career by providing a comprehensive progress report of all the workers in the company to managers. At least two times in a year, managers and their employees should come together and meet to discuss their career goals and how to establish developmental plans. At the course of these meetings, they should debate the kind of training needed by employees and probably where the workers are going to give their next career moves (Goh et al., 2012).

Studies have discovered that "misfits" relinquish their job somewhat sooner than "fits" (Halvorsen et al., 2015). There is a possibility for workers to quit an organization if the organizational entry creates insignificant person-organization fit. Therefore, the influences of a worker's connection with the organization are the worker's fit with the job and organization.

Links-organization: The links can be official or unofficial associations an employee has with institutions or others in the institution (Mitchell & Lee, 2001). It is a form of connection between a worker and others such as members of his or her team, superiors and his or her colleagues. The healthier the level of links, the more firm and

close individuals would be in their various operations in an organization (Mitchell & Lee, 2001).

Also, link to the organization signifies personalities and familial relationships with other individuals in the organization. Mitchell & Lee, (2001) also suggested that as individuals have more tenancy in the organization, they tend to have several connections with other individuals (co-worker). Studies in organizational commitment had shown that commitment will develop from normative pressures arising from the socialization process experienced by the employee (Ruokolainen, 2011). (Ramesh & Gelfand, 2010)suggested that a worker who had been with their employer's firm for a longer period was more likely to have a deep-rooted relationship. Fong, (2017) supported this notion by suggesting that organizational tenure would ensure the creation of ties among the organization and their workers.

Therefore, relationship with the projects and people could show influence on the intention to stay such as Citibank's Asian banking unit (Darrat et al., 2017). A serious leader would establish a ''pulse lunch'' program which can produce a low turnover, and this has now been operated in 102 nations of the world. The objective of this pulse lunch is to enable managers to pay attention to the workers' needs and immediately respond to them. However, those branches that applied pulse lunches to their branch had demonstrated a meaningful and measurable improvement in their customers' loyalty (Omar, 2018). Another example on a similar objective but the dissimilar continent is the United State largest casual dining chain known as the Appleby's; it has several stores needed in reducing turnover by promoting its employees every hour and then given managers reward for keeping their best employees. One method adopted by managers in solving this problem was by using ''get to know your dinners'' for all the new staff member. It used to establish an individual's relationship with the managers. Likewise, the manager has been requested to give workers with input into decisions like scheduling. These methods can improve the workers' relationship with their job and manager.

Pannone and Partners is a good example, this is the United Kingdom originated law organization that has been known for their strong retention rate and worker satisfaction, establishing gym memberships for the employees in order to carpool and work out together to the office. They provide social gatherings such as weekend

barbeques and shopping for their workers to create a relationship between the management and employees. Another firm that uses technology to relate their workers together is a New York indigenous global venture firm called the Chase Capital Partners that use internet-based device established by Perform.com, a technological industry that enables the industry to develop and manage their workers. This tool generally helps in keeping workers tied to its mentors even they have separated and schedules that are no predictable schedules (Goh et al., 2012). Many studies proposed that same team, as well as colleagues, exercise substantial normative force to remain on their job as a result of links in the organizations (Wijayanto & Kismono, 2004). This social integration according to Samgnanakkan et al. (2010) boosts worker's occupancy, thereby leading to a reduction of worker's intent to work in another place.

Sacrifice-organization: The cost of either material or psychological reimbursement that a worker is willing to forfeit by quitting a job is the sacrifice organization. For instance, it means quitting an organization possibly will lead to individual losses such as surrendering colleagues, fascinating tasks or financial dividends. When a worker discovers that what he or she is giving is significant, the workers may not want to quit the organization (Holtom et al., 2013). Although a worker may be so concerned about salary and benefits, the control costs which include new health care or pension plans should be seriously considered. Other unthinking but very important benefits that potential sacrifices can bring upon individual are stability and improvement regarding the job. Also, when a worker decides to remain on his or her job, benefits such as promotion or pension are fully enjoyed (Albdour, 2014).

Furthermore, organizationally related sacrifice signifies apparent material and psychological benefits by working with one's current organization will be forfeited once he or she quit the job. Kim & Fernandez (2017) recommended that worker's experience losses including loss of interesting projects, uncertainty about the new job, unstable income and better association with colleagues when quitting the work. The more severe deprivation the workers experienced when they quit their recent work, the more they are related to the company. Job embeddedness can affect the individual might influence behaviour including reduced turnover intention according to Wijayanto & Kismono, (2004). Furthermore, Ramesh & Gelfand (2010) also reported individuals that are embedded tends to play great beneficial roles for the organizations.

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Nevertheless, hardworking workers are often acknowledged with wonderful rewards. The organization 401(k) matching programs assist workers goal to finance their futures. Several organizations provide tuition reimbursement, stock options and profit sharing to the employees (Lam, Schaubroeck & Aryee, 2002). Besides, the losses encountered for quitting a firm can be a frequent ''issues'' mostly showed by the employers and employees. Many findings have shown that pay satisfaction and pay levels define the proportionally low variance in real turnover behaviour. There are some debates in raise, bonuses and the short-term increase the organization's capacity in keeping talented worker (Swift & Hwang, 2013).

Additionally, restrictions have been placed on how much organizations could pay their employees, and this has become fierce for a long period of time such as the capacity to increase the price of a good. Therefore, it is typically adequate in paying workers if their wages are often merged inside the companies. The uniqueness of the Perks from other companies caused it to distinguish itself such the FedEx that names its aeroplanes after the children of its workers'. Another one is the SAS Institute that offers broad on-site services designed which cause their workers to live easy life including medical care, massage, detailing and automobile oil changes, preschool and child care, extensive athletic facilities and laundry service. Griffin Hospital gives family-style kitchens with chair massages, strolling musicians and meal service. Adobe Systems Inc. provides a fitness centre that has a private office for almost all the employees, basketball and bocce courts, trainers and seasonal farmer market. JM Family Enterprises provide cruises on the industry yacht, professionally made take-home and free prescriptions through ''pharmacy concierge,''. Additionally, Deloitte offers flexible work arrangements (Holtom et al., 2013). These allow the vibrant specialist to start developing their professions despite demands their personal lives. The Deloitte can provide sabbatical and parental leave for both women and men. In addition, they can provide referrals and resources for self-care, eldercare, adoption, education, and children care via an outside contractor (Lee et al., 2014).

Furthermore, a recent study has revealed that when parents passed through a difficult situation for them to get their wards to the school, they may likely to make errors when carrying out their duty at work. Workers that are stressed may be three times more likely to experience great levels of disruption in their job (Lee et al., 2014).

More so, parents that show an increased level of stress could be absent from work in eight days per annum, compared to parents that experienced a reduced level of stress can only miss three days that same year. A study has reported that accounting firm Ernst & Young have currently declared 3-day holidays and included a day making it 4-day to give the workers the chance to relaxed and have enough time with friends and families. Their vacation policies were also adjusted in providing adequate time for the workers to manage their different demands (Jehanzeb & Mohanty, 2018).

2.6.2 Off-the-Job Embededdness

The communities embeddedness were presented by Mitchell et al., (2001) as workplace external constraint that makes persons remain wherever they reside. This construct usually influences both the work and family life of a worker (Goh, 2012). It includes the following: institutional resources, transportation, the contiguous natural settings, neighbours' and demographic profiles (school systems), professional network services, and social support systems (Woon et al., 2017).

Fit-Community: Physically powerful bond to members of a close extended family gives gratification to the inhabitants as a result of the needs-supplies (babysitting, family gatherings for holidays, dining, or birthday celebrations), thereby making members remain in the immediate geographical location. Certainly, the community-saved viewpoint of urban communities has been known to promote community fit such as inclusion, compatibility and belongingness (Gonzalez, Ragins, Ehrhardt, & Singh, 2018). Therefore, this situation helps to establish employees or their close family members (children and spouses) in a community where they reside.

Also, fit to community signifies worker's sensitivity of comfort with his or her environment. Workers are considering how effectively he or she fits into the surrounding and community. The community and environment can make individuals meaningful which will improve an individual's attachment to them (Mensele & Coetzee, 2014) When the fit is better and the community is in comfort, it is highly possible that the employees would experience a relationship with the institutions that employed them.

For example, Maybank, an international institution in Malaysia, has decreased their turnover among personal bankers and customer service representatives by employing a large number of people that are living close to their branches (Halbesleben

& Wheeler, 2008a). Maybank had also improved their capability by providing services in the first language of Malaysian customers that frequently lived in the local populated communities. Furthermore, Maybank had encouraged community activities by providing the employees with information about the communities including festival and processions. This participation has enhanced the integration of the employees into their communities. Likewise, it has enabled their customers to distinguish the significant differences between the larger national bank and their local bank (Holtom et al., 2013)

Furthermore, a U.S based computer software company known as Sandata Technologies Inc. tries to assist their workers in settling down in their communities. It renders assistance to overseas workers when passing via the Naturalization and Immigration Service process to collect their green card and visa. It can provide second language course for them as English. Other firms also considered the location of their offices to be easily reached by the workers and commuting (Fullerton & Fullerton, 2009). A good example is Northwestern Mutual, located in Milwaukee, Wisconsin and it is a financial institution. Their managers showed their workers are living and they utilized it as a major input into the location of its second organization campus to decrease commute times (Mensele & Coetzee, 2014).

Links community: Regular and strong quality relationship with loved ones (employee's parents and children's cousins) through the social exchange of valued resources, generates unbreakable bond or links. In fact, it is asserted by COR that the motivation of people to continually increase their resources will make them desire to invest their resources in the most profitable place(Gonzalez et al., 2018). Closing to family members is of great value to individuals (help with childcare and tasks) because they will always want to promote relationships in strengthen links in order to constantly receive more benefits including caring for elderly parents by the adult children (Darrat et al., 2017). Additionally, a link to the community represents individuals' formal and informal relationships with their community. Terence & Lee, (2001) reported that a volume of strand tied a worker and his families in the financial, psychological, and social web that includes non-work friends, groups, and community. When the number of relationship between the web and individual increases, the individual would become more tied to his/her organization and job.

Also, the organization can do a lot of things to strengthen the relationships or links. Numerous organizations are tirelessly taken part in the local charitable causes to donate services, material, sponsors events in the community and host events at in its facility. Other organizations give off to its workers so that it can help them to be involved in the communities voluntary service (Mensele & Coetzee, 2014). In the Fleet Mortgage Group, employees are given two days off in a year to do volunteer service increasing community's outreaches. UMP Support programs during school year enable workers to use their five workdays off to participate in children classroom activities. Patagonia does an environmental internship program: workers can take a two-month paid sabbatical to work for non-profit environmental organizations. It is even personal in other firms. The CEO of Quicken Loans Bill Emerson gave out hand-signed birthday cards to every worker and on their children birthday send them their own gift certificates and birthday cards (Johennesse et al., 2017).

Sacrifices community: Due to an excellent family bond that cannot be simulated easily from the community, supplies from the loved ones turn out to be sacrificed (Dhar et al., 2015). This kind of non-transferable assistance from kinships (siblings lending emotional comfort during the divorce, retired parents who drive them to school) are important to the concerned persons to meet the requirements of the job so as to reduce any form of 'family-to-work' conflict. In addition, because persons are encouraged to protect the healthiness and emotional well-being of their family members (children's health, spouse/partner's health), individuals may not want to relocate their loved ones so as not to forfeit the benefits derived from the family members (Ghosh & Gurunathan, 2015).Moreover, community-related sacrifice represents perceived material and psychological benefits by being a member of the community that may be forfeited if one leaves a job or an organization. Respectful, safe and Leaving attractive communities can be a painful decision to take because it can result to severe loss of relationship with their comfortable and pleasant community and social support (Kim & Beehr, 2018). Thus, when the sacrifices become higher the more, he/she will be bound to the firm.

A good example of an organization that always looking on how to bind their workers with its communities is the Northwest Community Hospital located at Arlington Heights in Illinois. Full-time workers that received salary less than $70,000

per annum are being provided with $5000 due to down payment on a first home. Workers need to remain the hospital for at least five years or they will need to return part of the money (Valaei & Rezaei, 2016). Nationally, 19% of the workers were given rental assistance and 20% of workers that were down payments in 2004 according to the Society for HRM. This kind of assistance can vary from employers giving assistant with down payment to credit counselling, partnerships with non-profits that help employees navigate the home-buying process and providing trusted real estate agents where every reward are provided by the Aflac Inc. Marriott International Inc., have given job coaches inform of the buddy system to assist the welfare recipients going into the workforce to acquire experience required for work, also to transport them to and from work and caring for their children.

2.7   Mediator

Mediator variable is the third variable that describes the relationship within the independent (predictor) and dependent (outcome) variables (Baron & Kenny's ,1986) Moreover, mediators are the system throughout a predictor to control an outcome variable. In order to analyse a mediating relations instruction according to Baron & Kenny's (1986) were used. Figure 2.1 demonstrated the instruction made by Barron and Kenny's.

These are the four conditions for establishing mediating relations:

1.   A direct bind between the dependent and independent variables.

2.   The predictor variable should link to mediating variables.

3.   When both mediating and independent variables are predictors of the outcome variables, the mediator must be significantly associated with the outcome variables.

4.   When adding the mediator, the relations between the dependent and independent should be significantly decreased
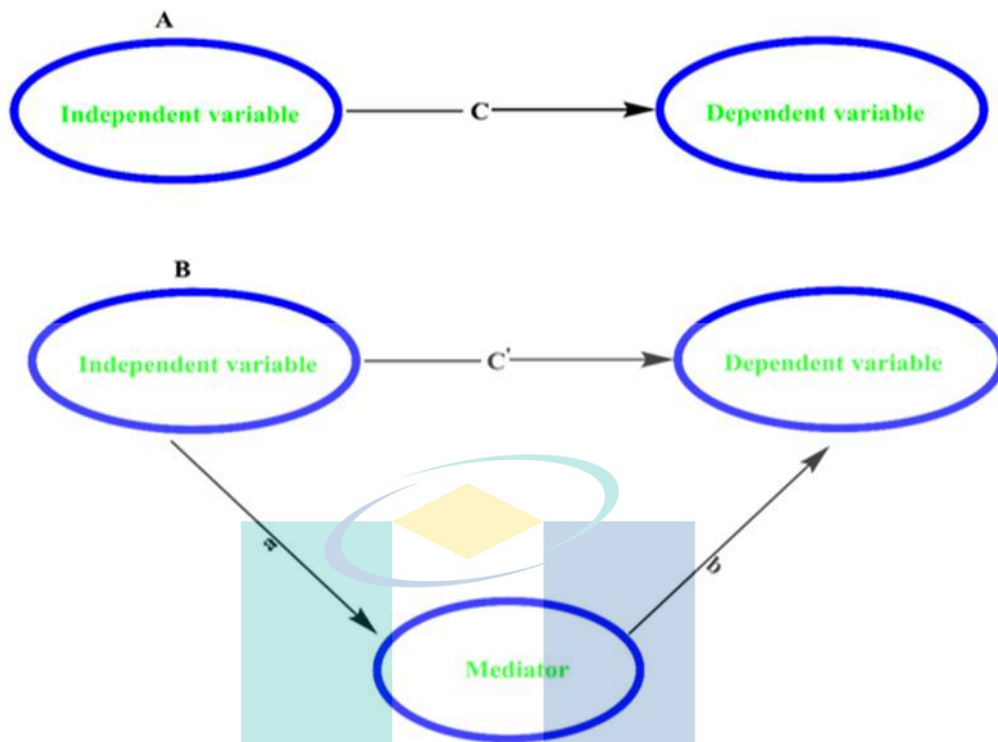
Figure 2.1   Mediation Model,
Source: Kenny et al., (2011)

Immediately after all the four conditions are fulfilling, this confirmed that the relationship between independent variables and dependent variables are fully mediated by the mediator variables (Baron & Kenny, 1986). The relations between the dependent and independent variables can be partially mediated only when the first three steps were met. After the association within the independent, dependent and mediator variables are established, then mediated effect significance were assessed.

In a recent study, Zhao et al., 2010 strategies were used to solve the weaknesses in Baron and Kenny's (1986) famous requirement to establish mediation (Zhao, Lynch, & Chen, 2010). Based on the agreement between Hew et al. (2018) and (Nitzl, Roldan, & Cepeda, 2016)) such strategies were utilized to establish mediation functions. By these approaches, the mediators were added into the models to evaluate the indirect and direct effects (through continuance commitment) of the predictors. Furthermore, the mediation model topology (Zhao et al., 2010) were utilized to know the kind of non-mediation or mediation based on the requirement given below.

1. Partial mediation exists if direct effect and indirect effect are significant with the same directions.

2. Competitive mediation happens if direct effect and indirect effect are significant with opposite directions.

3. Indirect-only happens if the indirect effect is significant without the direct effect.

4. Direct-only happens if the direct effect is significant without the indirect effect.

5. Non-mediation exists if indirect and direct effects are both not significant.

Zhao et al. (2010) complementary mediations are called partial mediations in the Baron and Kenny's method. While the indirect-only mediations are called full mediations. Henceforth, no effect non-mediation, direct-only and competitive mediation belong to no mediations group in Baron and Kenny's approach that can discard the projects (Zhao et al., 2010).

2.7.1   Organizational Commitment

Organizational commitment used to an important element in human resource and psychological studies (Dyk & Coetzee, 2013) . The level and part of organization commitment influence an individual's intention to quit or stay a firm. Scientists in the field of behavioural science and management had reported that organizational commitment has an impact on the association between organizations and employees (Kim & Beehr, 2018). Additionally, organizational commitments are the employees' relationship and desire to remain in a firm stay due to so many reasons. Likewise, researcher'sclaimed that organizational commitment was the level of relationship workers need to acquire in the organizations that employed them, and its desire to work in the firms, and probably to stay as the staff of the organization(Samgnanakkan, 2010). Organizational commitment refers to as an individual's willingness to belong to a firm and individual's eagerness to provide additional labour to make the organization successful (Dhar et al., 2015). All the definitions usually depended on the relationship between workers and their firms. It enhanced numerous workplace-related behaviours and attitudes such as intention to quit or remain, organizational citizenship and satisfaction. There has been a problem need for business owners in retaining workers that provide quality value to their firm (Tett & Meyer, 2006). The idea of organizational

commitments has attracted practitioners and scholars for numbers of years to provide possible solutions. However, this problem still continues creeping the organizations which eventually can lead to turnover (Samgnanakkan, 2010).

Furthermore, different kinds of factors influenced organizational commitment among the employees and these factors can be classified into direct and indirect factors of the organizational commitments. The drivers that can be related to work in a firm are called direct factors and vice versa. Naim & Lenka (2017) used data from deputies and staff managers and of ICT to examine the relationship between different areas of organizational commitment and work-life quality. The results showed that developing human capacity, work condition, health and job security had the highest impact on organizational commitment. Another study reported that procedural justice in the organization affects organizational commitment. Moreover, it has been established that a confidential practice of an employer increases organizational commitment.

Among the key points of organizational commitment is job satisfaction. A study carried out by Gallato et al., (2012) utilising about 247 middle-level managers a surveyed data from the private sector which showed there was a significant influence of organizational culture and leadership on organizational commitment and job satisfaction. Another study reported the association between organizational commitment and job satisfaction, the results gave a better association between organizational commitment and job satisfaction. If the employees understand this relation, it may probably assist the workers in improving organizational commitments between the workers (Gallato et al., 2012). Other factors which may affect organizational commitment are the job stressors and emotional exhaustion (Kwenin et al., 2013). Another case of study utilized quantitative and qualitative data from 435 experienced truck drivers to establish the association between organizational commitments, emotional exhaustion emotional and job stressors, their outcomes affirmed that there was a significant relationship between emotional exhaustion and job stressors. Contrarily, Gallato et al., (2012) found that integrity and authentic leadership are factors affecting organizational commitment. They used about 49 teams in a surveyed data obtained from the service industry, the integrity and authentic leadership were investigated by closely relating it to the driving organizational commitments. Their

results indicated a significant relationship between affective organizational commitment and authentic leadership mediated through integrity (Ghosh & Gurunathan, 2015).

2.7.2 Types of Organizational Commitment

Organizational commitment is not a simple concept to understand. Therefore, it has divided it into three different types of depending upon the association that workers have with their employer. These three types are an affective, continual and normative commitment (Albdour et al., 2014; Meyer et al., 2002).

Table 2.3   Types of organizational commitment

Types	Description	Reasons for staying
Affective commitment	The person emotional connection to the identification and participation in an organization	Workers who are committed at a psychological level usually stay with its organizations due to their personal job relationships which are together with the values and goals of the firm where he/she is recently working.
Continuance commitment	The understanding of the costs associated with leaving an organization..	Employees who have a very strong continuance commitment would always stay due to the values they have added as an experienced employee in time past within the organization and not because they want to.
Normative commitment	An act of responsibility to continue working with an organization.	Employees who are normatively committed we want to stay in the organizations because of their moral promise to remain, and to allow employees to appreciate their continued membership of a specific organization.

The sub-section reports review on past studies that are related to the three different types of organizational commitments. Table 2.3 summarizes the types of organizational commitment and their relationship with the intent to stay. (Allen & Meyer, 2001) pinpointed the three types of organizational commitments based on thei drivers of commitment to the organization. In conclusion, emotional attachment, normative commitment, continuance commitment, moral duty and repercussions in quitting are the basic factors of affective commitments (Ghosh & Gurunathan, 2015).

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2.7.3   Continuance Commitment as Mediator

Continuance commitment is commitment in which employee identifies the side-bets or investment, cost and alternatives (Meyer & Allen 1991) that are associated with leaving the organization like time, effort and pension(Meyer & Allen 1996, Meyer and Herscovitch 2001). It may develop as employees recognize not only the cost of leaving, but also how they have developed their competencies or skills through their membership of the organization. Meyer and Allen (1997) define continuance commitment as "awareness of the costs associated with leaving the organization". It is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organization. Researcher's describes continuance commitment as a transactional attachment. They argues that employees calculate their investment in the organization based on what they put in and what they stand to gain if they remain with the organization (Umoh, Amah, & Wokocha, 2014). In addition to the fear of losing investments, individuals develop continuance commitment because of perceived lack of alternatives. Continuance commitment therefore reflects a calculation of the cost of leaving versus the benefits of staying.

Continuance commitment is relevant with regards to one's appraisal of potential threats to well-being, as unlike other commitment mind-sets (i.e. affective and normative commitment), they pertain to actual or potential gains and losses of resources, which are crucial determinants of well-being. Difference between affective commitment and continuance commitment is that employees that high in affective commitment stay with the organization because they want to stay, while employees that high in continuance commitment stay because they have to stay with the organization (Tett & Meyer, 2006). On the other hand, Meyer et al., (2002) have recognized normative commitment has a form of commitment concerns a feeling of (moral) responsibility to stay in the organization. The research of (Meyer, Allen, & Smith, 1993; Somers, 1995)had found some overlapping of the constructs, normative commitment, and affective commitment.Thus, this study adopted an only one-dimensional approach for our study because continuance commitment mostly related to our study with is employee intention to stay. Moreover, we focus on continuance commitment, besides affective commitment and normative commitment influences organization relevant outcomes (e.g. attendance, performance, and organizational

citizenship behaviour) as well as employee relevant outcomes (Ramesh & Gelfand, 2010). (Khan, Naseem, & Masood, 2019)Also presented the term "continuance commitment" to describe an employee's continuance in an organization in circumstances where it has become difficult for her/him to leave due to the investments accrued and sacrifices made while working for the organization.

In the past, researchers had made attempt and emphasized on the interceding role of a continuance commitment on the relationship between the intention to stay or leave and other organizational factors (Gallato et al., 2012). Nguyen & Aoyama, (2014) conducted a study on private university employees showed that continuance commitment gives a negative relationship between human resource management practices and intention to stay. Similarly, Gallato et al., (2012) examined data of 442 nurses, the results showed that intrinsic work motivation and job autonomy were related positively to intention to stay in the presence of continuance commitment. Naim & Lenka, (2016) also reported that continuance commitment gives a significant mediating role in positive relationship empowerment, skill enhancing practices and intention to stay. However, only one types of organizational commitments have been considered as mediators for job embeddedness and intent to stay in this study. This section and the previous one has covered a range of relevant literature relating to the relationship between continuance commitment and intent to stay with job embeddedness.

Furthermore, employees with a high level of continuance commitment view their jobs as encompassing a wider range of behavior's (including behavior's commonly considered to be an extra role). Organizations offering developmental opportunities to enhance employees' competencies, earn a sense of emotional bonding and experience better retention rates (Sommer & Haug, 2011). In particular, skill and capacity development of employees are vital to generate continuance commitment. This factor is most relevant to our study. More so, organizational commitment, particularly, continuance commitment is shown to be a strong determinant of intention to stay as an employee shows passionate attachment with the organization, it results in a desire to stay (Ghosh & Gurunathan, 2015). Therefore, we proposed, development of continuance commitment will have a positive influence on intention to stay in an organization.

Organizational outcomes, employees' commitment to the organization and their intention to stay on their job are represented, respectively, by continuance commitment. An individual's commitment to the organization has been defined as the relative strength of his or her identification with, and involvement in, the organization and is characterized by belief in and acceptance of the organization's goals and values. (Ajzen, 2011; Mustapha et al., 2011; Safiah & Fauziah, 2013; Ramesh & Gelfand, 2010) suggest that the strains experienced by individuals (e.g., job dissatisfaction) lead to a lack of organizational commitment. A number of other studies (Tarvainen, 1987;Goh et al., 2013) have also found correlations between job satisfaction and organizational commitment. These findings suggest a positive relationship between job satisfaction and organizational commitment. Continuance commitment describes the need that an employee feels to stay in the organization, based on his or her assessment of the perceived costs of leaving. It is predicated on the employee's recognition of the profits (costs) associated with staying (or leaving). Research (Safiah & Fauziah, 2013; Vasquez et al., 2014; Ahmad & Daud, 2016) suggests a positive relationship between organizational commitment and intention to stay. That is, the greater the individual's commitment to the organization, the higher the involvement and identification with the organization's goals, the higher the perceived costs of leaving (or the lower the attractiveness of other alternatives) and hence the greater the continuance commitment (Kim & Beehr, 2018).

The perception of the costs associated with leaving the organization could encourage employees to remain with the organization. Employees are more likely to remain in the organization if they find that leaving the organization would have serious consciences, and there would be scarcity of available alternatives. Mediating Role of continuance commitment on the relationship of Job embeddedness on intention to stay , Mensele & Coetzee (2014) found that job embeddedness has positive influence on continuance commitment and intention to stay . Subsequently, findings show that continuance commitment influence intention to stay directly (Jaros, 1997; Redditt, Gregory, & Ro, 2019). Therefore, continuance commitment is used as mediating variable for the current study.

2.8 Relationship between On-the-Job and Off-the-Job Embededdness and Intention to Stay

Job embeddedness is the broad constellation of socially, psychologically and financially influence on worker's retention (Holtom et al., 2013). These types of impact can be seen on the job, outside the worker's current job community, and are frequently compared to the strand in a "web" or "net" in which an individual can become "stuck". A worker with a large volume of strands can become strongly bound in the web with bigger problems quitting their work. Job embeddedness consists of three dimensions with each dimension classified into organization and community based on whether the impacts happen off-the-job or on-the-job. The important features of job embeddedness includes: Firstly, the relationship that workers have off-the-job and on-the-job; secondly, the fit they recognized between the environment they work and live and self-concept; and thirdly, the sacrifices they offered when losing their work on how these factors would affect other parts of their life (Ramesh & Gelfand, 2010).

Therefore, a higher commitment gives higher embeddedness (Ramesh & Gelfand, 2010). Many employees stay in an organization due to connections they have with people (co-workers or network groups) and projects they are involved such as sponsoring community engagement activities. Holtom et al. (2013) recommended that the more a person is socially and professionally connected, the more likely the person stays in an organization. Henceforth, quitting a job often requires a lot of sacrifices by individuals or giving up perks, routines or social networks in projects with which they have grown together. Various studies had shown that individuals who are more embedded in their jobs are less likely to leave than individuals who are not embedded in their jobs (Meyer et al., 2002). Mitchell et al (2001) proposed that analysing job embeddedness is different from traditional job models for forecasting turnover because it only focuses on employee retention rather than employee turnover. They reported that job embeddedness forecasted turnover better than the traditional job models. However, the theory of job embeddedness depends only on keeping employees in their organization, rather than preventing them from leaving for other organizations (Mitchell et al., 2001)

Moreover, Individual-level predictors act with the attitude of a worker towards his/her job. According to Omar et al. (2018), they studied the relationship between

employee intention and social intelligence to stay among workers in the hospitality industries in Malaysia. The outcomes showed that there is a good connection between employee intention to stay and social intelligence. Supervisor-level is the relationship between employees and supervisors. On the other side, Huo et al. (2016) had reported that the compensation and importance enhance the intent to stay among workers in manufacturing industries in the Northern Region of Peninsular Malaysia and suggested that only compensations and benefits had a significant influence on the respondent's intention to stay. In addition, the Malaysia government has identified human capital development in this sector which serves as a harmful element to the economic growth of Malaysia. This goal can be attained by encouraging the human capital capacities and attending to their demands. Therefore, one of the resourcefulness to advance this kind of human capital is by nourishing the talent management practices in the whole sectors in Malaysia (Naim & Lenka, 2017; Valaei & Rezaei, 2016). This revealed that the government plainly recognized the important in retaining employees in an ICT sector is significant to get a viable economic growth. Henceforth, Malaysia's private and public organizations in the ICT sector can develop calculated resourceful organizational management practices not only to entice worker talents but, to encourage commitment to retaining and engaging the employees.

2.9   Relationship between On-the-Job and Off-the-Job Embededdness and Organizational Commitment

Organizational commitment and job embeddedness are tied in that they seek to define the turnover of a worker in a firm. Generally, the study begins off with a turnover by focusing on work attitudes like organizational commitment and job satisfaction (Tanova & Holtom, 2008). Increase in the study base on turnover has resulted in a move to understand why people stay or job embeddedness. Job embeddedness is independently related to turnover and other local turnover models (Mitchell et al., 2001). Besides, organizational commitment is different from job embeddedness in that it is a work attitude conceptualized to understand why workers quit. Notably, a study on turnover moved away from forecasting why worker quit to understanding why workers stay and incorporating off-the-job factors in this decision to stay (Terence & Lee, 2001).

In contrast to this, individuals are embedded at the level at which they relate to other people (links), the level at which their communities and jobs are congruence's to themselves (fit) and the degree of the sacrifice they would make to quit their organizations and homes (sacrifice) would reduce turnover intentions. As a result of limitations from past study models, Mitchell et al. used embeddedness theory for the discussion of internal organization in 2001 which was established on the foundation of the concept of social embeddedness (Shahruddin et al., 2018). The extended studies were concentrated only on the overall organizational level which changed to pure interpersonal relationship level. This model illustrates that job embeddedness showed higher strength of prediction on employee turnover compared to organizational commitment and job satisfaction. Job satisfaction is not only a vital decisive factor that affects employee turnover, but there are also other factors outside the job that may add influences on turnover and retention of employees (Dyk & Coetzee, 2012). Job embeddedness can mean a series of factors affecting employee's retention decision making which may not only be job factors such as fitting of personnel, contact with the colleagues, posts and community projects sponsored by the organization but, include some non-working factors which are the responsibilities of individual, family and community.

Empirical research has not examined the relationship between continuance commitment and job embeddedness. With a prevention focus, the employee high in continuance commitment will try not to be absent too often. However, going back to the motivational mindset, if an employee feels trapped (staying with an organization out of need), withdrawal behaviours other than absenteeism such as arriving late, leaving early, taking long breaks, or excessive socializing during work may result (Koslowsky, 2000). If employees perceive themselves to be highly embedded because they have many connections to people and organizational activities and are comfortable in their job, yet have strong continuance commitment, the sacrifice dimension of their embeddedness may become distorted or be overridden by continuance commitment. Whereas job embeddedness- sacrifice includes both affective and cognitive-based evaluations (i.e. assessment of material and psychological benefits), is focused on the past and future, and is not limited to attachment based on a lack of options, continuance commitment is based on the recognition of the costs associated with leaving an organization, including side bets and alternatives(Vandenberghe et al., 2011) . If high

continuance commitment indeed does overshadow the sacrifice dimension of job embeddedness, previous research findings indicating a positive relationship between Job Embeddedness and citizenship behaviour (Burton, et al., 2010; Lee, et al., 2004; Wijayanto & Kimono, 2004) may differ because employees feel they need to stay due to acknowledgement of side bets (i.e. limited alternatives) rather than wanting to stay to take advantage of and/or continue to enjoy the organization (e.g. colleagues, perks). Moreover, feelings of limitation due to side bets may cause an individual to engage in human behaviour. It is therefore suggested that job embeddedness (on-the-job and off-the-job) has a positive relationship with continuance commitment.

2.10 Underpinning Theory

In this study, the idea of job embeddedness theory established by (Mitchell et al., 2001)shows a wide collection of factors that affect a worker's decision to stay or quit from a firm. Studies had revealed that when job relocation is not a factor, organizational dimensions would better forecast worker retention than community dimensions(Lee et al., 2014). Moreover, the determination of job embeddedness is limited to the organizational fit. Ramesh & Gelfand (2010) described job embeddedness as a link to follow, sacrifices related to leaving the job, the perception of a person-job fit, and other aspects of the job (people and groups). In addition, fit with a firm determines how a worker sees its job in a firm whether the worker feels there is consistency between what his/her demands can do and what his/her is doing. (Mitchell et al., 2001) refer to fit as a worker's perceived conformity with his or her job and organization.

Social exchange theory (SET) is applied to provide conceptual underpinnings for the study. (Sarantinos, 2007) asserts that commitment is directly tied to the psychological contract, which describes the implicit agreement between employees and the organization with regards to their reciprocal obligations and perceived expectations. For some time, organizational researchers have been using social exchange theory and the norm of reciprocity to describe motivations behind employee behaviours and attitudes (Coyle-Shapiro & Diehl, 2018) .Social exchange theory involves a series of interactions that are interdependent, contingent on the actions of the other partner in the social relationship, and generate obligations (Bordia, Restubog, Bordia, & Tang, 2017). The social exchange theory was established by Emerson (1976). The theory explained

the purpose of why an employee had individual relationships with others. It stipulated the appropriate time the relationships need to be started and ended. Garba, Babalola & Guo (2018) studies concluded that the social exchange theory assumed that good works should be reciprocated. This theory intensified on its individual relationships, costs and benefits (Mustapha et al., 2011). Social exchange theory can be explained in terms of action-reaction mechanism. For instance, if an employee had enjoyed so many benefits from the employer, then it would be an obligation for an employee to compensate the benefits he/she enjoys through his/her loyalty and effort. Loyalty and effort could be seen as a sheer commitment to their work and strong intent to stay with their present worker (Mustapha et al., 2011), The employee 's loyalty obviously fit in within the framework of social exchange theory since it relied on citizenship behaviour whereby an individual is no longer looking for a new job elsewhere because they have already promised to remain and compensate the employer for the benefit they had already gotten from them (Shahruddin et al., 2018).

2.10.1 Job Embededdness Theory

Job embeddedness theory is a relatively new idea when compared to other job attachment theories. Mitchell et al. (2001) noted that before 2001, the profusion of organizational retention study focussed on why people leave their jobs, whereas job embeddedness seeks to recognize why people stay at their places of employment. The authors relied on embedded figures and field theory as a conceptual framework for developing this triad of psychological entanglement. The study identified fit, links, and sacrifice as the primary indicators of job embeddedness. Since then, job embeddedness has become very popular in organizational management literature.

With the recent explosion of research in job embeddedness theory, however, it is both timely and necessary to examine the employee's intention to stay in the ICT industry. Recently, researchers applied job embeddedness theory to nursing (Kim et al., 2017), salespeople (Darrat et al., 2017), hotel employees, (Dhar et al., 2015), manufacturing and leadership (Nguyen & Aoyama, 2014), and migrant work (Benders, 2017) as reported in a past work (Bowser, 2018).

Terence & Lee (2001) also reported the concept of job embeddedness to clarify why workers do not change employers even when good opportunities exist somewhere

else. Mitchell & Lee (2001) reported that fit as the degree to which an employee's capabilities matched the organizational criteria and their goals are the same as the organizational rewards. Links are known as the number of times individuals have with other employees and job activities such as task interdependence and friendship ties. Sacrifice is known as the job benefits and rewards attached for working in a firm such as accrued sick leave and pension benefits that a worker might lose if they quit the firm. Furthermore, job embeddedness can be known as a determinative concept. Moreover, employers organization sacrifice link and fit contributed to work embeddedness (Chordiya, Sabharwal & Goodman, 2017).

In the study by (Bowser, 2018) the job embeddedness constructs represented how well individual job skills fit in their jobs, the interpersonal links individuals have on- and off-the-job with their co-workers and what individuals would have to give up or sacrifice in leaving their job and co-workers. In addition, to investigating whether average co-workers' job embeddedness scores influence individual employee turnover. Researcher's enriched their study by further examination of a potential mediation relationship. (Bowser, 2018) tested whether co-workers' average level of job search behaviours mediated the relationship between co-worker's job embeddedness and employee voluntary turnover. Inspection of findings indicated that co-workers play critical roles in explaining why people quit their jobs as co-workers' job search behaviour was found to mediate the relationship between job embeddedness and turnover even after bank branch size, local unemployment rate, co-workers' organizational commitment, co-workers' job satisfaction, and co-workers' perceptions of job alternatives were controlled. The direct relationship between nurse-perceived quality of care provided and nurse intent to stay was examined in this dissertation. Similarly, a potential mediation relationship was tested; it was hypothesized that nurse-perceived quality of care provided mediated the relationship between nurse perceived same-status nurse-to-nurse co-worker exchange relationships and nurse intent to stay.

Also, job embeddedness theory signifies a comprehensive group of impacts on a worker's decision to remain in the job. These impacts are the fit between one's skills, on-the-job factors, such as bonds with co-workers, and organization-sponsored community service activities the demands of the job. Other factors are off-the-job factors, including community commitments, family and personal. The study in a

diversity of settings had confirmed the value of the job embeddedness theory (Kundu et al., 2017). Shortly, job embeddedness can be described as a strong predictor of significant organizational results, including workers performance, retention and attendance.

Furthermore, the fit is well described as a worker's apparent comfort with a firm and their surroundings. Based on the theory, a worker's personal plans, career goals and values for the future must ''fit'' with the bigger organizational culture and the demands of their current job (such as job abilities, skills and knowledge). More so, an individual will consider how well his/her fits the environment and community (Tanova & Holtom, 2008). Job embeddedness theory suggested that the higher the fit, the stronger the interest that a worker will feel personally and professionally linked to the firm.

Links are official relationships between a worker and the firm. Job embeddedness theory reported that several strands linked works and their families in a financial, psychological, and social web that includes no work and work physical environment, groups, friends, and the community where they are established. The greater the number of links between the web and person or the more a worker is tied to the firm(Mitchell et al., 2001).

Sacrifice signifies the apparent cost of psychological welfares that are paid by organizational departure(Lee et al., 2014).For example, quitting a firm may cause personal losses such as losing contact with perks, personally relevant projects and friends. The more a worker would have to give up when quitting, the more it will be difficult for the worker to do his/her job with the firm (Eady et al., 2014). Such example includes no portable benefits, defined benefit pensions stock options as well as potential sacrifices incurred through quitting a firm like opportunities for advancement and job stability. Similarly, moving away from a community that is attractive and safe can be challenging for workers.

The theory of job embeddedness provides intend research and discussion on the influence of non-work factors on employee turnover. This theory shows that job embeddedness is just a net in which people sink (Holtom et al., 2006). An individual with higher embeddability has a lot of closely linked relations that can be greatly diversified. An individual may be embedded in the social network and reside with

different strategies. The greater their job-embedded ability, the closer the dependency relationship between a worker and the firm. The more complexed the social network of employees, the stronger they relate to their job(Fletcher et al., 2018; Lee et al., 2014). In summary, job embeddedness is theorized to be a key arbitrating construct between particular off-the-job factors and on-the-job and employee intention to stay. This showed the total psychological and other reasons why a worker would stay on a job.

2.10.2 Social Exchange Theory

The employee–organization connection can be taken as a social exchange relationship between the employee and the organization, and organizational commitment as the employee's psychological attributes and feelings after the establishment of such relationship (Coyle-Shapiro & Diehl, 2018). The achievements of research on the social exchange relationship in economics and psychology were integrated in the present study. The key variables in the process of establishing social exchange relationships from the two fields were joined, and the development process was examined by analysing the relationships among risk perception, organizational trust, and organizational commitment. Such things like payment that encourages employees and extra benefits supplementing employees' salary and such socio emotional benefits like respect, approval, and caring increase organizational commitment.When viewed as an exchange, the job relationship can be categorized as economic and social exchanges(Cook, Cheshire, Rice, & Nakagawa, 2013). According to Emerson (1976), social exchange is a 'voluntary acts' which can be introduced by a firm's treatment of its workers, with the belief that such treatment will totally be reciprocated. The extent exact nature of future returns are reliant on the pleasure of the individual causing them and believed to be a function of trust, gratitude and personal obligation in the firm (Gould-Williams & Davies, 2005). Besides, this is not the case with economic exchanges, which are distinguished by contractual arrangements enforced via legal sanctions. Hence, (Blau, 2017) reported that social exchange is stated on a long-term exchange of favours which can hinder accounting and also depend on a diffuse obligation to respond the conceptual underpinnings of study on work attitudes and behaviours.

Social exchange theory descriptive values that have been seen in various aspect of social influence(Blau, 2017; Govaerts et al., 2011), network (Brass, Galaskiewicz,

Greve & Tsai, 2004), board independence (Liden et al., 1997), organizational justice (Konovsky et al., 2000), psychological contracts (Naim & Lenka, 2016), and leadership (Sparrowe & Liden, 1997), among others. Social exchange theory reported that two particular areas of the organizational situation may be important to know the flexibility of associations within firms. Firstly, the trust within the firms can have a significant influence on the ability and desire of the workers to adjust to environmental needs via the termination of their agreement. Secondly, the dependence of the worker on the relationship can be a significant factor that influences the flexibility in utilizing a strategic alliance. In general, studies have reported that dependency can lead to committing the employee to the alliance, thereby improving the permanence of the relationship (Garba, Babola & Guo, 2018).

Social exchange theory provides an essential theoretical framework for understanding workplace behaviour because it assumes that an organization's treatment of workers can predict their intention to stay (Smith et al., 2011). It also recognizing how these power imbalances play out in workplace social interactions accentuates an essential aspect of the attachment puzzle. An effective employer seeks to encourage and empower employee (Lee et al., 2004). This sharing of power helps tap into employees' intrinsic motivation and improve other work-related attitudes. Social exchange theory had encouraged a way of the transaction between a sense of obligation that had led to the sense of feeling a responsibility in repaying what had been offered by another party which in turn would motivate positive psychological responses as recommended by various studies (Mustapha et al., 2011). Workers may to be seriously loyal and committed to the firm and stop searching for another job in other places through this positive psychological response (Wong et al., 2008).

2.11   Research Framework

The social exchange and job embeddedness theories provide guidelines for developing the relationships among on-the job; off-the job embeddedness, continuance commitment and intention to stay. According to social exchange, concrete rewards such as money and other benefits make employees spend extra effort and not to leave their organizations (Liu & Deng, 2011). The norm of reciprocity is one of the causes of exchange process, which holds that the receiving benefits makes the employee obliged to pay the donor back (Yigit, 2016). Getting involved in an exchange with the same

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actor again and again despite the availability of alternative exchange partners is described as behavioural commitment (Yigit, 2016)). Continuance commitment is one of the types of behaviour commitment in organizational literature. Continuance commitment is defined as knowledge of the fact that leaving the organization makes employees lose something". Coming after as a result of behavioural commitment principles, continuance commitment is set up owing to the power structures in organizations. Individuals may behave in a particular way to stay with the organization and in their present role because of the negative costs that may be caused by trying to find positions somewhere else (Meyer et al., 1993).As stated earlier, job embeddedness is an employee retention theory. Once employees find that the decisions are made fairly, rewards are distributed in a just manner, and managers have good quality relationships with them, they show high levels of job embeddedness. More specifically, employees obtaining fair outcomes in the organization are highly embedded in the organization, because their favourable perceptions of distributive, procedural and interactional justice make them become embedded in the organization. As a result, employees having trusting and high-quality relationships with their employer are likely to display positive job outcomes, such as good in-role performance and reduced turnover intentions. Based on the previously mentioned information, this study proposed that continuance commitment mediates the relationships of on–the job; off-the job enbeddedness and intention to stay. The research framework stretches an explanation of how the variable connects to each other. The different variables for this are the independent, dependent and mediator. Independent variable influences and determines the effect of another variable with the relationship of mediator.
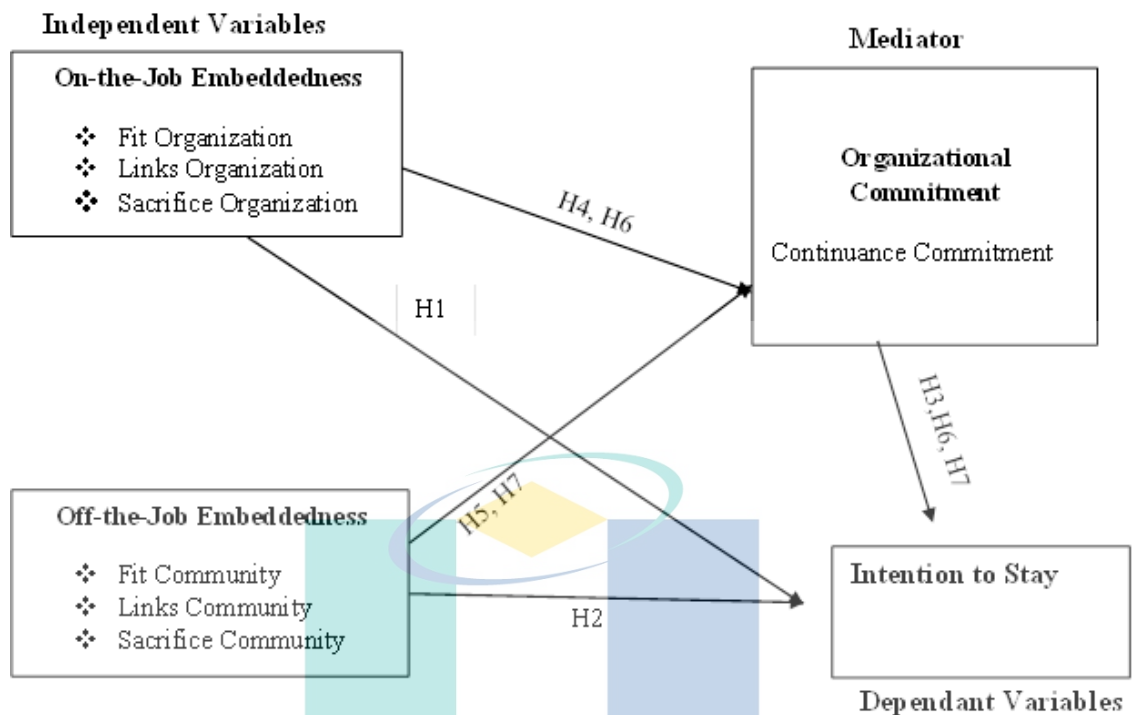
Figure 2.2   Research Framework

2.12   Research Hypothesis

A hypothesis can be referred to as a hesitant description of sophisticated guess about a result of the research problem, or likely result of the study (Sarantakos, 1999). In another term, the hypothesis is described as a declaration suggested as an observation or a knowledge but has not yet been proved or disproved (MacLeod, Seyyedain-Ardebili & Chang, 1981).

2.12.1 Relationship between On-the-Job Embededdness and Intention to Stay

H1: There is a significant positive relationship between on-the-job embeddedness and intention to stay in the organization.

On-the-job embeddedness is comprised of three dimensions; Fit organization, Link organization and Sacrifice organization in which all the elements of on-the-job embeddedness will have a positive relationship with employees intend to stay in an organization (Mensele & Coetzee, 2014). Also, it is a proposition that these elements of on-the-job embeddedness would have an impact on the intention to stay. The more the fit, link, and sacrifice between web and person, the higher the bound between an establishment and an employee intention to stay (Fasbender et al., 2019). Moreover,

when on-the-job embeddedness is higher, satisfied employees would be less likely to turn away from their organization in relative to when on-the-job embeddedness is lesser because employees being highly embedded to their job draw more positive energy from being satisfied with it, which keeps them away from leaving their organization.

Conversely, studies had shown a consequential negative correlation between intention to stay and on-the-job embeddedness (Crossley et al., 2007; Halbesleben & Wheeler 2008). On-the-Job embeddedness can estimate retention rate more than ease of movement measure and perceived desirability (job satisfaction, organizational commitment, job search, and job alternatives). It had been emphasized that satisfied employees and highly embedded are not likely to look for another job opportunity (Ramesh & Gelfand, 2010).

In contrast, embedded employees may be emotionally perplexed in unfavourable jobs and this might lead to frustration and loss of motivations as a result of the anxiety of losing their relationships with the organization or sacrifices they would have to make if they should consider quitting their jobs. Recently, the study centre of attention is on the positive portions of job embeddedness which are backbones that make people satisfied and to stay in their jobs (Muteswa, & Commercii 2011). Below are the sub-hypotheses depicted for the relationship between intention to stay and on-the-job embeddedness.

H₁ₐ: There is a significant positive relationship between the fit organization and intention to stay in the organization.

H₁ᵦ: There is a significant positive relationship between link organization and intention to stay in the organization.

H₁c: There is a significant positive relationship between sacrifice organization and intention to stay in the organization.

2.12.2 Relationship between Off-the-Job Embededdness and Intention to Stay

H2: There is a significant positive relationship between off-the-job embeddedness and intention to stay in the organization.

Off-the-job embeddedness comprised of three dimensions; link, fit and sacrifice community which usually influences both the work and family life of a worker (Gonzalez et al., 2018). Therefore, it is very clear that the person who has high off-the-job embeddedness will have less chance to quit the organization due to more attachment. Based on this assumption, there is the proposition that employee with high off-the-job embeddedness will have a positive relationship in employee intent to stay in an organization. If the level of off-the-job embeddedness is more, there will be lesser turn away from an organization by the satisfied employees in relative to a lower level of off-the-job embeddedness because there will be no reason for leaving. Being strongly tied to communities outside the workplace and satisfied with a person's job can result in a higher chance of staying in the job (Fasbender et al., 2019).

Despite the off-the-job embeddedness–turnover correlation had been invented(Holtom et al., 2006;Cunningham, Finks, & Sagas,2005;Lee et al., 2004;Mallol et al.,2007;Mitchell et al., 2001), several studies had suggested that off-the-job parameters are not essential in minimizing turnover intention compared to on-the-job parameters for different reasons. Firstly, powerful community embeddedness can stimulate soft turnover because an individual will possesses higher contact based on the local job opportunities (Meyer et al., 2002). Secondly, off-the-job parameters can impose higher impact only when geographic relocation is necessary (Dyk et al., 2011).

Also, previous studies had outlined that off-the-job parameters like integration in a community and family are essential consideration why employees remain with an organization (Ghosh & Gurunathan, 2015) Ferreira, Basson, Resource, (2010); Dockel, Basson, Resource, (2006) provided the impacts of family attachments and work-family conflicts. Other non-work commitments are hobbies and religion (Smith et al., 2011). Factors identified by Ramesh & Gelfand (2010) was organizationally dependent. These parameters are relationships to work teams, unions, or other colleagues; this was called constituent commitments (Gould-Williams & Davies, 2005). The second hypothesis in this study is about the significant relationship between off-the-job embeddedness and intention to stay in the organization. Below are the sub-hypotheses depicted for the relationship between intention to stay and off-the-job embeddedness.

H₂ₐ: There is a significant positive relationship between the fit community and intention to stay in the organization.

H_{2b}: There is a significant positive relationship between link community and intention to stay in the organization.

H_{2c}: There is a significant positive relationship between sacrifice community and intention to stay in the organization.

2.12.3 Relationship between Continuance Commitment and Intention to Stay

One major objective of this study is to identify the relationship between intention to stay and continuance commitment. The relationship has previously been discussed in a section. There are dense pieces of literature about the relationship between continuance commitment and intention to stay in the organizations. Intention to stay and continuance commitment relationships have generally been conceptualized within the 'attitude-intention-behaviour' approach. Accordingly, commitment theory (Allen & Meyer, 2001) had suggested that the strength of an individual's ties with the organization determines how strongly he or she will engage in withdrawal cognitions, and ultimately whether or not he or she will leave the organization (Tett & Meyer, 2006) .

Ruokolainen (2011) investigated a content model for employee retention. Their study sample involved 24829 Chinese employees in the tourism and hotel industries. The obtained results established that continuance commitment was part of the most very important parameters considered in staying in an organization. Similarly, a study carried out in the banking sector by Dyk & Coetzee (2012) showed a positive relationship between these two concepts, it also established that corporate culture had a moderating impact on the relationship between continuance commitment and intention to stay. Another study conducted by the Chinese researchers who got their surveyed data from nursing staffs about the occupational commitment which is a modified type of organizational commitment concluded that intention to stay and continuance commitment had a positive relationship(Vandenberghe et al., 2011). However, age and job position are the mediating factors in this relationship. Dyk & Coetzee (2012) studied the relationship between retention and organizational commitment by utilizing surveyed data from 206 employees who work in the ICT and medical companies situated in South Africa. Their obtained results reflected a significant positive relationship between the two parameters and make the claim that factors including race, gender, tenure groups,

and age can influence the relationship between the two parameters (Dyk & Coetzee, (2012). Thus, this present study expected that continuances commitment will have a significant positive relationship with the intention to stay in an organization.

H3: There is a significant positive relationship between continuance commitment and intention to stay in the organization.

2.12.4 Relationship between On-the Job Embededdness and Continuance Commitment

H4: There is a significant positive relationship between on-the-job embeddedness and continuance commitment.

There is a degree to which staffs have links to other staff or events. Links is denoted as relations staff and his/her family have in a monetary, mental and social network that comprises co-workers and on-job society, and surroundings in which the staff resides (Falkenburg & Schyns, 2007). More connections between the staff and the company imply staffs are rooted in the position and the company more deeply both by the job itself and by emotional attachment.

Therefore, an employee may willingly stay due to personal investments that are not transferable which include career investments and retirement investments, close working relationship with co-workers, unique acquired job skills known to the organization, involvement in the organization, years of employment in a particular organization, and other benefits that make it too costly for one to leave and seek employment in other places (Mohlala, Goldmen & Goosen, 2012). This study expected that continuances commitment will have a significant relationship with on-the-job embeddedness in an organization. Below are the sub-hypotheses depicted for the relationship between continuance commitment and on-the-job embeddedness.

H4a: There is a significant positive relationship between the fit organization and continuance commitment.

H4b: There is a significant positive relationship between link organization and continuance commitment.

H₄c: There is a significant positive relationship between sacrifice organization and continuance commitment.

2.12.5 Relationship between Off-the-Job embededdness and Continuance Commitment

H5: There is a significant positive relationship between off the job embeddedness and continuance commitment.

Continuance commitment describes the employees' emotional attachments to be involved with the organization and their goals. It emanates the employees' and organizational value congruence (Tett & Meyer, 2006). Due to this, it is normal for an employee to become emotionally attracted to his/her job and continuing enjoying membership in the organization (Holtom et al., 2006; Cunningham, Finks & Sagas, 2005; Lee et al., 2004; Mallol et al., 2007; Mitchell et al., 2001). Lee et al. (2014) stated the parameters that assist in creating intrinsically rewarding occurrences for employees to be antecedents of continuance commitment. These parameters are task significance, identity, autonomy, feedback concerning employee job performance, skills variety, perceived organizational dependence or support. Below are the sub-hypotheses depicted for the relationship between continuance commitment and off-the-job embeddedness.

H₅a: There is a significant positive relationship between the fit community and continuance commitment.

H₅b: There is a significant positive relationship between links community and continuance commitment.

H₅c: There is a significant positive relationship between sacrifice community and continuance commitment.

2.12.6 Mediating Relationship of Continuance Commitment between On-the-Job Embededdness and Intention to Stay.

H6: Continuance commitment mediates the relationship between on the job embeddedness and intention to stay.

The three types of organizational commitment which includes affective, normative and continuance earlier discussed can produce various levels of relationship with the different variable; intention to stay (Dockel et al., 2012). The outcomes from their study established that continuance commitment corresponds with the intention to stay. However, the continuance commitment had the best relationship with the intent to stay. The role of continuous commitment can be altered in the presence of different demographics in young age groups, this type of commitment can be less proactive due to inexperience about their value in the organization. The young employee has less likelihood to know about the consequences of leaving the job. Similarly, another study conducted on health professionals affirmed that a continuance commitment had a positive impact on the intention to stay (Umoh et al., 2014). The variables mediated in the study through separation. Like the other two dimensions of organizational commitments, studies had shown that continuance commitment had a noticeable positive correlation with the intention to stay. Although, job embeddedness construct characterizes "a wider set of impacts on the employees' decisions to stay on their job" (Tanova & Holtom, 2008). It emphasizes on the assembly of relations an individual staff experiences through one's roles, experiences and responsibilities. As these inter-connections become more complicated, the staff becomes more embedded within the company/organization and not likely to quit.

Reseracher's defined organizational commitment as employees' positive attitude and psychological disposition toward their organization (Allen & Meyer, 2001; Mowday, Steers, & Porter, 1979) In the present study, organizational commitment refers to employees' approval of and investment in their organization, as well as their willingness to shoulder obligations and responsibilities as members of the organization. This mediating role can also be explained using the social exchange theory. According to this theory, people seek a fair exchange relationship with their organization. If employees perceive a high risk, the exchange relationship will be unbalanced, and these employees will be angry and mistrustful. In turn, their loyalty to the organization and their willingness to stay will decrease. Thus, the following hypotheses are proposed:

H$_{6a}$: Continuance commitment mediates the relationship between the fit organization and intention to stay.

H₆ᵦ: Continuance commitment mediates the relationship between links organization and intention to stay

H₆c: Continuance commitment mediates the relationship between sacrifice organization and intention to stay.

2.12.7 Mediating Relationship of Continuance Commitment between Off-the-Job Embededdness and Intention to Stay

H7: Continuance commitment mediates the relationship between off the job embeddedness and intention to stay.

Feeling of accountability to continue with an organization" (Allen & Meyer, 2001). Such a feeling of duty often emanates from what Sahoo et al. (2009) characterized called "generalized values of duty and loyalty". This refers to a natural predisposition of being committed and loyal to an institution like marriage, family, employment organization, religion, a country because of cultural socialization that places a premium on devotion and loyalty to the institution". "This feeling of moral obligation is determined through the length at which a person feels that he/she should be loyal to his/her organization, making a personal sacrifice to criticize or improve it"(Dyk & Coetzee, 2012). As an individual's loyalty with a company will imply to the 'fitting' of one's values, career goals and plan with the company, one will not leave the company as he/she will 'sacrifice' as the company has offered so much to the staff.

Collectively from the above discussion points, the extent to which companies nourish continuance commitment and job embeddedness may be different. In fact, it has been justified that strong in job embeddedness will lead to high Stay or low turnover Intention (Ramesh & Gelfand, 2010). Similarly, high in continuance commitment will also lead to high Stay or low turnover intention (Ferreira et al., 2012). Those companies tend to embed their staff to their jobs via generous systems, policies, programs (to their staff and/or their families), and these good practices will also contribute to the enhancement of positive off-the-job embeddedness and continuance commitment. Moreover the mediating role can also be described using the social exchange theory. Giving to this theory, people seek a fair exchange relationship with their organization. If employees perceive a high risk, the exchange relationship will be unstable, and these employees will be annoyed and doubtful. In order, their devotion to the organization

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and their willingness to stay will drop. Therefore, the following hypotheses are proposed:

H7a: Continuance commitment mediates the relationship between fit community and intention to stay.

H7b: Continuance commitment mediates the relationship between links community and intention to stay

H7c: Continuance commitment mediates the relationship between sacrifice community and intention to stay.

In conclusion, this study found Job embeddedness was characterized as one of these new viewpoints (Mithchell et al. 2001, Lee et al. 2004,Holtom et al. 2008) which have been demonstrated its additional explanation variance in turnover (Lee, Burch, & Mitchell, 2014; Kiazad, Holtom, Hom, & Newman,2015) and generalized it to different context, such as European countries (Tanova & Holtom, 2008) , Japan (Peltokorpi, 2013) , Albanian employees (Harman & Blum, 2009) ,China (Bambacas & Kulik, 2012) individualistic and collectivistic cultures (Ramesh & Gelfand, 2010). The sheering number of the empirical studies about job embeddedness are inspiring, but the construct of job embeddedness still need to be addressed (Lee et al. 2004; Kiazad et al.,2015).

Firstly, majority of previous job embeddedness researchers focused on organization embeddedness, while few focused on community aspects (Lee et al. 2004 ; Darrat, Amyx, & Bennett,2016). Secondly, documented literatures have showed mix results about the effect of job embeddedness on turnover across individual studies (Ramesh & Gelfand,2010). Studies conducted from USA (Ramesh & Gelfand, 2010; Allen 2006; Mallol, Holtom, & Lee, 2007; A. R. Wheeler et al. 2010; Holtom, Smith, Lindsay,& Burton,2014), India (Ramesh & Gelfand,2010), and Thailand (Ampofo, Coetzer, Susomrith, & Rermlawan, 2017) have indicated that organization embeddedness significantly predicted turnover, whereas community did not. In contrast, studies from (Lee et al. 2004; Tanova & Holtom, 2008; Ghosh & Gurunathan,2015) revealed that only community embeddedness significantly predicted turnover, but organization embeddedness did not show its significant relationship with turnover. Thirdly, job embeddedness researchers have claimed that only a handful of studies have examined the separate dimensions of fit, links and sacrifice both in organization and

community embeddedness (Lee, Burch, & Mitchell, 2014; Ampofo et al., 2017). Previous researchers have stated that "a comparative research of reflective and a causal indicator model is interesting" (Lee, Burch, & Mitchell, 2014). Thus, further examination of the impact of community embeddedness, organization embeddedness, including the three sub-dimensions (links, fit and sacrifice) on intention to stay in a wider range of national, cultural and organizational context and respondents are needed. Moreover, to date, in Malaysia, studies about job embeddedness are still limited and most of them are conducted among unskilled employees. The measurement of job embeddedness in these previous studies are adapted from Crosley's (2007) global scale, which primarily focused on organization embeddedness items that are widely regarded as ignoring the concern of community embeddedness items. Hence, it is of great importance to further explore the influence of the reflective measurement of job embeddedness (community embeddedness and organization embeddedness) on intention to stay and extend to different types of respondents rather than unskilled workers in Malaysia.

Therefore, current study aimed to investigate the influence of organization embeddedness and community embeddedness on intention to stay through a survey study targeting the sample of skilled workers in the ICT sector of Malaysia. By disaggregate the components of organization embeddedness and community embeddedness into the three sub-dimensions of links, fit and sacrifice, recent study further studied the link between these components and intention to stay. The contributions for this study can be outlined in three aspects. Firstly, this study provided a comprehensive profile analysis of the effect of the separate composites (fit, links, and sacrifice) both in organization embeddedness and community embeddedness on intention to stay. Compared with the global reflective measurement of job embeddedness, the new indicators completely capture the job embeddedness construct space, and different relationships were found across these dimensions. Secondly, this study responded to the call for more attention about the study of community embeddedness. It provided an insight into the scores for community embeddedness on intention to stay in different context. Thirdly, resent study extend the context of job embeddedness study to a skilled workers (ICT professionals) in a non-western country of Malaysia.

2.13 Summary

The review of the existing literature is the focal point of this chapter. Many studies use traditional attachment measures to assess employees' feelings towards their jobs and their attachment to their organisations; however, there are many non-work-related factors that may influence employees' intention to stay in their jobs. This study uses the Job embeddedness construct to explore both organisation and community factors that influence employees' intention to stay with their organisations. An assessment of key studies related to the current study is undertaken to show the gaps in the literature and how the experiences of these contribute to the present endeavour. In addition, it discusses the conceptualization of an employee's intention to stay, job embeddedness (off-the-job and on-the-job) and continuance commitment. The conceptualization of this construct is based on previous works. Finally, it converses about the theoretical model and hypothesis.
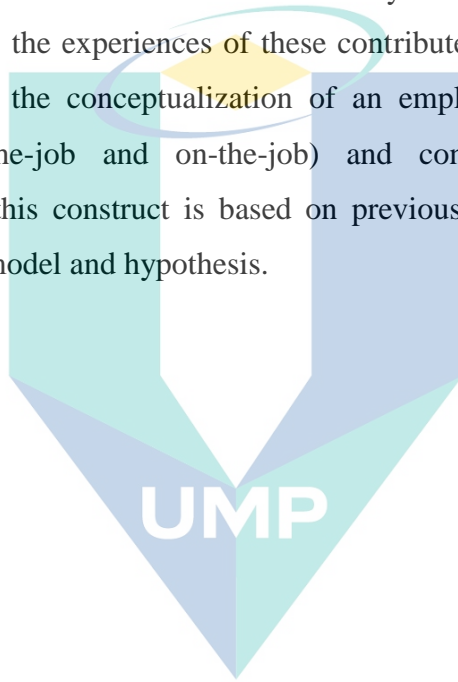
CHAPTER 3

METHODOLOGY

3.1   Introduction

The chapter outlines the methodology employed for this study. It covers methods, research design, sample size, population, unit of analysis, survey instrument, questionnaires designing, variable measurements, and data collection procedure. The chapter also discussed pre-test and data analysis techniques used in this current study.

3.2   Research Paradigm

The paradigm can be described as the worldview guarding a study (Jonas, 2018). Paradigm assists scientist in classifying the kind of methodology that is best required in their study. Additionally, it assists researchers in reflecting their key statement regarding the basis of knowledge and the world (Creswell & Clark, 2017). There are mainly three types of research paradigms which include critical, constructivism and positivist theory.

Positivist study paradigms are generally connected to quantitative study approaches which assumed a single exact certainty that is exposed through the help of tedious practical research (Creswell & Clark, 2017; Guba, & 1994). For this kind of paradigm, the study results are not affected by biases, attitude and ethics whereby the investigators serve as neutral observers (Ahmad, Muhammad, Bello & Kasim, 2014). On a contrary, a constructivist paradigm requires the investigators to take their postulations in developing their subjective meaning out of their personal's exploits with the specific occasion for them to be knowledgeable about the phenomenon that is special (Creswell & Clark, 2017). Usually, study paradigm can also be related to a qualitative study method. For this kind of paradigm, a scientist may be allowed to connect with other people in order to involve in interpreting the phenomenal meaning of the subject. Lastly, the critical hypothesis study paradigm clenches the assumption that realities are controlled by gender, ethnic, economic, cultural, political, and social values

(Guba & Lincoln, 1994). Table 3.1 provides various types of study methods that were considered in previous studies based on the three types of research paradigms.

Table 3.1   Summary of Three Major Research Paradigms.

Criteria	Positivism	Constructivism	Critical Theory
Theory building/ Theory Testing	The postulated theories are tested to reject or confirm the test theories in a controlled setting and falsified hypothesis or supported empirically via experimentation process.	Theories can be shaped in a cultural and social context. It can also be made from a manifold of realities.	Theories can be constructed by deconstructing the world.
Role of researcher	Scientifically predict, describe and explain phenomena. Uncovered realities.	Study mental, cultural and social phenomena in revealing manifold of realities why people behave in a certain manner.	Improving significant consciousness and political emancipation.
Nature of reality	True reality and objective, occurs through unchangeable natural cause-effect laws. Realities are generalized. Reality and researchers are independent.	Realities are interpreted, experienced and constructed by an individual due to interactions between one another and widening social systems.	Realities are shaped by gender, ethnic, economic, cultural, political, and social values.
Nature of Knowledge	Its knowledge depends upon verified hypotheses.	Its knowledge depends on subjective understanding, reasons, values, and beliefs.	Its knowledge consists of social relations which structured the experience.

However, this study applied a positivist research paradigm through quantitative methodology. The attribute of this study supported the positivist research paradigm and that was the reason it has been chosen. Furthermore, this study paradigm believes that

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knowledge depends upon certified hypotheses; true reality and objective occurs; the realities are separated; or generalized.

3.3   Justification of Quantitative Research Method

A cross-sectional design and quantitative survey are referred to as the appropriate approach and study design to be adopted in this study due to many reasons. Firstly, the major objective of this study was to use a quantitative method in collecting primary data and test of the theoretical model to predict future behaviour (Foard, Weinstein & Henn, 2006). To have a better relationship prediction within the variables, this study utilized the PLS-SEM approach in obtaining the values of latent variables for the purpose of prediction and thus, used only quantitative research approach (Chin, 1998).

Theoretically, researchers have three research approaches which include a mixed, qualitative and quantitative approach for conducting research (Venkatesh, Brown & Bala, 2013). A researcher will first look at the possibilities of the study before deciding what type of research approach to be used. A further choice of particular study approach may also depend on the method utilized to analyse data, type of data used and purpose of the study (Migiro & Magangi, 2011).

A quantitative approach was utilized in a recent study in fulfilling the objectives. Quantitative methods are used in determining the association that exists between more than one important variables (Allwood, Cullen, Carruth & Cooper, 2012). This study focused on the hypothesis testing of a conceptual model that covers the relationship within different variables. The aim of this study was to evaluate the association within the continuance commitments; mediating variables (MV), off-the-job and on-the-job embeddedness; independent variables (IV) with employee intent to stay; dependent variables (DV). Therefore, a quantitative approach was best suited in this scenario. Positivist scientists used a quantitative research approach in predicting the associations among the variables and later describe these associations as study hypotheses (Neuman, 2013). Another reason for using the quantitative research design was to consider other studies that include the quantitative research approach which centres on numerical data collection and analysis from a set of specific individuals that are needed for the hypothesis testing. With the usage of quantitative research, researchers can approach a

larger set of respondent more effectively within a shorter time when compared to similar sample sizes in qualitative research (Creswell & Clark, 2017).

Furthermore, a quantitative study is based on either survey or experimental. Experimental studies are planned when researchers want to see the impact of some intervention on a specific group of people (Venkatesh et al., 2013) which was not the objective of a recent study. Contrarily, the survey has defined a method of collecting information by asking questions from the participants in order to find out evidence about a population (Fowler, Perkins, Buttaro & Truant, 2013). However, a survey design could not show that one variable can cause changes in other variables; instead, it investigates the association among the variables (Rossi, 1983). The survey research design is appropriately utilized to serve the objective of this research because it examines the relationships without intervention and manipulations on the participants.

3.4   Research Process

Research is generally defining as an organized and methodical exploration of significant fact on a subject matter. It engages the act of refining and defining the study challenge, making a deduction, formulating hypothesises and framework; organizing, evaluating and collecting data; reaching conclusion; and eventually analysing the conclusion to know if they are appropriate to the formulated question (Kothari, 2004).

3.5   Research Design

A research design is a technique that is used in conducting research through the problem-solving method analysis including the kind of data needed to be collected, which topic is to be chosen for the study, how to analyse the result, who are the target respondents and as well as other important components of the study. Another approach in conducting research is by collecting data from the external parties. These are carried out by utilizing various methods such as electronic questionnaires, distribute the questionnaire to target respondents, face-to-face interview, telephone interview, and other methods (Ahmad et al., 2014).
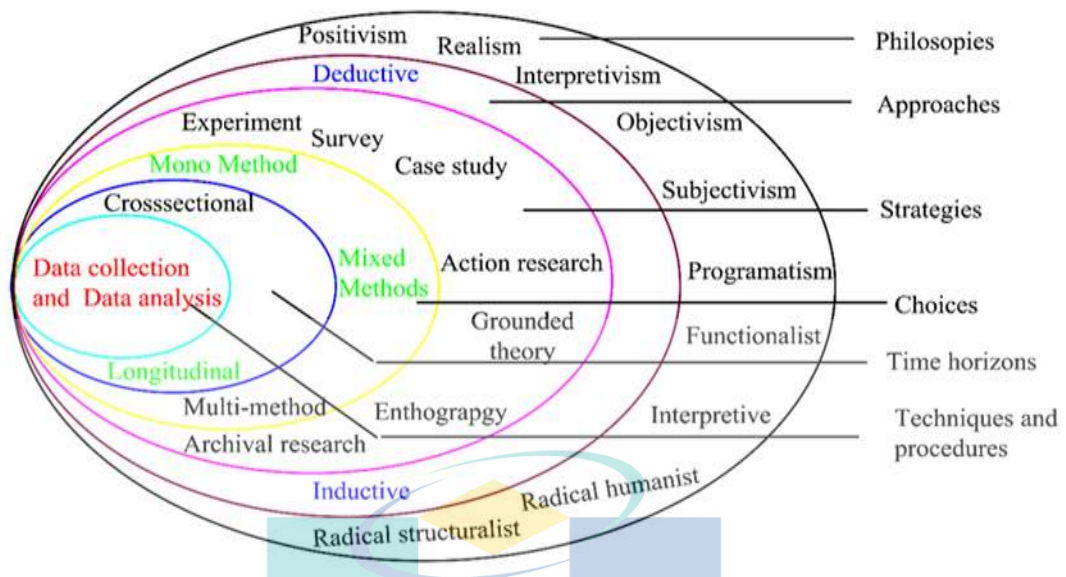
Figure 3.1   Research Onion

Source: Saunders, (2011)

Research can be broadly classified in terms of their purpose; case study analysis, exploratory, hypothesises testing, and descriptive analysis. However, the nature of research is mainly depended upon the level of advancement in understanding(Sekaran & Bougie, 2016). This study proposed and verifies the conceptual model that was being developed with expert and literature support. The recent study is a descriptive and hypothesis testing in nature. Descriptive research is assumed in a situation to explain the features of the parameters of interest. It is also called statistical research due to its phenomenon or characteristics and data population of utilizing the sample. It can be hypothesis testing in research design due to the major objective of research in verifying the suggested study framework(Sekaran & Bougie, 2016).

3.5.1 Time Horizon

This research is cross-sectional in nature whereby all the data are obtained one time only. The study is accepted when the data are collected only once just over a period of months or days or weeks to solve a research hypothesis. These studies can be referred to as cross-sectional studies(Sekaran & Bougie, 2016). It is also called current status studies. This recent study was cross-sectional in nature and expanded between October 2018 to December 2018. In the first two weeks of the duration, a pilot survey was carried out to assess the feasibility of a full survey.

3.6   Population of the Study

The population is known as the set of events or people interest that the investigator needed to determine. For better understanding, population term is divided into two levels; target and sample population(Sekaran & Bougie, 2016). The first type is defined as the population on which an investigator generalizes the study findings. However, the sampled population may or may not be the target population and it is a type where an investigator wants to select the sample. In this study, the target populations were employees' of 1963 IT companies according to MSC 2018 that are operating in Malaysia. The list of IT companies had been taken from World Class Status listed by Multimedia Super Corridor (MSC). In Malaysia, the MSC is Malaysia's national ICT initiative designed in attracting global-class technology industries while developing the traditional ICT company. It is also supported completely by the Malaysia government in transforming the nation towards a K-economy over the past fifteen years. The sample frame was completely updated by the concerned authorities of Malaysia government.

3.6.1   Sampling Techniques and Sample Size

A sample can be defined as a group of relatively smaller number of people selected from a population for investigation purpose. The members of the sample are called as participants. Sampling can be seen as a study procedure of choosing a suitable participant of the population in a certain study. The process through which a sample is extracted from a population is called as sampling. In investigation it is impossible to assess every single element of a population so a group of people (smaller in number than the population) is selected for the assessment. On the basis of information obtained from the sample, the inferences are drawn for the population. For this study, the sampling technique was   divided into two steps. In choosing the participating organizations, simple random sampling was used as the list of world class status was took from the Multimedia Super Corridor (MSC) is obtain in order to represent the ICT professionals' population of Malaysia. Then the second step of sampling was purposive sampling, as there is no list of industrial staff. Purposive sampling enables researchers to squeeze a lot of information out of the data that they have collected. This allows researchers to describe the major impact their findings have on the population. The power of purposive sampling lies in selecting information-rich cases for in-depth analysis related to the central issues being studied. Purposive sampling can also be used

with both quantitative and qualitative studies. The type of purposive sampling used is homogeneous sampling, as this survey was interested in exploring the attitudes and perceptions of one particular group that has similar characteristics, to describe that particular group in depth.

In simple random sampling each and every element of the population has an equal chance of being selected in the sample. The population must contain a finite number of elements that can be listed or mapped. The population must be homogenous i.e. every element contains same kind of characteristics that meets the described criteria of target population. One method for the selection of participants is lottery method: each element is first given a number and then numbers are individually written on slips of paper. The slips are put and mixed thoroughly in some bag or bowl. Then the decided number of slips is drawn out of it. Other methods are the use of any random table generated through computer or any other resource. The selected participants are approached and investigation is done. Author's revealed that the equivalent sampling is the same percentage of a set of levels at the process of conducting a survey (Sekaran & Bougie, 2016).The sampling in this study relies on G-power analysis. The sample size was drawn based on the below computations.

3.6.2 Power Analysis

Furthermore, an optimal sample is imperative for decreasing the cost of sampling error; hence, one needs to specify the advantages of choosing an appropriate sample size. Precisely, Salkind, Singh & Cannone (2003) highlighted that suitable sample size is essential for any study because choosing a low sample size will not be an ideal representation of the population. In spite of that, the results of too small sample size will result to Type I error, which is the likelihood of mistakenly rejecting particular results when they are supposed to be accepted (Sekaran & Bougie, 2016). More so, it was suggested that too enormous sample size is not suitable because of likely challenge of Type II error, which means accepting a specific result when it is supposed to be rejected (Sekaran & Bougie, 2016).

Therefore, for the sample size of this study to be ascertained, a previous power analysis was done by the use of software package G*Power 3.1.9.2 (Faul, Erdfelder, Lang & Buchner, 2007). Based on this G*Power model, this study used 8 predictor variables for determining the sample size. In order to utilize G*Power for calculating

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the sample size, power level, and effective size; alpha level is needed to be set (Cohen, 1988, 1992; Green, 1991). For this study, the alpha level was set at 0.05 due to its traditional level of importance (Green, 1991). According to Cohen (1988, 1992), the effect size index showed that large, medium and small effect sizes for multiple and multiple partial correlations were 0.35, 0.15 and 0.02, respectively. Another study employed a = 0.05 when testing both turnover intent and job satisfaction; hence, causing this measurement accepted (Buttigieg & West, 2013). There was a 95% confidence level while using a = 0.05 which indicated that a Type I error did not exist. Type I errors may exist whenever the null hypothesis that supposed to be true is rejected (Sartor & Halabi, 2015). In research, Type II error is associated to a power level of 0.95 in which a false null hypothesis is not rejected by the investigator (Bark, Peeters, Lester, Pollino, Crossman & Kandulu, 2013). For this study, statistical power (1-β = 0.95); significance alpha level (α= 0.05); effect size (f2= 0.15); estimated sample size of 160; and total number of eight predictors were selected (Cohen, 1977; Bamgbade, 2016). Figure 3.2 depicted the results of the statistical test for a multiple regression-based statistical analysis.

G-Power Result

F tests - Linear multiple regression: Fixed model, R² increase

Analysis:	A priori: Compute required sample size	
Input:	Effect size f²	= 0.15
	α err prob	= 0.05
	Power (1-β err prob)	= 0.95
	Number of tested predictors	= 8
	Total number of predictors	= 8
Output:	Noncentrality parameter λ	= 24.0000000
	Critical F	= 2.0002077
	Numerator df	= 8
	Denominator df	= 151
	Total sample size	= **160**
	Actual power	= 0.9506385

Figure 3.2   Results of *power analysis for medium effect*

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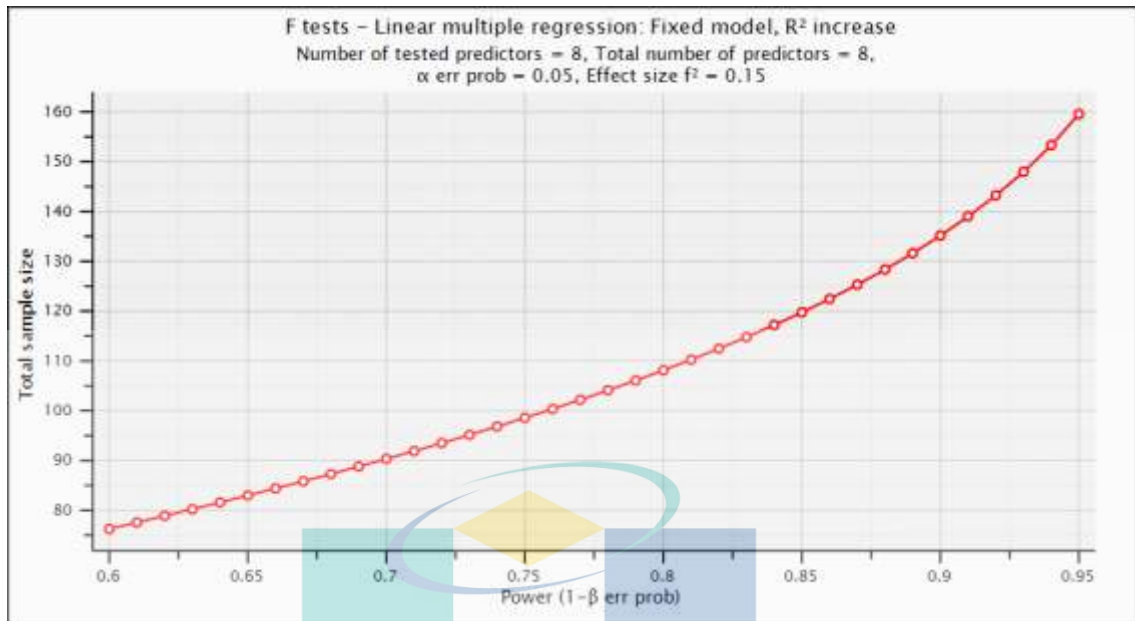
Figure 3.3   X-Y Plot for Medium Effect Power Analysis.

For this study, the sample size was determined by using Roscoe's (1975) rule of thumb. Roscoe states that this rule is appropriate for the study with a sample of more than 30 and less than 500. Moreover, Hair, Ringle & Sarstedt (2011) stated that, for all multivariate study, the sample size must be several times (preferably 10 or more times) greater than a number of variable in the study. In order to avert inappropriate sample size and accuracy in estimating a sample size representative in this study, a more thorough method proposed by (Grover & Vriens, 2006) was employed. Therefore, with the population size of 1963, about 160 sample size was utilized in this study following G*Power 3.1.9.2 assumptions for PLS-SEM.

In choosing the participating organizations, simple random sampling was used.In this study, the target population is every IT company listed under MSC status Malaysia. Thus population is precisely defined, is specific and elements are finite in number. The population is homogenous because people belonging to different groups (age, sect, gender) are not very much likely to be different over the issue. There are 1963 IT companies in listed under MSC status. To draw a sample of 1963 participants, the researcher uses an exhaustive list of the employs (it means the list contains the names of all the 1963 companies). Next allots a number to each company name. Afterwards, follows a computer generated table containing 1963 numbers in between 1 to 1963.The participants whose names are corresponding to the selected numbers are approached and investigated. After chose the companies, the second step of sampling

was purposive sampling, as there is no list of industrial staff. The sampling here is confined to specific types of people who can provide the desired information, either because they, are the only ones who have it, or conform to some criteria set by researcher.

3.6.3   Unit of Analysis

Unit of analysis implies the level of total data obtained during and after the data analysis stage. For instance, if the problem statement centred on the way to increase motivational levels of an employee in general, then the way to improve the motivation must be determined. The data collected from each employee will be evaluated and an individual's response will be treated as a source for the employee data (Sekaran & Bougie, 2016) . Here, the unit of analysis of this study was individual's level because the decision to stay in an organization was an individual character; so, the level of analysis was narrowed down to the individual person. Through the examination of these units, the impact of perceived and motivational factors towards the relationship of intention to stay was identified, provided and reorganized.

The sample represents a specific population in a study for a specific purpose (Creswell & Creswell, 2017). The executives, managers and IT professional who worked in the MSC status were the units of analysis; questionnaires were administered to them and their responses were computed using the normal 5-point Likert scale. The study was conducted using 160 IT Multimedia Super Corridor (MSC) in Malaysia according to the G*Power 3.1.9.2.

3.7   Data collection Technique

Mailing the questionnaires that have five-point Likert scale; 1 = strongly disagree, and 5 = strongly agree were used in this study because of its easy access to an enormous number of convenient respondents to provide answers, and when an investigator is not present that would remove bias when the questions are been answered. Questionnaires are extensively utilized when secondary data are not readily available and to gather primary data which are specifically appropriate to unexplored study areas (Sekaran & Bougie, 2016).

Data were collected from executives, managers and IT professional who worked in the MSC status in Malaysia. Printed questionnaires were mailed to their physical addresses. The questionnaires were accompanied by a personal request letter of permission and endorsement from the main supervisor which stated that the study will be beneficial for both Universiti Malaysia Pahang and the Malaysia ICT industries. A self-addressed and stamped envelope were also added in each set of questionnaires to facilitate the potential respondents to avoid any problem in return the filled questionnaire. Subsequently, after four weeks, reminder letters were again sent to those respondents who did not respond. In addition, follow up emails and calls to the companies to enhance the response rate of this survey.

3.8   Expected Response Rate

About 200 questionnaires instead of 160 were used in this study and distributed among MSC status that is operating in Malaysia. The oversampling helps to take care of the possible loss as a result of damages and non-cooperative subjects (Draugalis & Plaza, 2009). Specifically, the oversampling was used so that the non-response rate and non-response bias will not have an influence on the result.In line with controversy that 50% response rate is considered as an allowable rate in any sociological study; however, this current study is set out to attain just that or more (Draugalis & Plaza, 2009).

3.9   Questionnaire Design

In order to build up the study instruments, a mixture of existing validated measurement was used according to the expansive literature. Additionally, to accommodate the sample of this study measurements, they were slightly modified. This is a famous method utilized to develop a survey instrument. There are two main advantages for this approach; the accessible instruments already have validity and reliability. Moreover, it makes a possible evaluation between the latest outcomes with the earlier results from different studies by using these instruments (Saris & Gallhofer, 2014). A survey can work as a right approach in evaluating the samples information and present conclusion about the general output from a sample of responses to the population (Creswell & Creswell, 2017). Conversely, this technique can be appropriate in favour of study with a large number of sample(Rahi, 2017); since a survey is quick,

low-cost and well-organized to be administered (Churchill & Iacobucci, 2009). Finally, a survey seeks about respondent's views, judgment and thoughts as well as collecting data relating to motives, attitudes and beliefs (Burns & Bush, 2006; Pelegrín-García, Brunskog, Lyberg-Åhlander & Löfqvist, 2012).

In this study, all the constructs were used from previous studies. According to Rahi 2017, if the standardized loading of individual items is above 0.50, it is considered as reliable. Thus, the criteria for item selection were kept in mind while considering them from previous studies. Furthermore, these items were very much suitable for the theme of this study. Similarly, several previous utilized a survey strategy. In a survey, questionnaires should be easy to read, simple and goes straight to the point (Frazer & Lawley, 2000). This study employed different standardized parts for measuring the concepts and variables. There were four significant areas of the questionnaire. The demographic information of the participants represented part A, followed by job embeddedness that represents part B. Organizational commitment was represented by part C while the intention to stay was illustrated by part D.

3.9.1 Scale of Questionnaire

There are a series of forms for designing a questionnaire; this depends on what the investigator intends to measure and why. The scholars believe that forms to be used should be common and universally acceptable. For example, the statements used in the questionnaire must be easily understood by the respondents (Warwick & Lininger, 1975); the statements in the questionnaire should not mislead the respondents (Kothari, 2004). Also, researchers should try the most effective way or manner to maximize the validity of an item, lessen the stress of answering the questions from the respondents and be very economical in terms of cost of data collection. On this basis, this study uses a Likert scale type of questionnaire.

Kulatunga, Amaratunga & Haigh (2007) reported that the Likert scales are widely and properly utilized for attitudinal measurement. The Likert scales are generally utilized to estimate activities ranging from low to very high scale. In this study, these scale points were mapped to 0.1, 0.2, 0.3, 0.4, and 0.5 numerical scale to estimate the risk attitudes of the contractors in the construction of projects, in which the scale correspondingly illustrate the respondents' attitudes from (0.1) strongly disagree

that this factor has dramatically influenced to (0.5) strongly agree that this factor has dramatically been influenced.

In addition, the Likert scale uses to be psychometric kind of scale used in instruments to tap interviewer extent of agreement or otherwise in a given statement. Likert scales were originally five-point scale ranging from the "strongly disagree" to "strongly agree" with "neither agree" nor disagree in between. Many researchers will prefer to use longer scales by adding options. Other researchers rather use an even number scale like 4-point and 6-point scales. According to Dawley & Andrews, (2012), longer scales allow the respondents to independently choose the options without been compelled. Martin, (1995) mentioned that respondents prefer to be given a no opinion option or neutral for them to feel free from been restricted to the researcher's choice. From another perspective, (Krosnick, 2018) hold the opinion that providing a no opinion or neutral option tampers with the value of the data which is perhaps very obvious in various studies conducted across the globe. The participants are quietly stimulated to think over a given item before they finally make decisions.

In this study, the selection of an odd scale particularly the 5-point scale is appropriate because it will increase the reliability of the data as well as lessen social desirability bias (Krosnick & Fabrigar, 1991). Respondents were asked to show their level of agreement on the items by utilizing a five-point Likert scale. In addition, the five-point scale was utilized because the scale could make an agreement among the disputed objectives by giving adequate selection because just three options have a way of estimating only direction rather than the strength of viewpoint and creating items to be managed by the interviewer. And lastly, it is mostly recommended from previous studies (Krosnick, 2018). The ranges of values were utilized and arranged in ascending order as illustrated in Table 3.2 to show the extent of their risk's incident. It was supported by previous literature that a scale between 1-5 is enough to point out reliably and validly measure of an item compared to a longer or shorter scale point (Krosnick & Fabrigar, 1991). Table 3.3 below depicted the summary and indicator that was measured. The sources of each measurement instrument utilized in the questionnaire survey are illustrated in Table 3.4.

Table 3.2   Scale and Range

Scale	Range
1	= strongly disagree(0.10
2	=disagree(0.2)
3	=neither agree nor disagree(0.3)
4	=agree(0.4)
5	=strongly disagree(0.50

Table 3.3   Summary of Variables and Number of Indicators.

Constructs	Variable & Dimensions	Scale	No. of indicators
On-the –Job Embeddedness	Fit organization	5-point	9
	Link Organization	5-point	7
	Sacrifice Organization	5-point	10
Off-the-Job Embeddedness	Fit Community	5-point	5
	Link Community	5-point	6
	Sacrifice Community	5-point	3
Organizational Commitment	Continuance Commitment	5-point	6
Intention to Stay	Intention to Stay	5-point	6

3.9.2   Source of Variables Measurement

Table 3.4   Below Depicts the Source of Each Measurement Instrument that was Used in the Questionnaire Survey.

Variables	Sources	Remarks
Fit Organization	(Mitchell et al., 2001)	Adapted
Links Organization	(Mitchell et al., 2001)	Adapted
Sacrifice Organization	(Mitchell et al., 2001)	Adapted
Fit Community	(Mitchell et al., 2001)	Adapted
Links Community	(Mitchell et al., 2001)	Adapted
Sacrifice Community	(Mitchell et al., 2001)	Adapted
Continuance Commitment	(Meyer & Allen, 2004)	Adapted
Intention to Stay	(Armstrong-Stassen & Ursel, 2009; Coombs, 2009)	Adapted

3.9.3   Variable Measurement

This section focused on variable measurements. Each variable was placed differently into the questionnaires. A 5-point Likert scale was utilized in measuring the major concepts of study. The list of questions and detail of the instrument measurement are as follows.

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Part A: Personal or demographic characteristics of respondents

In this part, job level, marital status gender, age, and the tenure of their job with the industry and organization were asked. Closed-ended questions were used to get an appropriate response of respondents.

Part B: Job embeddedness (on-the-job and off-the-job embeddedness)

This present study measured job embeddedness through the use of procedure outlined by Mitchell et al. (2001). The actual way in measuring job embeddedness according to Mitchell et al. (2001) scale is by using formative indicators. Formative or composite measures are 'formed or induced by their indicators' (Lee, Mitchell, Sablynski, & Burton, 2004) and conceptualized to cause the person to become embedded (Mitchell et al., 2001). This is different from reflective methods that are typically utilized in the turnover study (Allen & Meyer, 1990) where the signals are manifestations of the underlying factors. The validity of formative models is high tedious to show when mediators and moderators exist within the independent and the dependent variables. Using a reflector model of job embeddedness becomes easier to justify these models (Bambacas & Kulik 2013; William Lee, Burch & Mitchell, 2013). Crossley et al., (2007) addressed the formative construct problem by proposing a reflective world estimate of perceptions of job embeddedness. A reflective or perceptually-based job embeddedness measure is an important research direction (Lee et al., 2013). Likewise, the world estimate measure of job embeddedness created according to Crossley, et al., (2007) scale consists 7 reflective materials which refer only to the organizations (on the job); thus, communities (off the job) is indirectly measured. Moreover, the sacrifice, links and fit dimensions of job embeddedness are not clearly detected in the world job embeddedness estimate. These dimensions are major parts of the theoretical development of the original JE construct (Mitchell et al., 2001).

Conversely, the compactness of Crossley et al. (2007) global measure does not highlight components of the job embeddedness measure like the composite formative measure does (Zhang et al., 2012). Therefore, it is important that a job embeddedness measure is developed to test models and utilise structural equation modelling in testing the relationships between components of job embeddedness and outcomes (Clinton et al., 2012). For that reason, this study has modified the formative measures into reflective inside the questionnaires instrument. This would be able to direct empirical

comparison between different job embeddedness measures that are available. Recently, some studies used a reflective measure of original job embeddedness scale (Gonzalez et al., 2018; Bambacas & Kulik 2013).

Developing reflective measure of job embeddedness

Job Embeddedness has been conceptualised as a 'sense of difficulty' is in keeping with an attitudinal approach to measurement. Through pilot study, we therefore aimed to collect a pool of questions that 'tap' this sense of attachment or leaving difficulty for both on-the job and off –the job embeddedness. This reflective approach to measurement is likely to allow construct coverage with reflective indicator. Particularly, this study goal to develop a scale that reflects a greater representation of the reflective dimensions of Job embeddedness. As with any measure, it is important to demonstrate several psychometric criteria. These typically refer to reliability and validity. Measurement invariance across various samples of employees has also been increasingly highlighted as an important characteristic of measures and supports the external validity of findings. All of these qualities of the reflective measure were examined in this study. Table 3.5 outlined the reflective measurement items for both on-the-job, and off-the-job embeddedness.

Table 3.5   Reflective Measurement items for Job Embeddedness, (On-the-Job, Off-the-Job Embeddedness)

Items of Job embededdness, (On –the- Job , Off -the –Job Embededdness)
1. I am attached to my team at work
2. I work closely with my co-workers.
3. I can apply my ability and talents in this company.
4. My organization meets my expectations
5. My hope to fit with the company's culture.
6. My company authority and responsibility are in line with my prospect.
7. My organization has the same values that I hold
8. If I stay with my organization, I will be able to achieve most of my goals.
9. My professional growth and development meet my expectations

Table 3.5 Continued

Items of Job embededdness, (On –the- Job , Off -the –Job Embededdness)

10. I feel that my current job satisfies my need for appreciation.

11. I have worked for long time in this industry.

12. Regular informal meetings are held to strengthen relationships among workers

13. I interact constantly with my colleagues at work.

14. A lot of co-workers depend on me to help achieving their work.

15. The current system allows the possibility of forming interacting work teams

16. The organization allows all members to participate in work committees.

17. I have a lot of freedom on this job to pursue my goals.

18. The company bonus meets up my expectation.

19. I would miss the respect of my colleague if I left the job.

20. I would sacrifice e a lot if I left this job

21. If I change my job, I would sacrifice my promotion

22. I would miss the reward of my performance if I left this company.

23. If I left my company I would sacrifice benefits that have accrued.

24. I would sacrifice the health care benefits If I left my company .

25. I would forgo the outstanding retirement benefits offered by this company, if I left my job.

26. I believe the prospects for continuing employment with my organization are excellent.

27. I feel affection for my living area.

28. The environment of my living place fit for me.

29. I am a good fit with my community.

30. This community feels me as home.

31. I participate in cultural and recreational activities in my local area.

32. At present, I am married.

33. My spouse works outside the home.

34. I live in my own house.

Table 3.5 Continued

Items of Job embededdness, (On –the- Job , Off -the –Job Embededdness)
35. My family roots are in this community.
36. My family members are living nearby to me.
37. Most of my close friends are living nearby to me.
38. It would be very hard for me to leave my family
39. If I will leave the community, I would miss the love and respect of my friends.
40. The biggest sacrifice is getting detached from my neighbor.

Part C: Organizational Commitment(Continuance Commitment)

Meyer and Allen's revised TCM for employees commitment survey was used to estimate organization commitment (Meyer et al., 2004). The academic version of these instruments together with the guide became free to download from the worker commitment websites. This TCM worker commitment survey has been a confirm equipment utilized to estimate normative, affective and continuance commitment (Naim & Lenka, 2016). The TCM Employee Commitment survey that has been reported is an eighteen-item instrument with six items for normative, six materials for affective commitment, six materials for affective and six items for continuance commitment (Meyer et al., 2004).

Meyer and Allen reported that some reverse questions can force the respondent to carefully read each of the questions rather than reading through them haphazardly (Meyer et al., 2004). For the purpose of this study, 5-point Likert scale between 1 and 5 was used to align these items whereby 1 denotes strongly disagree, 2 denotes equal disagree, 3 denotes equal neither disagree nor agree, 4 denotes equal agree, and 5 denotes equal strongly agree. The measurement items of continuance comminet (Table 3.6)

Table 3.6   Measurement Items of Continuance Commitment

Items of Continuance Commitment
1. Right now, staying with my organization is a matter of necessity as much as desire.
2. It would be very hard for me to leave my organization right now, even if I wanted to.
3. Too much of my life would be disrupted if I decided I wanted to leave my organization Now
4. I feel that I have too few options to consider leaving this organization
5. If I had not already put so much of myself into this organization, I might consider working elsewhere.
6. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.

Part D: Intention to stay scale

Intention to stay refers to employees' conscious and deliberate willingness to stay with the organization (Chew & Chan, 2008). To measure participants' intention to stay, three items were adapted from (Coombs, 2009) and another three items from (Armstrong-Stassen & Ursel, 2009). Several researchers modified the intent to stay scale to fit their purposes of study (Garbee, 2006; Kosmoski & Calkin, 1986; Pulver, 2012) Kosmoski and Calkin (1986) expanded the intent to stay scale to increase the reliability of the instrument. Garbee (2006) modified the scale to measure nurses' intent to stay with three questions and nurses' intent to leave with three questions. Ruel (2009) converted Garbee's three 7-points Likert-type scale items. In Addition, scholars also used the instrument measures respondents' intention to leave/stay from two dimensions: intention to leave and intention to remain with the organization (Mustapha et al., 2011). Intention to stay was measured by reverse-coding items of intention to leave where respondents indicated their degree of agreement.

This study modified 6 items scale to fit the purpose of the analysis. Moreover, 6 items scale increase the reliability of instrument. An instrument cannot be valid without being reliable (Engberg & Berben, 2012). A 0.90 alpha value is a strong reliability score (Yunus, 2010). The Cronbach Alpha (α) value of intention to stay scale in this study is **0.918** which indicate high reliability. Each of the adapted questions was asked how strongly the respondents agreed or disagreed with the intention to stay.

Table 3.7   Measurement items of Intention to Stay

Items of Intention to Stay
1. I have the desire and intend to remain working at this company
2. I plan to continue working for this company in the future
3. For me, continuing to work for this company is very likely
4. I expect to work at my present company for as long as possible
5. I would remain in this company definitely, without unexpected circumstances
6. If I were completely free to choose, I would prefer to continue working in this company.

3.10   Pilot Study

In social science study, pilot study analysis is utilized differently in two ways. This is known as feasibility studies that require trial runs or small-scale versions in preparation for the main research (Van Teijlingen, Rennie, Hundley & Graham, 2001). However, this pilot study is a pre-testing for specific study instrument. Pilot study analysis was used to authenticate the instruments created for this study. The most important function of a pilot study is to recognize limitations, if any, in the survey questionnaire developed. Likewise, the following targets were identified during the pilot study; (1) it determines the time it took in filling out the survey to make sure that the length of instruments was reasonable; (2) it tests the validity and reliability of the instrument and context; and (3) to modify the instruments. Besides, this pilot study enables the scientist to understand if the respondents are aware of the measurement items properly or not. According to De Vaus (1993) reports which say "Pilot first, do not take the risk"(Van Teijlingen et al., 2001). The researcher can as well receive a clue, ideas and approaches before the pilot study which has not been predicted. According to Funke and his co-author, the sample size of the pilot study is low between 10 to 50 respondents (Funke et al., 2004).

A pilot study was carried out by targeting executives, managers and above that are working in the ICT companies as the respondents. In total, 57 responses were collected within two weeks whereby only 52 completed questionnaires were utilized for pilot study analysis with a 92% response rate. As soon as the data used in the pilot study were recorded into the questionnaires for accuracy, they were double checked. Based on the surveillance, reliability was developed as an indication of dependability and

accuracy of the data. The scale for dimensions of the constructs was 1 indicating strongly disagree to 5 that denotes strongly agree. Table 3.7 presents the number of survey items and reliability statistics.

SPSS 20 was used to analyse the internal consistency of the measurement tools to evaluate the Cronbach's alpha coefficient. Sekaran & Bougie, (2011) reported that if a value is above 0.6, it is a better internal consistency. The outcomes of the reliability analysis have been presented in Table 3.8 which demonstrate that all the Cronbach's alpha coefficient values were above 0.6, an ideal for good internal consistencies (Tully, 1998; Henseler et al., 2016; Hair et al., 2011; Saunders, 2011). Therefore, it was concluded that the measurement tools were usable, consistent and reliable to be utilized in collecting data for survey.

Table 3.8   Number of Survey Items and Reliability Statistics

Variable	Items	Cronbach's Alpha
Fit Organization	9	.940
Links Organization	7	.910
Sacrifice Organization	10	.921
Fit Community	5	.860
Links Community	6	.883
Sacrifice Community	3	.756
Continuance Commitment	6	.756
Intention to Stay	6	.918

3.10.1 Exploratory Factor Analysis (EFA) and Construct Validity

Factor analysis is one major function whereby data are summarized to be more manageable and easier for test theories without losing any significant information. Yong & Pearce (2006) reported that the method of factor analysis can be utilized for a computational method. The latent variables aim is to measure those things that are generally difficult to measure directly including feeling and attitudes. The exploratory factor analysis function was to search for various factors that could explain the correlations. The most common method for factor analysis is usually the principal component and varimax rotation (Osborne, 2014; Williams, Onsman & Brown, 2010). The major component method always looks for the correlation of several variables to

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show the association within the variables and reduce the variables by integrating them under common theme into a small number of factors (Williams et al., 2010). The factor rotation can be utilized inform of technique to explain those factors by demonstrating the variables that combine them together (Pallant, 2011a). 2- tests were also carried out to make sure that the data are adequate for factor analysis, this includes Bartlett's test of sphericity and KMO measure of sampling adequacy (Pallant, 2011). KMO became excellent when the value is higher than 0.90 and when the value is between 0.5 and 0.7 KMO is low (Field, 2013).

This study adopted the exploratory factor analysis as a reflective tool to measure job embeddedness by utilizing fifty-two pilot study data. MacCallum et al. (1999) reported that once commonality is more than 60, individual factor will be defined by different items and the sample sizes can become relatively small. In addition, Sapnas & Zeller (2002) revealed that fifty cases are enough to do factor analysis. The information about 2 assumptions of factor analysis is illustrated in Table 3.9.The MKO tests and Bartlett Test of Sphericity were utilized to detect if the subscales were appropriate to do factor analysis. The first test was used to investigate the inter-independent of the subscales in the scale, and the sample sufficiency was examined by the second test. Table 3.8 shows that KMO = 0.92 > 0.70 and it is an indication that the sample data were adequate for the factor analysis (Demircioglu, Aslan & Yadigaroglu, 2014; Hair et al., 2006). Based on Table 3.8, it shows that Bartlett's test comprises p < 0.001, this is an indication that the correlation coefficients are not all zero. However, both assumptions indicated they are adequate for the factor analysis.

Table 3.9   The results of KMO and Barlett's Tests

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.923
Bartlett's Test of Sphericity	Approx. Chi-Square	4529.692
	Df	780
	Sig	.000

Figure 3.5 illustrates a scree plot of eigenvalues against the factor numbers. The criterion of Eigenvalue equal one was used to determine the number of factors. Figure 3.4 also showed that after the sixth factor the high curved became decreased. It could be deduced that the scale has 6 factors (Field, 2013).

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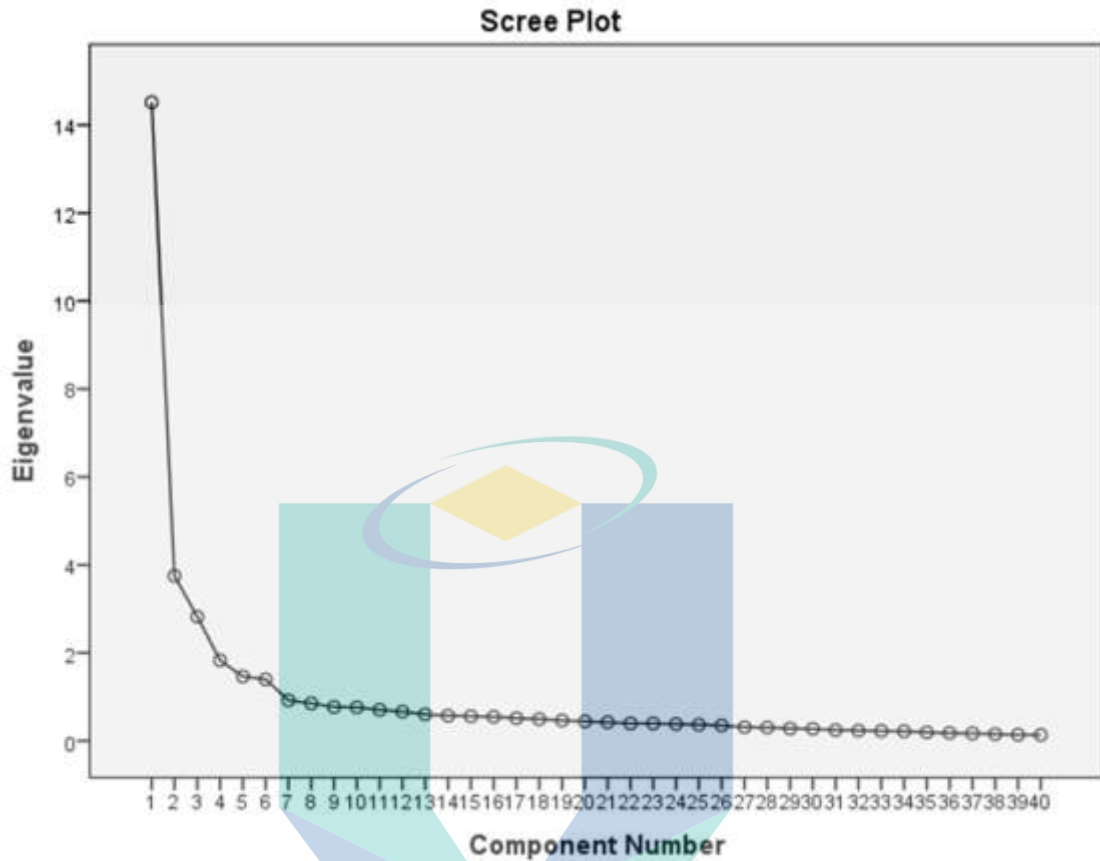
Figure 3.4   The Screen plot graph of the scale of job embeddedness.

Varimax Rotation with principal component analysis was utilized to determine the validity of the scale construct. The results of the factor loadings, variance and factor analysis were interpreted in Tables 3.10, 3.11 and 3.12. The result of the total variance that was obtained from the 6 factors is 64.45% as shown in Table 3.11. The first factor interpreted 36.29% of the total variance with a range of factor loadings between 0.703-0.821. The second factor interpreted 9.37% of the total variance and it has factor loadings from 0.591-0.770. The third factor also interpreted about 7.05% of the total variance with factor loadings between 0.656-0.780. The fourth factor interpreted about 4.57% of the total variance with factor loading between 0.614-0.684. The fifth factor interpreted about 3.66% of the total variance having factor loading ranges from 0.652-0.769. However, the sixth factor interpreted about 3.49% of the total variance with factor loading between 0.627-0.749. The Oblimin rotation was used to study the relationship between the parameters of the scale (Demircioglu et al., 2014). Henceforth, a six-factored construct that is made up of forty items interpreting about 64.45% of the total variance was achieved.

Table 3.10   Extraction Method; Principal Component Analysis

Communalities		
	Initial	**Extraction**
Fit Organization	1.000	.649
FO2	1.000	.720
FO3	1.000	.726
FO4	1.000	.628
FO5	1.000	.621
FO6	1.000	.713
FO7	1.000	.653
FO8	1.000	.716
FO9	1.000	.766
Links Organization	1.000	.600
LO2	1.000	.616
LO3	1.000	.633
LO4	1.000	.695
LO5	1.000	.510
LO6	1.000	.675
LO7	1.000	.581
Sacrifice Organization	1.000	.570
SO2	1.000	.550
SO3	1.000	.658
SO4	1.000	.642
SO5	1.000	.664
SO6	1.000	.688
SO7	1.000	.570
SO8	1.000	.646
SO9	1.000	.564
SO10	1.000	.678
Fit Community	1.000	.618
FC2	1.000	.757
FC3	1.000	.632
FC4	1.000	.637
FC5	1.000	.697
Links Comminty	1.000	.644
LC2	1.000	.721
LC3	1.000	.617
LC4	1.000	.697
LC5	1.000	.661
LC6	1.000	.575
Sacrifice Community	1.000	.638
SC2	1.000	.655
SC3	1.000	.501

Table 3.11   Extraction Method; Principal Component Analysis

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.51	36.294	36.294	14.517	36.294	36.294	6.391	15.977	15.977
2	3.750	9.375	45.669	3.750	9.375	45.669	6.037	15.093	31.070
3	2.822	7.054	52.723	2.822	7.054	52.723	4.151	10.377	41.447
4	1.830	4.574	57.298	1.830	4.574	57.298	4.080	10.199	51.646
5	1.465	3.663	60.960	1.465	3.663	60.960	2.873	7.183	58.830
6	1.398	3.495	64.455	1.398	3.495	64.455	2.250	5.626	64.455
7	.920	2.301	66.756						
8	.851	2.128	68.885						
9	.769	1.922	70.806						
10	.761	1.902	72.708						
11	.704	1.759	74.467						
12	.663	1.657	76.124						
13	.603	1.508	77.631						
14	.572	1.430	79.061						
15	.559	1.397	80.458						
16	.546	1.366	81.824						
17	.516	1.289	83.113						
18	.494	1.234	84.347						
19	.464	1.160	85.507						
20	.440	1.101	86.608						
21	.422	1.055	87.663						
22	.395	.987	88.650						
23	.394	.985	89.636						
24	.382	.955	90.590						
25	.366	.916	91.506						

Table 3.11 Continued

Total Variance   Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% Variance	Cumulative %	Total	% Variance	Cumulative%	Total %	Variance	Cumulative %
26	.350	.875	92.381						
27	.311	.778	93.159						
28	.304	.761	93.920						
29	.280	.699	94.619						
30	.273	.681	95.300						
31	.242	.605	95.906						
32	.233	.583	96.489						
33	.226	.564	97.053						
34	.217	.543	97.596						
35	.191	.477	98.073						
36	.177	.443	98.516						
37	.168	.421	98.937						
38	.152	.380	99.317						
39	.139	.347	99.664						
40	.134	.336	100.000						

Table 3.12   Rotation Method: Varimax with Kaiser Normalization

Rotated Component Matrix[a]						
	Component					
	1	2	3	4	5	6
Fit Organization	.749					
FO2	.780					
FO3	.796					
FO4	.731					
FO5	.703					
FO6	.779					
FO7	.779					
FO8	.782					
FO9	.821					
Links Organization		.591				
LO2		.704				
LO3		.664				
LO4		.770				
LO5		.633				
LO6		.703				
LO7		.602				
Sacrifice Organization			.656			
SO2			.668			
SO3			.775			
SO4			.741			
SO5			.772			
SO6			.780			
SO7			.679			
SO8			.742			
SO9			.652			
SO10			.746			
Fit Community					.684	
FC2					.711	
FC3					.614	
FC4					.618	
FC5					.679	
Links Community				.737		
LC2				.769		
LC3				.660		
LC4				.755		
LC5				.741		
LC6				.652		
Sacrifice Community						.723
SC2						.749
SC3						.627

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization

a. Rotation converged in 6 iterations.

3.10.2 Content Validity

Content validation is a way of confirming that all parts of the construct domain have been sufficiently and accurately measured (Pallant J. 2011; Oyler, 2014). Content validation evidence is entirely qualitative and results from methods such as literature reviews, expert panels, focus groups, and individual interviews (Oyler, 2014). Therefore, this study utilized a review of the literature (chapter 2) and an expert panel to check the content validity. The use of an expert panel was intended to provide expert opinions about potential sources of error in the set of survey items. It was assumed that an expert panel review with expert knowledge of would be especially valuable given that the set of job embeddedness items had not previously been used with an ICT population in Malaysia. Therefore, all of the members of the expert panel were required to senior executive, junior executive or manager as an employee in ICT industry Malaysia. Beyond expertise in ICT, individuals with expert knowledge in survey methodology were sought out to give a methodological perspective; however, given that the set of JE items had previously been reviewed by many other experts in methodology this was seen as being important. Furthermore, a subset of the expert panel participants reviewed the preliminary modified set of reflective survey items. Their comments and recommendations were taken into consideration to improve some of the questionnaire items in a manner that fits the study.

3.11 Final Survey

After the pilot study process, the survey questionnaires were mailed to the executives and top rank staffs in ICT companies. The period of data collection was between October 2018 to December 2018. One covering letter with a copy of the questionnaire was attached together with the definitions. This letter explains the general instructions, benefits, confidentiality of the information, and purpose of the questionnaire. Each copy of the questionnaire was accompanied with the stamped return envelope with pre-addressed on it. Subsequently, all the respondents were called on the phone to notify them that the questionnaire has been sent to them. After 30 days a copy of the reminder letter was sent to the respondents. Follow up calls and emails were also used to increase the response rate. Likewise, some calls were made for more clarifications on those returned questionnaires where there are ambiguous and missing information from respondents.

3.12   Data Analysis Technique

The quantitative research method was applied to get an appropriate view of the ICT professional's intention to stay towards the association within job embeddedness elements and continuance commitment. Additionally, SPSS 20.0 & SmartPLS 3 used for Structural Equation Modeling (SEM) offered statistical evidence that the relationship among continuance commitment and job embeddedness elements influence the intention to stay in the ICT industry. Furthermore, the use of SmartPLS 3 to test the study hypothesis can be viewed as a crucial methodological contribution. Finally, the study suggested the opportunity for further study.

3.12.1 Descriptive Statistic

Descriptive statistics is an analysis which is used for the description of data. Collected data is tabulated and assemble according to the categories utilized in the survey questionnaire. Descriptive statistic focuses on the data that are enumerated, organized and graphically represented. Collected data were compiled in the form of a table or a graph for better understanding (Burns & Burns, 2008). The descriptive statistic is concerned with summarizing, collecting and organizing of the raw score in a more understandable means. Descriptive statistics also deals with techniques that are utilized to evaluate a section of the population known as a sample and to help us know more about the population from which the sample would be taking through the aid of probability theory (Huitema, 2011).

3.12.2 Introduction to Structure Structural Equation Modelling

SEM used to be second-generation multivariate data analysis method that is often utilized in market and management research. In SEM, researchers may equally evaluate the structural model and the overall fit of a model (Chin, 1998; Tully, 1998; Wong et al., 2008). In addition, the SEM can be used to estimate the associations between a specific measure and its variable instead of calculating only the hypothesized structural associations with the variables. However, this multivariate statistical method can be utilized to determine indirect and direct associations among one or more dependent and independent LVs (Richter, Sinkovics, Ringle, & Schlägel, 2016). SEM is a flexible modelling tool used to perform numerous multivariate statistical analyses such as growth curve, regression analysis, factor analysis, path analysis, and canonical

correlation analysis modelling (Ringle, Sarstedt & Straub, 2012; Urbach & Ahlemann., 2010). Generally, SEM has two main techniques that include a co-variance-based technique CB-SEM and a component-based technique PLS-SEM. The techniques are different based on the nature of the fit statistic they create and their statistical assumptions.

3.12.3 Reason of Using PLS-SEM

To detect the relationships between on-the-job and off-the-job embeddedness (X), continuance commitment (Z) and intention to stay (Y), this study adopted PLS-SEM to evaluate the study model. This study also focused on testing relationships based on theoretical knowledge (Richter et al., 2016). The PLS-SEM became a suitable technique for this study because it has the capacity to determine the correlations between the residuals and evaluate their influence on the model. Moreover, PLS-SEM technique is suitable to this study to provide prediction-oriented objectives, but it is not compulsory to distribute the data because it needs smaller sample size (Chin, 1998; Tully, 1998; Wong et al., 2008) while, the CB-SEM needs a bigger sample size (minimum > 400). Furthermore, PLS-SEM presents R^2 values that specify the significance of relationships among constructs so that the performance of the model can be understandable. Contrarily, CB-SEM simply presents path modelling (coefficient and CR). However, the PLS-SEM is most excellent technique suitable for prediction-based study while the CB-SEM is more on model fit. The most interesting advantages of PLS-SEM is that it can handle several independent variables at the same time even with the problem of multicollinearity (Richter et al., 2016). Therefore, PLS-SEM becomes a good alternative to CB-SEM when the following situations are encountered. The following are the characteristics of PLS-SEM:

1. The sample size is smaller.

2. Applications have a few available theories.

3. The predicted accuracy is predominant.

4. The suitable model specification could not be secured.

3.12.4 Partial Least Square (PLS)

PLS refers to as an analytic statistical method used to model difficut multivariable relationships between the latent outcomes and observer. PLS was introduced by an econometrician (Martin et al., 1995) who structured Partial Least Square like a soft modelling method to estimate SEM(Ali, Rasoolimanesh, Sarstedt, Ringle, & Ryu, 2018). In addition, PLS is a procedure that allows the formative measurement of constructs. This is the most excellent approach to get good results with predictive modelling. Researchers prefer to use PLS as it can handle the multifaceted model with a smaller number of limitations and suggest better statistical power. However, PLS are utilized in the interaction terms, theory development, exploratory research, and focus on prediction.

PLS path models consist of two groups of linear equations which include the outer and inner model. Furthermore, the outer model identifies the relationship between the observed variables and its construct. Observed variables can describe as indicators while a factor is known as the latent variable. Moreover, the structural model identified the relations among the constructs (Henseler et al., 2016). Additionally, the structural model is made up of endogenous and exogenous constructs with the relations between them. In general, the relationships between the constructs can be linear. Sometimes the relationships of the model can be more composite with the mediation or moderation relationships (Henseler et al., 2016). Once a third construct intercedes between two relating variables; is named as mediation effect. The direct effects (related variable) show one single arrow that joined them while the mediating effects are linked to sequences of two or more arrows (indirect effects). The mediating effects occurred when the independent variable alters the capacity of two related variables in the model. This study adopted the mediating effects of organizational continuance commitment between intention to stay and on-the job, off-the job embededdness.

3.12.5 Reflective and Formative Constructs

LVs are modelled by utilizing two indicators; reflective and formative. The relationship between manifest variable and constructs can be called formative measures; the relationship between indicators and constructs in reflective measures are known as the loadings. While the indicator variable that is connected to one latent variable is

known as the block where each block has one latent variable. In addition, indicator variables can only be connected to one latent variable. Reflective constructs are affected by the same underlying construct with the same measuring (Salkind et al., 2003). However, the formative construct has a formative indicator that is joint to provide an increase to the LV meaning. In reflective constructs, the arrows direct points from LV to the reflective indicators. Conversely, in the formative constructs, the arrow direct causality from indicators to LV (Petter et al., 2007). For the purpose of this study, all the LVs were modelled inform of reflective constructs. The underlying flows of each LV are depended upon the experience acquired during the literature review phase. Utilizing previous information in establishing the fundamental support to prevent miss specification of measurement model is very significant (Henseler et al., 2016). Figure 3.6 illustrates the formative and reflective constructs diagram.
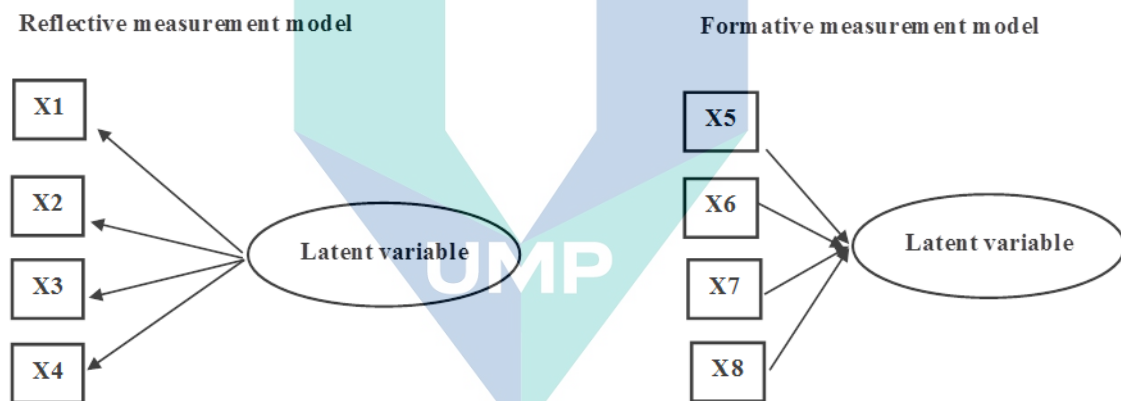
Figure 3.5   The Diagrams of Reflective and Formative Constructs, Source: (Petter et al., 2007)

3.13   Evaluating Measurement and Structural Model

The research model for this study was evaluated by utilizing a two-step procedure that was suggested by (Hair, Hult, Ringle, & Sarstedt, 2016) such as the outer model inner model. This model validation was utilized to know whether the measurement and structural model fulfilled the characteristic requirements for empirical work (Urbach & Ahlemann, 2010).

3.13.1 Measurement Model

As previously reported, the verification of a reflective measurement model can be demonstrated by checking its indicator reliability, internal consistency, discriminant

validity, and convergent validity (Henseler et al., n.d. ; Hair et al., 2011; Saunders, 2011).

3.13.1.1 Internal Consistency

Generally, the internal consistency of a measurement item can be estimated by utilizing the Cronbach's Alpha (CA). Cronbach reported that a construct with large CA values would contain items in the same meaning (Cronbach, 1971). The CA gives an approximation for the reliability supported by an indicator of inter-relationships. Moreover, in the case of PLS, the internal consistency was estimated by CR. Although CR and CA can evaluate internal consistency, the CR shows that the indicators can give several loadings, despite using specific relibility coefficient, the internal consistency reliability evaluated the satisfactory level while in the early stage, the value is at the lowest 0.7; and in a more advanced stage of research, the values are greater than 0.8 or 0.9. Whereas, the lack of reliability is indicated when it is less than 0.6 (Brass et al., 2004; Henseler et al., 2016).

3.13.1.2 Indicator Reliability

To evaluate the indicator's reliability of this study, the indicator reliability was calculated to a point where the set of variables are reliable (Urbach & Ahlemann., 2010). Moreover, the reliability constructs are independent and separately designed from other constructs. Chin, (1998) reported that the loadings should be significant at not less than 0.05 level and when loading is above 0.7. Henseler et al., (2016) also reported that it is easy to remove an indicator when the indicator's reliability is low, and this goes along with a significant increment in the CR.

3.13.1.3 Convergent Validity

CV engages the level to which a person items reflecting a construct intercept when compared to items that measure several constructs (Urbach & Ahlemann, 2010). In addition, in the case of utilizing PLS, CV was assessed by using the value of AVE. Grover et al. (2006) reported that enough of convergent validity can be obtained when the value of the average variance extracted in a construct is not less than at 0.5.(Henseler, Ringle, & Sarstedt, 2015) .

3.13.1.4 Discriminant Validity

DV measurement is now a welcome criteria used to analyse the associations between the latent variables (Henseler et al., 2016). However, the Fornell-Larcker assessment and criterion of cross-loadings are two major methods approaches used to calculate DV in PLS-SEM (Chin, 1998). Furthermore, in assessing the discriminant validity, a new creation that is known as the HTMT (Heterotrait-monotrait ratio of correlations) in variance-based SEM can be used. The summary of validity principles to evaluate a reflective measurement model is outlined in Table 3.13.

Table 3.13   Summaries of Validity Guidelines for Evaluating Reflective Measurement Model

	Validity Type	Criterion	Guidelines
1.	Internal consistency	CR	CR > 0.7 (for exploratory study CR > 0.8 (advance research) CR < 0.6—lack of reliability
2	Indicator Reliability	Indicator loadings	Item's loading > 0.7 and significant at least at the 0.05 level
3	Convergent Validity	AVE	AVE > 0.50
4	Discriminant Validity	Cross loading Fornell and Larcker Heterotrait-monotrait ratio of correlations (HTMT)	Item's loading of each indicator is highest for its designated construct. The square root of the AVE of a construct should be greater than the correlations between the construct and other constructs in the mode

As a result, in this study, the measurement model's validity is acceptable when:

1. CR is greater than 0.8.

2. Item's loading is above 0.7 and significant at not less than 0.05 level.

3. AVE value for each construct is higher than 0.50.

4. Item's loading of each indicator is at its highest for its designated constructs.

5. The square root of the AVE of a construct should be more than the correlations between the construct and other constructs in the mode (Henseler et al., 2016).

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3.13.2 Structural Model

The structural model shows the association between their observed and latent variables. After establishing the validity and reliability of the measurement models, some steps are needed to be taken in assessing the hypothesized association between the structural model (Hair et al., 2016). In the case of using SEM, the variable is either endogenous or exogenous. The exogenous variables have a path with arrows pointing outward and nothing is joining to it. Temporarily, an endogenous variable represents the effect of another variable and it has not less than one path leading to it. In PLS, the structural model was assessed by utilizing the effect size (f^2), Coefficient of determination (R^2), path coefficients and cross-validated redundancy (Q^2).

3.13.2.1 Coefficient Determination (R^2)

R^2 can be used to determine the model's predictive accuracy. Another means of analysing R^2 is by characterizing the exogenous variables relation impact on the endogenous variables. These effects ranging between ranges from 0-1, where 1 represents the whole predictive accuracy. R^2 can also be accepted by different disciplines and all the rule of thumb regarding an acceptable R^2 must be obeyed. The value of R^2 that describes a weak, moderate and substantial level of predictive accuracy includes 0.75, 0.50 and 0.25, respectively (Hair et al., 2011; Henseler et al., 2016).

3.13.2.2 Cross-Validate Redundancy(Q^2)

Q^2 is usually used to evaluate the structural model's predictive relevancy. The assessment is based on the sample re-use method that calculates the model parameter, forecasts the eliminated parts and eliminates some parts of the data matrix by utilizing the estimations. Moreover, when the variation between original and predicted values become lesser the Q^2 become greater hence, the model's predictive accuracy. Moreover, when the Q^2 value is greater than 0 for specific endogenous constructs, it indicates that the part model predictive relevancy for these specific constructs (Rigdon et al., 2014; Sarstedt et al., 2014).

3.13.2.3   Path Coefficients

A path coefficient represents a hypothesized relationship between the constructs. Similarly, a path coefficients value is indicated by a value ranging between -1 to +1. When the coefficient is closer to +1, this shows that the relationship is strongly positive and when the coefficient is closer to -1, it shows that the relationship is strongly negative. It has been reported that the path coefficient must be above 0.100 to achieved some impacts in the model and should be not less than 0.05 to reach a significant level (Hair et al., 2016).

3.13.2.4   Effects Size (f^2)

To get an effect size for each path model, it requires using Cohen's f^2. Estimation for f^2 is nothing to change in R^2 when specific constructs are taking away from the models. In addition, f^2 value, the effect size of f^2 are estimated in such way that 0.35, 0.15 and 0.02, are represented as large, medium and small, respectively (Tully, 1998). The summary of data analysis technique for this study is outlined in Figure 3.7.

3.14   Summary

This chapter attempted to reveal the research methodology, development of the questionnaire, statistical techniques, research design, and tools utilized to validate the hypotheses. Furthermore, this chapter oulines a brief explanation of the data analysis technique and identified the necessary components in designing the method procedures for the quantitative study. Furthermore, it discussed how the questionnaire was developed and sources of measurement for all the variables used in this study. Moreover, it discussed the pilot study procedures and how 57 questionnaires were returned from the field and 52 completed questionnaires were utilized for pilot study analysis with a response rate of 92%.
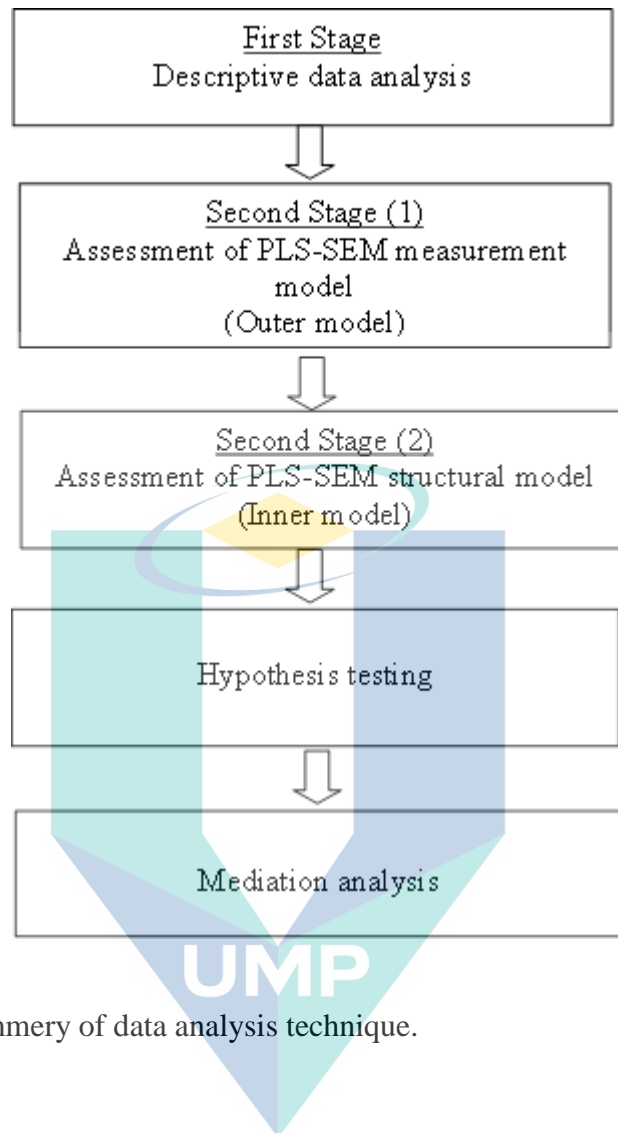
Figure 3.6   Summery of data analysis technique.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1   Introduction

This chapter outlines the data analysis and interpretation of the obtained results from this study. Additionally, the results obtained from the data screening are explained; a discussion of the demographic profile of respondents and descriptive statistical analysis are discussed for the major study and sample characteristics are analyzed. Moreover, this chapter provides the testing and evaluation of postulated theoretical model by utilizing the structural equation modelling. The process of analysis comprises of two stages which are structural and measurement models. The goal of this research is to estimate the importance of employee's intention to stay towards off-the-job and on-the-job embeddedness along with mediating variable continuance commitment. In the end, the outcomes from the hypothesis testing are provided and the results are summarised.

4.2   Response Rate

A survey research response rate represents the sum total of people bid to partake in the study and the ones that completed the survey instrument; there is no level of projections for the response rates as they can differ depending on the survey (Rea & Parker, 2014). In this present study, an aggregate of 250 questionnaires was randomly distributed to the ICT industry employees' in the Multimedia Super Corridor (MSC) Malaysia to achieve proper response rate. Out of the 250 distributed questionnaires, 186 questionnaires were received with an equal percentage of 74.4%. Conversely, 9 questionnaires were found to be unusable due to missing data or provided the same responses to all the questions. On the overall, 70.8% of the total questionnaires were used to achieve an effective sample of 177. Therefore, a response rate of 70.8% is considered normal for the analysis considered for this research (Table 4.1); this is justified based on the Sekaran suggestion that a response rate of 30% is sufficient for a survey (Sekaran & Bougie, 2011). Moreover, the obtained response rate of this finding

with the previous studies (Ansari et al., 2013; Jia et al., 2014). Most significantly, the response rate was measured using a rule of thumb for the least amount of data occurrences needed to verify a study's research model by utilizing PLS-SEM. This is determined as ten times the number of predictors (Hulland, 1999).

Table 4.1   Summary of Response Rate of Questionnaires

	Number of Questionnaire	Percentage
Total Questionnaire Distributed	250	100%
Completed Questionnaire Received	186	74.4%
Unusable Questionnaire	9	Less than 4% unanswered items
Usable Questionnaire	177	70.8%

4.3   Profile of Respondents

Demographic profile of respondents is a component of trial by taking differences and similarities within the unit, including the level of education, age, gender, and others into consideration (Meuter, Bitner, Ostrom, & Brown, 2005; Tellis, Prabhu, & Chandy, 2008). ICT professional which are executives, managers and above in Malaysia were asked to complete the questions of five points Likert scale that comprised descriptive and demographic questions based on their views towards employees' intention to stay. Out of the 250 samples surveyed, responses were received for 186 samples. Then, the surveys that contained incomplete data were eliminated from the samples. An aggregate of 177 surveys, containing 70.8% response rate was computed and utilized in the analysis.

The demographic description for the selected sample population in terms of their gender, age, marital status, and ethnic group is presented in Table 4.2. Among the respondents, male and female were 62.1 and 37.9%, respectively. Moreover, these samples were distributed amidst all the age groups, even though 94 out of 177 respondents (53.1%) were within the age that below thirty years; 56 respondents were within the age groups of 31 to 35 years; 24 respondents were in the age groups of 36 to 40 years; and 3 respondents were more than 50 years of age. Furthermore, the number of single and married respondents were 100 and 77, respectively. Whereas, the corresponding ratio of unmarried and married respondent were 56.5 and 43.5%, respectively. The level of ethnic groups were 123 Malays (69.5%), 29 Indians (16.4%),

22 Chinese (12.4%), and 3 respondents were others (1.7%). Regarding the qualification, the majority of respondents held bachelor degrees which were 110 respondents (62.1%), 43 respondents (24.3%) held diplomas and 18 respondents (10.2%) held master degrees. Finally, 4 respondents (2.3%) respondent held SPTM while only 2 respondents held SPM. The data of respondents is showed as follows:

Table 4.2   Profile of Respondents

		Frequency	Percent (%)
Gender	Male	110	62.1
	Female	67	37.9
Age	Below 30 years	94	53.1
	31-35 years	56	31.6
	36-40 years	24	13.6
	More than 40 years	3	1.7
Marital Status	Single	100	56.5
	Married	77	43.5
Ethnic Group	Malay	123	69.5
	Chinese	22	12.4
	Indian	29	16.4
	Others	3	1.7
Education	SPM	2	1.1
	SPTM	4	2.3
	Diploma	43	24.3
	Bachelor's	110	62.1
	Master Degree or higher	18	10.2

4.4   Profile of Sample

Table 4.3 illustrates sample profile of the selected population based on their education, job position, experience, and salary. Ninety respondents held junior executive positions that contribute about 50.8% out of the 177 respondents. Whereas, 74 respondents (41.8%) were senior executives. Others comprised 6 respondents (3.4%) from non-executive and 6 respondent (3.4%) from manager positions. From experience level of respondents, it was found that most of the ICT professionals had moderate experiences. A total of 71.2% of respondents had experience within 2 to 4 years, 12.4% had less than one year, 15.8% had experience within 5 to 7 years, and only one respondent had more than eight years of job experience. Based on their salaries, the highest contributions of salary started with 46.9% of respondents that were collecting within RM2500 and RM5000. In addition, 36.2% of respondents were collecting

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salaries below RM2500; 15.3% of respondents were collecting the salaries within RM5000 and RM 7500 and 1.7% of respondents were collecting RM 7500 as their salaries. The information about the sample is showed as follows:

Table 4.3   Profile of Sample

		Frequency	Percent (%)
Job Position	Non-Executive	6	3.4
	Junior Executive	90	50.8
	Senior Executive	74	41.8
	Manager	6	3.4
	Others	1	.6
Experience	Less than 1 year	22	12.4
	2-4 years	126	71.2
	5-7 years	28	15.8
	More Than 8 years	1	.6
Salary	Below RM 2500.00	64	36.2
	RM 2500.00 to than RM 5000.00	83	46.9
	RM 5000.00 to than RM 7500.00	27	15.3
	RM 7500.00	3	1.7

4.5   Preliminary Analysis

4.5.1   Data Coding and Editing

The technique of transferring numerical values to answer groups in the questions is called coding (Saldaña, 2014). It involves categorizing every response in a questionnaire with a selected numerical symbol. Furthermore, coding is required for the shift of data into computers in the analysis that require statistical software packages like SPSS. The coding is necessary for both quantitative and qualitative data analysis because both requires computer-assisted data analysis techniques (Stuckey, 2014). There are two main types of coding: Pre-coding and post-coding. If coding is completed before administering the questionnaire, it is called pre-coding; however, it is called post-coding if it is after administration. Pre-coding is appropriate for structured or closed questionnaires; whereas, post-coding is most appropriate for unstructured or open-ended questions (Berg, 2004).

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The editing of untreated data was completed with the aim that there were no missing issues by following the procedure of data collection. The collected information was verified in the guise of legibility, exclusion, and its stability (Pallant, 2011b). At first, data collected during the survey were manually computed into SPSS. In this study, each sample of questions was pre-coded using the numerical values. Then, the frequency analyses were carried out for all the variables to separate values that were out-of-range. The out-of-range data were revised and adjusted by taking necessary actions.

4.5.2 Data Screening

Data screening is an essential part of any analysis to ensure that the data are properly computed with no outliers and verify that all the variables are normally distributed. Checking the normality is vital with an assumption when using SEM; therefore, the information file is carefully checked (Hair et al., 2015; Pallant, 2011a). For further analysis with the approved data, research instruments were calculated using SPSS statistical package in favour of data entry accuracy, normality, outliers, and, missing values. In the case of multivariate analysis measurements, pre-analysis screening was carried out as it is one of the important requirements. The descriptive statistics were followed in this study prior to the statistical tests; this is important to check if the data is in accordance with a normal distribution or not. A lot of tests are employed to assess the shape and normality of data distribution, it includes kurtosis and skewness test that were utilized in this present study. According to Hair et al., the significant interpretation strongly influence the regression results (Hair et al., 2006). The descriptive statistics provided in Table.4.3 revealed that the kurtosis and skewness of the normality fell within the acceptable value of +/-1.

Skewness determines the uniformity of distribution, it has a symmetric normal distribution and zero value for the skewness. if the obtained value is positive, it showed that the distribution possesses higher propensity towards the tail in the right direction (skewed to the right or positively skewed); obtaining a negative value reflects a higher propensity of distribution towards the tail in the left direction (skewed to the left or negatively skewed). For a normal distribution, the value of skewness is zero

(Shanmugam & Chattamvelli, 2016). In a similar way, kurtosis measures a distribution shape. Obtaining a positive value reflects that the distribution possesses an extended tail relative to the normal distribution (platykurtosis); however, a negative value reflects a shorter tail (leptokurtosis). In the case of a normal distribution, a zero value is obtained for the kurtosis (Shanmugam & Chattamvelli, 2016). Kurtosis is called peakedness or flatness of the distribution and kurtosis with a value greater than 3 is called a leptokurtic. Mesokurtic is the adequate normal distribution whereby the value of kurtosis is 3; whereas, the situation where kurtosis is lesser than 3, it is referred to as platykurtic.

Furthermore, the analysis of mean obtained in Table 4.4 shows that the respondents are as follows: Fit organization with mean=3.28 and SD=0.64); links organization with mean=3.44 and SD=0.62; sacrifice organization with mean=3.50 and SD=0.62; fit community with mean=3.54 and SD=0.64; links community with mean=3.51 and SD=0.64; and sacrifice community with mean=3.45 and SD=0.62. Therefore, the results obtained for the off-the-job and on-the-job embeddedness present ample support to accept the hypothesis in this study. In addition, continuance commitment (mean=3.45 and SD=0.65) had balanced output as a mediating variable. As a result, the dimensions are valid and reliable to explain the continuance commitment. Moreover, the intention to stay with mean=3.32 and SD=0.75 is justified as a dependent variable.

Table 4.4   Measurement of Descriptive Statistics

Sr. no	Items	Mean	SD	Skewness	Kurtosis
Job Embeddedness					
Fit Organization (total mean =3.328 , SD=0.64)					
1	I am attached to my team at work.	3.58	.758	-.400	-.165
2	I work closely with my co-workers	3.33	.759	-1.70	-.136
3	I can apply my ability and talents in this company.	3.25	.824	-.196	.252
4	My organization meets my expectations.	3.34	.776	-.022	-.077
5	My hope to fit with the company's culture.	3.31	.796	-.332	.165
6	My company authority and responsibility are in line with my prospect.	3.34	.818	-.258	-.160

Table 4.4 Continued

Sr. no	Items	Mean	SD	Skewness	Kurtosis
7	My organization has the same values that I hold.	3.27	.801	-.128	-.090
8	If I stay with my organization, I will be able to achieve most of my goals.	3.25	.787	-.118	.330
9	My professional growth and development meet my expectations.	3.28	.736	-.144	-.109
Links Organization(Total Mean=3.44 , SD=0.62)					
10	I feel that my current job satisfies my need for appreciation.	3.68	.733	-.549	.683
11	I have worked for long time in this industry.	3.49	.791	-.215	-.424
12	Regular informal meetings are held to strengthen relationships among workers.	3.44	.845	-.240	-.105
13	I interact constantly with my colleagues at work.	3.36	.855	-.260	-.070
14	A lot of co-workers depend on me to help achieving their work.	3.44	.838	-.220	-.346
15	The current system allows the possibility of forming interacting work teams.	3.33	.837	-.224	-.261
16	The organization allows all members to participate in work committees.	3.38	.753	-.204	-.040
Sacrifice Organization(Total Mean=3.51 , SD=0.62)					
17	I have a lot of freedom on this job to pursue my goals.	3.63	.773	-.229	-.256
18	The company bonus meets up my expectation.	3.56	.824	-.457	.539
19	I would miss the respect of my colleague if I left the job.	3.48	.899	-.486	.073
20	I would sacrifice e a lot if I left this job	3.44	.810	-.306	.071
21	If I change my job, I would sacrifice my promotion	3.46	.797	-.268	-.147
22	I would miss the reward of my performance if I left this company.	3.46	.812	-.120	.145
23	If I left my company I would sacrifice benefits that have accrued.	3.53	.833	-.231	-.220
24	I would sacrifice the health care benefits If I left my company	3.45	.804	-.255	.146
25	I would forgo the outstanding retirement benefits offered by this company, if I left my job.	3.49	.833	-.283	.024
26	I believe the prospects for continuing employment with my organization are excellent.	3.58	.780	-.494	.191
Fit Community(Total Mean=3.54 , SD=0.64)					
27	I feel affection for my living area	3.51	.847	-.623	.539
28	The environment of my living place fit for me.	3.51	.791	-.290	-.393

Table 4.4 Continued

Sr. no	Items	Mean	SD	Skewness	Kurtosis
29	I am a good fit with my community	3.56	.745	-.247	.239
30	This community feels me as home.	3.56	.818	-.035	-.494
31	I participate in cultural and recreational activities in my local area.	3.58	.795	-.253	-.344
Links Community(Total Mean= 3.51, SD=0.64)					
32	At present, I am married.	3.63	.766	-.091	-.332
33	My spouse works outside the home.	3.53	.853	-.469	.250
34	I live in my own house.	3.55	.804	-.077	-.439
35	My family roots are in this community.	3.47	.840	-.327	.247
36	My family members are living nearby to me.	3.43	.810	-.418	.351
37	Most of my close friends are living nearby to me.	177 3.46		-.214	-.324
Sacrifice Community(Total Mean=3.45 , SD=0.62)					
38	It would be very hard for me to leave my family	3.60	.701	-.258	.502
39	If I will leave the community, I would miss the love and respect of my friends.	3.35	.770	-.091	-.496
40	The biggest sacrifice is getting detached from my neighbor	3.42	.870	-.103	-.714
Continuance Commitment(Total Mean=3.45 , SD=0.65)					
41	Right now, staying with my organization is a matter of necessity as much as desire.	3.58	.823	-.185	-.459
42	It would be very hard for me to leave my organization right now, even if I wanted to.	3.34	.977	-.480	-.301
43	Too much of my life would be disrupted if I decided I wanted to leave my organization now.	3.39	.930	-.596	.146
44	I feel that I have too few options to consider leaving this organization.	3.42	.877	-.430	.583
45	If I had not already put so much of myself into this organization, I might consider working elsewhere	3.57	.844	-.483	.129
46	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	3.43	.837	-.185	.227
Intention to Stay(Total Mean=3.32 , SD=0.75)					
47	I have the desire and intend to remain working at this company.	3.41	.919	-.854	.582
48	I plan to continue working for this company in the future.	3.16	.903	-.459	-.017
49	For me, continuing to work for this company is very likely.	3.36	.779	-.586	.664
50	I expect to work at my present company for as long as possible.				

Table 4.4 Continued

Sr. no	Items	Mean	SD	Skewness	Kurtosis
51	Without unexpected circumstances, I would remain in this company definitely.	3.46	.892	-.763	.479
52	If I were completely free to choose, I would prefer to continue working in this company	3.22	.995	-.770	-.057

4.6 Evaluation of Measurement Model

The statistical software SmartPLS 3 and PLS-SEM technique was utilized to evaluate the hypothesized model (Hair et al., 2015). PLS-SEM is a multivariate and non-parametric technique employed in estimating the path models that have latent variables (Ali Memon, Salleh, & Noor Rosli Baharom, 2017; Avkiran, 2018; Hair et al., 2016; Rigdon, 2016). PLS-SEM was used in this research cecause of the following: Firstly, the exploratory nature of this study was to investigate the interrelationship between on-the-job and off-the-job embeddedness, intention to stay and continuance commitment, this is a topic least discussed in the published research literature; secondly, the PLS-SEM can handle complex frameworks (Hair et al., 2016; Richter, Sinkovics, Ringle, & Schlägel, 2016) and recommended for the mediating model (Nitzl et al., 2016; Carrión, Nitzl, & Roldán, 2017). The PLS-SEM approach was suitable for this study by giving it a progressive character (organizational commitment as a mediator). Furthermore, this analysis is a two-step action that involves the examination of structural and measurement models (Ali et al., 2018). In order to sort measurement models, the study needs to influence the standard which had been suggested in the previous studies (Ramayah et al., 2018; Salleh & Memon, 2015; Wong, 2013). The authors outlined that the discriminant validity, outer loadings, Cronbach's alpha, composite reliability, and average variance extracted (AVE for convergent validity) that are estimated through cross loading and which is determined by Fornell-larcker criteria, cross-loading, and heterotrait-monotrait data ratio were examined to evaluate the measurement models.

4.6.1 Indicator Reliability and Convergent Validity

This is related to a criterion that the Cronbach's alpha coefficients of 0.60 have average reliability; however, it has an enormous reliability standard if the coefficient is equal or above 0.70 (Hair et al., 2012; Ramayah et al., 2018). Also, Hair et al. concluded that a value of 0.70 or higher for the composite reliability coefficient (Hair et al., 2012). The instrument will share an enormous internal consistency and more reliable if the value is closer to 1. Internal consistency reliability determines the level at which the sample measures the latent construct; it can be checked using the composite reliability (CR) scores (Ketchen, 2013). However, Fornell and Larcker provided that the Average Variance Extracted (AVE) score has to be 0.5 or higher (Fornell & Larcker, 2006; PLS-SEM, 2015). The authors further suggested that the square root of the AVE needs to be more than the correlation within latent constructs to obtain significant discriminant validity.

Table 4.5 showed that the Cronbach's alpha fell within 0.71 and 0.91 for the variables utilized in this finding and the CR scores of all constructs (Continuance commitment=0.901, fit organization=0.903, fit community=0.903, intention to stay=0.936, links community=0.916, links organization=0.911, sacrifice organization=0.912, and sacrifice community=0.839) surpassed the recommended value of 0.7; this reflected an enormous internal consistency or the appropriateness of the scales used in this study (Ali Memon et al., 2017; Avkiran, 2018). Moreover, the average variance extracted (AVE) and factor loadings were checked to evaluate the convergent validity of the construct. Convergent validity is the degree at which a measurement relates positively with the other measurement of similar (Hair et al., 2014). In addition, the AVE values for the construct within 0.59 and 0.71 are acceptable compared to the threshold value of 0.50. This shows that the measurements can explain over 50% of the constructs' variances. Moreover, a factor loading that is 0.7 or more is appraised to be closed enough and acceptable (Hair et al., 2014). Most of the constructs' outer loadings are admirably the least threshold value of 0.70 (Table 4.4). The indicators that comprised outer loadings between 0.4 and 0.7 values of threshold were deleted. According to the previous studies, if a study is investigational, the loading scores need to have a minimum of 0.40 or more compared to this score (Ali et al., 2018; Wong, 2013). Thus, the loading scores are higher than the least value.

Table 4.5   Indicator Reliability and Convergent validity

Latent Variables	Indicator	Outer /Factor Loading	Cronbach's Alpha	Composite Reliability(CR)	Average Variance Extracted (AVE[a])
Continuance Commitment	CC2	0.778			
	CC3	0.799	0.862	0.901	0.645
	CC4	0.809			
	CC5	0.777			
	CC6	0.849			
Fit Community	FC1	0.711			
	FC2	0.881	0.866	0.903	0.652
	FC3	0.803			
	FC4	0.795			
	FC5	0.839			
Fit Organization					
	FO1	0.802			
	FO2	0.845			
	FO3	0.831	0.866	0.903	0.652
	FO4	0.778			
	FO5	0.777			
	FO6	0.849			
	FO7	0.794			
	FO8	0.838			
	FO9	0.873			
Intention to Stay	IN1	0.830			
	IN2	0.812			
	IN3	0.862	0.918	0.936	0.711
	IN4	0.887			
	IN5	0.791			
	IN6	0.872			
Links Community	LC1	0.772			
	LC2	0.850	0.889	0.916	0.645
	LC3	0.788			
	LC4	0.828			
	LC5	0.816			
	LC6	0.759			
Links Organization	LO1	0.746			
	LO2	0.778	0.885	0.911	0.593
	LO3	0.810			
	LO4	0.754			
	LO5	0.746			
	LO6	0.793			
	LO7	0.759			
Sacrifice Community	SC1	0.787			
	SC2	0.833	0.712	0.839	0.635

Table 4.5 Continued

Latent Variables	Indicator	Outer /Factor Loading	Cronbach's Alpha	Composite Reliability(CR)	Average Variance Extracted (AVE[a])
	SC3	0.768			
Sacrifice Organization	SO3	0.738			
	SO4	0.769			
	SO5	0.782	0.887	0.912	0.597
	SO6	0.818			
	SO7	0.768			
	SO8	0.798			
	SO10	0.732			

4.6.2 Discriminent Validity

Discriminant validity explains the degree at which a construct accurately different from others through the empirical standards (Hair et al., 2014; PLS-SEM, 2015). In this research, the discriminant validity was evaluated by utilizing three parameters such as HTMT, Forner-Lacker criterion and cross-loadings, Forner-Lacker criterion as previously provided by Hair et al., 2017. In the assessment of cross-loadings, there should be a greater outer loading based on the corresponding latent variable as compared to the cross-loadings. Table 4.6 explains that the outer loading of an individual indicator was higher based on the corresponding latent variable as compared to its cross-loadings.

Table 4.6   Results of Cross Loading

	Continuance Commitment	Fit Community	Fit Organization	Intention to Stay	Links Community	Links Organization	Sacrifice Community	Sacrifice Organization
CC2	0.778	0.595	0.555	0.607	0.461	0.577	0.388	0.485
CC3	0.799	0.403	0.449	0.600	0.425	0.464	0.259	0.384
CC4	0.809	0.424	0.424	0.595	0.398	0.498	0.302	0.351
CC5	0.777	0.420	0.480	0.618	0.368	0.481	0.273	0.372
CC6	0.849	0.456	0.485	0.616	0.421	0.492	0.238	0.434
FC1	0.377	0.711	0.321	0.437	0.376	0.451	0.225	0.380
FC2	0.499	0.881	0.485	0.595	0.513	0.512	0.405	0.393
FC3	0.515	0.803	0.500	0.544	0.507	0.505	0.307	0.341
FC4	0.450	0.795	0.470	0.574	0.515	0.487	0.373	0.369
FC5	0.486	0.839	0.452	0.601	0.489	0.509	0.419	0.350
FO1	0.503	0.486	0.802	0.607	0.378	0.537	0.216	0.476

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Table 4.6 Continued

	Continuance Commitment	Fit Community	Fit Organization	Intention to Stay	Links Community	Links Organization	Sacrifice Community	Sacrifice Organization
FO2	0.490	0.512	0.845	0.644	0.391	0.551	0.237	0.500
FO3	0.467	0.410	0.831	0.600	0.268	0.601	0.147	0.438
FO4	0.503	0.371	0.778	0.575	0.369	0.564	0.226	0.361
FO5	0.473	0.464	0.777	0.583	0.404	0.543	0.308	0.407
FO6	0.542	0.470	0.849	0.636	0.386	0.606	0.275	0.476
FO7	0.436	0.417	0.794	0.538	0.283	0.517	0.188	0.457
FO8	0.495	0.471	0.838	0.597	0.432	0.566	0.194	0.470
FO9	0.523	0.508	0.873	0.637	0.373	0.592	0.261	0.481
IN1	0.632	0.540	0.614	0.830	0.463	0.621	0.366	0.459
IN2	0.669	0.549	0.618	0.812	0.501	0.609	0.301	0.467
IN3	0.626	0.633	0.590	0.862	0.519	0.649	0.405	0.491
IN4	0.626	0.623	0.656	0.887	0.560	0.676	0.382	0.528
IN5	0.581	0.501	0.565	0.791	0.482	0.562	0.351	0.362
IN6	0.633	0.615	0.665	0.872	0.576	0.667	0.379	0.504
LC1	0.385	0.464	0.295	0.383	0.772	0.377	0.268	0.191
LC2	0.445	0.503	0.379	0.516	0.850	0.454	0.353	0.242
LC3	0.403	0.527	0.387	0.529	0.788	0.477	0.370	0.293
LC4	0.393	0.474	0.360	0.503	0.828	0.459	0.372	0.243
LC5	0.429	0.445	0.338	0.507	0.816	0.427	0.330	0.242
LC6	0.443	0.465	0.377	0.504	0.759	0.412	0.367	0.313
LO1	0.547	0.515	0.562	0.651	0.521	0.746	0.369	0.414
LO2	0.497	0.489	0.511	0.586	0.398	0.778	0.253	0.441
LO3	0.519	0.463	0.598	0.600	0.405	0.810	0.265	0.459
LO4	0.403	0.452	0.459	0.511	0.321	0.754	0.282	0.381
LO5	0.438	0.376	0.497	0.538	0.348	0.746	0.252	0.323
LO6	0.455	0.475	0.520	0.538	0.426	0.793	0.266	0.344
LO7	0.509	0.503	0.536	0.588	0.474	0.759	0.250	0.425
SC1	0.313	0.339	0.238	0.349	0.347	0.333	0.787	0.163
SC2	0.315	0.361	0.231	0.338	0.334	0.262	0.833	0.183
SC3	0.249	0.338	0.194	0.346	0.349	0.268	0.768	0.153
SO10	0.356	0.256	0.388	0.427	0.200	0.413	0.282	0.732
SO3	0.379	0.311	0.353	0.372	0.257	0.384	0.108	0.738
SO4	0.325	0.325	0.422	0.369	0.240	0.338	0.099	0.769
SO5	0.435	0.368	0.405	0.443	0.230	0.384	0.133	0.782
SO6	0.380	0.370	0.466	0.447	0.238	0.423	0.126	0.818
SO7	0.453	0.418	0.456	0.486	0.299	0.404	0.203	0.768
SO8	0.405	0.371	0.477	0.453	0.253	0.459	0.169	0.798

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The second approach of discriminant validity was determined by utilizing the criteria outlined by Fornell & Larcker (1981). The author outlined that discriminant validity is attainable if the square root of individual AVE for construct s more compared to the relationship between other latent variables and the construct. Table 4.7 presents the correlation between the parameters and obtained results for the square root of average variances extracted; it shows that all the diagonal results are more as compared to relationships between the variables, this reflects an appropriate discriminant validity (Fornell & Larcker, 1981).

Table 4.7   Discriminant Validity Results Based on Fornell-Larker Criterion

Variables	CC	FC	FO	INT	LC	LO	SC	SO
Continuance Commitment	0.803							
Fit Community	0.580	0.808						
Fit Organization	0.601	0.557	0.821					
Intention to Stay	0.786	0.686	0.734	0.843				
Links Community	0.520	0.598	0.446	0.614	0.803			
Links Organization	0.630	0.610	0.687	0.749	0.543	0.770		
Sacrifice Community	0.368	0.435	0.279	0.432	0.431	0.362	0.797	
Sacrifice Organization	0.510	0.451	0.551	0.558	0.319	0.521	0.209	0.773

Note: Diagonals (bold face) represent the square root of the average variance extracted while the other entries represent the correlations.

Additionally, a recent technique for examining the discriminant validity of variance-based SEM is the heterotrait-monotrait ratio of correlations (HTMT) (Henseler, Ringle, & Sarstedt, 2014). According to Henseler, the Heterotrait-Monotrait ratio of correlations (HTMT) technique is employed to estimate the Discriminant Validity (DV) of the constructs (PLS-SEM, 2015). To achieve DV, the HTMT value needs to be higher compared to the $HTMT_{.85}$ with a value of 0.85 (Henseler et al., 2014), or the $HTMT_{.90}$ with a value of 0.90 (Carrión et al., 2017). Based on the illustration in Table 4.8, all the obtained values are beyond both $HTMT_{.90}$ and $HTMT_{.85}$ measures, indicating that the discriminant validity had been created.

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Table 4.8   Discriminant Validity Results Based on Heterotrait-Monotrait Ratio of Correlations (HTMT)

Variables	CC	FC	FO	INT	LC	LO	SC	SO
Continuance Commitment								
Fit Community	0.660							
Fit Organization	0.661	0.612						
Intention to Stay	0.669	0.764	0.789					
Links Community	0.589	0.678	0.484	0.675				
Links Organization	0.710	0.694	0.749	0.825	0.603			
Sacrifice Community	0.462	0.547	0.339	0.535	0.539	0.452		
Sacrifice Organization	0.572	0.514	0.600	0.612	0.355	0.581	0.260	

Criteria: Discriminant validity is established at $HTMT_{0.85}$

4.6.3 Collinearity Statistics (VIF)

Multicollinearity can be defined as the level to which a factor is defined through the other factors within the analysis (Hair et al., 2006). Due to the collinearity, it is strenuous to establish the impact of any single factor. This study employed variance inflation factors (VIF) to determine the multicollinearity. It should be noted that the VIF value above 5, shows multicollinearity (Hair et al., 2014). As presented in Table 4.9, the values of VIF were lower than the set criteria, indicating no multicollinearity issue.

Table 4.9   Collinearity Values among Exogenous Constructs

Exogenous Constructs	Endogenous constructs	VIF
Fit Community	Continuance Commitment	2.107
Fit organization		2.183
Links Community		1.770
Links Organization		2.423
Sacrifice Community		1.315
Sacrifice Organization		1.550
Fit Community	Intention to Stay	2.101
Fit organization		2.153
Links Community		2.264
Links Organization		1.813
Sacrifice Community		2.522
Sacrifice Organization		1.327
Continuance Commitment		1.604

4.7 Evaluation of Structural Model

The structural model was investigated to verify the causal interrelationships between on-the-job (fit organization, sacrifice organization, links organization) and off-the-job (fit community, sacrifice community, links community) embeddedness, intention to stay and continuance commitment. The values for path coefficients (ß) and coefficient of determination (R^2) were utilized to estimate the fitness of data to the hypothesized relationships (Hair et al., 2014). Furthermore, the bootstrapping procedure using 5000 interactivities was carried out to achieve the standard errors and *t*-values so as to affirm the statistical significance (Hair, 2012). R^2 estimates the anticipated model accuracy and presents the percentage of variances in the dependent factors based on the clarification through the independent factors in the model (Hair et al., 2016). However, the path coefficients (ß) represents the level of changes in the dependent factors for individual independent factor (Hair et al., 2012; Wong, 2013).

As shown in Table 4.10, the results obtained for the path coefficients (ß=0.354, t=5.577) indicating the interrelationship between continuance commitment and intention to stay was significant. Likewise, the path coefficients for on-the-job embeddedness, fit organization (ß=0.233, t=4.255) and links organization (ß=0.182, t=2.906) had a noticeable impact on the intention to stay but insignificant for sacrifice organization (ß=0.051, t=0.898). In addition, the interrelationship between on-the-job embeddedness; fit organization (ß=0.197, t=2.270), links organization (ß=0.217,t=2.898), and sacrifice organization (ß=0.160, t=2.149) had a positive significant influence on the continuance commitment. Likewise, the relationship between off-the-job embeddedness; fit community (ß=0.124, t=2.421), links community(ß=0.113, t=2.286) had a noticeable influence on the intention to stay but insignificant for the sacrifice community(ß=0.058, t=1.398). Similarly, off-the-job embeddedness; fit community (ß=0.147, t=2.234) and links community (ß=0.142, t=2.200) had a significant influence on the continuance commitment but insignificant on the sacrifice community (ß=0.076, t=1.319). This suggested that the sacrifice community has no influence on both relationships.
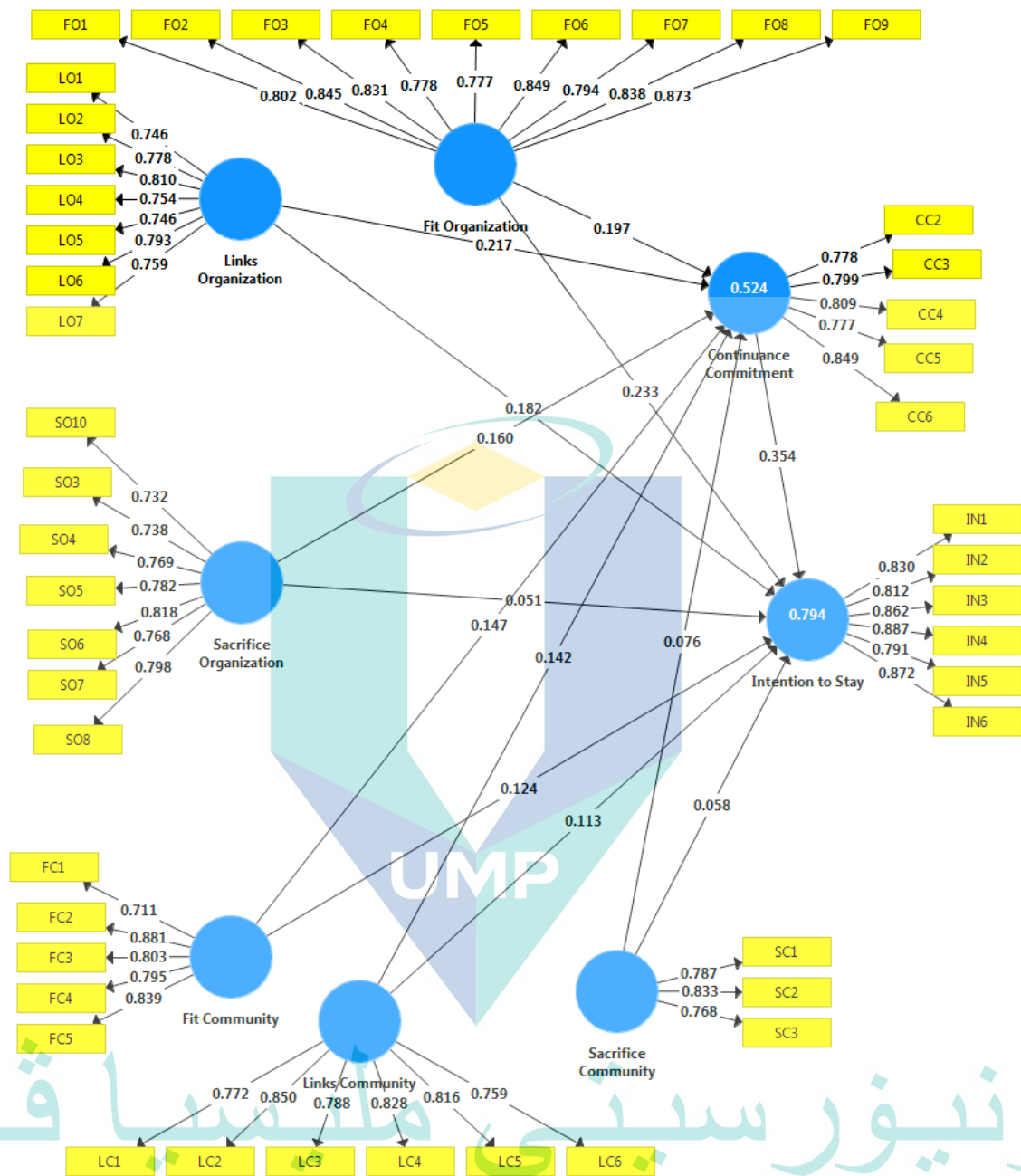
Figure 4.1   Measurement Model

Note: FO = Fit Organization, LO =Links Organization, SO = Sacrifice Organization, FC = Fit
Community, LC = Links Community, SC = Sacrifice Community, CC = Continuance Commitment, IN =
Intention to Stay

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Table 4.10   Results of Bootstrapping for Structural Model Evaluation

Path	Regression Weight(ß)	Standard Error	T-Statistic	P-value
Continuance Commitment -> Intention to Stay	0.354	0.064	5.577	0.000*
Fit Community -> Continuance Commitment	0.147	0.066	2.234	0.026*
Fit Community -> Intention to Stay	0.124	0.051	2.421	0.016*
Fit Organization -> Continuance Commitment	0.197	0.087	2.270	0.024*
Fit Organization -> Intention to Stay	0.233	0.055	4.255	0.000*
Links Community -> Continuance Commitment	0.142	0.064	2.200	0.028*
Links Community -> Intention to Stay	0.113	0.049	2.286	0.023*
Links Organization -> Continuance Commitment	0.217	0.075	2.898	0.004*
Links Organization -> Intention to Stay	0.182	0.062	2.906	0.004*
Sacrifice Community -> Continuance Commitment	0.076	0.058	1.319	0.188
Sacrifice Community -> Intention to Stay	0.058	0.041	1.398	0.163
Sacrifice Organization -> Continuance Commitment	0.160	0.075	2.149	0.032*
Sacrifice Organization -> Intention to Stay	0.051	0.057	0.898	0.369

Note : ß : path coefficient , t-statistics >1.96 are significant at *p<0.05

4.7.1   Coefficient of Determination (R^2)

The explanatory power of a structural model was estimated based on the relevance and significance of the path coefficient. It was determined by using R^2 values (Hair et al., 2012). R^2 shows the quantity of variance within the endogenous constructs, continuance commitment and intention to stay that was elaborated through the model (Wong, 2013). R^2 values of 0.19, 0.33 and 0.67 for endogenous latent construct within the internal model is presented as weak, moderate or substantial, accordingly (Chin, 1998). From the presented results in Table 4.11, this is a moderate model with an R^2 value of 0.524 or 52.4% of the variance in continuance commitment. Thus, the defined variance of continuance commitment can be presented as moderate based on the Chin's suggestion (Chin, 1998). The R^2 value for intention to stay was 0.794 or 79.4% of the variance; this can be interpreted as a substantial model.

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4.7.2 The Effect Sizes f^2

The predictive relevance (Q^2) and effect size (f^2) had previously been explained (Hair et al., 2014). The guidelines of Cohen were used to assess the values of f^2, whereby 0.02, 0.15 and 0.35 indicate small, medium and large effects, respectively (Cohen, 1988). The f^2 values in Table 4.11 shows the medium effect of continuance commitment (f^2=0.289) on the intention to stay. Conversely, on-the-job embeddedness; fit organization (f^2=0.037), links organization (f^2=0.041), and sacrifice organization (f^2=0.035) had small effect sizes on the continuance commitment. However, fit organization (f^2=0.116) had medium effect sizes on the intention to stay. However, links organization (f^2=0.063) and sacrifice organization (f^2=0.008) had small effect sizes on the intention to stay. Besides this, off-the-job embeddedness; fit community(f^2=0.022), links community (f^2=0.024), and sacrifice community(f^2=0.009) had small effect sizes on the continuance commitment. Additionally, the fit community (f^2=0.035), links community (f^2=0.034) and sacrifice community (f^2=0.012) had a small impact on the intention to stay.

4.7.3 The Predictive Relevance Q^2

The blindfolding was utilized in estimating the Q^2. It determines the variables and the remaining data points (Hair et al., 2011; Hwang et al., 2010; Reinartz et al., 2009). It had been suggested that a Q^2 value above zero indicates that the model possesses a predictive relevance for a particular dependent construct (Fornell & Larcker, 1981). Depending on the presentation in Table 4.11, the Q^2 values for endogenous constructs are higher than zero. Continuance commitment=0.303 and intention to stay=0.521, these values are more than zero; suggesting that all the endogenous construct possess predictive capacity over the exogenous constructs (Hair et al., 2014).
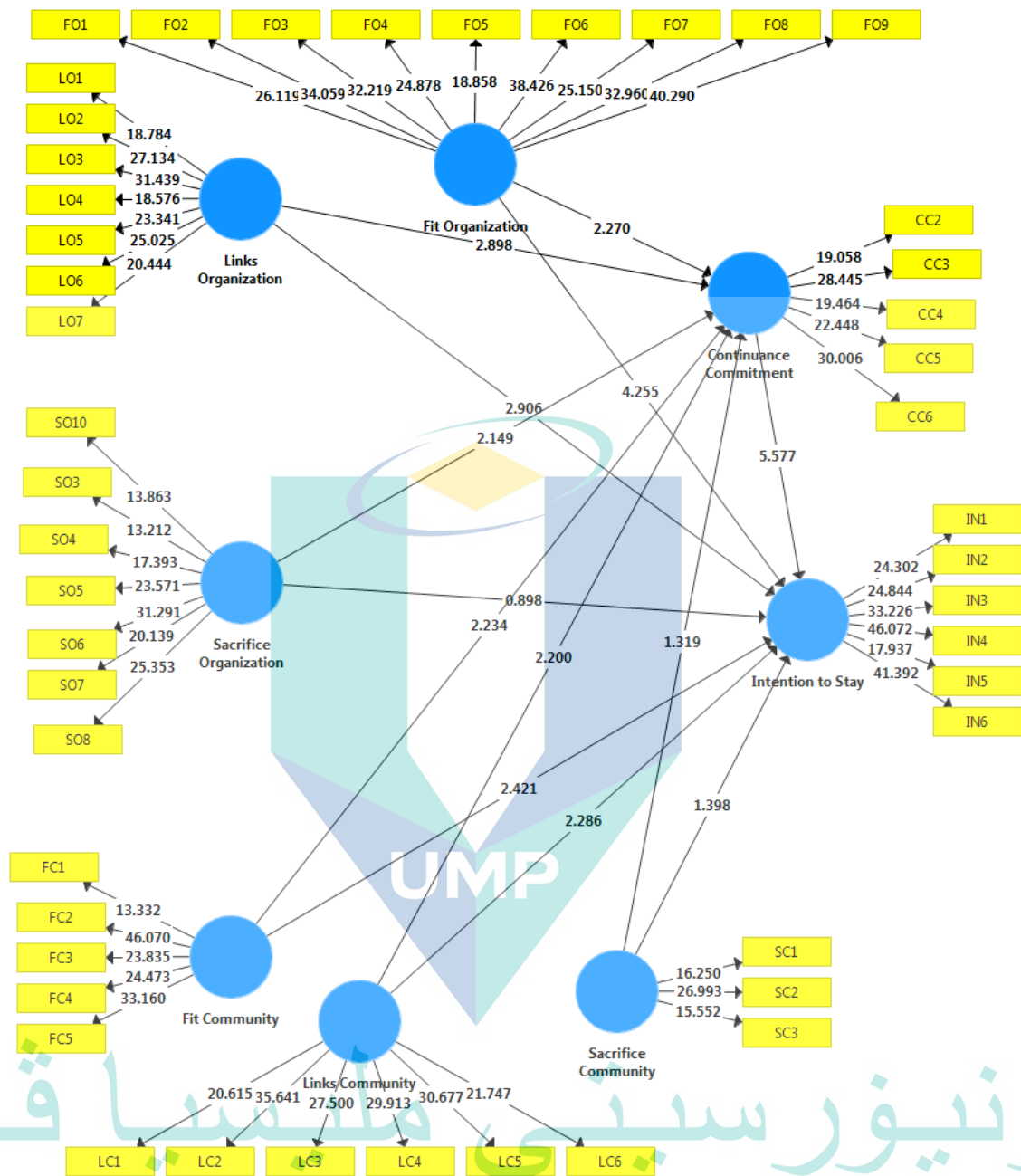
Figure 4.2   Structural Model

Note: FO = Fit Organization, LO =Links Organization, SO = Sacrifice Organization, FC = Fit Community, LC = Links Community, SC = Sacrifice Community, CC = Continuance Commitment, IN = Intention to Stay

Table 4.11 Determination of Co-efficient (R^2), Effect size (f^2) and Predictive Relevance (Q^2)

	Determination Co-efficient	Predictive Relevance	Effect Size f^2			
	R^2	Q^2	Continuance Commitment	Effect Size	Intention to Stay	Effect Size
Continuance Commitment	0.524	0.303			0.289	Medium
Intention to Stay	0.794	0.521				
Fit Community			0.022	small	0.035	Small
Fit Organization			0.037	small	0.116	Medium
Links Community			0.024	small	0.034	Small
Links Organization			0.041	small	0.063	Small
Sacrifice Community			0.009	small	0.012	Small
Sacrifice Organization			0.035	small	0.008	Small

4.8 Results of Hypothesis Testing

The hypothesis testing was used to examine the absolute unvarying parameter estimates, critical ratio and probability level. The obtained results outlined that most of the latent constructs of exogenous and endogenous factors of the model are noticeably related to the intention to stay. Moreover, this research employed a detailed two-stage analysis whereby the measurement model was first and ascertained through construct reliability, discriminant validity and SEM; using these the structural model was achieved to estimate the hypothesized model for the data. In addition to the interrelationship between the independent and dependent factors to be significant, the probability level of p-value<0.05 was considered as well. Furthermore, it is essential to comprehend the changes in the level of the intention to stay through the dimensions of on-the-job (sacrifice organization, fit organization, links organization), off-the-job

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embeddedness (sacrifice community, fit community, links community) and mediating variable (continuance commitment). The factors were correlated to each of the independent factors and dependent construct to validate the hypothesis.

Table 4.12   Results of Hypothesis Testing

Hypothesis	Path	Regression Weight	Standard Error	T-Statistic	P-value	Remarks
H1a	Fit Organization -> Intention to Stay	0.233	0.055	4.255	0.000*	Supported
H1b	Links Organization -> Intention to Stay	0.182	0.062	2.906	0.004*	Supported
H1c	Sacrifice Organization -> Intention to Stay	0.051	0.057	0.898	0.369	Not Supported
H2a	Fit Community -> Intention to Stay	0.124	0.051	2.421	0.016*	Supported
H2b	Links Community -> Intention to Stay	0.113	0.049	2.286	0.023*	Supported
H2c	Sacrifice Community -> Intention to Stay	0.058	0.041	1.398	0.163	Not Supported
H3	Continuance Commitment -> Intention to Stay	0.354	0.064	5.577	0.000*	Supported
H4a	Fit Organization -> Continuance Commitment	0.197	0.087	2.270	0.024*	Supported

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Table 4.12 Continued

Hypothesis	Path	Regression Weight	Standard Error	T-Statistic	P-value	Remarks
H4b	Links Organization -> Continuance Commitment	0.217	0.075	2.898	0.004*	Supported
H4c	Sacrifice Organization -> Continuance Commitment	0.160	0.075	2.149	0.032*	Supported
H5a	Fit Community -> Continuance Commitment	0.147	0.066	2.234	0.026*	Supported
H5b	Links Community -> Continuance Commitment	0.142	0.064	2.200	0.028*	Supported
H5c	Sacrifice Community -> Continuance Commitment	0.076	0.058	1.319	0.188	Not Supported

p*: 0.01; 2.58, p**: 0.05; 1.96, p***:0.10; 1.65

Hypothesis one: There is a significan positive relationship between on-the-job embeddedness and intention to stay in the organization.

The fit organization, links organization and sacrifice organization are the three dimension of on-the-job embeddedness. The results reflected that two dimensions of on-the-job embeddedness (links organization and fit organization) significantly and positively relate with the intention to stay in Malaysia ICT companies. The outcomes from this study are related to the results from previous studies (Dawley & Andrews, 2012a; Halbesleben & Wheeler, 2008a; Ramesh & Gelfand, 2010).

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H_{1a}: There is a significant positive relationship between the fit organization and intention to stay in the organization.

Fit organization construct includes the employee's ascertained agreement or cosy with his/her manager or culture of the organization. In this study, the fit organization was tested to possess a direct relationship with the intention to stay. Table 4.12 elaborates the obtained results from the hypothesis testing, it shows a positive significant interrelationship between the intention to stay and fit organization ($ß=0.233$, $t=4.255$). Thus, the hypothesis H_{1a} is supported.

H_{1b}: There is a significant positive relationship between link organization and intention to stay in the organization.

Links organization describes the connections between institutions and a person. A construct is the number of co-workers and duration of time in the organization and job. This study tested a direct relationship between the links organization and intention to stay. The outcomes of hypothesis testing show a positive significant interrelationship between the intention to stay and links organization ($ß =0.182$, $t=2.906$). Thus, the hypothesis H_{1b} is supported.

H_{1c}: There is a significant positive relationship between sacrifice organization and intention to stay in the organization.

Sacrifice organization is a construct such as benefits, compensation and promotional opportunities that can be forfeited. The results of hypothesis testing show a positive but insignificant interrelationship between the intention to stay and sacrifice organization ($ß =0.051$, $t=0.898$). So, the hypothesis H_{1c} is not supported.

Hypothesis two: There is a significant positive relationship between off-the-job embeddedness and intention to stay in the organization.

Off-the-job embeddedness comprised three dimensions that include link community, sacrifice community and fit community; they usually influence both the work and family life of a worker. Therefore, it is very clear that the person who has high off-the-job embeddedness will have less chance to quit the organization due to a higher attachment. The results reflected that two dimensions of off-the-job embeddedness had

a positive significant interrelationship with the intention to stay at ICT industries in Malaysia.

H$_{2a}$: There is a significant positive relationship between the fit community and intention to stay in the organization.

Fit community construct includes the climate and comfort derived from the supporting people. In this study, fit community was tested to possess a direct relationship on the intention to stay. Table 4.12 illustrates the results of hypothesis testing, it shows a positive significant interrelationship between the fit community and intention to stay (ß =0.124, t=2.421). Thus, the hypothesis H$_{2a}$ is supported.

H$_{2b}$: There is a significant positive relationship between link community and intention to stay in the organization.

The link community construct such as the number of family members and close friends dwelling in the community. This study tested the direct interrelationship between intention to stay and link community. The results of hypothesis testing show a positive significant interrelationship between the intention to stay and link organization (ß =0.113, t=2.286). Thus, the hypothesis H$_{2b}$ is supported.

H$_{2c}$: There is a significant positive relationship between sacrifice community and intention to stay in the organization.

The construct of sacrifice community entails the characteristics of an apartment, home or neighbourhood an individual will miss and cost that will be incurred for relocating from a community. The results of hypothesis testing show a positive but insignificant interrelationship between intention to stay and sacrifice community (ß =0.058, t=1.398). Thus, the hypothesis H$_{2c}$ is not supported. As such, the results seem to have minimal impact on the interrelationship between the intention to stay and sacrifice community. Depending on this, staying with an organization due to assembled side bets had no influence on the interrelationship between intention to stay and sacrifice organization.

Hypothesis Three: There is a significant positive relationship between continuance commitment and intention to stay in the organization.

The continuance component of organizational commitment is the commitment that depends on the cost incurred for leaving an organization. In this study, the continuance commitment was tested in relation to the intention to stay and the result showed a positive significant interrelationship between them (ß =0.354, t=5.577). Hence, the hypothesis H3 is supported.

Hypothesis Four: There is a significant positive relationship between on-the-job embeddedness and continuance commitment.

In general, the result showed that the employees' on-the-job embeddedness (fit organization, links organization, sacrifice organization) and their organizational commitment (continuance commitment) accorded importantly to explain the decision for staying in an organization. The finding reflected that the employee that has more sense of compatibility with the organization and recognises his/her career goals, values and future plans had a stronger commitment with the ICT industries.

H_{4a}: There is a significant relationship between the fit organization and continuance commitment.

The fit organization represents a worker's perceived comfort and compatibility in an organization. This compatibility and comfort contain worker's plans, career goals and values for the prospective fitting in a bigger organizational culture as well as the demands of the instant work (Holtom & Inderrieden, 2006). Table 4.12 results of hypothesis testing show a positive significant interrelationship between the fit organization and continuance commitment (ß=0.197, t=2.270). Consequently, the hypothesis H_{4a} is supported.

H_{4b}: There is a significant positive relationship between link organization and continuance commitment.

Link organization can be described as an official or unofficial interrelationship between employee and organizations or another employee on-the-job. In this study, organization link was tested with continuance commitment and the result has the following path coefficients (ß=0.217, t=2.898); meaning there was a significant positive relationship between them. Therefore, the hypothesis H_{4b} was supported.

H$_{4c}$: There is a significant positive relationship between sacrifice organization and continuance commitment.

Sacrifice organization can be defined as the perceived cost of psychological or material rewards that may be sacrificed by quitting one's work. The more a worker despairs when quitting, the more it would not be easy for him/her to perform his/her duties with the organization. The results of hypothesis testing (Table 4.11) shows a positive significant interrelationship between the sacrifice organization and continuance commitment (ß =0.160, t=2.149). Hence, the hypothesis H$_{4c}$ was supported as well.

Hypothesis Five: There is a significant positive relationship between off the job embeddedness and continuance commitment.

The off-the-job embeddedness explains how attached the employees are to their community or surroundings. In addition, continuance commitments defined the awareness of the costs related to quitting the organization. In this study, the results showed that two dimensions of off-the-job embeddedness (fit community and links community) have a significant positive relation with the continuance commitments.

H$_{5a}$: There is a significant positive relationship between the fit community and continuance commitment.

Continuance commitment can be developed when employees feel their personal values fit those of their community to the degree that they can be identified with their environment. The results of the hypothesis testing presented in Table 4.12 show a positive significant relationship between the fit community and continuance commitment (ß=0.147, t=2.234). In consequence, the hypothesis H$_{5a}$ was supported. This would be needed by employees with strong continuance commitment and who have also considered high-minded community fit is better to remain with the recent firm (Sinclair et al., 2005).

H$_{5b}$: There is a significant positive relationship between links community and continuance commitment.

Those workers who have a high level of continuance commitment and community links were significantly positive to remain in the organization. The results of hypothesis testing presented in Table 4.12 show a positive significant interrelationship

between link community and continuance commitment (β =0.142, t=2.200). Therefore, hypothesis H$_{5b}$ was supported. Hence, the continuance commitments would be more likely to forecast the link community. The results of this research have shown that the higher the worker's links in the community, the lesser possibly they can quit the organization (Ryan et al., 2012).

H$_{5c}$: There is a significant positive relationship between sacrifice community and continuance commitment.

Sacrifice community can defined as the perceived cost of quitting a community that is safe and attractive and where one is respected (Holtom & Inderrieden, 2006). The results of hypothesis testing shows a positive but insignificant relationship between sacrifice community and continuance commitment (β =0.076, t=1.319). Thus, the hypothesis H$_{5c}$ was not supported. The results associated with continuance commitment showed an inadequate proof to back-up its relationship to sacrifice community. In term of sacrifice community, the relationship between intention and continuance commitment does not provide significant outcomes because of the basis for continuance commitment. Sinclair et al. (2005) suggested that as the side bets accumulate, the continuance commitment increases. This suggests that the cost of quitting a firm does little to encourage performance and behaviour.

4.9   Evaluating of Mediating Hypothesis

In aggregate, there are 7 main hypotheses which include 19 sub-hypotheses in this thesis. Two hypotheses with six sub hypothesis, that is, H6 (H$_{6a}$, H$_{6b}$, H$_{6c}$) and H7 (H$_{7a}$, H$_{7b}$, H$_{7c}$) were evaluated for mediating effect:

Hypothesis six: Continuance commitment mediates the relationship between on the job embeddedness and intention to stay.

H$_{6a}$: Continuance commitment mediates the relationship between the fit organization and intention to stay.

H$_{6b}$: Continuance commitment mediates the relationship between links organization and intention to stay

H6c: Continuance commitment mediates the relationship between sacrifice organization and intention to stay.

Hypothesis Seven: Continuance commitment mediates the relationship between off the job embeddedness and intention to stay.

H7a: Continuance commitment mediates the relationship between fit community and intention to stay.

H7b: Continuance commitment mediates the relationship between links community and intention to stay

H7c: Continuance commitment mediates the relationship between sacrifice community and intention to stay.

In this study, to test for the mediating influences of continuance commitment, the state-of-the-art PLS-SEM technique was used (Hayes, Preacher, & Myers, 2011; Zhao et al., 2010). The weakness is a famous method for developing mediation established by Baron and Kenny's (1986); this was corrected by the Zhao, Lynch and Chen's method. In accordance with Hew et al. (2018) and Nitzl et al. (2016), claims such as a method was utilized to establish the mediating functions. The independent variables for this study are made up of the on-the-job and off-the-job embeddedness; the continuance commitment was hypothesized in mediating the links between the off-the-job and on-the-job embeddedness dimensions and intention to stay. While using this method, the mediators have to be added into the model to evaluate the indirect and direct effects of the predictors. In addition, the typological of the mediation models (Zhao et al., 2010) was utilized to evaluate the type of non-mediation or mediation based on the following factors:

1. Partial/complementary mediation exists if direct and indirect effect both have the same directions that are significant.

2. Competitive mediation exists if the direct and indirect effects are in opposite direction and both are significant.

3. Full mediation/indirect-only exists if the indirect effect is significant with no direct effect.

4. Direct-only non-mediation exists if the direct effect is significant with no indirect effect.

5. Non-mediation/no effect exists if both indirect and direct effects are not significant.

Zhao, Lynch and Chen's (2010) complementary mediation is known as partial mediation in Baron and Kenny's approach. While the indirect -only mediation is the same as full mediation. However, competitive mediation, direct-only non-mediation and no effect non-mediation fall under no mediation category in Baron and Kenny's approach which may cause projects to be discarded(Zhao et al., 2010).

4.10 Results of Mediating Effects of Continuance Commitment

To understand the relevance of testing mediating effects in a PLS -SEM , it is first necessary to understand what mediating effects are. The core of mediation analysis is that it assumes a sequence of relationships in which an antecedent variable affects a mediating variable, which then affects a dependent variable.Henseler et al. (2015) reported that to assess the indirect and direct correlations between endogenous and exogenous; latent variable was another significant examination of a structural model (Henseler et al., 2015). This indirect and direct connection could be evaluated by carrying out mediating analysis. This can only evaluate the importance of the mediating relationships according to the theoretical reasoning that suggested continuance commitment as mediating factors can influence people to stay in the organization (Tett & Meyer, 1993; Yousef, 2000). The results illustrated in Table 4.13 indicates that continuance commitment has a partial mediating influence on the interrelationship between the fit organization and intention to stay. There was a significant influence of the fit organization on continuance commitment (β=0.233, p=0.00) and fit organization on the intention to stay (β=0.197, p=0.024). Both the indirect and direct impacts are significant and pointing in the same directions.

Moreover, continuance commitment gives partial mediation influences on the connection between link organization and intent to stay. The significance of indirect (β=0.217, p=0.004) and direct effect (β=0.182, p=0.004) are significant and also pointing in the same direction. However, continuance commitment was observed to produce a full mediation between sacrifice organization and intention to stay, where the indirect effect was significant (β=0.160, p=0.032), while the direct effect was

insignificant (β=0.051, p=0.369). Furthermore, fit community and intent to stay is mediated by continuance commitment in a partial mediation effect. The indirect (β=0.147, p=0.026) and direct effect (β=0.124, p=0.016) of fit community on intend to stay has been a significant positive direction. Similarly, continuance commitment has complementary mediating effects on the relationships between link community and intent to stay. The significance of indirect (β=0.142, p=0.028) and direct effect (β=0.113, p=0.023) is positively significant. However, the path coefficient statistics indicated that there was no indirect (β=0.076, p=0.188) and direct effect (β=0.058, p=0.163) and continuance commitment on sacrifice community with the intent to stay. Thus, continuance commitment plays a full mediating effect between intention to stay and sacrifice organization, nevertheless, it plays a partial mediating effect between the fit organization, link organization and intention to stay. It could be concluded that the continuance commitment played a partial mediating effect between the fit community and intention to stay along with link community and intention to stay. The detailed description of the mediation analysis can be found in Table 4.13.

Table 4.13   Results Mediation Hypothesis

Hypothesis	CC as a mediator	Direct Effect	Indirect Effect	Mediation Effect	Results
H_{6a}	Fit Org → CC → INT	0.233(0.00)	0.197 (0.024)	Partial mediation	Supported ***
H_{6b}	Links Org → CC → INT	0.182(0.004)	0.217(0.004)	Partial mediation.	Supported ***
H_{6c}	Sacrifice Org→ CC → INT	0.051(0.369)	0.160(0.032)	Full mediation.	Supported ***
H_{7a}	Fit Com.→ CC → INT	0.124(0.016)	0.147(0.026)	Partial mediation.	Supported ***
H_{7b}	Links Com→ CC → INT	0.113(0.023)	0.142(0.028)	Partial mediation.	Supported ***
H_{7c}	Sacrifice Com→ CC → INT	0.058(0.163)	0.076(0.188)	No effect	Not Supported

Note: CC – Continuance commitment. *** p<0.01, ** p<0.05, *p<0.1

This study has confirmed that the mediating function of continuance commitment is related to off-the-job, on-the-job embeddedness and intend to stay. The study conducted by Tumwesigye (2010) also suggested that organizational commitment had significant mediating effects on turnover. A survey of literature had revealed gaps in the studies that had previously assessed, the mediating effect of organizational commitment (continuance commitment) on the relationship between on-the-job, off-the-

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job embeddedness and intend to stay in Malaysia ICT industry. The strong association between the employees' sacrifice and continuance commitment dimensions of their job embeddedness confirms that their knowledge about the advantages and benefits may be lost if they quit the organization (continuance commitment); this would positively affect their understanding about what they would need to sacrifice if they have decided to quit the organization. Person-organization sacrifice and person-job sacrifice (sacrifice) showed the perceived cost of non-monetary and monetary rewards that are lost when an employee quit a firm (Mitchell et al 2001). For instance, quitting a firm can inflict individual losses such as perks, projects or contact with friends. Hence, the greater the perceived costs, the stronger the embeddedness (Mitchell et al., 2001).

4.11   Summary

Smart PLS was utilized to evaluate the relationships between off-the-job, on-the-job embeddedness and intent to remain with the mediating connection of continuance commitment. A number of explanations could be derived from the analysis carried out on the structural and measurement model. The measurement model has confirmed acceptable validity and reliability measures. In the area of internal consistency, all the constructs possessed composite reliability with values that were greater than 0.7. All item loadings were more than 0.7 and significant at the level of 0.001, showing their indicator reliability. The measurement model has also confirmed the satisfactory discriminant and convergent validity by showing that AVE value was more than 0.50, all the manifest variables loaded on their respective latent variable and the square roots of AVE for each construct were more than its inter-correlation. Similarly, the validity of the structural model has confirmed the satisfactory of these results. At 79% of the value of the R^2 were substantial which shows a high explanatory power. Besides, fifteen out of nineteen suggested that the structural model was supported. According to the path coefficient assessment, fifteen suggested that the relationships showed ß-values were more than 0.1 and significant at the level of 0.01. Thus, continuance commitment has partial mediation effects on the relationship between   off-the-job,   on-the-job   embeddedness   and   intention   to   stay.

CHAPTER 5

DISCUSSIONS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

In this chapter, the conclusion was drawn based on the previous discussions in other chapters. Furthermore, this chapter is the most essential part of this study due to its contextualization on the current findings with the literature. It provides a clear understanding of the unique features of the current study with direct and indirect theoretical justifications. Therefore, all the hypotheses in this study are discussed chronologically as provided in each of the models. These discussions show the study's contributions, implications, limitation of practices, and recommendations for future studies.

This study was empirically tested and developed on a model that provides a good understanding of the interrelationships between off-the-job embeddedness, on-the-job embeddedness and continuance commitment towards an individual's intent to stay in Malaysia ICT industry. In the last few years, intention to stay has been considered as one of the most important management implementation and managerial philosophy that leads to the organization's continuous improvement for the client satisfaction and ultimately to achieve financial and safety performance (Ghapanchi, Ghapanchi, Talaei-Khoei, & Abedin, 2013; Safiah & Fauziah, 2013; Zin et al., 2012). However, the generated model provides an answer to the research questions by studying the interrelationship between off-the-job embeddedness (sacrifice community, fit community, links community) and on-the-job embeddedness (links organization, fit organization, sacrifice organization) and employee's intent to remain in Malaysia ICT companies. Furthermore, it examines the relationship of continuance commitment as a mediating effect between off-the-job, on-the-job embeddedness and intention to stay. Henceforth, the result of this study supported the hypothesized association suggested within the theoretical model. Most especially, the results proposed that the sacrifice organization and community have no significant correlation with an individual's intent

to stay. In addition, it has been found that continuance commitments are important determinants for the intention to stay. These results were explained extensively in the following sections.

5.2   Recapitulation of the study

The current written research on intent to stay showed that the results regarding the job embeddedness are theoretical which has as a key construct between off-the-job, on-the-job variables, employee's intention to stay in an organization, and intent to remain are unpredictable (Falkenburg & Schyns, 2007). Most of the previous studies conducted had reported positive results (Crossley et al., 2007; Halbesleben & Wheeler, 2008a; Takawira Coetzee & Schreuder, 2014). On the other hand, some other studies reported negative results (Holtom et al., 2006; Cunningham, Finks, & Sagas, 2005; Lee et al., 2004; Mallol et al.,2007; Mitchell et al., 2001). Due to this discrepancy and inconclusive results, some studies which include Zin et al., (2012) and Mika et al., (2016) had suggested that more studies should be done on the relationship with intention to stay in a firm based on other potential influencing variables.

Because of the inconclusive results of job embeddedness, the association between continuance commitment and employee's intention to stay was proposed as a mechanism to explain those relationships in a clearer way. In other words, continuance commitment as an outstanding practice may help organizations to achieve the best results in controlling the performance of their employee through the implementation of practices in the ICT industries. However, the inconsistent findings of these relationships need further study to solve the issues and challenges behind it (Lee et al., 2004; Lee et al., 2014; Naim & Lenka, 2017). In addition, this study was motivated by the fact that the variables considered in this study are individual factors having similar objectives for enhancing employee's performance and equally share important success factors. Although, there are comprehensive reviews of literature which disclosed the fact that there has been an extensive research study regarding the discrete effect of an individual intends to stay on organizational commitment and job embeddedness in ICT industries; the corollary impact of all of them has been imperceptibly neglected.

According to constraint highlighted in Chapter one and the comprehensive review of the relevant literature in Chapter 2, the following main objectives were aimed to be achieved:

RO1. To study the relationship between intention to stay and on-the-job embeddedness among the ICT professional in Malaysia.

RO2. To determine the relationship between intention to stay and off-the-job embeddedness among the ICT professional in Malaysia.

RO3. To investigate the relationship between continuance commitment and intent to stay among the ICT professional in Malaysia.

RO4. To investigate the mediating activity of continuance commitments between on-the-job embeddedness and intention to stay amongst ICT professional in Malaysia.

RO5. To investigate the mediating effect of continuance commitment between off-the-job embeddedness and intention to stay amongst ICT professional in Malaysia.

In addition, to establish the purpose of these aforementioned objectives in this study, far-reaching literature reviews were carried out in Chapter two. The past studies associated to intention to stay and job embeddedness reported that individual factors provide significant function in Malaysia ICT industries, and there are minimal studies in continuance commitment on intent to remain specifically in job embeddedness with intent to stay in ICT industries. As reported earlier, most of the past study associated with the job embeddedness had revealed a significant impact on employee's performance and intention to stay in the ICT industries. On the other hand, job embeddedness implementation and practices were not successful in all cases. Hence, many authors gave substantial attention to examining the reasons that cause failure in this practice. However, other authors suggested that some significant variables affect the relationships between the variables for better findings and explanations.

Moreover, the results of this study confirmed that the continuance commitment plays a mediating role for enhancing the relationship between on-the-job embeddedness (sacrifice organization, links organization, fit organization), off-the-job embeddedness (sacrifice community, links community, fit community) and intent to stay in Malaysia

ICT industry. This dimension boosts the importance of commitment to a worker's intention to stay in ICT industries. To recapitulate, a number of studies had confirmed that employee having an additional propensity towards continuance commitment can be evidence for more aligned performance and approach towards the organization. The results of this study are shown depending on the underlying research objectives in the context of the hypothesis. The outcomes were explained and compared to some related past findings.

Firstly, the objective of this study was to investigate the link between intention to stay and on-the-job embeddedness amongst ICT professional in Malaysia. In terms of the research objective, hypothesis H1 with the sub-hypotheses $H1_a$, $H1_b$ and $H1_c$ confirms that on-the-job embeddedness comprises 3 dimensions that are link, sacrifice and fit organization; two of the dimensions of on-the-job embeddedness possessed an important positive association with the employees intention to remain in an organization with values $H1_a$ (β =0.233, t = 4.255, p< 0.01), $H1_b$ (β =0.182, t = 2.906, p< 0.01) and hypothesis $H1_c$ (β =0.051, t = 0.898, p>0.1) of in this study was not supported. From the literature review, it has been hypothesized that this dimension has a positive connection with intend to remain. In the job embeddedness, a sacrifice dimension can help to evaluate what a worker needs to lose when he/she quits an organization. Organizational sacrifice may include losing some benefits such as interesting projects and health insurance money. Lee et al. (2004) revealed that when an employee is strongly embedded in their job, he/she may decide to take up another job that requires relocation. In this study, the obtained results are in the opposite side; which means the respondents criticized the current performance of organization towards the sacrifice dimension of on-the-job embeddedness in ICT companies, this was a reflection and reason why it was a relatively less significant factor in Malaysia ICT industries.

Secondly, to determine the relationship between off-the-job embeddedness and intention to stay among the ICT professional in Malaysia; off-the-job embeddedness comprises three dimensions that are sacrifice community, link community and fit community; two dimensions had significant relationships. To answer this objective, hypothesis H2 with sub-hypothesis $H2_a$, $H3_b$ and $H2_c$ was accomplished. Moreover, the result of hypothesis $H2_a$ and $H2_b$, confirmed that the fit community and link community had positive significant relationships with the intent to remain with the values (β =

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0.124, t = 2.421, p< 0.01) and (β =0.113, t = 2.286, p< 0.01), respectively; hypothesis H2$_c$ (β = 0.058, t = 1.398, p>0.1) of this study had a positive insignificant relationship with the intention to stay. This finding is in line with the past studies that found that people who have more attraction towards the job sacrifice are more sided with organizational objectives (Darrat et al., 2017; Omar et al., 2018; Dawley & Andrews, 2012a).

Thirdly, the objective was to determine the relationship between intentions to stay and continuance commitment amongst ICT professional in Malaysia. To answer this objective hypothesis H3 was observed. As the results of hypothesis H3, continuance commitment possesses a positive important connection with the intentions to remain with the value of β=0.354, t=5.577, p< 0.01. The above result indicated that the continuance commitments have a direct link with the intent to remain in Malaysia ICT industries. Naim & Lenka (2016) also reported that continuance commitment gives a significant mediating function in a positive intention to stay, skill enhancing practices and relationship empowerment. However, only one type of organizational commitments was considered as a mediator for the intention to stay and job embeddedness in this study. This section and previous one have covered a range of importance written works related to the association between continuance commitment and intention to remain with job embeddedness (Ajzen, 2011; Mustapha et al., 2011; Safiah & Fauziah, 2013; Ramesh & Gelfand, 2010; Khan, Naseem, & Masood, 2019). More so, the term "continuance commitment" is used in describing an individual's continuance in a firm where it has become difficult for the person to leave due to investments accrued and sacrifices made while working for the organization. Therefore, continuance commitment is positively and significantly related with intent to stay.

Fourthly, the objective was to investigate the mediating effect of continuance commitment between intention to stay and on-the-job embeddedness amongst ICT professionals in Malaysia. Mediation analysis is an essential part of this study and it is either full or partial. If there are direct effect and no indirect effect throughout the mediation; then, there is no mediation. Moreover, indirect effects with non-significant direct effect possess full mediation; whereas, partial mediation means the potential mediator shares some part of the relationship (Zhao et al., 2010).To answer this objective, hypotheses H$_{6a}$, H$_{6b}$ and H$_{6c}$ were examined. The results of H$_{6c}$ revealed that

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continuance commitment plays a full mediation role between sacrifice organization and intent to remain. However, continuance commitment partially mediates between the other two dimensions of on-the-job embeddedness, link organization and fit organization with the intent to stay. Therefore, continuance commitment plays a mediating effect on on-the-job embeddedness and intent to remain. According to some literature, there are number of studies which conclude that employees having more tendency towards this type of commitment and show more aligned behaviour and attitude towards organizational goals (Jia, Lim, Teck, Loo, & Lee, 2017; Meyer & Allen, 2004; Vandenberghe et al., 2014).

Lastly, the objective of this study was to investigate the mediating influence of continuance commitment between intention to stay and off-the-job embeddedness amongst ICT professional in Malaysia. Mediation analysis is an essential part of this study. Sacrifice community, link community and fit community are the considered dimension of off-the-job embeddedness. To answer this objective, hypotheses H_{7a}, H_{7b} and H_{7c} were performed. The results revealed that hypotheses H_{7a} and H_{7b} continuance commitment play a partial mediation between the fit community and intent to remain along with link community and intention to stay. This means that continuance commitment was partially mediated between the other two dimensions of off-the-job embeddedness; fit community and link community with the intent to stay. However, the mediation outcomes indicated that the continuance commitment has no effect on the intention to stay and sacrifice community. This continuance commitment helps an individual to understand the cost related to quitting an organization and can be associated with the dimension of sacrifice in the job embeddedness. For example, an individual that is primarily linked to an organization based on continuance commitment would stay due to the fact he/she needed to (Allen & Meyer, 2001; Dyk & Coetzee, 2013; Khan et al., 2019). The relationship between employees and their community was not related to the opportunity cost and the sacrifice of quitting. It was another indirect argument in this study that the majority of participants had these attributes which are lesser years of experience, young and unmarried (approximately 56%). These characteristics of the employees were antecedents to the low level of continuance commitment (Jena, 2015). Therefore, we can say that due to these features of the sample, the study hypothesis cannot be proven.

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5.3   Discussions of findings

There is a need to review how the data collected had responded to the research questions. In this section, the accumulated data was discussed based on the research questions. Results of research questions were discussed in accordance with the hypotheses of this current study, followed by a concluding analysis. The recent study examined the relationship between off-the-job, on-the-job embeddedness and intent to stay with the mediating role of continuance commitment. Average scores from the present sample reveal that employees felt reasonably embedded in their organisations and communities, with the response fit organization with mean=3.28 and SD=0.64; links organization with mean=3.44 and SD=0.62; sacrifice organization with mean=3.50 and SD=0.62; fit community with mean=3.54 and SD=0.64; links community with mean=3.51 and SD=0.64; and sacrifice community with mean=3.45 and SD=0.62, , showing that they were also relatively satisfied with their job, showed commitment to their organisations, felt supported by their organisations, and that they felt that employers allowed them to have flexibility in the way they performed their jobs. This pattern of responses in the present sample was expected, as this sample was drawn from a population of employees who were already working in the ICT industry, thus some degree of positive perception of their job is expected. In terms of intention to stay, mean=3.32 and SD=0.75 the average response was 3.01 out of 7, which indicates that employees were not totally strongly embedded in their organisations. This is also expected, as the ICT industry is a transient industry synonymous with high employee turnover. Especially for organisations in highly populated, metropolitan areas, where there might be many ICT organisations within close proximity of each other, changing jobs in these areas would be less difficult, when relocation might not be required.

5.3.1   Relationship between On-the-Job Embeddedness and Intention to Stay

This study focus on the constructs of on-the-job embeddedness which comprises three dimensions that are sacrifice organization, link organization, fit organization. The research question was that "what is the relationship between intention to stay and on-the-job embeddedness (fit organization, sacrifice organization and link organization)"? The hypothesis of the study showed that these dimensions have a significant positive connection with the intent to stay. Current findings also supported this part of the study. On the overall, the results showed that the employees' on-the-job embeddedness was

positively and significantly related to their intent to remain in Malaysia ICT industry. This study also confirmed those of the previous claims (Dawley & Andrews, 2012b; Halbesleben & Wheeler, 2008b; Ramesh & Gelfand, 2010). More specifically, the employees' on-the-job embeddedness (fit organization and links organization) were significantly and positively related to the intention to stay. On the other hand, sacrifice organization has a positive but insignificant relationship with the intention to stay (Halvorsen et al., 2015). Hence, it was proposed that these elements of on-the-job embeddedness can impact the intent to stay.

Many past scholars have suggested that employers and their employees should possess a positive employee fit and organization (Holtom et al., 2006). The fit organization shows how an individual can recognise compatibility and comfort in an organization. This compatibility and comfort entail an employee's plans, career goals and values for the future, fitting within big organizational cultures, and demand for the immediate job (Holtom et al., 2006). Thus, the fit and alignment outcomes in a career for an individual and financial profit of an organization showed that there was positive connection with both the intention to stay and on-the-job embeddedness in an organization which was stronger for an employees who are somewhat embedded than those employees who are strongly embedded with their recent jobs; this may be the reason why sacrifice in this study is less significant (Dawley & Andrews, 2012b; Fasbender et al., 2019). Lev and Koslowsky carried out a study among the school teachers and they established that the greater the teachers get fit and established in an organization, the more likely they are linked and intent to stay with the organisation (Lev & Koslowsky, 2012). The authors also suggested that workers have a strong organizational link and fit seems to know more about the benefits related to the position and cost of quitting (sacrifice) a job. The findings of Allen & Shanock, (2013), Halbesleben & Wheeler (2008a) and Holtom et al. (2006) supported the findings of Lev & Koslowsky (2012).

The significant findings for fit organisation and link were expected, as results from Research Question 1 positive significant relations between organisation fit and links and intention to stay. However, the non-significant finding for sacrifice organization embeddedness in the present study was unexpected: a number of respondents in the questionnaire survey phase of the research indicated that they would

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be unwilling to leave their jobs because that would entail some sacrifice, and on that basis it was expected that there would be a insignificant but positive relationship between sacrifice organization and intention to stay. The sacrifice dimension of job embeddedness measures what an individual has to give up if the individual leaves an organization. Organization sacrifice includes giving up benefits such as money, health insurance, and stock options. Employees who leave an organisation are likely to forfeit things that they personally value including perks, friends and interesting projects. In regard to 'sacrifice', empirical evidence suggests that employees in smaller companies who terminate their employment do not sacrifice much in the way of material benefits. Findings of several studies show that when compared to their colleagues in large organisations, employees in smaller company receive less pay and benefits, less access to formal training, and fewer opportunities for career progression (Kyndt & Baert, 2013). Accordingly, these employees may perceive that they would not sacrifice much if they were to leave a smaller enterprise, and this may increase their intentions to quit (Shaw, Dineen, Fang,& Vellella, 2009).

People are often motivated by money. The salary an employee is paid by his employer can have a great influence on his performance in the organization. An employee doesn't simply view his salary as a dollar amount; he sees it as the value his employer places on him as an employee. A well-paid employee feels valued by his organization. He knows management isn't just paying him to get the job done; he's also respected for his subject matter expertise. This employee is more likely to be satisfied with his job and not feel the need to look for a similar position with better pay. However, an employee who doesn't feel like his organization is paying him a high enough salary is much more likely to look for and accept a higher paying position of a comparable nature at another company. It could be a reason for this study results sacrifice organization was not significant relation with employee intention to stay In the current study, around 37% of employees are earning less than RM2500 which is not compatible with an average salary of the skilled labour force in Malaysia (Salleh, Rosline, & Budin, 2015).In addition, the results from the present study indicate a non-significant finding for sacrifice organization in this sample. An explanation could be that the samples from the survey phase are somewhat different to the population surveyed in the main study, as 71%participants were drawn from employees with

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experience less than 5years, compared with the survey, which was open to all employees within the organisation. Furthermore, this finding could also be explained by the survey environment unintentionally creating a perception that a change of job would mean relocation into a different organization, while respondents to the online survey appeared to have come to a different interpretation.

5.3.2 Relationship between Off-the-Job embeddedness and intention to stay

The second research question says "what is the relationship between off-the-job embeddedness (fit community, sacrifice community and link community) and intent to stay"? Off-the-job embeddedness consists of 3 dimensions that are sacrifice community, link community and fit community, these usually influence both the work and family life of a worker. Therefore, it is very clear that a person who has higher off-the-job embeddedness will have lesser chance to quit the organization due to more attachment. The basis of this assumption was that an employee with high off-the-job embeddedness would have a positive link with employee intention to remain in a firm. These findings have shown that fit community and link community have positive significant connections with the intention to stay.The results have shown that an individual with a strong sense of compatibility with his/her community sees their plans, career goals and values for the future that can be fitted to the bigger community culture; the community link will have a stronger and significant intention to remain with the ICT industry in Malaysia. Moreover, there was no proof that the observation of sacrifice linked an employee to its community. For this employee, its relationship with his/her community was not related to the sacrifice of quitting. There is another indirect argument in this study that the majority of participants had these attributes which include lesser years of experience, young and unmarried (approximately 56%). Moreover, off-the-job embeddedness relationships have been created (Mallol, Holtom, & Lee, 2007; Mitchell et al., 2001).

In another study, Robinson et al. (2014) tested all six domains of a disaggregated Job Embeddedness model (Link Organization, Fit Organization, Sacrifice Organization, Link Community, Fit Community, and Sacrifice Community) as predictors of intention to stay. They found that sacrifice community, were not significant predictors of intention to stay. These authors suggest that the six-domain structure might not be as robust as compared to studies from other industries (Holtom, Mitchell, Lee, et al., 2006;

Holtom & O'Neill, 2004; Mitchell, et al., 2001). This is also consistent with the results of the of the present study.Robinson et al. (2014) attribute the positive association between community sacrifice and intention to stay generational differences in perceptions of the term "community", for their relatively young respondents (53% under 30 years of age). Solnet & Hood (2008) found that Generation Y (Gen Y), those born between 1979 and 1994, have work-related characteristics and attitudes radically different to those of previous generations. Gen Y are also found to be living with their parents for longer, suggesting that their sense of community sacrifice may include family support and simply moving out of "home", respectively (Robinson et al., 2014). In contrast, the age distributions in the present study were weighted towards the more mature age group, with 56 respondents were within the age groups of 31 to 35 years, meaning that they are less likely to rely on parental support themselves and are more likely to interpret community sacrifice as external to the close family.

Some studies have reported that off-the-job factors are not as important as on-the-job because it can reduce turnover intentions due to many reasons. Firstly, high community embeddedness might easily allow more turnover because of the individuals who would have more contact concerning the local job advantages (Allen, 2006). Secondly, Geographic location and industry structure may explain some of the differences in results obtained in the present study compared to previous studies that found sacrifice community to be a significant relationship with intention to stay. Most of the participating ICT companies in the present study are located in metropolitan areas and premium tourism destinations across Malaysia. This eliminates the need for relocation when an employee leaves one employer for another. As such, this may reduce the impact of the sacrifice community dimension, because in this instance, where relocation is not necessary, there is likely to be minimal impact on community sacrifice (Kiazad et al., 2015; Mitchell et al., 2001).

5.3.3 Relationship between Continuance Commitment and Intention to Stay

The third research question was on "what is the connection between the intention to stay and continuance commitment amongst ICT professional in Malaysia"? The hypothesis shows that there was a positive significant relationship between continuance commitment and the intention to stay. The finding of this study was supported as well. It is a characteristic of continuance commitment that usually occurs;

employees stay with the firm when they do not have alternatives in the market. The regression coefficient of this relationship has a positive and significant value which confirms the hypothetical relationship of the current study. It shows that employees that are emotionally stable show more continuance commitment and vice versa. This hypothetical assumption and statistical finding also got sufficient support from the literature (Min Park & Rainey, 2007; Umoh et al., 2014)

Continuance commitment can be referred to as an awareness of the cost related to quitting a firm (Allen & Meyer, 2001). It is calculative in nature because of the employee's risk and weighing of costs related to quitting the recent firm. The power of continuance commitment suggested that the need to stay can be examined by understanding the costs of quitting a firm. A study by Best (1994) shows that "continuance commitment would, therefore be the highest when the number of investments is plenty and availability of alternatives are little" (Umoh et al., 2014). This argument supported the view that when an employee sees a better alternative, he/she might quit the firm (Vandenberghe et al., 2011). There are dense pieces of literature about the connection between intention to stay and continuance commitment in the organizations. The outcomes of the present study confirmed that the continuance commitment gives several consequences for the firms. These results were the same as those obtained from different past studies (Khan et al., 2019; Khatijah et al., 2012; Umoh et al., 2014) whereby the continuance commitment was suggested to be the most positive constituent of organizational commitments in an organization. Continuance commitment shows a positive influence on the employees' professional efficiency and decreases the likelihood of withdrawal behaviour and professional burnout. Thus, an employee with a high score of continuance commitment would be more likely to stay in the organization (Gelaidan & Ahmad, 2013).

5.3.4 Continuance Commitment Mediate the Relationship between On-the-Job Embeddedness and Intention to Stay.

The fourth research question was on "how does continuance commitment play mediating role between on-the-job embeddedness with the intent to remain amongst ICT professional in Malaysia"? It was assumed that on-the-job embeddedness (fit organization, links organization and sacrifice organization) are linked with the intention to stay through continuance commitments. The classification of mediation or non-

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mediation is identified based on whether direct effect c is significant or not. The t-values for direct effect c were obtained from the bootstrap result in PLS. Next, the typology of mediation models (Zhao et al., 2010) was used to determine the type of mediations or non-mediation. Indirect-only mediation occurs if indirect effect $a \times b$ is significant, but not c. (Zhao et al.,2010), indirect -only mediation known as a full mediation in Baron and Kenny's approach (Baron & kenny, 1986). Complementary mediation occurs if indirect effect $a \times b$ and direct effect c are significant and have the same directions. Although, complementary mediation is known as partial mediation. However, competitive mediation, direct-only non-mediation and no effect non-mediation fall under no mediation category in Baron and Kenny's approach which may cause projects to be discarded.

On the overall, the outcomes indicated that the employee's continuance commitment was positively affected by its job embeddedness. In addition, employee's continuance commitment have full mediation effect on the connection between intention to stay and sacrifice organization. It can also have a partial mediation effect on the relationship between the fit organization, links organization and intention to stay. Partial mediation indicates that besides influencing fit and link organization via continuance commitments; intent to remain can directly impact the fit organization and link organization. Thus, both the indirect and direct effect is significant for the intention to stay to improve fit and link organization. Moreover, the present research found that sacrifice organization impacted intention to stay via only indirect mediating effect from continuance commitment .This suggests that to enhance an individual's intention to stay, a firm must not only emphasize sacrifice organization but must also focus on the increase of continuance commitment that focuses on the relationship existing between management and employee; this relationship is calculative.

Additionally, it has been reported in the recent study that the direct effect of the fit organization was highly dominant when compared with the indirect effect which influence the intention to stay. Similarly, the direct effect of link organization was highly dominant compared to the indirect effect . Both indirect and direct paths were formed showing that with the practice of continuance commitment, high fit and link organization; employees can get inspiration to stay. Moreover, only two have reported findings pertaining to the effect of mediating on the intention to stay based on

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continuance commitment. King & Sethi (1997) observed no proves for a mediating effect, while Irving & Coleman (2009) suggested an exacerbating effect. This may imply that an exacerbating effect of continuance commitment can be possible only when it occurs under a particular condition. Henceforth, it would be possible that a high continuance commitment can give a relative strong baseline of stress so that when other stressors are experienced, the reaction would be stronger.

Furthermore, sacrifice organization indicates the perceived non-monetary and monetary rewards lost through organizational withdrawal (Mitchell et al., 2001) and easy way to recognise the feeling of an individual when relationships are broken (Feldman & Ng, 2007). Thus, this study recommended that if high informal and formal relationships are established within the organization, employees may understand the value of their continued membership within the organization at higher levels that can lead to a moral obligation to stay as staff of the organization. It is generally difficult for an employee to take up a job in an organization if he/she understands that the cost of quitting and sacrifices he/she has to make would be too high (Mitchell et al., 2001; Shaw, Delery, Jenkins, & Gupta, 1998). Individuals that are feeling highly committed and embedded can describe their connections with their employers as a long term with reduced intent to leave (Ferreira & Coetzee, 2013; Tebele, Van Dyk, & Coetzee, 2013.). Studies hold that intentions to stay are the immediate outcome of decreased continuance commitment, job satisfaction, job embeddedness, and job alternatives (Treuren, 2009). More so, the previous study supports the mediation effect of continuance commitment in a relationship between intention to stay and job embeddedness (Panaccio et al., 2014; Youcef, Ahmed, & Ahmed, 2016). Individual's commitment to a firm has impacts on the society, organization and employees themselves. When an employee is highly committed to its organization, he/she shows increased citizenship and decreased withdrawal behaviours in the organization. Also, they receive more extrinsic and intrinsic rewards. Besides, worker's commitment provides higher productivity and reduction in the number of job movement that would be of benefit to the society at large (Aydogdu, S & Asikgil, 2011).

5.3.5 Continuance Commitment Mediate the Relationship between Off-the-Job Embeddedness and Intention to Stay.

The fifth research question was on "how does continuance commitment perform mediating role between off-the-job embeddedness and the intent to stay amongst ICT professional in Malaysia"? This was hypothesized that off-the-job embeddedness is associated with intent to remain through continuance commitments. To understand the relevance of testing mediating effects in a PLS-SEM, it is first necessary to understand what mediating effects are. The core characteristic of a mediating effect (i.e., indirect effect or mediation) is that it involves a third variable that plays an intermediate role in the relationship between the independent and dependent variables. Technically speaking, the effect of the independent variable X on the dependent variable Y is mediated by a third variable, M, called the mediating variable or mediator(Baron & Kenny, 1986). Zhao, Lynch and Chen's (2010) complementary mediation is known as partial mediation in Baron and Kenny's approach. Partial/ Complementary mediation occurs if indirect effect *a x b* and direct effect *c* are significant and have the same directions. Likewise, full/ indirect-only mediation occurs if indirect effect *a x b* is significant, but not *c*. Direct-only non-mediation occurs if direct effect *c* is significant, but not indirect effect *a x b.* No effect non-mediation occurs if both direct *c* and indirect effect *a x b* are insignificant (Zhao et al.,2010).

The findings from this study indicated that employee's commitment partially mediates the relationships between the intention to stay and off-the-job embeddedness. However, it has been reported in the recent study that direct effect of the fit community was more prevailing than the indirect effect in influencing the intention to stay. Likewise, the direct effect of link community was more prevailing than the indirect effect. Both indirect and direct paths were produced showing the planning of continuance commitment together with high fit and link community; employees can get more encouragement to stay in the present organization. Henceforth, the path coefficient statistics indicated that there was no direct and indirect effect of continuance commitments on sacrifice community with the intent to stay. This result suggests that only the continuance commitment cannot account for the connection between intention to stay and sacrifice community. Moreover, these results have exposed how practical employees were established in the off-the-job embeddedness. Besides their

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organization, employees deliberately established relationships with their societies by participating in community life, reaching out to neighbours and hosting social events. Employees generally feel that when they are actively engaged in their community activities, they could develop friendships and social aspects of their lives. The off-the-job friendship they have established could assist them to benefit from their communities' lifestyle.

Employees' job embeddedness and their organizational commitments have become significant areas that need to be studied based on the retention (Allen, 2006; Dyk, 2011; Lee, Mitchell, Sablynski, & Burton, 2004; Treuren & Fein, 2018). But, job embeddedness indicates a distribution set of factors that affects an individual's decision to remain in an employment (Mitchell et al., 2001) while organizational commitments show the cognitive and affective reasons for leaving or staying in an organization (Allen & Meyer, 2001). This study has established a proof of a negative significant relationship between an employees' continuance commitment, job embeddedness and their turnover intention, respectively (Crossley et al., 2007; Halbesleben & Wheeler, 2008a; Tanova & Holtom, 2008). Considering the conditions involved in keeping workers in an organisational context in South Africa (Dyk & Coetzee, 2012; Ferreira & Coetzee, 2013; Rudolph Muteswa & Ortlepp, 2017), a study on how worker's job embeddedness was associated to its organisational commitment seems to be significant (Ferreira & Coetzee, 2013). In addition, workers that established positive relationships with their desire jobs, workgroup and co-workers are comforted with their values and goals so as to be more embedded in their work and to achieve desirable perks (sacrifice) (Treuren & Fein, 2018). The sacrifice, link and fit are potential forces that serve as a buffer to dissatisfy and shock, these are precursors to turnover (Lee et al., 2014; Wijayanto & Kismono, 2004).

5.4   Research Implication

5.4.1   Theoretical Implication

In general, this study has added new valuable knowledge that can be utilized to produce organizational retention techniques in IT services work setting in Malaysia. The results have shown that an employee who has continuance commitment can significantly affect his/her perceived work embeddedness and vice versa. The different

job level, marital status and gender groups tend to differ significantly based on their sense of job embeddedness and organizational commitment. In addition, job embeddedness has been explained as a multi-dimensional construct (Bambacas & Kulik, 2013; Lee et al., 2004). The job embeddedness as a multi-dimensional construct, consist of multiple mechanisms that links an employee people to its community and organization. Most studies have used job embeddedness theory to aggregate the components and factors in order to establish a total measure of job embeddedness (Felps et al., 2009; Mitchell et al., 2001). However, little was known about the relationships between sacrifice, link and fit. Contrarily, this study has shown that strong levels of link and fit were related to strong levels of sacrifice (Bambacas & Kulik, 2013), and the ICT employees' in this study have encountered link and fit without sacrifice. The results may indicate a total reduction in an employee's loyalty associated with the boundaryless career (Svejenova, 2005; Zeitz, Blau, & Fertig, 2009). In a global labour market today, a group of employees can accept that the link and fit they developed at one organization would be an accidental of cross-organization movement. They could be mentally prepared to re-forge link and fit with every job mobility and this might decrease the perception of sacrifice related to those moves.

Moreover, this finding might suggest that the ICT employees' value sacrifice, link and fit differently. Ramesh & Gelfand (2010) and Tanova & Holtom (2008) have begun the documentation of cross-national differences to an extent to which job embeddedness factors are used in predicting employee turnover. Personal and societal values can encourage workers from various demographic groups to emphasize various dimensions as they embed themselves in communities and organizations. Moreover, the results highlighted that ICT employees are practical in establishing their link and fit in their communities and organizations. The literature reviews on job embeddedness have yet to study the function played by the employee rather than the employer capability in cultivating attachment. A study in the area of proactive has reported that when newcomers actively participated in proactive socialization behaviour, they would be more likely to see themselves as part of the majority (Masterson & Stamper, 2003). When the newcomers are part of the majority, it increases their chances to mix other persons in order to give their own positive contributions to the organization (Stamper & Masterson, 2002).

Another important implication of this study was to provide social exchange theory by including the knowledge concerning the overall research on employee's intention to stay so as to assist the reduction in turnover rates in ICT companies. The outcomes of this study could be used by the industry leaders to create techniques to reduce turnover rates amongst information technology workers. Leaders could have good knowledge in improving their employee's satisfaction. The role of job embeddedness has been found to be the influence of employee's intention to stay as indicated by earlier studies (Mitchell et al., 2001). The similar finding by Mitchell et al. (2001) has shown that job embeddedness predicts the key outcomes of alternative job search and eventually voluntary turnover. Previous studies by Eady (2014) and Halbesleben & Wheeler (2008b) found that the job embeddedness has influenced the attitude of an employee towards their intention to continue employment in the organization. In the current study, the results have shown that only job embeddedness theory is not sufficient for the employee to stay in an organization especially in the ICT industry which is more competitive as to other industries. Social exchange theory can be implemented as the problem solving of ICT industry high turnover.

5.4.2 Practical Implication

Whereas it is important to examine employee intention to stay from an academic perspective, it is essential to consider practical implications from an industry perspective. Industry members were consulted to seek areas of interest from a practitioner's viewpoint. These IT directors came from different backgrounds, including general managers of ICT properties, human resource managers, and representatives of industry associations. The aim of this study was to investigate the relationship between on–the job and off-job embeddedness and intention to stay with the mediating role of continuance commitment. Job embeddedness accounts for unique variance in turnover intentions beyond that of other established indicators that organizational practitioners may typically examine. This provides an alternative mechanism to consider when designing evidence-based intervention or recruitment strategies for employee's .Considering the practical implication of this study, the results have different implications on the human resource (HR) functions in the organizations with approach on ways of increasing the ICT employee intention to stay. Organization holding methods have typically made up of a "one-size fits all" technique. As employees'

increase the cultural and demographic diversity of labour forces, such a technique could not be as efficient as targeted employee's retention methods. The human resource could play a vital role that may affect the decision of the employees to make strong attachments away from work and at work.

Fit Organisation reflects employees' perceived compatibility with their organisations and their job. Fit Organisation is enhanced in the first instance by selection processes and skills training that ensure new recruits have the capacity and skills to feel confident in the job. On-going development may be enhanced through cross-training, coaching or mentoring that helps experienced employees assume leadership roles within the organisation. Regular performance appraisal reviews can help HR managers to provide valuable feedback on employee performances and provide an opportunity for employees to voice their career goals and set career plans (Karatepe, 2013). Profile of responses in study from long-serving employees described how the organization's willingness to provide flexible work schedules, such as those that accommodate family or other needs, created feelings of loyalty toward the organisation.

Links Organisation- includes the formal and informal connections that exist between co-workers within the organisation. Strategies that are commonly used by leading ICT industries that strengthen links organisation include team building activities that recognise individual and team achievements, involving employees in planning and management decisions, and providing support for staff social clubs (Holtom et al., 2006). Employees could get a major improvement from cooperate-initiated links when the cooperates demographic components make it unlikely that the cross-demographic boundary relationships would be impulsively developed (Treuren,, & Halvorsen, 2016 Ramaswami, Dreher, Bretz, & Wiethoff, 2010).

Sacrifice Organisation reflects the perceived psychosomatic or material costs if employees sever employment with their organisation. Efforts to enhance the organisational sacrifice dimension are observed in large ICT industries, which commonly provide benefits such as meals, uniforms and laundry, and staff discounts on restaurants and hotel rooms. Some employers link the value of these benefits with tenure, for example increasing contributions to superannuation retirement accounts at tenure milestones, ensuring that potential sacrifices increase the longer a staff member has been with the ICT organisation.

While management strategies that relate to on-the-job dimensions of embeddedness are common practice, only rarely, and often only for very senior management positions, is any planned attempt made to influence off-the-job dimensions (Feldman, Ng, & Vogel, 2012).Strategies that might be adopted by industry's to strengthen employee link*s* in the community include sponsoring local junior sports teams or community organisations (Lions Clubs) that employees or their families are involved with, and providing flexible work schedules that enable staff to engage in community service activities such as coaching junior sport teams or charity work. Multi-national ICT company's often relocate middle and senior excutives, and try to enhance Fit Community through assistance with accommodation, finding schools, and introductions to an ex-patriot community. The longer employees are based in a particular community, the greater will be the links and fit to that community and the greater the sacrifice if they are required to leave. This might give rise to a number of different strategies depending on the employee market and the level of position being filled: for example, paying for boarding school fees for older children when relocating senior executives, and providing generous return home allowances.

Additionally, this study found a full mediating relationship of continuance commitments between sacrifice organization and intent to remain. Since organizations should endeavour to expand employees' continuance-sacrifices commitment, as these factors were seen to help in reducing turnover. Therefore, organizations should deject workers from establishing commitment based on inadequate possible jobs. In fact, continuance commitments can result in more turnovers among individuals on high and negative affectivity. This can be done by developing training programs that help in maintaining employees' marketability competencies. Moreover, the continuance-sacrifices commitment was involved in turnover and in reduced exit rates via interactions with negative affectivity. Organizations should attempt to increase the influential reasons that make people stay. Moreover, continuance-sacrifices commitment involves rational thinking regarding the balance of costs and benefits of leaving and at the core of this process is a cognitive assessment of available resources. Thus, offering conditions that help build employees' resources to fulfil their job responsibilities should reduce turnover as such resources may help employees resist to 'pull factors' on the labour market (Vandenberghe et al., 2011).

Organizations might influence the community embeddedness dimension among operational staff by recruiting from the local community so that these employees are already highly embedded and are less likely to leave the organisation. This strategy might be most effective in remote locations, which traditionally experience very high staff turnover. On the other hand, global ICT organisations seeking to transfer senior managers to a new location need to recognise the community sacrifice that these employees are being asked to make, and provide appropriate incentives and compensation. Organisations need to tailor strategies to fit the organisation's needs to strengthen employees' embeddedness in their organisations. Another employee intention to stay strategy is the use of job flexibility to produce a sense of obligation to the organisation among high-valued employees'. Customising work task and schedule flexibilities can increase employees' satisfaction and organisational commitment, and reduce intention to leave the organisation. Implementation of flexible job design within strict guidelines will ensure employees are clear about the terms and conditions of which flexible work conditions are offered.

5.5   Limitation of the Study

Limitations are possible disadvantages which are generally out of the researcher's control (Marshall & Rossman, 2014). In spite of the numerous implications presented earlier, this study has some limitations that are worth elaborating. Firstly, the specimen size was small and restricted to an only certain group of people who had a specific qualification. The sample size is more diverse and bigger (Marshall & Rossman, 2014). Moreover, the sample only represented a specific group of workers within ICT companies with MSC status: thus, the results are not hypothesized to another kind of skilled IT workers in another group of industries. Secondly, the findings were from employees' perceptions and there was a prospect for general technique bias that could have to increase the connections between the variables in this study. General technique variance can be described as a systematic error variance shared within the constructs of interest which could be response biases, response format and function of scale type (Fuller et al., 2016; Podsakoff et al., 2003; Richardson et al., 2009). The strong relationship within the variables could be due to general technique bias. Podsakoff et al., (2003) was recommended as procedural remedies to reduce the effects of general technique variance such as different response formats, introducing

methodological and collecting multi-source data. However, there was a discussion that says common method bias was not as problematic and widespread as originally suspected (Spector, 2006). In addition, the prospective study could be gained by using longitudinal type designs to determine temporal precedence between the variables.

Thirdly, this study has only examined limited variables while evaluating a worker's intention to stay. Researchers have added more control variables such as different sectors (public and private) and company size into their studies. This could be as a result of different various industry sizes which may have several organizational structure and response for a specific determinant. Moreover, private and public sectors frequently practice various organizational culture and this could lead to several responses on specific determinants as well. In addition, the demographic location of industries, as well as the size of the company may also affect the applicability of the findings; a smaller or bigger company may find other factors that are more relevant in their environment. As this study was investigated in Malaysia IT industries, the empirical results of this study could be more useful to the Asian nations than Western countries. Therefore, there are some barriers related to the method utilized based on the exploratory nature of this study, the outcomes of this study have provided applicable results that could be of practitioners and researchers' interest.

5.6   Recommendation for Future Research

This study has established a number of ideas that needed further research. Prospective research should be able to take care of the limitations and further investigate some of the findings in this study. The focus of this research was to determine the connection between on-the-job, off-the-job and intention to remain. While carrying out this research, it was seen that most of the studies performed on the intention to stay with IT workers were made up quantitative studies where the researchers determined the systematic review on IT workers turnover (Ghapanchi et al., 2013). Although, few numbers of researchers have performed qualitative studies on the relationship to retain IT workers. Thus, this study recommends that researchers should investigate more on qualitative studies or mixed methods to correct the limitations. More so, researchers could utilize this study as a foundation to continue the investigation on another method of improving the intention to stay rate for workers in another position such as hiring and recruiting. In addition, this study can be used in

validating the experiential model along with a larger range sample or employee of other technology-based industries. The number of evaluated employees were made up of only 177 participants; this is important to get and evaluate the responses of a bigger sample to process a larger conclusion of these results. Moreover, in other developing countries, this experiential model can be tested because this research has exposed some conservative perception of the leading determinant of employee intent to stay.

Moreover, because of the little sample size used in this study, it is suggested that there is a need for further studies larger sample size based on this same context. This study further suggested that a comprehensive version of the existing concepts should be established to add many items in the study. This would allow prospective researchers to acquire enough comprehensive understanding of the connection between the organizational commitment, on-the-job, off-the-job embeddedness, and an employee's intent to remain. Furthermore, the cross-sectional method utilized in this study reduces the assertions of an antecedent. For this reason, future research should use a longitudinal technique to investigate by checking their relationships and monitor the impact of changes on intent to stay. Finally, this study has broadened understanding of the relationship of fit organization elements within the framework of workers intend to stay in the Malaysian ICT industry. This study has distributed this knowledge by mediating the relationship of organizational commitments between elements of intention to stay and fit organization as key variables to keep an employee for a long time in the organization.

5.7   Conclusion

Despite the considerable research on employee intention to stay, there is still a research gap in linking these to on-the-job, off-the-job and mediating relationship of continuance commitments. This gap thereby limits our understanding of the possible reasons for employee intention to stay in an area of the ICT industry. Hence, the purpose of this study was to provide solutions to this limitation by investigating the relationship between on-the-job embeddedness and off-the-job embeddedness on employees' intention to stay via the mediating effects of continuance commitments. A quantitative method was used to fulfil the objectives of this study. The research was also cross-sectional in nature whereby the data were obtained only once. The unit of analysis was were IT professionals. This study consists of 177 participants who were employed

in different Malaysia ICT industries. Due to the objectives of this study, the PLS-SEM was chosen as a software to perform the analysis. The evaluated samples in this study were ICT professionals with the effects of occurring practices, strategy and their relationships among on-the-job, off-the-job embeddedness, continuance commitment, and intention to stay in the firm to recognize the potential indisposition of the worker to remain.

Many previous studies have reported that at least 90 per cent of turnover behaviour was not related to whether or not an employee was not satisfied in its job, or the availability of employment opportunities in other places. That was what brought about a recent and promising method developed by Mitchell called job emdeddedness perspective employees intention to stay (Mitchell et al., 2001). Hence, job embeddedness method was used directly to address problems of retention by asking these questions; "why do employee decide to stay" as against "how do they quit". HR practitioners are other issues with a possible shift of focus from why are the employees quit firms to what keeps them to stay. Once an employee has left the firm, knowing the reasons why he/she quitted does not actually assist the condition than to look for what factors that would make him/her stay. The parameters that were utilized in this research could be adopted in a Malaysian organizational context to examine the mediating relationship of continuance commitment on employee's intent to remain. The mediating effects of organizational commitment on employee's retention would provide a deep understanding of the change of employee intention to leave or stay with the firm. The effect of a worker's job embeddedness on its intent to leave or stay would further facilitate our knowledge about the factors causing employee's turnover.

Studies have revealed that fit and link component for both on-the-job and off-the-job embeddedness is a positively significant relationship with employee's intention to stay and the continuance commitment partially mediated this relationship. However, continuance commitment plays a full mediation between the relationship of sacrifice organization and intention to stay. Preliminary studies suggested that both off- and on-the-job factors affect an employee's intention to stay or leave. Moreover, it is important that with the community job embeddedness which account for all the included predictability that was initially given to the job embeddedness construct, it could be

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deduced that community-based factors (friends, relationship family, friends, and so on) and non-affective plays a significant function in an employee's turnover intentions. It can also be deduced from this study that firms should support and encourage participation in the communities events to decrease the loss of personnel.
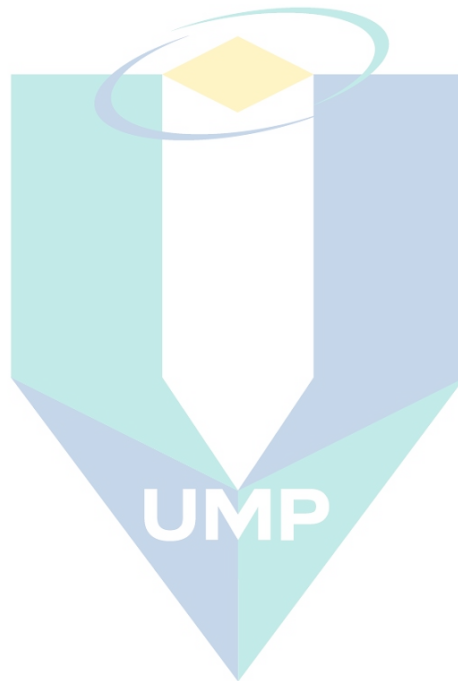
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QUESTIONNAIRE

A STUDY ON EMPLOYEE'S INTENTION TO STAY FOR INFORMATION AND COMMUNICATION TECHNOLOGY INDUSTRY IN MALAYSIA.

Dear Participant,

As part of my research in the doctoral program at University Malaysia Pahang (UMP), I am conducting a study on employee retention along with Professor Dato' Dr. Yuserrie Bin Zainuddin, Faculty of Industrial Management at University Malaysia Pahang. The objective of this research is to attempt to learn why employees feel attached to their organization. Through your participation, we will better understand the relationship that influence decisions about why people stay with their organization.

Your perspective and experience is very valuable and we hope you will agree to complete a survey .Since the strength of the results depends on obtaining a high response rate, your individual participation is crucial to the success of this study. The questions within this survey will focus on your attitudes towards your current organization. The survey will take approximately 10-15 minutes to complete.

Please be assured that no one except the researchers involved in this study will have access to your individual responses. All surveys will be destroyed/deleted immediately after the data are recorded. If the results of this study were to be written for publication, no identifying information will be used.

I hope you will be able to participate in this study. Without the help of experienced professionals like you, research that improves our organizations would not be conducted. If you have any questions or concerns about completing the survey or about participating in this study, please contact one of the individuals listed below:

Supervisor

Professor Dato' Dr. Yuserrie Bin Zainuddin,

Faculty Of Industrial Management at University Malaysia Pahang.. Sincerely, H/P:+0194164455 ,E-mail: yuserrie@gmail.com

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Part: A

Demography

Please place tick (✓) in the appropriate answer.

1. Gender

☐ Male   ☐ Female

2. Age (in years) _____

3. Marital Status:

☐ Single   ☐ Married   ☐ Others

4. If you are married, do your spouse involve in any paid work?

☐ Yes   ☐ No

5. Ethnic group:
☐ Malay   ☐ Chinese   ☐ Indian   ☐ Others (Please Specify) _____

6. Highest education completed:

☐ SPM   ☐ STPM   ☐ Diploma   ☐ Bachelor's Degree

☐ Master Degree   ☐ Others (Please specify) _____

7. Current Job Position

☐ Non-Executive   ☐ Junior Executive   ☐ Senior Executive

☐ Manager   ☐ Senior Manager   ☐ Others

8. How many years of total working experience do you have in this company?

No. of Years ⎯⎯⎯⎯⎯⎯⎯⎯

9. What is your salary's range?

☐ Below RM 2500.00   ☐ RM 2500.00 to less than RM 5000.00

☐ RM 5000.00 to less than RM 7500.00   ☐ RM 7500.00 and above

Note : From part B to part D , a five-point Likert scale ranging from Strongly disagree (SD) =1, Disagree (D)=2, Neither agree nor disagree (N)=3, Agree (A)=4 and Strongly agree(SA)=5, used in the questionnaire.

Part: B

Job Embeddedness

Please indicate on the scale below how well you agree or disagree with the following statements by placing a tick (✓) the column that best represents your view about the statement.

	SD=1	D=2	N=3	A=4	SA=5
1. I am attached to my team at work.					
2. I work closely with my co-workers					
3. I can apply my ability and talents in this company.					
4. My organization meets my expectations.					
5. My hope to fit with the company's culture.					
6. My company authority and responsibility are in line with my prospect.					

	SD=1	D=2	N=3	A=4	SA=5
7. My organization has the same values that I hold.					
8. If I stay with my organization, I will be able to achieve most of my goals.					
9. My professional growth and development meet my expectations.					
10. I feel that my current job satisfies my need for appreciation.					
11. I have worked for long time in this industry.					
12. Regular informal meetings are held to strengthen relationships among workers.					
13. I interact constantly with my colleagues at work.					
14. A lot of co-workers depend on me to help achieving their work.					
15. The current system allows the possibility of forming interacting work teams.					
16. The organization allows all members to participate in work committees.					
17. I have a lot of freedom on this job to pursue my goals.					
18. The company bonus meet up my expectation.					
19. I would miss the respect of my colleague if I left					

	SD=1	D=2	N=3	A=4	SA=5
the job.					
20. I would sacrifice e a lot if I left t his job					
21. If I change my job, I would sacrifice my promotion					
22. I would miss the reward of my performance if I left this company.					
23. If I left my company I would sacrifice benefits that have accrued.					
24. I would sacrifice the health care benefits If I left my company.					
25. I would forgo the outstanding retirement benefits offered by this company, if I left my job.					
26. I believe the prospects for continuing employment with my organization are excellent.					
27. I feel affection for my living area.					
28. The environment of my living place fit for me.					
29. I am a good fit with my community					
30. This community feels me as home.					
31. I participate in cultural and recreational activities in my local area.					

	SD=1	D=2	N=3	A=4	SA=5
32. At present, I am married.					
33. My spouse works outside the home.					
34. I live in my own house.					
35. My family roots are in this community.					
36. My family members are living nearby to me.					
37. Most of my close friends are living nearby to me .					
38. It would be very hard for me to leave my family					
39. If I will leave the community, I would miss the love and respect of my friends.					
40. The biggest sacrifice is getting detached from my neighbor.					

Part: C

Organizational Commitment (Continuance Commitment)

	SD=1	D=2	N=3	A=4	SA=5
1. Right now, staying with my organization is a matter of necessity as much as desire.					
2. It would be very hard for me to leave my organization right now, even if I wanted to.					
3. Too much of my life would be disrupted if I decided I wanted to leave my organization now.					
4. I feel that I have too few options to consider leaving this organization.					
5. If I had not already put so much of myself into this organization, I might consider working elsewhere.					
6. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.					

Part: D
Intention to stay
Please place a tick (✓) in the column that best represents your view on the following statements

	SD=1	D=2	N=3	A=4	SA=5
1. I have the desire and intend to remain working at this company.					
2. I plan to continue working for this company in the future.					
3. For me, continuing to work for this company is very likely.					
4. I expect to work at my present company for as long as possible.					
5. I would remain in this company definitely, without unexpected circumstances					
6. If I were completely free to choose, I would prefer to continue working in this company.					

THANK YOU FOR YOUR PARTICIPATION IN THIS RESEARCH

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LIST OF PUBLICATION

Journal Article

Noor, A., & Zainuddin, Y. (2019). Comprehensive analysis of the relationship between off-the-job embeddedness and continuance commitment on intention to stay: based on PLS-SEM. *Journal of Governance and Integrity (JGI),* 2(2), 39-63.

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