



دراسة تأثير الانطمار الوظيفي على نية ترك العمل من خلال الكفاءة الذاتية كوسيط

بالتطبيق على قطاع الفنادق في مدينة شرم الشيخ

**Staying Embedded: Exploring influence of Job Embeddedness
on Quit Intention through Self – efficacy as a mediator**

Applied to Hotel sector in Sharm El Sheikh City

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Abstract

This study intends to explore the mediating role of self- efficacy on the influence of job embeddedness on hotels staff quit intention. Using a descriptive-analytical approach, data were collected from a representative sample of 385 employees across various departments in the hospitality sector in Sharm El Sheikh through a self-administered questionnaire.

The results of this study revealed that employees' job embeddedness and self- efficacy are the two primary factors that adversely influence the employees' intentions to leave and both job embeddedness and self-efficacy are negatively correlated with quit intention, Moreover, self-efficacy functions as a partial mediator, suggesting that while job embeddedness directly reduces turnover intention, its effect is also channelled indirectly through enhanced self-efficacy.

The study provides critical insights into employee retention and provides practical recommendations for hotel managers, emphasizing the importance of supportive work environments, fostering teamwork, enabling effective communication channels, offering orientation programs and providing both financial and non-financial incentives These recommendations aim to increase organizational attachment and employees' belief in their abilities which contributes significantly to reducing their intention to leave.

Key words: Job Embeddedness, Self-Efficacy, Quit Intention.

الملخص

تهدف هذه الدراسة إلى استقصاء الدور الوسيط للكفاءة الذاتية في العلاقة بين الترابط الوظيفي ونية ترك العمل لدى موظفي الفنادق في مدينة شرم الشيخ، مصر. وباستخدام المنهج الوصفي التحليلي، تناولت الدراسة كيف تؤثر الروابط التنظيمية والثقة في القدرات الذاتية على نية الموظفين في مغادرة العمل. تم تطبيق الدراسة على عينة بلغت ٣٨٥ موظفًا يعملون في عدة إدارات فندقية. وقد أظهرت النتائج وجود علاقة سلبية بين كل من الترابط الوظيفي والكفاءة الذاتية من جهة، ونية ترك العمل من جهة أخرى، كما تبين أن الكفاءة الذاتية تؤدي دورًا وسيطًا مهمًا. وتبرز النتائج أهمية تعزيز ارتباط الموظفين بالمؤسسة وزيادة ثقتهم بأنفسهم كوسيلة لتقليل معدلات دوران العمل في قطاع الضيافة. تسهم الدراسة في تعميق الفهم النظري لسلوكيات مغادرة العمل، كما تقدم مجموعة من التوصيات العملية لمديري الفنادق، تؤكد فيها على أهمية توفير بيئة عمل داعمة وتنفيذ برامج تدريبية تسهم في تقوية الكفاءة الذاتية والترابط الوظيفي لدى الموظفين.

الكلمات الافتتاحية: الانطمار الوظيفي، الكفاءة الذاتية، نية ترك العمل.

Introduction

Our world revolves around organizations, with individuals serving as the essential force that propels them forward and ensures the fulfilment of their goals. Organizations are meaningless without human resources, and management stops being a real concern (Feizabadi & Khadije, 2016).

The service sector, particularly the hospitality industry, heavily relies on the human element. Workforce attributes—including expertise, demeanor, competence, character, and conduct—are pivotal in shaping organizational performance, influencing factors including service excellence, client retention, and overall satisfaction. Employees are instrumental in attaining organizational objectives, as the hospitality sector is inherently people-oriented, characterized by extensive interactions between customers and service personnel (Michael, N., & Fotiadis, A. 2022)

Employee retention is essential to the existence of any firm. It's also essential to accomplish main objectives. Organizations have a goal to retain their employees. Although organizations have exerted considerable effort, the employee turnover rate has stayed minimal. Organizations do their best to retain their employees. Companies with a strong retention record have a competitive advantage. Organizations that are unable to retain staff will eventually fail (Reitz & Anderson, 2011).

Modern organizations need to know what factors influence employees' intention to leave and what appropriate management strategies can be applied. Prompt action is necessary to decrease the negative impacts of this phenomena, which in turn enhances businesses' operations to sustain a competitive edge.

Given the labour-intensive nature of the hotel sector and its strong reliance on workforce efficiency, managing human resources plays a crucial role (Haldorai et al., 2019). Although numerous measures are taken to enhance employee satisfaction and retention, the hospitality industry is thought to have a slightly greater turnover rate. Employee turnover impacts organizational efficiency, leading to excessive workloads and employee stress (Buchman et al., 2020), and negatively affect their attitude. Employee turnover in the hospitality sector is believed to stem from dissatisfaction, encompassing factors such as supervisor relationships, workplace environment, job schedules, workload, job

responsibilities, and compensation, including salary and benefits. These variables resulted in unstable job employment (such as short-term contracts, outsourced, seasonal, and temporary) along with a new turnover culture (such as involuntary turnover through restructuring and voluntary turnover for career advancement). Considering these results, it is crucial to investigate the factors influencing employee turnover intentions and identify the strategies implemented to enhance retention.

According to (Ramli et al.,2014) employee turnover may have a negative influence on the existing employees as well as the company due to increased expenses associated with recruiting and training new hires, low motivation, and reduced productivity. That is to say, a company experiencing high turnover rate may suffer from both financial and non-financial losses, and it may even develop into a larger social issue. Consequently, so as to efficiently manage human resources and services. The hospitality industry must acknowledge the critical issue of employee turnover and implement measures to mitigate it, especially during periods of elevated turnover within the sector (Ghani et al, 2022).

(Lee et al., 2014) claim that the expenses that must be covered, like hiring a replacement, training costs, and opportunity losses for the company when an employee quits, are equal to the employee's annual salary. As a result, research on employee turnover has been done in accordance with changes in the rate of turnover, which has a number of negative consequences on businesses, including an escalation in firms' expenses.

Previous research concentrated on attitude elements including work engagement and job satisfaction. They did not, however, go far enough in explaining the reasons behind the employees' departure (Lu et al.,2016). As a result, research focused on the reasons why workers would choose to stay rather than go, leading to the development of a new concept about turnover called "job embeddedness" (fit, linkages, sacrifice).

Despite considerable research on turnover, the issue still a big concern within the hotel industry. While most previous research has concentrated on issues related to employee turnover, our study aims to assess important factors predicting employees' *intention to leave*. Furthermore, since varying value systems across nations can influence employees' perceptions in diverse ways,

this research aims to expand the current job embeddedness theory to emerging economies like Egypt (Jordan et al., 2017). Ghosh and Gurunathan (2015) conducted a literature analysis on embeddedness and discovered that the majority of studies on embeddedness in African nations still remained largely unexplored.

Jiang & Shen (2018) discovered that turnover intention is influenced by three factors: a supportive work environment, the positive impact of work on employees, and employees' self-efficacy in the workplace.

Despite the significant role of Sharm El Sheikh's hospitality sector in Egypt's tourism economy, still employee turnover remains a persistent challenge in Sharm El Sheikh's hotel industry, with studies indicating high attrition rates, particularly among frontline staff. According to the Egyptian Ministry of Tourism & Antiquities (2023 Report) and World Travel & Tourism Council – Egypt Economic Impact Report (2023), the hospitality sector in Egypt experiences an annual turnover rate of approximately **25-30%**, with seasonal fluctuations exacerbating the issue in tourist-heavy areas like Sharm El Sheikh.

A study by Elshaer et al. (2022) found that **nearly 40% of hotel employees in Sharm El Sheikh** reported actively seeking alternative employment due to poor job satisfaction, inadequate wages, and limited career advancement opportunities. This high turnover can be partly attributed to **low job embeddedness**. While both **Job Embeddedness (JE)** and **Self-Efficacy (SE)** are established concepts in organizational behavior, few studies have explored the interaction between these two constructs. Most research focuses on them in isolation, leading to fragmented knowledge. The mechanism through which job embeddedness influences quit intention and how self-efficacy may mediate this relationship is underexplored, especially in the hospitality sector.

- There is a notable lack of localized, up-to-date research on employee quit intention rates and their underlying causes.
- There is an absence of empirical studies exploring the mediating role of self-efficacy in the JE-QI relationship.

Addressing these gaps could provide valuable insights for gaining a more comprehending the mechanisms by which job embeddedness impacts quit

intention shedding the light in the personal self-belief in one's capabilities and the possibility of thinking about quitting one's current position, specifically in the context of the hotel industry in Sharm El Sheikh. Such insights are essential for improving organizational retention efforts and developing strategies aimed at reducing turnover intentions

By investigating these gaps, this study will not only expand existing theoretical frameworks but also offer practical guidance for hotel management, especially in tourism hubs like Sharm El Sheikh, where retention strategies can make a significant influence on the stability and success of hotels.

This study aims to explore the role of self-efficacy as a mediator in the relationship between job embeddedness and the intention to leave. By examining these dynamics, the study seeks to offer a deeper comprehension of the mechanisms underlying employee turnover intentions and to offer insights that can inform organizational strategies aimed at enhancing employee retention and satisfaction.

Considering the previously discussed phenomena and the interplay of the three key factors—intention to quit, self-efficacy, and job embeddedness—the researcher aims to conduct an in-depth exploration of turnover trends within the hotel sector. This study examined how job embeddedness and self-efficacy affect the intention to quit. Researchers suspect that self-efficacy in organizations can bridge the influence of job embeddedness and on quit intention. Both material and immaterial factors of a person's work life, along with organizational satisfaction, are assumed to increase self-efficacy, where high self-efficacy is later expected to reduce an individual's desire to leave their job or the organization they work for.

After the introduction, this research concisely explores the components of job embeddedness, self-efficacy, and intention to quit. Subsequently, the study methodology is outlined, detailing variable measurements and sample attributes. Finally, based on the statistical findings, the discussion addresses key considerations, study limitations, and potential directions for future research.

Theoretical Background and Literature Review

The following aspects of the literature are covered: the job embeddedness (the independent variable); self-efficacy (the mediator variable); and quit intention (the dependent variable); the turnover of hotel employees.

Job Embeddedness

Job embeddedness is a concept that shows the degree of involvement of a person in a job and expresses the effect the person has on the organization (Mitchell et al., 2001). Job embeddedness means ensuring continuity without leaving the organization, thus connecting employees to the organization and their duties. In research literature, job embeddedness is defined as a network. Employees are linked through networks to relevant organizations, colleagues, teams, and circumstances, and these connections can help reduce turnover (Holtom & Inderrieden, 2006). Individuals who are more connected develop a greater sense of responsibility within the network and are more difficult to leave (Kiazad et al., 2015).

Mitchell et al. (2001) proposed the Job Embeddedness Theory to analyze factors influencing employee retention. This theory revolves around two key aspects: the organizational and community dimensions, incorporating three fundamental constructs—fit to role, connections, and losses incurred upon departure. It shifts the focus from the traditional question of "Why switch jobs?" to "Why remain?" Firstly, fit pertains to an employee's perceived alignment with both the organization and its external environment. This alignment emerges when an individual's personal values, aspirations, and long-term objectives correspond with the company's culture and job responsibilities, thereby enhancing the likelihood of continued employment within the organization (Allen, 2006). A stronger alignment increases the probability that employees will cultivate both professional and personal dedication to the organization (Mitchell & Lee, 2001). Secondly, connections denote the official or unofficial relationships established between an individual and the organization (Mitchell et al. (2001). Employees with a larger network of connections are less inclined to resign, as doing so could disrupt or alter these

relationships (Holtom, Mitchell, & Lee, 2006) . An employee with a more extensive or well-established network tends to demonstrate greater dedication to their job and organization. Third, the cost of departure reflects an employee's view of the concessions made when choosing to resign, including forfeiting retirement savings, losing workplace benefits, selling their residence, and relocating from their community. These elements collectively influence an individual's dedication to their role, job satisfaction, and decision to remain employed. Leaving a position may result in various losses, such as workplace friendships, an enjoyable job, or valuable benefits (Holtom, Mitchell, & Lee, 2006). Mitchell et al. (2001) assert that the greater the sacrifices individuals must make when departing from their job and organization, the more challenging it becomes to leave.

The construct of job embeddedness is made up of two dimensions: on the job (organization) and off the job (community) embeddedness. Earlier research has shown a direct relationship between the organizational aspect and organization factors, including workplace attitudes and HR practices (Allen, 2006; Bergiel et al., 2009). Therefore, this study primarily examines job embeddedness in relation to the organization, specifically termed organizational job embeddedness.

If the hotel management fosters a workplace where employees receive support from both peers and supervisors, the staff, in turn, develops a strong sense of organizational commitment through deep job embeddedness (Karatepe & Avci 2019). Work-related social support can increase employees' sense of work engagement and perceptions of job embeddedness. Employees who receive encouragement from colleagues and supervisors are more engaged in their work. This support may be based on care and attention from colleagues and supervisors (Karatepe, 2016).

Self-efficacy

In the context of Social Cognitive Theory, self-efficacy is described as a person's belief in their ability to plan and execute the actions required to achieve particular goals (Bandura, 1997). Self-efficacy boosts individuals with confidence in their capability to manage various aspects of life. Perceptions of self-efficacy serve as the basis for motivation and personal achievement. When

individuals have the confidence and autonomy to complete tasks or reach professional objectives, their job satisfaction tends to increase (Lent et al., 2011). Individuals with high self-efficacy exhibit strong confidence in their capabilities, shaping their responses to external factors that affect their perception and behaviour in demanding or adverse situations. Compared to those with lower self-efficacy, they demonstrate greater assurance in handling tasks successfully, set more ambitious goals, commit more effort, persist for longer durations, and cope more effectively with failures. Individuals with high effectiveness are anticipated to utilize workplace resources more efficiently to manage challenging tasks. Studies indicate that individuals with strong self-efficacy are more capable of tackling complex challenges compared to those lacking this trait (Heuven et al., 2006).

Employees' Quit Intention

In broad terms, "intention to leave" denotes an employee's planned departure from their current workplace. While an employee's intention to resign does not always result in actual turnover, it has been identified as a strong indicator of job departure (Hayes et al., 2006).

(Botham & Roodt, 2013) describe turnover intention as a deliberate and voluntary aspiration to depart from the organization. He stated that the turnover intention is a form of withdrawal from the organization when they can no longer assimilate into their job role. A strong desire to resign can also indirectly impact the workplace negatively by leading to disengagement, such as reduced involvement in job tasks (Hayes et al., 2006). Withdrawal has been seen to take the form of avoidance behaviour, absenteeism, tardiness, and decreased performance. This notion is often used synonymously with 'turnover intention.' Specifically, the intention to resign refers to an individual's evaluation of the probability of leaving an organization in the near future. (Mowday et al., 1982). The desire to resign might stem from employees' unfavourable perceptions and attitudes toward their work and organization (Shwu-Ru and Ching-Yu, 2010). Kim et al. (2010) assert that the intention to leave is a recognized predictor of actual turnover. Therefore, the intention to turnover has significantly impacts the actual employee departure process within organizations (Bachmann and DeConinck, 2005). Cinar (2015) describes turnover intention as an employee's

inclination to resign from their present position in pursuit of superior opportunities elsewhere.

Saridakis and Cooper (2016) outline the following steps of turnover:

- a. Reconsider the current job;
- b. Evaluating the level of satisfaction with work and the company;
- c. Assess the losses and impacts of departing from the organization;
- d. Assess different job opportunities by comparing their respective advantages and disadvantages.

Cho et al. (2009) indicated that prior research has demonstrated the significance of intent to leave as a key determinant of actual resignation. Consequently, behavioural intention serves as the most immediate determinant of employee turnover (Muliawan et al., 2009).

Turnover of hotel employees

Employee retention remains a significant challenge in the hospitality sector due to high turnover rates, necessitating the implementation of creative human resource strategies. Recent data indicates that global turnover rates in this industry vary between 30% and 73% (Mayaro, 2020). The hospitality industry experiences a significantly higher employee turnover rate compared to other sectors (Cicerale, 2020). Employee turnover remains a persistent challenge in Sharm El Sheikh's hotel industry, with studies indicating high attrition rates, particularly among frontline staff. According to the Egyptian Central Agency for Public Mobilization and Statistics (CAPMAS, 2022¹), the hospitality sector in Egypt experiences an annual turnover rate of approximately **25-30%**, with seasonal fluctuations exacerbating the issue in tourist-heavy areas like Sharm El Sheikh. (Qui et al. 2015) identified the precursors of employee turnover intentions in China and reaffirmed recurring factors, including wages, leadership factors, work-group cohesion, work-life balance, and promotional and advancement opportunities. They also discovered that an employee's

1. CAPMAS. (2022). *Annual statistical report on employment in the tourism sector*. Central Agency for Public Mobilization and Statistics, Egypt.

integration into the local community and alignment with the city's way of life were key factors in retaining staff.

(Chen and Wu 2017) found a relationship between leader-member exchange, transformational leadership behaviours, and psychological breach within the context of Taiwanese hotels. They proposed that hospitality firms hiring managers with stronger transformational leadership abilities could foster more advantageous relationships with their teams, leading to increased trust, dedication, and admiration. Strengthening employees' psychological connections with their leaders consequently reduces their intention to leave.

Relationship between variables and Hypotheses Development

Effect of Job embeddedness on quit Intention

Job embeddedness encompasses the social, psychological, and financial factors that organizations and communities exert on employees, shaping their decision to remain in or depart from their roles (Mitchell & Lee, 2001). Holtom, et al. (2006) state that job embeddedness expands upon various factors influencing individuals to stay in their positions. This concept highlights the numerous psychological, social, and financial connections that bind employees and their families, encompassing relationships with colleagues, social circles outside work, workplace dynamics, and their living environment. A high level of work engagement fosters employee commitment and retention, as individuals willingly invest their efforts, recognizing their vital role in the organization's success. Takawira et al. (2014) investigate the relationship between job embeddedness and employees' intention to leave within higher education institutions. Job embeddedness and involvement are increasingly acknowledged as crucial elements in retaining skilled and valuable personnel, contributing to an organization's competitive edge. Nguyen's (2015) research indicates a negative correlation between job embedding and turnover intention. Ramlall (2003) observes that employees opt for leave primarily due to inadequate remuneration, unchallenging tasks, and limited prospects for career growth. These findings align with the link, fit, and sacrifice elements of job embeddedness outlined by (Mitchell et al. 2001).

Ramlall's study found that job embeddedness and job satisfaction are linked, with employees who feel a strong sense of attachment being more likely to stay with their organization. This is further reinforced when they maintain positive relationships with colleagues and feel at ease in their work environment. A supportive workplace and high engagement contribute to higher job satisfaction, which subsequently boosts employee performance and their overall contribution to the company. Several studies, including those by Polii (2015) and Harris et al. (2011), have also established a link between job embeddedness and job satisfaction.

Job embeddedness is a concept centred on employees' decisions to stay within an organization, with various studies demonstrating its association with turnover intention, as evidenced by relevant indicators. Nevertheless, this may not be a direct relationship (Zhang et al., 2012; Lee et al., 2014). Other psychological factors may contribute to an employee's final decision to leave their organization (Swider et al., 2011; Kiazad et al., 2015). Furthermore, job satisfaction and self-efficacy are among the most commonly examined factors influencing quit intention, with numerous studies highlighting the beneficial impact of job embeddedness on job satisfaction (Mitchell et al., 2001; Jang, J.; George, R.T., 2012). This study proposes that job satisfaction could influence the relationship between job embeddedness and turnover. It argues that when employees have low job satisfaction, they are more likely to view their organization negatively and consider leaving.

Based on these considerations, the study has established the following hypotheses:

H1. Job embeddedness has a statistically significant negative influence on Quit Intention in Egyptian hotels.

Effect of self-efficacy on quit Intention

Self-efficacy refers to the belief in one's ability to accomplish the tasks or goals set before them (Bandura, 1977). Previous research by Nemours has shown that self-efficacy plays a critical role in driving behavioral changes. In particular, studies by (Steers 1977) and Mathieu, ⁱⁱ, have shown that self-efficacy is the positive drive to achieve one's objectives and that it promotes job satisfaction and engagement, which in turn results in better job performance and a reduced

likelihood of employees wanting to leave their job. Prior studies have consistently displayed a strong correlation between job satisfaction and self-efficacy (Judge and Bono, 2001, Perdue et al., 2007).

Self-efficacy influences job satisfaction through its connection to work achievements (Judge & Bono, 2001). In fact, individuals with high self-efficacy really handle challenges better, , persevering despite setbacks (Gist & Mitchell, 1992), and are more likely to achieve desired results in line with their own standards, which enhances their job satisfaction. Furthermore, the regulating abilities that underlying self-efficacy provide workers the confidence to resolve disagreements with co-workers, to overcome frustrations, stay calm and happy, and get greater satisfaction from their work (Bandura, 1997).

Self-efficacy should be fostered and cultivated in new employees. (Smith et al.,2017). Findings of a meta-analysis performed by (Judge and Bono 2001ⁱⁱⁱ) indicated that SE played a crucial role in influencing JS, while (Zakariya 2020) discovered that a strong perception of self-efficacy resulted in increased job satisfaction, as it enhanced an individual's confidence and ability to adjust to relevant situations or environments. In the same vein, (Burić and Moè 2020) discovered that SE has a positive relationship with behaviours, emotions, perceptions and commitment. Thus, Employees possessing high self-efficacy demonstrate greater job satisfaction relative to those with low or no self-efficacy. Likewise, (Türkoglu et al.2017) determined that elevated self-efficacy correlates with emotional consequences. Individuals possessing strong self-efficacy exhibit assurance, positively influencing job adaptation and efficiency. Consequently, those who trust in their skills and capability to execute a task tend to experience greater job satisfaction.

Therefore, this research formulates the following hypotheses:

Hypothesis 2,(H2). Self-efficacy has a statistically significant negative influence on Quit Intention in Egyptian hotels.

Effect of Job embeddedness on self-efficacy

Individuals who are deeply connected to their jobs are less prone to leaving, as they have developed strong emotional, social, or professional connections within their work environment. This job embeddedness can potentially impact self-efficacy in various way

- **Links and Social Support:** Workers with extensive social connections in their workplace may benefit from increased support from colleagues. This enhanced network can boost their self-assurance in tackling work-related obstacles, as they have access to a wider range of resources when necessary. Furthermore, strong social support networks are linked to reduced stress levels and improved self-efficacy among employees. (Bakker et al., 2005).
- **Fit and Confidence in Roles:** Employees who experience a strong congruence between their personal values, objectives, and the company's culture are more likely to feel capable in their positions. This congruence can boost self-efficacy by creating a sense that their assigned tasks are well-suited to their abilities and strengths. (Edwards & Shipp, 2007) When an employee feels that their work environment matches their skills and interests, they may feel more self-assured in their capability to perform well.
- **Sacrifice and Commitment:** Employees who perceive a substantial loss or cost linked to departing the organization (e.g., giving up career opportunities, social networks) may be more motivated to succeed in their roles to circumvent the costs of leaving. This sense of responsibility to their roles may strengthen their self-efficacy, as they may feel the need to prove themselves capable in the organization (Crossley et al., 2007).
- **Increased Job Satisfaction and Motivation:** High job embeddedness may lead to increased job satisfaction, which is positively linked with self-efficacy (Gist & Mitchell, 1992). Satisfied employees are more probable to view their abilities and performance in a positive light, thus enhancing their self-efficacy.

Accordingly, this study has set the following hypotheses:

Hypothesis 3, (H3). Job embeddedness has a statistically significant positive influence on self-efficacy in Egyptian hotels.

Self-Efficacy as a Mediating Variable

As stated by (Bandura 1982), self-efficacy (SE) denotes an individual's belief in their capability to succeed based on confidence in their knowledge, skills, or abilities. New employees with high Self efficacy tend typically adjust more quickly through socialization compared to those with low SE (Gupta; Bhattacharya; Sheorey; Coelho, 2018). (Ashforth and Saks 2000) performed a longitudinal study on the SE of the new hires and observed that different levels of SE resulted in varying behaviors and outcomes among new hires. Employees with strong self-efficacy (SE) had confidence in their work success and abilities, which directly impacted their problem-solving skills. Numerous researchers have examined SE as a mediating variable (Maeda. et al.,2013)], with most agreeing that SE serves as a connection between independent and dependent variables. (Saks 1995) utilized SE as a mediating variable and discovered that it facilitated new employees' effective adaptation to work.

Effect of Job Embeddedness on quit Intention through self-efficacy

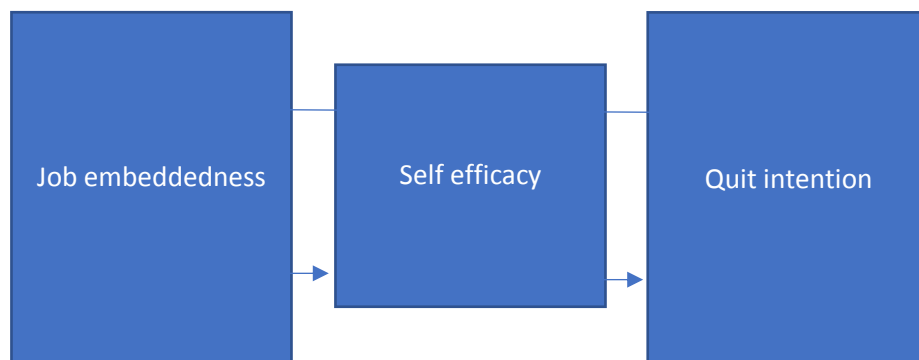
Employee retention is influenced by job embeddedness, a form of workplace attachment. Self-efficacy denotes an individual's confidence in their capabilities to organize and perform actions necessary to achieve specific objectives. The desire to depart from one's current workplace is known as quit intention. Interestingly, even when job embeddedness is low, an employee with high self-efficacy may opt to remain with the company, potentially mitigating the impact on quit intention.

Hypothesis 4,(H4). Self-efficacy statistically significantly mediates the relationship between organizational job embeddedness and Quit Intention in Egyptian hotels.

Proposed Model

Drawing from the findings of previous research, this study formulates four hypotheses aligned with its objectives. The suggested study model and these hypotheses are illustrated in Figure.

Figure No(1) The proposed framework for the study



Source: Prepared by the researcher in light of previous studies.

Drawing from the conceptual framework, the proposed model, and an examination of relevant theories and prior research, the study's hypotheses were established as follows:

H1: Job embeddedness has a statistically significant negative influence on Quit Intention in Egyptian hotels.

H2: Self-efficacy has a statistically significant negative influence on Quit Intention in Egyptian hotels.

H3: Job embeddedness has a statistically significant positive influence on self-efficacy in Egyptian hotels.

H4: Self-efficacy statistically significantly mediates the relationship between organizational job embeddedness and Quit Intention in Egyptian hotels.

Research questions could be stated as follows:

- 1- What is the effect of Job Embeddedness on Quit Intention in the Egyptian Hotels?
- 2- What is the effect of Self efficacy on Quit Intention in the Egyptian Hotels?
- 3- What is the effect of Job Embeddedness on Quit Intention in the Egyptian Hotels?

4- Does Self- efficacy mediate the relation between Job Embeddedness and Quit Intention in the Egyptian Hotels?

Pilot study

Through the researcher's conduct of an exploratory study on a random sample of frontline workers in some of the hotels operating in the city of Sharm El-Sheikh, and through personal interviews with them, he was able to identify a number of problems which they suffer from, Among these issues, **employees' intention to quit their jobs** emerged as the most critical concern threatening organizational stability. This was evident through the following observations:

- The lack of hotel staff's awareness of the significance of teamwork and their tendency to prioritize individualism over interdepartmental collaboration., ultimately reinforcing their intention to seek alternative employment where collaboration is more valued.
- The workers do not feel that their work gives them a sense of personal value or meaningful contribution to others' lives, increasing the likelihood of turnover as they search for positions that offer greater fulfilment.
- The intention and desire of many employees to leave the job as soon as possible, due to the lack of professional development.
 - The employees tend to leave their job due to the lack of harmony or alignment between the personal values of the employees and the values of the hotels they work for.
 - The lack of workplace emotional support and employees' dissatisfaction adversely impact their well-being and hinder a positive life perspective. Such conditions diminish morale and job satisfaction, pushing employees toward the decision to resign in search of a more supportive and affirming professional setting.

As a result, the study reveals a notably high level of quit intention among employees, with a growing tendency for many to actively seek alternative job opportunities that offer greater alignment with their personal values, emotional support, and a stronger sense of purpose. This reinforces the urgency for hotel management to address the root causes of dissatisfaction and implement strategic interventions aimed at enhancing employee engagement, retention, and

organizational commitment. In fact, these problems and others, if they indicate anything, indicate the absence of feelings of connection, belonging, compatibility, and relationships that contributes to achieving inner satisfaction and self-actualization,

Although there is indication that job embedding plays a significant role in improving the efficiency, effectiveness, and development of organizations, the core issue highlighted through this exploratory phase is the alarming level of quit intention among hotel employees. This topic is still unclear in terms of its dimensions and impacts, and it has not been thoroughly examined in the Egyptian context, so the research problem can be summarized in the noticeable lack of studies, whether theoretical or applied, that address the topic. According to the researcher's knowledge, there are no studies in the Arab environment that test the influence of job embeddedness on the intention to quit work, and attempt to link these variables either in a directly or indirectly.

Research Methodology

The present study employs a descriptive-analytical approach. Descriptive research involves detailing a subject, phenomenon, or particular circumstance without interpretation or decision-making. According to Creswell (1994), descriptive surveys illustrate existing conditions rather than analyzing them. The main objective of this research is to verify and confirm developed cases that represent the prevailing situation. This methodology offers insights into current conditions.

The research design makes it possible to have a better understanding of **the influence of Job Embeddedness on Quit Intention through Self – efficacy as a mediator Applied to Hotel sector in Sharm El Sheikh City** The findings and the findings of this study will be helpful for practitioners and academics interested in the **Hotel sector'**

The research utilized both qualitative and quantitative techniques to fulfill its objectives, with a descriptive quantitative approach serving as the primary methodology.

The study used survey technique with the administration of questionnaires to hotel staff members in hospitality sector in the purpose of collecting empirical

data regarding the objectives of the research. Responses were recorded, described, interpreted, analysed.

Data Sources:

This study conducted two types of sources for collecting data:

- Secondary information was collected by examining existing published literature, books, periodicals, journals, thesis, reports and media.
- Primary data where a questionnaire designed objectively to enable data analysis.

Sample/Data

The research community consists of all employees at the middle and executive management levels in hotels operating in the city of Sharm El-Sheikh from the category of three, four, and five-star tourist hotels. The reason for choosing the hotel sector community as a field for study is that this sector suffers from many problems, the most important of which is the high turnover rate of employees, the researcher adopted the non-probability sampling technique and a sample simple random sample consisting of 385 units was determined using the Sample Size equation, assuming that the phenomenon under investigation is represented in the community at a rate of 50% with a confidence level of 95% and a margin of error of 5%.

according to the sample size equation

$$n = \frac{N}{1 + N(e)^2}$$

where, e is the precision level, N is the population size and n is the sample size.

For collecting data for the research sample, a questionnaire was prepared and distributed to various hotel administrations that expressed their willingness to participate., The unit of analysis consisted of employees in frontline positions across various departments in hotels, including Food and Beverage Management, Hotel Operations, Recreation, and Front Office.

The sample was distributed as follows: Food and Beverage Management (28.3%), Hotel Operations (30.9%), Recreation (12.6%), and Front Office (28.2%). The distribution of employees by age group showed that those under 25 years constituted (19.74%), those between 25 and 35 years were (27.79%), those between 35 and 45 years were (20%), those between 45 and 55 were (19.48%), and those aged 55 years and above were (12.98%). Regarding educational attainment, employees with a university education constituted (26.4%), those with post-secondary education were (40.1%), and those with intermediate education were (33.6%). In terms of years of experience in the hotel industry, those with less than one year of experience were (23.37%), those with five to ten years were (18.70%), those with ten to fifteen years were (17.92%), and those with fifteen years or more were (40%).

Data collection tool

The researcher designed the survey instrument as a source of collecting primary data from the relevant respondents based on an extensive review of the most relevant literature that included, among others, empirical studies, articles, and thesis. Additionally, the researcher examined prior surveys related to job embeddedness to develop the final version of the questionnaire. This process involved incorporating modifications informed by a content analysis of literature pertinent to the study variables.^{iv}

The questionnaire included two sections:

Section 1 encompasses various individual and demographic variables. This part will collect data from respondents regarding their gender, age, status, and education.

Section 2 presents the essential latent variables relevant to this study. These variables encompass job embeddedness (the independent variable), self-efficacy as a (mediator variable), towards intention to leave (the dependent variable).

The questionnaire was kindly revised and validated by an academic panel of respected judges specialized in the field of business administration to obtain preliminary insight and gaining comprehensive understanding into the research

topic, along with ensuring validity, reliability and justification as to insure any recommendations to be adopted to the questionnaire.

All proposed enhancements were taken into account, and the questionnaire's final version was meticulously revised before being distributed to participants.

The survey employed a five-point Likert scale, a widely used instrument for this type of assessment. It facilitated the classification of responses on a spectrum from 1 ("strongly disagree") to 5 ("strongly agree"). Participants were explicitly guaranteed the confidentiality and privacy of the information they provided.

Questioners and Scales

The survey employed in this study was derived from various empirical investigations. All measurement items had been validated in prior research. Specifically, among the employees' job embeddedness questions were measured with 9 items pertained to fit, 3 items pertained to links and 3 items pertained to sacrifice (Mitchell et al., 2001), The employees' self-efficacy was measured by 8 items (Chen, G., Gully, S. M., & Eden, D. (2001). Finally, the intention of employees to resign was assessed by 5 items (Crossley et al., 2007).

Statistical Analysis Methods

This section includes analysis of the hypotheses of the study, and statistical processing of the data and this was done utilizing the statistical package programs (SPSS.23) in order to obtain the findings of the study.

The following are a set of statistical methods utilized in analyzing the data:

- The arithmetic mean is utilized to determine the degree of variation, whether an increase or decrease, in participants' responses to each statement related to the study's fundamental variables.
- The Standard Deviation to identify the extent of deviation of the study individuals' responses to each of the study variables. The study, the closer its value to zero, the more concentrated the responses and the lower their dispersion.
- Cronbach's alpha coefficient: to ensure the stability of the study tool.

- Using confirmatory factor analysis to validate the reliability of the study variables' measures."
- Simple linear regression analysis to find out the effect of the Variables of the (independent variable) on the (dependent variable).

Reliability and validity of the instrument:

As stated by Phelan et al. (2005), reliability denotes the extent to which an assessment instrument yields consistent and stable outcome, while validity pertains to the accuracy with which a test evaluates what it is intended to measure. To uphold the reliability and validity of the data in this study, the questionnaires were structured to comprehensively reflect the research objectives. They were subsequently subjected to a pilot test to detect potential issues, minimize the likelihood of erroneous responses, and enhance consistency.

Reliability test for research variables:

The researcher tested the extent of reliability in the measures employed in this research by using the Cronbach Alpha Coefficient as the most common significance reliability analysis method in assessing the degree of internal consistency of the items that measure the independent and dependent research variables. It is statistically accepted that the test statistic must not be less than (0.6).

If the coefficient is less than (0.6), this means weak consistency and internal stability of the items that measure the research variables.

Table no 1. Reliability results for the study questionnaire variables using Cronbach Alpha Coefficient.

Variable	No. of Statements	Cronbach's Alpha coefficient results	Cronbach's Alpha coefficients if item deleted	Validity coefficient
Job Embeddedness	9	0.908**	0.893 -0.904**	0.952**
self-efficacy	8	0.847**	0.817-0.854**	0.920**

Quit Intention	5	0.865**	0.823 - 0.886**	0.930**
Total	22	0.949**	0.946 - 0.951**	0.974**

**** A function at the level of significance less than (0.01).**

- 1- The previous table No. (1) shows the Reliability and validity values of the questionnaire Variables, which was as following
- 2- A very high reliability values for the Independent variable (Job embeddedness) as it equals = (0.908**) which demonstrates its capability to fulfil the study's objectives.
- 3- A very high reliability values for the Dependent variable (Quit Intention) as it equals = (0.865**) which shows its capability to fulfil the study's objectives.
- 4- A very high reliability values for the Intermediate variable (self-efficacy) as it equals = (0. 0.847**) which shows its capability to fulfil the study's objectives

The previous table No. (1) also shows the consistency of each questionnaire statement with the Variable to which this statement belongs and the connection of each Variable of the study with the total score of Reliability coefficient of the Variable statements is (0.949**) which shows a very high stability for the questionnaire dimensions.

Validity test for research variables:

Validity of the questionnaire refer to how well it measures what it is purported to measure and it can be confirmed by:

1. Face Validity

Because it must be reassured to the extent to which the questionnaire questions are understood by the respondents and to know whether there are some inquiries related to the questions contained in the list or not, whether in terms of the capability of the scale to measure what it is supposed to measure, as the researcher presented the survey list to Judges from the

specialized university professors and hotels managers, and asked them to write all the comments they see about the questions included in the list, and this has resulted in some amendments to the questions, rewording, deletion of some of them and other modifications made to the list till reaching the current situation.

2- Construct Validity:

Construct validity pertains to recognizing the factors, outcomes, contexts, and individuals involved in a study (Geyer and Markou, 2000).

The researcher used Validity coefficient to test the construct validity of the questionnaire and findings were as demonstrated in Table (2)

Table no 2. Validity coefficient results for the study questionnaire

Variable	No. of statements	Validity of coefficient
Job embeddedness	9	0.952**
Self-efficacy	8	0.920**
Quit intention	5	0.930**
Total	22	0.974**

**** A function at the level of significance less than (0.01).**

The consistency of each questionnaire phrase with the dimension to which this phrase belongs, and the correlation of each dimension of the research with the total score of the dimensional phrases. The value of the Validity coefficient between the dimensions of the questionnaire phrases ranged between (0.952) for the dimension of Job embeddedness as a maximum, and (0. 920) for the dimension of self-efficacy as minimum and the Validity coefficient for the total questionnaire was (0. 974). The results of the Validity coefficient above indicate that the dimensions of the questionnaire have a high validity coefficient and their capacity to fulfil the research objectives.

Confirmatory factor analysis:

The researcher used Confirmatory Factor Analysis (CFA) as one of the most effective statistical methods that have proven reliable in testing the validity of the used scale as it is utilized to establish if a specific set of items can measure a particular construct^v.

Results of Confirmatory factor analysis was as following:

Table No.3 results of used Confirmatory Factor Analysis (CFA) for Statements of job Embeddedness Variable

No.	Statement	Standardized Coefficients (S.C)	Unstandardized Coefficients (U.C)	(S.E.)	(C.R.)	(P.Value.)
1	I have a lot of connections with colleagues at my workplace.	0.756	1.000	-	-	-
2	I often interact with people from different departments	0.771	0.911	048	14.575	***
3	My work relationships are important to my professional development	0.697	0791	0.50	16.286	***
4	My job leverages my skills and talents well.	0.802	0.942	0.49	16.152	***
5	- I believe I am well-suited for this organization	0.719	0.834	0.47	14.805	***
6	The work culture here aligns with my personal values and beliefs.	0.785	0.877	0.55	13.242	***
7	Leaving this job would mean giving up valuable benefits (e.g, health insurance, retirement plans).	0.737	0.854	0.53	14.805	***
8	I would lose a lot of important professional relationships if I left this organization.	0.684	0.745	0.61	13.677	***
9	It would be difficult for me to find a job that offers the same level of satisfaction.	0.725	0.841	0.58	13.743	***

From previous table no. (3) all values of Standardized Coefficients (SC) are more than 0.3 and all (CR) values are significant at 0.001 significance level which confirms the construct validity of job Embeddedness Variable.

Table No.4 results of used Confirmatory Factor Analysis (CFA) for Statements of self-efficacy Variable

No.		Standardized Coefficients (S.C)	Unstandardized Coefficients (U.C)	(S.E.)	(C.R.)	(P.Val ue.)
1	I am confident in my ability to accomplish the majority of my goals	0.734	1.000	-	-	***
2	When confronted with challenging tasks, I am confident in my ability to complete them.	0.684	0.777	0.49	15.993	***
3	Overall, I believe I can achieve outcomes that matter to me.	0.788	0.925	0.48	15.861	***
4	I am confident in my ability to succeed in any endeavor I commit to.	0.706	0.819	0.46	14.539	***
5	I will successfully overcome numerous challenges.	0.771	0.861	0.54	13.004	***
6	I am confident in my ability to efficiently handle a variety of tasks.	0.724	0.839	0.52	14.539	***
7	I outperform most others in various tasks.	0.672	0.732	0.60	13.431	***
8	Even under challenging circumstances, I can perform effectively.	0.712	0.826	0.57	13.496	***

From previous table no. (4) all values of Standardized Coefficients (SC) are more than 0.3 and all (CR) values are significant at 0.001 significance level which confirms the construct validity of Self - Efficacy Variable.

Table No.5 results of used Confirmatory Factor Analysis (CFA) for Statements of Quit Intention Variable

No.		Standardized Coefficients (S.C)	Unstandardized Coefficients (U.C)	(S.E.)	(C.R.)	(P.Value.)
1	I am considering resigning from my job.	0.788	1.000	-	-	***
2	I am likely to seek new employment soon.	0.739	0.838	0.53	17.263	***
3	I often think about leaving this organization.	0.850	0.999	0.52	17.121	***
4	If I had another job opportunity, I would leave this job.	0.762	0.884	0.50	15.693	***
5	I am likely to quit this job within the next year.	0.832	0.930	0.58	14.037	***

From previous table no. (5) all values of Standardized Coefficients (SC) are more than 0.3 and all (CR) values are significant at 0.001 significance level which confirms the construct validity of Quit Intention Variable.

Normal distribution test

Before conducting the statistical analysis of the hypotheses, the researcher verified whether the study data, which was obtained from the respondents, followed the normal distribution or not, which is essential test, as the majority

of parametric analyses necessitate a normally distributed dataset, and Table No. (6) shows the test results, as the probability value for each dimension is greater than 0.05, which demonstrates that the data follows the normal distribution and parametric tests must be utilized. The researcher tested the normal distribution of the data using the Smirnova-Kolmogorov test, as the research sample is greater than 50:

Table (6) Test for normal distribution of data

Variable	Kolmogorov-Smirnov	P-Value	Significance
Job Embeddedness	0.0453	.345	Not Significant
self-efficacy	0.0449	.352	Not Significant
Quit Intention	.0462	.330	Not Significant

It is clear from Table (6) that the value of (Sig) in the (Kolmogorov-Smirnov) tests is greater than (0.05) and therefore, parametric statistical methods will be used in testing the study hypotheses.

Results of testing The Study Hypothesis

The First Study Hypothesis H1:

" H1: Job embeddedness has a statistically significant negative influence on Quit Intention in Egyptian hotels.

Table No. (7) Test of Job embeddedness impact on Quit Intention n- 385 by using the simple regression method

Model	df	Sum of squares	Mean square	(R)	(R ²)	(B)	F Test Sig Value(F)	T Test Sig Value(T)
Regression	1	132.482	132.482	-.799	.638	.641	.000	
Residual	383	75.014	.209					
Total	384	207.496						

Independent variable: Job Embeddedness
Dependent Variable: Quit Intention

**A function at the level of significance less than (0.01).

The previous table (7) shows the following:

- **Correlation (R)**: There is a high negative association between the independent variable (Job embeddedness) and the dependent variable (Quit Intention), where the correlation coefficient between the two variables under study reached (-.799a). This means that as employees become more embedded in their job—through organizational ties, social connections, or the community—they are less likely to want to quit.

- **Model quality**: The value of (F) indicates the quality of the model of the association between the independent variable (Job embeddedness) and the dependent variable (Quit Intention), as the calculated F value was (534.029) with a significant level (.000), which is less than (0.05). This shows that Job Embeddedness is an important predictor of Quit Intention, and the model aligns well with the data.

- **Effect significance**: The value of (T) demonstrates a significant relationship among the independent variable (Job embeddedness) and the dependent variable (Quit Intention), as the calculated T value was (6.346) with a significant level (.000), which is less than (0.05). This reinforces that the more embedded employees are in their roles, the less likely they are to quit.

- **Coefficient of Determination (interpretation ratio) (R²)**: The **R²** value of **0.638** tells us that **63.8%** of the variance in Quit Intention can be accounted for by Job Embeddedness. This confirms that data confirmed the Impact of **Job embeddedness** on **Quit Intention** as every increase with 1 degree in Job embeddedness results in (.638) reduction in Quit Intention.

- **(β) Regression Coefficient**: The **β** value of **-0.641** demonstrates that for every unit rise in Job Embeddedness, Quit Intention decreases by **64.1%**. This means that a strong connection to the job (through various embeddedness factors) significantly reduces employees' intention to leave. This suggests that when employees feel more connected to their workplace and its environment, they are more committed and less likely to think about quitting.

The decision:

From the above results we accept the first hypothesis H1 that Job embeddedness has a statistically significant negative influence on Quit Intention in Egyptian hotels.

The Second Study Hypothesis H2:

" H2: Self-efficacy has a statistically significant negative influence on Quit Intention in Egyptian hotels.

Table No. (8) Test of Self-efficacy Impact on Quit Intention n- 385 by using the simple regression method

Model	df	Sum of Squares	Mean Square	(R)	(R ²)	(β)	F test		T test	
							Sig	value (F)	Sig	value (T)
Regression	1	100.641	100.641	-.751a	.564	.569	.000	464.876	.000	5.627
Residual	383	130.322	.280							
Total	384	230.964								
. Independent variable: Self-efficacy:										
Dependent variable: Quit Intention										

**A function at the level of significance less than (0.01).

The previous table (8) shows the following:

- **Correlation (R):** There is a high negative association between the independent variable (Self-efficacy) and the dependent variable (Quit Intention), where the correlation coefficient between the two variables under study reached (-.751a).

- **Model quality:** The **F-value of 464.876** is very high, and the **p-value (0.000)** is less than 0.05 demonstrating that the model explaining the relationship between Self-Efficacy and Quit intention is statistically significant and fits the data well.

- **Effect significance:** The value of (T) demonstrates a statistically significant association among the independent variable (Self-efficacy) and the dependent variable (Quit Intention), as the calculated T value was (5.627) with a significant level (.000), which is less than (0.05).

- **Coefficient of Determination (interpretation ratio) (R^2):** The R^2 value of (.564) suggests that **56% of the variance** in quit intention can be accounted for by self - efficacy. This confirms that data confirmed the Impact of **Self-efficacy** on **Quit Intention** as every increase with 1 degree in Self-efficacy leads to (.564) decrease in Quit Intention

- **(β) Regression Coefficient:** the value of (β) is (.569) which means that an increase by one degree in **Self-efficacy** process dimension leads to an effect in **Quit Intention** by an amount of (56.9%).

The decision:

Based on the findings, we confirm the second hypothesis (H2), indicating that Self-efficacy has a statistically significant negative influence on Quit Intention in Egyptian hotels.

The Third Study Hypothesis H3:

" H3: Job embeddedness has a statistically significant positive influence on self-efficacy in Egyptian hotels.

Table No. (9) Test of Job embeddedness impact on Self efficacy n- 385 by using the simple regression method

Model	df	Sum of Squares	Mean Square	(R)	(R^2)	(β)	F test		T test	
							Sig	value (F)	Sig	value (T)
Regression	1	95.411	95.411	.648a	.420	.423	.000	458.421	.000	10.44
Residual	383	112.432	.271							
Total	384	207.843								
. Independent variable: Job embeddedness:										
Dependent variable: Self efficacy										

**A function at the level of significance less than (0.01).

The previous table (9) shows the following:

- **Correlation (R):** There is a high positive relationship among the independent variable (Job embeddedness) and the dependent variable (Self efficacy), where the correlation coefficient between the two variables under study reached (.648).

- **Model quality:** The **F-value of 458.421** is very high, and the **p-value (0.000)** is less than 0.05, which demonstrates that the model explaining the connection among Job Embeddedness and Self-Efficacy is statistically significant and fits the data well.

- **Effect significance:** The value of (T) demonstrates a statistically significant connection between the independent variable (Job embeddedness) and the dependent variable (Self efficacy), as the calculated T value was (10.44) with a significant level (.000), which is less than (0.05).

- **Coefficient of Determination (interpretation ratio) (R^2):** The **R^2 value of 0.420** implies that **42% of the variance** in Self-Efficacy can be accounted for by Job embeddedness. This confirms that data confirmed the Impact of **Job Embeddedness** on **Self efficacy** as every increase with 1 degree in Job Embeddedness results in a 420% rise in self-efficacy

- **(β) Regression Coefficient:** the value of (β) is (.423) which means that an increase by one-degree **Job Embeddedness** dimension results in an effect in **Self efficacy** by an amount of (42.3%).

The decision:

Based on the aforementioned findings, we confirm the third hypothesis (H4), indicating that **job embeddedness exerts a positive influence**

The Fourth Study Hypothesis H4:

" **H4: Self-efficacy statistically significantly mediates the relationship between organizational job embeddedness and Quit Intention in Egyptian hotels.**

To test this hypothesis, the researcher used path analysis to test the direct and indirect relationships among study variables by the use of Structural equation modeling according to the Amos v.23 program and the results was as following:

Table No. (10) values of direct, indirect and total effect of study variables

Relationship among variables	Direct Effect	Indirect Effect	Total Effect	(R ²)
Job embeddedness → Quit Intention	-.638	----	-.889	.890
Job embeddedness → Self-efficacy → Quit Intention	----	-.251		

Table No. (11) Impact Parameters to Job embeddedness on Quit Intention through Self-efficacy

Relationship among variables	Estimates	S.E	C.R	P
Job embeddedness → Self-efficacy	0.420	0.067	10.44	.000
Job embeddedness → Quit Intention	0.638	0.050	6.346	.000
Self-efficacy → Quit Intention	0.564	0.046	5.627	.000

From table (10) and table (11) It is clear that there is a direct effect of the variable Job embeddedness on Quit Intention, It also became clear that there is an indirect effect of the variable Job embeddedness on Quit Intention through Self-efficacy variable. It is also clear that the direct and indirect effect coefficients are significant, based on the values of the critical ratio (C.R.) and the values of significance (P) shown in Table No. (10)

Thus, a change of one unit in Job embeddedness directly affects Quit Intention by $(-.638)$, and indirectly through Self-efficacy in its dimensions by $(-.251)$, and thus the total direct and indirect impact of Job embeddedness reached $(-.889)$, while the value of the interpretation coefficient (R^2) reached (0.890) , which means that Job embeddedness through Self-efficacy explain (0.890) of the changes that occur in Quit Intention, while the remaining percentage of (0.11) is attributable to other variables not accounted for in the research model, and these results confirm the existence of an indirect impact of Job embeddedness on the Quit Intention through Self-efficacy at the level of the hotels sector in Sharm El Sheikh City.

The decision:

According to the aforementioned findings, we confirm the fourth hypothesis (H4) that Self-efficacy statistically significantly mediates the relationship between organizational job embeddedness and Quit Intention in Egyptian hotels.

Discussion

The chief goal of this research is to examine the association between the job embeddedness and quit intention in Egyptian hospitality sector while considering self-efficacy as a mediating factor. The study employed a quantitative correlational methodology to collect primary sample data from 414 employees of Egyptian Hospitality sector.

Based on research findings, where self-efficacy mediates the relationship between **job embeddedness** and **quit intention** in Egyptian hotels, here's the discussion of the findings in connection with every hypothesis:

H1: Job Embeddedness has a negative impact on Quit Intention in the Egyptian Hotels

The findings show a significant negative relationship among Job Embeddedness and Quit Intention with a $\beta -0.641$ indicating that each unit increase in Job Embeddedness, Quit Intention decreases by 64.1%. This means that when employees have stronger connections to their organization and community, they are less inclined to contemplate resigning from their jobs. The high R^2 value of

0.638 indicates that this model explains a significant amount of the variation in Quit Intention (around 63.8%). This finding supports the theory that employees who are more embedded in their jobs—whether due to emotional, social, or organizational ties—are a lower probability of departing from the company which is in line with previous studies (e.g. Mitchell et al. 2001; Holtom et al. 2006; Nguyen 2015). However studies (Swider et al. 2011; Zhang et al. 2012) Suggested that JE's impact on turnover may weaken in highly dynamic industries (e.g., hospitality) due to external job opportunities. Specifically, the hotel sector in Sharm El Sheikh, employees may feel more attached to their workplace due to social relationships with co-workers, the stability of a seasonal job, or community connections, making them less likely to leave. The high **F-value** of **534.029** 029 further confirms the strength of this finding, showing a statistically significant impact of Job Embeddedness on Quit Intention

H2: Self-efficacy has a negative impact on Quit Intention in the Egyptian Hotels.

For this hypothesis, the regression analysis reveals a β of -0.751 and a R^2 of 0.564. The negative relationship suggests that a stronger belief in one's own capabilities, or higher Self-Efficacy, leads to a reduced intention to resign. This finding aligns with (Judge & Bono 2001; Zakariya 2020) expectations: Employees confident in their ability to succeed are less likely to leave their work. High self-efficacy, likely equips employees to better handle challenges and manage workplace stress, which may decrease their desire to quit. For hotel employees in a dynamic environment like Sharm El Sheikh, self-efficacy can aid in overcoming daily obstacles, leading to raised job satisfaction and a lower likelihood of turnover. The value of model's **R² value of 0.564** demonstrates that Self-Efficacy accounts for more than half of the variance in Quit Intention, indicating its significant impact on turnover intentions. Although self-efficacy was negatively related to quit intention, if employees feel overqualified, turnover might increase which is congruent with studies (Heuven et al. 2006)

H3: Job Embeddedness has a positive influence on Self-efficacy in the Egyptian Hotels.

The outcomes show a significant positive relationship among Job Embeddedness and self – efficacy with β 0.423 means that for each 1 unit rise in Job Embeddedness, there is a 42.3% rise in Self-Efficacy This demonstrates that there is a moderate to strong positive impact of Job Embeddedness on Self-Efficacy. As employees feel more connected to their jobs—whether through strong organizational connections, supportive work environments, or community relationships—they tend to have a greater confidence in their abilities to excel well in their roles. The R^2 value of 0.420 indicates that 42% of the variance in Self-Efficacy can be ascribed to Job Embeddedness. Although this percentage isn't particularly high, it is still representing a significant amount, highlighting that Job Embeddedness is a key factor in determining an employee's self-perception of their abilities at work. The remaining 58% may be affected by other factors, such as training, individual characteristics, or work environment, indicating that while Job Embeddedness is important, it is not the sole factor determining Self-Efficacy.

H4: Self-efficacy mediates the connection between Job Embeddedness and Quit Intention in the Egyptian Hotels.

- The findings show that the overall influence of job embeddedness on quit intention, encompassing both direct and indirect effects, is -0.889, indicating a substantial negative impact. This total effect, which is greater than the direct effect alone, emphasizes the pivotal role of self-efficacy as a mediating factor in this relationship. With an R^2 value of 0.890, the model suggests that job embeddedness, through both direct and indirect pathways, explains 89% of the variance in quit intention. This demonstrates a strong explanatory power, showing that employees who feel more embedded in their jobs are more prone to have confidence in their ability to succeed, thereby decreasing their intention to quit. This mediation implies that enhancing self-efficacy could be an effective strategy for hotels aiming to improve retention rates by fostering a sense of competence and confidence among employees.

Research Implications

The findings indicate that initiatives designed to boost job embeddedness and self-efficacy can significantly lower the intention to quit within the

hotel industry. Organizations should explore strategies to enhance employees' job satisfaction, alignment with the organization, and connection to the community, as these elements lead to stronger job embeddedness. Moreover, creating a workplace that encourages the growth of self-efficacy—through avenues like training, skill development, and support in overcoming obstacles—can further diminish employees' desire to leave.

Research limitations and directions for future research

This study provides valuable insights into the factors affecting hotel employees' proactive work behaviour and resignation intentions. However, certain limitations present avenues for further investigation.

First, this study's data were sourced from employees originating from developing nations, employed at a luxury hotel in Egypt. Due to the research being confined to a specific geographic region, the findings may not be applicable to workers in other countries or continents. To enhance generalizability, broadening the sample range is essential. Expanding the study's scope would lead to more precise and meaningful results.

Second, the proposed conceptual framework of this study indicates that certain factors directly influence employees' turnover intentions in the hotel sector. Consequently, the research excluded variables such as job characteristics, work routines, and job type. Future investigations should explore these aspects in relation to turnover intentions, as well as the moderating role of other variables.

Third, other potential mediators, such as organizational commitment or perceived organizational support, could be examined to see if they further impact the connection between job embeddedness and quit intention.

Fourth, this study examined the determinants influencing hotel employees' intentions to resign, considering only their perspectives while excluding managerial viewpoints. Future research should incorporate the perspectives of senior management within the analyzed organization to gain a more comprehensive understanding of the factors driving employee turnover across various institutions.

Finally, this study was conducted within the hotel sector, where individual subjective perceptions may impact the outcomes. Consequently, the findings cannot be broadly applied to all public sectors or different countries. However, future research should consider incorporating employees from diverse industries and additional organizations. Researchers may also explore alternative influencing factors or examine specific issues contributing to employees' intentions to resign.

Theoretical contributions

This research adds depth by understanding of how self-efficacy, a psychological factor, explains the influence of embeddedness on the intention to quit. It highlights the significance of personal beliefs, like self-efficacy, in influencing decisions related to turnover. Consequently, this study enriches existing literature on job embeddedness by examining its wider effects, particularly its impact on the intention to quit through the lens of self-efficacy. While earlier studies have emphasized on the direct influence of job embeddedness on turnover.

This research integrates self-efficacy (a psychological aspect) with job embeddedness (an organizational aspect), enhancing the comprehension of how these elements interact to shape employee attitudes and behaviors. This approach offers a more comprehensive perspective on employee retention by combining individual perceptions with organizational factors.

Practical Contributions:

Recognizing the significant link between job embeddedness and quit intention, hotel managers should prioritize enhancing employees' connection to the organization. This can be achieved by initiatives like enhancing work-life balance, offering career advancement opportunities, nurturing robust social networks within the organization, and ensuring job satisfaction. Furthermore, since self-efficacy acts as an intermediary in this relationship, providing employees with chances to boost their confidence through training, skill development, and positive reinforcement could further decrease the likelihood of quitting.

Hotel management can introduce training programs and workshops designed to enhance employees' self-efficacy, especially in high-stress scenarios. When employees have confidence in their capabilities, they are less prone to feeling overwhelmed and contemplating resignation. Promoting both personal and professional development, providing mentorship, and fostering an environment that acknowledges achievements can enhance self-efficacy, ultimately leading to improved retention rates.

Recommendation

Insights into factors influencing employee turnover have enabled hospitality research to pinpoint successful retention strategies. Some of these approaches are broad, including effective recruitment, improved compensation, and training and development. Considering this information on employee turnover, this study proposes the following strategies:

Recommended Action	Implementation Mechanism	Responsible Entity
1. Encourage teamwork and utilize employee experiences.	Hold regular team meetings, create cross-functional teams, and involve staff in decision-making.	Top Management and Department Heads
2. Enable formal and informal communication channels.	Implement open feedback systems, informal gatherings, and constructive performance reviews.	HR Department
3. Organize orientation programs for new hires.	Design onboarding sessions that present the hotel's mission, values, and job roles clearly.	Training and HR Department
4. Enhance financial and non-financial incentives.	Design fair compensation packages, recognize achievements with awards and certificates.	Top Management and HR Department
5. Honor employees and highlight their role in the community.	Organize monthly or annual appreciation events, promote employee success stories.	Top Management and PR Department
6. Grant	Reduce micro-management,	Department

employee's autonomy in their roles and decisions.	delegate decision-making authority, and build trust-based work models.	Managers
7. Improve HR strategies using IT.	Implement online training, and use modern HRM and communication systems.	HR and IT Department
8. Enhance Employee Value Proposition (EVP).	Offer career growth, maintain fair and motivating work environment, emphasize developmental, social, and economic values.	Top Management and HR Department
9. Strengthen retention strategies.	Improve work-life balance, offer training and promotion opportunities, and foster workplace social networks.	HR Department and Executive Managers

Conclusion:

This study offers valuable insights into how job embeddedness affects employees' intention to stay or leave an organization, particularly within the hotel sector in Sharm El Sheikh, Egypt. It highlights the crucial mediating role of self-efficacy and offers practical recommendations for hotel managers to focus on both organizational embeddedness and individual confidence-building to reduce turnover and rise employee retention.

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Survey questionnaire

Job Embeddedness

Links

- 1- I have a lot of connections with colleagues at my workplace.
- 2- I often interact with people from different departments
- 3- My work relationships are important to my professional development

Fit

- 4- My job utilizes my skills and talents well.
- 5- I feel like I am a good match for this organization.
- 6- The work culture here aligns with my personal values and beliefs.

Sacrifice

- 7- Leaving this job would mean giving up valuable benefits (e.g, health insurance, retirement plans).
- 8- I would lose a lot of important professional relationships if I left this organization.
- 9- It would be difficult for me to find a job that offers the same level of satisfaction.

Self-efficacy

1. I will be able to achieve most of the goals that I have set for myself
2. When facing difficult task, I am certain that I will accomplish them.
3. In general, I think that I can obtain outcomes that are important to me .
4. I believe I can succeed at most any endeavor to which I set my mind.
5. I will be able to successfully overcome many challenges.
6. I am confident that I can perform effectively on many different tasks.

7. Compared to other people, I can do most tasks very well.
8. Even when things are tough, I can perform quite well.

Quit Intentions (Crossley et al., 2007)

1. I am thinking about quitting my job.
2. I will probably look for a new job in the near future.
3. I often think about leaving this organization.
4. If I had another job opportunity, I would leave this job.
5. I am likely to quit this job within the next year

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