

The Study of Job Embeddedness and its Effect on Employee Retention in the Hospitality Industry of Pattaya City, Chonburi Province

Kevalin Puangyoykeaw Setthakorn

Faculty of Business Administration, Ramkhamhaeng University, 10240, Bangkok, Thailand

ABSTRACT

High turnover rates and labour shortages have become a large and serious problem for the hospitality industry of Pattaya City, the world-renowned resort city in Thailand. Instead of using the more frequently studied variables of employee satisfaction, organisation commitment, perceived job alternatives, and job search, this study used job embeddedness theory to understand the turnover intention of employees. This paper examines the level of job embeddedness and its relationship to turnover intention. A total of 421 valid and complete self-administered questionnaires collected from five hotels located in Pattaya city area were used in the study. Hierarchical linear regression and the correlation test were used for data analysis. The results show job embeddedness is negatively correlated to turnover intention. Moreover, organisation-embedded factors are a better predictor than community-embedded factors when trying to understand the turnover intention of an employee. However, in contradiction to the theory, job embeddedness is not a better predictor of turnover than conventional variables.

Keywords: Employee retention, job embeddedness, Pattaya, turnover intention

ARTICLE INFO

Article history:

Received: 12 August 2019

Accepted: 24 January 2020

Published: 25 September 2020

E-mail address:

kevalinsetthakorn@gmail.com

INTRODUCTION

An organisation's success and accomplishment depend on the consistent determination and dedication of its employees. Employees, especially those who are trained and possess job-related skills, experiences, knowledge, and competency, are considered a valuable asset that will help

the organisation succeed in its mission and drive it towards desired goals, developing sustainability in the long run. A large and serious problem for most organisations is that high employee turnover rates cause various direct expenses (recruitment and selection costs) and indirect expenses (loss of morale among remaining employees, loss of competency and knowledge) that could be crucial (Dess & Shaw, 2001). As a result, the organization's efficiency and effectiveness are impaired. Turnover leaves the organisation with an insufficient number of employees for the work process. High turnover rates could demotivate and stimulate higher stress due to more responsibility falling on the remaining employees (Hendrie, 2004; Waldman et al., 2004). New employees may not have developed the skills required to adequately meet customer expectations, causing dissatisfaction, and customers loyal to the ex-employee might follow the ex-employee. A great deal of research has been undertaken to understand the high employee turnover phenomenon (Mitchell et al., 2001). Yet finding the root cause in order to reduce turnover rates is still a challenge for many organisations and researchers alike.

High turnover rates and labour shortages have driven organisations and businesses to start studying the factors that contribute to turnover and employee retention. Traditional research has focused on an attitude-driven process and its component parts. The most frequently studied variables include employee satisfaction and organisation commitment (Borah & Malakar, 2015).

However, Mitchell et al. (2001) introduced the job embeddedness theory, which focused on the factors that influenced employee retention from a relatively different perspective than that of turnover research. Instead of asking "Why do employees quit?", the theory addresses the question "Why do employees **not** quit?" and examines the "constraining forces" or "spider web" that prevent turnover. Job embeddedness theory involves three dimensions: fit, link, and sacrifice. Each dimension is important both on- and off-the-job. The theory's perspective is different from that of conventional studies that focus on the psychological process of withdrawal, making it more comprehensive, applicable to more contexts, and able to better predict actual turnover and turnover intention (Holtom & Inderrieden, 2006; Holtom & O'Neill, 2004). For this reason, it has gained popularity and interest ever since. Various academic articles and studies published in journals around the world have advocated the theory's validity and reliability.

Pattaya City, Chonburi province, is Thailand's world-renowned touristic city, popular among Thai and foreign tourists alike. The tourism and service sectors are among Thailand's top revenue-generating industries. In 2017, 35.4 million tourists travelled to Thailand, generating over 930 billion baht for the overall tourism industry. Accounting for over 17% of the GDP, or over 2.5 trillion baht, the industry is considered the country's major source of income. The Department of Employment, Ministry of Labour indicates that the labour demand

in the service sector was 16.87 million in 2015, 17.23 million in 2016, 17.58 million in 2017, 17.90 million in 2018, and 18.08 million in 2019, increasing every year. The hospitality and food and beverage service industries are among the country's top 5 industries with the highest labour demand (Department of Employment, 2018). The Tourism Authority of Thailand (TAT) Pattaya Branch states that the occupancy of hotels in Pattaya City was 86.05% in 2016. Therefore, hotel businesses in Pattaya City need a great amount of labour to handle the demand for services. Hotel staff, especially experienced and multilingual ones, are in high demand among Pattaya City hotels due to frequent employee turnover and career changes. Despite good benefits, high wages, and weekly days off for employees, organisations still face the labour shortage issue. This leads to competition over labour. The labour shortage also affects existing employees due to more responsibilities, resulting in fatigue and, eventually, turnover.

Job embeddedness is statistically significant and negatively associated with turnover intention and actual turnover. The study by Chan et al. (2019) found job embeddedness determined proactive customer service and enhanced the greater performance of hotel employees. However, literature and research articles on job embeddedness in Thailand have not come to any clear conclusion and are limited in number. In order to obtain theoretical accuracy and precision, this study aims to examine the relationship between job embeddedness and turnover intention of

employees in the hospitality industry in Pattaya City, Chonburi province. Study results can be presented to management teams in order to develop a solution and improve and develop the management protocol of the organisation to reduce employee turnover rates. It can also serve as a guide for those who are interested in employee retention to apply and develop further in other organisations.

LITERATURE REVIEW

Turnover and Turnover Intention

Rahman and Nas (2013) described turnover as a permanent migration (of an employee) out of an organisation. Mathis and Jackson (2008) stated that turnover was a permanent departure from an organisation that reflected the employee's will to terminate the employment. Turnover intention means a condition in which an employee has a wish to leave and to search for other options in order to leave his/her position in the current organisation in the near future (Darrat et al., 2017; Mitchell et al., 2001). Many researchers have studied turnover intention to understand actual turnover (Chikwe, 2009; Lim, 2008; Taormina & Kuok, 2009).

Many researchers agree with Mobley (1982) that turnover intention should be studied in order to understand the actual causes of turnover (Johnsrud & Rosser, 2002; Kaur et al., 2013) because turnover decisions depend on various factors. Udechukwu and Mujtaba (2007) indicated that the concept of voluntary turnover was developed from social, economic, and psychological aspects. A turnover decision

is generally concluded after thorough thinking, situation evaluation, consideration of alternatives, opportunity exploration, and reconsideration. Carley (1992) had affirmed that turnover decisions, in general, were not thoughtless acts but resulted from a systematic and complicated process.

From the literature review, a positive relationship between turnover intention and actual turnover has been observed. Actual turnover increases with turnover desire (Griffeth et al., 2000; Kaur et al., 2013). Theoretical and empirical evidence suggest that turnover intention is a variable that can best predict turnover (Ajzen, 2002; Borah & Malakar, 2015; Ramesh & Gelfand, 2010), but since it is difficult to collect actual turnover data because of reasons like confidentiality, it is more common in research to measure turnover intention than actual turnover behaviour.

Job Embeddedness

The job embeddedness theory provides a new perspective to explain employee retention by focusing on the factors associated with retention rather than turnover (Holtom et al., 2006a). It can predict turnover intention and actual turnover better than job satisfaction and organisation commitment, as well as perceived job alternatives and job search (Holtom & Inderrieden, 2006; Holtom & O'Neill, 2004; Mitchell et al., 2001). Attitudinal variables like job satisfaction and organisation commitment account for only 4–5% of the variance in turnover (Hom & Griffeth, 1995; Griffeth et al., 2000). Job embeddedness theory is

developed from research by Lewin (1951) that discovered human beings have a “Life Space”, intertwined with everyday life elements (Reitz & Anderson, 2011). Both job-related embeddedness (organisation embeddedness) and non-job embeddedness (community embeddedness), along with traditional variables, such as job satisfaction and organisation commitment, can be used to explain employee turnover (Jiang et al., 2012). From the literature review, it is observed that organisation factors are able to predict retention better than community factors (Lee et al., 2004; Mitchell et al., 2001; Thau et al., 2007). Employees with high job embeddedness demonstrate fewer unfavourable behaviours when facing unanticipated events. The job embeddedness theory consists of three variables for analysis: fit, link, and sacrifice, each of which is divided into organisational embeddedness and community embeddedness in its respective aspect. In total, there are six dimensions.

Fit is divided into fit for the organisation (fit-organisation) and fit for the community (fit-community). Individual value, career goals, knowledge, skills, and abilities relevant to the organisation's culture, and qualities required for the job, highly influence an employee's turnover decision. If the employee fits or is compatible with the organisation and possesses a personal value that aligns with the nature of the job or organisational culture, turnover will be low. Moreover, off-the-job factors, such as climate, vibe, facilities, local values, politics, religion, and entertainment can

also influence an employee's decision to quit. However, there is relatively little supporting research on fit-community as an influence on retention (Lee et al., 2004). In most research articles, the association between fit-community and turnover intention is not observed. This is possibly because the community has less influence on turnover decisions than do organisation embeddedness factors, especially in this age of nuclear family households where there are few interactions among neighbours. This could represent the reason such association is not observed.

Links are characterised as formal or informal connections between a person and institutions or other people (Mitchell et al., 2001). The link variables are divided into link with the organisation (link-organisation) and link with the community (link-community). The study of links covers social, mental, and financial links of an employee with people surrounding him or her. The higher the number of links between the person and the web, the more an employee is bound to the job and the organisation. The drive that keeps the employee from leaving could be pressure from family, colleagues, or their community (Maertz et al., 1996; O'Reilly et al., 1989; Prestholdt et al., 1987).

The sacrifice variable is divided into organisational sacrifice (sacrifice-organisation) and community sacrifice (sacrifice-community). Sacrifices are losses perceived by employees when they leave the job. They can be either material or psychological benefits received during employment or in the future. Job-related

losses include monetary reward, promotion opportunity, and good colleagues, while community losses include a familiar atmosphere, community facilities, local group, or community membership. Sacrifice involves a comparison of losses to new job alternatives. The greater the sacrifice, the more difficult it becomes to leave a job (Shaw et al., 1998).

Since Mitchell et al.'s (2001) job embeddedness theory was introduced, it has been further expanded, and much research has been conducted. One of the research studies further expanded the theory to understand the influence of nation, culture, and family on job embeddedness. The work of Ramesh and Gelfand (2010) studied job embeddedness among employees in the United States and compared it to the situation in India. They found that the fit factor well explained retention in the United States, while the link factor better accounted for retention in India. Research by Tanova and Holtom (2008) studied the effect of job embeddedness on employee turnover in Denmark, Finland, Italy, and Spain. In Denmark and Italy, only on-the-job factors predicted turnover, while in Finland and Spain, both on- and off-the-job factors were necessary to predict turnover. However, the amount of research on the effect of job embeddedness on turnover intention is still low compared to research on job satisfaction, organisation commitment, perceived job alternatives, and job search. This article aims to study the level and relationship of job embeddedness factors and the turnover intention of employees

in the hospitality industry of Pattaya City, Chonburi province, Thailand.

Hypothesis 1: Job embeddedness has a significantly negative relationship with turnover intention.

Hypothesis 2: Organisation embeddedness can predict the turnover intention of employees better than community embeddedness factors.

Hypothesis 3: Job embeddedness theory can predict the turnover intention of employees better than conventional theories (job satisfaction, organisation commitment, perceived job alternatives, and job search).

METHOD

Study participants were full-time frontline employees and managers/supervisors in five hotels in Pattaya City. The questionnaires were distributed to all employees employed in the five hotels during the month of May 2019. Using self-administered questionnaires, a total of 465 responses were obtained. After eliminating incomplete and missing data, 421 questionnaires were found to be valid and complete and were used in our final sample. To test our hypotheses, descriptive statistics and inferential statistics (correlation and hierarchical linear regression) were analysed.

Measurement

The tool used in this study was a structured questionnaire that was created based on relevant concepts, theories, and previous literature. The questionnaire was developed from the work done by and Holtom et al. (2006b) and Mitchell et al. (2001). The

questionnaire was divided into four sections. The first section contained demographic information for the respondent, including age, gender, level of education, marital status, position, years of service in the current organisation, experience in the hospitality industry, total monthly income, number of family members receiving support from the respondent and financial situation of the family. The next section asked 12 questions about overall job satisfaction, affective commitment, continuance commitment, and normative commitment. The third section inquired about the level of job embeddedness: fit-organisation, fit-community, sacrifice-organisation, sacrifice-community, link-organisation and link-community. The researcher adjusted the questions to suit the research context by adding the terms ‘hotel’ and ‘Pattaya City’ to facilitate a better understanding. In addition, one question was added to each aspect, bringing the total number of questions to 24 instead of the 18 present in the original questionnaire created by Holtom et al. (2006a). The last part of the questionnaire consisted of 11 closed-ended questions that asked about turnover intention, perceived job alternatives, and job search. Sections two, three, and four were measured using a 5-point Likert scale ranging from strongly agree (5) to strongly disagree (1). Cronbach’s alpha coefficient of the questionnaire is 0.814.

RESULTS

Descriptive Information

The demographic characteristics of this

study were as follows: There were 153 male respondents (36.3%) and 268 female respondents (63.7%). The respondents ranged in age from 18 to 68 years old with an average age of 36.73 years. In terms of the level of education, 345 respondents (81.9%) had an educational level lower than a bachelor's degree, while 74 respondents (17.6%) had a bachelor's degree and 2 respondents (0.4%) possessed a higher level of education. With respect to marital status, 200 respondents (47.5%) were single, 124 (29.5%) were married with kids, 42 (10.0%), were married without kids and 55 (13.1%) were divorced. A majority of the respondents (80.8%) were operational level employees; of the remaining, 14.7% were mid-level management and 4.5% were executive level. The average years of service in the current organisation was 2.76 years with an average of 3.29 years of experience in the hospitality industry. With respect to income, 268 respondents (63.7%) had a monthly income between 9,000-15,000 Baht, while 71 (16.9%) had lower than 9,000 Baht and the remaining 82 (19.4%) earned 15,000 Baht and above. The average number of family members receiving support from the respondents was 2.92 persons; 57 (13.5%) of the respondents did not have to support anyone, while 43 (10.2%), 102 (24.2%), and 219 (52.1%) had 1, 2, or more than 2 family members as their financial dependents. The questionnaire classified the respondents according to their family financial situation, with 89 (21.1%), 150 (35.6%), 163 (38.7%), and 19 (4.5%) stating they were from the lower class, working class, lower-middle-

income, and upper-middle-income levels, respectively.

Mean, standard deviations, and correlations among tested variables are presented in Table 1. Conventional variables—job satisfaction, organisation commitment, job alternative, and job search behaviour—are all significantly correlated with turnover intention ($r=-.31, -.28, .78, .71, p<0.01$), which is in line and in support of the literature. The higher the satisfaction and commitment of employees to an organisation, the less they will think about quitting. The more employees know about job alternatives and the more job searching they do, the greater the chance they will leave the organisation. As we expected, job embeddedness is significant having a positive correlation with job satisfaction ($r=.69, p<0.01$) and organisation commitment ($r=.81, p<0.01$). However, job embeddedness is weakly and negatively, but not significantly, correlated with job alternatives ($r=-.02$) and job search ($r=-.06$), which is in contradiction to Mitchell et al.'s (2001) finding. This could be due to the ease of finding job information today via the internet on various platforms. Employees could still be embedded, yet fully aware of their alternatives.

Tests of Hypotheses

As shown in Table 1, job embeddedness is negatively correlated with turnover intention ($r=-.15, p<0.01$), which is in line with our expectations. This result suggests that there is a negative relationship between employee's being embedded and

Table 1
Means, standard deviations, and correlations of the studied variables

Correlations															
	Mean	SD	TI	JS	OC	JA	JSB	JE	JEO	JEC	FO	FC	SO	SC	LO
Turnover Intention	2.95	1.07													
Job Satisfaction	3.50	1.00	-.31**												
Org. Commitment	9.87	2.76	-.28**	.77**											
Job Alternative	3.20	.96	.78**	-.20**	-.19**										
Job Search Behavior	2.97	1.12	.71**	-.24**	-.23**	.70**									
Job Embeddedness	20.20	4.05	-.15**	.69**	.81**	-.02	-.06								
JE_Organization	10.18	2.21	-.23**	.74**	.84**	-.09	-.13*	.94**							
JE_Community	10.02	2.10	-.05	.56**	.67**	.05	.02	.94**	.77**						
Fit-Organization	3.49	.85	-.19**	.71**	.75**	-.05	-.11*	.83**	.89**	.67**					
Fit-Community	3.75	.81	-.09	.57**	.55**	.06	-.02	.82**	.71**	.83**	.66**				
Sacrifice-Organization	3.27	.89	-.27**	.64**	.83**	-.18**	-.17**	.84**	.89**	.68**	.69**	.58**			
Sacrifice-Community	3.36	.87	-.16**	.58**	.73**	-.09	-.12*	.83**	.75**	.81**	.63**	.61**	.70**		
Link-Organization	3.41	.78	-.14**	.59**	.61**	.00	-.05	.81**	.85**	.66**	.65**	.62**	.62**	.62**	
Link-Community	2.92	.94	.12*	.23**	.35**	.14**	.17**	.62**	.41**	.76**	.33**	.42**	.38**	.35**	.36**

Note: N = 421, **, significant at 0.01, *, significant at the 0.05

their intention to quit. The more they are embedded, the less they will think about quitting. Thus, Hypothesis 1 is accepted.

Hypothesis 2, stating that organisation embeddedness can predict the turnover intention of employees better than community embeddedness factors, is answered by the results demonstrated in Table 2 through hierarchical linear regression analysis. After controlling for the effects of age, gender, job satisfaction, organisation commitment, job alternatives, and job search, organisation embeddedness significantly improved the prediction

of turnover intention ($\beta = -.214, p < 0.01$) with a change in R^2 (ΔR^2) of .009 and adjusted R^2 ($\Delta Adj.R^2$) of .008. On the other hand, community embeddedness was not statistically significant and did not improve the prediction of turnover intention with $p > 0.10$. This is in line with results obtained from Table 1 that community embeddedness does not correlate with turnover intention. Therefore, we conclude that organisation embeddedness can predict turnover better than community embeddedness. Hypothesis 2 is accepted.

Table 2

Results of hierarchical linear regression analysis organization embeddedness and community embeddedness on turnover intention

Variables	Model 1		Model 2	
	<i>b</i>	β	<i>b</i>	β
(Constant)				
Age	-.001	-.011	.000	-.003
Gender	.009	.004	.006	.003
JS	-.116	-.109**	-.074	-.069
OC	-.009	-.023	.030	.077
JA	.604	.542***	.607	.545***
JSB	.291	.303***	.294	.306***
JE_Org			-.104	-.214***
JE_Com			.037	.072
R^2		.680		.690
ΔR^2				.009
<i>Adj. R</i> ²		.675		.683
$\Delta Adj.R^2$.008
<i>F</i>		146.675***		114.367***
ΔF				6.260

Note: $N=421$, *** significant at 0.01, ** significant at 0.05, * significant at 0.10

Hypothesis 3 was that job embeddedness could improve the prediction of employee turnover intention above and beyond that predicted by conventional variables (job satisfaction, organisation commitment, perceived job alternatives, and job search). Table 3 and Table 4 show the results and reveal that job embeddedness can improve prediction of turnover intention over job satisfaction ($\beta=.141, p<0.05$), organisation commitment ($\beta=.241, p<0.01$), job alternative ($\beta=-.128, p<0.01$), and job search ($\beta=-.106, p<0.01$) after controlling for age and gender. However, even though job embeddedness is statistically significant to turnover intention after controlled the aforementioned variables and improved

overall model predictability, the beta coefficients of job embeddedness remained low (less than 0.3) comparing to the conventional variables. As demonstrated in Model 2 of Table 3 and 4, Job embeddedness's beta coefficient (β) in predicting turnover intention were .141, .241, -.128, -.106 compared to job satisfaction, organisation commitment, perceived job alternatives and job search's beta coefficient of -.391, -.459, .774, and .703, respectively. These reveal, in contradiction to the literature review, conventional variables can predict employee turnover intention better than job embeddedness in the context of this study. Thus, hypothesis 3 is rejected.

Table 3

Results of hierarchical linear regression analysis of turnover intention, job satisfaction, organisation commitment, and job embeddedness

Variables	Model 1		Model 2		Model 1		Model 2	
	b	β	b	β	b	β	b	β
(Constant)	4.490		4.126		4.436		3.929	
Age	-.008	-.086*	-.009	-.099**	-.008	-.092*	-.010	-.109**
Gender	-.096	-.043	-.089	-.040	-.102	-.046	-.100	-.045
JS	-.316	-.296***	-.418	-.391***				
OC					-.104	-.268***	-.178	-.459***
JE			.037	.141**			.064	.241***
R ²		.106		.117		.092		.112
ΔR^2				.01				.020
Adj. R ²		.100		.108		.085		.103
$\Delta Adj. R^2$.008				.018
F		16.566***		13.725***		14.000***		13.076***
ΔF				4.755				9.453

Note: N=421, *** significant at 0.01, ** significant at 0.05, * significant at 0.10

Table 4

Results of hierarchical linear regression analysis of turnover intention, job alternatives, job search, and job embeddedness

Variables	Model 1		Model 2		Model 1		Model 2	
	<i>b</i>	β	<i>b</i>	β	<i>b</i>	β	<i>b</i>	β
(Constant)	.335		.953		1.039		1.561	
Age	-.005	-.054*	-.002	-.025	-.003	-.039	-.001	-.016
Gender	.017	.008	.002	.001	.010	.004	-.004	-.002
JA	.862	.774***	.862	.774***				
JSB					.679	.707***	.676	.703***
JE			-.034	-.128***			-.028	-.106***
R^2		.611		.626		.509		.520
ΔR^2				.016				.011
Adj. R^2		.608		.623		.505		.515
$\Delta Adj. R^2$.015				.010
<i>F</i>		218.14***		174.40***		144.04***		112.47***
ΔF				17.420				9.228

Note: $N=421$, *** significant at 0.01, ** significant at 0.05, * significant at 0.10

DISCUSSION

The results of this research are both in support and in contradiction to the job embeddedness theory of Mitchell et al. (2001). The study contributes to proving the theory in a number of ways. First, job embeddedness is negatively related to turnover intention in the case of hospitality industry employees of Pattaya City, Chonburi province, Thailand. This result is in line with many previous studies in both western and eastern contexts. Borah and Malakar's (2015) study of employee job embeddedness in the Guwahati region of Assam, India, showed the same results. Similarly, Ramesh and Gelfand's (2010) study of job embeddedness in both the United States and India found that job embeddedness was negatively related to

turnover in both samples. Our research, conducted in Thailand, is yet further evidence that job embeddedness can be applied across cultures, and that it is a significant predictor of employee turnover in organisations.

Second, this study adds to a growing body of research that indicates organisation factors of job embeddedness are a better predictor of turnover intention than community factors. These results are in line with and Hussain and Deery (2018), Lee et al. (2004), Ramesh and Gelfand (2010), and Shafique et al. (2011). Especially, the study by Ampofo et al. (2016) studied job embeddedness in Thailand found organisation embeddedness could predict turnover intention but not community embeddedness, which in line with our findings. The explanation for

why community factors did not contribute to the prediction of turnover could stem from the urbanisation lifestyle and the lack of community in modern society, where individuals moved toward more isolated ways of life. Thus, community factors do not constrain employees from leaving the organisation. While organisational and occupational communities formed at work could form a “surrogate families” (Lee-Ross, 2008) strengthening employee’s embeddedness replacing neighbourhood communities in the traditional sense. It is reasonably understandable for researchers to only study job-related organisation factors and omit community factors when trying to understand employee turnover intention.

However, the results of this study are conflicting with existing literature that job embeddedness theory is a better predictor of turnover intention than conventional variables. Mitchell et al. (2001) supposed that job embeddedness improved the prediction of voluntary turnover, above and beyond that accounted for by job satisfaction, organisation commitment, perceived alternatives, and job search. According to Yang et al. (2011), the number of researches was comparing the power of job embeddedness to the conventional variables and most of the empirical finding demonstrates job embeddedness predicted turnover better. The findings by Mallol et al. (2007) suggested job embeddedness was a robust predictor of employee retention across diverse populations and prior research by Crossley et al. (2007) and Felps et al. (2009) supported the claim that

job embeddedness could predict voluntary turnover better and beyond job attitudes and the core variables of turnover from traditional models. Thus, to the best of the author’s knowledge, no study has revealed a similar finding that conventional variables are a stronger predictor of turnover intention. Tantiboontaweewat and Maneesri (2013) studied job embeddedness, job satisfaction, and organisational commitment on turnover intention of 660 Thai respondents and found job satisfaction and organisational commitment were significantly correlated to turnover intention, but not job embeddedness. Therefore, it may be that job embeddedness is not a powerful predictor of turnover intention in the case of Thai people and conventional variables of job satisfaction, organisation commitment, perceived alternatives, and job search still a better use when trying to understand employee turnover intention in Thailand context.

CONCLUSIONS

The study of job embeddedness and its effect on employee retention in the hospitality industry of Pattaya City, Chonburi province, provides evidence to support the generalisation and validity of job embeddedness theory in predicting turnover intention. Job embeddedness is negatively correlated to turnover intention and job-related embedded factors are a better predictor than community-related factors when trying to understand the turnover intentions of employees. However, job embeddedness is not a better predictor

of turnover than conventional variables thus further job embeddedness research in Thailand in a wider range of organisation contexts is needed.

ACKNOWLEDGEMENTS

The author would like to acknowledge the financial support provided by Ramkhamhaeng University under the Fiscal Year 2018-2019 research grant.

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