



**THE EFFECT OF JOB EMBEDDEDNESS ON THE PROPENSITY  
TO LEAVE—MEDIATING ROLE BASED ON PERCEPTION OF  
ORGANIZATIONAL SUPPORT**



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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF  
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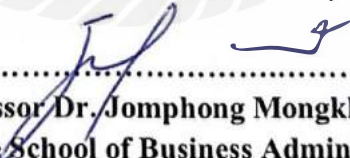
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## Abstract

In recent years, with the development of the knowledge economy and the intense dynamic environment, the business community has gradually realized that attaching importance to talent cultivation, strengthening the connection between employees and the enterprise, promoting the play of employees' personal subjective initiative, and meeting the material and spiritual needs of employees are the prerequisites for the sustained and stable development of the enterprise, and also key factors in promoting the achievement of the enterprise's performance objectives. The frequent loss of enterprise personnel, on the one hand, leads to the generation of unstable factors in the organization, and on the other hand, directly leads to the rise of enterprise manpower costs, which seriously threatens the survival and development of enterprises. In view of this, the research objectives of this paper are as follows: (1) To test the impact of respondents' job embeddedness on turnover inclination. (2) To test the impact of respondents' job embeddedness on the sense of organizational support and its dimensions. (3) To test the effect of respondents' sense of organizational support and its dimensions on employees' tendency to leave. (4) To test the mediating role of respondents' sense of organizational support and its dimensions in the relationship between job embeddedness and employees' tendency to leave. (5) To test the difference between job embeddedness, sense of organizational support, and turnover propensity on demographic variables.

This study takes organizational support theory, social exchange theory, and job embeddedness theory as its theoretical basis. Based on the matching, correlation, and embeddedness between organizations and employees, and adding the dual-path perspective of organizational support as a mediating variable, a survey was conducted on 480 employees of small and medium-sized private enterprises in Hebei Province.

After the questionnaires were collected, 425 valid questionnaires were obtained after excluding invalid questionnaires such as wrongly filled in and omitted. Descriptive statistics, correlation analysis, and regression analysis were conducted by using SPSS statistical software.

The results of the empirical study show that (1) job embeddedness has a significant negative effect on employees' turnover intention; (2) job embeddedness has a positive contribution to the sense of organizational support and its dimensions (corporate support, colleague support, and leadership support). (3) Sense of organizational support and its dimensions have a significant negative effect on employees' intention to leave. (4) Perceived organizational support and its dimensions (corporate support, coworker support, and leadership support) play a partial mediating role in the study of job embeddedness and employees' turnover intention. (5) Gender, age educational background, and other factors in respondents' demographic variables were not tested for differences in job embeddedness, organizational support, and employee turnover intention variables. Based on the empirical findings, this paper proposes effective employee incentives and employee retention policy recommendations for human resource management in small and medium-sized enterprises in Hebei Province.

**Keywords:** job embedded, sense of organizational support, tendency to leave human resource management

## ACKNOWLEDGEMENT

Time flies, and in a twinkling of an eye, the two-year postgraduate study life is about to end. Standing on the threshold of graduation, looking back, struggle and hard work have become the memories of the past, and the sweetness and laughter have also settled. On the occasion of the completion of my graduation thesis, I would like to express my most sincere thanks and best wishes to all those who care, love and help me.

First of all, I would like to thank my teachers for their care and guidance during my graduate period. His rigorous and meticulous academic style, and his persuasive and unconventional teaching style have deeply influenced me, and also made me keep forging ahead and pursue hard in academic field.

Among them, I would like to thank all my classmates and friends for their support and help in my graduate study career. When I encounter difficulties in my study and life, they helped me solve the difficulties in time and enthusiastically, which gave me great comfort.


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Finally, I wish you all a happy family and success!

XIAOXU ZHANG

## Declaration

*I, Zhang Xiaoxu, hereby certify that the research work conducted in this independent study entitled "The Impact of Job Embeddedness on the Propensity to Leave - The Mediating Role of Perceived Organisational Support" is original. I also undertake not to have submitted any application for a higher degree to any other university or institution.*



*Zhang Xiaoxu*

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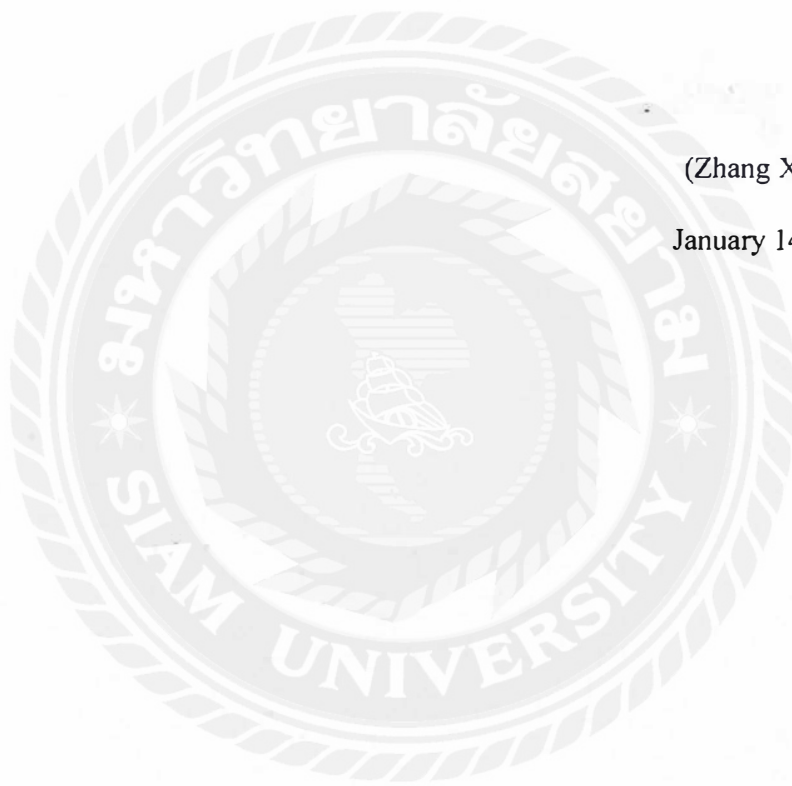
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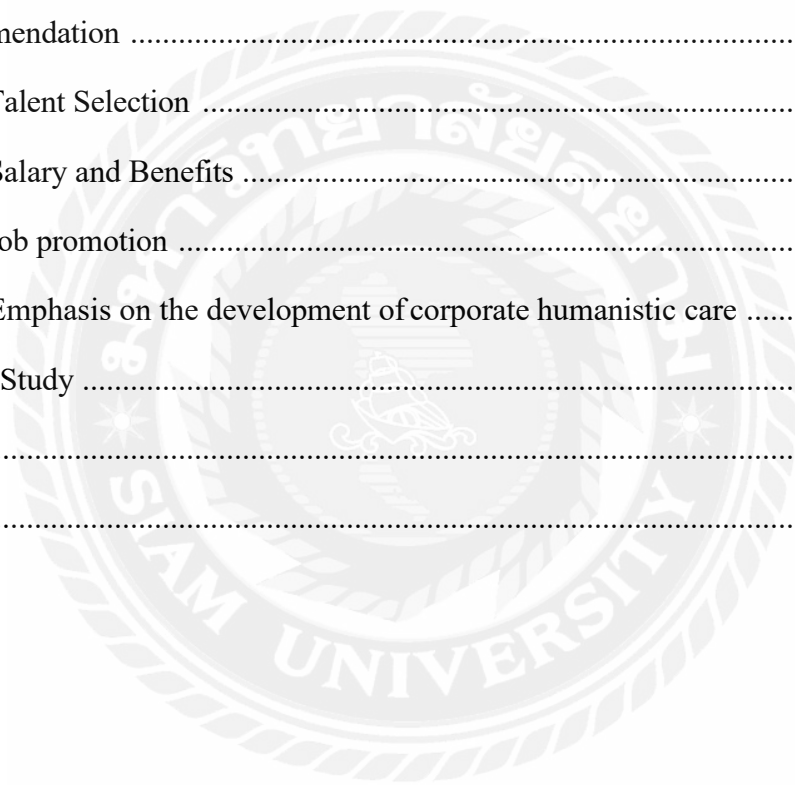
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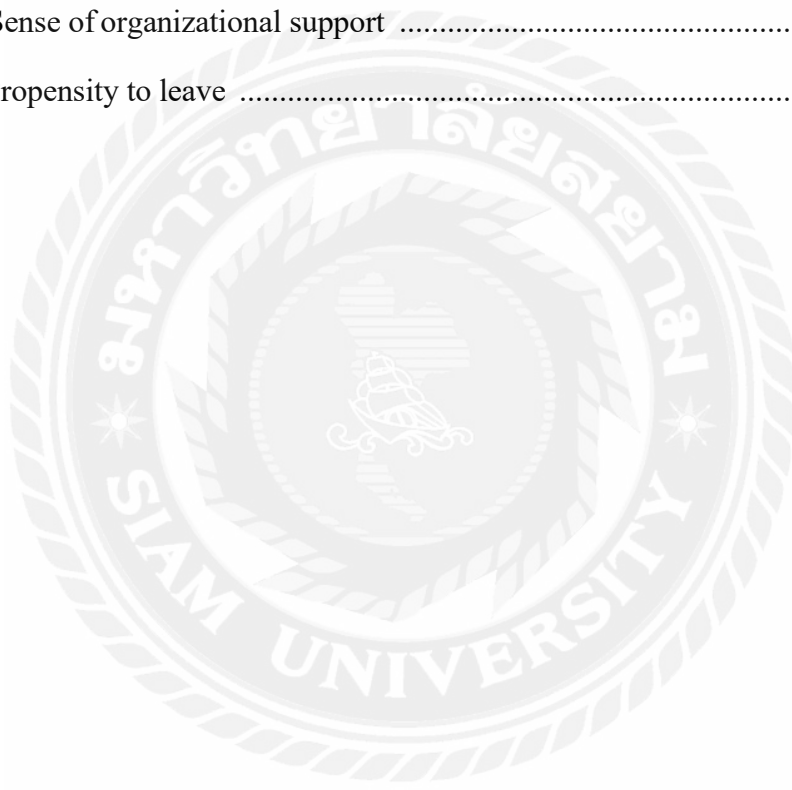
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# Chapter 1 Introduction

## 1.1 Overview of the Study

In recent years, with the growing internationalization and globalization of economic development, the competition among enterprises is becoming more and more intense, and SMEs are facing the threat of bankruptcy and collapse at any time. So how to improve the competitive advantage of enterprises has become an urgent problem for every enterprise. In the face of the current form of competition, the competition among enterprises is ultimately the competition of labor. Li (2009) finds that too frequent employee departures can cause double losses of human capital and social capital to enterprises. The departure of an employee takes away not only his personal productivity, but also some intangible resources such as his personal relationship network and the core data of the enterprise. "network jumping effect, which can be understood as the cluster jumping of the original core employees and their team network members, so that the company where the employee works again can quickly accumulate the competitive advantage in the field, and the phenomenon of such cluster jumping is a huge loss for the company. Zhang and Li (2002) found that the process of recruiting, job matching and training new employees requires a lot of human, material and financial resources pointed out. Frequent departures can cause companies to fall into a bad cycle of "recruiting, training, losing, recruiting", which inadvertently increases companies' expenditure on human capital.

In summary, this paper will focus on the tendency of employees to leave voluntarily. With regard to the exploration of various factors of turnover, international scholars have different research entry points and obtained different research results. The analysis of Fi (2000) found that the economic perspective mainly examines the impact of salary, employee training, labor market structure, and employment opportunities on employee turnover. Secondly, job embeddedness theory is proposed based on the empirical study of employees' tendency to leave in the retail industry and nursing industry, which specifically refers to the fact that individuals live in an intricate social network, and each person is like a node in this network, in which the more things associated with the network the more complex the relationship is, then the greater the degree of embeddedness of individuals in this network for the company, it can be known that its dependence on the The more embedded an individual is in the network, the less likely he or she is to make the decision to leave the network.

International scholars have studied job embeddedness and employee turnover tendency earlier, and the research literature is more comprehensive and specific. However, in the Chinese context, there are relatively few empirical studies on job embeddedness, organizational support and turnover tendency, and there is a lack of relevant theoretical support. The relationship between these three factors needs to be

further explored in the Chinese cultural context. Therefore, this study takes the international scholars' research on job embeddedness, organizational support and employees' propensity to leave as the theoretical basis, and explores and analyzes the relationship between the three in the context of the characteristics of Chinese small and medium-sized private enterprises' employees. It is hoped that this study can provide a new theoretical perspective on human resource management in small and medium-sized private enterprises, and give rationalized management suggestions to enterprises based on the research results and the current situation of enterprises, which will have positive guiding significance for the subsequent improvement of employees' willingness to stay and enhance the long-term stability of enterprises.

## **1.2 Questions of the Study**

Research on job embeddedness and turnover tendency has been fruitful for international scholars over the past two decades, and many scholars have conducted in-depth discussions on the two. However, scholars have mainly focused on teachers and knowledge workers in Chinese schools, and relatively few studies have been conducted on small and medium-sized private enterprises in the Chinese context. Therefore, this paper analyzes relevant research results and literature from international scholars, and takes Chinese small and medium-sized private enterprises as a new exploration perspective to explore job embeddedness and employees' tendency to leave in detail, and introduces the mediator variable of sense of organizational support in the process. It is hoped that through the exploration of the relationship between the three variables, further rationalized suggestions and theoretical guidance can be provided for the development and management of human resources in small and medium-sized private enterprises. Therefore, this paper proposes the following questions.

1. Does job embeddedness have a significant positive predictive effect on the propensity to leave a job?
2. Does job embeddedness have a significant positive predictive effect on perceptions of organizational support?
3. Does sense of organizational support have a significant negative predictive effect on employees' turnover inclination?

4. Does sense of organizational support play a mediating role in the relationship between job embeddedness and employees' turnover tendency?

5. Is there a significant difference between job embeddedness, sense of organizational support and turnover inclination on demographic variables?

### **1.3 Objectives of the Study**

In selecting scale items applicable to the Chinese cultural context, we explored the relationship among employees of Chinese small and medium-sized enterprises (SMEs) regarding job embeddedness, sense of organizational support, and turnover tendency, as well as the effect of job embeddedness on employees' turnover tendency through the mediating role of sense of organizational support. This study has the following main purposes:

1. To test the effect of respondents' job embeddedness on turnover inclination.
2. To test the effect of respondents' job embeddedness on the sense of organizational support and its dimensions.
3. To test the effect of respondents' sense of organizational support and its dimensions on employees' tendency to leave their jobs.
4. To test the mediating role of respondents' sense of organizational support and its dimensions in the relationship between job embeddedness and employees' tendency to leave their jobs.
5. To test the difference between job embeddedness, sense of organizational support and turnover tendency on demographic variables.

### **1.4 Significant of the Study**

In the empirical study of job embeddedness and turnover tendency of new generation employees, through a large amount of literature collation and analysis, found that Chinese scholars' research on job embeddedness started late, and the current research is mainly focused on the theoretical review stage of relevant studies by international scholars, and there are relatively few empirical studies on job



embeddedness and turnover tendency. The existing research results are only theoretical models for Chinese teaching groups and knowledge-based employees in enterprises, and there are few studies on ordinary employees in Chinese small and medium-sized private enterprises (Yang ,2017).

This study draws on the authoritative scales of international scholars and examines the applicability of the scales in the Chinese cultural context, and then explores the job embeddedness model of employees in Chinese small and medium-sized private enterprises, and explores the impact of job embeddedness on the consequential variable of propensity to leave. Most importantly, the mediating variable of organizational support was added to the study of the relationship between the two. Since there are few international studies on the relationship between job embeddedness and perception of organizational support, and the findings of scholars are not uniform. In this study, the relationship between organizational support and job embeddedness, job embeddedness and turnover tendency, and organizational support and turnover tendency was further investigated, and whether organizational support plays a mediating role between job embeddedness and turnover tendency.

Secondly, the frequent departure of employees is also a social problem that human resource managers from all walks of life and business managers from all walks of life have to solve since China entered the market economy era following the reform and opening up. The rising turnover rate has caused huge losses to enterprises in terms of human and material resources. The need for adequate and stable staffing is becoming more and more urgent. In the past, scholars have discussed the reasons for employee turnover mainly in terms of work, but it is not a good predictor of employees' tendency to leave and the occurrence of subsequent turnover behavior. In contrast, job embedding starts from two perspectives of non-work and work factors, as a way to explore the whole process of employee active separation and decision making in enterprises, which can provide effective reference value for human resource management within enterprises (Yang, 2017).

This paper uses an empirical approach to explore the relationship between employee job embeddedness, organizational support perceptions, and turnover propensity in Chinese small and medium-sized private enterprises. In turn, it provides a new reference perspective for organizations to improve aspects such as high turnover rate and human resource management difficulties, and moreover, it enables organizations to clearly understand the real needs of individual employees and what are the psychological factors that force them to have frequent job-hopping. In terms of the support and efforts made by the organization for individual employees' happiness and retention, individual employees will in turn be committed to the overall development of the company, enhancing the degree of embeddedness and connection between individuals and the company.

## 1.5 Limitation of the Study

Since this study used questionnaires to obtain primary data for this study, but given the limited financial and material resources and social connections of individuals, there are several limitations in the process of research data collection as follows.

First, the questionnaire distribution of this study took the form of web links and other forms, and the data collection work was carried out through distribution by means of friends, colleagues or relatives engaged in different industries, and the collected sample data were cross-sectional data, which failed to further observe the fluctuation of the data over a period of time. Although the authenticity, validity, and anonymity of the content of the questionnaire were repeatedly emphasized with the respondents before the questionnaire was filled out, it was inevitable that the respondents were overly embellished or influenced by the psychology of convergence in the process of filling out the questionnaire (Zheng & Guo, 2022).

Secondly, since the research subjects were selected from small and medium-sized private enterprises in Hebei Province, China, the sample was influenced by different economic conditions, local customs and customs, and personal level, etc., and the sample selection was limited by geographical restrictions (Zheng & Guo, 2022).

Thirdly, this paper only explores the differences of job embeddedness among individuals and the relationship between job embeddedness, organizational support and turnover tendency, but based on the results of regression analysis, it can be seen that organizational support plays only a partial mediating role between job embeddedness and turnover tendency. The present study did not further investigate this issue. Therefore, there are limitations in the comprehensive exploration of job embeddedness and turnover propensity (Li, 2013).

## **Chapter 2 Literatures Review**

### **2.1 Introduction**

The focus of the second chapter of this study is on the results and theories of international scholars on the three variables of job embeddedness, organizational support and turnover tendency. In this study, the mediating variable of organizational support is added to investigate the influence of job embeddedness on employees' propensity to leave through the mediation of organizational support in the Chinese context. At the same time, a theoretical model was constructed to further test the relationship between the three factors.

### **2.2 Literature Reviews**

#### **2.2.1 Job embedded literature review**

Yao (2004) suggests that job embeddedness is a comprehensive variable influenced by a variety of factors, the main ones being: the degree to which employees are connected to the community and organizational activities; the degree to which the organizational life community in which they work fits into their personal life space; the degree to which employees choose to leave the organization; and the degree to which they can leave the organization. The choice to leave the organization may be accompanied by a greater sacrifice of cost or relevance. Charlier (2016) found that, based on the wide coverage of job embeddedness and the many aspects involved, international scholars generally believe that job embeddedness should be divided into two parts: internal and external to the organization. Holtom and O'Neill (2004) defined job embeddedness based on the exit perspective, which is the sum of forces and influences that prevent employees from leaving the organization.

Since job embeddedness was originally proposed as an explanatory factor for the propensity to leave, there are few studies on its antecedents and different perspectives among international scholars. Among them, Giosan and Cezar (2005) were the first to systematically investigate the antecedents of job embeddedness, and found that individual employees' age and number of children predicted community connectedness, and age was an important antecedent variable in organizational connectedness. Vesa Peltokorpi (2013) found that the number of children predicted the degree of community connectedness and age was also an important antecedent variable in organizational connectedness; the magnitude of perceived marital opportunity in the community also predicted community matching and community sacrifice; responsibility, job investment, perception of organizational support, and perception of job opportunity to the transferability of organizational support skills in the Big Five

personality predicted organizational matching; or agreeableness, perception of opportunity, and transferability of organizational support skills in the Big Five personality predicted organizational sacrifice. socio-cultural context, employees' gender has significant variability on job embeddedness, and female employees have relatively lower job embeddedness than male employees. Liang (2022) explored the influence of job embeddedness, demographic variables and employees' propensity to leave with a survey of 319 employees, and showed that there were significant differences in the degree of employee job embeddedness by individual age, nature of the unit, type of work, and number of separations.

Mitchell (2001) introduced the concept of job embeddedness for the first time based on networked real life and conducted empirical analysis on employees in healthcare and retail industries successively, and then proposed the structural dimensions of job embeddedness, and obtained the result that job embeddedness can effectively predict employees' tendency to leave and behaviors such as active separation. ramesh and gelfand (2010) found that influenced by different countries' cultural contexts, job embedding is a stronger predictor of employees' propensity to leave compared to countries with collectivist ideology compared to individualist ideology. Wang (2020) found empirically that all three dimensions of job embeddedness (job connection, job matching and job sacrifice) have a significant negative predictive effect on employees' propensity to leave.

### **2.2.2 Literature review on the sense of organizational support**

Organizational support theory was proposed by Einsenberger, Huntington, and Sowa in 1986 based on the ideas of social exchange theory and organizational anthropomorphism. Social exchange theory was proposed by Homans in 1961 as a social psychological theory based on the concept of economics to explain the dependence of social behavior on mutual reinforcement to be sustained (Wang, 2020). In 1965, Levinson proposed the idea of organizational anthropomorphism, in which employees project human characteristics into organizations and then associate them with organizations that actually have human characteristics. Meanwhile, employees tend to interpret the behaviors of organizational agents as organizational intentions rather than attributing them exclusively to personal motivations, and they will always judge how much the organization values or cares about them by the supportive or nonsupportive measures taken by organizational agents, believing that the organization is capable of responding accordingly as humans do (Yuan, 2017).

In 1986 Eisenberget and others further developed the concept of organizational support and defined it as employees' perceptions and opinions about whether the organization values their contributions and cares about their personal interests. The

strength of organizational support depends largely on the subjective judgments of individuals. In his 1991 study, Witte suggested that organizational support is based on the premise that employees are engaged in their work and defined organizational support as the feeling that employees feel that the organization cares about them (Zheng & Guo, 2022). Shore and Tetrick (1991) defined organizational support as the general perception of how employees believe the organization treats them, and individuals subjectively summarize their feelings and judge the organization's policies and practices He (2020). Mcmillian in 1997 added to the view presented by Eisenberger in 1986 by arguing that the view of work support should take into account other aspects, such as instrumental support, in addition to emphasizing its intimate and respectful support aspects. He also argued that instrumental support is an essential requirement for performing work and thus proposed a comprehensive model of organizational support: organizational support consists of two components: work-based support and socio-emotional support, where instrumental support is reflected in functional support in terms of counseling, material and personnel, which are necessary to facilitate employees' successful performance; and socio-emotional support includes intimacy, respect and network integration aspects (Ling, 2006). Domestic scholars such as Ling (2006) defined organizational support as the support employees perceive from the organization and the recognition of their personal interests and values by constructing organizational support dimensions in the Chinese context. The main difference between this concept and the one proposed by Eisenberger in 1986 is that the latter views organizational support as a multidimensional concept. From the perspective of employee development in China, it is easy to see that employees' pursuit of rewarding benefits, support at work, and recognition of their own values all influence the degree of care and support they perceive from the organization.

In a study by Cropanzano and Greer 1997, a group of physicians were selected as subjects to explore the relationship between procedural fairness and perceptions of organizational support and found that there was a strong correlation between procedural fairness and perceptions of organizational support and that interactional fairness had a greater impact on perceptions of organizational support than fairness of other natures. That is, fairness in terms of interpersonal interactions and employee dignity as perceived by employees is more likely to lead to perceptions of organizational support (Wang, 2014). He (2020) found that perceptions of organizational support and superior support play a positive moderating role in the relationship between employees' surface-level roles and emotional exhaustion. Zhang (2012) suggested that Chinese employees prefer direct benefits, such as unitary welfare housing, paid vacations, and recreational activities, to implicit benefits such as providing employees with job autonomy and job assistance, which give more employees' perceptions of organizational support. Tan, S.H. (2012) found that employees have a greater influence on the perception of organizational support in both demographic variables (including gender, education, marriage, etc.) and organizational variables (including the nature of the organization and the size of the organization). Wang (2014) suggested that employees have an

influence on the perception of organizational support in terms of demographic characteristics such as gender, marital status, and years of work experience.

International scholars have studied the consequential variables of organizational support perceptions mainly focusing on the influencing factors of organizational commitment or turnover tendency. Eisenberger's (2001) findings found that organizational support perceptions negatively affect employees' propensity to leave. Eisenberger et al. (2001) proposed through an empirical research method that organizational support perceptions negatively affect employees' propensity to leave. Chinese scholars Huang and Yang (2020) selected 458 corporate employees and supervisors as a paired sample, respectively, and their findings showed that relative organizational support perceptions among respondents had a positive moderating effect between organizational support perceptions and affective commitment. In a study of 231 hotel employees and supervisors in Guangzhou, Wen and Hou (2015) found that the sense of organizational support eliminated to some extent the negative effect of customer rudeness on employees' organizational citizenship behavior. Shao (2014) found that organizational support has an impact on both subjective and objective behaviors of employees through a systematic review of the relationship between organizational support and its outcome variables by international scholars. The subjective behaviors include: motivation, responsibility, and tendency to stay or leave; the objective behaviors include: job performance, organizational citizenship behavior, job withdrawal, and constructive behavior.

### **2.2.3 Review of the literature on the propensity to leave**

Mobley in 1979 defined the propensity to leave as a combination of job dissatisfaction, thoughts of leaving, and the propensity to find other work and the likelihood of finding other work (Zhang, 2020). Thus, the propensity to leave can be understood as a psychological state in which employees become dissatisfied with their jobs but have not yet engaged in the act of leaving, in which they have developed dissatisfaction, the desire to quit, or the idea or act of finding another new job, although they have not left the organization and continued with their current job. It has been decades since the variable tendency to leave was introduced, but it remains one of the topics of high interest in academia. International scholars have explored the tendency to leave in greater depth, mainly focusing on more comprehensive and systematic research on its influencing factors. In this paper, we read and sort out the relevant literature on the factors influencing the propensity to leave. In this paper, we have read the literature on the factors influencing the propensity to leave and summarized them into the following points: individual factors, organizational factors of attitude variables, work factors, and external environmental factors. Sousa-Poza and Henneberger (2004) found that the predictive effects of individual, job characteristics and attitude variables on the propensity to leave were the strongest; the higher the job security, job satisfaction and organizational pride, the less likely individuals were to leave. Wolf (2021) explored

the retention intentions of nurses in acute care settings based on workplace bullying as a research perspective, and the results of the study showed that workplace bullying had a more negative negative impact on employees' retention intentions, and workplace bullying had a significant predictive effect on employees' propensity to leave. sook & Kim (2017) suggested that factors such as job satisfaction, salary package, and workplace bullying seriously affect the turnover tendency of nursing staff. Park and Choi (2019) found that employees' negative attitudes or behaviors have a negative impact on employees' willingness to stay in their jobs. Lee (2017) selected 332 employees for an empirical study, and the results showed that employees' job stress had a significant positive effect on their turnover tendency, and the sense of organizational support had a positive moderating effect on job stress and turnover tendency.

## **2.3 Theory of Reviews**

There is a wealth of international research on job embeddedness and turnover tendencies. For example, Holtom (2006) found that the predictive effect of job embeddedness on turnover tendency or turnover behaviour exceeded that of individual characteristics, ease of leaving and avoidance behaviour in a survey of employees in European countries. Li (2013), through an empirical study of job embeddedness, organisational support and turnover tendency, found that job embeddedness had a significant negative predictive effect on turnover tendency, and job embeddedness had a significant positive predictive effect on organisational support; organisational support also had a significant negative predictive effect on turnover tendency. Zhang (2020) found that job embeddedness had a significant negative effect on turnover tendency among new generation employees, and job embeddedness partially mediated the relationship between organisational commitment and turnover tendency. Li and Dang (2019) found that organizational embeddedness has the role of predicting the propensity to leave among new generation migrant workers through a survey study of new generation migrant workers. Zheng and Zhu (2022) and other scholars found that job embeddedness had a significant negative predictive effect on teachers' propensity to leave. Wen (2018) and other scholars selected scientific researchers as survey respondents to explore the influence path of job embeddedness on individual members' propensity to leave, and found that job embeddedness has a significant predictive effect on individual employees' propensity to leave, and that scientific management system plays a significant moderating role between job embeddedness and propensity to leave.

## **2.4 Research Relevant**

### **2.4.1 Social Exchange Theory**

Social exchange theory was first proposed by the behaviourist Homans in 1961, followed by Blau in 1964, based on Homans' research, who proposed the basic laws of

power generation, resistance and change in social exchange from a micro-sociological perspective (Li, 2016). The perspective focuses on the reciprocity and uneven developmental processes that govern social life and relations between people. Unlike the nature of economic exchange, social exchange fosters a sense of obligation, reciprocity and trust between people, and its exchange behaviour differs from ordinary behaviour. Firstly, the factors that influence social exchange in social exchange theory include the attractiveness of the social nature of the rewards of social exchange activities which often determine whether an individual will choose to embark on a social exchange activity, and also affect the continuity and stability of the exchange activity. Secondly, the social environment in which the social exchange takes place will also affect issues such as fairness and relevance, and individuals weighing their own needs to choose whether or not to continue the exchange after it has taken place is a necessary condition for the social exchange to continue. Finally, the rules, obligations and trust that are not imposed in social exchange activities are what motivate individuals to continue to exchange.

#### **2.4.2 Organizational support theory**

Organizational support theory was proposed by Eisenberger in 1986 based on social exchange theory and organizational anthropomorphism. The concept of organizational support is a comprehensive view of how organizations value employees' contributions and care about their well-being, which is expressed in two aspects: on the one hand, employees' perceptions of whether the organization values their contributions; on the other hand, employees' perceptions of whether the organization cares about their well-being. Once proposed, the theory of organizational support has received widespread attention from international scholars. Its significance lies in emphasizing that the organization's care and concern for employees is an important way to promote employees' willingness to stay on the job and make greater contributions to the organization (Eisenberger, 2001).



### 2.4.3 Job embedding theory

According to Yao (2004), job embeddedness is a broad set of factors that affect employee retention, including psychological, social, and economic factors. Mitchell (2001) suggests that this phenomenon is akin to a web in which highly embedded people and social connectedness are closely related. The theory of job embeddedness is further divided into three parts, which are connection, matching and loss of individuals and organizations.

## 2.5 Conceptual Framework

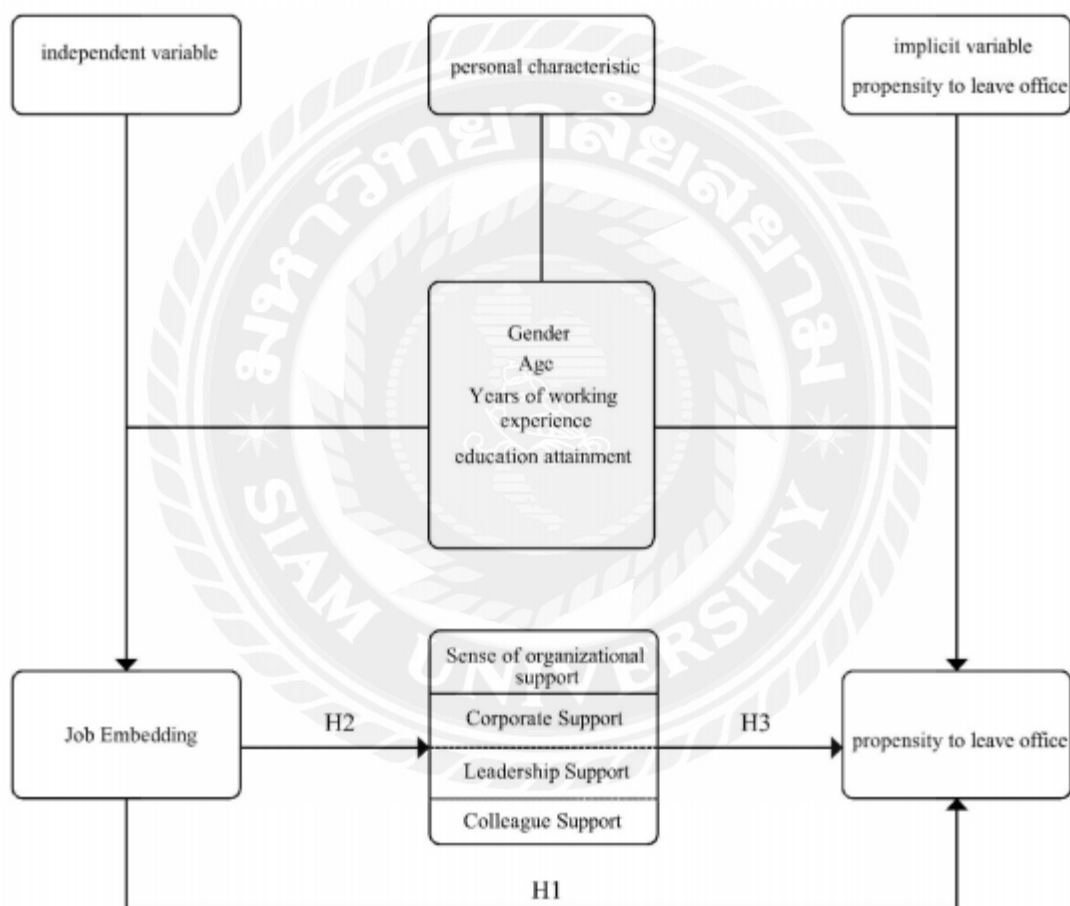


Figure 2.1 Conceptual Framework

## 2.6 Terms and Definition Used in This Study

### 2.6.1 Job embedding

Mitchell (2001) defines job embeddedness as the social connectedness between the individual employee and the organisation, and can be embedded in the social

network of work or life through a variety of different forms. The development of this theory provided a fresh perspective for subsequent scholars to predict employees' propensity to leave, job performance, etc. The theory is based on three studies, the study of the traditional attitude-driven separation model proposed by March and Simon in 1958 (Li, 2013), the study of non-work factors based on the traditional model, proposed by Mobley in 1979 (Yang, 2017), and the new separation theory-unfolding model proposed by Lee and Mitchell (2004). The biggest difference between the 'unfolding' model and the traditional turnover model based on the above three aspects of the study is that it emphasises many factors outside of work in addition to low job satisfaction. This explains why some employees leave despite high levels of job satisfaction.

### **2.6.2 Sense of organizational support**

Eisenberger introduced the concept of organizational support in 1986 and defined it as employees' perceptions and opinions about whether the organization values their contributions and cares about their personal interests. The strength of organizational support depends largely on the subjective judgment of the individual. Employees usually measure their perceived level of organizational concern by the degree of organizational support, and when they feel the attention and commitment of the organization, they work harder in return (Bao, 2011).

### **2.6.3 Propensity to leave**

Porter and Steers, 1973, define 'turnover tendency' as a withdrawal behaviour following dissatisfaction, which can be understood as a state of mind in which an employee is dissatisfied with his or her job but has not yet left it, in which the employee does not leave the organisation and continue with his or her current job, but has become dissatisfied, wants to quit, or is looking for a new job (Wang & Deng, 2017).

### **2.6.4 Small and medium-sized private enterprises**

This paper further understands the human resource problems of small and medium-sized private enterprises in Lang Fang, Hebei, China, by conducting a questionnaire survey on small and medium-sized private enterprises in the region, which are defined as small and medium-sized enterprises in this study are generally locked in the range of 50-300 people. Medium-term private enterprises refer to the form of enterprises that are operated by private subjects excluding state-funded construction or state-run enterprises. In addition to state-owned enterprises, other non-state and collective enterprises of various types, including individual entrepreneurs, private enterprises, three-funded enterprises, joint-stock companies, limited liability companies and joint-stock cooperative enterprises, etc. belong to the category of private enterprises. According to the Company Law, the number of employees in various industries can be divided into industry (medium-sized enterprises must meet the number of employees more than 300, the rest are small enterprises) construction

(medium-sized enterprises must meet the number of employees 600 and above, the rest are small enterprises) wholesale and retail trade (medium-sized enterprises must meet the number of employees 100 and above, the rest are small enterprises) wholesale industry (medium-sized enterprises must meet the number of employees 100 and above, the rest are small enterprises) transportation and postal services (medium-sized enterprises must meet the number of employees 400 and above, the rest are small enterprises) accommodation and catering (medium-sized enterprises must meet the number of employees 400 and above, the rest are small enterprises) (Liu, 2022).



## **Chapter 3 Research Methodology**

### **3.1 Introduction**

This study uses a quantitative approach to investigate the relationships among job embeddedness, organizational support, and turnover tendencies of employees in small and medium-sized private enterprises in Hebei Province, China. Based on the organizational support theory derived from the social exchange theory, it is believed that when employees feel supported by the organization, they will be encouraged to show positive and good organizational citizenship behavior. According to the extensive research results of international scholars, job embeddedness theory is a good predictor of employee turnover, job performance or organizational citizenship behavior. Therefore, the above theory is used as the theoretical framework for this study. Through the analysis of the effect of the three, the research hypothesis of this paper is proposed, and the questionnaire is designed by combining the more mature scales developed and used by international scholars for each research variable in this paper, and the reliability and validity of the variables involved in the questionnaire and each dimension among the variables are validated.

### **3.2 Research Design**

In the process of designing the questionnaire items, international scholars have selected well-established scales with good reliability and validity to measure employees' job embeddedness, organisational support and propensity to leave. The questionnaire was designed with four parts: the first part consisted of basic information about the respondent, consisting of four questions about the employee's gender, age, years of experience and education; the second part consisted of questions measuring the job embeddedness dimension of the respondent, consisting of five questions (Crossley, 2007); the third part consisted of questions measuring the respondent's sense of organisational support, consisting of 29 questions (Bao, 2011); and the fourth part is a measure of respondents' propensity to leave, which consists of four items (Weng & Xi, 2010). All questions in the study were scored using the Likert five-point scale.

#### **3.2.1 Composition of work-embedded scale items and their measurement**

Through the collation of international scholars' literature on job embeddedness, it was found that the combination scale and the holistic scale developed by Crossley (2007) are typical and have been proved to have good reliability and validity. Considering that holistic scales are easy to use, convenient and easy to answer, and there is no reverse scoring, it is easy to manipulate the data statistically. Therefore,

this study used five questions from the Crossely Holistic Scale to measure the variable of job embeddedness, which consisted of five questions, including "I feel dependent on my current job" "It is difficult for me to make the decision to leave the company (organization) " "I care too much about my current job to leave" and so on. In the job embeddedness scale, "1 means strongly disagree", "2 means disagree", "3 means unsure", "4 means agree ""5 strongly agree"

### **3.2.2 Scale question composition and its measurement of the sense of organizational support**

Considering the consistency with the measurement of organizational support variables that are the core of this study, organizational support was divided into three dimensions: corporate support, leadership support, and colleague support, in which the short form developed by Einsenberger in 1986 scholars was selected as the measure of corporate support, consisting of five questions, of which B1, B2, B3, and B4 were reverse scoring questions. Representative questions included "The unit does not see my additional contributions," "The unit usually ignores my complaints," and "The unit cares about my overall satisfaction with my job." Leadership support and coworker support were measured using a scale developed by Bulgomin (2011), which has been shown by scholars to have good reliability. Leadership support consists of 15 items, including "The leader provides me with a good working environment and conditions," "The leader arranges for the staff and assistants I need for my job," and "The leader is willing to listen to my stress." Colleague support consists of nine items, including "I work well with my colleagues", "My colleagues are willing to provide me with necessary information for my work", "My colleagues are willing to listen to the problems I encounter at work", etc. In the organizational support scale, "1 means strongly disagree", "2 means disagree", "3 means unsure", "4 means agree", and "5 means strongly agree"

### **3.2.3 Composition of the scale items of the propensity to leave and their measurement**

In this paper, Weng and Xi (2010) were used to measure the propensity to leave by referring to the Propensity to Leave Scale developed by Mobley in 1979, which was shown to have good reliability and validity. The scale consists of four questions, of which the first and second questions are reverse scored. Representative questions included "I am often bored with my current job and would like to change to a new organization" and "I basically do not want to leave my current organization. On the scale, "1=very unlikely to meet", "2=unlikely to meet", "3=uncertain", "4=more likely to meet" and "5=very likely to meet".

### 3.3 Hypothesis

H1: Job embeddedness has a significant negative effect on employees' propensity to leave

H2: Job embeddedness has a significant positive effect on the perception of organizational support

H2a: Job embeddedness has a significant positive effect on corporate support

H2b: Job embeddedness has a significant positive effect on leadership support

H2c: Job embeddedness has a significant positive effect on colleague support

H3: Perceived organizational support has a significant negative effect on employees' propensity to leave

H3a: Corporate support has a significant negative effect on employees' propensity to leave

H3b: Leadership support has a significant negative effect on employee turnover tendency

H3c: Colleague support has no significant negative effect on employee turnover tendency

H4: Perceived organizational support mediates the relationship between job embeddedness and employee turnover tendency

H4a: Corporate support mediates the relationship between job embeddedness and employees' propensity to leave

H4b: Colleague support mediates the relationship between job embeddedness and employee turnover tendency

H4c: Leadership support mediates the relationship between job embeddedness and employee turnover tendency

H5: Job embeddedness, perception of organizational support, and employee propensity to leave differ significantly across demographic-organizational variables

### **3.4 Population and Sampling**

The overall research of this paper is from 23,500 people in small and medium-sized private enterprises in Hebei Province, China, and the scope of this study is mainly collected from more than 100 small and medium-sized private enterprises in Hebei Province, China. A sample of 425 employees was randomly selected for this questionnaire survey, which involved retail industry, IT industry and service industry, etc. The main purpose of the study is to investigate the problem of frequent employee turnover in the human resource management of small and medium-sized private enterprises, and to analyze and investigate the factors and behaviors that influence employees' tendency to leave based on two paths: job embeddedness and organizational support. In order to explore the real needs of individual employees in the organization, we propose effective incentives or constructive suggestions to weaken the tendency of individual employees to leave, reduce the expenditure of human resources, optimize the human resources management system and maintain the stable development of the organization.

### **3.5 Sampling**

In this study, the sampling table developed by Yamane in 1967 was used for sampling with a confidence interval of 95%. Random sampling was used in the sampling process to select this sample. That is, it is possible that the respondents had the opportunity to be sampled in every part of the total population. At the same time, the sampling activity was carried out in full accordance with the principle of equal opportunity distribution. The principle of random sampling is a frequently used method in sampling to ensure that each respondent in the total number has a known, non-zero probability of being selected for the study, making it possible to ensure maximum applicability and generalizability of the sample during the sampling process (Bulgomin, 2011).

### 3.6 Sample Size

The population studied in this paper was drawn from 23500 employees of more than 100 small and medium-sized private enterprises in the region of Hebei Province, China, and the sample size for this sample was calculated using Slovin's formula at the 95% confidence interval level (i.e.,  $P = 0.05$ ). The values corresponding to 23500 and 5% confidence interval were calculated according to the formula, resulting in a sample size of 393. Considering the fact that during the process of distribution and collection of samples, there may be other circumstances such as mis-filling, omission, etc., which may result in invalid samples. In order to maximize the accuracy and validity of the sample data collected for this research activity, the sample size of 393 distributed was therefore expanded to 480 for this study. A total of 480 questionnaires were distributed and after excluding invalid questionnaires, 425 valid questionnaires were collected.

$$N = \frac{N}{1+(Ne^2)}$$
$$N = \frac{23500}{1+ (23500(0.05)^2)}$$
$$N = \frac{23500}{1+5875}$$
$$N = 393$$

(Equation 3-1)

### 3.7 Data Collection

This paper sample data collection is mainly through the "questionnaire star" platform ([www.wjx.cn](http://www.wjx.cn)) two-dimensional code or link form of questionnaire distribution and collection. We will clearly inform the respondents of the purpose of this research activity, its use and filling requirements on the first page of the questionnaire, and fill out the questionnaire in a realistic manner. Respondents are employees of more than 100 small and medium-sized private enterprises in Hebei Province, China. The questionnaires were collected within 15 days from the date of distribution, and 425 valid questionnaires were obtained after eliminating invalid questionnaires such as wrong and missing questionnaires during the pre-processing of the collected samples. (Yang, 2021).

### 3.8 Data Analysis

In this study, the data from 425 samples were statistically analyzed by using SPSS 27.0.1. This included descriptive statistical analysis and inferential statistical analysis. Descriptive statistical analysis mainly refers to the description of the basic situation and



distribution characteristics presented in the sample data by taking the form of graphs or mathematical operations on the data in the process of analysis. Usually, descriptive statistics involves three types of data: concentrated trends, discrete trends and data distribution characteristics. Among them, the concentrated and discrete trends are described by frequency, mean, standard deviation and variance; the distribution characteristics of the data are described by the analysis of kurtosis and skewness. Inferential statistical analysis, mainly one-way ANOVA, correlation analysis and regression analysis were performed on the data (Qiu, 2013). Regarding the meaning of each indicator is as follows.

1, frequency refers to the value of the variable with the highest number of occurrences, and the proportion reflects the percentage of each frequency in the overall sample as well as the distinction between effective and cumulative percentages.

2, the mean is a set of data in a concentrated trend and discrete trend. Variance or standard deviation can be understood as a set of data dispersion; the meaning of classification summary is set on the basis of a categorical variable.

3, for the distribution of data involving skewness and kurtosis two, skewness describes a set of statistics of the symmetry of the values taken by the variables. If the skewness is 0, the distribution is symmetric; if the skewness is greater than 0, it is positive skewness; if the skewness is less than 0, it is negative skewness. The kurtosis, on the other hand, describes the distribution pattern among the variables. If the kurtosis is 0, it means that the sample data are as steep as the standard normal distribution. If the peak is greater than 0, the data are spiky distribution; if the kurtosis is less than 0, the data are flat distribution.

4, independent sample t-test refers to the two samples are drawn independently from the two overall, used to test whether the two independent samples from the overall with the same mean, that is, to test whether the two normal overall mean is equal.

5, one-way ANOVA, also known as "analysis of variance" or "F-test", is used to test the significance of the difference between the means of two or more samples. Due to the influence of various factors, the data obtained from the study shows fluctuations. The causes of fluctuations can be divided into two categories: uncontrollable random factors, and controllable factors imposed in the study that form an impact on the results. ANOVA starts from the variance of the observed variables and examines which of the many control variables are the ones that have a

significant effect on the observed variables. The size of the contribution of the variance from different sources to the total variance in the study is analyzed to determine the magnitude of the influence of the controllable factors on the study results.

6、Correlation analysis is to study whether there is some kind of dependence between phenomena, and to explore the direction of correlation as well as the degree of correlation for phenomena with dependence, and is a statistical method to study the correlation between random variables.

7、Regression analysis is a statistical analysis method to determine the quantitative relationship between two or more variables. It is widely used. Regression analysis can be divided into univariate regression analysis and multiple regression analysis according to the number of independent variables involved; linear regression analysis and nonlinear regression analysis according to the type of relationship between the independent and dependent variables. If only one independent variable and one dependent variable are included in the regression analysis, and the relationship between them can be approximated by a straight line, this regression analysis is called one-dimensional linear regression analysis. If two or more independent variables are included in the regression analysis, and the relationship between the dependent variable and the independent variable is linear, it is called multiple linear regression analysis.

### **3.9 Reliability and validity analysis of the scale**

#### **3.9.1 Reliability analysis of the scale**

Reliability refers to the consistency of the results obtained when the same variable is measured repeatedly using the same method. Reliability measures can be broadly classified into three categories: stability coefficient, equivalence coefficient, and internal consistency coefficient. There are four main methods for analyzing reliability: the remeasurement reliability method, the replicate reliability method, the half-measure reliability method, and the alpha reliability coefficient method. In this paper, the Cronbach alpha coefficient, which is an internal consistency reliability index, is used to test the stability of the scale. This test is applicable to the reliability analysis of attitude and opinion-based questionnaires (scales). The reliability coefficient of the total scale should preferably be above 0.8, and between 0.7-0.8 indicates acceptable; the reliability coefficient of the subscales should preferably be above 0.7, and 0.6-0.7 indicates acceptable. However, Cronbach's alpha coefficient that is below 0.6 should be considered to reformulate the questionnaire to achieve a good level of reliability (Wang, 2013). The

internal consistency coefficients of Cronbach's alpha for each part of the questionnaire scales are shown in Table 3.1.

Table 3.1 Reliability analysis of questionnaire scales

	N	Cronbach's alpha
Job embedded	5	0.865
Sense of organizational support	29	0.941
Corporate Support	5	0.900
Colleague Support	9	0.917
Leadership Support	15	0.956
Tendency to leave	4	0.837

From the results of the reliability analysis of each part of the questionnaire in Table 3.1, it can be concluded that the Cronbach's alpha coefficients of each research variable are 0.865, 0.941, 0.900, 0.917, 0.956, and 0.837, respectively. All of them are above 0.8, and the Cronbach's alpha coefficients of some variables are above 0.9. This can indicate that the reliability of each research variable in this study is high and suitable for the development of factor probing.

### 3.9.2 Validity analysis of the scale

Validity is a procedure used to test the veracity and correctness of a study, and is a measure of the degree of validity of a research objective that is accurately measured by a measurement instrument. Validity tests can be divided into three categories: content validity, criterion validity, and structural validity. Content validity is used to test the content of the scales, and since the scales used in this study were developed by international scholars with a high degree of maturity and widely used by scholars, we can ensure that the scales used have good content validity; structural validity refers to the degree of theoretical concepts and characteristics measured. In this study, we focused on the structural validity of each subscale and selected KMO and Bartlett's sphericity test to conduct factor analysis of structural validity. In general, a KMO value of 0.6 or higher indicates acceptable validity, and a value closer to 1 indicates that the scale is suitable for factor analysis; a Bartlett sphericity test below 0.05 confidence level indicates that the scale is suitable for factor analysis. The validity test for each subscale in this paper has the following three steps: first, the KMO values and Bartlett's sphericity tests for job embeddedness, organizational support and propensity to leave were examined. Second, the common factors with eigenvalues greater than 1 were extracted by principal component analysis. Finally, the maximum variance method and

factor rotation were used to make the loadings of each factor within each of the rotated common factors as large as possible and the loadings on the other factors as small as possible in order to discriminate and name the common factors (Wang, 2013).

(1) Validity analysis of the job embeddedness scale

From the results of KMO and Bartlett's spherical test for the job embedding scale in Table 3.2, it can be seen that the KMO value for job embedding is 0.872 and the Bartlett's spherical test chi-square value is 915.319 with a significance level of 0.000, which is suitable for further factor rotation.

Table 3.2 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.872
Bartlett's Test of Sphericity	Approx. Chi-Square	915.319
	df	10

From the total variance analysis of the job embedding in Table 3.3, it is clear that there is one eigenvalue greater than one extracted from the original data and it is consistent with the features of the job embedding unidimensionality proposed by Crossley (2007) in this paper.

Table 3.3 Total Variance Explained

Component Total	Initial Eigenvalues			Extraction Sums of Squared		
	% of Variance	Cumulative %	Total	Loadings % of Variance	Cumulative %	
1	3.256	65.125	65.125	3.256	65.125	
2	0.512	10.245	75.370			
3	0.462	9.241	84.611			
4	0.395	7.901	92.512			
5	0.374	7.488	100.000			

(2) Validity analysis of the Sense of Organizational Support Scale

From the results of KMO and Bartlett's spherical test for the organizational support perception scale in Table 3.4, it can be seen that the KMO value for job embedding is 0.965 and the Bartlett's spherical test chi-square value is 7990.301 with a significance level of 0.000, which is suitable for further factor rotation.

Table 3.4 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.965
Bartlett's Test of Sphericity	Approx. Chi-Square	7990.301
	df	406

As shown in Table 3.5 Total ANOVA for organizational support perceptions, three factors were extracted after factor rotation with eigenvalues greater than 1. The first factor identified had an eigenvalue of 9.221 and was able to explain 31.795% of the results. The eigenvalue of the first factor was 9.221, which was able to explain 31.795% of the results. The items included are B1, B2, B3, B4, and B5 (i.e., the business support dimension); the second factor identified had an eigenvalue of 5.515 and was able to explain 19.019% of the results. It contains items B6, B7, B8, B9, B10, B11, B12, B13, and B14 (i.e., colleague support dimension); the third factor identified has an eigenvalue of 3.644, which explains 12.567% of the results. It contains the items B15, B16, B17, B18, B19, B20, B21, B22, B23, B24, B25, B26, B27, B28, and B29 question items (i.e., leadership support dimension). Consistent with the dimensional characteristics of Bulgomin's (2011) combined scales in this paper.

Table 3.5 Total Variance Explained

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.399	39.307	39.307	11.399	39.307	39.307	9.221	31.795	31.795
2	4.407	15.197	54.504	4.407	15.197	54.504	5.515	19.019	50.814

						5		
3 2.574	8.87 6	63.380	2.5 74	8.87 6	63.380	3. 6 4 4	12.5 67	63.380
4 .611	2.10 8	65.488						
5 .576	1.98 6	67.474						
6 .564	1.94 6	69.419						
7 .545	1.88 1	71.300						
8 .527	1.81 6	73.116						
9 .516	1.78 0	74.897						
10 .502	1.73 2	76.628						
11 .486	1.67 7	78.305						
12 .463	1.59 8	79.903						
13 .453	1.56 1	81.464						
14 .434	1.49 7	82.961						
15 .410	1.41 5	84.376						
16 .402	1.38 5	85.761						
17 .399	1.37 5	87.136						
18 .376	1.29 5	88.431						
19 .361	1.24 6	89.676						
20 .351	1.21 2	90.888						

21	.344	1.185	92.073					
22	.334	1.152	93.225					
23	.314	1.083	94.308					
24	.307	1.059	95.366					
25	.300	1.035	96.401					
26	.284	.979	97.380					
27	.262	.905	98.285					
28	.258	.889	99.173					
29	.240	.827	100.000					

Table 3.6 Rotated Component Matrix

	Component		
	1	2	3
B1 units do not see the extra contribution I make			0.819
B2 For my complaints, the unit usually ignores them			0.801
B3 Even if I do my best to get the job done, the unit still won't notice			0.813
B4 The unit is concerned about my overall satisfaction with my job			0.811
B5 The unit rarely cares about me			0.797
B6 Colleagues are willing to listen to the problems I encounter at work		0.769	
B7 Colleagues are willing to help me solve problems I encounter at work		0.728	
B8 Colleagues are willing to provide me with the necessary work information		0.812	

B9 Colleagues and I work well together		0.7 51	
B10 When I encounter difficulties in my life, my colleagues will help me figure out how to solve them		0.7 36	
B11 Colleagues are willing to listen to my stress		0.7 77	
B12 Colleagues will defend my interests when I am not present		0.7 47	
B13 When I achieve something at work, my descendants will be proud of me		0.7 49	
B14 When I make a mistake at work, my colleagues will comfort me		0.7 80	
B15 Leaders provide me with a good working environment and conditions	0.7 40		
B16 The leader arranges the personnel and assistants I need for my work	0.7 84		
B17 The leader provides me with the necessary information for my work	0.7 78		
B18 The leader will make reasonable arrangements for staffing and workload matching	0.7 81		
B19The leader is willing to listen to my problems at work	0.7 77		
B20The leader will give me full autonomy in my work	0.7 75		
B21The leader is proud of my work accomplishments	0.7 67		
B22Leaders care about my goals and values	0.7 49		
B23 The leader genuinely cares about my well-being	0.7 59		
B24 The leader forgives me for unintentional mistakes	0.7 41		
B25Leaders help me when I have difficulties in my life	0.7 89		
B26 The leader is willing to listen to my stress	0.7 91		
B27 The leader cares about my personal life	0.7 66		
B28 The leader treats me like a family member	0.7		



	59		
B29 The leader cares about my future career development	0.754		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

### (3) Validity analysis of the propensity to leave scale

From the results of KMO and Bartlett's spherical test for the propensity to leave scale in Table 3.7, it can be seen that the KMO value for propensity to leave is 0.812 and the Bartlett's spherical test chi-square value is 637.920 with a significance level of 0.000, which is suitable for further factor rotation.

Table 3.7 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.812
Bartlett's Test of Sphericity	Approx. Chi-Square	637.920
	df	6

From the total ANOVA of the propensity to leave in Table 3.8, it can be seen that there is one eigenvalue greater than one extracted from the original data, and it is consistent with the characteristics of the single dimension of the propensity to leave proposed by Weng & Xi (2010) in this paper.

Table 3.8 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.690	67.250	67.250	2.690	67.250	67.250
2	.492	12.306	79.556			
3	.436	10.895	90.451			
4	.382	9.549	100.000			

## Chapter 4 Result of the Study

### 4.1 Introduction

In this section, the sample data for each study variable in this paper will be statistically and analytically analyzed to understand the basic distribution of the sample data, skewness and kurtosis, and other normality tests. Independent sample t-test and one-way ANOVA are used to test the perceived level or mean variability of the respondent demographic variables on each of the study variables in this paper.

Statistical methods such as correlation analysis and regression analysis were used to verify the correlation between the data of each variable and the existence of quantitative relationships as a way to verify the validity of the research hypotheses proposed in this paper.

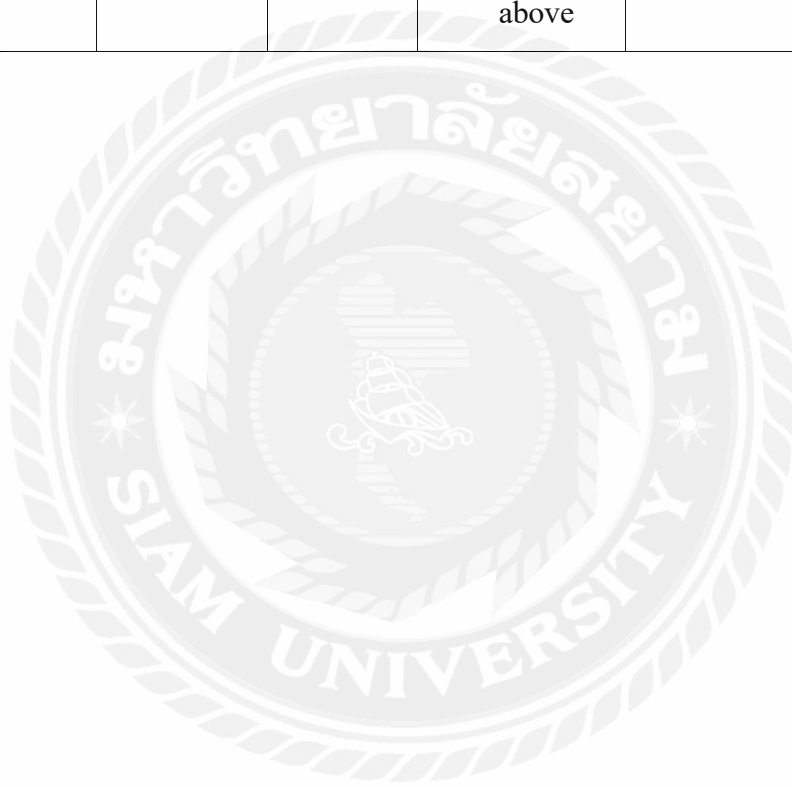
### 4.2 Description of statistical variables

The sample data collected in this study were analyzed descriptively for individual trait distribution of respondents in terms of gender, age, years of experience, and education, and the results of the analysis are shown in Table 4.1.

Table 4.1 Descriptive analysis of the basic situation of the sample

Variable	Frequency	Percent	Variable	Frequency	Percent
Gender			Years of work		
Male	258	60.7	Less than 1 year	40	9.4
Female	167	39.3	1-3 years	139	32.7
Age			4-6 years	183	43.1
Under 25 years old	31	7.3	7-10 years	28	6.6
26-30 years old	105	24.7	More than 10 years	35	8.2
31 - 35 years old	226	53.2	Academic qualification		

			s		
36-40 years old	42	9.9	High School and below	104	24.5
Over 41 years old	21	4.9	College	184	43.3
			Undergraduate	105	24.7
			Master and above	32	7.5



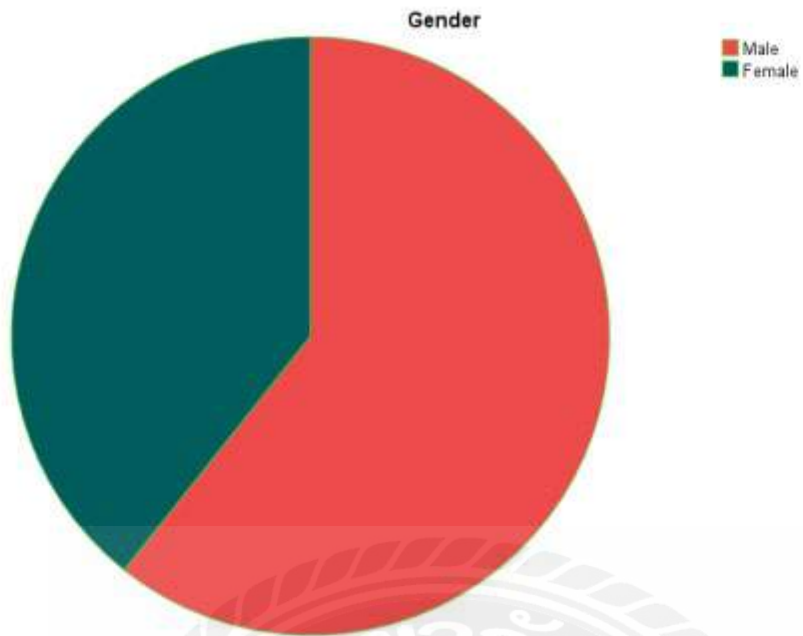


Figure 4.1 Pie chart by gender

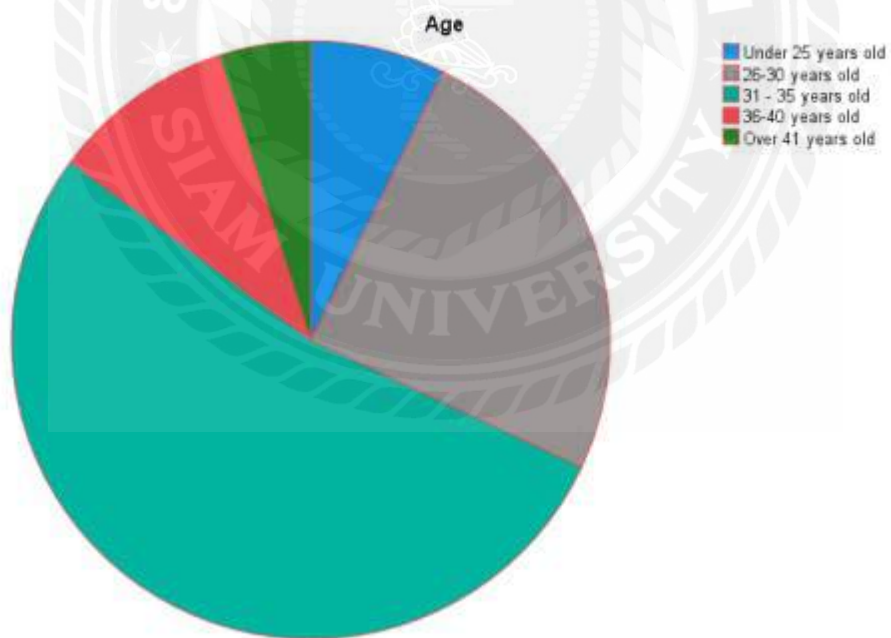


Figure 4.2 Pie chart by age

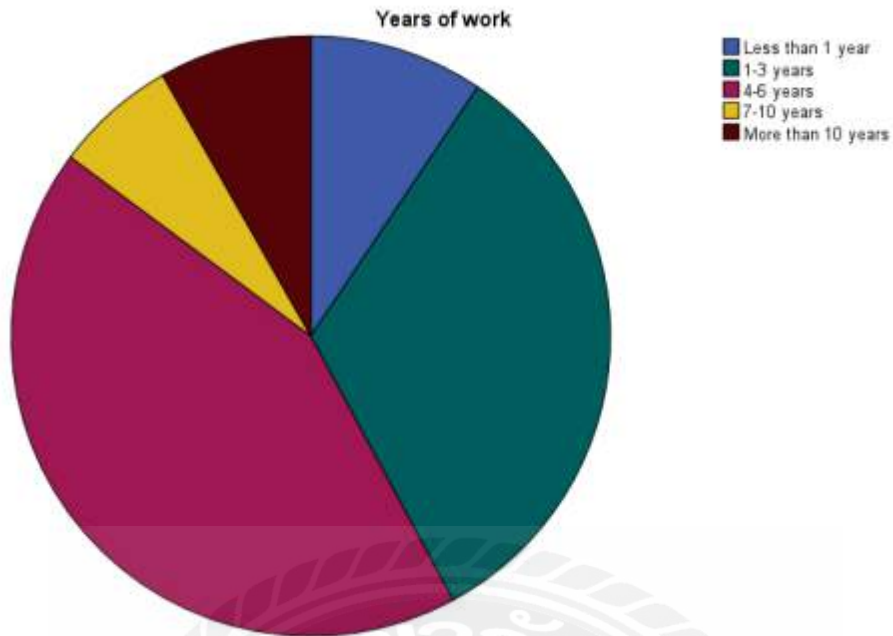


Figure 4.3 Pie chart by years of service

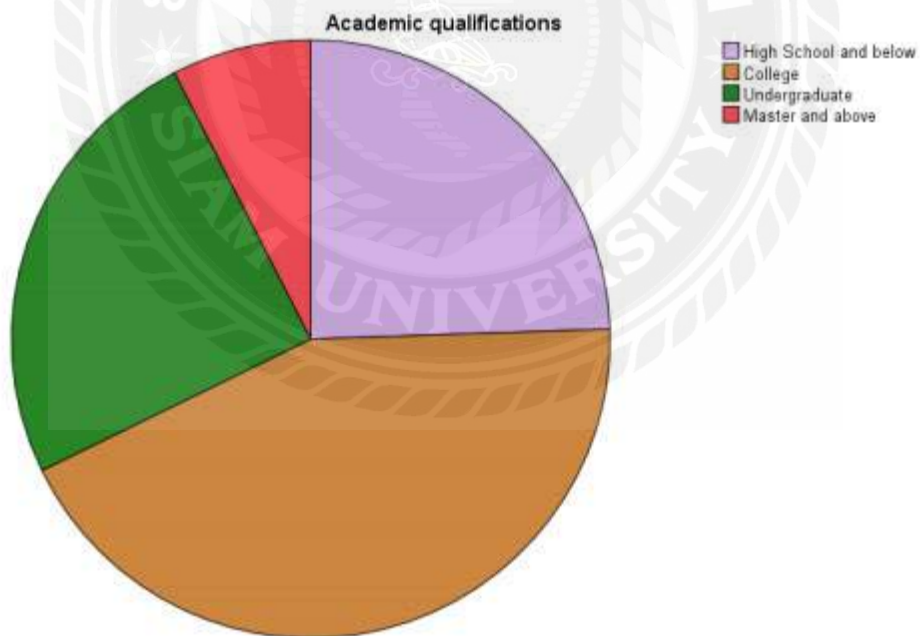


Figure 4.4 Pie chart by education

(1) According to the descriptive analysis of the basic situation of the sample in Table 4.1 and Figure 4.1 above, it can be seen that the respondents are mostly male, accounting for 258 or 60.7%, and female, accounting for 167 or 39.3%, where the proportion of male employees is higher than that of female employees.

(2) According to the age distribution of respondents in Table 4.1 and Figure 4.2, employees aged 31-35 were the most numerous in the overall sample, with 226 employees, accounting for 53.2% of the total; followed by employees aged 26-30, with 105 employees, accounting for 24.7% of the total; and employees aged 36-40 and under 25, in order, with 42 and 31 employees, accounting for 9.9% and 7.3%. The number of respondents aged 41 and above was the lowest, with only 21 people, accounting for 4.9% of the total number. According to the basic information distribution of respondents in the above research data, it can be seen that the respondents of this research are mainly middle-aged employees.

(3) According to the distribution of respondents' years of work in Table 4.1 and Figure 4.3, it can be seen that the majority of employees have been working for 4-6 years, with 183 employees, accounting for 43.1% of the total number of employees; followed by employees with 1-3 years, with 139 employees, accounting for 32.7% of the total number of employees; employees with less than 1 year and more than 10 years, with 40 and 35 employees, accounting for 9.4% and 8.2% of the total number of employees, respectively; and employees with 7- 10 years have the least number of employees, with 28 employees, accounting for 4.9% of the total number of employees. The number of employees is 28, or 6.6% of the total number of employees.

(4) According to Table 4.1 and Figure 4.4, the distribution of respondents' education can be seen that the number of people with college degree is high, 184 people, accounting for 43.3% of the total number of respondents; followed by 105 people with bachelor's degree and 104 people with high school degree or below, accounting for 24.7% and 24.5% of the total number of respondents respectively; the number of people with master's degree or above is the least, 32 people, accounting for 7.5% of the total number of respondents; therefore, it can be seen that the educational distribution of the respondents in this survey belongs to the middle and low level.

Before conducting the next exploratory analysis on the acquired sample data, it is necessary to ensure that the acquired research data conform to the characteristics of positive-terrestrial distribution. Therefore, before conducting the next test, this paper will test the sample data for normal distribution, that is, the skewness and kurtosis of the sample data will be tested, and when the absolute values of skewness and kurtosis in the sample are less than 3, the sample can be regarded as approximately normally distributed. The descriptive analysis of the variables is shown in Table 4.2.

Table 4.2 Descriptive analysis of variables

	Average value	Skewness	Kurtosis		Average value	Skewness	Kurtosis
Job embedded				Sense of organizational support			
A1	3.48	-0.585	-0.510	B1	3.51	-0.491	-0.488
A2	3.55	-0.602	-0.466	B2	3.61	-0.645	-0.110
A3	3.77	-0.792	-0.139	B3	3.91	-0.787	-0.039
A4	3.69	-0.774	-0.232	B4	3.81	-0.674	-0.209
A5	3.63	-0.662	-0.306	B5	3.71	-0.618	-0.312
Tendency to leave				B6	3.97	-0.955	0.518
C1	2.32	0.481	-0.313	B7	4.03	-0.947	0.686
C2	2.20	0.549	-0.291	B8	4.16	-1.110	1.083
C3	1.97	0.794	0.155	B9	4.20	-1.176	1.427
C4	2.06	0.656	-0.141	B10	4.08	-0.878	0.360
				B11	3.99	-0.752	0.099
				B12	4.15	-1.113	1.243
				B13	4.04	-1.007	0.850
				B14	4.12	-0.974	0.621
				B15	3.81	-0.818	0.34

							4
				B16	3.92	-0.836	0.23 2
				B17	4.14	-1.093	1.14 9
				B18	4.17	-1.070	0.87 5
				B19	3.98	-0.928	0.57 0
				B20	3.88	-0.708	-0.037
				B21	4.08	-0.886	0.37 6
				B22	3.95	-0.833	0.21 9
				B23	4.18	-1.097	0.76 7
				B24	4.12	-1.081	0.81 6
				B25	3.84	-0.654	-0.194
				B26	4.01	-0.809	0.12 2
				B27	4.06	-0.940	0.38 8
				B28	4.04	-0.970	0.56 2
				B29	3.90	-0.862	0.29 4

The results of the skewness and kurtosis analysis of each factor and question item in Table 4.2 show that the absolute values of the skewness and kurtosis of the data in this sample are less than 3. This test can indicate that the variables obey the requirement of positive-terrestrial distribution characteristics, and further exploratory factor analysis can be conducted.

### 4.3 Results of the Study

#### 4.3.1 Analysis of the effect of personal traits across variables

To further investigate whether there are mean differences in control variables such as personal traits on the three variables involved in this paper, job embeddedness, sense



of organizational support and propensity to leave dimensions, independent samples t-test and one-way ANOVA were used to test for variables containing two or more variables, respectively. The independent sample t-test was used to test the differences between two groups of samples in the variables; the one-way ANOVA was used to test the differences between two or more groups of samples in the variables, and since there are only males and females in the gender variable, the independent sample t-test was used to test the differences in the gender, and the results of the ANOVA on gender are shown in Table 4.3.

Table 4.3 Independent sample t-test on gender

Variables	mean		F	Sig	t	Sig
	Male	Female				
Job embedded	18.4729	18.6108	0.214	0.644	-0.319	0.750
Sense of organizational support	113.6357	115.5749	4.903	0.027	-1.110	0.268
Enterprise Support	18.1860	17.9461	0.019	0.890	0.486	0.627
Colleagues Support	36.4109	36.5689	3.764	0.053	-0.226	0.821
Leadership Support	59.0388	61.0599	4.535	0.034	-1.777	0.076
Tendency to leave	8.8682	8.4910	1.293	0.256	1.085	0.279

From the results of the independent sample t-test on gender in Table 4.3, the t-values for the study variables job embeddedness, perception of organizational support and each dimension with propensity to leave were -0.319, -1.110, 0.486, -0.226, -1.777 and 1.085, respectively, with two-tailed test P-values of 0.750, 0.268, 0.627, 0.821, 0.076 and 0.279, and the P-values were all greater than the 0.05 significance level. This can indicate that gender differences between men and women are not significantly different for any of the three variables in this study, further indicating that job embeddedness, sense of organizational support and propensity to leave are not related to respondents' gender.

Since the personal trait variable of respondent's age has more than two sets of dimensions, the test of variance for respondent's age was analyzed using a one-way ANOVA, and the results of the ANOVA on age are shown in Table 4.4.

Table 4.4 One-way ANOVA on age

Variables	Average value	Standard deviation	Levene statistic	Sig.	F	Sig.
Job embedded	18.5271	4.34642	0.813	0.517	1.141	0.337
Sense of organizational support	114.3976	18.36461	2.762	0.027	0.727	0.574
Enterprise Support	18.0918	4.96531	0.464	0.762	0.330	0.858
Colleagues Support	36.4729	7.02354	1.237	0.295	0.857	0.490
Leadership Support	59.8329	11.80294	2.846	0.024	0.761	0.551
Tendency to leave	8.7200	3.50124	0.010	1.000	0.626	0.645

From the results of the one-way ANOVA on age in Table 4.4, it can be seen that the F-values for the age of employees in small and medium-sized private enterprises are 1.141, 0.727, 0.330, 0.857, 0.761 and 0.626; the P-values are 0.337, 0.574, 0.858, 0.490, 0.551 and 0.645; and the P-values are greater than 0.05 significance level. This

indicates that there is no significant difference in job embeddedness, perceived organizational support and propensity to leave among employees of different age groups.

Since the personal trait variable of respondents' working years has more than two sets of dimensions, the test of variance for respondents' age was analyzed by one-way ANOVA, and the results of the ANOVA on working years are shown in Table 4.5.

Table 4.5 One-way ANOVA on years of work experience

Variables	Average value	Standard deviation	Levene statistic	Sig.	F	Sig.
Job embedded	18.5271	4.34642	0.706	0.588	2.224	0.066
Sense of organizational support	114.3976	18.36461	2.774	0.027	0.807	0.521
Enterprise Support	18.0918	4.96531	0.197	0.940	0.318	0.866
Colleagues Support	36.4729	7.02354	0.617	0.650	0.647	0.630
Leadership Support	59.8329	11.80294	3.559	0.007	1.122	0.346
Tendency to leave	8.7200	3.50124	1.552	0.186	0.249	0.910

From the results of the one-way ANOVA on years of work in Table 4.5, it can be seen that the F-values of employees in small and medium-sized private enterprises in terms of years of work are 2.224, 0.807, 0.318, 0.647, 1.122 and 0.249; the P-values are 0.066, 0.521, 0.866, 0.630, 0.346 and 0.910; and the P-values are greater than 0.05 significance level. This shows that there is no significant difference in job embeddedness, perceived organizational support and propensity to leave among employees with different working years.

Since the personal trait variables of respondents' education have more than two sets of dimensions, the test of variance for respondents' age was analyzed using one-way ANOVA, and the results of ANOVA regarding years of work experience are shown in Table 4.6.

Table 4.6 One-way ANOVA on educational attainment

Variables	Average value	Standard deviation	Levene statistic	Sig.	F	Sig.
Job embedded	18.5271	4.34642	0.607	0.611	1.729	0.160
Sense of organization	114.3976	18.36461	0.911	0.435	0.288	0.834

al support						
Enterprise Support	18.0918	4.96531	0.595	0.619	0.101	0.959
Colleagues Support	36.4729	7.02354	1.347	0.259	0.535	0.659
Leadership Support	59.8329	11.80294	1.025	0.382	0.107	0.956
Tendency to leave	8.7200	3.50124	0.174	0.914	0.106	0.957

From Table 4. the results of the one-way ANOVA on education, it can be seen that the F-values of employees of small and medium-sized private enterprises on education are 1.729, 0.288, 0.101, 0.535, 0.107 and 0.106; the P-values are 0.160, 0.834, 0.959, 0.659, 0.956 and 0.957; and the P-values are greater than 0.05 significance level. This can indicate that there is no significant difference in job embeddedness, perceived organizational support and propensity to leave among employees with different education levels.

#### 4.3.2 Correlation analysis

Correlation analysis is a way to determine the closeness of the dependence between variables by looking at the observed values of different variables, and is a way to determine the correlation between variables. In this study, the Pearson correlation coefficient method, which is commonly used by international scholars, was used to investigate the correlation analysis of job embeddedness, organizational support perceptions, and each dimension and turnover propensity variables involved in this paper. The values of Pearson coefficient in this test range from -1 to 1. When the Pearson correlation coefficient is positive, it proves that the variables are positively correlated; when the Pearson correlation coefficient is negative, it proves that the variables are negatively correlated; the closer the absolute value of the Pearson correlation coefficient is to 1, the stronger the correlation between the variables; the closer the absolute value of the Pearson correlation coefficient is to 0, the weaker the correlation between the variables. The closer the absolute value of Pearson correlation coefficient is to 0, the weaker the correlation between variables. In this paper, SPSS 27.0.1 is used to investigate the correlation analysis of the research variables in this paper (Yang, 2017).

Table 4.7 Correlation analysis

Variables		Job embedded	Sense of organizational support	Enterprise Support	Colleagues Support	Leadership Support	Tendency to leave
Job embedded	Person	1					
Sense of organizational support	Person	0.423**	1				
Enterprise Support	Person	0.361**	0.661*	1			
Colleagues Support	Person	0.270**	0.664*	0.285**	1		
Leadership Support	Person	0.345**	0.883*	0.438**	0.318*	1	
Tendency to leave	Person	-0.382**	-0.582**	-0.451**	-0.427*	-0.462*	1

\*\* . Significant correlation at the 0.01 level (two-tailed).

\* . At the 0.05 level (two-tailed), the correlation is significant.

(1) The results of the correlation analysis of job embeddedness with the sense of organizational support and each dimension among the employees interviewed.

The correlation coefficients between job embeddedness and employees' sense of organizational support and corporate support, colleague support, and leadership support are all positive, and the p-values are all less than 0.01 significance level. This shows that job embeddedness shows significant positive correlations with perceived organizational support and corporate support, colleague support, and leadership support dimensions. The correlation coefficients between job embeddedness and the dimensions of perceived organizational support (corporate support, colleague support, and leadership support) show that job embeddedness has a higher correlation coefficient with corporate support, further indicating that the degree of job embeddedness of employees in small and medium-sized private enterprises is more closely related to corporate support, while leadership support and colleague support have the second highest relationship with employees' job embeddedness. The reason for this result may be due to the small size of small and medium-sized enterprises and the importance of corporate decisions in guiding the development of the enterprise and the direction of employees' work.

(2) The results of correlation analysis between job embeddedness and employees' tendency to leave. The Pearson coefficient of job embedding and its tendency to leave is  $-0.382^{**}$ , and the p-value of job embedding and tendency to leave is less than 0.01 significance level, which shows that job embedding has a significant negative correlation with employees' tendency to leave. This is consistent with the findings of Zhang Yue (2020) on job embeddedness and turnover tendency.

(3) The results of the correlation analysis between the sense of organizational support and each dimension (corporate support, colleague support and leadership support) and the propensity to leave. The Pearson correlation coefficients of sense of organizational support, corporate support, colleague support and leadership support and turnover tendency were  $-0.582^{**}$ ,  $-0.451^{**}$   $-0.427^{**}$  and  $-0.462^{**}$ , respectively, and the p-values of sense of organizational support and its dimensions and turnover tendency were less than 0.01 significance level. This can indicate that the perception of organizational support and its dimensions (corporate support, colleague support, and leadership support) have a significant negative relationship with the propensity to leave. From the above Pearson coefficient values, it can be concluded that the propensity to leave among employees of small and medium-sized private enterprises is more closely related to the leadership support dimension of the sense of organizational support and is weaker with colleague support.

(4) The results of correlation analysis between the sense of organizational support and each dimension among the respondents. The Pearson correlation coefficients

of corporate support, colleague support and leadership support in the organizational support perception dimension and organizational support perception were 0.661\*\*, 0.664\*\* and 0.883\*\*, respectively, and the p-values between organizational support perception and each dimension were less than 0.01 significance level. This can indicate that there is a significant positive correlation between the perception of organizational support and its three sub-dimensions (corporate support, colleague support and leadership support). From the above Pearson coefficient values, it can be concluded that the Pearson coefficients between the variables of perception of organizational support and leadership support are higher than those of corporate support and co-worker support. This shows that the tendency of employees in small and medium-sized private enterprises to leave is more closely related to the leadership support dimension in the sense of organizational support, and is weaker with colleague support.

(5) The results of the correlation analysis of corporate support, colleague support and leadership support among the respondents. The Pearson correlation coefficients between corporate support and colleague support and leadership support are 0.285\*\* and 0.438\*\*, respectively; the Pearson correlation coefficients between colleague support and leadership support are 0.318\*\*, respectively; their p-values are less than 0.01 significance level, and the correlations among the three dimensions of organizational support are less than 0.5, so it can be seen that the multicollinearity among variables The problem is not serious.

From the results of the above analysis, it can be concluded that job embeddedness has a significant positive correlation with organizational support and the three dimensions (corporate support, colleague support and leadership support). The employees of small and medium-sized private enterprises have a significant negative correlation between job embeddedness and turnover tendency. At the same time, the dimensions of organizational support and (corporate support, colleague support and leadership support) have significant negative correlations with the propensity to leave. Based on the above correlation analysis results, the correlations among the variables in this paper are clearly expressed, which lays the foundation for further testing among the variables.

#### **4.3.3 Regression analysis.**

Since correlation analysis is to determine the correlation that exists between the various research variables in this paper, it is to determine the closeness of the relationship between the various research variables and the various dimensions. In order to further determine the degree of influence and interaction paths among the various research variables involved in this paper, the magnitude of the quantitative relationship of interdependence among the variables was explored through

regression analysis. Regression analysis is mainly used to describe the specific relationships that exist between variables and is based on correlation analysis.

This paper will further examine the negative effect of job embeddedness on turnover tendency; the positive effect of job embeddedness on organizational support perception and each dimension; the negative effect of organizational support perception and each dimension on turnover tendency; and the mediating effect of organizational support perception and each dimension on job embeddedness and turnover tendency among employees from small and medium-sized private enterprises in Hebei, China. In this paper, there are no significant differences between gender, age, years of work experience and education on job embeddedness, sense of organizational support and propensity to leave in terms of respondents' personal characteristics, so demographic variables will not be controlled for in the regression analysis. The results of the one-dimensional linear regressions on job embeddedness and propensity to leave are shown in Table 4.8.

Table 4.8 Regression results of job embeddedness and propensity to leave

Models	Standard ization	R <sup>2</sup>	After adjustme n t R <sup>2</sup>	t	Sig	Covariance	
	Beta					tolera n ces	VIF
Constants		0.155	0.145	13. 7 4 1	0.0 0 0		
Job embedded	-0.386					- 8.53 0	0.0 0 0
DW: 1.824							
Dependent variable: propensity to leave							

From Table 4.8, it can be seen that the Beta coefficient between job embeddedness and propensity to leave is -0.386 and the p-value is 0.000 less than 0.01 significance level, thus it can be concluded that job embeddedness has a significant negative



predictive effect on employees' propensity to leave. The DW value of 1.824 and VIF value of 1.016 between job embeddedness and propensity to leave are much less than 10.

This indicates that the problem of multicollinearity between variables is not significant and the research hypothesis H1 holds. This research result is consistent with the starting point of this paper and is consistent with the findings of international scholars. It can be clearly understood that small and medium-sized private enterprises should pay sufficient attention to job embeddedness as an influencing factor to promote the bonding and attachment between employees and the organization at the source, and thus weaken the employees' tendency to leave and further leave their jobs. Using SPSS27.0.1 statistical analysis software, the one-dimensional linear regression analysis of job embeddedness and the sense of organizational support and each dimension is shown in Table 4.9 to Table 4.12.

Table 4.9 Regression results of job embeddedness and perception of organizational support

Models	Standardizat	R <sup>2</sup>	After adjustme n t R <sup>2</sup>	t	Sig	Covariance	
	ion Beta					tolera n ces	VIF
Constant		0.192	0.182	14.902	0.000		
Job embedded	0.421			9.507	0.000	0.984	1.016
DW: 1.717							
Dependent variable: sense of organizational support							

As shown in Table 4.9, the regression coefficient of job embeddedness on perception of organizational support in the one-way regression analysis of job embeddedness and perception of organizational support is 0.421 with a p-value of 0.000 and greater than 0.01 significance level. This shows that the job embeddedness

of employees in small and medium private enterprises has a significant positive effect on the sense of organizational support. The DW value is 1.717 and the VIF value is approximately 1. This further indicates that there is no multicollinearity between the variables of job embeddedness and perception of organizational support, and the research hypothesis H2 is valid.

Table 4.10 Regression results of job embeddedness and business support

Models	Standardizati o n	R <sup>2</sup>	After adjustme n t R <sup>2</sup>	t	Sig	Covariance	
	Beta					tolera n ces	VIF
Constant s		0.1 3 3	0.122	6.8 2 4	0.0 0 0		
Job embedde d	0.361			7.8 8 4	0.0 0 0	0.984	1.01 6
DW: 1.901							
Dependent variable: business support							

From Table 4.10, it can be seen that the regression coefficient of job embedding on corporate support in the one-dimensional regression analysis of job embedding and organizational support perception dimensions is 0.361 with a p-value of 0.000 and greater than 0.01 significance level. This shows that job embeddedness of employees in small and medium private enterprises has a significant positive effect on corporate support. The DW value is 1.901 and the VIF value is approximately 1. This further indicates that there is no multicollinearity between the variables of job embeddedness and business support and the research hypothesis H2a is valid.

Table 4.11 Regression results of job embeddedness and colleague support

Models	Standardizat	R <sup>2</sup>	After	t	Sig	Covariance
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	Standardization	R <sup>2</sup>	Adjusted R <sup>2</sup>	t	Sig.	Covariance	
	Beta					Tolerance	VIF
Constants		0.079	0.068	12.778	0.000		
Job embedded	0.271			5.726	0.000	0.984	1.016
DW: 1.709							
Dependent variable: Colleague support							

From Table 4.11, it can be seen that the regression coefficient of job embedding on coworker support in the one-way regression analysis of job embedding and organizational support perception dimension is 0.271 with a p-value of 0.000 and greater than 0.01 significance level. This shows that job embeddedness has a significant positive effect on co-worker support among employees of small and medium private enterprises. The DW value is 1.709 and the VIF value is approximately 1. This further indicates that there is no multicollinearity between the variables of job embeddedness and co-worker support and the research hypothesis H2b is valid.

Table 4.12 Regression results of job embeddedness and leadership support

Models	Standardization	R <sup>2</sup>	After adjustment R <sup>2</sup>	t	Sig.	Covariance	
	Beta					Tolerance	VIF
Constants		0.137	0.127	11.709	0.000		

Job embedded	0.342			7.473	0.000	0.984	1.016
DW: 1.984							
Dependent variable: leadership support							

From Table 4.12, it can be seen that the regression coefficient of job embedding on leadership support in the one-dimensional regression analysis of job embedding and organizational support perception dimension is 0.342 with a p-value of 0.000 and greater than 0.01 significance level. This shows that job embeddedness has a significant positive effect on leadership support among employees of small and medium private enterprises. The DW value is 1.984 and the VIF value is approximately 1. This further indicates that there is no multicollinearity between the variables of job embeddedness and leadership support and the research hypothesis H2c is valid.

Table 4.13 Regression results of perception of organizational support and propensity to leave

Models	Standardization	R <sup>2</sup>	After adjustment R <sup>2</sup>	t	Sig.	Covariance	
	Beta					tolerance	VIF
Constants		0.340	0.333	18.967	0.000		
Sense of organizational support	-0.581			-14.528	0.000	0.983	1.018
DW: 1.878							
Dependent variable: propensity to leave							

Table 4.14 Regression results of corporate support, colleague support and leadership support and propensity to leave

Models	Standardizati o n	R <sup>2</sup>	After adjustme n t R <sup>2</sup>	t	Sig .	Covariance	
	Beta					toleranc e s	VI F
Constant s		0.3 5 6	0.345	18. 9 7 4	0.0 0 0		
Enterpr ise Suppo rt	-0.263			- 5.90 2	0.0 0 0	0.779	1.2 8 3
Colleag ue s Suppor t	-0.269			- 6.39 6	0.0 0 0	0.870	1.1 4 9
Leader shi p Suppor t	-0.258			- 5.68 1	0.0 0 0	0.750	1.3 3 3
DW: 1.889							
Dependent variable: propensity to leave							

From the results of regression analysis of organizational support perception and each dimension with turnover tendency in Table 4.13 and Table 4.14, it can be seen that (1) the Beta coefficient of organizational support perception on turnover tendency is -0.581 and the p-value is 0.000 which is less than 0.01 significance level. The DW value is 1.984 and the VIF value is approximately 1. This further indicates that there is no multicollinearity between the variables of organizational support and turnover tendency, and the research hypothesis H3 holds. (2) The Beta coefficients of corporate support, colleague support and leadership support and turnover tendency are -0.263, -0.269 and -0.258, respectively, and the P-value is 0.000 which is less than 0.01 significance level. The DW value is 1.889 and the VIF value is approximately 1. This further indicates that there is no multicollinearity between the variables of corporate support and employee turnover tendency and the research hypotheses H3a, H3b and H3c are valid.

#### **4.3.4 Tests for mediating effects of perceived organizational support.**

The mediating effect refers to the effect of the independent variable (X) on the dependent variable (Y) through the mediating variable (M), which can also be understood as presenting an effect between the independent variable and the dependent variable not through a direct causal relationship but through the indirect effect of one or several variables.

Referring to Baron and Kenny's (1986) suggestion on the process of testing the mediating effect, the following conditions should be satisfied to test the mediating effect of organizational support perception between job embeddedness and propensity to leave. (1) The correlation between job embeddedness and turnover tendency is significant; the correlation between job embeddedness and sense of organizational support and each dimension is significant; the correlation between sense of organizational support and each dimension and turnover tendency is significant, and if the correlation between each study variable is not significant then the next step of the test cannot be conducted. (2) Beta coefficients of independent variables and mediating variables, independent variables and dependent variables, and mediating variables and dependent variables were examined one by one, and if they were significant, the next test could be conducted. Finally, the Beta coefficients of the independent variable and the mediating variable together on the dependent variable are tested, at which time the effect of the independent variable becomes smaller or not, and whether the Beta coefficient is significant or not, if it is significant, it indicates a partial mediating effect, and if it is not, it indicates a full mediating effect (Li, 2013).

Chinese scholars such as Wen (2004) proposed the procedure for testing mediation effects, as follows. (1) First, the job embeddedness is used as the independent variable and the propensity to leave is used as the dependent variable for regression analysis to obtain the regressed Beta coefficient, and if it is significant, the next step of analysis can be conducted. (2) Second, the regression analysis was conducted with job embeddedness as the independent variable and organizational support and each dimension as the dependent variable, and the post-regression Beta coefficients were obtained, and if they were significant, the next analysis could be conducted. (3) Finally, the regression analysis was conducted with job embeddedness, organizational support and each dimension as independent variables and propensity to leave as dependent variables, and the post-regression Beta coefficients were obtained. The specific analysis results are as follows.

Table 4.15 Tests of the mediating role of perception of organizational support

	Model 1	Model 2	Model 3
	Tendency to leave	Sense of organizational support	Tendency to leave
Constants	14.427**	81.315**	22.368**
Job embedding	-0.382**	0.423**	-0.166**
Sense of organizational support			-0.512**
R <sup>2</sup>	0.146	0.179	0.362
F	72.442	91.977	119.591

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

From Table 4.17 above, it can be seen that the Beta coefficient of job embeddedness on the propensity to leave decreases from -0.382\*\* to -0.166\*\* after adding the sense of organizational support to the regression model, thus it can be shown that the sense of organizational support influences the path and degree of influence of job embeddedness on the propensity to leave to some extent. The Beta coefficient of job embeddedness on turnover tendency still showed significance, but the Beta coefficient decreased significantly after adding the sense of organizational support and showed significance at the 0.01 level. This research result also fully proves that the sense of organizational support plays a partially mediating role in the influence of job embeddedness on turnover tendency, and the research hypothesis H4 holds.

Table 4.16 Tests for the mediating role of perceptions of corporate support

	Model 1	Model 2	Model 3
	propensity to leave	Enterprise Support	propensity to leave
Constants	14.427**	14.478**	17.085**
Job Embedding	-0.382**	-0.451**	-0.360**

Enterprise Support			-0.252**
R <sup>2</sup>	0.146	0.204	0.259
F	72.442	108.288	73.819

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

As shown in Table 4.16, the Beta coefficient of job embeddedness on turnover tendency decreases from -0.382 to -0.360 after adding corporate support to the regression model, which indicates that corporate support affects the path and degree of influence of job embeddedness on turnover tendency to some extent. The Beta coefficient decreases significantly after adding organizational support and is significant at the 0.01 level. This finding also fully verifies that corporate support plays a partially mediating role in the influence of job embeddedness on the propensity to leave, and the research hypothesis H4a holds.

Table 4.17 Tests of the mediating role of colleagues' sense of support

	Model 1	Model 2	Model 3
	propensity to leave	Colleagues Support	propensity to leave
Constants	14.427**	28.382	19.374**
Job Embedding	-0.382**	0.270	-0.350**
Colleagues Support			-0.288**
R <sup>2</sup>	0.146	0.073	0.260
F	72.442	33.329	73.955

As shown in Table 4.17, the Beta coefficient of job embeddedness on turnover tendency decreases from -0.382 to -0.350 after adding colleague support to the regression model, which indicates that colleague support affects the path and degree of influence of job embeddedness on turnover tendency to some extent. The Beta coefficient after adding the sense of organizational support decreased significantly and showed significance at the 0.01 level. This finding also fully



verified that coworker support plays a partially mediating role in the influence of job embeddedness on the propensity to leave, and the research hypothesis H4b holds.

Table 4.18 Tests of the mediating role of perceptions of leadership support

	Model 1	Model 2	Model 3
	propensity to leave	Leadership Support	propensity to leave
Constants	14.427**	42.473**	19.146**
Job Embedding	-0.382**	0.345**	-0.253**
Leadership Support			-0.375**
R <sup>2</sup>	0.146	0.119	0.027
F	72.442	57.170	77.956

As shown in Table 4.18, the Beta coefficient of job embeddedness on turnover tendency decreases from -0.382 to -0.253 after adding leadership support to the regression model, which indicates that leadership support influences the path and degree of influence of job embeddedness on turnover tendency to some extent. The Beta coefficient after adding the sense of organizational support decreased significantly and showed significance at the 0.01 level. This finding also fully verifies that leadership support plays a partially mediating role in the influence of job embeddedness on turnover tendency, and the research hypothesis H4c holds.

## **Chapter 5 Conclusion and Recommendation**

### **5.1 Introduction**

According to the fourth chapter of this paper, the statistical analysis of the sample data in this research activity was conducted through SPSS statistical analysis software to verify the research hypothesis of this paper. In Chapter 5, the study is analyzed and discussed, and the conclusions of the study are used to propose rationalized recommendations and future directions for human resource management for the company.

### **5.2 Conclusion**

In this study, the research findings and results of international scholars were summarized and organized, and the theoretical derivation was based on the actual situation. As far as possible, the questionnaire scales were compared with those developed by various scholars, and their applicability in the Chinese cultural context and the results of the empirical analysis were analyzed to determine the scales for each research variable in this paper. The data from 425 questionnaires were analyzed by descriptive and inferential statistics, and the hypothesis model was verified by multi-perspective data analysis. The findings regarding the validation of the hypothesized model in this paper are shown in Table 5.1 Test results.

Table 5.1 Test results

Number	Research Hypothesis	Test results
H1	Job embeddedness has a significant negative effect on employees' propensity to leave	Established
H2	Job embeddedness has a significant positive effect on the perception of organizational support	Established
H2a	Job embeddedness has a significant positive effect on corporate support	Established
H2b	Job embeddedness has a significant positive effect on colleague support	Established
H2c	Job embeddedness has a significant positive effect on leadership support	Established
H3	Perception of organizational support has a significant negative effect on employees' propensity to leave	Established
H3a	Corporate support has a significant negative effect on employee turnover tendency	Established
H3b	Leadership support has a significant negative effect on employee turnover tendency	Established
H3c	Colleague support has a significant negative effect on employee turnover tendency	Established
H4	Perceived organizational support mediates the relationship between job embeddedness and employee turnover	Partial
H4a	Corporate support mediates the relationship between job embeddedness and employee turnover tendency	Agency Part of the
H4b	Co-worker support mediates the relationship between job embeddedness and employee turnover	Partial
H4c	Leadership support mediates the relationship between job embeddedness and employee turnover	Agency Partial
H5	Job embeddedness, perception of organizational support, and employee turnover tendency differ significantly across demographic variables.	Not established

(1) Based on the results of the empirical analysis, it can be seen that employees' job embeddedness and organizational support have a significant negative impact on the propensity to leave. The higher the employees' connectedness and embeddedness in the organization's work, the more sacrifices they make after leaving the organization, and the less employees are willing to leave or leave the organization, which is verified by research hypothesis H1. Secondly, when employees perceive that the organization pays high attention to their contribution and sacrifice, and when they realize that their value is recognized and rewarded with spiritual and material rewards, they will show stronger willingness to stay in their jobs. As for the dimensions of corporate support, colleague support and leadership support in the organizational support variable, when the organization pays attention to or focuses on the additional contributions of employees in the organization and handles their complaints in daily work properly, it has a good effect on weakening employees' tendency to leave, which is further verified by the research hypothesis H3a. At the same time, good interpersonal communication and support are particularly important in the Chinese cultural context. Employees feel the help and support from their colleagues in the work process, which makes them truly integrated into the organizational life to a certain extent, and their sense of belonging will reduce their willingness to leave, which is further confirmed by the research hypothesis H3b. Employees perceive support from their leaders in the organization, which to some extent symbolizes their "insider" status, and the perceived trust and support from their superiors will reduce their willingness to leave the organization. Thus, it can be seen that the degree of attachment to the organization, moral support and material benefit support in the organizational life of employees in the Chinese scenario have a significant negative predictive effect on employees' propensity to leave.

(2) Based on the results of the data test, it can be seen that job embeddedness has a significant positive effect on the sense of organizational support. The research hypothesis H2 further verifies the conclusion that the degree of employee job embeddedness has a direct relationship with the degree of perceived organizational support, in addition to having an impact on the propensity to leave. The greater the degree to which employees are attached to the company, the greater the likelihood that they will contribute to performance development, and their chances of advancement will subsequently increase. At this point, the company recognizes and encourages employees for their increased input and contribution in all areas, i.e., corporate support. The research hypothesis H2a further validates this finding. Second, a good job match enables colleagues to better bond and communicate with each other and help each other solve problems. Employees, whether with the company, colleagues or leaders in the organization's daily work need to experience each other's adaptation and friction, when the employee's work ability and better match between the position, to a certain extent, may present good work results, and then through their own efforts to get the trust and affirmation of the superior leadership, hypothesis H2c further verifies the conclusion.

(3) Based on the results of the data test, it can be seen that the sense of organizational support and each dimension play a partially mediating role in the study of employee job embeddedness and turnover tendency, and the research hypotheses H4, H4a, H4b and H4c further validate the conclusion. Thus, it can be shown that employees' sense of organizational support and each dimension affects the path and magnitude of the effect between job embeddedness and turnover tendency to some extent.

(4) Based on the results of this data test, it can be seen that there is no significant difference in the demographic variables of job embeddedness, organizational support and employees' propensity to leave, and the research hypothesis H5 is not valid.

### **5.3 Discussion**

This study concludes from the results of the data analysis that the sense of organizational support plays a partially mediating role in the mechanism of the effect of employees' job embeddedness on the propensity to leave and is not influenced by (gender, age, years of experience and education) demographic variables.

The innovation in this paper is mainly highlighted in the inclusion of mediating variables in the path of action and magnitude of influence, followed by the selection of the scale, which differs from previous studies in that three aspects of corporate support, colleague support and leadership support are selected in this study at the level of organizational support perception, and the study variables are measured specifically from the organizational level to the individual level, and this detailed division is more comprehensive and specific, and also This detailed division is more comprehensive and specific, and further enables the sense of organizational support to be fully complemented in the study of both job embeddedness and turnover tendency variables. The correlation analysis of the data revealed that the correlation coefficients of organizational support and each dimension were significantly correlated with job embeddedness and turnover tendency, which to a certain extent verified the rationality and scientificity of the division of organizational support dimensions in this study. The regression analysis revealed that job embeddedness had a positive predictive effect on all dimensions of organizational support.

Finally, in the process of data collection, the sample data may have certain timeliness or bias due to the influence of geographical, time, and resource factors. It is hoped that the sample size and research scope can be expanded in future studies so that a systematic and in-depth investigation of this issue can be conducted.

## **5.4 Recommendation**

According to the data analysis results of the above empirical study, it can be seen that only continuous two-way interaction and communication between the organization and the employees, and at the same time, the enterprise should also give appropriate recognition and spiritual encouragement to the employees' personal value, in order to further promote the common development and progress of the enterprise and the employees. In other words, employees' behaviors that are beneficial to the organization's production activities, such as giving or sacrificing in the organization, can be recognized by both the company and individual members, and the organization can make employees perceive the organization's care and attention to their personal interests and welfare as much as possible, so as to effectively reduce employees' tendency to leave, completely eliminate the occurrence of their leaving behaviors, and avoid the rising labor costs caused by leaving. Only in this way can we effectively reduce employees' tendency to leave, completely eliminate the occurrence of their leaving behavior, and avoid the rising labor costs caused by leaving. Therefore, this paper combines the research results, employees' needs and human resource management practices to propose management recommendations and corresponding improvement measures that can help the development of the company.

### **5.4.1 Talent Selection**

When the organization selects talents, whether the employees take the initiative to enter the enterprise or search for suitable personnel for the position through recruitment channels, the organization should make effective screening for its own business field, job characteristics and the technical ability of the required talents. In the process of talent selection, the organization should also use scientific and reasonable assessment tools as much as possible or through professional talent selection agencies according to the needs of the position, to select the talent needed for the organization, to ensure that the talent selected for appointment is in line with the settings of the enterprise work position and adapt to the team atmosphere. When the employee adapts to the work welcome and team atmosphere in the organization, the employee will present a higher degree of embeddedness for the work, which helps to weaken the tendency of the employee to leave the organization.

Secondly, pre-service training is the process of in-depth contact and bonding between employees and the organization. In the pre-employment training, the organization should be as inclusive and accepting as possible, on the one hand, in order for new employees to feel the humanistic feelings of the organization

and increase the sense of belonging of employees. On the other hand, it is to give positive feedback to the employees in this way, and willing to develop and progress together with the expectations. Therefore, the pre-employment training process, mutual understanding and integration between the organization and the new employees is the key to guide the new employees to reach agreement with the organization's values and goals.

Finally, for the hired employees, companies can improve their job embeddedness through regular training of employees. Regular training of employees in professional knowledge and skills not only promotes the degree of matching between employees and the organization, but also directly affects the ability and performance of employees in the company. For employees, appropriate professional skills training is also a form of invisible corporate welfare presentation. Therefore, enterprises should pay attention to the career planning of employees, so that employees can clearly understand the importance of career planning, stable employment, and understand the possibility of their future career growth and development, thus promoting the high-intensity embeddedness between employees and enterprises.

#### **5.4.2 Salary and Benefits**

The salary and benefit system for employees consists of two main parts, one non-remunerative and one remunerative. A good salary system not only contains the essence of material salary system, but also increases the spiritual level of incentive, and the combination of the two is the way to achieve the salary system to the development of corporate goals and performance levels. According to the above-mentioned content to build an operational and flexible salary incentive system, its main content includes the following.

(1) Compensation perspective such as salary and benefits. The material basis of salary and benefits is an indispensable and important part of the compensation and benefits system. The reasonableness and fairness of salary and benefits is one of the important ways to motivate individual employees. To a certain extent, the benefits for employees are as fair and reasonable as possible. To give recognition and material rewards to employees who accomplish the task goals. Secondly, reward and punishment measures such as rewarding and punishing the rewarding rewards with work performance and project completion in phases. The timely completion of tasks to employees to give the corresponding material rewards, not only can effectively ensure the progress of the project can also be given to a certain extent to give employees positive feedback and guidance to ensure the smooth implementation of the project, to increase the self-confidence of employees and improve their learning ability.

(2) Non-reward perspective. In the enterprise, employees not only need to get the same pay return with their own efforts, but also expect to achieve their own life value as a way to be respected and affirmed by others, and to obtain a higher sense of work accomplishment. Therefore, enterprises in human resource management should consider more comprehensively the differences between the needs of individual employees. Therefore, employees' contributions and sacrifices to the company should be actively responded to and affirmed, and the voices from employees should be valued and communicated with individual employees in a timely manner to eliminate their dissatisfaction factors.

### **5.3.3 Job Promotion**

Job promotion is not only directly related to the material compensation of employees, but also directly plays an important role in the motivation and retention of employees. The employees' high pursuit of work fulfillment means that the employees focus on the work they are engaged in can bring them a certain degree of satisfaction and reflect their personal value. For the pursuit of personal fulfillment of employees, enterprises should give positive responses and guidance in their career development projects. In response to the needs of employees, the construction of a scientific and reasonable promotion mechanism can effectively improve organizational performance, but also in the process of implementation to make employees feel the organization's recognition of their contribution and value, in the subtle promotion of individual members to perceive the level of organizational support, reducing the occurrence of dissatisfaction factors and separation behavior.

### **5.3.4 Emphasis on the Development of Corporate Humanistic Care**

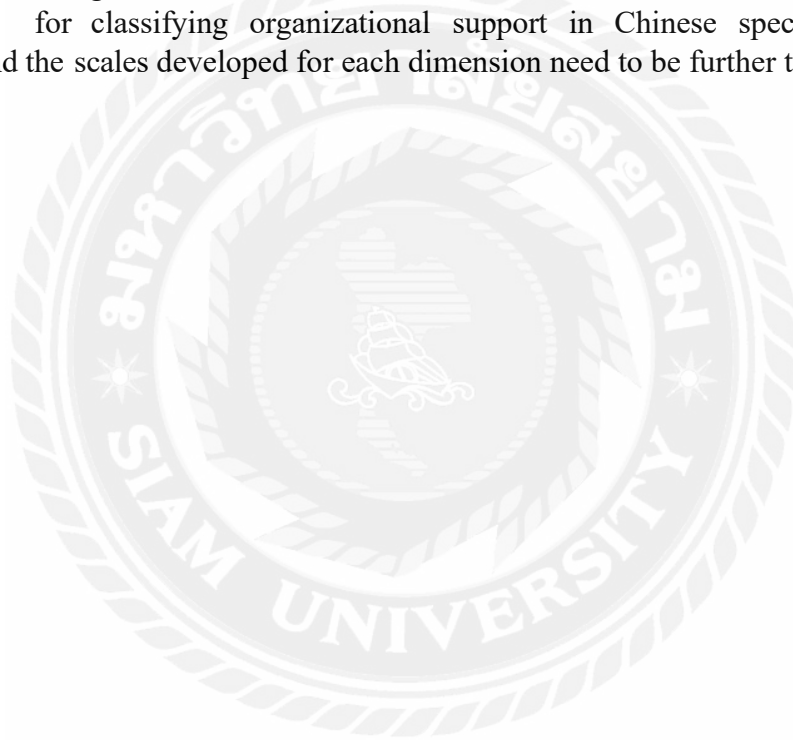
Companies should improve the management of human resources in response to the needs of individual employees. Emphasis on organizational human development, the implementation of personalized management system. Companies should not only pay attention to the material rewards of employees, but also pay attention to the spiritual wealth that companies give to their employees. Enterprises can provide some recreational facilities for employees, such as gymnasiums, lounges, libraries, etc. Or for some employees with low economic income, they can provide group dormitories to solve their housing problems. In short, the enterprise provides corresponding protection and help for the stable development of work and life of employees, the higher the sense of belonging and embeddedness of employees in turn, the lower the possibility of leaving the enterprise to find other jobs.



## 5.5 Further Study

Job embeddedness has generally been explored as an antecedent variable, but for the time being its antecedent influences have been studied differently by various international scholars and there is a general consensus on the findings. Since the job embeddedness variable was originally derived from the propensity to leave model, it has a high degree of explanatory power for employees' propensity to leave. Therefore, further investigation of the antecedent variables of job embeddedness will be a direction for future theoretical investigation.

Second, the job embeddedness scales that are widely used are those developed by international scholars or translated and revised based on international scholars' research. The applicability of the scale in Chinese cultural contexts needs to be further investigated. At the same time, Chinese scholars have different dimensions for classifying organizational support in Chinese specific cultural contexts, and the scales developed for each dimension need to be further tested.



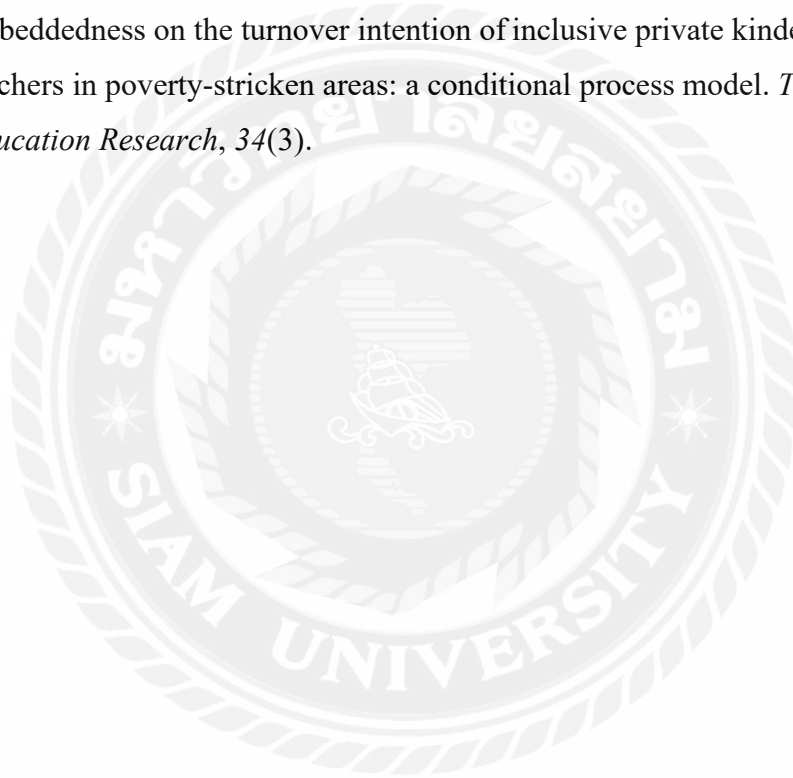
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## Appendix A Questionnaire

Dear Sir/Madam:

Hello! Thank you for taking time out of your busy schedule to participate in this survey! This survey is anonymous, the data collected are only used for academic research, please do not have any concerns. At the same time, all the questions of this questionnaire are not good or bad right or wrong, you only need according to your feelings and reality, the situation is true, objective to fill in. Thankyou so much for your support!

The first part:

1. Your gender is?

Male  Female

2. Your age is?

Under 25  26-30 years old  31-35 years old

36-40 years old  Over 41 years old

3. Years of is?

Less than 1 year  1-3 years  4-6 years

7-10 years  More than 10 years

4、 Education?

High School and below  College  Undergraduate

Master and above

Part 2:

Table A-1 Job embedding

Title item	Score				
	1	2	3	4	5
A1 I feel dependent on my current job	1	2	3	4	5
A2 It is difficult for me to make the decision to leave the company (unit)	1	2	3	4	5
A3 I care too much about my current job to leave	1	2	3	4	5
A4 I really can't leave my current workplace rashly	1	2	3	4	5
A5 I feel tightly connected to the company (unit)	1	2	3	4	5

Part 3:

Table A-2 Sense of organizational support

Title item	Score				
	1	2	3	4	5
Corporate Support					
B1 The unit does not see the extra contribution I make	1	2	3	4	5
B2 The unit usually ignores my complaints	1	2	3	4	5
B3 Even though I try to do my job well, the unit still doesn't notice	1	2	3	4	5
B4 The organization cares about my overall satisfaction with my job	1	2	3	4	5
B5 The organization rarely cares about me	1	2	3	4	5
Colleague Support					
B6 Colleagues are willing to listen to the problems I encounter at work					
B7 Colleagues are willing to help me solve the problems I encounter at work	1	2	3	4	5
B8 Colleagues are willing to provide me with necessary work information	1	2	3	4	5
B9 Colleagues and I work well together	1	2	3	4	5

B10 When I encounter difficulties in my life, my colleagues will help me to find a solution	1	2	3	4	5
B11 Colleagues are willing to listen to my stress	1	2	3	4	5
B12 When I am not present, my colleagues will defend my interests	1	2	3	4	5
B13 When I make achievements in my work, my descendants will be proud of me	1	2	3	4	5
B14 When I make a mistake at work, my colleagues will comfort me	1	2	3	4	5
<b>Leadership Support</b>					
B15 The leader provides me with a good working environment and conditions	1	2	3	4	5
B16 The leader arranges the necessary personnel and assistants for me to work	1	2	3	4	5
B17The leader will provide me with the necessary information for my work	1	2	3	4	5
B18 The leader will make reasonable arrangements for staffing and workload matching	1	2	3	4	5
B19The leader is willing to listen to my problems at work	1	2	3	4	5
B20The leader will give me full autonomy in my work	1	2	3	4	5
B21The leader is proud of my work accomplishments	1	2	3	4	5
B22Leaders care about my goals and values	1	2	3	4	5
B23 The leader genuinely cares about my well-being	1	2	3	4	5
B24 The leader forgives me for unintentional mistakes	1	2	3	4	5
B25Leaders help me when I have difficulties in my life	1	2	3	4	5
B26 The leader is willing to listen to my stress	1	2	3	4	5
B27 The leader cares about my personal life	1	2	3	4	5
B28 The leader treats me like a family member	1	2	3	4	5
B29 The leader cares about my future career development	1	2	3	4	5



Part 4:

Table A-3 Propensity to leave

Title item	Score				
	1	2	3	4	5
C1 I basically don't want to leave the current unit	1	2	3	4	5
C2 I plan to have a long-term career in this organization	1	2	3	4	5
C3 I often feel bored with my current job and would like to change to a new unit	1	2	3	4	5
C4 I am likely to leave my current unit in the next six months	1	2	3	4	5

