

The Effect of Organizational Justice and Job Embeddedness on Turnover Intention in Textile Sector of Pakistan: The Mediating Role of Work Engagement

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Abstract

This study aims to examine the effect of organizational justice (OJ) and job embeddedness (JE) on Turnover intention (TI). Also, the study intends to investigate the role of work engagement (WENG) as a mediating factor in the effect of OJ and JE on TI. A self-administered survey was used to collect data from 384 employees working in the textile industry of Pakistan. The data was analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The findings of the study showed a statistically significant relationship between the key study variables. The WENG was discovered to partially mediate the relationship between OJ, JE, and TI. The result suggests that the organizations can proactively improve both work engagement and employees' retention through organizational justice and job embeddedness. The research contributes to the existing literature of the key study variables.

Keywords Turnover intention, Work engagement, Organizational justice, Job embeddedness

1. Introduction

The notion of turnover is like a ghost in the organization. Its presence is frequently concealed beneath the surface, making detection difficult. Workers who are planning to leave the organization tend to keep their intentions hidden from other employees, particularly their bosses and leaders. As a result, the purpose of turnover is an "enemy in the background" for the company, because if it occurs, it might be harmful to the organization. To get better solutions to the problems related to high turnover rates, examining the fundamental reasons is very important to be considered by the organizations, which they must ask a vital question, why some employees leave, and some remain in the organization? Therefore, the companies and sectors that are facing high employees' turnover rates should inspect the important reasons that cause this phenomenon to reach actual explanations to this problem [1].

Statistical findings prove that plan to leave can interfere with organizational output [2] and organizational efficiency [3]. As stated by Hall and Smith [4], the intention of turnover is a phenomenon that will harm the business. If this happens frequently, the organization will have to be prepared to pay a high price. Employee turnover has an impact on the flow of work flexibility, team member relationships, and links between them and upper staff [5]. When an employee of a team quits an organization, the entire team suffers, both in terms of excellence and performance [6]. At the individual level, actual turnover decreases staff productivity [1], employee performance [7], work engagement [8], organizational citizenship behaviors [9], and related deviance behaviors [10].

Turnover is always initiated with intention. As a result, the term "turnover intention" has remained popular to this date. Employees' intentions to quit or want to leave their organization are referred to as turnover intention [11]. Employees layoffs are divided into deliberate turnover conducted by employees and involuntary turnover done by the organization, according to [11] procedure in which a staff chooses to stay or leave a business is known as voluntary turnover. Involuntary turnover occurs when an organization has power over whether an employee stays or leaves [12].

One of the most serious issues in human resource and organizational management is the intention to leave. Turnover has several consequences, including an increase in the cost of hiring new employees, a decrease in the organization's intellectual capital, and a negative impact on its reputation [13]. As Moynihan and Pandey [14] have stated, there are three types of factors that influence the likelihood of turnover. The environment or economy, employees, and the level of the organization are among these categories. When an individual considers ending his or her job with an organization, there comes a time when he or she must decide.

Because it influences business productivity and efficiency, staff turnover in organizations attracts special interest from practitioners and academics. The organization's losses, such as the expenses of recruiting, selecting, and coaching new staff, have surpassed 100 percent of the yearly cost for the same position [15]. Furthermore, employee entrance and departure create an unfriendly working atmosphere that might have an impact on productivity [16]. Kozlowski and DeShon [16] affirm that staff exit influences a harmful organizational culture and low-down employee morale, according to the study. If potential employees resort to voluntary turnover, it will be detrimental to an organization [17].

The manufacturing industry faces a difficult challenge around the world due to high workforce turnover. On the one hand, a high turnover rate among production personnel has an impact on the quality, consistency, and stability of the products that manufacturing firms deliver. High staff turnover, on the other hand, has a detrimental impact on an organization's total productivity level.

The problem of employees' turnover in the production sections is becoming a serious issue in the textile sector of Pakistan as it impacts adversely on goal achievement [18]. The textile industry is Pakistan's second-largest industry, accounting for 25% of the country's GDP. Large-scale businesses account for 4.4 percent of the country's real GDP growth, while small-scale industries account for 7.5 percent [19]. Pakistan's primary industries include cotton, textile production, and clothing manufacture; other notable industries include cement, fertilizer, and food processing.

This study aims to explore the effects of employee's turnover in manufacturing businesses in three Pakistani cities: Multan, Lahore, and Faisalabad. Production personals are a unique set of staff that possesses difficult-to-recover technical skills and knowledge and devote considerably to the success of the company [20, 21]. They make significant decisions on a wide range of serious organizational problems and perform a variety of critical tasks, including planning and implementing organizational change strategies and fostering productive work environments [22]. Across cultures, production employee attrition has been a major source of concern for businesses and strategy makers [23, 24]. According to current worldwide research of over 800 (CEOs),

supervisory staff retention is the top challenge facing Asian CEOs. Depending on the sector, the nature of the work, the accessibility of replacement, and other considerations, the measure of the sufferers for each supervisor range from a few thousand dollars to more than two times the employee pay [25].

Employee turnover intention has gotten a lot of concentration from the academic society because it has been linked to real deliberate turnover [26]. Actual intention to quit assigns to the “final cognitive decision-making process of voluntary turnover” [27]. To clarify, it is the removal attention process in which employees have ideas of separating their jobs, intend to look for work, and intend to leave [28]. Several studies on employee turnover have used turnover intention as the dependent variable, e.g. [26].

The goal of this study is to better understand the elements that influence voluntary turnover intentions and to investigate the impact of work engagement. We look at three factors that influence employee turnover intentions: organizational justice, job embeddedness, and work engagement. This research was carried out in three parts. First, we evaluate the influence of two antecedents (organizational justice and job embeddedness) on intent to quit based on past studies. Second, we investigate the role of WENG as a mediator in the association between these two variables and the likelihood of employee turnover. Theoretical and practical ramifications, as well as future research guidelines, are examined in the third section.

2. Conceptualization of Variables

2.1 Turnover Intention (TI)

The intention to leave mostly literature is based on Mobley [29] structure. He discovered that before quitting a job, employees must go through a series of physiological stages. These processes involve evaluating the job, discontent with the employment, considering resigning, the cost of quitting, intending to look for alternative jobs, looking for alternatives, and evaluating the available options. After completing these processes, one must determine whether to stay or leave. TI expresses an employee's attitude toward their employment and predicts their likelihood of quitting. Tett and Meyer [30] identified quit intention as a state in which a worker decides to leave the company of their own volition. This is the last step before leaving the organization.

Different authors like [31, 32], also well acknowledged that behavioral intent leads to actual behavior. This is why intention to leave is handled similarly to genuine turnover Price [33] considered intention to quit to be more than just a shift in place; it is also about a shift in work function, career, and, ultimately, organization. Price and Mueller [34] and Tett and Meyer [30] noted that perceived organizational support is one of the key predictors of TI, as a lack of organizational support and a severe workload puts individuals under strain, causing them to look forward to leaving their present job and eventually quitting. Sandhya and Sulphrey [35] work engagement, psychological contract, and psychological empowerment were discovered to be driving forces in the fight against TI. Employees' TI is directly affected by the job economy. For example, if the employment market responds well, with many opportunities outside the business, TI may benefit. Employees get defensive if they do not receive the preferred work or are faced with restricted work opportunities in the job marketplace. They do not desire to lose their existing work [36, 37]. Faisal, Naushad [38] indicate that if workers are unaware of their employees' TI, it might lead to a high rate of employee turnover. This could lead to a hostile work environment, reduced productivity, and mistrust.

Furthermore, the company will be burdened with a hefty recruitment expense. Employee TI creates an alarming situation and warns the employer that a turnover is imminent. As a result, managers must devise efficient retention techniques to reduce staff turnover, particularly in labor-intensive industries [39]. To prevent negative repercussions from TI, employers must take a proactive stance.

2.2 Organizational Justice (OJ)

Individuals frequently devise attention and judgment based on justice, about the choice and the penalty that influence their organizational lives. The judgments and attention provide shape to the personal attitude toward their workplace and the business. Lim [40] regards organizational justice as “a personal opinion of how fairly a firm treats its workers”. In other writing, Greenberg [41] defines “organizational justice as the fairness perception of employees in the process of decision making and the setting of resource distribution”.

Managerial development professionals have advised top management to highlight tactics such as knowledge sharing, open conversation, and staffs contribution in the decision-making process and implementation stages, which is a crucial part of OJ [42]. As argued by Cropanzano, Bowen [43], justice comes from trust and commitment, and it develops performance, fosters work engagement, and increases employees retention and loyalty. In past studies, justice has been found to link to individual differences such as gender [44], work satisfaction [45], intention to quit [46], work engagement, [47], positive evaluation of supervisors [48], and trust [49].

On the other side, perceived unjust behavior has been proven to cause counter-job conduct such as turnover, destructive attitude, and disruption [50]. It is argued that OJ perception can be tested to nearly any part of human resource or OJ concepts containing the worker selection and advancement process, conduct management, management improvement, employee diversity, and managerial change.

2.3 Job Embeddedness (JE)

Mitchell, Holtom [51] were the first to introduce the concept of JE. It refers to the mutual forces that an individual keeps in his or her mind at the time of quitting the workplace [52]. These forces are present on-the-job, as well as off-the-job, and are often strands in a “net” or “web” that people can become “stuck” [51]. This assertion implies that an individual is enmeshed in or locked into the social web of his/her surroundings, which include the organizations where he/she works as well as the community where he/she dwells [51, 53].

Lee, Mitchell [54] describes JE as the “mutual forces that keep a person from leaving his or her job”. JE target the mass of relations that worker understands through roles, tasks, interaction, and experiences. When these chains turn into more multifaceted, a worker will become highly embedded, and this decreases turnover intention.

Job embeddedness is based on the models of turnover and the fundamental purpose of this is to learn about deliberate quit intention [55]. The job embeddedness variable was developed from the workers turnover area of study that determines the workers' progress between job substitutes. As argued by March and Simon [56], turnover intention depends on easiness to quit a job and attract a new job. When workers' satisfaction level reduces with an existing job, they will think to move to another job. If the new job is more fruitful for the worker, then he/she will deliberately quit the current job. Normally, workers turnover will reduce if they feel happy and their future is secure with that job. If the workers build official and unofficial relations within the organization, they will avoid quitting the organization.

3. Literature Review and Hypotheses Formulation

3.1 The Relationship between Organizational Justice and Turnover Intention

Many researchers have given great attention to organizational justice in determining turnover intention because organizational justice is believed can improved work outcomes. Cohen-Charash and Spector [57] argued that biased treatment leads to adverse workplace attitude and behavior such as inferior morale, and increase intention to leave the organization. Colquitt [58] also has a similar view where he believed that rational treatment assimilates aspects of higher work involvement, minimum intention to quit the organization.

Researchers such [59, 60] have found a negative association between OJ and TI in their studies. Similar findings were also found in George and Wallio [61] study when tested on public accounting industry employees, where organizational justice was found negatively related to turnover intention. In another study, Abu Elanain [62] found that organizational justice was the key reason for worker turnover intention in the large manufacturing industry.

Mengstie [63] in his study discovered that if the sharing decisions (organizational justice) and the practice of sharing decisions (procedural justice) are noticed as just, it will diminish the intentions of workers to quit the association. Some of the factors that employees normally compare include pay, pay increment, allowances, promotions recognition, and rewards. Other studies also show similar results where positive observation of justice was found related to the level of workers' intention to quit [58, 64-66]. Similar findings were also found in Fatt, Khin [67] study where workers with greater awareness of fairness are more inclined to enlarge their work engagement and fewer inclined to leave from the job.

Based on previous studies, the following hypothesis is proposed.

H1: There is a negative relationship between organizational justice and turnover intention.

3.2 The Relationship between Job Embeddedness and Turnover Intention

The literature reveals that JE is an important indicator that can determine employee's turnover within an organization [68]. A study conducted by Yam [69] showed that job embeddedness reduced turnover intention among five-star hotel employees. Osowski [70], investigates the influence of job embeddedness on turnover intention among 152 math teachers in Nevada. The results showed job embeddedness reduced the intention to quit among teachers in Nevada. The similar result was also found in studies involving SMEs in Australia Porter, Posthuma [71], 245 banks employees Sharma and Pareek [72], 416 employees of Indian Airline [73] and 107 employees of 25 law enforcement agencies in the United States Forrester [74] where job embeddedness significantly reduce employees turnover intention. Based on the above discussion, the following hypothesis is proposed.

H2: There is a negative relationship between job embeddedness and turnover intention.

3.3 The Relationship between Organizational Justice and Work Engagement

Past studies have shown how organizational justice plays a vital role in enhancing employees' work engagement. A study conducted in Japan reveals that organizational justice was found to significantly enhance work engagement [75]. Similar findings were also found when conducted in western India where organizational justice was found positively connected to work engagement [76]. In another study, Park, Song [77] found a statistically positive association between OJ and WENG when tested in an educational institution in Nigeria. Ugwu and Ojeaga [78] also found a positive link between OJ and WENG when tested on 254 teachers in eastern China.

Similar findings were also found in a study conducted by Ugwu and Ojeaga [78] when tested on 118 workers in both public and private educational institutions in Nigeria. Like in previous studies, organizational justice was found positively related to work engagement. Other studies that also showed similar findings include studies by Inoue et al., (2010) in Japan, [76] in western India, and Sharma & Yadav, (2018) on employees in India. Based on the above discussion, the following hypothesis is proposed:

H3: There is a positive relationship between organizational justice and work engagement

3.4 The Relationship between Job Embeddedness and Work Engagement

Reviewing the writing has shown that job embeddedness significantly determines work engagement. [Widianto, Abdullah \[79\]](#) have investigated the influence of JE on WENG among health department employees in Indonesia. In their study, they found that job embeddedness has a positive impact on work engagement. [Tabak and Hendy \[80\]](#) also found similar findings when investigating the association between job embeddedness, trust, perceived organizational support, and work engagement among 318 government employees in the USA. Their study also showed a positive affiliation between JE and WENG. Similarly, [Takawira, Coetzee \[81\]](#) also found a positive impact of job embeddedness on work engagement. WENG engagement among 302 workers in the financial industry was studied. The study which was conducted by [Harunavamwe \[82\]](#) found that there is a statistically significant positive association between job embeddedness and work engagement. Other researchers also found similar results where job embeddedness was found significantly positively linked to work engagement [\[83\]](#). Based on previous research findings, the following hypothesis is proposed:

H4: There is a positive relationship between job embeddedness and work engagement.

3.5 The Relationship between Work Engagement and Turnover Intention

Past studies have shown that WENG plays a significant role in reducing the intention to quit [\[84-87\]](#). Studies were showing that the more the workers engaged with their work the more they will perform [\[88, 89\]](#). Some researchers found that the more engaged the workers with their job, the higher the productivity and profitability, shareholder returns, and improved customer satisfaction that leads to competitive advantage [\[90, 91\]](#).

Empirically, many studies reveal that higher work engagement significantly reduces turnover intention [\[87, 92-94\]](#). Moreover, a researcher examined the relationship between WENG and TI [\[95\]](#). For instance, data collected from 409 professional works in oil and gas companies found that the more workers engaged with the job, the less they intend to leave the organization. In one research involving a private company in India, [\[76\]](#) found a negative connection between work engagement and intent to leave. Research conducted by [De Klerk \[96\]](#) on 322 workers in a chemical organization in South Africa found that work engagement significantly reduces the employee's turnover intention. In another research, [Timms, Brough \[97\]](#) establish that the higher the worker engagement, the lower the intention to leave when conducted on 823 workers in Australian organizations.

Past studies also have shown how WENG plays a significant part in reducing TI [\[85, 95, 98\]](#). There were studies showing that the more the workers engaged with their work the more they will perform [\[88, 89\]](#). Some researchers found that the more engaged the workers with their job, the higher the productivity and profitability, shareholder returns, and improved customer satisfaction that leads to competitive advantage and lower turnover intention [De Klerk \[96\]](#). Therefore, based on the above discussion, the following hypothesis is proposed:

H5: There is a negative relationship between work engagement and turnover intention

3.6 Work Engagement as a Mediator

The effect of OJ [\[59, 99\]](#), job embeddedness [\[71, 73\]](#) on TI have been considered and studied by many researchers in the past. However, work engagement is planned in this research to mediate this effect.

[Hair, Hult \[100\]](#) confirmed that "a mediating effect is created when a third variable or construct intervenes between two other related constructs". In this research, WENG is modeled as a possible mediator between the exogenous and the endogenous variables of the study. Due to the inconsistent/contrary outcome of the direct influence of OJ and job embeddedness on TI [\[101-103\]](#), the indirect effect through work

engagement has been inspected. In the previous studies, there have been numerous studies that focused on work engagement, because it is identified as one of the genuine problems that should be researched in the field or organizational role [104]. Similar findings were also found by Peng, Lee [105] when exploring the mediating effect of WENG on person organizational fit and TI. The investigation on 349 nurses working in a regional hospital in Taiwan reveals that person-organization fit has an adverse influence on intention to quit. In addition, WENG of participants was found to mediate the influence of person organizational fit on intent to leave.

However, the latest study conducted by Wan, Li [106] on the health sector in China explored the influence of WE and job characteristics on turnover intention. Data collected from 778 nursing working in China indicate that both work environment and job characteristics were significantly positively correlated to higher WENG and lower intention to quit the organization. They have recommended in future studies to examine the influence of job embeddedness on intention to leave through mediating effect of work engagement in a different context. In a study conducted in OJ on TI through the mediating effect of organizational citizenship behavior. They suggested that future scholars should target another mediator, such as work engagement as a mediator to dipping TI.

Even though studies on mediation effect (work engagement) between job embeddedness, OJ, and TI were limited, the research proposed the following hypotheses:

H6: Work engagement mediates the relationship between organizational justice and turnover intention.

H7: Work engagement mediates the relationship between job embeddedness and turnover intention.

4. Research Methodology

4.1 Data Collection and Sampling Technique

This study outlines a research paradigm for key characteristics that influence turnover intention. The researcher has presented a quantitative way to test the occurrence. The participants in this study were all production workers in textile mills in Punjab's province. According to the statistics given, there are 297 textile mills located in three geographical locations (Lahore, Multan, and Faisalabad) in the province of Punjab with a total of 169,193 production employees [18]. The amount of samples mandatory to represent this population (169,193 production employees) is 384, according to the sampling table proposed by [107].

The purposive sampling technique is a non-probability sampling in which the scholar uses an extensive variety of designs to detect all potential causes of a highly specific and tough to attain population [107, 108]. This sampling method may sometimes be the perfect sampling design choice, particularly when there is an incomplete population that can supply the information required [107].

The main reason for choosing this technique in this research is because there is limited information regarding the number of production employees working in the textile sector. Therefore, as suggested by [107], the purposive sampling technique may be the only suitable technique presented if there are only partial numbers of key information sources who can subsidize the research.

Table 1: Distribution of Respondents for Each Cluster

Clusters	Number of textile Mills	Percentage distribution	of	Estimation number of survey distribution
Lahore	125	42%		162
Multan	44	15%		58
Faisalabad	128	43%		164

Total	297	100%	384
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4.2 Measures

Measurement items were adapted from the previous literature. All items were graded on a five-point Likert scale that ranged from strongly disagrees (1) to strongly agree (5). In this study, the dependent variable is the intention to leave jobs. It was defined as a deliberate and mindful decision to quit the association [30]. TI was measured by 6 items developed by Blau and Lunz [109]. For measuring turnover intention, this 6-item turnover intention scale is both trustworthy and valid. The scale has good internal consistency, according to several investigations (the Cronbach alphas ranging from 0.73 to 0.80) [110, 111]. Organizational justice is the first independent variable and is operationalized as “individuals’ perception of the fairness of treatment by an organization” [112]. To measure participants’ perception toward organizational justice, an established 20-item measure developed by [113] is adapted. Findings from past studies have shown that the scale has adequate internal consistency (the Cronbach alphas ranging from 0.70 to 0.92) [59, 114, 115].

Job embeddedness is the second independent variable in this study. It is defined as the “degree to which people feel attached, regardless of why they feel that way, how much they enjoy it, or whether they choose to be attached in the first place” [116]. Seven questions designed by the researchers were used to assess job embeddedness. Internal consistency of the scale was judged to be sufficient (the Cronbach alphas ranging from 0.81 to 0.94) [117-120].

Work engagement is the mediating variable. Work engagement is defined in this study “as a good, rewarding, and work-related state of mind marked by vigor, dedication, and absorption” [121]. Work engagement was measured using 17 items developed by [121]. For measuring Work engagement, this 17-item scale is both trustworthy and valid. The scale has been found to have good internal consistency in several studies (the Cronbach alphas ranging from 0.70 to 0.91).

5. Data Analysis and Results

5.1 Methods of Statistical Analysis

The data is analyzed using a variety of statistical tools. To begin, descriptive statistics including means, standard deviation, skewness, and kurtosis were used to define the features of the production employees’ responses and ensure that they did not fall outside of the expected range. The correlational test was performed to assess the strength of the association between the study’s variables. Third, there’s reliability and validity. Reliability refers to how well a measurement produces consistent results (i.e. internal consistency), whereas validity is used to determine how well an instrument measures what it is designed to measure. Finally, a basic mediation technique using a structural equation model (SEM) is employed to analyze the fit of the data with the proposed model to assess the study’s hypotheses.

5.2 Analytical Technique

Our hypothetical model was tested using partial least squares structural equation modeling (PLS-SEM). This technique is increasingly being employed in managerial and company management research. PLS-SEM addresses some of the theoretical and estimating issues of covariance-based structural equation modeling (CB-SEM), making it an appropriate analytical method for this research in many ways:

First, for small sample sizes, PLS-SEM gives reliable model estimations [122]. When sample sizes are modest, they can attain sufficient levels of power. The minimum required sample sizes in PLS-SEM, according to [123], range from 30 to 100 cases. PLS-SEM is projected to yield more vigorous estimates than CB-SEM, given the total sample size of 384 in these investigations. Second, unlike CB-SEM based on maximum likelihood, PLS-SEM is a nonparametric method that does not require data is normally distributed. We used skewness and kurtosis normality tests to see if the

variables were normally distributed. As a result, in this investigation, PLS-SEM was a better choice. Data analysis in PLS-SEM is divided into two steps, like CB-SEM. The first step entails evaluating measurement qualities such as convergent and discriminant validity. The structural model is evaluated in the second stage. The hypothesized correlations were tested using Smart PLS 3.0.

5.3 Profile of Respondents

Descriptive statistical investigation designates the respondent's demographic environment who donated to the present research. Individuals' components of the respondents, for the occasion; gender, age, marital status, position, qualification, and working experience are specified in Table 2.

Table 2: Demographic Characteristics of the Respondents (N=384)

Construct	Category	Frequency	Percentage
Gender	Male	267	69.5
	Female	117	30.5
Age	Below 21	41	10.7
	21 to 30	82	21.4
	31 to 40	121	31.5
	41 to 50	105	27.3
	More than 50	35	9.1
Marital Status	Single	130	34
	Married	234	60.5
	Divorced/Separated/ Widowed	20	5.5
	Qualification	Primary	0
	Middle	0	0
	Matriculation	4	1.0
	Intermediate	46	12.0
	Bachelor	145	37.8
	Master	189	49.2
	Other	0	0
Location	Lahore	119	31.1
	Multan	84	21.9
	Faisalabad	181	47.1
Number of years with the present organization	Less than 1 year	35	9.1
	1 to 3 years	47	12.2
	4 to 7 years	225	58.6
	More than 7 years	77	20.1
Current position	Production manager	74	19.3
	Production officer	20	5.2
	Production supervisor	128	33.3
	Production engineer	67	17.4
	Assistant production manager	41	10.7
	Production staff	54	14.1
	Others	0	0
Number of years in the present position	Less than 1 year	116	30.2
	1 to 3 years	153	39.8
	4 to 7 years	86	22.4
	More than 7 years	29	7.6

As we can monitor in Table 2 the male constitutes 69.5 percent while the female 30.5 percent which specifies that there are equal representations of gender in the textile division in Pakistan. Further, 21.4 percent of the respondents are less than 30 years old; 31.5 percent are aged between 31 and 40 years old which constitutes the majority, those who are aged between 41 and 50 constitute 27.5 percent while those above 50 years old constitutes 9.1 percent. Lastly, 34 percent of the respondents are single while 60.5 percent are married.

Table 3: Descriptive Analysis of the Constructs

Latent Constructs	N	Min	Max	Mean	Std. Dev
Organizational Justice	384	1	5	3.762	0.584
Job Embeddedness	384	1	5	3.820	0.531
Work Engagement	384	1	5	3.971	0.584
Turnover Intention	384	1	5	2.939	0.593

5.4 Evaluation of Measurement Model

The purpose of measurement figure assessment is to assure the construct measures' reliability and validity. Internal consistency reliability, convergent validity, and discriminant validity were the criteria we employed, as suggested by [100]. Table 4 shows the outcomes of the measurement model. Composite reliability (CR) and Cronbach's alpha were used to examine the internal consistency reliability of constructs. Internal consistency dependability is regarded as satisfactory when the CR and Cronbach's alpha are both greater than 0.6. Our constructs' CR and Cronbach's alpha demonstrated internal consistency, according to the results. The outer loadings of the indicators and the average variance retrieved were used to determine convergent validity (AVE) and items with outer loadings greater than 0.40, according should be kept for analysis. In this investigation, all outside loadings were more than 0.50. Another frequent criterion for determining convergent validity at the construct level is the AVE. Each construct's AVE was greater than 0.50, indicating that it related more than half of the variance in its indicators. The degree to which a construct differs from others is measured by discriminant validity. We used the Heterotrait-Monotrait ratio (HTMT) of the correlations to test discriminant validity, as suggested by Henseler, Ringle [124]. HTMT is the average of all indicator correlations across constructs measuring distinct constructs compared to the mean of the average correlations of indicators measuring the same construct [100]. An HTMT score greater than 0.90, according to Henseler et al. (2015), indicates a lack of discriminant validity. All the HTMT values were below the 0.90 criterion. We also looked to see if the HTMT values differed considerably from 1. We calculated the bootstrap confidence intervals for all constructs by bootstrapping 5,000 samples. The value 1 was not included in any bootstrap confidence intervals, indicating that the constructs were empirically distinct.

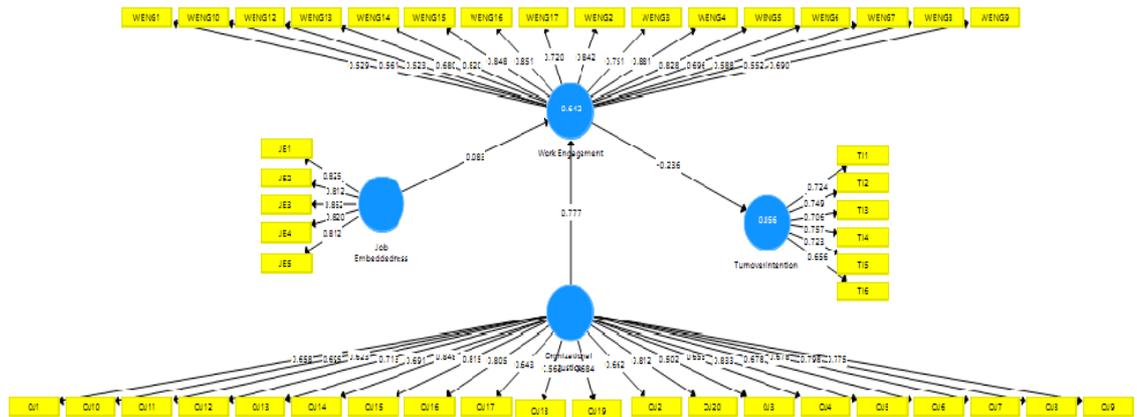


Figure 1: Measurement Model

Table 4: Evaluation of Measurement Model

Latent Variable	Indicators	Convergent validity		Internal reliability	consistency
		Loading	AVE		
Turnover Intention (TI)	TI1	0.724	0.518	0.866	0.821
	TI2	0.749			
	TI3	0.706			
	TI4	0.757			
	TI5	0.723			
	TI6	0.656			
Organizational Justice (OJ)	OJ1	0.658	0.507	0.953	0.948
	OJ2	0.662			
	OJ3	0.502			
	OJ4	0.655			
	OJ5	0.833			
	OJ6	0.678			
	OJ7	0.678			
	OJ8	0.798			
	OJ9	0.775			
	OJ10	0.695			
	OJ11	0.623			
	OJ12	0.713			
	OJ13	0.691			
	OJ14	0.848			
OJ15	0.815				
OJ16	0.805				
OJ17	0.643				
OJ18	0.563				
OJ19	0.684				
OJ20	0.812				

Job Embeddedness (JE)	JE1	0.825	0.683	0.915	0.884
	JE2	0.812			
	JE3	0.862			
	JE4	0.820			
	JE5	0.812			
Work Engagement (WENG)	WENG1	0.529	0.519	0.944	0.935
	WENG2	0.842			
	WENG3	0.751			
	WENG4	0.881			
	WENG5	0.828			
	WENG6	0.696			
	WENG7	0.588			
	WENG8	0.552			
	WENG9	0.690			
	WENG10	0.561			
	WENG11	0.825			
	WENG12	0.523			
	WENG13	0.680			
	WENG14	0.820			
	WENG15	0.848			
	WENG16	0.851			
	WENG17	0.720			

5.5 Evaluation of Structural Model and Research Finding

Collinearity testing: Before testing hypotheses, we verified for collinearity between each set of predictor components. Collinearity was investigated using the (VIF) value. Collinearity among the predictor factors was not a key concern in this investigation because all VIF values were below the threshold of 5.

Sarstedt, Ringle [125] recommend that tolerance value equal to or less than 0.20 and VIF value more than 5 demonstrates that there is a multicollinearity problem. Table 5 demonstrates that tolerance value more than 0.20 and VIF less than 5. Hence, there is no issue of multicollinearity.

Table 5: Evaluation of Multicollinearity

Latent Construct	Tolerance	VIF
Organizational Justice	0.300	3.336
Job Embeddedness	0.891	1.122
Work Engagement	0.481	2.079
Turnover Intention	---	---

Structural model path coefficients: We used the t values generated by bootstrapping 5,000 samples to assess the statistical significance of our hypothesis. The major parameters collected for the model under consideration in the structural assessment are shown in Figure 1. We hypothesized in H1 that organizational Justice and turnover intention have a negative relationship with a 95% bootstrap confidence interval, PLS-SEM explains a statistically significant negative association among the

two constructs ($=0.184$, $t = 5.297$, $p.001$) (95 percent CI). H1 received approval. We also found support for H2, which states that there is a substantial negative link between JE and production employees' intent to leave ($=0.020$, $t = 2.806$, $p.001$), with a 95% bootstrap confidence range. We also found support for H3, which predicted a statistically significant negative association between work engagement and the intention of production staff to leave ($=0.236$, $t = 5.603$, $p.001$, 95 percent CI).

The impact of OJ on WENG was statistically significant ($\beta= 0.777$, $t= 31.70$, $p<0.01$) Hence, the hypothesis, (H4) was approved. Job embeddedness ($\beta= 0.083$, $t= 3.199$, $p<0.01$) has a statistically significant positive effect on work engagement. Thus, Hypothesis (H5) was approved.

We tested the mediating influence of WENG in the link among OJ and production staff TI (H6), as suggested by [100]. The indirect connection between organizational justice and production employees' TI via work engagement was found to be significant ($t = 5.297$, $p 0.01$, 95 percent CI) when we first tested its significance. Secondly, we certified the statistical significance of indirect influence and found that the indirect influence among JE and TI through work engagement was statistically significant ($t = 2.806$, $p < 0.01$, with 95 percent CI) H7 was supported. R2 values, effect size F2, and predictive relevance Q2: In inclusion to path coefficients, the predictive capability of the PLS-SEM structural model should be evaluated by R2 values, effect size F2, and predictive relevance Q2 ([100].

The quantity of explained variance of the dependent constructs in the structural model is represented by the R2 value. Table 6 shows the moderate R2 value of OJ and JE on TI (0.056) and work engagement (0.642) [100]. The effect size F2 determines whether an external construct has a significant impact on a dependent construct. To illustrate modestly, medium, and large effects, values of 0.02, 0.15, and 0.35 were utilized. Table 7 shows the F2 values for all endogenous constructs and their associated exogenous constructs except for a few control variables (including gender, age, tenure, population size, population growth rate, and percentage of Whites).

Table 6: Results of Variance Explained in the Endogenous Variables

Latent variables	R-square	Result
Exogenous Variables -----> Work Engagement	0.642	Moderate
Exogenous Variables -----> Turnover Intention	0.056	weak

Table 7: Effect Size of Exogenous on Endogenous Variable (Turnover Intention)

Exogenous constructs	Total effect (f^2)
Organizational Justice	1.593
Job Embeddedness	0.018
Work Environment	0.059

6. Discussion and Conclusion

The purpose of this research was to look at the connections among organizational justice, job embeddedness, work engagement, and turnover intention. The coefficients of organizational justice and work embeddedness pathways are significant regarding turnover intention when direct impacts of variables are examined; thus, it can be stated that organizational justice and job embeddedness have a direct influence on turnover intention. The first and second hypotheses are both proven in the end.

Furthermore, the direct influence of OJ on WENG is statistically significant and proven. However, the direct beneficial influence of job embeddedness on WENG was verified using the route coefficient, as was the direct negative influence of work engagement on TI. As a result, the third, fourth, and fifth hypotheses have been established.

These findings are consistent with researches that show organizational justice and job embeddedness are useful in reducing turnover intentions, such as, [94, 126-128]. They are, nevertheless, consistent with the findings stressing the direct impact of OJ and JE on WENG, as well as the direct influence of WENG on turnover intention [129-131].

Work engagement appears to have a mediating role in the connection among organizational justice, job embeddedness, and turnover intention, according to the data. Furthermore, the data support the sixth and seventh hypotheses, and they are persistent with the findings of prior research [132, 133].

The current study's findings provide a paradigm for human resources managers to use to reduce employee turnover while also increasing employee engagement. Human resources managers can directly influence employees' turnover intentions by fostering organizational justice and job embeddedness. Managers can also affect employees' work engagement indirectly by selecting people with a high level of organizational attachment. This reduces the employees' intention to leave. Finally, in a growing country where little researches exist, this research utilizes the concepts of organizational Justice, job embeddedness, work engagement, and turnover intention. Fernandes and Awamleh (2006), for example, investigated the influence of OJ on WENG in the UAE. Similarly, found that the role of organizational justice had a greater impact on work engagement and turnover intention in Saudi Arabia. These and other findings have sparked interest in further research, particularly in South Asia, where such research is largely untapped.

6.1 Limitations

There are certain confines to the study. Because the research sample solely includes production workers in the Pakistan textile industry. Future research is needed to include other business zones operating in different parts of the country to generalize the research findings. Second, the study employed a cross-sectional survey method, which means that future studies would need to use longitudinal surveys to gain meaningful insights. Future research may focus on doing comparative studies with large and medium-sized enterprises from various locations and industries in other nations to generalize the findings. Furthermore, Future studies should consider other important variables like job security, work environment with mediating effect of work engagement in different sectors and different geographical locations.

6.2 Practical Implications

Organizational justice is just as essential as its demonstrable influence on workplace attitudes and actions from a practical standpoint. Understanding of intention to depart is one of the strange mindsets that companies place a premium on. As a result, scholars and practitioners alike are interested in factors that have a direct or indirect impact on the intention to quit [134]. Because of the rising expenses associated with real turnover, the practical importance of intention to leave is becoming more important than ever. Three of the well-established factors that have a fabulous influence on minimizing intention to leave are organizational Justice, work engagement, and job embeddedness which have become sought-after attitudes by employers [63, 135, 136]. And of course, a significant factor disturbing this whole chain is OJ. This backward analysis highlights OJ as the aspect that blazes attractive attitudes emphasizing the importance of developing the delivery of justice at the place of work.

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