

THE RELATIONSHIP BETWEEN ON-JOB-EMBEDDEDNESS AND TURNOVER INTENTION AMONG HEALTHCARE PROFESSIONALS IN ETHIOPIA

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Abstract

Recent empirical research findings indicate that job-related turnover intentions are increasing alarmingly in most firms in emerging nations, posing problems in accomplishing organizational goals. This also applies to healthcare professionals. As a result, this study aimed to investigate the relationship between on-the-job embedded and turnover intention among healthcare professionals in Ethiopia. A correlational, explanatory study design was adopted to achieve this, with data collected using questionnaires and semi-structured interviews. The study's target population comprises ten regional states and two city administrations in Ethiopia. Four regional states were purposefully chosen and included in the study due to their many healthcare facilities and diverse professional populations. Stratified & random sampling, respectively, were used to identify 385 healthcare workers from 29 hospitals. In addition, six hospital higher officials and five human resource managers were interviewed (n=11). The survey results were analyzed using descriptive and inferential statistics. The data revealed that of the three components of on-the-job embeddedness, Fit aspects of on-the-job embedded have a solid negative significant relationship with turnover intention. In contrast, link aspects of on-the-job embedded and sacrifice aspects of on-the-job embedded have a mild negative relationship with turnover intention. Following the research findings, relevant recommendations were provided.

Key Words:- On-the-job embedded, On-the-job fit, On-the-job link, On-the-job sacrifice, Turnover intention

Introduction

In today's organizations, a trained workforce has become critical to gaining a competitive advantage. Nonetheless, retaining these individuals has become a more widespread difficulty for organizations (Samuel & Chipunza, 2009).

According to Hussain and Asif (2012), turnover intention refers to the leading behavioral and cognitive decisions the staff member makes when deciding whether to stay or leave. Employee turnover intention is the potential for an individual to leave their current position voluntarily within

a predetermined time window. Similarly, Sathyanarayan and Lavanya (2018) define turnover intention as the deliberate and purposeful wish to leave the company. This intention eventually turns to actual turnover (Long et al., 2012). The organization experiences a substantial detriment due to turnover intention, resulting in decreased performance and low production. These losses diminish employees' inclination to remain with the same business for an extended period. Several recent studies examine employee turnover intention in various organizations and sectors, including the health sector (Lee & J. Kim, 2020), the hotel industry (Koo et al., 2020), the banking sector (V. Yukongdi et al., 2020), and the airline industry (Chung & A. Jeon, 2020). These studies investigate the phenomenon in light of factors such as the scarcity of skilled employees, intense competition, and the need for sustainable competitiveness.

Moreover, employees' decision to quit a company is a terrible outcome. Various researchers, such as Low et al. (2001), as cited in Rahmar & Nas (2013), have found that employees who strongly desire to leave their jobs are more inclined to show a lack of commitment to their organization and often deliver below-average customer service. These behaviors can significantly and negatively impact customer retention, as highlighted by Van Breukelen et al. (2004, quoted in Biron & Boon, 2013). Similarly, turnover can have a negative financial impact; organizations must manage it and its aim (Hancock et al., 2013; Heavey et al., 2013). Losing an employee is not just a matter of finding a replacement; it is a loss of valuable resources. The cost of losing an employee is estimated to be one to 2.5 times their compensation (Florentine, 2018; Sunder et al., 2017).

Previous studies (Holtom et al., 2008, for instance) have shown that people who feel unsatisfied in their desire to leave are more likely to engage in disengagement behaviors, which can negatively affect an organization's functioning (Abbas et al., 2014). Employee turnover intentions create an alarming situation and signal an impending turnover to the employer. Therefore, management must generate efficient methods and strategies for keeping employees and reducing turnover, especially in labor-intensive businesses (Santhanam et al., 2017).

High staff turnover leads to decreased productivity and employee engagement, incurs higher training costs, and can damage a business's reputation. Reducing turnover is not just about reducing it; it is about retaining highly competent individuals who can significantly boost the organization's efficiency. To expand the business successfully and retain these key employees, it is crucial to take proactive measures to reduce turnover in these positions (Mohammed A., 2015).

Recently, various academics have examined reducing turnover using the lens of job-embedded, an attachment theory sometimes known as "ant withdrawal". In the context of the turnover study, a remarkable discovery was made in 2001. Mitchell and his colleagues first introduced the job-embedded (JE) concept. They shifted the paradigm of turnover research from "Why employees leave" to "Why employees choose to stay" in the organization.

The purpose of job-embedded is not to comprehend why employees leave their organizations. On the contrary, this approach directs attention towards the determinants that inspire employees to remain in their jobs (Holtom et al., 2008; Mitchell et al., 2001). On-the-job embedded, alternatively referred to as organizational embedded, and off-the-job embedded, denoted as community embedded, comprise the foundational concept of job embedding proposed by Mitchell et al. (2001) and Lee et al. (2014). The factor that preserves employees' strong connections and organizational engagement is "on-the-job embeddedness." On the contrary, off-the-job embedded deals with elements that profoundly engage employees in their personal lives and environments (Nafei, 2014). Additionally, Mitchell et al. (2001) and Ng & Feldman (2012) delineate that the dimensions are further separated into six distinct components: organization fit, community fit, organization link, community link, organization sacrifice, and community sacrifice (Mitchell et al., 2001; Ng & Feldman, 2012).

Organizational embedded (on-the-job) and the three primary contributors to on-the-job embedded are the subjects of this study. (1) the degree to which an individual possesses a strong emotional connection to individuals or collectives within the workplace (link). Links can be described as formal or informal affiliations between individuals or operations within an organization, including the relationship between a supervisor or colleague (Mitchell et al., 2001; Lee et al., 2014; Nicholas et al., 2016). Employees are consequently more committed to the organization and have more connections with their supervisor, coworkers, workgroups, and fellow workers. Research has demonstrated a negative correlation between employee embedding and the likelihood of quitting (Allen D.G., 2006; Allen et al., 2016; Holtom & Darabi, 2018). (2) to what degree an individual perceives their work as compatible (fit). In essence, fit pertains to the degree of compatibility an employee has with the work environment and the organization's culture (Karatepe O., 2016; Nicholas et al., 2016). According to Arthur et al. (2006), when employees hold a firm conviction in the organization's broadly shared values, they are more likely to maintain positive attitudes toward the organization and, as a result, remain employed by it. However, individuals are more inclined to join and less inclined to leave organizations that employees perceive as possessing a robust congruence between their values and those of the organization (Elfenbein & O'Reilly, 2007). (3) The extent to which an individual must make a compromise or sacrifice something in exchange for quitting their job. This includes compensation, benefits, professional relationships, reputation, social interactions, and behavioral detriments (Mitchell et al., 2001). According to Mitchell et al. (2001), job embeddedness is increased when employees perceive significant costs associated with retirement, including both material and intangible rewards.

Dawley and Andrews (2012) stated that employees whose on-the-job embedded increases have a lower propensity to resign than those with lower levels of job-embedded. This idea indicates that the intention to resign is significantly influenced by embedded within the job, not by embedded outside work. On-the-job embedded is influenced by factors such as interpersonal connections with colleagues, the compatibility one achieves within the workplace community, and the

concessions one must make when contemplating self-employment. A correlation has been identified between job embeddedness and employees' intention to resign, as stated by Nicholas et al. (2016). An increase in embeds is associated with reducing the intention to leave the organization. Tanova and Holtom (2008) state that employees who experience a strong sense of embeddedness in their work are less inclined to contemplate leaving, while the opposite holds. Hence, organizations can promote employee retention by allowing employees to develop these connections and become more embedded in the network. As a result, employees who feel more integrated have more inertia, reducing the likelihood of resigning (Mechile & Lee, 2001).

Given the information above, the researcher is highly inspired to investigate the relationship between on-the-job embeddedness and turnover intention among healthcare professionals in Ethiopian public hospitals.

Background information on public hospitals in Ethiopia

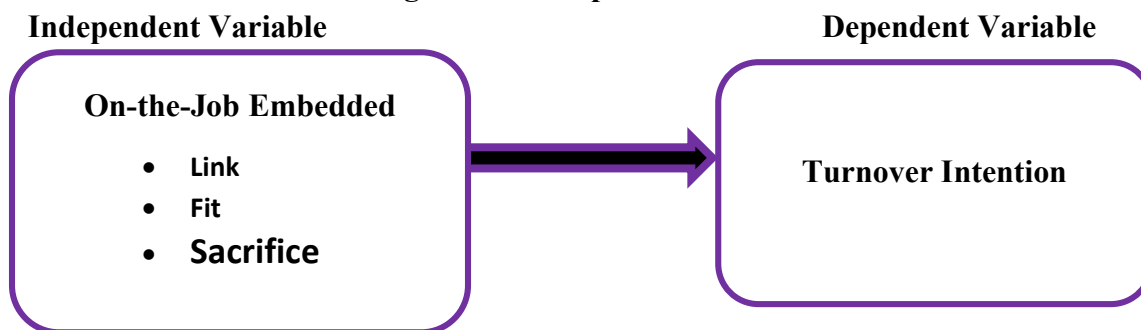
Employee turnover intention has always been a significant problem for any firm, irrespective of its size, place of operations, or type of business (Long et al., 2012). Many African countries have lost their skilled and talented workforce since Western countries have been systematically attracting and recruiting them, commonly known as the brain drain (Gara, 2007). Kehinde (2012) asserts that many businesses struggle with issues that are more related to capital restrictions than talent constraints. Among other reasons, such as low pay and uncompetitive work environments, the African continent has struggled to find and keep qualified employees (AAPAM, 2008). In many African nations, the brain drain to wealthy nations is frequent and is substantially to blame for the talent shortage (Gara, 2007). Kibui, Gachunga, and Namusonge (2014) point out that the shortage of highly skilled employees is becoming one of the biggest problems for organizations, and retaining skilled workers and preventing turnover has become one of the biggest challenges in any organization.

Ethiopia is also struggling with the issue (Hailay et al., 2016). There is a shortage of medical personnel in public hospitals due to medical professionals leaving Ethiopia to work abroad (in other countries) and in the private sector within the country. Due to this, Ethiopia is one of 57 nations thought to be experiencing a health workforce crisis (Jensen, 2013). Health professionals' shortages and failures in hiring, retaining, and managing them harm the Ethiopian health system, according to Berhanu et al. (2012), Engeda et al. (2014), and Deriba et al. (2017). According to the Federal Ministry of Health annual report (2018), there is a need for more medical doctors, midwives, anesthetists, chemists, and medical laboratory technologists; however, there is a relatively significant number of nurses. The WHO suggested a health professional density standard of 4.5 per 1,000 people to achieve universal health coverage, while Ethiopia's estimate of 2.0 per 1,000 people is much lower. Moreover, healthcare professionals living in Ethiopia have jeopardized patient care, stability, and infrastructure. High turnover rates lead to labor shortages and resource strain, hindering economic growth.

Additionally, this led to Ethiopia's dire position in 2018. Hence, the Federal Ministry of Health recently produced a study in which they set a strategy direction to reduce the attrition rate of health professionals from 11% to 7% (FMOH, 2021–2022). Therefore, the question is how Ethiopian public hospitals can motivate and retain qualified and highly skilled professionals. This critical question led the researcher to conduct this study.

Based on the assumptions stated above, the main aim of this study is to investigate the relationship between on-the-job embedded and turnover intention among healthcare workers in Ethiopian public hospitals. As a result, the conceptual framework and hypothesis presented below can be used to direct the above aims.

Figure 1. Conceptual Framework



Source: compiled by the researcher from the literature, 2023

Research Hypothesis

H₁. Link aspects of on-the-job embedded have a negative and significant relationship with turnover intention.

H₂. Fit aspects of on-the-job embedded have a negative and significant relationship with turnover intention.

H₃. Sacrifice aspects of on-the-job embedded have a negative and significant relationship with turnover intention.

Research Methodology

This study used a correlational research design. that combined quantitative and qualitative research methods. The primary data-gathering instruments utilized by the researcher were a questionnaire and a semi-structured interview. The participants of the study include professionals working in the field of healthcare, each with distinct areas of expertise. The study's target population comprises ten regional states and two city administrations in Ethiopia. Four regional states were purposefully selected based on their high number of health facilities and professionals. Accordingly, 96 health facilities and 8,550 health professionals are in the selected four regional states. Due to practical

considerations, 29 of the 96 hospitals were selected using stratified and simple random sampling techniques. The survey data was gathered between February 2023 and June 2023.

Before beginning the actual data collection process, a pilot test was done in three public hospitals, which were later removed from the main study. A total of 40 questionnaires were disseminated among professionals by applying convenience sampling. The professionals involved in the pilot study, differ from those utilized in the framework analysis. The pilot study results hinted that the instrument exhibited effectiveness in enabling the acquisition of real-world data. The findings also revealed no problems completing the questionnaire, and participants provided no feedback or suggestions for enhancing its quality. Thus, no more changes were required. Additionally, the measurement instrument's internal consistency was assessed by reliability evaluation. Although researchers cannot agree upon a lower cut-off number for Cronbach's alpha, some (Cho & Kim, 2015; Cortina, 1993) advise against automatic or arbitrary cutoff. Instead, it is recommended that any minimal value be established individually depending on the study objectives, the significance of the choice made, and/or the stage of the study (i.e., preliminary, fundamental, or application). According to Cortina (1993), the choice of an appropriate level of reliability for a scale is contingent upon the decision-making process, and researchers should not rely on their conclusions about scale fitness exclusively on Cronbach's alpha assessment scores. Based on the study objective of this study, the Cronbach alpha coefficient of 0.85 indicates that the data-gathering equipment exhibited high levels of reliability and feasibility. This is because Cronbach's alpha coefficient can vary from zero to one, and a value beyond 0.70 signifies reliable data (Hair et al., 2010).

Despite there being several ways to estimate the right sample size of respondents for this study, Cochran's (1963) formula—which is straightforward and convenient—is utilized to estimate the sample size for the given total population by accounting for the significant level of 0.05 (5%) standard error. The calculation provided indicates that there are 385 experts in the sample.

Once the sample frame is defined, a simple random sampling procedure is employed to select individual components from each group. Hence, samples of 385 professionals participated in filling out the questionnaire. Of the 385 questionnaires, 362 copies have been returned, from these three of them are invalid the remaining 359 copies are valid, which is a 93.2% response rate. Further, six hospitals higher officials (3 medical directors and 2 chief hospital executive officers) and five human resource managers were purposefully selected and interviewed ($n = 11$). Finally, the examination of quantitative data collected through a survey involving the utilization of various statistical techniques. Correlation analysis, Analysis of variance, and multiple regression analyses were performed to investigate the research hypotheses. Conversely, qualitative data obtained from key informants through semi-structured interviews and document reviews is examined using thematic analysis.

Result and Discussion

A breakdown of the study population regarding sex indicates that males constitute an overwhelming majority of 227 (63.2%), while females comprise a small minority of 132 (36.7%). As regards age, 74 (20.6%) were aged between 20 and 25 years, followed by the 26–30 age

category at 104 (29.0%), 31–35, 90 (25.1%), 36–40, 46 (12.8%), 41–45 were 27 (7.5%), 46–50 were 13 (3.6%), and above 50 were 5 (1.4%). Regarding marital status, those who married numbered 210 (58.5%), whereas those who were single numbered 141 (39.3%). The remaining 5 (1.4%) were divorced, and 3 (0.8) were widowed. Concerning academic qualifications, the majority of the respondents, 156 (43.5%), have a first degree. 93 (25.9%) are medical doctors (general practitioners). Those with a second degree were 77 (21.4%), whereas 25 (7%) are specialists, and the remaining 8 (2.2%) are sub-specialists. Regarding professional experience, a more significant proportion of 130 (36.2%) of the study respondents had worked for 5-10 years, followed by those who had worked less than five years, 93 (25.9%). Those who had worked for a period between 11 and 15 years were 66 (18.4%); those who had worked for 16–20 years were 41 (11.4%); while those who had worked for 21-25 years were 21 (5.8%); further 8 (2.2%) were served 25 years and above

The following section examined the relationship between the employee's intention to leave their current position and the three dimensions of on-the-job embeddedness—link, fit, and sacrifice. Consequently, the subsequent hypotheses were developed and examined:

Table 1. Correlation between On-the-Job Embedded (Link, Fit, Sacrifice) and Turnover Intention

	Link	Fit	Sacrifice	Turnover Intention.
Link	1			
Fit	.266**	1		
Sacrifice	.143**	.223**	1	
Turnover Intention	-.230**	-.809**	-.242**	1

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

Source: Own survey result using SPSS version 24, (2023)

H1. Link aspects of on-the-job embedded have a negative and significant relationship with turnover intention

The relationship between link aspects of on-the-job embedded and employee turnover intention was investigated. The findings indicate the presence of a significant weak negative relationship ($r = -.230$, $p < 0.01^{**}$) at a significance level of 0.05. Therefore, the H1 hypothesis is accepted. Numerous prior investigations, including those of Halbesleben and Wheeler (2008), O'Reilly et al. (1989), and Maertz et al. (2003), have corroborated this correlation. This suggests that individuals are less likely to resign, sever connections, and be required to reestablish connections elsewhere the greater the number of connections they have with their fellow employees (Bambacas & Kulik, 2013). Furthermore, an employee's commitment to the work and the organization increases with their connections with team members, managers, and other staff members, which lowers the possibility of quitting (Mitchell et al., 2001). Nevertheless, the majority of professionals with high specialty skills have less acceptance of a hospital's HRM guide, are unwilling to put in significant effort on behalf of the organization and have a weak desire to maintain relationships within the organization, according to the interview responses of three informants (P-1, P-6, and P-9).

Table 2. Model Summary of on-the-job Embedded and Turnover Intention

R	R ²	AR ²	Std.	Change statistics			df1	df2	Sig.	Durbin-Watson
			Error of Estimate	R ² Change	F Change					
.812	.659	.656	.46228	.659	228.511	3	355	.000	F change	1.559

a. Predictors: (Constant), Link, Fit, Sacrifice

b. Dependent variable, Turnover Intention

Source: Own survey result using SPSS version 24, (2023)

As shown in Table 2 above, the value $R^2 = .659$ suggests that three aspects of on-the-job embedded (link, fit, sacrifice) explain 65.9% of the variation in turnover intention, with the remaining 34.1% attributable to extraneous variables not included in the regression model. All components were statistically significant at $p < 0.05$, demonstrating that the three aspects of on-the-job embedded (link, fit, sacrifice) influence turnover intention. The presence of autocorrelation was determined using the Durbin-Watson test. The Durbin-Watson test result was 1.559, which falls within the acceptable range of 1.5 to 2.5 (Hair et al., 2010), showing that the model does not indicate autocorrelation difficulties.

Table 3. Coefficient Aspects of On-Job-Embedded and Turnover Intention Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
(Constant)	7.047	.208		33.952	.000		
Link	-.013	.041	-.010	-.309	.757	.922	1.085
Fit	-1.218	.050	-.792	-24.168	.000	.894	1.118
Sacrifice	-.077	.038	-.064	-2.011	.045	.943	1.061

Source: -Own survey result using SPSS version 24, (2023)

a. Predictors: (Constant), Link, Fit, Sacrifice

b. Dependent variable Turnover Intention

Standardized coefficients (β) are used to assess the influence of each predictor variable on the model. A higher value signifies that a single-unit alteration in the predictor variable significantly impacts the dependent variable. According to Table 3, the variable Fit ($\beta = -0.792$) substantially impacts employee turnover intention more than the variable sacrifice ($\beta = 0.164$). The statistical

output in the coefficient table aids in determining whether the predictor variable is making a substantial contribution to the model. Field (2013) states that if the t-test for the b-value yields a significant result or if the p-value is less than 0.05, it signifies that the explanatory variable is making a significant contribution to the model. The significance value correlates negatively with the predictive power of the independent variable on the outcome variable, while the t-value directly correlates with it. Therefore, based on the t-values, it is inferred that the variable Fit (t-value = -24.168 significantly predicts Employee turnover intention when compared with another variable like sacrifice (t-value = -2.011). To test for multi-collinearity, tolerance, and VIF values were generated for all variables in the regression models. This table shows that none of the VIF values for any of the variables exceeded 10. Similarly, the tolerance value was less than 0.1. As a result, the regression model does not suffer from the problem of multi-collinearity (Tabachiniok & Fidell, 2001).

H₂: Fit aspects of on-the-job embedded have a negative and significant relationship with turnover intention.

This study examined the correlation between the suitability factors of on-job embedded and employees' propensity to resign. The results indicate a significant negative link ($r = -.809$, $p < 0.01^{**}$) at a 0.05 significance level. Therefore, hypothesis H₂ is confirmed as the study revealed a substantial negative correlation between job-embedded factors and employee turnover intention. This outcome confirms the validity of Besich's 2005 research. The following references were cited: Afsar et al (2018); Bargiel et al (2009); Dechawatanapaisal (2018); Coetzee et al. (2014); Grobler & Grobler (2016); Ohlsson (2018), Coetzer et al 2019; Chatman (1991); Halbesleben and Wheeler (2008), and Villanova, et al. (1994). This suggests that the more an individual fits the requirements of their present position, the more their values align, the more knowledge and expertise they possess, and the more at ease they are, the more devoted they are to the company. This positive alignment not only enhances their job satisfaction but also their commitment to the organization. Someone who is excited about or suitable for their work, who gets along well with other staff members, and who feels like part of the team will feel like an asset to the organization and be willing to go above and beyond to support their colleagues in finishing their tasks and reducing their likelihood of quitting (Cho & Ryo, 2009).

In a semi-structured interview about how well current professionals in Ethiopian public hospitals fit on the job, nine out of eleven (P-1, P-3, P-4, P-5, P-6, P-7, P-8, P-9, and P-10) said that the good things about the job and work environment, especially how well professional beliefs and traits fit with their own, made them stay and share all of their problems with their coworkers, which makes the team fun. The data obtained through qualitative and quantitative data show similarity or conformity with the Kristof (1996) study, which said that most of the time there is a fit between professionals and their work, organization, group, or occupation.

H₃. Sacrifice aspects of on-the-job embedded have a negative and significant relationship with turnover intention.

The study investigated the relationship between the sacrifice elements of on-the-job embedded and employees' intentions to quit their jobs. The data indicate a statistically significant weak negative connection ($r = -.242$, $p < 0.01^{**}$) at a significance level of 0.05. Thus, as the sacrifice elements of on-the-job embeddedness were discovered to have a clear and meaningful connection with employees' decision to leave, hypothesis H3 is confirmed. The findings of this study align with the findings of several previous investigations, including those conducted by Dechawatanapaisal (2018), Karatepe and Shahriari (2014), Cho & Ryu (2009), Halbesleben and Wheeler (2008), Crossley et al. (2007), Clinton et al. (2012), Karatepe (2013), and Besich (2005). Mitchell et al. (2001) showed that an employee's probability of resigning from the organization will rise proportionately to the benefits they stand to forfeit. Employees will not find it easier to resign from their positions, regardless of the pay and non-material benefits offered by the organization. Reducing parts of on-the-job embedded tends to decrease the likelihood of staff members quitting.

Conclusions and Recommendations

This research looked into the dire aspects of on-the-job embedded, including links, fit, and sacrifice, and its relationship with the turnover intention of health professionals in Ethiopian public hospitals. In line with this, the results of a study revealed that employees assume that they fit with the organization's culture and values. Such a strong suit of the job and work environment, particularly the compatibility of professional beliefs and traits with their value system, forced them to decide to stay and share all hardships with their colleagues, which improves team functionality and builds workplace relationships. Along with this, they like the members of their work group, and they together achieve most of the organizational goals by utilizing their skills and talents well.

Concerning sacrificing professionals working in public hospitals, the less respect and support from the administrators; the poor prospects that the professionals have for continuing promotional opportunities; poor incentives for their performance; and poor benefits like perks, the more likely it is to force them to decide to leave the hospital where they are currently working.

For professionals, links with formal and informal relationships with co-workers and social relationships with the surrounding community indicate that current professionals do not have many friends at work and a proper mentor at work.

Moreover, the hospital's human resources management guide needed more clarity regarding their future opportunities, showed a hesitancy to put in substantial effort for the organization, and forced them to stay without much consideration for building relationships within the institution. Furthermore, the correlation matrix demonstrates a strong and statistically significant inverse association between the degree of alignment between on-the-job embeddedness and turnover intention among healthcare workers in Ethiopia. However, the correlation coefficients indicate an insignificant and negative correlation between employees' sacrifice and the link between on-the-job embeddedness.

Based on the research findings and conclusions reached; *to reduce the turnover intention of healthcare professionals, the Ministry of Health and Regional Health bureaus should jointly revise the existing guidelines and develop new strategies that make health professionals satisfied, embedded, and committed to the mission, and they should strictly monitor and evaluate their implementation.* Moreover, considering the extent of the effectiveness of existing change management strategies, healthcare institution administrators particularly should give high attention to the dimensions of on-the-job embedded, such as on-the-job sacrifice and link, and be geared towards eliciting favorable professional attitudes and consequently mitigating the existing high turnover intention.

Implications

While this study adds to the current knowledge and literature, additional research is necessary to verify the causes of the differences in the outcomes for each dimension, specifically on-the-job embeddedness. Furthermore, the study suggested the significance of examining how it affects turnover intention in public hospitals in other developing nations of similar standing.

Limitations of the Study and Suggestions for Future Research

Like any research, there were certain restrictions on this study. A theoretical constraint on this study is the researcher's focus on organizational embeddedness, also known as on-the-job embedded. Future research may yield significant findings if further community or off-the-job embedded is included. On the other hand, off-the-job embedded may also influence employee turnover intention (Community embedded).

The second limitation is that the data for the current study was only gathered once, using a cross-sectional time horizon. This constraint, however, underscores the importance of future investigations. By utilizing longitudinal study time frames, researchers can draw more robust conclusions about the correlation between on-the-job embedded and turnover intention. This underscores the significance of our current findings and the potential for future research to build upon them.

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