Radboud University
Master Thesis
Work, Organizational and Health Psychology

Work and Non-Work Antecedents of Turnover Intention: Job Satisfaction and Job Embeddedness Moderated by Alternative Job Opportunities in the Biotech Industry

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29 June 2022
Word Count: 5219

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Abstract

Voluntary turnover (an employee choosing to leave their job at an organization) is expensive and consumes a lot of organizational conversation and planning, making it a large burden for many organizations. This burden is understood by many organizations but is especially felt by business sectors that require highly educated and specially trained individuals, like the biotechnology industry. While turnover is commonly researched, we still do not have a full view of what factors are associated with increased turnover intention. In this study, we sought to understand several relationships between various antecedents of turnover in turnover research: job satisfaction, job embeddedness, and alternative job opportunities. Focusing specifically on employees working in the biotechnology industry, we distributed an online, self-report questionnaire with questions regarding their level of job satisfaction, community and organizational embeddedness, and their perception of alternative job opportunities available to them. We sought to determine if turnover was lowered in the presence of higher levels of job satisfaction and community and organizational embeddedness, and if the presence of alternative job opportunities moderated these relationships. Our results displayed no moderating role of alternative job opportunities. However, our findings did confirm a significant association between high job satisfaction and lowered turnover intention. Organizations should continue to focus on determinants of job satisfaction and make it a high priority that their employees are satisfied with their job to successfully retain them.

Keywords: job satisfaction, job embeddedness, community embeddedness, organizational embeddedness, alternative job opportunities, turnover intention, biotechnology industry

Executive Summary

Employee retention efforts consume a great amount of organizational time, conversation, and planning, making it a large financial and human resources burden for many organizations. This burden is understood by many organizations but is especially felt by business sectors that require highly educated and specially trained individuals, like the biotechnology industry. While turnover intention (wanting to quit) is commonly discussed in business and researched in academia, we still don't have a complete understanding exactly what factors are most important in the prevention of turnover intention.

In this research, we sought to understand how the high amount of alternative job opportunities in the biotechnology industry moderates several antecedents of turnover intention. Focusing specifically on employees working in the biotech industry, we distributed an online questionnaire with questions regarding employees' level of turnover intention, job satisfaction, level of community and organizational embeddedness (employees' fit, links, and connections in both their community network and organizational network) and their perception of alternative job opportunities available to them (similar jobs at other companies). We wanted to understand the relationships between job satisfaction, community embeddedness, and organizational embeddedness with turnover intention, and learn if alternative job opportunities could moderate these relationships.

What we found is that job satisfaction was significantly associated with lowered turnover intention. Alternative job opportunities didn't exert a moderating role on the relationship between job satisfaction and turnover intention, but it did have its own correlation with turnover intention, meaning that the more alternative job opportunities present, the more likely turnover

intention is to also be present. Our study also found a correlation between organizational embeddedness and lowered turnover intention.

One practical way to address this last finding is to screen prospective employees for organizational embeddedness during the hiring process, i.e., an individual with a high amount of fit between their values and goals with those of the organization, and with a high potential for forming links with colleagues. Likely, this strategy would contribute to a more organizationally embedded workforce and subsequently, reduced turnover. To take additional measures that reflect the results of this research, organizations should continue to focus on determinants of job satisfaction (See Practical Implications and Recommendations). Making it a top priority that employees are satisfied with their jobs will assist in the business effort to successfully retain them. Additionally, since alternative job opportunities was positively correlated with turnover intention, it may be very beneficial for organizations to keep an open-communication policy regarding their employees' prospective job options outside of their present organization. By understanding what makes alternative job opportunities so appealing, organizations can initiate a flexible job crafting intervention to retain employees. Job crafting is modifying your job and adding new job tasks. This allows the employee to integrate new, alternative skills, tasks, and responsibilities into their existing role, without leaving the current organization. In summation, screening prospective employees for values shared by the organization, focusing efforts on maintaining high employee job satisfaction, and keeping an open conversation regarding alternative job opportunities will greatly reduce the likelihood of turnover intention.

Introduction

In organizations which require a degree of highly educated and specially trained employees, such as in the biotechnology industry, the search by organizations for talent is competitive. In the Utrecht Science Park in Utrecht, Netherlands, a hub of multiple biotechnology organizations exists, all with many job vacancies. Once an organization has solved the issue of attaining talent with the required experience and education, they want to retain them for human resource and financial reasons.

Turnover is a prevalent issue and of special importance in opportunity-saturated markets, like the biotechnology industry, where organizations compete for the same talent. In this paper we discuss turnover intention because it is the key antecedent before actual turnover (Gill et al., 2013). Turnover intention refers to employees having thoughts of voluntarily quitting a job, taking steps towards exiting the company, or searching for a new role outside the organization (Barsade and Gibson, 2007). While many turnover studies measure turnover by actual turnover rates, we focus on the preceding turnover intention and the factors connected to those intentions. High turnover can lead to low morale, low motivation, and low productivity (Ali & Baloch, 2010). Once a voluntary turnover has occurred, the costs incurred by the organization grow with sourcing, recruitment and selection, and pressure on remaining employees (Sharma et al., 2021). For these reasons, it is prudent for organizations to address any factors preceding increased turnover intention.

Several sequential turnover models exist, often with job satisfaction at the inception, but these models leave much to be desired as it’s a complex process to assess how job satisfaction correlates to the ultimate decision of turnover (Swider et al., 2011). These process models do not

capture the potential complexity of how job satisfaction may play a role in the ultimate decision to separate (Swider et al., 2011). Within a population of biotech employees, we examined several variable relationships that are unclear in the literature.

Job Satisfaction & Turnover Intention Relationship

Previous research suggests that being unsatisfied with your job is significantly associated with turnover intention (Gebregziabher et al., 2020). Randhawa (2007) finds a negative correlation between job satisfaction and turnover intention, and Alam and Asim (2019) have the same findings. This negative correlation means that when an employee has high job satisfaction, they are less likely to think of leaving the organization. Job satisfaction is one of the most reviewed concepts in organizational behavior (Ćulibrk et al., 2018) and is a starting point for several turnover process models (Hom & Kinicki, 2001; Mobley, 1977). Job satisfaction is an attitudinal variable, and is defined as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976; Schneider & Snyder, 1975, as cited in Ćulibrk et al., 2018, p. 2). Ćulibrk et al. (2018) states that: "Satisfaction is a key element of work motivation, which is a fundamental determinant of one's behavior in an organization" (p. 2). Because many studies have discovered a negative association between job satisfaction and turnover intention, a large consensus exists among researchers about this relationship.

We know job satisfaction has a negative relationship with turnover. However, we do not have a complete understanding of how job satisfaction may interact with environmental factors, like a high amount of alternative job opportunities. How the job satisfaction and turnover relationship is affected by the availability of alternative job opportunities is undeveloped and unclear in opportunity-saturated industries, such as the biotechnology industry.

Alternative Job Opportunities on Job Satisfaction & Turnover Intention

In our review of the literature, we were interested in how the relationship between job satisfaction and turnover intention changed, depending on the availability of alternative job opportunities. We define alternative job opportunities as a comparable position (similar job, different organization) in the same or a related field to your original occupation. Typically, the alternative job opportunities would not require additional qualifications than the individual already possesses. In a study situated in a low-opportunity job market, job satisfaction had a negative correlation to turnover (Rabbi et al., 2015). In a high-opportunity job market, one study found that the negative correlation between job satisfaction and turnover intention is weakened as compared to in a low-opportunity market (Ramlawati et al., 2021). In these high-opportunity job markets, job satisfaction was less strongly, negatively correlated to turnover, meaning that high job satisfaction became less predictive of lowered turnover intention in this environment as opposed to a low-opportunity job market environment (Abdul et al., 2012; Awal et al., 2021). As available alternative job opportunities increase, high job satisfaction seems to be less negatively correlated with turnover (Rabbi et al., 2015; Abdul, et al., 2012). These findings suggest that the strength of the typically negative correlation between job satisfaction and turnover intention could be weakened by the availability of alternative job opportunities in the surrounding job market. One possible explanation is that when employees feel that there are many alternative job opportunities, they may become more prone to turnover intention if they can get a job that they assess as being an improvement on their current job, regardless of high job satisfaction (Ramlawati et al., 2021). These findings are consistent with social interdependence theory, which posits that when the labor market provides many external job alternatives, it can result in job changes (Kanfer & Hulin, 1985).

This body of research on the interaction between job satisfaction and alternative job opportunities in high-opportunity markets are limited to two studies, neither of which are within the biotechnology industry (Ramlawati et al., 2021; Abdul et al., 2012). Both studies found a positive correlation between job satisfaction and turnover intention (Ramlawati et al., 2021; Abdul et al., 2012). The findings from studies depicting a weakened relationship between job satisfaction and turnover intention in markets with high alternative job opportunities deviate from the usual strong, negative correlation between job satisfaction and turnover, and are scarce in number. Therefore, our research seeks to further understand this relationship.

Job Embeddedness & Turnover Intention

Through numerous studies, existing research has posited a negative correlation between turnover intention and job embeddedness, a relatively young concept (Felps et al., 2009; Kim & Kim, 2021). Mitchell, Holtom, Lee, Sablynski (2001) were the first to use the term job embeddedness. Job embeddedness is an assortment of factors and non-affective ways an individual can be interconnected with their community and their organization (Mitchell, Holtom, Lee, Sablynski, 2001). One related concept is Field Theory, which states that: “people have a ‘perceptual life space’ in which the aspects of their lives are represented and connected” (Lewin, 1951). These connections can be plentiful or scarce. While individuals have work lives and home lives, these are not independent domains, because individuals view them as an interconnected narrative within their perceptual life space. Work-related factors are not the only factors that can contribute to turnover intention. Our perceptual live space also includes both community and organization, and therefore both domains can contain factors preceding turnover intention.

With these theoretical concepts in mind, we describe job embeddedness as an interconnected web in which an individual can become enmeshed (Mitchell, Holtom, Lee,

Sablynski, 2001). The core dimensions of job embeddedness are the degree to which individuals have ties to people or activities, the degree to which their jobs and communities fit with the other characteristics (e.g., values) or structures in their life, and what would be sacrificed if they left an organization or community (Mitchell, Holtom, Lee, Sablynski, 2001). One who is highly embedded in their community has many links to and fit with their community, and one who is highly organizationally embedded has many links to and fit with their organization. We focus on these two overarching dimensions of job embeddedness, community embeddedness and organizational embeddedness. While organizational embeddedness may better inform practical interventions, an understanding of community embeddedness allows for more visibility of the non-work-related factors that may be associated with turnover intention.

Alternative Job Opportunities on Job Embeddedness & Turnover Intention

We do know from Swider et al. (2011) that turnover was found to be more likely if alternative job opportunities were high and embeddedness was low. An in-depth examination of the moderating effect of alternative job opportunities on the relationship between both dimensions of embeddedness and turnover intention has not been done. Due to the small body of literature on these relationships, their review is an exploratory part of this research. We posit that alternative job opportunities may moderate the associations between both dimensions of embeddedness and turnover intention if the individual compares the perceived fit (e.g., personal values) of the alternative job opportunity with the current role's fit, or if they have more potential to form links within an alternative organization than within their current organization. Alternatively, if there is significant fit lost and enough sacrifices incurred for leaving the current role, one may be more likely to be retained. While community and organizational embeddedness are connected ideas under the umbrella of job embeddedness, they are separate concepts, and so

we review them separately. Here we exploratively examine if alternative job opportunities moderate the relationship between community embeddedness and organizational embeddedness with turnover intention.

Current Study

In this study, we add to the literature by analyzing the associations of job satisfaction, community embeddedness, and organizational embeddedness with turnover intention. Additionally, we seek to clarify the role of alternative job opportunities, specifically a high amount of alternative job opportunities, in moderating both dimensions of embeddedness' and satisfaction's association with turnover intention. As the understanding of these work and non-work factors' relationships with turnover intention is our focus, the following question is raised:

"In an opportunity-saturated market like the biotechnology industry, how does the presence of alternative job opportunities moderate the relationships of job satisfaction and job embeddedness with turnover intention?"

Hypotheses

H_1: Job satisfaction will be negatively associated with turnover intention.

H_2: Alternative Job opportunities will moderate the association between job satisfaction and turnover intention such that their negative association will be weaker when when alternative job opportunities are high than when alternative job opportunities are low.

H_3: Community Embeddedness will be negatively associated with turnover intention.

H_4: Organizational Embeddedness will be negatively associated with turnover intention.

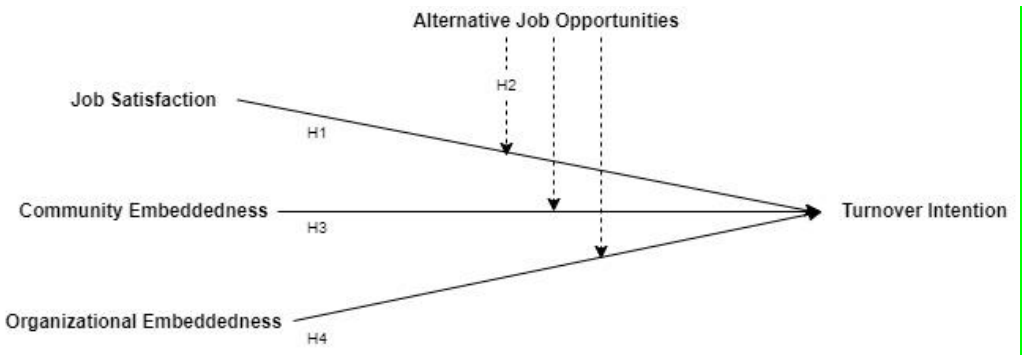

Figure 1. Research Design
Note. Full lines depict an association. Dashed lines depict a moderation.

Method

Participants and Procedure

Participants were eligible for this study if they worked in the biotechnology industry and were older than 18 years of age. Participants were sampled through convenience sampling from a small biotechnology organization's employee pool in Utrecht, Netherlands. In an effort to reach our target sample size, participants were also recruited from an online Biotechnology employee forum. Participants filled out a subsequent online questionnaire via Qualtrics. After reading the informed consent and agreeing twice for their responses to be recorded, once at the beginning and once at the end of the survey, participants filled out the questionnaire which took M = 29.30 minutes (see Appendix A). There was a total of 111 respondents of which 23 responses had to be omitted due to fully incomplete surveys, leaving a total of $N = 88$. To protect privacy at the small organization, no personal data (e.g., gender and age) were collected from participants. On average, participants had been working in the industry for M = 3.78 years. The average time worked at the organization was M = 2.48 years and the average time worked in the present position was M = 2.23 years.

Measures

The survey was composed of previously validated scales. In the following, items per variable are detailed. Our reliability measurement, Cronbach's alpha values, met academic standards at .70 or above. For the full overview of each questionnaire's items, see Appendix B.

Turnover Intention. A six-item, five-point Likert scale questionnaire 'Roodt's Turnover Intention Scale (TIS-6)' from Bothma and Roodt (2013), was used to measure turnover intention, (e.g., "How often have you considered leaving your job?"). Response options and respective scoring were as follows: Never (1), Sometimes (2), More than half the time (3), Most of the time (4), and Always (5). Bothma and Roodt (2013) observed a reliability of $\alpha = .80$. Our Cronbach's alpha was $\alpha = .84$.

Alternative Job Opportunities. A five-item, five-point Likert scale questionnaire 'Opportunities to Job Alternatives' from Weng and McElroy (2012) was used to measure alternative job opportunities, (e.g., "If I leave this organization, there are many available new jobs for me to choose from"). Response options and respective scoring were as follows: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5). Weng and McElroy (2012) observed a reliability of $\alpha = .77$. Our Cronbach's alpha was $\alpha = .78$.

Job satisfaction. A five-item, five-point Likert scale 'Job Satisfaction' questionnaire from Schleicher et al. (2004) was used, (e.g., "I am satisfied with my job for the time being"). Response options and respective scoring were as follows: Strongly Disagree (1), Somewhat Disagree (2), Neither agree nor disagree (3), Agree (4), and Strongly Agree (5). Schleicher et al. (2004) observed a reliability of $\alpha = .94$. Our Cronbach's alpha is $\alpha = .83$.

Community Embeddedness. To measure both dimensions of job embeddedness, we used the scale developed by Mitchell, Holtom, Lee, Sablynski (2001). The original community embeddedness subscale consisted of 13 items (e.g., 'I think of the community where I live as home'). Likert scale response options and respective scoring were as follows: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5). The non-Likert-scale questions (multiple choice and yes/no questions) negatively impacted the reliability of the community embeddedness dimension. Our Cronbach's alpha for community embeddedness was originally $\alpha = .65$, and due to this low reliability, we removed all non-Likert questions to increase alpha, leaving a total of 8 questions for community embeddedness. Mitchell, Holtom, Lee, Sablynski (2001) observed a reliability of $\alpha = .67$ for community embeddedness. After removing non-Likert-scale questions, our Cronbach's alpha for community embeddedness was $\alpha = .71$.

Organizational Embeddedness. The original organizational embeddedness subscale consisted of 23 items, (e.g., 'My values are compatible with the organization's values'). There were multiple choice and Likert scale questions. Likert scale response options and respective scoring were as follows: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5). The multiple-choice questions had five answering options, and we coded these on a five-point scale to be in alignment with the Likert-scale questions. Mitchell, Holtom, Lee, Sablynski (2001) observed a reliability of $\alpha = .75$ for organizational embeddedness. Our Cronbach's alpha for organizational embeddedness was $\alpha = .86$. An important note is that community embeddedness and organizational embeddedness were not correlated (see Table 1), and this is another reason that we reviewed job embeddedness not as one variable, but individually reviewed its two dimensions.

Power Analysis

A priori power analysis for 'multiple linear regression fixed model R^2 deviation from zero' were performed for each hypothesis using G*Power 3.1.9.7 to determine the highest sample size required. The effect sizes used were taken from existing literature that investigated the impact of the specific independent variable on turnover intention. We intended to attain the highest suggested sample size overall. The results of the priori power analyses indicated the following:

- For job satisfaction, for an effect of F^2=.33, at a significance level of 5% (0.05) and with 80% power, 26 participants are required (Özkan, 2022).
- For overall job embeddedness, encompassing both community and organizational, for an effect of F^2=.30, at a significance level of 5% (0.05) and with 80% power, 19 participants are required (Kim & Kim, 2021).
- For alternative job opportunities moderation, there was not existing literature that indicated effect size, so we utilized the standard of F^2=0.15, at a significance level of 5% (0.05) and a power of 80%, 99 participants are required.
    - The suggested sample size of N = 99 was not reached due to accessibility to our target population, and so we conducted a sensitivity analysis that indicated results would be significant with an effect of F^2 = .13, with a power of 80%.

Data Analysis

To analyze the data, responses were transferred from Qualtrics to IBM SPSS Statistics 28. Cronbach's alpha values were reviewed for each variable's scale. A single Likert scale question was reverse coded, and we calculated the mean for each of the variables. Testing regression assumptions showed that all assumptions were met. No outliers were removed.

Results

Descriptive Statistics

For an overview of descriptive statistics for all variables, see Table 1. Table 1 shows that respondents were on the neutral to moderate end on job satisfaction and organizational embeddedness. Alternative job opportunities and community embeddedness were moderate to high. Turnover intention was on the low to neutral end of the scale, meaning that our participants did not possess a high intention to leave their organizations. Job satisfaction and organizational embeddedness both had significant, negative correlations to turnover intention. Alternative job opportunities had a significant positive correlation to turnover intention. Community Embeddedness had an insignificant, negative correlation to turnover intention.

Table 1

Means, Standard Deviations and Correlations of the Independent and Dependent Variables (N=88;)

	Mean	Std. Deviation	1	2	3	4
1. Job Satisfaction	3.43	.84	1			
2. Community Embeddedness	3.81	.57	.14	1		
3. Organizational Embeddedness	3.32	.53	.72**	.18	1	
4. Alternative Job Opportunities	3.80	.66	-.28**	-.06	-.31**	1
5. Turnover Intention	2.64	.82	-.77**	-.09	-.62**	.32**

**Correlation is significant at the 0.001 level (2-tailed).

Note. The mean is on a scale of 1 (lowest) – 5 (highest).

Hypotheses Testing

The results of the hierarchical multiple linear regression and interactions are outlined in Table 2.

Table 2

Results for the Regression of Turnover intention on Job satisfaction, community embeddedness, and organizational embeddedness with interaction

Regressions	ΔR^2	β	*SE*	*p*
Model 1	.60			<.001
Job satisfaction		-.66	.1	<.001
Community Embeddedness		.03	.07	.64
Organizational Embeddedness		-.15	.1	.14
Model 2	.03			<.001
Alternative Job Opportunities		.04	.08	.59
AJO × Job Satisfaction		.20	.11	.09
AJO × Community Embeddedness		.03	.08	.71
AJO × Organizational Embeddedness		-.23	.11	.05

Note. AJO, alternative job opportunities.

***p < .001.

To approach our research question, a hierarchical linear regression analysis was performed to test the associations of job satisfaction, community embeddedness, and organizational embeddedness with turnover intention. In Model 1, these independent variables (job satisfaction, community embeddedness, organizational embeddedness) were entered. In Model 2, the moderator and its interactions with the independent variables were entered (2-way).

Model 1, which contained job satisfaction, community embeddedness, and organizational embeddedness, was found to be significant (see Table 2). The R^2 value of .58 in this regression model suggests that the combination of these variables accounts for 58% of the variance in turnover intention. While the associations of community embeddedness and organizational

embeddedness with turnover intention were not significant, the bivariate correlation of organizational embeddedness with turnover intention was negative and significant (see Table 1).

The results of Model 2, which contained the moderator of alternative job opportunities and its' interactions with the independent variables, was significant overall, $R^2 = .59$, but the interaction effects were not significant (see Table 2), and it did not add any significant explanation of variance in our dependent variable, turnover intention. The interaction of alternative job opportunities and organizational embeddedness was at $p = .053$ and thus did not reach the significance level of $p < .05$, so we did not consider this a significant result.

Discussion

Effective employee retention is a prevalent topic among organizational leadership and is crucial to business success. The alternative, employee turnover, is costly and burdensome for organizations. Although much time and resources are dedicated to addressing employee turnover, many organizations still experience problematic turnover rates (Ali & Baloch, 2010). Because of the business consequences of voluntary turnover, turnover research has an important role in organizations, as we empirically define what factors are most important in determining turnover or retention. Based on knowledge from existing turnover literature, the present study sought out additional information regarding specific variable relationships that possess a part to play in impacting turnover intention.

Critical Discussion of Findings

Considering the results depicted above, we examine our hypotheses in the following. The first hypothesis was that job satisfaction would be negatively associated with turnover intention. Because our results depicted that highly satisfied employees indeed have lowered rates of turnover intention, we conclude that this hypothesis was supported. Our findings are aligned with Randhawa (2007) and Alam and Asim (2019). These results are quite logical, because an employee who feels highly satisfied with their job will have lowered intentions of leaving the organization.

Our second hypothesis was rejected because alternative job opportunities did not moderate the relationship between job satisfaction and turnover intention. While we did not find a moderation by alternative job opportunities, we did find a positive correlation of alternative job opportunities with turnover intention. The last part was outside the scope of our hypothesis but is important to note. We initially believed that a high amount of alternative job opportunities would moderate this relationship by making it weaker, but the moderate to high amount of alternative job opportunities present did not play a significant moderating role.

Ramlawati et al. (2021) found that alternative job opportunities moderate the relationship between job satisfaction and turnover intention. On one hand, our results are inconsistent with this previous research because we did not find a moderating effect by alternative job opportunities. On the other hand, our results are consistent with the work by Ramlawati et al. (2021), because they also found that alternative job opportunities are positively correlated with turnover intention. This result is also consistent with two other studies by Awal et al. (2021) and Mosez et al. (2018), which indicated that alternative job opportunities have their own direct

effect on turnover intention, outside of job satisfaction. This suggests that when alternative job opportunities are present, turnover intention is likely to be higher.

Considering previous research by Awal et al. (2021) and Mosez et al. (2018), that only found a direct relationship between alternative job opportunities and turnover intention, and our results showing a lack of moderation, we suggest that job satisfaction's association with turnover intention is potentially not affected by the presence of alternative job opportunities. This means that regardless of high job satisfaction, alternative job opportunities can be so appealing that an employee still experiences turnover intention. The alternative is also possible, that despite the nonexistence of alternative job opportunities, low job satisfaction can lead to turnover intention. The lack of interaction found in our results may also be a consequence of our interaction analyses being underpowered, but it also supports the conclusions of some previous research (Awal et al., 2021; Mosez et al., 2018).

Hypothesis three had to be rejected, as community embeddedness did not have a significant association with turnover intention. These results contradict findings from a meta-analysis by Jiang et al. (2012), which state that community embeddedness is negatively correlated to turnover after controlling for other factors. One plausible explanation for our insignificant findings is that individuals with high turnover intention are considering leaving based on other factors such as job satisfaction, and not community embeddedness. Additionally, unless the individual is leaving the community, the losses associated with leaving an organization may not present a concern or be considered a sacrifice, as the individual is only leaving the organizational network and not their community network.

Hypothesis four was not supported by our results, as Organizational embeddedness was not significantly associated with turnover intention, though they were negatively correlated. This

means that when an individual is more organizationally embedded, their turnover intention is likely to be lower. The correlational results are shared by Jiang et al. (2012) who found that organizational embeddedness was negatively correlated with turnover intention. We found this same negative correlation in our results, but organizational embeddedness was not a significant predictor of turnover intention, so we must consider that this correlation could include an overlap of other variances, like from job satisfaction. We suggest that this could be because some elements of organizational embeddedness (such as the alignment of values and fit with the organization) may be integral in the process of how an individual chooses an organization in the acquisition process, so when the individual is later experiencing turnover intention, it could be attributed to other factors outside of organizational embeddedness. However, the strong, negative correlation suggests it is possible that these other factors could be mitigated by the highness or lowness of organizational embeddedness present in the individual.

The exploratory aspect to our research, suggesting that alternative job opportunities moderate the relationships between both community and organizational embeddedness and turnover intention, were unsupported. These relationships have not been subject to in-depth examination prior to our research, but our results were contradictory to Swider et al. (2011), who found that job searching was more likely to result in turnover if job embeddedness was low.

One plausible reason we did not find a moderation of alternative job opportunities with community embeddedness and turnover intention could be that our measure of alternative job opportunities did not consider whether the alternative jobs available were inside or outside of the individual's community. This could have made the moderation difficult to detect because our results do not consider the location of alternative job opportunities. With this reasoning, if high alternative job opportunities are available, they may not weaken the negative relationship

between community embeddedness and turnover intention because perhaps they are still within the individual's community network. Finally, because of our relatively close-to-significance result of the moderation of alternative job opportunities to organizational embeddedness and turnover intention, it's likely that this interaction was not detected due to an underpowered analysis.

Strengths and Limitations

It is worth noting that these results may not be generalizable to other populations working in environments outside of competitive industries within individualistic, developed countries. Our quantity of participants was also not as high as the highest recommended sample size, and so we acknowledge this could have impacted the support for our moderation hypotheses. Additionally, we used self-reported survey responses, but more objective measures of embeddedness levels and turnover rates may be beneficial to overall objectivity. Objective measures of the actual available alternative job opportunities (not just the respondents' perceptions of their availability) could be beneficial as well. In terms of strengths, we view measuring turnover intention, as opposed to measuring actual turnover rates, as an advantage because we focus on the factors preceding turnover intention and can inform interventions for the prevention of not only turnover action, but the prevention of thoughts encompassed in turnover intention. Another strength in our study is that our participants were specific to the biotechnology industry, where no turnover research has previously been conducted.

Future Research

In future research, the relationships between these variables should continue to be reviewed as we seek a deeper understanding of what factors predict voluntary employee turnover. Future studies on this topic should consider longitudinal studies with bigger sample

sizes. Considering our lack of significant association between community embeddedness and turnover intention, future studies could capture information about the distance or location of alternative job opportunities, to better understand if community embeddedness can deter an individual from wanting to pursue alternatives outside of their community network. Additionally, it's possible that in more collectivistic cultures, the relationship between community embeddedness and turnover intention might be stronger as higher importance is assigned to community networks than in individualistic societies, and future research should take this into account. Also, a better understanding regarding the element of 'fit' within organizational embeddedness and whether it is a decision-making factor in choosing an organization, could lead to better informing how to identify highly embedded individuals and how to keep them embedded to retain them to the organization.

Practical Implications and Recommendations

One important implication of our results is that high job satisfaction is a critical determinant of lowered turnover intention. Organizational focus on the antecedents of job satisfaction, such as performance management and compensation, could be helpful in retention efforts (Bodla, 2014). Additionally, organizational embeddedness, which is defined by Mitchell, Holtom, Lee, Sablynski (2001) as the fit and links an individual feels with their organization, and the sacrifices they would incur should they leave the organization, is correlated with reduced turnover intention. This lends itself to the suggestion that screening for prospective employees with a high amount of fit between their values and goals with those of the organization, and with a high potential for forming links with colleagues, would lead to a more organizationally embedded workforce, and subsequently to reduced turnover.

Additionally, since alternative job opportunities were negatively correlated with turnover intention, it may be very beneficial for organizations to keep an open-communication policy regarding their employees' prospective job options outside of their present organization. By understanding what makes alternative job opportunities so appealing, organizations can initiate a job crafting intervention to retain employees. Job crafting, defined by Wrzesniewski & Dutton (2001) as "changing the boundaries and conditions of job tasks and job relationships and of the meaning of the job" (p. 180), allows the employee to integrate additional skills, tasks and responsibilities that appeal to them into their existing role, without leaving their organization. Importantly, this may also have a positive impact on overall employee satisfaction.

Conclusion

Our research question, whether alternative job opportunities can moderate the relationships between job satisfaction and embeddedness with turnover intention, remains partially unanswered, although this study has provided additional evidence towards making conclusions with future research findings. The indirect moderating role and direct association of alternative job opportunities with job satisfaction and turnover intention should continue to be reviewed for the purpose of lowering turnover rates in organizations. This study highlights the importance of placing organizational emphasis on and allocating resources toward heightened individual job satisfaction and increasing employees' depth of organizational embeddedness in the effort to reduce turnover intention. In conclusion, the critical action for organizations is to focus on their employees' levels of satisfaction to make turnover intention less likely.

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Appendix A: Informed Consent

INFORMATION LETTER for participation in scientific research on attitudinal & non-attitudinal factors correlated with retention

Introduction/Aim of the research

This study will be conducted by Simona Nicu and Mackenzie Olson who are master's students in the Faculty of Social Sciences at Radboud University.

We are interested in studying factors that relate to how and why people choose to stay or leave an organization. We aim to use this research to provide practical suggestions for increased retention of employees by organizations and an improved employee experience.

Our research will consist of multipl- choice questions pertaining to aspects of and your feelings toward your job, work organization, and community. The survey should take no more than 15 minutes to complete. There are no risks associated with participating. The researchers conducting this study adhere to the ethical guidelines as specified by the Light Track of the Ethics Committee Social Sciences (ECSS) of the Radboud University.

Use of your personal data

The data for this study are collected anonymously. The use and storage of your personal data is not necessary.

Confidentiality of your data and data processing

The information you provide for the current research purposes are treated with the utmost care and is accessible to authorized Radboud University staff only. In addition, the research data are accessible to the teacher(s) of these student and the examiners of the course for which this study is conducted. No individuals within your organization will have access to your responses. Since the current study is completely anonymous, your data cannot be related back to you. Withdrawing your consent is therefore possible at the end of the survey by indicating this in the final question.

Retention period of your data

The research data that are collected in this study will be saved by the student-researcher for the University course in which they conduct this study. The research data will be kept by the student-researchers until the course for which they conduct this study is completed. After that, the anonymous research data will be deleted by the student-researchers from their own storage. Data will be sent to the University supervisor and the program of Psychology at Radboud University, where the research data is held for education purposes (for example, appraisal, verification, and audits). The consent form signed by you will be kept by the Radboud University for 10 years upon completion of the research. Your anonymous research data will be stored for 10 years after the research has been completed.

Right of access by supervisory authorities to inspect the research's compliance with ruling guidelines Some persons and organizations must have access to your research data. This is necessary to test whether the research has been carried out properly and reliably. These persons and supervisory authorities inspecting your data for verification include: authorized persons within Radboud University (for example the university supervisor, examinators, dean, director or data officer) and (inter) national supervisory authorities (for example the Dutch Data Protection Authority and the Netherlands Board on Research Integrity). They are held to inspecting your data on a strictly confidential basis. You will be asked to grant permission for this access. If you refuse to do so, you cannot participate in the study.

Additional information on your rights regarding the processing of your personal data Radboud University is responsible for compliance with the General Data Protection Regulation (GDPR) when processing your data. The researcher ensures that your privacy and the conditions attached to it are safeguarded and he/she adheres to the Dutch code of conduct for scientific integrity and university policy regarding the storage and management of research data when conducting this research. You have the right to withdraw your consent for the processing of your response data till the end of the survey. You can find the Radboud University Privacy Statement at: https://www.ru.nl/english/vaste-onderdelen/privacy-statement-radboud-university/. If you have any questions about your privacy, please contact the Privacy Officer Faculty of Social Sciences (P.Janssen@socsci.ru.nl). For general questions, please contact the office of the Data Protection Officer of Radboud University via privacy@ru.nl.

Voluntary Participation

We now ask you to consider whether you want to participate in this study. Your participation in this study is entirely voluntary. If you decide not to participate, there will be no adverse consequences. If during the participation, you wish to withdraw your agreement and terminate your participation, you have every right to always do so. Again, there will be no adverse consequences for you and participation is entirely on a voluntary basis (there will be no renumeration). We now ask you to take some time and think about participating first. If you decide you do not want to participate in this study, we thank you for your time. Contact information If you have any questions, comments, or concerns about this study, please contact the researchers responsible:

Mackenzie Olson, mackenzie.olson@ru.nl, +16235211817

Simona Nicu, simona.nicu@ru.nl, +40737508592

If you have any questions, comments, or concerns regarding this study, please contact the responsible researcher. If you have questions, comments, or concerns you feel uncomfortable sharing with the responsible researcher, you can contact the coordinator of the master Work Organization and Health psychology at Radboud University,

Brigitte Claessens: Brigitte.claessens@ru.nl.

With kind regards, Mackenzie Olson, mackenzie.olson@ru.nl; Simona Nicu, simona.nicu@ru.nl Radboud University

CONSENT FORM for participation in scientific research on attitudinal & non-attitudinal factors correlated with retention

I herewith confirm that:

- I have been satisfactorily informed of the study in writing;
- I have read the written information;
- I have been given the opportunity to ask questions about the study;
- my questions have been answered satisfactorily;
- I have been given ample opportunity to think carefully about participating in the study; - I participate in the study entirely on a voluntary basis.

I understand that:

- I have the right to withdraw my consent at any time during the survey without having to state reasons and without fear of adverse consequences by selecting "I withdraw my consent; please delete my answers" on the last question.

-I have the right to have my research data deleted up until the end of the questionnaire (since it is not possible to have them deleted at a later time due to anonymous data);

- the tests and questionnaires used are not medical/clinical tests, but the researchers nonetheless have an obligation to inform me about scores that may be of personal clinical interest.

I agree that:

- my research data within this research will be obtained for scientific purposes and will be available for verification, reuse and replication for 10 years;
- the signed consent form is kept for 10 years;
- supervisory authorities may inspect my research data for the purpose of auditing the research.

-I understand that in order to participate in the study, I must answer 'YES' to all of the above points. I agree to participate in the study: YES/NO

Appendix B: Survey Items

Note. All questions are five-scale Likert items unless alternative answering options are present here. The scales for Likert questions are stated in the Methods section.
Note. Items marked with *: Items that were removed from the community embeddedness variable due to low reliability.
Note. Items in Italics: Items belonging to the Organizational Embeddedness dimension.

Job Embeddedness
Instructions to Participants: Please answer the following questions regarding the last 9 months (if you have been working at the organization for less than 9 months, please reflect on that total period).

1. I really love the place where I live
2. The weather where I live is suitable for me
3. This community is a good match for me
4. I think of the community where I live as home
5. The area where I live offers leisure activities that I like
6. *I like the members of my workgroup*
7. *My coworkers are similar to me*
8. *My job utilizes my skills and talents well*
9. *I feel like I am a good match for this company*
10. *I fit with the company's culture*
11. *I like the authority and responsibility I have at this company*
12. *My values are compatible with the organization's values*
13. *I can reach my professional goals working for this organization*
14. *I feel good about my professional growth and development*
15. Are you currently married?*
    a. Answering options:
        i. No (1)
        ii. Yes(5)
16. If you are married, does your spouse work outside the home? (Question programmed to be skipped if answer to #15 is No)*
        i. No (1)
        ii. Yes(5)
17. Do you own the home you live in?*
    a. Answering options:
        i. None (1)
        ii. A few (3)
        iii. Many (5)
18. My family roots are in this community
19. How many family members live nearby?*
    a. Answering options:
        i. None (1)
        ii. A few (3)
        iii. Many (5)

20. How many of your close friends live nearby?*
    a. Answering options:
        i. None (1)
        ii. A few (3)
        iii. Many (5)
21. *How long have you been in your present position?*
    a. *Answering options:*
        i. *6 months or less (1)*
        ii. *Over 6 months, up to 1 year (2)*
        iii. *Over 1 year, up to 3 years (3)*
        iv. *Over 3 years, up to 5 years (4)*
        v. *Over 5 years (5)*
22. *How long have you worked for this company?*
    a. *Answering options:*
        i. *6 months or less (1)*
        ii. *Over 6 months, up to 1 year (2)*
        iii. *Over 1 year, up to 3 years (3)*
        iv. *Over 3 years, up to 5 years (4)*
        v. *Over 5 years (5)*
23. *How long have you worked in the industry?*
    a. *Answering options:*
        i. *6 months or less (1)*
        ii. *Over 6 months, up to 1 year (2)*
        iii. *Over 1 year, up to 3 years (3)*
        iv. *Over 3 years, up to 5 years (4)*
        v. *Over 5 years (5)*
24. *How many coworkers do you interact with regularly?*
    a. *Answering options:*
        i. *None (1)*
        ii. *A few (3)*
        iii. *Many (5)*
25. *How many coworkers are highly dependent on you?*
    a. *Answering options:*
        i. *None (1)*
        ii. *A few (3)*
        iii. *Many (5)*
26. *How many work teams are you on?*
    a. *Answering options:*
        i. *None (1)*
        ii. *A few (3)*
        iii. *Many (5)*
27. *How many work committees are you on?*
    a. *Answering options:*
        i. *None (1)*
        ii. *A few (3)*

iii. Many (5)

28. Leaving this community would be very hard.
29. People respect me a lot in my community
30. My neighborhood is safe
31. *The pension benefits provided by this organization are excellent*
32. *The prospects for continuing employment with this company are excellent*
33. *I have a lot of freedom in this job to decide how to pursue my goals*
34. *The perks on this job are outstanding*
35. *I feel that people at work respect me a great deal*
36. *My promotional opportunities are excellent here*

Job Satisfaction

Instructions to Participants: Please answer the following questions regarding the last 9 months (if you have been working at the organization for less than 9 months, please reflect on that total period).

1. I am satisfied with my job for the time being
2. I find real enjoyment in my work
3. I am satisfied with the organization's development and status
4. I am satisfied with the salary and rewards
5. I am satisfied with the amount of work that I do
6. I am satisfied with the chance for advancement in this job

Alternative Job Opportunities

Instructions to Participants: Please answer the following questions regarding the last 9 months (if you have been working at the organization for less than 9 months, please reflect on that total period).

1. I feel that it would be easy for me to find a job that is much better than the one I now have
2. I feel that it is easy for me to find a job as good as the one I now have
3. There are many opportunities for development outside my current organization
4. If I leave this organization there are many available new jobs for me to choose from
5. All in all, this is the likelihood that I could find an acceptable alternative job with another company

Turnover Intention

Instructions to Participants: Please answer the following questions regarding the last 9 months (if you have been working at the organization for less than 9 months, please reflect on that total period).

1. How often have you considered leaving your job?
2. How often are you frustrated when not given the opportunity at work to achieve your persona work-related goals?
3. How often do you dream about getting another job that will better suit your personal needs?
4. How often do you look forward to another day at work?
5. To what extent is your current job satisfying your needs?