THE NATURE OF JOB EMBEDDEDNESS OF MACHINE OPERATORS IN GARMENT MANUFACTURING ORGANIZATIONS IN KATUNAYAKA EXPORT PROCESSING ZONE IN SRI LANKA

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A Thesis Submitted to the Faculty of Management Studies, Sabaragamuwa University of Sri Lanka in Partial Fulfillment of the Requirements for the Honors Degree of Bachelor of Science in Business Management

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ABSTRACT

Turnover among the sewing machine operators in Sri Lanka is higher than the other industry employees. Job Embeddedness is the way how employees attached and embed with their job. Job Embeddedness includes six dimensions with on and off job link, fit, sacrifice which measure an employee's intention to stay. Hence it is important to identify the nature of Job Embeddedness among the sewing machine operators to retain them in the industry. The main objective of the current study was to examine the nature of Job Embeddedness because still, the concept of Job Embeddedness is novel to Sri Lanka. The study was conducted based on the quantitative research methodology. Used survey strategy and convenience sampling technique to collect data from 272 sewing machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone Moreover, the independent sample t-test, and descriptive statistics were used to analyze the gathered data. The findings of the study revealed that machine operators are highly embedded with the on-the-job fit compare to the other dimensions. Furthermore, it indicates that there is a variation of age, gender, marital status, and skill level of the employees and that variations are significant. Hence, those findings are helpful for the management to make strategies to retain their employees in the garment industry. Future researchers should study this concept relevant to another industry in Sri Lanka and use more demographic factors to identify the variations.

Keywords: Demographic factors, Fit, Garment Manufacturing, Job Embeddedness, Link, Sacrifice, Machine Operators

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JE - Job Embeddedness

KEPZ - Katunayaka Export Processing Zone

CHAPTER ONE
INTRODUCTION

1.1 Introduction

This chapter consists of the background of the study, research problem, research questions, research objectives, research hypotheses, the significance of the study, limitations, chapter organization, and the summary of chapter one by providing the basic idea about the present research study.

1.2 Background of the Study

In a highly competitive globalized environment, contemporary business organizations are dynamic. Therefore, to survive and thrive, organizations need a competitive edge over their rivals. Galhena (2011) declares that when organizations are operating in their industrial setting, should pay serious attention to how to gain competitive advantages over the rivalry among existing firms and new entrants. Barney (1991) classified three basic types of resources that provide a competitive advantage as physical capital resources, organizational capital resources, and human capital resources.

In the knowledge era, employees have become a source of competitive advantage (Glen, 2006). There are some industries; they secure a competitive advantage through human capital resources. The textile and garment industry is one of the industries that require a lot of manpower and the fastest-growing industry that employs millions. The garment industry plays a significant role in the development of a state and it is not only an

industry that processes raw materials into finished goods but also includes numerous processes. While most garment manufacturers worldwide rely on people to cut and sew pieces of fabric together, but in some countries like the United States manufacturing has become highly automated (Singh et al., 2019).

Anka (2018) stated that Sri Lanka's garment industry is the most significant and dynamic contributor to Sri Lanka's economy. The industry is considered the largest foreign exchange earner and a key generator of employment opportunities in the Sri Lankan economy. It is Sri Lanka's primary foreign exchange earner accounting for 40 % of the total exports and 52% of industrial products exports at present. In Sri Lankan contexts most of the garment organization's production process is to convert fabric into readymade garments. According to Athukorala (2014), Sir Lanka is considered an assembling country, therefore, it required a lot of manpower for its production. Because of that Sri Lanka is still a labor-intensive country. Kelegama (2009) emphasized that the garment industry in Sri Lanka has been contributing to the livelihood of nearly 1.2 million people and Dheerasinghe, (2009) stated that this industry provides more than 330000 direct employment or 5 percent of the country's total employment. When considering Sri Lankan's garment industry they have a lot of manpower to gain a competitive advantage. Not only in Sri Lanka but the largest garment exporters in the world like China, Bangladesh, Vietnam, and India also get a competitive advantage through their labor-intensive methods. Therefore, human resource is the most valuable assets in the apparel industry in Sri Lanka.

Retention of the firm's human resource is the most important to the organization to develop and achieve the firm's goals and objectives (Liyanage & Galhena, 2014; Barney & Wright, 1998). When dealing with employee retention, Brown et al., (2009) mentioned labor turnover is an important and pervasive feature of the labor market. According to Mathis (2006), labor turnover is a process in which an employee leaves an organization and has to be replaced. Moreover, an early review article of studies on turnover several factors that appear to be consistently linked to turnover such as lack of satisfaction with job aspects like salary, career opportunities, and work content, etc.

According to Nawaz et al., (2009), there are two types of employee turnover methods such as voluntary turnover and involuntary turnover.

Traditional turnover theories maintain that voluntary turnover is more likely if employees are dissatisfied or otherwise unhappy in their jobs and believe they can obtain attractive alternatives elsewhere. To explain the phenomenon of employee turnover, researchers have traditionally focused on the reasons why employees leave. Such as low job satisfaction, organizational commitment, and unfair treatment (Holtom et al., 2008). Mathis (2006) found that turnover is a costly problem and further argued that the cost related to the labor turnover can be classified as separation cost, replacement cost, training cost, and hidden cost. The heavy cost is the ultimate causes to decrease the profitability and the productivity of the firm. Because of that, employee turnover is a huge problem in the organization.

1.3 Research Problem

Mitchell et al., (2001) proposed a shift in turnover theorizing away from why employees leave toward a better understanding of why employees stay. They introduce the concept of Job Embeddedness (JE) and it represents a broad constellation of influences on employees' retention that keep a person from resigning his or her job. And also it introduces a retention strategy that enables managers to retain employees and help them understand why employees stay (Mitchell et al., 2001). Job Embeddedness (JE) includes six dimensions, "link", "fit" and "sacrifice "associated with the organization (on-the-job) and with the community (off-the-job). In brief, "link" is related to the formal and informal connection between a person and an organization or other people. "Fit" includes employees' perceived compatibility or comfort with an organization and with his or her environment. "Sacrifice" related perceived cost of material or psychological benefits that may be forfeited by leaving a job. And also Job Embeddedness is comprised of two sub-dimensions. The first sub-dimension on-the-job embeddedness mean how entrenched an employee is with his/her employing organization (e.g. promise of a near-future promotion or salary increase, and high perceived cost of exit, such as loss of benefits) whereas the second sub-dimension, off-the-Job Embeddedness refers to how embedded an employee

is in his or her community (e.g. family obligations and community involvement) (Crossley et al., 2007; Mitchell et al., 2001).

Past research (Felps et al., 2009; Holtom et al., 2008; Mitchell et al., 2001) has mentioned the importance of Job Embeddedness to various individual-level outcomes (e.g., commitment, turnover, performance, etc.). For example, in a seminal study of introducing the construct of Job Embeddedness, Mitchell et al., (2001) found that people who were more embedded in their jobs were less likely to leave their organization than those who were less embedded. That is, the more embedded employees are in both the organization and in the community the more likely they will remain at their current job. Considering the literature, many studies have been done about the role of Job Embeddedness in many industries and contexts. JE is a concept developed in the context of literature on voluntary employee turnover (Mitchell et al., 2001). As a general attachment construct, JE does not seek to explain why employees choose to leave an organization but considers the broad set of influences that makes them want to stay. In a recent review of JE, Zhang et al., (2012) noted that several studies show that JE predicts incremental variation in turnover after controlling for traditional turnover predictors, such as job satisfaction, affective organizational commitment, and intention to quit. Similarly, a meta-analytic investigation by Jiang et al., (2012) showed that on-the-job and off-the-Job Embeddedness explain incremental variation in both turnover intentions and actual turnover beyond job satisfaction, affective commitment, and job alternatives. Thus, JE has been demonstrated in the literature to be a robust predictor of employee retention.

The elements (on- and off-the-Job Embeddedness) and the factors (on- and off-the-job fit, links, and sacrifice) are usually aggregated to generate a measure of overall Job Embeddedness (Lee et al., 2004; Zhang et al., 2012). The Job Embeddedness literature has found that both on-the-job and off-the-job Embeddedness are predictors of employee intention to leave and actual turnover (Felps et al., 2009; Jiang et al., 2012; Lee et al., 2004).

Researchers have recommended that organizations encourage and facilitate embeddedness (Felps et al., 2009). But researchers have not examined the nature of Job Embeddedness in the organization. Moreover, literature in a foreign context uses this concept in their study to solve the turnover problem in an organization concerning the many contexts such as tourism, technology (Akgunduz & Cin, 2015; Ryan & Harden, 2014) and also there is one article examining the types of fit, links, and sacrifices experienced by migrant employees (Halvorsen et al., 2015). Furthermore, researchers mention that more research is needed to understand how the Job Embeddedness dimensions of fit, links, and sacrifice influence retention within and between demographic groups (Halvorsen et al., 2015). But when it comes to the Sri Lankan context there are very limited researches about the concept of Job Embeddedness. Hence, it is important to find the nature of Job Embeddedness in the Sri Lankan context. The Job Embeddedness literature has found that both on-the-job and off-the-job Embeddedness are predictors of employee intention to leave and actual turnover (Felps et al., 2009; Jiang et al., 2012; Lee et al., 2004). The garment manufacturing organizations in Sri Lanka require a lot of manpower and it creates many employment opportunities especially for non-managerial and non-technical jobs. Turnover is not a new concept in the garment industry, but it is often in the garment industry, making it interesting (Darmawan, 2019). Present turnover intention and turnover have become a prominent problem in the garment industry compare to the other industry in Sri Lanka (Central Bank Report, 2017).

Rank	Occupation	2015		2016		2017	
		No	%	No	%	No	%
1	**Sawing Machine Operators**	**54,403**	**47.1**	**48,083**	**41.4**	**31,695**	**44.4**
2	Other Manufacturing Labourers	14,417	12.5	17,210	14.8	10,709	15.0
3	Security Guards	10,544	9.1	9,033	7.8	6,120	8.6

Figure 1.1 Distribution of top 3 occupations, which the most number of employee quitted from 2015 to June 2017

Sources: (Labour Demand Survey, 2017)

In the Sri Lankan garment industry, the average labor turnover per factory is about 60 percent per annum and the net number of persons leaving the industry is nearly 25 percent per annum (Dheerasinghe, 2009). Hence, it is important to identify the nature of Job Embeddedness in the garment manufacturing organizations in Sri Lanka because it will help managers to reduce the voluntary turnover of employees in the garment manufacturing organizations and it will provide some strategies for managers to retain their employees. Therefore this research seeks to address this theoretical and contextual gap in Job Embeddedness by examining the Job Embeddedness of machine operators in the garment manufacturing organizations in Sri Lanka. Based on that the research problem has been developed as,

"What is the nature of Job Embeddedness of machine operators in Garment Manufacturing Organizations in Katunayaka Export Processing Zone in Sri Lanka?

1.4 Research Questions

Job Embeddedness theory implies that employees with a higher rate of Embeddedness in the form of fit, link, and sacrifice are the least likely to leave. According to (Halvorsen et al., 2015) they explore the different ways in which skilled migrants were connecting, embedding, themselves to their organizations and their communities. The migrants they interviewed were attached to their organizations and their life outside the workplace in ways that the theory of Job Embeddedness would imply, especially through the fit and link factors. Specifically, they found that migrants who could find jobs and lived in communities that provided a degree of fit were able to generate links on- and off-the-job, and also there is no proof that perceptions of sacrifice attached migrants to their organizations or their communities. Their findings indicate that migrants are built fit and link on- and off-the-job factors that truly embed them into an organization and the community (Halvorsen et al., 2015). Moreover, another study found that a medium level of overall Job Embeddedness among the college faculty members (Ghaffar, R. & Khan, 2017) and they did not mention the level of Job Embeddedness according to the dimensions. Therefore it is important to find out how these three dimensions create truly embedded apparel manufacturing employees in Sri Lanka in an organization and the

community. Hence, in the light of the Job Embeddedness Theory, the first research question has been postulated as follows,

What is the level of dimensions of Job Embeddedness (link, fit, sacrifice) of machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone in Sri Lanka?

According to the literature, researchers mention that more research is needed to understand how the Job Embeddedness dimensions of fit, links, and sacrifice influence retention within and between demographic factors (Halvorsen et al., 2015). Giosan, (2003) done research to found the antecedents of Job Embeddedness, and the result of this research indicated that age was a significant predictor of links organization and links community because older people would have had more opportunities (time) to create attachments with various organizational factors and older people would have had more time to integrate better in their communities, increasing the number of attachments between themselves and various factors in their respective communities. Thus, based on the literature the fifth question is postulated as follows,

Is there any difference in levels of the dimensions of Job Embeddedness between younger and older machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone in Sri Lanka?

The gender gap in several sectors has been investigated in many studies. Ryan and Harden, (2014) examine the impact of gender on each of the different dimensions of Job Embeddedness — fit, sacrifice, and links within the IT workers. This research contributes to the literature by showing how the dimensions of embeddedness vary according to gender. In their findings they conclude three main findings, the first finding indicates that there is no difference between males and females in terms of on-the-job fit in this agency. The second result shows females who feel that if they leave the company they will lose or fail more than their male counterparts. The third findings indicate that there was not a significant difference between males and females in terms of their degree of interaction with others. According to the findings of Ryan and Harden, (2014), there are some findings which are significant and not significant difference between the Job

Embeddedness of males and females. In line with that, the second research question is postulated as follows,

Is there any difference in the level of dimensions of Job Embeddedness between male and female machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone in Sri Lanka?

Cotton and Tuttle, (1986) performed a meta-analysis on the relationship between marital status and turnover. They found that married respondents demonstrated a negative correlation to turnover. Birsel et al., (2012) analyze Job Embeddedness in terms of its relationship with marital status. In this study, it shows single employees were found to show more fit to community and community-related sacrifice than married employees and according to Birsel et al., (2012), there may be a difference between the Job Embeddedness of married and unmarried employees. Thus, based on the literature the third question is postulated as follows,

Is there any difference in the level of dimensions of Job Embeddedness between married and unmarried machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone in Sri Lanka?

According to Halvorsen et al., (2015) state that some limitations of their qualitative study as they interviewed only skilled migrants, highly educated, and high-skill migrants, and the findings show that skilled workers may feel confident about their ability to forge links on-the-job. Hence they suggest that future researchers should access semi skill and unskilled migrants. In line with that, the fourth research question is postulated as follows,

Is there any difference in the level of the dimensions of Job Embeddedness between skilled and unskilled machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone in Sri Lanka?

1.5 Research Objectives

Based on the research questions identified, research objectives have been developed as follows.

- To find out the level of dimensions of Job Embeddedness (link, fit, sacrifice) of machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone in Sri Lanka.

- To find out whether there is any mean difference in the level of the dimensions of Job Embeddedness (link, fit, sacrifice) between older and younger machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone in Sri Lanka

- To find out whether there is any mean difference in the level of the dimensions of Job Embeddedness (link, fit, sacrifice) between male and female machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone in Sri Lanka.

- To find out whether there is any mean difference in the level of dimensions of Job Embeddedness (link, fit, sacrifice) between married and unmarried machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone in Sri Lanka.

- To find out whether there is any mean difference in the level of dimensions of Job Embeddedness (link, fit, sacrifice) between skilled and semi-skilled machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone in Sri Lanka.

1.6 Research Hypotheses

Job Embeddedness is affected by demographic factors such as age (Giosan, 2003), gender (Ryan & Harden, 2014), marital status (Birsel et al., 2012), and skill level (Halvorsen et al., 2015). To achieve the research objectives the following hypotheses have been developed.

H_{1A}: There is a mean difference in dimensions of Job Embeddedness (link, fit, sacrifice) between younger and older machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone, Sri Lanka.

H_{1B}: There is a mean difference in dimensions of Job Embeddedness (link, fit, sacrifice) between male and female machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone, Sri Lanka.

H_{1C}: There is a mean difference in dimensions of Job Embeddedness (link, fit, sacrifice) between married and unmarried machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone, Sri Lanka.

H_{1D}: There is a mean difference in dimensions of Job Embeddedness (link, fit, sacrifice) between skilled and semi-skilled machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone, Sri Lanka.

1.7 Significance of the Study

1.7.1 Practical Significance

Job Embeddedness is a newly found concept in the literature. According to Mitchell & Lee, (2001), there is a negative relationship between turnover intention and Job Embeddedness. It helps to get understanding away from why an employee leaves and toward a better understanding of why an employee stays. The apparel industry faces a major challenge in reducing the turnover of its employees. Therefore the human resource managers in the garment manufacturing organization can use the findings of the study as a strategy to reduce the turnover of their employees by understanding what causes them to stay and what differences exist. Holtom et al., (2005), recommend that managers need to understand how and to what extent their employees are currently embedded to effectively design and implement JE-based retention strategies. In line with that all the dimensions of the Job Embeddedness such as “link, fit and sacrifice” managers can identify whether there is high Job Embeddedness or low Job Embeddedness and if there is a low Job Embeddedness managers can help employees to become embedded in the organization by establishing a mentoring program and it will help to understand how the Job Embeddedness dimensions of fit, links, and sacrifice affect retention within and between demographic groups. When managers identify what dimension is more embedded with an employee, it will help to give priority to make strategies and reduce the turnover intention.

1.7.2 Knowledge Contribution

Since there are very few previous studies on Job Embeddedness in Sri Lanka, this research will help to gain new knowledge of all industries in Sri Lanka. Moreover, the literature mentioned more research is needed to understand how the Job Embeddedness dimensions of fit, links, and sacrifice influence retention within and between demographic factors. Hence this will provide new insight regarding Job Embeddedness.

1.8 Limitations

Mainly this study measured a behavioral concept through a scale. Hence the responses depend on the situation of the employee at a given time. Because this concept directly affects the emotions of the employees. Therefore, it difficult to capture 100% accurate answers depending on their influences. Another limitation is the pandemic situation of the country. Because of the pandemic situation, garment organizations in Katunayaka Export Processing Zone are not allowed to enter any other outside parties and therefore assistance of an inside person of Katunayaka Export Processing Zone has to be obtained for the data collection process. Hence it was difficult to collect the expected number of responses as planned. That may be influenced by the outcome of the study findings.

1.9 Chapter Organization

This chapter's organization part aims to provide a helicopter view of all the chapters in the whole research and give a brief introduction for all five chapters in the current study.

Chapter One comprised the background of the current study and identify the research problem based on that. Then it provides research questions, research objectives, research hypotheses, the significance of the study, limitations.

Chapter Two is all about the review of the literature relevant to the research topic or the concept and sub-dimensions of the concept.

Chapter Three is the methodological part of the current study. It includes sampling frame, data collection method, data analyzing method, conceptualization, and operationalization.

Chapter Four consists of data analysis and interpretation of the study and presents all the statistical techniques used for the current research and interprets the output of the analysis to achieve the final research objectives of the study.

The final chapter provides a summary of chapter four and discusses the major findings of the study by providing a conclusion and recommendation for future study.

1.10 Chapter Summary

Chapter one provides a brief introduction to the whole research and it mainly focuses on the problem justification and builds the problem statement by identifying the gap in the literature. Then, research questions, research objectives, and research hypotheses are developed and practical and theoretical significance has been identified at the end of chapter one. Finally, it presents the chapter organization of chapter one.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This section describes the overview of previous research studies concerning the concept of Job Embeddedness and three dimensions of Job Embeddedness as Link, Fit and Sacrifice relating to the demographic factors by using the existing literature about theories, principles, and concepts regarding this study.

2.2 An overview of Job Embeddedness

The most precious asset to an institute is its employee, hence retaining employees in their jobs is necessary for all organizations (Muceke et al., 2012). Employee retention is one of the main objectives for all institutions since the expenditure of training and placement of potential employees is very costly (Abbasi & Hollaman, 2000). Nowadays, most organizations are facing the problem of employee retention (Ghansah, 2011). Job Embeddedness (JE) is a retention (anti withdrawal) strategy, which enables managers to retain (talented) employees and helps them understand why employees stay (Lee et al., 2004). To explain the phenomenon of employee turnover, researchers have traditionally focused on the reasons why employees leave. However, with samples of 177 groceries store and 208 hospital employees in the USA, Mitchell et al., (2001) advanced a new construct, Job Embeddedness (JE).

Previous scholars have defined Job Embeddedness in different ways. Almost certainly, they were defined and assessed the Job Embeddedness as a retention strategy. The concept of Job Embeddedness can be defined as people's level of interaction with other people, teams, and groups (Mitchell et al., 2001). With a similar view Job Embeddedness refers to the aggregation of social, financial, and psychological factors that influences individuals' decisions to stay in their jobs (Zhang et al., 2012). Moreover, it is combined forces that keep a person from leaving his or her job (Yao et al., 2004). Although Job Embeddedness theory was developed on the principle of voluntary employee withdrawal and to explain why employees in an organization stay with their job (Mitchell et al., 2001) The prominent authors, Mitchell et al., (2001) were introduced a three-by-two matrix that suggests six dimensions: link, fit, and sacrifice associated with an individual's organization and with his or her community. According to Job Embeddedness theory, people get embedded both on-the-job (i.e. organization embeddedness) and off-the-job (i.e. community embeddedness) (Felps et al., 2009). These two domains of Job Embeddedness reflect the fact that employees occupy at least two living spaces, one at work, and one at home (Mitchell et al., 2001). On-the-Job Embeddedness or Organizational embeddedness captures the extent to which an individual is enmeshed in the organization. This construct relates to factors in the workplace. Off-the-Job Embeddedness forces bind employees to communities where they live and may constrain their inter-organization mobility when changing organizations requires geographical relocation (Feldman et al., 2012). Mitchell et al., (2001) categorized factors that embed people in their organizations and communities into three sub-dimensions of Job Embeddedness: 'link', 'fit' and 'sacrifice'. Employees who are embedded in their organizations and communities are more likely to stay, compared with their less embedded colleagues (Zhang et al., 2012).

Mitchell et al., (2001) found that Job Embeddedness predicted the intent to leave and voluntary turnover after the effects of gender, satisfaction, commitment, job search, and perceived alternatives had been controlled. Holtom et al., (2005) found that both on-the-job and off-the-job Embeddedness predicted performance. In a recent review of Job Embeddedness, Zhang et al., (2012) noted that several studies show that Job Embeddedness predicts incremental variation in turnover after controlling for traditional

turnover predictors, such as job satisfaction, affective organizational commitment, and intention to quit. Similarly, a meta-analytic investigation by Jiang et al., (2012) showed that on-the-job and off-the-Job Embeddedness explain incremental variation in both turnover intentions and actual turnover beyond job satisfaction, affective commitment, and job alternatives.

Moreover, Sekiguchi et al., (2008) further explored that high Job Embeddedness plays a positive role in employee performance (e.g., providing additional resources to the employee) when the quality of Leader-Member Exchange (LMX) is high, but high JE plays a negative role (e.g., making the employees feel stuck) when the quality of LMX is low. Giosan et al., (2005) found in their study that to enhance embeddedness the employers should focus on increasing perceived organizational and supervisor support, encourage employees to take advantage of benefit programs, provide them training opportunities, and provide clearly defined rules for organizational newcomers as well as job incumbents. The authors further found that the fewer job alternatives a person perceive the higher the probability that they will exhibit high fit and perceive a larger sacrifice to leave the organization. Boswell et al., (2012) found that the job search–the turnover relationship was stronger when employees had lower levels of Job Embeddedness and job satisfaction and higher levels of available alternatives.

Coetzer et al., (2017) found that Job Embeddedness predicted turnover intentions in large organizations, but not in small organizations. Contrary to expectations, employees in small organizations perceived that they would sacrifice more benefits than employees in large organizations if they were to quit. Further, they suggest that workgroup cohesion moderates the Job Embeddedness-turnover intentions relationship. Similarly, Coetzer et al., (2019) pointed out that on-the-Job Embeddedness and each sub-dimensions were negatively related to turnover intentions. Group cohesion was positively related to composite on-the-Job Embeddedness. Findings suggest that while group cohesion on its own does not reduce turnover intentions, it does contribute to the development of on-the-Job Embeddedness that in turn reduces turnover intentions.

Wheeler et al., (2012) found that while participants who perceive effective human resource management (HRM) practices and high-quality LMX relationships report the highest levels of on-the-Job Embeddedness, the participants reporting lower-quality LMX relationships but high levels of HRM effectiveness experience the largest increase in on-the-Job Embeddedness Also, Dechawatanapaisal, (2018) viewed that HR practices, namely, performance management, rewards, career development, employee involvement, and information sharing are the antecedents of organizational Job Embeddedness. However, only career development and rewards, which are motivation-enhancing factors, influence employee intention to leave through organizational Job Embeddedness.

2.3 Dimensions of Job Embeddedness

2.3.1 Link

According to Mitchell et al., (2001), there are two types of links, on-the-job-link, and off-the-job-link. On-the-job-link introduces as a formal or informal connection between an individual and institutions or others (Mitchell et al., 2001). Off-the-job-link includes relationships a person has with other people away from the workplace (Lee et al., 2004). These links derive from developing relationships or associations between an employee and his or her family on a social, psychological, and financial network that involves work and non-work friends, groups and the community, the physical environment in which he or she lives. According to Mitchell et al., (2001) the higher the number of links between the person and the web, the more she or he is bound to job and organization. Much of the research indicates that there is a normative pressure to stay on a job, deriving from family, work team members, and other colleagues (Maertz et al., (1996). The social integration theory describes the at-work part of the linking process. The research of Tanova & Holtom, (2008) leaders in European organizations who are worried about losing their most valuable employees not only study external pay equity or the job satisfaction of their employees, but they should also try to identify viable methods for helping employees become embedded into the company and the community, for that the manager can set up mentoring programs to strengthen the links employees have with others in the organization.

2.3.2 Fit

By reviewing Job Embeddedness literature, on-the-job-fit is described as an employee's perceived compatibility or comfort with an organization and with his or her environment (Mitchell et al., 2001). Off-the-job-fit has been described as individual compatibility with their community or non-work setting (Lee et al., 2004). Following the Job Embeddedness theory, an employee's values, career goals, and expectations for the future must fit with the larger corporate culture and the demands of his or her immediate job, and a person will consider how well he or she fits the community and surrounding environment. Mitchell et al., (2001) convey that the better the fit, the more likely it is that the employee would feel professionally and personally tied to an organization. According to the Dawley et al., (2010), their key finding was job fit will improve the perception of overall support from the organization and further their findings indicate that companies should consider taking actions to enhance job fit by training workers with specific skill sets that are valued within the company and generally make employees more comfortable in their current situation. The research indicates that the better fit, the greater the likelihood that an employee will feel professionally and personally tied to the organization. Because of that Dawley et al., (2010) suggests that a better job fit will lead to a greater likelihood that workers will perceive that the organization supports their contributions and well-being. Ramesh & Gelfand (2010) posits that it is essential for an individual to be in jobs and communities that are a "good fit" for them. Individuals select jobs that fit their needs and they are more satisfied in jobs that help them use specific skills and abilities because they experience more positive and less negative effects and are likely to choose to remain in that environment by helping other coworkers (Johnson et al., 2005). According to the Afsar et al., (2016), they say that moral debt increases when employees have many connections and are more enmeshed in the organizational web, implying a better fit with the community and surrounding environment. As a result of the finding of Halvorsen et al., (2015) they proved that less than ideal person-job fit, skilled migrants may view their current jobs as ' place holders', while they looking for jobs that reduce or end the skill discount and migrants who experience skill discounting, leaving their current job for better one.

2.3.3 Sacrifice

The concept of sacrifice in the Job Embeddedness framework is defined as the perceived material costs of living associated with leaving an organization (Mitchell et al., 2001). Material cost implies perceived loss of benefits that will be given up upon leaving a job and it includes comparable salary and benefits, healthcare and pension plans, and stock options. Because of these advantages, it reflects the material investments an employee has in a company and stands to lose when considering turnover (Mitchell et al., 2001; Jenkins et al., 1998). Dawley et al., (2010) state that employees perceived personal sacrifices associated with leaving an organization when they recognize the value of their investments. The greater the personal sacrifice, the more an employee stands to fall if he or she leaves the organization (Dawley et al., 2010). Leaving an organization means an individual will undergo material as well as psychological costs. According to Mitchell et al., (2001) sacrifice applies both on-and off-the-job. On-the-job sacrifice means perceived and real cost of material, intangible or psychological benefits that can be forfeited by leaving a job and off-the-job sacrifice encompasses the perceived and actual cost of material, intangible or psychological benefits that can be forfeited by leaving the neighborhood or state of facilitating a job move (Mitchell et al., 2001).

2.4 Relationship between Job Embeddedness dimensions (Link, Fit, Sacrifice) and demographic factors (age, gender, marital status, skill level)

Considering the literature, many research articles can identify relating to the concept of Job Embeddedness. But the variation of demographic factors with Job Embeddedness is not highly studied. Therefore it is a lack in literature and when comes to the present context also it is lack. However, the present study found some literature relating to the demographic variation as follows;

According to Giosan (2003), the findings of research found the antecedents of Job Embeddedness and the result of this research indicated that age was a significant predictor of link organization and links community. Moreover, the older a person would have had more opportunities (time) to create attachments with various organizational factors and older people would have had more time to integrate better in their communities, increasing the number of attachments between themselves and various

factors in their respective communities than a younger person. Therefore, Giosan (2003) shows that there is a significant difference between younger and older employees in terms of Job Embeddedness. Furthermore in the study of Birsel et al., (2012) mentioned age and Job Embeddedness did not show statistically significant differences.

Several studies have investigated the gender gap in Job Embeddedness. Ryan & Harden, (2014) examine the impact of Job Embeddedness on gender – link, fit, and sacrifice within IT workers. This research contributes to the literature showing how the dimensions of embeddedness vary according to gender. The first research findings show that there is no difference between males and females in terms of fitting in organizational culture. The second result shows females who feel if they leave the company they will lose or fail more than their male counterparts. The third finding is that there is not a significant difference between males and females in terms of their degree of interaction with others. According to Ryan & Harden, (2014), they found that there are significant differences between males and females in terms of Job Embeddedness. Moreover in the study of Birsel et al., (2012) found that organization related sacrifice varies significantly by gender and the male employees have higher organizational related sacrifice than female employees.

Birsel et al., (2012) analyze Job Embeddedness in terms of its relationship with marital status. In this study, it indicates single employees were found to show more fit to community and community-related sacrifice than married employees. Hence, Birsel et al., (2012) show there are significant differences between the Job Embeddedness of married and unmarried employees.

According to Halvorsen et al., (2015) they investigated the different types in which skilled employees were embedding themselves to their organizations and communities. The authors concluded that the skilled migrant employees were attached to their organization and communities especially through the fit and link factors. Moreover, they found that no evidence that perceptions of sacrifice attached skilled migrants to their organization or their communities. As a summary, they state that some limitations of their qualitative study as they interviewed only skilled migrants, highly educated, and high-skill migrants, and the findings show that skilled workers may feel confident about their

ability to forge links on-the-job. Therefore, they suggest that future researchers access semi skill and unskilled migrants. In another study involving Job Embeddedness, Birsel et al., (2012) the findings show that there are no significant differences between Job Embeddedness and skill level.

2.5 Literature Gap and Contextual Gap

By revealing all the literature on Job Embeddedness researchers have not examined the nature of Job Embeddedness in the organization. Furthermore, in foreign context researchers uses this concept in their study to solve the turnover problem concerning the many contexts such as tourism, technology. One article examining the types of fit, links, and sacrifices experienced by migrant employees and those researchers mention that more research is needed to understand how the dimensions of Job Embeddedness (fit, links, and sacrifice) vary according to the demographic groups (Halvorsen et al., 2015). Also, when comes to the Sri Lankan context there are very limited studies relevant to Job Embeddedness. Therefore it is very valuable to find the nature of Job Embeddedness in garment manufacturing organizations in the Sri Lankan context because garment manufacturing organizations have high turnover compared to other industrial organizations.

2.6 Significance of Job Embeddedness

Job Embeddedness is a relatively new theory in recent years. It tries to embed an organization's employees from leaving their jobs. This new theory is gaining more advantages for the organization and employees. Mitchell et al., (2001) found that there is a negative relationship between Job Embeddedness and turnover intention. Hence it provides a solution for the issue of employee turnover in many industries. Moreover, Sekiguchi et al., (2008) further explored that high Job Embeddedness plays a positive role in employee performance. Holtom et al., (2005) found that both on-the-job and off-the-job Embeddedness predicted performance. Furthermore, the findings of the literature regarding Job Embeddedness provide several implications for management practices. Wheeler, Harris, and Harvey (2010a) found that while participants who perceive effective human resource management (HRM) practices and high-quality LMX relationships report the highest levels of on-the-JE, the participants reporting lower-quality LMX

relationships but high levels of HRM effectiveness experience the largest increase in on-the-JE. Ng and Feldman (2010) in their longitudinal study found that JE was positively related to innovation-related behavior such that innovative ideas were stronger for individuals in the middle and late stages of their careers than for those in the early stage of their careers.

2.7 Chapter Summary

The second chapter of the research provides the literature background relating to Job Embeddedness. Mainly this chapter explains the concept of Job Embeddedness and the dimensions of Job Embeddedness such as link, fit, and sacrifice with the literature. Furthermore, it explains how the dimensions of Job Embeddedness varies according to the demographic factors like age, gender, marital status, and skill level of employees based on the literature.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

Chapter three focuses on amplifying the methodology part of the research and it clearly defines the research methods used to conduct this study. This contains the rationale for site selection with the company overview, conceptualization and operationalization, the research approach, research design, sources of data, data collection process, data presentation tools, and data analysis techniques. Lastly, the time frame and the research ethics that were followed in the process are also discussed.

3.2 Research Site and the Rationale for Site Selection

The Katunayaka Export Processing Zone (KEPZ) is located 29km North-East of Colombo and opposite the Colombo International Airport and it is in the Western province. The estimated workers of Katunayaka Export Processing Zone are 39,000 and it includes 22300 female workers and 16700 male workers. In accordance with the BOI Sri Lanka, it is the largest worker population compares to the other BOI Zones. Furthermore, it has 291 Acres of industrial area. Moreover, Katunayaka Export Processing Zone is the largest zone in the country.

Katunayak Export Processing Zone has assisted 42 enterprises in different industries which have contributed to Sri Lanka's economic development and growth. Among them, the garment industry gives growing importance to the Sri Lankan economy. In the

Katunayaka Export Processing Zone, 14 garment organizations are operating with 17,323 worker population. By considering the aforementioned explanations, 3 reputed garment organizations have been selected among 17 garment organizations as the research site in this study. Also, the three reputed garment organizations are not allowed to mention the name of their organization. Therefore, the current study used A, B, C on behalf of the names of the organizations.

3.3 Conceptualization and Operationalization

3.3.1 Conceptualization

Demographic Variables

Demographic variables are age, gender, marital status, and skill level of the employees. To identify the variation by using the independent sample t-test, it should identify two variables for the analysis. Therefore the demographic factors are divided into two categories as follows.

According to Giosan (2003) age is categorized as younger (below 45 years old) and older (above 45 years old), gender is categorized as male and female, marital status is categorized as married and unmarried, the skill level of employees categorized according to the requirement of each garment organization as skilled and semi-skilled based on the grade of sewing machine operators. The grading is varying according to each garment organization and it is based on each organization's perspectives. “A” organization divided their grade like A, B, C, D and A represent skilled sewing machine operators and B, C, D represent Semi-skilled sewing machine operators. The grades of the “B” organization are divided as Jumper, A, B, C, and Jumper and grade A called skilled, B & C grade called semi-skilled. “C” organization has six grades as Super grading, A^{++}, A^{+}, A, B, C. Among them, Super grading and A^{++} are skilled sewing machine operators and others are (A^{+}, A, B, C) semi-skilled.

Job Embeddedness

Table 3. 1 Conceptualization

Variable	Dimensions	Definition	Source & Year
Job Embeddedness		People's level of interaction with other people, teams, and groups.	(Mitchell et al., 2001)
	On-the-job Link	The formal or informal connection between an individual and institutions or others	(Mitchell et al., 2001)
	Off-the-job Link	The relationships a person has with other people away from the workplace	(Lee et al., 2004)
	On-the-job Fit	An employee's perceived compatibility or comfort with an organization and with his or her environment	(Mitchell et al., 2001)
	Off-the-job Fit	Individual compatibility with their community or non-work setting	(Lee et al., 2004)

On-the-job Sacrifice	Perceived material costs of living associated with leaving an organization	(Mitchell et al., 2001)
Off-the-job Sacrifice	The perceived and actual cost of material, intangible or psychological benefits that can be forfeited by leaving the neighborhood or state of facilitating a job move	(Lee et al., 2004)

3.3.2 Operationalization

Table 3.2 Operationalization of the Variables

Variable	Dimensions	Item Number	Indicator/Indicators
Job Embeddedness (Clinton et al., 2012) Five-point Likert scale (1= To a very little extent and 5=To a very great extent)	On-the-job Fit	1	Good match with the organization based on the skill and talents
		2	
	On-the-job Link	3	Friendship
		4	A strong relationship with the people in the organization
	On-the-job Sacrifice	5	Perceived losses due to leaving from the organization
		6	
	Off-the-job Fit	7	Perceived match with the community
		8	
	Off-the-job Link	9	Close interaction with the community
		10	
	Off-the-job Sacrifice	11	Perceived loss of community relations
		12	

(Source: Developed by the researcher based on the literature, 2020)

3.4 Research Philosophy

The present study represents positivism philosophy because the study collected the data based on the existing theory of Job Embeddedness to develop hypotheses and the last part of the current study shows the findings were generalized to the entire population. Therefore, the current study will be used the philosophy of positivism since it prefers working with an observable social reality of theory which then may be tested by further research (Saunders et al., 2009).

3.5 Research Approach

The deductive approach used for the current study because the study tested an established theory, and also the current study is a quantitative study based on the positivist paradigm. Therefore the most appropriate reasoning approach for this study is the deductive approach.

3.6 Research Methodology

The research used numbers to explain the reality called quantitative researches (Field, 2009). The present study used numerical analysis to test reality. Therefore this research was conduct under quantitative methodology.

3.7 Research Design

Research design indicates that the way of gathering the data and analyzing them to reach a solution. From the current research, the study aims to describe the behavior of Job Embeddedness of employees in garment manufacturing organizations and how the dimensions of Job Embeddedness differ with the demographic factors such as age, gender, marital status, and skill level of employees Moreover, it describes Job Embeddedness behave differently based on different demographic factors. Hence research design is descriptive.

3.8 Research Strategy

The present research is going to use the survey strategy because it selects the garment industry in Katunayaka Export Processing Zone and there are 17, 323 garment

employees, with 377 samples section based on the Using Krejcie and Morgan Table. In the current study, Job Embeddedness was measured through a five-point rating scale developed by Clinton et al., (2012).

3.9 Research Method

The Mono method is a single data collection technique either in quantitative techniques or qualitative techniques (Saunders et al., 2009). The current study used the mono method since collecting the quantitative data by using only questionnaires.

3.10 Unit of Analysis

The present study is going to analyze the Job Embeddedness level of each machine operator in the garment industry. Hence individual level is the unit of analysis of the current study.

3.11 Time Horizon

The present study followed the cross-sectional time horizon as the data were collected at one time.

3.12 Population and Sample Technique

3.12.1 Population

According to the Katunayaka Export Processing Zone, the worker population 39,000 and it includes 22300 female workers and 16700 male workers. Among them, 17323 are garment industrial employees and it is the largest worker population compares to the other BOI Zones. Hence in the current study choose machine operators in the garment industry in Katunayaka Export Processing Zone as the population.

3.12.2 Sample Size and the Sample Selection Technique

The sample size was determined as per Krejcie & Morgan, (1970). According to the table sample size of this study is 377 and uses a convenience sampling technique under the non-probability sampling technique to select the sample. Non- probability sampling method use when all members of the population have not an equal chance to participate in the study. (Saunders et al., (2009). Previous researchers also have used non-probability sampling methods for quantitative methodologies (Peterson & Merunka, 2014; Göktaş &

Tellİ, 2012). Moreover, it is difficult to collect data from this sample of the study because of the nature of their job. One is machine operators are work with limited time to complete give a target and they have a tight schedule, because of that it is difficult to find a time to respond to the questionnaire. Another one is, the employee who selected the previous day may not come back because of the high turnover among the employees and because of the pandemic situation of the country the organizations not allowed to visit for outside person. Hence the chance of access to the population is very limited. Therefore, it is difficult to conduct random sampling technique as a sample selection of the study. Hence the current study uses this non-probability sampling technique as a sample selection technique.

3.13 Sources of Data

In the present research, data were gathered directly from the machine operators in the garment industry in Katunayaka Export Processing Zone through the questionnaire. Hence, the primary data source is used in the current research.

3.14 Method of Data Collection and Instrument

Data were collected through a self-administered questionnaire (Appendix A) and it translates into Sinhala medium (Appendix B) to easy the understanding of the sample. There were two parts as part "A" and part "B". Part "A" of the questionnaire includes all the demographic factors such as age group of the employees, gender, marital status, and skill level of the employees and part "B" of the research includes the items which use a standard scale to measure the Job Embeddedness and that scale include 12 items (Clinton et al., 2012). Job Embeddedness was measured by using the 5 points Likert scale developed by Clinton et al., (2012) and it was related as 1= strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

3.15 Reliability and Validity of the Measuring Instrument

In prior studies of Job Embeddedness, researchers have relied on a 40-item measure to capture the six sub-dimensions that were then aggregated to create composite measures (e.g. Mitchell et al., 2001). The present study used 3x2 dimensional scales (links, fit, and sacrifice dimensions of that place separate organizational and community aspects) of

Clinton et al., (2012). This scale was chosen because it considers all dimensions of Job Embeddedness is free from the validity and reliability issues and it indicates being formative of the original scale (Mitchell et al., 2001). Also, another reason for the preference of the scale is that the details cannot be seen at the Global Job Embeddedness Scale developed by Crossley et al., (2007) due to the being one-dimensional and the used scale has eliminated this problem (Zhang et al., 2012). The scale consists of 12 questions and the reliability is shown as on the JE r = 0.89, off the JE r = 0.76. Moreover, Clinton et al., (2012) measure the validity of the instrument through construct validity and it present root mean square error of approximation [RMSEA] = 0.075; comparative fit index [CFI] = 0.98; standardized root mean squared residual [sRMR] = 0.053.

3.16 Data Presentation and Data Analysis Techniques

Under the data presentations and analysis techniques, the current study used both descriptive statistics and inferential statistical techniques to analyze the data. Descriptive statistics are used to explain the basic features of the sample and thereby it presents quantitative description in a manageable form. The present study used measures of central tendency (mean) and dispersion (standard deviation), the present study used the Two-Sample t-Test to compare the means of two groups and understand if they are different from each other. Because, the study tries to understand how the Job Embeddedness dimensions of fit, links, and sacrifice vary according to age, gender, marital status, and level of education.

3.17 Time Frame

Table 3. 2 Time Frame

Process	Time Duration																											
	February				March				April				May				June				July				August				Sep	
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2
Reviewing the literature																														
Research proposal																														
Introduction chapter																														
Literature review																														
Methodology																														
Data collection																														
Data analysis																														
Findings and Conclusions																														
Finalizing and submission																														

Source: (Developed by the Researcher, 2020)

3.18 Chapter Summary

Chapter three explained the methodology that the current study was carried out. The philosophy of the research is positivism and the deductive approach was used. Moreover, the research is in descriptive nature to describe the nature of Job Embeddedness in garment manufacturing organization in Katunayaka Zone in Sri Lanka. The survey strategy was used to collect the data and the mono method was used since collecting data by using only questionnaires. Data analysis, Presentation, and Discussion is the fourth chapter and it will explain how to analyze the collected data and interpret based on the output of the research.

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION & DISCUSSION

4.1 Introduction

This chapter consists of the final output of the study on the nature of Job Embeddedness of employees in the garment manufacturing organizations in Katunayaka Export Processing Zone in Sri Lanka. Therefore, this chapter presents the analyses of relevant data gathered from respondents through questionnaires and present them to find out the level of Job Embeddedness and how the dimensions of Job Embeddedness vary according to the gender, age, marital status, and skill level of the machine operators in the apparel manufacturing organizations in Katunayaka Export Processing Zone in Sri Lanka. The chapter starts with the demographic composition of the respondents. As a preliminary analysis section, descriptive analysis was presented for each variable, and normality, reliability & validity tests were performed. Subsequently, an independent two-sample t-test was performed to testing hypotheses and arriving at the main conclusion. Finally, a discussion on the results and the summary of the chapter was given.

4.2 Demographic Composition of the Respondents

In the present study, 300 questionnaires were distributed among the machine operators in the garment manufacturing organizations in Katunayaka Export Processing Zone, 272 questionnaires were gathered as a 90% response rate approximately. Sekaran (2003)

mentioned that the necessity of collecting data under demographic factors from the sample to data analysis. In addition to that the present study conduct to identify the variation of dimensions of Job Embeddedness based on the demographic factors. Therefore age, gender, marital status, and skill level of the employee were collected from Part A of the questionnaire for further analysis of the study.

4.2.1 Composition of Age

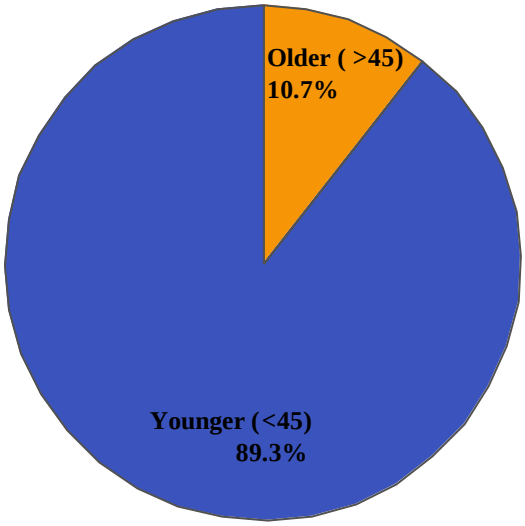

Figure 4. 1 Younger and Older composition of machine operators
Source: (Survey Data, 2020)

According to Kiss et al., (2008), the age group is divided into two groups as older workers (≥ 45) and younger workers (≤ 45). Therefore there were two main age categories in the questionnaire. They are, below 45 years and above 45 years. Regarding Figure 4.1, the majorities (89.3%) of machine operators are younger workers and the minority (10.7%) of machine operators belong to older or above 45 years age groups.

4.2.2 Composition of Gender

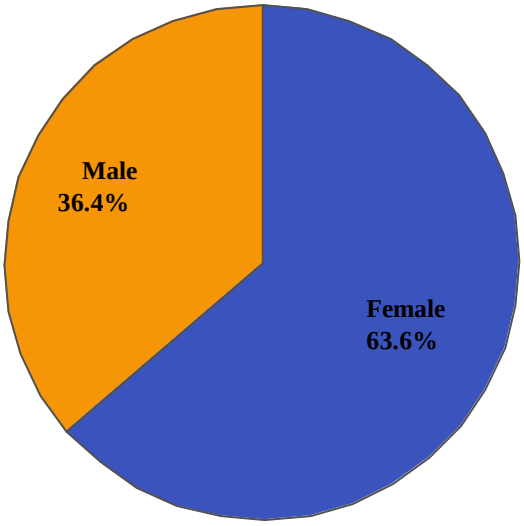

Figure 4. 2 Male and Female employees who are in the group of machine operators
Source: (Survey Data, 2020)

As per Figure 4.2, the majority of the machine operators in the garment manufacturing organizations in Katunayaka Export Processing Zone are female (63.6%) and the percentage of male respondents shows 36.4%. According to Perera, (1977) the Sri Lankan garment industry represents a higher rate of female machine operators than male machine operators.

4.2.3 Composition of Marital Status

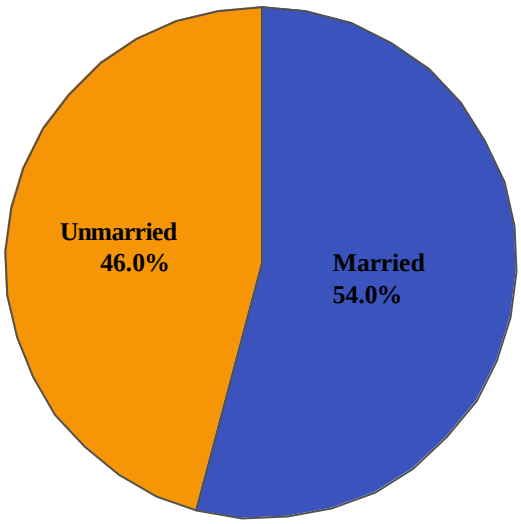

Figure 4. 3 Machine operators who are married and unmarried
Sources: (Survey Data, 2020)

Concerning Figure 4.3, most of the machine operators fall into the married category (54%) and unmarried machine operators are shown as 46% of the total sample.

4.2.4 Composition of Skill Level

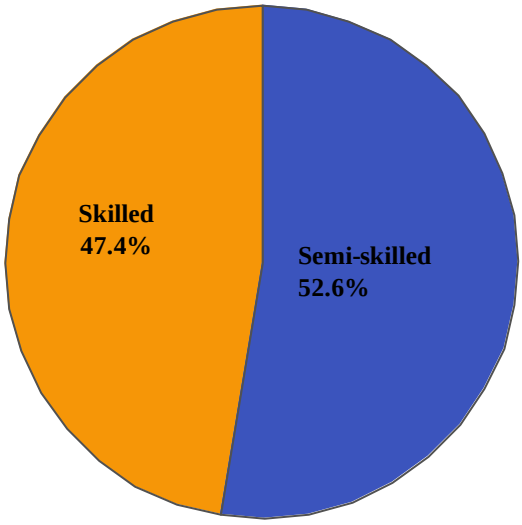

Figure 4. 4 Skilled and semi-skilled employees in machine operators
Sources: (Survey Data, 2020)

Figure 4.4 indicates the skill level of the machine operators in the garment manufacturing organizations in Katunayaka Export Processing Zone in Sri Lanka. It shows that 52.6% of the total sample is semi-skilled employees and 47.4% are skilled employees.

4.3 Test of Reliability and Validity

Validity and reliability are the two properties of the measuring instrument to evaluate the quality of the measuring instrument and to get confirm the measuring instrument performs well (Field, 2009).

4.3.1 Test of Reliability

According to Sekaran (2003), reliability can be defined as the extent to which a measuring instrument is stable and consistent. Hence this study assessed the goodness of the measure through running the reliability test. Among the variety of methods for calculating the consistency of measurement, Cronbach's alpha value is the most common measure of scale reliability (Field, 2009). According to the insight given by Field (2009),

Cronbach's alpha is above 0.80 is excellent and within the range of 0.70 is generally acceptable, and less than 0.60 considered to be poor. Table 4.1 shows the Cronbach's Alpha Values through running the SPSS.

Table 4. 1 Cronbach's Alpha Test Values of the dimensions of Job Embeddedness

Variable		Cronbach's Alpha Value	Accepted Items
Job Embeddedness	On the job fit	0.875	2
	On the job link	0.783	2
	On the job sacrifice	0.810	2
	Off the job fit	0.679	2
	Off the job link	0.811	2
	Off the job sacrifice	0.676	2

Source: (Survey Data, 2020)

Regarding Table 4.1, Cronbach's Alpha values of all the dimensions of the Job Embeddedness are greater than 0.6 and among them On the job fit, On the job sacrifice, and Off the job link greater than 0.8. Moreover, all the items in the Job Embeddedness scale were accepted. Therefore the questionnaire can be considered reliable at the 95% confidence level (Appendix C).

4.3.2 Test of Validity

The validity of the measuring instrument means, the degree of accuracy with measures whatever it purposes to measure (Field, 2009). Moreover, according to Field (2009) to measure the validity of the measuring instrument can be used by Kaiser-Meyer-Olkin's (KMO) and Bartlett's test and to be the measuring instrument a validated one. KMO and Bartlett's test value should be more than 0.5 (Field, 2009). Table 4.2 displays the KMO and Bartlett's test values gained through running the SPSS.

Table 4. 2 KMO and Bartlett's Value of the dimensions of Job Embeddedness

Variable		KMO & Bartlett's Value	P-value
Job Embeddedness	On the job fit	0.500	0.000
	On the job link	0.500	0.000
	On the job sacrifice	0.500	0.000
	Off the job fit	0.500	0.000
	Off the job link	0.500	0.000
	Off the job sacrifice	0.500	0.000

Source: (Survey Data, 2020)

According to Table 4.2, the output P values of all the variables are less than the critical P-value of 0.05 (0.000). Also. KMO and Bartlett's Test value for all the variables is 0.5. Therefore the measuring instruments which have been used in the current study can be identified as the validated instruments with a 95% confidence level (Appendix D).

4.4 Data Analysis

Data analysis involves analyzing the collected data statistically to check whether the developed hypotheses are accepted or not and it facilitates the current study to enhance the findings from the previously developed hypotheses. Hence in the present study applied an independent two-sample t-test to check the developed hypotheses are accepted or not. Because the current study intended to find how the dimensions of Job Embeddedness vary according to the age, gender, marital status, and skill level of machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone in Sri Lanka. This analysis technique comes under the parametric test which assumes a normal distribution of the data set. Therefore, before applying a parametric test, it is necessary to check the normality of the dependent variable.

4.4.1 Test of Normality of the Dependent Variable

The normality checks whether the collected data of the dependent variable are normally distributed or not.

There are many ways to test normality such as Kolmogorov- Shimirow test, Anderson Darling, and Shapiro Wilk test. There were using alternative method, skewness, and kurtosis and it should be within the +2 to -2 range when the data are normally distributed (Field, 2009). The study carried out the normality test for Job Embeddedness and the result is as follows;

Table 4. 3 Test of Normality for the dependent variable of the study

	Skewness	Kurtosis
Job Embeddedness	-0.026	-0.019

Source: (Survey Data, 2020)

As per the output of Table 4.3, it is clear that the skewness statistic value (-0.026) and kurtosis statistic values (-0.019) of the normality test are lying between -2 to +2. There isn't enough evidence to reject H_0 (H0: Job Embeddedness follows a normal distribution). Therefore it can be concluded that Job Embeddedness follows a normal distribution at a 95% level of confidence (Appendix E). Also, in the present study, the population (272) is higher than the 30. According to Field (2009), the sampling distribution will be normally distributed in large samples (above 30). Therefore, with the central limit theorem and the statistic values of the skewness, and the kurtosis of the dependent variable, it can be concluded that the dependent variable is normally distributed.

4.4.2 Descriptive Statistics Analysis

Descriptive statistics help to get a good idea of how the respondents have reacted to the items in the questionnaire and how good the items and how to measure used by them (Sekaran, 2003). There are two aspects namely the central tendency and dispersion to measure the variables numerically (Saunders et al.,2009). Mean, median, mode are major

types of measurements of central tendency. The dispersion refers to how the data values are spread around the central tendency (Saunders et al.,2009).

The present study used the mean and standard deviation (Table 4.4) for computing the current level of each dimension of Job Embeddedness.

Table 4. 4 Descriptive Statistics

Variable	N	Mean	Standard Deviation
On the job fit	272	4.17	0.59
On the job Link	272	3.67	0.86
On the job sacrifice	272	3.97	0.78
Off the job fit	272	3.57	0.79
Off the job link	272	3.69	0.79
Off the job sacrifice	272	3.83	0.81

Source: (Survey Data, 2020)

As per Table 4.4, the overall mean value of the on the job fit is **4.17**. Since it lies in the range of agree and it indicates that the machine operators of garment manufacturing organizations in Katunayaka Export Processing Zone have highly embedded with an organization related job fit (on-the-job fit) compare to other dimensions of Job Embeddedness. Moreover, the standard deviation of the job fit is **0.59.**

In addition to that, the mean value of on the job link is **3.67** and it has a 0.86 deviation within the range of 0.86. As shown in the above table, on the job sacrifice represent a high mean value (3.97) after the mean value of the organization related to the job fit. It indicates that organization related sacrifice (on-the-job sacrifice) is the second reason for machine operators of garment manufacturing organizations in Katunayaka Export Processing Zone to stay in their job. Furthermore, the mean value of off the job fit (0.78), off the job link (3.69), off the job sacrifice (3.83) lies in the average level on a five-point Likert scale and those are deviating within the range of 0.79, 0.79, and 0.81 respectively.

Among all the mean values of dimensions of Job Embeddedness, organization related job fit (4.17) has a high level compared to other dimensions in Job Embeddedness and the other five dimensions are in the average level (Appendix F).

4.4.3 Independent Sample t-Test

The Independent two-sample t-Test is probably the most widely used test in statistics for the comparison of the mean values between two samples. This statistical test is used when the variables are continuous variables and nominal group variables. Two-Sample t-Tests can be applied if the two groups under comparison are independent of each other (Potochnik et al., 2018)

The current study used an independent sample t-test to analyze the data collected from the survey to achieve the objectives of the study and to test the significance, the decision rule is if the output p-values of the dimensions of Job Embeddedness are less than the critical p-value (0.05), the mean difference will be considered as significant. Therefore, there is enough evidence to reject H0 and the mean difference between the two categories can be considered significant.

Table 4. 5 T-test result based on young and old age group

Variable	Age	N	Mean	T-value	P-value
On the job fit	Young (Below 45 years)	243	4.1008	-6.781	0.000
	Old (Above 45 years)	29	4.7241		
On the job link	Young (Below 45 years)	243	3.5658	-8.149	0.000
	Old (Above 45 years)	29	4.5172		
On the job sacrifice	Young (Below 45 years)	243	3.9012	-4.917	0.000
	Old (Above 45 years)	29	4.5172		
Off the job fit	Young (Below 45 years)	243	3.4774	-7.255	0.000
	Old (Above 45 years)	29	4.3103		

Off the job link	Young (Below 45 years)	243	3.6152	-5.922	0.000
	Old (Above 45 years)	29	4.3621		
Off the job sacrifice	Young (Below 45 years)	243	3.7551	-5.342	0.000
	Old (Above 45 years)	29	4.4310		

Source: (Survey Data, 2020)

As per Table 4.5, there is a significant mean difference between young workers and old workers concerning the Job Embeddedness level to the on the job fit, on the job link, on the job sacrifice, off the job fit, off the job link, off the job sacrifice. When considering old workers, they have higher organization related job link (mean $_{young}$ = 3.5658, mean $_{old}$ = 4.5172), organization related job sacrifice (mean $_{young}$ = 3.9012, mean $_{old}$ = 4.5172), community-related job fit (mean $_{young}$ = 3.4774, mean $_{old}$ =4.3103), community-related job link (mean $_{young}$ = 3.6152, mean $_{old}$ = 4.3621) and community-related job sacrifice (mean $_{young}$ = 3.7551, mean $_{old}$ = 4.4310) scores than young workers (Appendix G).

Table 4. 6 T-test result based on male and female

Variable	Gender	N	Mean	T-value	P-value
On the job fit	Male	99	4.0808	-1.879	0.062
	Female	173	4.2168		
On the job link	Male	99	3.6010	-1.018	0.310
	Female	173	3.7052		
On the job sacrifice	Male	99	3.7980	-2.779	0.006
	Female	173	4.0636		
Off the job fit	Male	99	3.4949	-1.180	0.239
	Female	173	3.6069		
Off the job	Male	99	3.6162	-1.243	0.215

link	Female	173	3.7399		
Off the job sacrifice	Male	99	3.7475	-1.185	0.237
	Female	173	3.8728		

Source: (Survey Data, 2020)

According to Table 4.6, there is a significant mean difference between male and female workers with the dimensions of on the job sacrifice and female employees have higher organization related sacrifice (mean $_{male}$ = 3.7980, mean $_{female}$ = 4.0636) scores than male workers. Moreover, other dimensions of Job Embeddedness (organization related job fit, organization related job link, community-related job fit, community-related job link, community-related job sacrifice) did not show statistically significant differences (Appendix H).

Table 4. 7 T-test result based on Marital Status

Variable	Marital Status	N	Mean	T-value	P-value
On the job fit	Married	147	4.1871	0.609	0.543
	Unmarried	125	4.1440		
On the job link	Married	147	3.6327	-0.731	0.465
	Unmarried	125	3.7080		
On the job sacrifice	Married	147	4.0102	1.001	0.318
	Unmarried	125	3.9160		
Off the job fit	Married	147	3.6361	1.583	0.115
	Unmarried	125	3.4840		
Off the job link	Married	147	3.7823	2.001	0.046
	Unmarried	125	3.5920		

Off the job sacrifice	Married	147	3.9014	1.626	0.105
	Unmarried	125	3.7400		

Source: (Survey Data, 2020)

As shown in the result of Table 4.7 community-related job link shows a significant mean difference between married and unmarried employees. However, interestingly, married employees show higher community-related link than unmarried employees (mean $_{married}$ = 3.7823, mean $_{unmarried}$ = 3.5920). Other dimensions of Job Embeddedness (on the job fit, on the job link, on the job sacrifice, off the job fit, off the job sacrifice) did not show statistically significant differences (Appendix I).

Table 4. 8 T-test result based on the level of Skilled and Semi-skilled machine operators

Variable	Level of Skill	N	Mean	T- value	P-value
On the job fit	Skilled	129	4.2791	3.022	0.003
	Semi-skilled	143	4.0664		
On the job link	Skilled	129	3.7752	1.968	0.050
	Semi-skilled	143	3.5699		
On the job sacrifice	Skilled	129	4.0155	0.970	0.333
	Semi-skilled	143	3.9231		
Off the job fit	Skilled	129	3.7093	2.837	0.005
	Semi-skilled	143	3.4371		
Off the job link	Skilled	129	3.8953	4.117	0.000
	Semi-skilled	143	3.5140		
Off the job sacrifice	Skilled	129	4.0194	3.809	0.000
	Semi-skilled	143	3.6538		

Source: (Survey Data, 2020)

As per the given Table 4.8, there is a significant mean difference between skilled and semi-skilled employees concerning the Job Embeddedness dimensions of organization related job fit, community-related job fit, community-related job link, and community-related job sacrifice. But there is no significant mean difference between skilled and semi-skilled concerning organization related job links and organization related to sacrifice. In accordance with the result of Table 4.7, skilled employees show higher organization related job fit (mean $_{skilled}$ = 4.2791, mean $_{semi\text{-}skilled}$ = 4.0664), community related job fit (mean $_{skilled}$ = 3.7093, mean $_{semi\text{-}skilled}$ = 3.4371), community related job link (mean $_{skilled}$ = 3.8953, mean $_{semi\text{-}skilled}$ = 3.5140), community related job sacrifice (mean $_{skilled}$ = 4.0194, mean $_{semi\text{-}skilled}$ = 3.6538) scores than semi-skilled employees (Appendix J).

4.5 Results of the Hypotheses Testing

In the present research study, the following hypotheses were tested based on the independent sample t-test.

H_{1A}: There is a mean difference of dimensions of Job Embeddedness (link, fit, sacrifice) between younger and older machine operators in garment manufacturing organization in Katunayaka Export Processing Zone in Sri Lanka.

As per the result of the independent sample t-test (Appendix: E), since the output p-value of the on the job fit (0.000), on the job link (0.000), on the job sacrifice (0.000), off the job fit (0.000), off the job link (0.000), off the job sacrifice (0.000) is less than the critical p-value (0.05), there is enough evidence to reject **H_{0A}** (There is no mean difference of dimensions of Job Embeddedness (link, fit, sacrifice) between younger and older machine operators in the garment manufacturing organization in Katunayaka Export Processing Zone in Sri Lanka.) Therefore with 95% of the level of confidence, it can be concluded that there is a mean difference of dimensions of Job Embeddedness (link, fit, sacrifice) between younger and older machine operators in the garment manufacturing organization in Katunayaka Export Processing Zone in Sri Lanka.

H_{1B}: There is a mean difference of dimensions of Job Embeddedness (link, fit, sacrifice) between male and female machine operators in garment manufacturing organization in Katunayaka Export Processing Zone in Sri Lanka

According to the result of the independent sample t-test (Appendix F), since the output p-value of on the job sacrifice (0.006) is less than the critical p-value (0.05), there is enough evidence to reject **H_{0B}** (There is no mean difference of dimensions of Job Embeddedness (link, fit, sacrifice) between male and female machine operators in the garment manufacturing organization in Katunayak Export Processing Zone in Sri Lanka). Therefore with the 95% level of confidence, it can be concluded that there is a mean difference of dimensions of Job Embeddedness (link, fit, sacrifice) between male and female machine operators in the garment manufacturing organization in Katunayaka Export Processing Zone in Sri Lanka except on the job fit (0.062), on the job link (0.310), off the job fit (0.239), off the job link (0.215), off the job sacrifice (0.237).

H_{1C}: There is a mean difference of dimensions of Job Embeddedness (link, fit, sacrifice) between married and unmarried machine operators in garment manufacturing organization in Katunayaka Export Processing Zone in Sri Lanka.

As a result of the independent sample t-test (Appendix G), since the output p-value of off the job link (0.046) is less than the critical p-value (0.05), there is enough evidence to reject **H_{0C}** (There is no mean difference of dimensions of Job Embeddedness (link, fit, sacrifice) between married and unmarried machine operators in the garment manufacturing organization in Katunayaka Export Processing Zone in Sri Lanka). Therefore with the 95% level of confidence, it can be concluded that there is a mean difference of dimensions of Job Embeddedness (link, fit, sacrifice) between married and unmarried machine operators in the garment manufacturing organization in Katunayaka Export Processing Zone in Sri Lanka except on the job fit (0.543), on the job link (0.465), on the job sacrifice (0.318), off the job fit (0.115), off the job sacrifice (0.105).

H_{1D}: There is a mean difference of dimensions of Job Embeddedness (link, fit, sacrifice) between skilled and semi-skilled machine operators in garment manufacturing organization in Katunayaka Export Processing Zone in Sri Lanka.

According to the result of the independent sample t-test (Appendix H), since the output p-value of on the job fit (0.003), on the job link (0.050), off the job fit (0.005), off the job link (0.000), off the job sacrifice (0.000) are less than critical P value (0.05), there is enough evidence to reject **H_{0D}** (There is no mean difference of dimensions of Job Embeddedness (link, fit, sacrifice) between skilled and semi-skilled machine operators in the garment manufacturing organization in Katunayaka Export Processing Zone in Sri Lanka). Therefore with the 95% level of confidence, it can be concluded that there is a mean difference of dimensions of Job Embeddedness (link, fit, sacrifice) between skilled and semi-skilled machine operators in the garment manufacturing organization in Katunayaka Export Processing Zone in Sri Lanka except on the job sacrifice (0.333).

4.6 Discussion

This study was conducted based on the objectives of finding out the nature of Job Embeddedness of machine operators in the garment manufacturing organizations. To fulfill the aforesaid objective, this research investigated the level of the dimensions of Job Embeddedness machine operators and whether the dimensions of Job Embeddedness vary according to the age, gender, marital status, and skill level of machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone in Sri Lanka.

Following the findings, the first result indicates that the level of the dimensions of Job Embeddedness of machine operators in garment manufacturing organizations. With the result of descriptive statistics, it shows that machine operators in garment manufacturing organizations in Katunayaka Export Processing Zone are highly embedded with the dimensions of organizational related job fit(on-the-job fit) (mean $_{OJF}$ = 4.17) compare to other dimensions of Job Embeddedness. Similarly, when focusing on previous researches, Ghaffar, R. & Khan (2017) found that a high mean score on organization related job fit(on-the-job fit) and community-related job fit (off-the-job fit) compare to

the other dimensions of Job Embeddedness. Consequently, the present study shows other dimensions of Job Embeddedness except on the job fit is stands on an average level on Job Embeddedness.

More elaborately, the second finding concluded how the dimensions of Job Embeddedness varies according to the democratic factors (age, gender, marital status, skill level). The first result of the independent sample t-test revealed that whether the dimensions of Job Embeddedness vary according to age. All the p values (0.000) of the independent sample t-test are less than the critical p-value (0.05) at the 95% confidence level. According to Giosan (2003), the findings show that age was a significant predictor of the dimension of organization related job links (on-the-job link) and community-related job links (off-the-job link) only because when people are getting older they would have had more opportunities to create an attachment with various organizational factors. Similarly, the past research findings show older workers more embedded and they are more like to remain employed in their current organization (김성필 et al., 2008). Differently, Birsel et al., (2012) stated that in their findings age and Job Embeddedness dimensions did not shows statistically significant differences. But in the present study shows that age was a significant predictor of all the dimensions of Job Embeddedness and older workers have a higher level of on the job fit, on the job link, on the job sacrifice, off the job fit, off the job link and off the job sacrifice than younger workers. Hence this study identified the different ways in which young and older employees were attaching themselves based on the dimensions of Job Embeddedness to the organization and community in which he or she works and lives.

The third result of the independent sample t-test shows that whether the dimensions of Job Embeddedness vary according to gender. The findings show that among the dimensions of Job Embeddedness organization related sacrifice has a significant difference and other dimensions of Job Embeddedness (on the job fit, on the job link, off the job fit, off the job link, off the job sacrifice) does not show a significant difference between male and female. The p values of on the job sacrifice 0.006 of independent sample t-test is less than the critical p-value (0.05) at the 95% level of confidence and

according to the mean value female employees have higher organization related sacrifice than male employees. Similar to the present study, Ryan & Harden (2014) highlighted in their findings females have more organization related sacrifice than males and females who feel if they leave the company they will lose more than their males. Unlike, another study shows that organization-related sacrifice differs significantly by gender and here, male employees have higher organization-related sacrifice than female employees (김성필 et al., 2008). Therefore in the present study, the result indicates that female employees believe that sacrifice is the most important thing for embedding more to the job compared to the other dimensions of Job Embeddedness than males and females credence that they would lose more than their male employees if they left the organization.

The fourth results of the independent sample t-test indicate that whether the dimensions of Job Embeddedness vary according to the marital status. By considering the result of that, a community-related job link shows a significant difference between married and unmarried except other dimensions of Job Embeddedness. The p-value of off the job link 0.046 of the independent sample t-test is less than the critical p-value (0.05) at the 95% level of confidence. However, interestingly, the result of the mean values of the sample t-test shows married employees have higher community-related job links than unmarried employees. Unlikely, when referring to the literature, it was revealed that unmarried employees were showed more fit to community and community-related sacrifice than married employees (Birsel et al., 2012). Moreover, another research states that community-related job fit and community-related sacrifice differ with the marital status which single employees having higher scores than married employees (김성필 et al., 2008). This may be because of the employees 'lifestyles and when the number of close friends and relatives who lived nearby in the same community had a significant effect on that.

Also, the result of the final analysis shows whether the dimensions of Job Embeddedness vary according to the skill level of employees. The results show that the p values of the independent sample t-test are less than the critical p-value (0.05) except for the job

sacrifice (0.333). In this context organization-related sacrifice (0.333) does not vary among the skilled and semi-skilled employees in the garment manufacturing organization in Katunayaka Export Processing Zone in Sri Lanka. According to the mean value of dimensions, it revealed that skilled employees have higher Job Embeddedness than semi-skilled employees. More elaborately, the previous research of Halvorsen et al., (2015) highlighted that employees are more fit and link with organization and community but they did not found any evidence that the dimension of sacrifice attached employees to their organization or their community. As a summary of those findings, it revealed that sacrifice is not a more essential factor for an employee to retain their current job when they are more attached to the organization and community link and fit dimensions of Job Embeddedness.

4.7 Chapter Summary

This chapter shows the analysis of the gathered data and it found a mean difference in the dimensions of Job Embeddedness based on age, gender, marital status, and skill level of employees. Finally, considering the findings of the current research, the discussion part build-up with the supportive literature. The next chapter provides the conclusion of the research study, theoretical implications, practical implications, and directions for future research.

CHAPTER FIVE
CONCLUSION

5.1 Introduction

The final chapter provides the conclusion of the research. It indicates the theoretical and practical implications, recommendations, and suggestions for future research relevant to Job Embeddedness.

5.2 Conclusion

The current study set up the main objectives to achieve the research aim as follows; (1) To identify the level of the dimensions of Job Embeddedness of machine operators in garment manufacturing organization in Katunayaka Export Processing Zone in Sri Lanka and (2) To identify whether there is any mean difference in the level of the dimensions of Job Embeddedness between the demographic factor (age, gender, marital status, and skill level of employees) of machine operators in garment manufacturing organization in Katunayaka Export Processing Zone in Sri Lanka.

Results revealed that there is a significant difference in the dimensions of Job Embeddedness and it varies according to age, gender, marital status, and skill level of employees. Moreover, the current study found that machine operators are highly embedded with the Organization related job fit (on-the-job fit) compared to the other dimensions of Job Embeddedness. It indicates that machine operators in Katunayaka Export Processing Zone have a high level of on the job fit. That result represents that because of the high level of on the job fit dimensions, employees are not leaving their jobs. Moreover, the sacrifice dimension shows a second reason employees stay for their jobs.

By considering the t-test results of the study it found that older workers have high Job Embeddedness than younger workers referring to all dimensions of Job Embeddedness. It shows when employees getting older they have had more opportunities (time) to create attachments with various organizational factors and community. Another finding shows female employees create more embed with organization-related sacrifice (on-the-job sacrifice) and interestingly married employees more attach to the community-related job link (off-the-job link). Furthermore, the current study findings show skilled employees attached only with fit and link dimensions not sacrifice. Therefore current study concludes that machine operators are highly embedded with on-the-job fit dimension and there are differences in some dimensions between the demographic factors, not all. Hence, identifying the dimensions in which people are more embed in the organization helps the management of the organization to make strategies to retain their valuable employees.

5.3 Implication of the Research

5.3.1 Academic Implication

The final result of the current study assisting in expanding the literature of the Job Embeddedness concept. According to the findings of the previous researches, there is a significant difference in Job Embeddedness depending on the demographic factors such as age, gender, marital status, and skill level of the employees. Thus, the validity of previous findings to the current research context has been proven with this study. Moreover, the findings show that the applicability of job embeddedness with a variation of demographic factors in the Sri Lankan context.

5.3.2 Practical Implication

By referring to the outcome of the study, it provides several strategies for the garment industry in Sri Lanka to retain their machine operators. Throughout the current study of research, it pointed out the importance of Job Embeddedness for an organization to realize its ultimate goal of retaining their valuable asset of employees. Moreover, the current study found that the factors that make the employees in the organization attached or embed with their job or the organization. After identifying the factor or dimensions in which employees are more embed in the organization then management can make

strategies to retain their employees by considering that. Therefore, the top management of the organization should pay more attention to understand the current level of Job Embeddedness of employees and focus on how to increase the level of Job Embeddedness among the employees based on the demographic characteristics.

5.4 Recommendations

When considering the present study, it identified the level of Job Embeddedness of machine operators in garment manufacturing organization in Katunayaka Export Processing Zone in Sri Lanka. Thus the result highlighted that machine operators are highly attached to organizational fit compared to other dimensions of Job Embeddedness. Hence, it implies to the management to increase the employee job fit when conducting the induction programs to help new employees become more familiar with the role that has to play in the organization and this will help to novel employees to identify the skills required to perform their job successfully. Moreover, conducting ongoing on-the-job training will more important to increases employee job fit within the organization. Also, management should implement several strategies to increase other dimensions of Job Embeddedness to embed employees with the organization to reduce employee turnover. Following the other findings of the research, older workers have a higher level of Job Embeddedness relating to all the dimensions of Job Embeddedness than younger workers in garment manufacturing organization in Katunayaka Export Processing Zone in Sri Lanka. By considering this management should be focused on this older group of the company. Because Giosan (2003) states that when people are getting older they have more opportunity to create an attachment with various organizational factors. Hence, management of the organization should provide on the job skill training by identifying the required skills and interest of each employee and supply new pay and benefit systems like giving a medical allowance, supporting the education of the employees and their children, giving housing allowance to increase their fit and sacrifice dimensions of Job Embeddedness. Moreover, to increase the link dimension of employees, an organization can organize family trips, sports meet all the employees in the organization including the management and they can participate in employee's families as well.

Concerning the gender group of the dimensions of Job Embeddedness, female employees have higher organizational related sacrifice than male employees. This finding similar to the previous findings of Ryan and Harden (2014). Hence, the current study findings indicate that females are more attached or embed with the job because of the sacrifice dimension of Job Embeddedness. Holtom & Inderrieden, (2006) highlighted providing financial incentives, paying above market salary are effective ways to increase employee sacrifice. Moreover, the organization can provide meals, transport facilities to its employees by deducting a small portion of the employee's salary. According to the findings of Halvorsen et al., (2015) organizations can increase the sacrifice level of their employees indirectly by increasing the link and fit of their employees. Therefore, organizations can create things that are helping to develop a strong fit and links among the employees.

Another finding related to the marital status of machine operators in the garment manufacturing organization. It revealed that married employees have higher community-related job links than unmarried employees. As a whole, organizations with employees should have a strong linkage with their community. Hence, organizations can use many ways to build the link or relation with the inside and the outside environment by organizing different events like sports meet New Year festival by participating employees and their family members and participating in CSR projects. Through the participation of these activities, it can be generated stronger community-related job links(off-the-job link) among the employees.

The last findings show skilled employees have a higher level of on and off the job link and fit than semi-skilled employees but they did not attach to organization-related sacrifice. It indicates that when employees are skilled sacrifice is not a necessary thing for employees to get more embedding with their job. Therefore, by identifying those things organizations should pay attention to increase the link and fit dimensions of the employees to make them less likely to leave the organization.

5.5 Suggestions for Future Research

The result of this study is based on the garment manufacturing organization in Katunayaka Export Processing Zone in Sri Lanka. Therefore, future researchers can

collect the data from other Export Processing Zones in Sri Lanka and they can apply this concept to identify the gap in another context such as health care sector, tourism sector, education sector etc. Because still, Job Embeddedness is a new concept to Sri Lanka. Also, future researchers can use longitudinal data to understand the concept of Job Embeddedness because they can identify the different results after implementing strategies to attached employees to the organization.

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APPENDIXES

Appendix A: Final Survey Questionnaire (English)

Ref. No: ☐

Questionnaire

I am D. M. A. P Dasanayaka a final year undergraduate reading for the BSc. (Honors) in Business Management of the Department of Business Management, Faculty of Management Studies at the Sabaragamuwa University of Sri Lanka. As a partial fulfillment of the Degree Programme, I'm in the process of studying the nature of job Embeddedness in Sri Lankan context. Therefore this questionnaire is used to collect data for the research. I ensure the confidentiality of the information you provide. Therefore, please do not hesitate to provide your honest responses. This questionnaire contains two parts namely PART-A and PART- B and it will take only 3-5 minutes to fill. Please be kind enough to fill the questionnaire by spending your valuable time and return to me.

PART- A

Please put "√" to the relevant answer.

1. Age Group

I.	Below 45 Years	
II.	Above 45 Years	

2. Gender

I.	Male	
II.	Female	

3. Marital Stutes

I.	Married	
II.	Unmarried	

4. Grade

I.	Supper grading	
II.	Jumper	
II.	Grade A^{++}	
IV.	Grade A^{+}	
V.	Grade A	
VI.	Grade B	
VII.	Grade C	
VIII.	Grade D	

PART- B

Please put "√" mark for the most appropriate answer for each statement by considering the extent to which you feel.

	Statement	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
01	The organization provides me with a way of life that suits me					
02	Overall, I fit very well in the organization					

03	My closest friends are in the organization					
04	Overall, I have strong ties with people throughout the organization					
05	I would miss the excitement that this job brings if I left					
06	There would be many things about organizational life that I would be sad to lose if I left					
07	The area where I am based right now is suitable for my family and Friends					
08	There is plenty to keep me happy off duty around here					
09	Even if I decide to leave the organization I would still live in the area where I am based at the moment					
10	My family/partner has strong ties around the community where I am currently based					
11	Leaving the area where I am currently based would mean many personal and/or family sacrifices					
12	I would be very sad to leave the general community where I am based right now					

Thank You for your kind cooperation..!

Appendix B: Final Survey Questionnaire (Sinhala)

යයෙමු අංකය

<u>සමීක්ෂණ ප්‍රශ්නාවලිය</u>

ශ්‍රී ලංකාව සබරගමුව විශ්වවිද්‍යාලයේ, කළමනාකරණ අධ්‍යයන පීඨයේ, ව්‍යාපාර කළමනාකරණ අධ්‍යයන අංශයේ අවසාන වසර ශිෂ්‍යයෙකු වන මම, මාගේ උපාධි පාඨමාලාවේ කොටසක් ලෙස ආයතනයක සේවකයින් "රැකියාවලට කැපවීම" යන මාතෘකාව යටතේ සමීක්ෂණ ක්‍රියාවලියක නිරත වෙමි. මෙම අධ්‍යයනය සඳහා ප්‍රශ්නාවලියක් භාවිත කරමි. මෙම ප්‍රශ්නාවලිය අධ්‍යයන කටයුත්තක් සඳහා අවශ්‍ය තොරතුරු ලබාගැනීමට වන අතර ඔබගේ පෞද්ගලිකත්වය මාගේ අධ්‍යයන කටයුතුවල සඳහා පමණක් යොදාගැනීමට බලාපොරොත්තු වෙමි. ඔබ සපයන තොරතුරු රහසිගතව සලකනු ලැබේ. නිවැරදි ප්‍රතිඵල ලබා ගැනීම සඳහා සියලුම ප්‍රශ්නවලට පිළිතුරු සපයන මෙන් කාරුණිකව ඉල්ලා සිටිමි.

මෙම ප්‍රශ්නාවලිය කොටස් තුනකින් සමන්විත වේ. මෙම ප්‍රශ්නාවලිය ට පිළිතුරු සැපයීම සඳහා ගතවන කාලය මිනිත්තු 3-5 ක් පමණ වන අතර, ඔබට හැකි සෑම අවස්ථාවකම එය සම්පූර්ණ කර ලබා දීමට සහයෝගය ලබා දෙන ලෙස කාරුණිකව ඉල්ලා සිටිමි.

A කොටස

අදාළ පිළිතුර ඉදිරියෙන් “√” ලකුණ

ප්‍රශ්නය. 1. වයස් කාණ්ඩය

I.	අවුරුදු 45 ට අඩු	
II.	අවුරුදු 45 ට වැඩි	

2. ස්ත්‍රී පුරුෂ භාවය

I.	පුරුෂ	
II.	ස්ත්‍රී	

3. ශ්ලවා ක / අශ්ලවා ක ගල

I.	ශ්ලවා ක	
II.	අශ්ලවා ක	

5. යරේණිය

I.	සුපිරි යරේණුත කිමම්	
II.	ජම්සර	
III.	A^{++} යරේණිය	
IV.	A^{+} යරේණිය	
V.	A යරේණිය	
VI.	B යරේණිය	
VII.	C යරේණිය	
VIII.	D යරේණිය	

B යකාටස

යමම සහා ව ඔගයේ ලඩවේ සුදුසු පිළිපුරම ගදිරියයන් "√" කකුණ යයානන්.

ප්‍රශ්න

	පැටලුල	තදින්ම එකඟ යනොවේ	එකඟ යනොවේ	මධ්‍යස්ථයි	එකඟ වේ	තදින්ම එකඟ වේ
01	යමම ආයතනය මව සහා ව සුදුසු ජීලන මටවලකට/රැකියවලක් සහ්‍රයුම කගයි					

02	සමසණ්ඩයක් යකස මම යමම ආයතනයට ුැකයපාරයි					

03	මවයේ සම්භා න්ුරමන් ටිනා්යන් යමම ආයතනයේ ය					
04	සමසණයක් යකස මට ආයතනය ුරළ ටින රුද්ුකයන් සමු ශ්ක්තිචමේ සම්ගන්ධකම් ඇත					
05	මම යමම රැකියවල ා ැම ගිය යා ොේ යමම රැකියවයලන් මට ක ැයගන උද ්යේුය මට අහින් යලයි					
06	මම යමම රැකියවල ා ැම ගිය යා ොේ යමම ආයතනය ුරළින් මට ක ැබුණු යගොශා ේ යද්ල්ල අහින් වියම් කණුවටුලක් මව ා ට ඇත					
07	ැනට මව ගනා්නව ඊරයද ්ශ්යේ ඇතිව සමවජය මට මයේ භාවුය්ල සවමවජීකයනා්ට න්ුරමන්ට ගතව සුදුසුය					
08	මවජකවරි කවකයයන් භාසුල මව ඊරීතිවමේල ත ැබීමට යගොශා ේ යයනක් යමම ඊරයද්ශ්යේ ඇත					
09	මව යමම රැකියවල ා ැම යවමට තීමණය කළේ ැනට මව ජීලේ ලන යමම ඊරයද්ශ්යෙම මට ජීලේ වීමට ටදු ලුම ඇත					
10	මව ැනට ජීලේලන ඊරයද්ශ්යේ මයේ භාවුය්ල සවමවජීකයනා්ට බිරිහට / සණවත්යවට අලට සමවජය සමු ශ්කා්තිවමේ සම්ගනා්ධතව ඇත					
11	ල තමවනයේ මව ජීලේලන ඊරයද්ශ්ය ා ැම ය ැමට නම් මට යගොශා ේ කාභා කිමම් කිමමට ටදුයේ					
12	ැනට මව ජීලේලන ඊරයද්ශ්ය ා ැමයවම මට ගමා ේ යේනවලක් යුන යුම ඇත					

ඔග ැකා්වූ ස ා යයෝුයට සණුතිවයි !

Appendix C: Reliability Analysis

Job Embeddedness

On the job fit

Reliability Statistics

Cronbach's Alpha	N of Items
.875	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OJF1	4.18	.372	.778	.
OJF2	4.15	.402	.778	.

On the job link

Reliability Statistics

Cronbach's Alpha	N of Items
.783	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OJL1	3.79	.779	.649	.
OJL2	3.54	1.024	.649	.

On the job sacrifice

Reliability Statistics

Cronbach's Alpha	N of Items
.810	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OJS1	4.01	.705	.681	.
OJS2	3.92	.750	.681	.

Off the job fit

Reliability Statistics

Cronbach's Alpha	N of Items
.679	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OffJF1	3.31	1.131	.550	.
OffJF2	3.82	.539	.550	.

Off the job link

Reliability Statistics

Cronbach's Alpha	N of Items
.811	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OffJL1	3.73	.714	.683	.
OffJL2	3.66	.757	.683	.

Off the job sacrifice

Reliability Statistics

Cronbach's Alpha	N of Items
.676	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
OffJS1	3.82	.911	.511	.
OffJS2	3.84	.822	.511	.

Appendix D: Validity Analysis

Job Embeddedness

On the job fit

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	250.294
	df	1
	Sig.	.000

On the job link

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	147.263
	df	1
	Sig.	.000

On the job sacrifice

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	168.027
	df	1
	Sig.	.000

Off the job fit

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	96.905
	df	1
	Sig.	.000

Off the job link

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	169.232
	df	1
	Sig.	.000

Off the job sacrifice

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	81.654
	df	1
	Sig.	.000

Appendix E: Normality Test

Descriptives

			Statistic	Std. Error
TotalMean	Mean		3.8150	.03420
	95% Confidence Interval for Mean	Lower Bound	3.7476	
		Upper Bound	3.8823	
	5% Trimmed Mean		3.8189	
	Median		3.7500	
	Variance		.318	
	Std. Deviation		.56403	
	Minimum		2.08	
	Maximum		5.00	
	Range		2.92	
	Interquartile Range		.67	
	Skewness		-.026	.148
	Kurtosis		-.019	.294

Appendix F: Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
TotalOJF	272	2.50	5.00	4.1673	.58625	.002	.148	-.462
TotalOJL	272	1.50	5.00	3.6673	.86044	.071	.148	-.482
TotalOJS	272	1.50	5.00	3.9669	.78195	-.613	.148	.130
TotalOffJF	272	1.00	5.00	3.5662	.79507	-.319	.148	-.097
TotalOffJL	272	1.00	5.00	3.6949	.78659	-.606	.148	.605
TotalOffJS	272	1.50	5.00	3.8272	.80903	-.485	.148	-.072
Valid N (listwise)	272							

Appendix G: Independent Sample T-test based on Age

On the job fit Vs. Age

Group Statistics

	Age	N	Mean	Std. Deviation	Std. Error Mean
MeanOJL	Below 45	243	3.5658	.83430	.05352
	Above 45	29	4.5172	.55874	.10376

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOJF	Equal Variances assumed	.033	.856	-5.720	270	.000	-.62331	.10898	-.83787	-.40876
	Equal Variances not assumed			-6.781	39.112	.000	-.62331	.09192	-.80922	-.43741

On the job link Vs. Age

Group Statistics

	Age	N	Mean	Std. Deviation	Std. Error Mean
MeanOJL	Below 45	243	3.5658	.83430	.05352
	Above 45	29	4.5172	.55874	.10376

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOJL	Equal Variances assumed	1.761	.186	-5.978	270	.000	-.95140	.15915	-1.26474	-.63806
	Equal Variances not assumed			-8.149	44.518	.000	-.95140	.11675	-1.18661	-.71619

On the job sacrifice Vs. Age

Group Statistics

	Age	N	Mean	Std. Deviation	Std. Error Mean
MeanOJS	Below 45	243	3.9012	.77441	.04968
	Above 45	29	4.5172	.61937	.11501

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOJS	Equal Variances assumed	.173	.678	-4.127	270	.000	-.61601	.14927	-.90990	-.32212
	Equal Variances not assumed			-4.917	39.264	.000	-.61601	.12528	-.86936	-.36265

Off the job fit Vs. Age

Group Statistics

	Age	N	Mean	Std. Deviation	Std. Error Mean
MeanOffJF	Below 45	243	3.4774	.77306	.04959
	Above 45	29	4.3103	.55764	.10355

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOffJF	Equal Variances assumed	3.182	.076	-5.626	270	.000	-.83298	.14805	-1.12446	-.54149
	Equal Variances not assumed			-7.255	42.061	.000	-.83298	.11481	-1.06467	-.60129

Off the job link Vs. Age

Group Statistics

	Age	N	Mean	Std. Deviation	Std. Error Mean
MeanOffJL	Below 45	243	3.6152	.76675	.04919
	Above 45	29	4.3621	.62531	.11612

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOffJL	Equal Variances assumed	.834	.362	-5.046	270	.000	-.74684	.14800	-1.03822	-.45546
	Equal Variances not assumed			-5.922	38.805	.000	-.74684	.12611	-1.00195	-.49173

Off the job sacrifice Vs. Age

Group Statistics

	Age	N	Mean	Std. Deviation	Std. Error Mean
MeanOffJS	Below 45	243	3.7551	.79949	.05129
	Above 45	29	4.4310	.62284	.11566

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOffJS	Equal Variances assumed	.842	.360	-4.394	270	.000	-.67589	.15384	-.97876	-.37302
	Equal Variances not assumed			-5.342	39.916	.000	-.67589	.12652	-.93161	-.42017

Appendix H: Independent Sample T-test based on Gender

On the job fit Vs. Gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
MeanOJF	Male	99	4.0808	.56110	.05639
	Female	173	4.2168	.59612	.04532

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOJF	Equal Variances assumed	4.766	.030	-1.848	270	.066	-.13595	.07355	-.28076	.00885
	Equal Variances not assumed			-1.879	214.497	.062	-.13595	.07235	-.27856	.00665

On the job link Vs. Gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
	Male	99	3.6010	.74224	.07460
	Female	173	3.7052	.92121	.07004

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOJL	Equal Variances assumed	6.879	.009	-.961	270	.338	-.10419	.10845	-.31771	.10932
	Equal Variances not assumed			-1.018	240.463	.310	-.10419	.10232	-.30576	.09737

On the job sacrifice Vs. Gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
MeanOJS	Male	99	3.7980	.73858	.07423
	Female	173	4.0636	.79167	.06019

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOJS	Equal Variances assumed	.107	.744	-2.727	270	.007	-.26560	.09739	-.45735	-.07386
	Equal Variances not assumed			-2.779	216.023	.006	-.26560	.09557	-.45397	-.07724

Off the job fit Vs. Gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
MeanOffJF	Male	99	3.4949	.69435	.06978
	Female	173	3.6069	.84658	.06436

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOffJF	Equal Variances assumed	2.470	.117	-1.118	270	.264	-.11199	.10015	-.30916	.08519
	Equal Variances not assumed			-1.180	237.661	.239	-.11199	.09493	-.29901	.07503

Off the job link Vs. Gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
MeanOffJL	Male	99	3.6162	.79484	.07988
	Female	173	3.7399	.78056	.05934

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOffJL	Equal Variances assumed	.269	.604	-1.249	270	.213	-.12372	.09902	-.31868	.07123
	Equal Variances not assumed			-1.243	201.114	.215	-.12372	.09952	-.31995	.07251

Off the job sacrifice Vs. Gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
MeanOffJS	Male	99	3.7475	.87881	.08832
	Female	173	3.8728	.76517	.05817

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOffJS	Equal Variances assumed	5.922	.016	-1.231	270	.220	-.12536	.10186	-.32590	.07518
	Equal Variances not assumed			-1.185	181.960	.237	-.12536	.10576	-.33403	.08332

Appendix I: Independent Sample T-test based on Marital Status

On the job fit Vs. Marital Status

Group Statistics

	MS	N	Mean	Std. Deviation	Std. Error Mean
MeanOJF	Married	147	4.1871	.61714	.05090
	Unmarried	125	4.1440	.54925	.04913

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOJF	Equal Variances assumed	5.717	.017	.603	270	.547	.04307	.07141	-.09752	.18367
	Equal Variances not assumed			.609	269.426	.543	.04307	.07074	-.09620	.18235

On the job link Vs. Marital Status

Group Statistics

	MS	N	Mean	Std. Deviation	Std. Error Mean
MeanOJL	Married	147	3.6327	.93693	.07728
	Unmarried	125	3.7080	.76249	.06820

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOJL	Equal Variances assumed	6.217	.013	-.719	270	.473	-.07535	.10478	-.28164	.13094
	Equal Variances not assumed			-.731	269.502	.465	-.07535	.10307	-.27827	.12757

On the job sacrifice Vs. Marital Status

Group Statistics

	MS	N	Mean	Std. Deviation	Std. Error Mean
MeanOJS	Married	147	4.0102	.82858	.06834
	Unmarried	125	3.9160	.72328	.06469

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOJS	Equal Variances assumed	1.919	.167	.990	270	.323	.09420	.09514	-.09311	.28152
	Equal Variances not assumed			1.001	269.807	.318	.09420	.09410	-.09107	.27947

Off the job fit Vs. Marital Status

Group Statistics

	MS	N	Mean	Std. Deviation	Std. Error Mean
MeanOffJF	Married	147	3.6361	.81206	.06698
	Unmarried	125	3.4840	.76973	.06885

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOffJF	Equal Variances assumed	.022	.883	1.576	270	.116	.15205	.09647	-.03787	.34198
	Equal Variances not assumed			1.583	266.809	.115	.15205	.09605	-.03706	.34117

Off the job link Vs. Marital Status

Group Statistics

	MS	N	Mean	Std. Deviation	Std. Error Mean
MeanOffJL	Married	147	3.7823	.78528	.06477
	Unmarried	125	3.5920	.77871	.06965

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOffJF	Equal Variances assumed	.449	.504	2.000	270	.047	.19031	.09518	.00293	.37769
	Equal Variances not assumed			2.001	263.704	.046	.19031	.09511	.00304	.37759

Off the job sacrifice Vs. Marital Status

Group Statistics

	MS	N	Mean	Std. Deviation	Std. Error Mean
MeanOffJS	Married	147	3.9014	.75317	.06212
	Unmarried	125	3.7400	.86509	.07738

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOffJS	Equal Variances assumed	4.919	.027	1.644	270	.101	.16136	.09812	-.03183	.35455
	Equal Variances not assumed			1.626	247.894	.105	.16136	.09923	-.03407	.35680

Appendix J: Independent Sample T-test based on Skill level

On the job fit Vs. Skill level (Grade)

Group Statistics

	Grade	N	Mean	Std. Deviation	Std. Error Mean
MeanOJF	Skilled	129	4.2791	.59591	.05247
	Unskilled	143	4.0664	.56055	.04688

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOJF	Equal Variances assumed	7.827	.006	3.032	270	.003	.21264	.07014	.07455	.35072
	Equal Variances not assumed			3.022	262.905	.003	.21264	.07036	.07410	.35117

On the job link Vs. Skill level (Grade)

Group Statistics

	Grade	N	Mean	Std. Deviation	Std. Error Mean
MeanOJL	Skilled	129	3.7752	.88600	.07801
	Unskilled	143	3.5699	.82778	.06922

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOJL	Equal Variances assumed	.862	.354	1.975	270	.049	.20526	.10393	.00065	.40988
	Equal Variances not assumed			1.968	262.328	.050	.20526	.10429	-.00009	.41062

On the job sacrifice Vs. Skill level (Grade)

Group Statistics

	Grade	N	Mean	Std. Deviation	Std. Error Mean
MeanOJS	Skilled	129	4.0155	.80753	.07110
	Unskilled	143	3.9231	.75831	.06341

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOJS	Equal Variances assumed	.030	.862	.973	270	.331	.09243	.09496	-.09453	.27938
	Equal Variances not assumed			.970	262.761	.333	.09243	.09527	-.09516	.28002

Off the job fit Vs. Skill level (Grade)

Group Statistics

	Grade	N	Mean	Std. Deviation	Std. Error Mean
MeanOffJF	Skilled	129	3.7093	.83782	.07377
	Unskilled	143	3.4371	.73367	.06135

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOffJF	Equal Variances assumed	.472	.493	2.857	270	.005	.27224	.09529	.08463	.45985
	Equal Variances not assumed			2.837	255.940	.005	.27224	.09595	.08330	.46118

Off the job link Vs. Skill level (Grade)

Group Statistics

	Grade	N	Mean	Std. Deviation	Std. Error Mean
MeanOffJL	Skilled	129	3.8953	.74654	.06573
	Unskilled	143	3.5140	.78036	.06526

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOffJL	Equal Variances assumed	1.684	.195	4.108	270	.000	.38136	.09283	.19859	.56413
	Equal Variances not assumed			4.117	269.059	.000	.38136	.09262	.19901	.56372

Off the job sacrifice Vs. Skill level (Grade)

Group Statistics

	Grade	N	Mean	Std. Deviation	Std. Error Mean
MeanOffJS	Skilled	129	4.0194	.79648	.07013
	Unskilled	143	3.6538	.78326	.06550

Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MeanOffJS	Equal Variances assumed	2.343	.127	3.813	270	.000	.36553	.09587	.17678	.55429
	Equal Variances not assumed			3.809	266.156	.000	.36553	.09596	.17660	.55447