

The Mediating Effect of Organizational Embeddedness on the Relationship between Job Satisfaction and Turnover Intention of Library Personnel

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Abstract. High turnover rates among library personnel challenge institutional stability, yet research on mitigating factors remains limited. This study examines the mediating role of organizational embeddedness in the relationship between job satisfaction and turnover intention among library personnel. Using a non-experimental quantitative design, data were collected from 303 respondents through standardized surveys, and statistical analyses, including correlation and mediation tests, were conducted. Results showed that job satisfaction (mean = 3.53) and organizational embeddedness (mean = 3.60) were high, while turnover intention was moderate (mean = 2.73). Job satisfaction was negatively correlated with turnover intention ($r = -0.297$, $p < 0.001$) and positively correlated with organizational embeddedness ($r = 0.573$, $p < 0.001$), while organizational embeddedness was negatively correlated with turnover intention ($r = -0.476$, $p < 0.001$). Mediation analysis confirmed that organizational embeddedness partially mediated the relationship between job satisfaction and turnover intention. These findings highlight the need for strategies that enhance job satisfaction and organizational embeddedness to reduce turnover intention, emphasizing the importance of improving work environments, career development, and institutional support to retain skilled library personnel, ultimately contributing to workforce stability and aligning with the United Nations' Sustainable Development Goal 8 on decent work and economic growth.

Keywords: Job satisfaction; Library and information science; Organizational embeddedness; Philippines; Turnover intention.

1.0 Introduction

Employee departures are commonly understood as organizational turnover, traditionally viewed as either voluntary or involuntary (Hyatt, 2025). When employees choose to leave, voluntary turnover has drawn particular concern due to its impact on organizational performance, knowledge continuity, and workforce morale. In December 2024 alone, 3.2 million individuals in the U.S. quit their jobs, reflecting declining confidence in better opportunities (Hyatt, 2025). According to Jeremy (2025), over 18% of employees voluntarily left their organizations, highlighting the persistent challenge of employee retention. The departure of highly skilled personnel disrupts productivity and affects organizational reputation, strategic alignment, and institutional memory (Saufi et al., 2023).

Employee turnover poses a unique threat in library institutions, where knowledge preservation, specialized expertise, and organizational continuity are critical. Despite abundant research on turnover in general organizational settings (Bishop, 2019), limited attention has been given to turnover intention among library professionals, who operate under distinct resource constraints, evolving digital landscapes, and changing professional responsibilities. These factors necessitate tailored retention strategies that reflect the specific needs of the library workforce.

Research consistently shows that job satisfaction is inversely related to turnover intention (Li et al., 2019). Dissatisfied employees are more likely to disengage and eventually leave their organizations. Low employee satisfaction is a recognized predictor of high turnover, which can reduce institutional performance and continuity (Hancock et al., 2013; Hur, 2013; Meier & Hicklin, 2008; Lee, 2017). Employers must invest in strategies that enhance satisfaction, such as fair compensation, professional development, recognition, and flexible work arrangements, to create a positive work culture that retains talent (Kappel, 2017; Mohan, 2021).

Another relevant concept is organizational embeddedness, which refers to how employees feel connected to their jobs, organizations, and communities. This embeddedness has significantly reduced turnover intention by fostering a sense of belonging and institutional alignment. While some studies suggest it has a greater influence on long-term employees, others argue it may be more critical for new hires, indicating the need for further exploration in different organizational contexts (Li et al., 2019). In the library setting, embeddedness may be shaped by job security, professional identity, and institutional culture, all of which merit closer investigation.

Emotional intelligence also plays a growing role in workforce retention, enabling employees to manage stress, build relationships, and adapt to workplace challenges. Though often underexplored as a mediating factor, emotional intelligence can significantly influence job satisfaction and organizational embeddedness, contributing to lower turnover intention. Integrating emotional intelligence into retention strategies may provide deeper psychological insights into employee behavior and commitment.

Given these considerations, this study aims to investigate the role of organizational embeddedness in shaping job satisfaction and turnover intention among library personnel. This research seeks to fill a gap in the literature specific to library contexts by focusing on the perceived relationships between employees and their roles and institutions. Findings will offer actionable insights for library administrators, human resource professionals, and policymakers, allowing them to implement evidence-based strategies that improve employee satisfaction and retention, such as recognition, training, career development, and emotional support. Fostering stronger institutional ties can support organizational stability and contribute to broader goals such as Sustainable Development Goal 8 (Decent Work and Economic Growth) in the local context.

2.0 Methodology

2.1 Research Design

This study used a descriptive-correlation approach, which is a non-experimental quantitative methodology. The descriptive correlational design is used in research investigations to determine the link between several variables and provide static representations of situations (McBurney & White, 2009). The aim of this study was to determine the association between job satisfaction and organizational embeddedness, as well as between job satisfaction and turnover intention. The descriptive-correlation study approach was therefore deemed appropriate.

2.2 Research Participants

The study was conducted in the southwest part of Mindanao Island, in the province of South Cotabato. Situated in the Soccsksargen region of Mindanao, South Cotabato is formally known as the Province of South Cotabato. Koronadal, the capital, is bounded north and west by Sultan Kudarat, south and northeast by Sarangani, and the far northeast by Davao del Sur (Province of South Cotabato, 2021). The study's respondents were the library personnel employed in different types of libraries in Region XII. Participants in this study were library personnel, including licensed and non-licensed librarians and library staff in charge, employed in various libraries within Region XII. Due to the absence of an official list of library personnel employed in Region XII, the researcher limited the study to a sample of 1,243 library personnel who could be readily reached. To obtain a representative sample,

the researcher used a convenience sampling strategy. The most accessible or reachable people are found using this non-probability sampling technique. Convenience sampling is valued for its ease of use and speed, even if it does not entirely remove selection bias (Hassan, 2024). To determine the number of responders, the researcher used Slovin's Formula. 303 respondents made up the study's overall sample size, as calculated by applying the formula.

2.3 Research Instrument

Various survey questionnaires from other scholars were modified and adapted for the study. Three separate sections made up the questionnaire: Organizational Embeddedness, Turnover Intention, and Job Satisfaction. The specialist performed reliability testing and evaluated the questionnaires for construct validity. The validations demonstrated an exceptionally high level of performance, which showed an overall mean score of 4.42. Pilot testing was done to evaluate the instrument's dependability on the factors. For job satisfaction, turnover intention, and organizational embeddedness, Cronbach's alpha was 0.91, 0.91, and 0.91, respectively. The questionnaire appears reasonably reliable based on these values, which show good internal consistency.

2.4 Data Gathering Procedure

Among the measures used in this study was validating the modified and adapted questionnaires. Following validation, the researcher directly contacted school presidents and library directors in Region XII to request permission from several schools, libraries, and offices. While email or tools like Google Forms contacted remote sites, approved questionnaires and informed consent forms were hand-delivered to local libraries. After compiling each participant's response, the researcher ran statistical calculations and analyzed the information gathered.

2.6 Ethical Considerations

The study complied with ethical standards by securing informed consent from participants and encrypting and password-protecting data. The data could only be viewed by authorized individuals, preventing plagiarism and revealing conflicts of interest. Using robust security protocols, unambiguous expectations, beneficial resources, and transparent communication, the researcher mitigated possible hazards, including breaches of confidentiality, psychological anguish, time obligations, and data security.

3.0 Results and Discussion

3.1 Level of Job Satisfaction

Table 1 presents the level of job satisfaction among respondents with an overall mean of 3.53, which is described as high. Respectively, the highest level of job satisfaction is with the Nature of Work, which has a high descriptive level with a mean score of 4.02. This is followed by Compensation, which also has a high level of job satisfaction with a mean score of 3.75. Co-workers similarly receive a high job satisfaction rating with a mean of 3.63. Communication is subsequent, with a high job satisfaction level and a mean of 3.56. Moving to the moderate descriptive level, Promotion has a mean score of 3.37. Contingent Reward follows closely with a mean score of 3.26. Supervision also falls in the moderate category with a mean score of 3.12.

Indicators	Mean	SD	Interpretation
Compensation	3.75	0.68	High
Promotion	3.37	0.57	Moderate
Supervision	3.12	0.48	Moderate
Contingent Reward	3.26	0.66	Moderate
Co-workers	3.63	0.76	High
Nature of Work	4.02	0.68	High
Communication	3.56	0.45	High
Overall	3.53	0.61	High

The result aligns with the Job Characteristics Model developed by Hackman and Oldham (1976), which identifies five core job characteristics – skill variety, task identity, task significance, autonomy, and feedback – as key factors influencing job satisfaction (Lucas, 2024). Together, these traits shape the nature of work and play a crucial role in raising job satisfaction. Furthermore, Humphrey et al. (2007) carried out a meta-analysis that synthesizes results from multiple studies, indicating that work design elements, such as task characteristics and work environment, substantially impact job satisfaction. The nature of work, defined by fulfilling and stimulating duties, is a

significant factor in total job satisfaction. This emphasizes how crucial it is for businesses to concentrate on job design and ensure workers find meaningful and compelling employment.

These results highlight the significance of job design in promoting employee well-being. Organizations must prioritize the development of meaningful and stimulating roles, as job satisfaction, particularly concerning the nature of work, correlates with increased productivity, reduced turnover rates, and enhanced employee engagement. Improving lower-scoring factors, including promotion opportunities and contingent rewards, may increase overall job satisfaction and organizational commitment.

3.2 Level of Turnover Intention

Table 2 shows that the level of turnover intention among respondents has an overall mean of 2.73, which is described as moderate. Respectively, the highest turnover intention is indicated by the statement "I often dream about getting another job that will better suit my personal needs," with a moderate descriptive level and a mean score of 3.02. This is followed by "I would likely accept another job with the same compensation at my level should it be offered to me," with a mean score of 2.86, indicating a moderate turnover intention. The statement "I seldom look forward to another day at work" has a moderate turnover intention with a mean of 2.74, and "I often consider leaving my job" follows with a moderate level and a mean of 2.71. The statement "My job does not fulfill my personal needs" shows a low level of turnover intention with a mean of 2.59, and "I am frustrated to have not been given the opportunity at work to achieve my personal work-related goals" also falls in the low category with a mean score of 2.47.

Table 2. *Level of Turnover Intention*

Indicators	Mean	SD	Interpretation
I often consider leaving my job.	2.71	1.18	Moderate
My job does not fulfill my personal needs.	2.59	1.14	Low
I am frustrated that I have not been allowed to achieve my personal work-related goals at work.	2.47	1.07	Low
I often dream about getting another job to better suit my needs.	3.02	1.29	Moderate
I would likely accept another job with the same compensation at my level if offered.	2.86	1.22	Moderate
I seldom look forward to another day at work.	2.74	1.12	Moderate
Overall	2.73	0.98	Moderate

The findings are consistent with Fuchs (2022), who noted that employees are more inclined to contemplate departure when their personal needs and expectations remain unmet by their employers. The finding that "I often dream about getting another job that will better suit my personal needs" correlates with the highest turnover intention, which supports this assertion. Mah et al. (2024) identified in their meta-analysis that unmet personal requirements and insufficient opportunities for personal development significantly predict turnover intention. These results underscore the importance of employee engagement and career development in retention strategies. Organizations should align job roles with employees' objectives and establish growth, recognition, and fulfillment pathways to reduce turnover intention. Organizations can decrease voluntary turnover and improve workforce stability by cultivating a kind and supportive environment that emphasizes well-being.

3.3 Level of Organizational Embeddedness

Table 3 presents the level of organizational embeddedness among respondents with an overall mean of 3.60, which is described as high. It also shows that the highest level of organizational embeddedness is indicated by the statement "My organization utilizes my skills and talents well," with a high descriptive level and a mean score of 3.90. This is closely followed by "I feel like I am a good match for my organization," which also has a high level of organizational embeddedness with a mean score of 3.89. The statement "I fit with the organization's culture" similarly has a high level, with a mean of 3.75. "My values are compatible with my organization's values" and "I like the authority and responsibility I have at my organization" both have high levels of embeddedness, with mean scores of 3.79 and 3.72, respectively. The perks provided by the organization are rated high, with a mean of 3.64, followed by "I am well compensated for my level of performance in my organization" with a mean of 3.46 and "My promotional opportunities are excellent in my organization" with a mean of 3.43, both also indicating high levels. The statements regarding healthcare and retirement benefits provided by the organization have moderate levels of organizational embeddedness, with mean scores of 3.22 and 3.18, respectively.

Table 3. *Level of Organizational Embeddedness*

Indicators	Mean	SD	Interpretation
My organization utilizes my skills and talents well.	3.90	0.77	High
I feel like I am a good match for my organization.	3.89	0.82	High
I fit with the organization's culture.	3.75	0.81	High
I like the authority and responsibility I have at my organization.	3.72	0.87	High
My values are compatible with my organization's values.	3.79	0.84	High
The perks provided by my organization are outstanding.	3.64	0.83	High
My promotional opportunities are excellent in my organization.	3.43	0.82	High
I am well compensated for my level of performance in my organization.	3.46	0.92	High
The health-care benefits provided by my organization are excellent.	3.22	0.99	Moderate
The retirement benefits provided by my organization are excellent.	3.18	1.11	Moderate
Overall	3.60	0.64	High

This observation is supported by the findings of Yoon et al. (2022), which indicate that workers who feel their abilities are being used successfully form stronger bonds with their company. According to Inegbedion et al. (2020), workers who feel their abilities are being used to their full potential typically express more job satisfaction and a decreased desire to quit. These findings emphasize the significance of skill utilization and workplace alignment in enhancing employee commitment. Organizations can improve embeddedness by offering meaningful work, aligning roles with employees' competencies, and fostering an environment that values employees. Enhancing compensation structures, career advancement opportunities, and benefits packages may further reinforce employees' commitment to the organization. Organizations can enhance retention, engagement, and long-term workforce stability by cultivating a culture that promotes professional development and acknowledges employee contributions.

3.4 Relationship between Job Satisfaction, Turnover Intention, and Organizational Embeddedness

Table 4 in the correlation analysis of the variables reveals several significant relationships. The correlation between job satisfaction and turnover intention is -0.297, with a p-value of less than 0.001, leading to rejecting the null hypothesis. This negative correlation indicates higher job satisfaction is associated with lower turnover intention. Similarly, the correlation between job satisfaction and organizational embeddedness is 0.573, with a p-value of less than 0.001, resulting in rejecting the null hypothesis. This positive correlation suggests that higher job satisfaction is related to greater organizational embeddedness. Lastly, the correlation between organizational embeddedness and turnover intention is -0.476, with a p-value of less than 0.001, leading to the rejection of the null hypothesis. This negative correlation implies that greater organizational embeddedness is associated with lower turnover intention.

Table 4. *Correlation Analysis of the Variables*

Pair	Variables	r	p	Interpretation
IV and DV	Job Satisfaction and Turnover Intention	-.29	<.001	Significant
IV and MV	Job Satisfaction and Organizational Embeddedness	.57	<.001	Significant
MV and DV	Organizational Embeddedness and Turnover Intention	-.47	<.001	Significant

Job happiness and organizational embeddedness have a strong positive link, which implies that higher job satisfaction strengthens employees' commitment to the company. Alig (2023) found that employees' perceptions of their integration into the company's culture and structure were positively correlated with their level of job satisfaction. Zhenjing et al. (2023) assert that workplace attachment and job happiness correlate positively. People who are happier at work are more likely to build closer bonds with their employer. Attrition intention and organizational embeddedness have an inverse relationship, which aligns with earlier studies that found that the workforce tends to leave as organizational embeddedness rises. Strong organizational links that encourage a sense of belonging and increase dedication have been proven to minimize turnover intention (Shah et al., 2020). According to a study on the theoretical perspectives of organizational embeddedness by Peltokorpi and Allen (2023), people with strong social and psychological ties at work are less likely to plan to leave because of their high degrees of embeddedness.

These findings underscore the significance of improving job satisfaction and organizational embeddedness to mitigate turnover intention rates. Organizations should adopt strategies that enhance employee satisfaction,

reinforce workplace relationships, and encourage meaningful engagement to bolster retention, loyalty, and long-term workforce stability.

Table 6 displays the direct and indirect effects of job satisfaction (an independent variable) on turnover intention (a dependent variable), with organizational embeddedness as a mediating factor. The results indicate that job satisfaction substantially impacts turnover intention (Effect = -0.792, $p = 0.5564$, 95% CI [-0.3438, 0.1855]). Job satisfaction and turnover intention were significantly correlated indirectly through organizational embeddedness, suggesting partial mediation (Effect = -0.5659, 95% CI [-0.8208, -0.3684]). The bootstrap confidence interval excludes 0, indicating that the mediation effect is statistically significant.

Table 5. *Direct and Indirect Effect of X and Y*

TABLE 3: Direct and Indirect Effect of X on Y						95% Confidence Interval
	Effect	se	t	p	LLCI	ULCI
IV → DV	-0.792	0.1345	-0.5888	.5564	-0.3438	0.1855
						95% Confidence Interval
	Effect	BootSE		BootLLCI		BootULCI
Emotion	-0.5659	0.1146		-0.8208		-0.3684

Additionally, organizational embeddedness substantially indirectly impacts job satisfaction and turnover intention, suggesting partial mediation. Since the bootstrap confidence interval excludes zero, the indirect effect of X on Y is significant (Effect = -0.5659, 95% CI [-0.8208, -0.3684]), suggesting a strong mediation effect. The initial stage determines whether there is a mediating influence between the relevant factors. The analysis based on the causal step is finished if the influence is not statistically significant. Complete mediation has been achieved if, by the end of the investigation, the effect of the independent variable on the dependent variable is entirely negligible. This implies that the mediating variable controls all impacts. Only partial mediation is achieved if the analysis is significantly reduced in the last step, but still significant.

Mediation analysis assesses the degree to which organizational embeddedness, the mediator variable, affects the relationship between the independent variable of job satisfaction and the dependent variable of turnover intention. The direct effect of the independent variable on the dependent variable stops being significant when the mediator is added, indicating full mediation, which implies that the mediator fully explains the relationship. Partial mediation is recommended if the direct effect is substantial but lessened (MacKinnon et al., 2007). In this instance, job satisfaction affects turnover intention significantly, even when considering organizational embeddedness, indicating that only partial mediation exists.

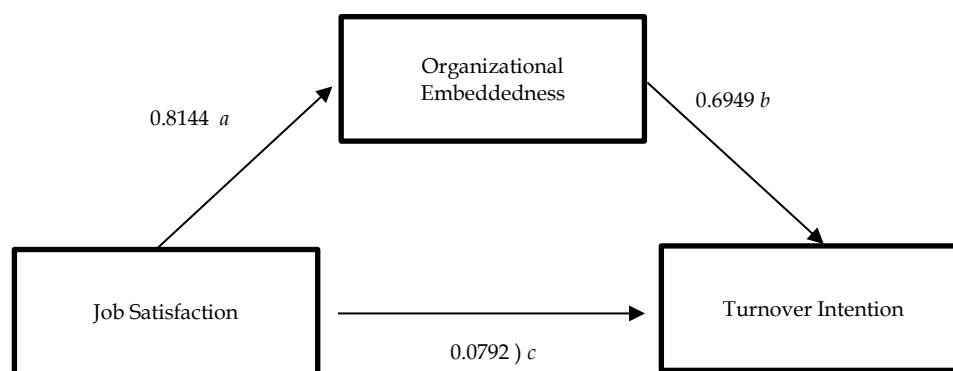


Figure 2. Med Graph Showing the Mediation Analysis

The statistical significance of these pathways indicates that organizational embeddedness partially mediates the relationship between job satisfaction and turnover intention; however, other variables not included in the model may also be influential. Additional mediation analysis, including path analysis, is necessary to investigate other possible mediators or moderators affecting this relationship. Organizational embeddedness reduces turnover

intention; however, it does not fully account for why employees leave. Additional organizational and individual factors, including HR policies, career advancement prospects, and perceived administrative support, significantly impact employees' decision-making processes (Díaz-Fernández et al., 2023). Osowski (2018) emphasizes that demographic and socioeconomic factors may moderate the connection among job satisfaction, organizational embeddedness, and turnover intention.

These findings highlight the significance of enhancing job satisfaction and organizational embeddedness to promote employee retention. Organizations must enhance job satisfaction through compensation, meaningful work, and a positive workplace culture while also strengthening organizational embeddedness by fostering employee connections, promoting career development, and reinforcing organizational commitment. Future research should incorporate additional mediators or moderators, including leadership styles, perceived job security, and psychological contract fulfillment, to improve the complex dynamics of turnover intention and employee retention.

4.0 Conclusion

This study surveyed 303 library personnel across Region XII to examine the interplay between job satisfaction, organizational embeddedness, and turnover intention. Findings revealed that job satisfaction with supervision and contingent rewards was comparatively lower, suggesting a need for enhanced managerial practices, recognition systems, and feedback mechanisms. Meanwhile, low turnover intention was associated with unmet career goals, highlighting the importance of personalized career development, mentoring, and professional growth initiatives. Although organizational embeddedness was rated high overall, benefits such as healthcare and retirement scored lowest, suggesting perceived gaps in long-term organizational support. Enhancing these areas through benchmarking, wellness programs, and flexible benefits could strengthen employee commitment. The results align with the Job Demands-Resources (JD-R) model, emphasizing the role of job resources – such as task significance, autonomy, and skill variety – in promoting satisfaction and embeddedness. While job satisfaction contributes to reduced turnover intention via higher embeddedness, the moderate intention to leave suggests unresolved issues, such as limited career mobility or lack of recognition. Future studies should investigate how various job resources influence turnover intention across different sectors and roles, potentially expanding the JD-R framework's applicability in retention strategies.

5.0 Contributions of Authors

PJPV composed the manuscript and executed the study, whilst GLB contributed to the editing and implementation of the survey. They additionally created and refined the study equipment and the research design. Both authors engaged in editing, revising, and writing.

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7.0 Conflict of Interests

Regarding the publication of this work, the writers declare no conflicts of interest.

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