# Unraveling Job Embeddedness in the Indian Hotel Sector : Investigating Turnover and Retention

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## Abstract

**Purpose :** The aim of conducting this study was to uncover the driving forces that encourage employees to remain in their current positions within the hotel industry. Given the industry's notably high turnover rate, the study sought to identify the elements contributing to employee retention, with a focus on the significance of job embeddedness and its components: fit, link, and sacrifice.

**Design/Methodology/Approach :** Interviews were conducted face-to-face and in semi-structured formats with 36 ($N$ = 36) respondents employed at luxury hotels in the Uttarakhand region, employing purposive sampling techniques. N-Vivo software was used to evaluate the results once content analysis was selected as the methodology.

**Findings :** Employee retention is impacted by job embeddedness in the community and company, according to the studies. The effects of each job embeddedness variable on employee retention were also examined in this study.

**Practical Implications :** A key component of strong job retention is high job embeddedness. This strategy offered doable tactics for improving employee retention and claimed to reduce the turnover rates in this high-turnover industry.

**Originality/Value :** The fit, link, and sacrifice dimensions of job embeddedness were examined in this initial study to determine staff retention in the high-turnover hotel business. This study's novel approach to job embeddedness provided the foundation for HRM research and practice.

*Keywords :* employee retention, employee turnover, job embeddedness, employment stability, hotel sector, qualitative study

JEL Classification Codes : J63, M12, O15

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The concept of "job embeddedness" represents a nuanced approach to understanding why employees choose to stay with an organization. This concept offers a comprehensive framework that goes beyond conventional indicators of employee attrition, like job satisfaction and organizational commitment. Mitchell et al. (2001) pioneered the concept of job embeddedness, highlighting it as a key reason employees choose to stay with an organization due to their deep integration into the social fabric of their workplace. Subsequent research, including studies by Crossley et al. (2007) and Hom et al. (2009), supported the idea that employees with higher levels of job embeddedness are less prone to quitting.

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There is a constant need for more thorough research to understand how to effectively create job embeddedness, with the goal of creating a stronger psychological relationship between employees and their organizations, despite the growing body of evidence linking job embeddedness to lower turnover (Faisal, 2022; Marasi et al., 2016). The most important resource for every business is its workforce, and the hotel industry's main problem is retaining its workforce. Kim (2014) indicated that the tourism and hospitality sector have the highest turnover. Any firm that loses an employee must pay a high price to replace them, hire them, and provide them with the necessary training. The best solution for this problem is to tackle the turnover intentions of any employee, so human resource management plays a fundamental role in this scenario (Huselid, 1995; Hemdi & Nasurdin, 2006). The likelihood that an employee will leave their current position within a specific period of time is known as turnover intention. Therefore, it is critical to measure and comprehend the elements that contribute to turnover (Kaur et al., 2013). Also, the turnover intention is the leading forecaster of actual turnover (Holtom et al., 2005). Allen et al. (2005) stated that even if the intention to turnover does not always lead to actual turnover, it somehow affects an employee's performance.

It is vital to thoroughly examine the effectiveness of the hotel industry's present retention techniques in order to offer customized recommendations on how to boost staff retention. To contribute to this research gap, this paper seeks to answer the following research question (RQ):

⇨ **RQ :** What are the areas of improvement for the development of employee retention strategies in the context of job embeddedness in the Indian hotel sector?

This study focuses on understanding the gap between theory and reality in work embeddedness and employee retention characteristics that may influence this gap in order to analyze the above general research issue. The primary target of this research is to analyze the factors liable for employee retention in the hotel sector, and it also aims to determine job embeddedness's role in increasing employee retention with the following research objectives:

⇨ To ascertain the motivations for job stability among hotel employees.

⇨ To determine the driving forces behind employment stability and employee retention in the hotel sector.

⇨ To study the congruence among the underlying motivational variables and the dimensions of the job embeddedness model.

## Theoretical Background and Related Literature

### Job Embeddedness (JE)

Job embeddedness (JE) is a term used by Mitchell et al. (2001) to describe a network or web that a person could become entangled in. JE comes in two flavors: organizational embeddedness and community embeddedness. Its components are fit, link, and sacrifice. Fit was described as a person's compatibility with their job. Company and employee ties were called links. Zainuddin and Noor (2019) noted that JE includes sacrifice, demonstrating the physical or emotional advantages an employee would lose if they left. Lee et al. (2014) also defined JE as variables that keep people in their jobs. Nafei (2015) defined JE as variables that deter workers from leaving and urge them to remain. JE motivates workers to stay (Uzochukwu et al., 2018). Vashisht et al. (2022) stated that JE improved work performance.

### Turnover Intentions (TI)

Cotton and Tuttle (1986) defined turnover intention as a person's attitude toward staying or leaving an organization. Tett and Meyer (1993) stated that the turnover intention is the desire to quit the company. The unfolding turnover model by Lee and Mitchell (1994) suggested that workers resign for non-work-related reasons and may still be happy. High turnover frequently lowered staff morale (Lee & Ok, 2015). Peltokorpi et al. (2017) investigated why certain workers have high turnover rates despite significant turnover intentions. Zhang and Fang (2016) argued that workplace envy, perceived remuneration injustice, and unequal task allocation might increase turnover intentions. People have left their jobs due to dissatisfaction or better opportunities (Lee et al., 2014). Due to turnover intentions, companies have struggled to acquire and retain new employees (Thanacoody et al., 2013). Work-related stress has increased turnover intentions, while effective leadership and JE have reduced them, according to Dohroo et al. (2023). Afroz and Haque (2021) found that monthly salary, shift patterns, and age affect turnover intentions.

### Employee Retention (ER)

Employee retention was comprised of organizational efforts to keep employees for longer periods, primarily aimed at retaining talented individuals and preventing their departure (James & Mathew, 2012). Employee retention was a technique adopted by businesses to maintain an effective workforce while meeting operational requirements (Mehta et al., 2014).

### Job Embeddedness and Employee Retention

Embedded employees were hardly oriented to resign from the firm (Bergiel et al., 2009; Bambacas & Kulik, 2012). Every aspect of JE was significantly connected with lower turnover intentions in addition to a single construct. It is determined that the greater the fit dimension, the more likely the employee feels professionally and personally connected to the firm. Additionally, the greater the links between the employee and the organization and the community, the stronger the individual's ties to the organization. The more fit, link, and sacrifice an employee is willing to make, the more likely they are to stay with the company (Mitchell et al., 2001).

Akhtar et al. (2017) discovered that high JE leads to employee retention, enhancing the firm's performance. Jnaneswar (2019) emphasized the growing focus on work engagement and JE due to their positive effects on employee retention. Trivedi and Agarwala (2021) explored that JE is influenced by common bullying behavior, ultimately affecting employee retention. Hemavathi and Justus's (2023) model established a connection between employee happiness and retention and organizational flexibility, JE, and perks. According to Rashmi et al. (2021), JE has improved work-life balance, which has greatly increased employee retention.

### Job Embeddedness in the Hotel Sector

Multilevel statistical analyses of Portuguese hotel employees found that job satisfaction and embeddedness have completely influenced the relationship between job tasks (such as significance and identity) and the intention to quit (Ferreira et al., 2017). Karatepe (2012) found that among frontline staff at 4 and 5-star hotels in Cameroon, JE and colleague support were significant predictors of job turnover. Patwardhan et al. (2018) found that JE positively correlated with turnover intentions in a study done on 344 female managers in Indian 5-star hotels.

## Research Methodology

The current study is exploratory and backs the qualitative approach of the primary research technique (Malhotra, 2008). The study's demographic includes hotel employees of Uttarakhand. It makes sense to use a qualitative research technique given the nature and scope of the study, the quality of data necessary, and the quantity of important information gleaned from the samples. A total of 58 samples were gathered out of which 36 were interviewed, having a minimum experience of 8 years in the particular sector, then data saturation was noted. Gay and Diehl's (1992) findings support the selection of sample size, suggesting that, depending on the research, a minimum satisfactory sample size of 10% of the population should be used. Furthermore, it is often advised that a qualitative study using interviews should have between 20 and 40 respondents (Creswell, 2007). The interviewees' representative data are shown in Table 1. Figure 1 illustrates the study's procedures for gathering and analyzing data.

### Sample Unit and Sample Area

In Uttarakhand, the survey looked at employees at high-end hotels. Personnel were selected at random for interviews after hotels from all regions had been selected. Telephonic permission was sought, and interview times were planned to accommodate workers, avoiding weekends and favoring afternoons. The collection of data centred on hotels in Dehradun and the surrounding areas. To represent the industry, a variety of hotel management and staff members were questioned. People of all ages and genders were included in the selection pool to guarantee demographic variety.



**Figure 1.** *Flow Chart for Data Collection*
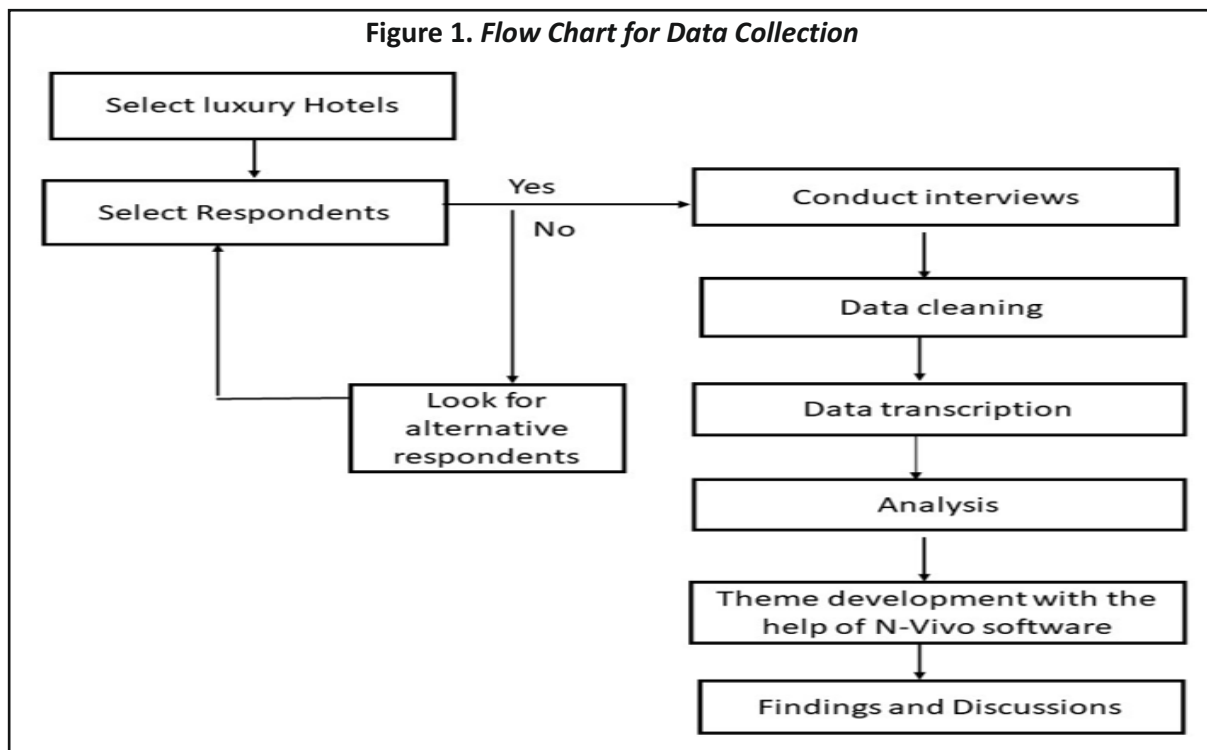
## Period of Data Collection

The information was gathered between February and March of 2023. Due to their widespread reputation as Uttarakhand's slow travel seasons, these two months were chosen. A majority of the interviews had a duration of 10 to 30 minutes. English transcriptions of all the interviews were made and recorded. For their validation, all transcriptions were given to the interview subjects.

## Interview and Questionnaire Design

The interviews were performed face-to-face and were semi-structured. Kumar (2018) pointed out that interviews are always better for more challenging situations like collecting in-depth information. All the interviews were undertaken to gather data regarding the person's encounters with the owner, job hunt activities, and motives for remaining with the existing manager. Lewis (2015) emphasized the value of following interview etiquette and picking a place where participants feel comfortable speaking and exchanging ideas. The interview consisted of eight open-ended questions (see Table 3) that allowed interviewees to initiate the conversation and allowed for follow-up questions to learn more about their feelings.

## Sample Information

Out of 36 participants, 14 were females, and the remaining were males. The ages of the participants were between 35 to 59 years, and they included staff from both operational and managerial levels (Table 1).

### Table 1. *Sample Information and Interview Details*

| S. No. | Name | Designation | Age | Date of Interview | Duration of Interview (Minutes) |
|---|---|---|---|---|---|
| 1 | B1 | Managerial level | 35 | February 4, 2023 | 22 |
| 2 | B2 | Managerial level | 37 | February 4, 2023 | 25 |
| 3 | B3 | Operational level | 36 | February 7, 2023 | 11 |
| 4 | B4 | Managerial level | 45 | February 5, 2023 | 28 |
| 5 | B5 | Managerial level | 60 | February 4, 2023 | 30 |
| 6 | B6 | Managerial level | 48 | February 7, 2023 | 25 |
| 7 | B7 | Operational level | 35 | February 7, 2023 | 16 |
| 8 | B8 | Managerial level | 50 | February 4, 2023 | 19 |
| 9 | B9 | Managerial level | 58 | February 5, 2023 | 28 |
| 10 | B10 | Managerial level | 36 | February 10, 2023 | 30 |
| 11 | B11 | Managerial level | 54 | February 10, 2023 | 15 |
| 12 | B12 | Managerial level | 54 | February 13, 2023 | 26 |
| 13 | B13 | Operational level | 46 | February 10, 2023 | 18 |
| 14 | B14 | Managerial level | 53 | February 17, 2023 | 29 |
| 15 | B15 | Managerial level | 49 | February 17, 2023 | 29 |
| 16 | B16 | Operational level | 37 | February 21, 2023 | 17 |
| 17 | B17 | Operational level | 35 | February 21, 2023 | 12 |
| 18 | B18 | Managerial level | 45 | February 17, 2023 | 30 |
| 19 | B19 | Operational level | 39 | February 23, 2023 | 26 |

| 20 | B20 | Managerial level | 50 | February 23, 2023 | 28 |
| 21 | B21 | Managerial level | 49 | February 27, 2023 | 14 |
| 22 | B22 | Operational level | 40 | February 27, 2023 | 26 |
| 23 | B23 | Managerial level | 49 | March 2, 2023 | 18 |
| 24 | B24 | Managerial level | 41 | March 2, 2023 | 29 |
| 25 | B25 | Managerial level | 46 | March 4, 2023 | 26 |
| 26 | B26 | Managerial level | 44 | March 4, 2023 | 17 |
| 27 | B27 | Operational level | 43 | March 5, 2023 | 15 |
| 28 | B28 | Managerial level | 47 | February 5, 2023 | 14 |
| 29 | B29 | Managerial level | 45 | February 5, 2023 | 30 |
| 30 | B30 | Operational level | 44 | March 8, 2023 | 18 |
| 31 | B31 | Managerial level | 47 | March 8, 2023 | 29 |
| 32 | B32 | Managerial level | 45 | March 9, 2023 | 30 |
| 33 | B33 | Operational level | 40 | March 13, 2023 | 17 |
| 34 | B34 | Operational level | 38 | March 13, 2023 | 10 |
| 35 | B35 | Managerial level | 55 | March 14, 2023 | 30 |
| 36 | B36 | Managerial level | 46 | March 14, 2023 | 28 |

## Data Analysis and Results

A content analysis of the interview transcripts was conducted in order to identify the main themes and reasons that the respondents had discussed. The following analysis was done on the gathered data. After all of the interviews were converted to text, data cleaning was carried out. Then, with the help of N-Vivo, all transcripts were converted into a word cloud. The word cloud was used to pull out the main themes of the interviews. The data from the interview transcripts was combined with text mining and qualitative content analysis to demonstrate the interconnectedness of the topics. To confirm validity and reliability, we used the cross-checking inter-coder agreement methodologies outlined by Creswell (2007). The characteristics of the JE model developed by Mitchell et al. (2001) were compared to the primary themes to determine whether there was any agreement (see Figure 2 and Table 2).

The two most important components of research quality are validity and reliability in qualitative studies. The reliability and validity characteristics, when used carefully, aid in distinguishing between high-quality and low-quality research. They also reassure readers about the validity and reliability of the study's conclusions. The description of reliability and validity are given below.

### Reliability

Reliability involves participants evaluating the study's conclusions, interpretations, and recommendations to make sure that the data gathered from the study's informants supports each one of them (Tobin & Begley, 2004). Bitsch (2005) stated that the constancy of results across time is referred to as dependability. A non-participant researcher can perform an "inquiry audit" to improve qualitative research reliability. The data collection process, category development based on research objectives, and decision-making for the inquiry audit were all thoroughly described by an external researcher in this study. More data were gathered for more accurate results thanks to the inquiry audit, and an outside researcher with subject-matter experience offered insightful comments.

**Figure 2. *Word Cloud for Job Embeddedness***



**Table 2. *Word Count***

| S. No. | Word | Count |
|---|---|---|
| 1 | Job | 320 |
| 2 | Challenge | 271 |
| 3 | Tangible | 205 |
| 4 | Atmosphere | 190 |
| 5 | Hotel | 185 |
| 6 | Training | 182 |
| 7 | Development | 179 |
| 8 | Friendships | 161 |
| 9 | Benefit | 159 |
| 10 | Community | 146 |
| 11 | Balance | 142 |
| 12 | Intangible | 138 |
| 13 | Benefitting | 127 |
| 14 | Brand | 120 |
| 15 | Family | 116 |
| 16 | City | 112 |

### Confirmability

Confirmability is the extent to which other researchers concur with an investigation's conclusions (Baxter & Eyles, 1997). Data conclusions and interpretations based on confirmability indicate that the data support the researcher's conclusions and assumptions rather than their biases. Bowen (2008) stated that to establish the credibility of qualitative research, audit trails, and reflective journals are necessary. An audit trail has been established in this study by detailing the research procedures from inception to findings. This comprises gathering raw data, reducing and analyzing it, rebuilding and synthesizing it, and keeping process notes.

Table 2 shows a word count for various aspects such as job, challenge, tangible, atmosphere, hotel, training, development, friendships, benefit, community, balance, intangible, beneficial, brand, family, and city. The words are arranged in descending order.

### Ethics of Data Collection

Respondents were asked for personal details under the guarantee of confidentiality. Meanwhile, meticulous field notes were recorded, documenting direct quotes, body language, and overall perspectives. Informed consent was obtained from all participants. Ethical concerns were addressed (Table 3) by informing interviewees that their input would contribute to a research paper.

**Table 3. *Interview Questions***

| S. No. | Questions |
|---|---|
| 1 | Tell us about your organization. |
| 2 | What made you join this organization? |
| 3 | What are the reasons behind your extended stay at this organization? |
| 4 | How is the environment at your organization and your relations with the other employees? |
| 5 | Do you think you get the desired perks from your organization? |
| 6 | For what other perks would you switch? |
| 7 | What other things besides your workplace are essential in keeping you here? |
| 8 | Are you happy with the community where you live? |

## Discussion

Many people stated that their job gives them the power of skill development, and many said that workplace friendship gives them a kind of positivity and motivation to complete their tasks. According to them, being a member of a good and friendly team helps in many ways. Most of the time in the interview, the factors (Table 4) that came up were related to on-the-job factors like challenges of the job and workplace friendships. However, some also talked about off-the-job aspects, including family (72%) and links to the community (66.6%) as the reason for an extended stay.

**Table 4. *Some Central Themes from the Interviews***

| Theme | Theme description | % |
|---|---|---|
| A | Challenges in the job and access to different roles | 100 |
| B | Training and development opportunities | 88.88 |
| C | Tangible and intangible benefits | 88.88 |

| | | |
|---|---|---|
| D | Friendships at work and the atmosphere of the organization | 83.33 |
| E | Strong community links | 72.22 |
| F | Family needs | 72.22 |
| G | Working in good teams | 66.66 |
| H | Brand value and loyalty to the organization | 50 |
| I | Work-life balance | 38.88 |

### Job Challenges and Different Roles

The interviewees said they had worked in different hotel roles and were all very optimistic about the challenging approach. According to them, working in various positions and the challenges given by the hotel was a big reason for their extended stay there.

> "My hotel allows me to work in different roles because I have learned many things and am still learning new things daily."
>
> (B1, 10 years)

> "My job constantly challenges me, which I like because this way, I am developing new skills with every new challenge."
>
> (B32, 8 years)

Studies reveal that people are drawn to organizations that offer difficult assignments (Boswell et al., 2003; Slaughter et al., 2006). It has also been discovered that difficult tasks support employee development and on-the-job learning (DeRue & Wellman, 2009; Elliot & Dweck, 2005) and that job challenges are unquestionably correlated with apparent work meaning (Brown & Leigh, 1996). Human resource management scholars agree that in order to reduce voluntary employee turnover, companies should design tasks that are difficult (Paré & Tremblay, 2007; Preenen et al., 2011).

### Learning Opportunities

Most of the interviewees spoke about how training and development activities are one of the main reasons behind their extended stay at the hotel. An efficient training program increases job satisfaction and customer satisfaction but decreases employees' intent to leave (Osca et al., 2005; Sahinidis & Bouris, 2008).

> "My hotel always provides training programs whenever there is some new technology which we have to learn, always a good and efficient training and development program is introduced so that our work can become less stressful."
>
> (B23, 9 years)

> "Sometimes even the trainers come from overseas to make us learn many new concepts emerging in the hotel industry as it's very important to cope in this competitive world, this has helped us in many ways including developing our many skills."
>
> (B3, 11 years)

Owens (2006) found a correlation between job happiness and training; employees who take part in training programs have higher levels of job satisfaction than those who do not. Allen et al. (2003) discovered that employees' observations of helpful HR practices, including letting input into decision-making and having access to growth chances, led to lower turnover intentions.

*Benefits*

A nearly unanimous discussion revolved around the significance of intangible assets and benefits. Numerous people also mentioned the savings offered by hotels and hotel companies. A few others mentioned that their main incentive for achieving a goal was the recognition they received.

> "For the past 12 years, I have been here in this hotel only, and let me tell you what excites me the most about working here; here, I get appreciated for every little thing that I do, which also gives me the motivation to do better and better. Also, we get a kind of freedom here, which is amazing."

> (B13, 12 years)

> "Recently, we participated in a competition, and our team won the competition, and the way my hotel celebrated our victory was next level. Even for the preparation for the competition, my hotel fully supported me."

> (B7, 9 years)

Daniel and Metcalf (2005) claimed that companies with a balance of extrinsic and intrinsic rewards would perform better. Silverman (2004) contended that a sense of autonomy measures intrinsic motivation and also determined that intrinsic motivation comprises a sense of competence, which can be enhanced by positive performance feedback and decreased by negative performance feedback.

*Friendships, Teamwork, and Working Environment*

Employees benefit from work environments that foster a sense of belonging (Miller et al., 2001). To keep good ties with their employees, businesses must create a better working environment (Levi, 2002). Employee commitment to the organization and work climate is significantly correlated (Vanaki & Vagharseyyedin, 2009). A solid working relationship between a supervisor and his or her subordinates increases employee job satisfaction, which is why supervisors play such an essential role in organizations (Newsome Jr. & Pillari, 1992). Baumeister and Leary (1995) claimed that the need for belonging is a very important human motivation, and this feeling of belongingness could be boosted by repetitive communication with the constant individual. About 83% of the interviewees marked the importance of having good friendships at work, and around 67% of the employees stated the importance of working in good teams.

> "The environment here in the hotel is so good; we all love working with each other."
> (B25, 10 years)

> "My two friends and I have been working in this hotel for the past 11 years, and we love meeting each day, working together, eating together, and sharing little things always."
> (B35, 11 years)

> "Trust me, if you have your kind of people at the workplace, then working becomes next-level fun."
> (B7, 10 years)

*Strong Community Links*

Many respondents stated that one of the main reasons they stayed so long at this location was because they had deep ties to the community. Several of the interviewees made the following claims:

"My parents lived in this city; I have all my childhood memories with this city; even my children are also living their childhood here, my husband is from the same city, so this city is home to all of us."

(B9, 11 years)

"The city has all the facilities, I mean, my son loves to play cricket, and he has an academy for it here; my daughter loves dancing and singing, and for her also there are *n* number of training centers; my wife has a decent job here only; both my children love their schools and academies; so if we leave this city, it will not be great."

(B8, 11 years)

Agreeing with Mitchell et al. (2001), the deeper the employee's ties to families, mates, and social groups, the deeper the employee's ties to the association. Club or sports commitments, children settling into school living, or other family duties can all serve as links to the community.

### Work-Life Balance and Family Needs

The ability of a person, regardless of age or gender, to launch a life pattern that enables them to balance their occupation with other duties, performance, or ambitions is described in the literature as work-life balance (WLB) (Felstead et al., 2002). In other literature on WLB, this conflict is described as "an interference of work and family duties that produces stress for the persons or as the immediate outcome of conflicting forces from a person's work and family roles" (Moen et al., 2008). Interferences between work and family are a major cause of psychological suffering for individuals, families, and organizations (Lourel et al., 2009). Organizations can execute or provide WLB strategies to help employees avoid the adverse effects of work-family conflict (Byrnes & Cascio, 1984).

"The only working person in my family is me, so I have to look after everything, including all the household spending, fees of my children, etc."

(B14, 13 years)

"My hotel provides me the facility of work-from-home also whenever I need it. It is like I have the freedom of flexible working, and it has made my life very easy."

(B26, 9 years)

The hospitality sector is frequently criticized for requiring employees to work "anti-social" hours (Deery, 2008; Hinkin & Tracey, 2010; Karatepe & Kilic, 2007), but for some candidates, employment in this sector presents elasticity to serve other families and life obligations, and for some, it was realized as an appropriate basis of supplementary, rather than the key basis of family income.

### Loyalty to the Organization and Brand Value

These responses seem to be re-counting solid approaches of organizational attachment or fit, and they are in line with social exchange theory and reciprocity standards, which are used to describe why workers occasionally direct faithfulness to their employers and engage in actions that go beyond those that are financially rewarded (Hekman et al., 2009; Markle, 2011).

According to LaMalfa (2007), there are usually many more reasons than pay, benefits, or training why employees feel emotionally tied to their employers.

"I love my organization; it has been with me in my toughest times. I am a single mom, so whenever I needed help, my organization helped me. So, my loyalty will always be to my organization."

(B36, 11 years)

"My hotel has always been very kind to me; I feel very comfortable with my supervisors, my teammates, and everybody; I cannot even think of switching my job."

(B19, 9 years)

### Concordance with the Job Embeddedness Model

Table 5 demonstrates how the respondents' descriptions of the motivating reasons driving retention align with the elements of the work embeddedness model. The following are some instances of the quotes from the interviewees:

**Table 5.** *Table Explaining the Comments of Employees Who Were Interviewed and Related Management Strategies*

| JE Dimensions | Link | Fit | Sacrifice |
|---|---|---|---|
| Organization | "I have so many friends at my workplace, I love working with them." (B24) | "I think my job is utilizing all my skills; also, I think I am perfect for the position for which I am working." (B23) | "This job has given me everything that I have dreamt of, including all the perks and compensation, and the atmosphere here is very good, so there is no point in leaving my job." (B14) |
| Community | "I have a family like friends in my area; also, I own my house here." (B36) | "My community is so good; the area is near hills, and the view from here is fantastic." (B31) | "My kids are so happy in this place, and my daughter has all her friends here; her badminton academy is here, and my son is working in the same city." (B18) |

Weber and Milliman (1997) found that different personality types see risk differently. These respondents disliked taking risks regarding voluntary turnover. Allen et al. (2005) found that the quality of being risk-averse was a major moderator of the relationship between turnover intention and actual turnover relationship.

## Conclusion

The study indicates that the organization and community embeddedness can explain employees' intention to stay. The concordance with the JE model shows that the statements made by many employees are the same as the dimensions of JE, which again shows the need to increase or achieve a high level of JE among employees. The explanations provided by numerous staff members aid in comprehending the rationale behind their hotel stays. Even when they are not content, a lot of aspects discuss the reasons for their prolonged stay. The characteristics of JE provide insights into the reasons why people stay on the job and suggest other factors besides satisfaction. Additionally, there are other highlights that workers have mentioned that managers can use to affect workers' retention. The investigation highlights a few key reasons for the prolonged stays of employees; these are addressed as significant topics so that these issues may be addressed and employees can reach a very high degree of JE.

# Implications

### Managerial Implications

To enhance employee retention in the hotel sector, managers should develop and implement strategies that address JE. This includes aligning employees' values with their roles, building strong connections with colleagues and the community, and recognizing potential sacrifices employees may face when considering leaving. Team-building exercises, volunteer work, and arranging social gatherings outside of the office are a few possible approaches. Policies that highlight the importance of every individual's role offer flexible work schedules, and foster professional development can all contribute to an employee's feeling of belonging. JE can also be improved by offering comprehensive training and opportunities for professional progression. A more dependable and dedicated team may result from this all-encompassing strategy.

### Theoretical Implications

The theoretical implications arising from this study on employee retention within the hotel industry, particularly through the lens of JE, offer several contributions to organizational behavior and human resource management literature. The relevance of work embeddedness and its characteristics in the hotel industry are highlighted in this research, which advances the theoretical understanding of employee retention. It advocates for a more comprehensive, integrated approach to employee retention that takes into account the intricate interactions between various elements that affect an employee's choice to remain with a company. The study highlights the importance of work embeddedness in understanding employee retention and suggests that in high-turnover industries like hospitality, variables other than standard financial and hierarchical considerations are crucial in keeping staff.

# Limitations of the Study and Scope for Future Research

This study, which focuses on two upscale hotels in Uttarakhand, examines JE and employee retention in the hospitality industry. However, it has several drawbacks, including a small sample size that may not be representative, subjective qualitative analysis, a cross-sectional design that might not fully capture the dynamic nature of employee motivations, reliance on qualitative data without quantitative validation, and limited generalizability outside of the hotel industry. Future research could address these limitations by expanding the sample size and scope, employing mixed methods approaches, and exploring these concepts in various contexts to enhance understanding and applicability of the findings.

Further investigation into this topic could focus on a number of important areas, including broadening the study's geographic scope to better understand regional or cultural influences, observing changes over time through longitudinal studies, identifying retention challenges specific to the hotel industry by comparing it to other industries, analyzing the effects of technological advancements on job roles and retention tactics, and examining the relationship between various leadership styles in hotel management and JE. The hotel industry is changing, and these trends present chances to gain a deeper grasp of the situation and create more successful retention methods.

# Authors' Contribution

Anjali Dimri conceived the idea to write the literature review and developed a qualitative design to undertake the

empirical study. Dr. Pankaj Kumar verified the analytical methods, supervised the study, extracted research papers with high repute, and filtered these based on keywords. Dr. Vijay Kumar Jain verified the analytical research methods and generated concepts and codes relevant to the study design.

## Conflict of Interest

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