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Development and Validation of Job Embeddedness (JE) of College Teacher Questionnaire

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Job embeddedness designates the manner to which employees of an organization can reduce turnover intention and sustain in their jobs. The leading aim of this paper is to the development of a Job Embeddedness scale and its validation process. The paradigm of the study was positivism and a quantitative methodology was used. Through a multistage sampling technique, 426 college teachers from the public and private colleges of Punjab were the sample of the study. Factor Analysis of Job embeddedness showed three factors namely; Fit, Link and Scarifies were found to have acceptable psychometric properties. The results showed that expert validity was good, construct validity (.89), discriminant validity (.97), convergent validity (.94) and reliability (.91) were excellent. The model was a good fit after factor analysis was declaring a good fit value. However, some items had a low consistency which required supplementary research. The results were discussed in terms of job embeddedness, the gender and sector difference in a cultural context.
Keywords: job embeddedness, community, fit, links and scarifies, college faculty

The construct Job embeddedness describes the patterns and manners through which employees' turnover intention is decreased to remain in the jobs. The emerging studies concerning the quantitative belongings of the "*job embeddedness*" have increased the predictive utility of this measure (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001).

> *"Job embeddedness is defined as the on-the-job and off-the-job factors associated with individual links, fit, and sacrifice"* (Mitchell, 2014, p.9)

An organization's prosperity and capacity to diminish turnover can influence the organization's notoriety and capacity to impact all partners emphatically (Akgunduz & Sanli, 2017). Occupation embeddedness was first presented by Mitchell and partners (2001) with an end goal to enhance conventional representative turnover models. As indicated by these models, factors such as work fulfilment and hierarchical duty and the person's impression of occupation options together foresee a representative's plan to leave and therefore, turnover. Employment turnover has generally been concentrated to identify with work fulfilment or disappointment in the event that somebody trusts that another activity has more factors of fulfilment and less of disappointment than their present part, and if their authoritative duty is low, at that point they are probably going to leave the association (Gelfand, Raver, & Ehrhart, 2002). The retain of gifted workers is at a basic point as low maintenance speaks to a conceivably extensive, yet controllable, hierarchical cost. Though there is no national preservation measurements about postponement structure are computed, the financial advantages of expanding maintenance are generous. The factors in research which advocate the association and connection of job embeddedness and turnover are reported to in turn increase the utility of an organization (Marasi, Cox, & Bennett, 2016; Porter, Woo, & Campion, 2016; Ramesh & Gelfand, 2010; William Lee, Burch, & Mitchell, 2014).

Employment embeddedness is particular from comparative develops for example, work fulfilment and hierarchical duty, in a few vital ways. There are two fundamental contrasts significant here. To start with, while work fulfilment and hierarchical duty centre on work-related components, work embeddedness incorporates network related issues notwithstanding work-related issues. In this manner, as much as half of the activity embeddedness develop is not secured by association centred builds (Felps et al., 2009). A second basic qualification depends on Maertz and Campion's (2004) content model of turnover, which proposes that individuals have distinctive thought processes in staying or leave on. These thought processes incorporate full of feeling reasons (enrollment gives positive feelings), calculative reasons (hope of future esteem accomplishment), options (regardless of whether one is equipped for acquiring an elective occupation), and standardizing reasons (want to meet desires for family or companions), among others (Akgunduz & Sanli, 2017; Collins & Mossholder, 2017; Ghaffar & Khan, 2017). As indicated by this model, work fulfilment and the different types of responsibility speak to specific purposes behind being appreciated. Interestingly, work embeddedness speaks to a general connection build that evaluates the degree to which individuals feel appended, paying little respect to why they feel that way, the amount they like it, or whether they were so joined. The qualification between job embeddedness and related variables have specific significance when one considers expansive hypotheses of employment versatility, in which the reasons why individuals

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are connected are of less significance than the degree to which they are joined (Maertz & Campion, 2004).

Job Embeddedness Theory

In 1995, Lee and other classmates worked on job embeddedness and evaluated a model of controlled turnover, this model was later tested by Lee at al. (1999) with the name of quantitative test model job embeddedness model (Crossley, Bennett, Jex, & Burnfield, 2007).

Over the next few months, after the discussion of the turnover of research, numerous studies based on the attentive points, they got the answers to the questions that aroused in their mind during discussions. Almost promptly, due to many job experience, the new concept was introduced by the Mitchell. Their participants answered that he had been at work and turnover. This new model came to know with the new name of job embeddedness in the social sciences. In social sciences, Job Embeddedness is a concept after many time this term came from management literature and organizational psychology. The JE is a dormant concept. According to Herzburg (1996), workers become uneasy due to factors like pay and working conditions.

Links. Links (*Links* to other individuals, groups, and gatherings) are characterized as "noticeable associations amongst individuals and foundations" (Lee, et al., 2004) and are isolated into two variables: association connections and network join. The more it connects to the work environment or network, in principle, all the more exceedingly implanted people will move toward remaining. Links may be mental social financial and related to age statues, conjugal status, numerous of kids and types of ages, long periods of administration, belongings and exercises, as well as participation in network or expert associations (Mitchell et al., 2001).

Fit. Fit (Perceptions of their *fit* with the activity, association, and network) is characterized as a "representative's apparent similarity or solace with an association and with his/her condition" and furthermore parts with double elements: fit association and fit network (Mitchell et al., 2001). Similarly, one's close to home perspectives, qualities, and objectives are lined up with those of the association or potentially network societies, higher is the probability that a worker will feel professionally and by and by inserted.

Sacrifice. This is known as the third area of the JE. In the investigation, forfeit alludes to the "material" and "mental" advantages that a worker would lose at any given time in the event. Like the past areas of embeddedness, a forfeit is isolated into two components: forfeit association and forfeit network. The prominent the forfeit, the more difficult the choice to leave (Gelfand, 2010).

The reason for the exploration revealed here was to comprehend retain among Extension specialists through the perspective of employment embeddedness. The examination additionally analyzed the connections between work embeddedness, the expectation to stay, optional exertion, work fulfilment, association duty, representative commitment, and foundation data among correlation gathering's operators in two states. The decision of these two states depended on the announced high degrees of consistency in pre-contemplate information and the eagerness of the two associations to take part in the investigation. In that capacity, this examination was exploratory in nature and expected to broaden the exploration of Mitchell et al. (2001) into general society worker division, of which Extension is a little subset. Porter (2016) says that the economy is facing many challenges after globalization. Society and the environment are also facing many challenges. A talented workforce is the need of the hour if any organization wants to keep pace with the world. Public organizations are now facing many crises, turnover is one of them. One of the most challenging phenomena is the retention of employees. Organizations have a target to retain their good and talented employees.

Management is spending lots of resources to retain its labour force. Retaining the workforce is the top priority of any organization. Such organizations retaining in which workers become more beneficial, those which cannot provide detainment with their employees. Researches proved that the organizations that could not retain their employees were less performing than their competitors (Maertz Jr & Campion, 2004; Marasi, et al., 2016; Porter, et al., 2016; Sun, Zhao, Yang, & Fan, 2012; William Lee, et al., 2014).

Turnover is very important as it has an effect on other organizational memory. Researches show that turnover is negatively related to performances in both the public and private sectors. Employee turnover has been an important issue in management and organizational psychology for a long time. In 1995, Brayfield and Crockett worked on employee attitude on turnover. March and Simon (1958) gave the first model on employee turnover (Gelfand, et al., 2002; Ghaffar & Khan, 2017).

There are about 1500 research studies that were very interesting (Collins & Mossholder, 2017). The theoretical bases of turnover are in management and organizational psychology. Later different models of turnover were presented by different researchers like, Hom and Griffeth (1991), there is a huge bulk of research work on employee turnover. This huge bulk of literature identified many factors which are the cause of employee turnover. But it is difficult to say that there is a single reason for employee turnover (Afsar & Badir, 2016; Akgunduz & Sanli, 2017; Charlier, et al., 2016; Clinton, Ng-Knight, & Guest, 2012). Researchers explain that many demographic factors are the reasons for turnover (i.e., age, gender, work experience and marital status etc).

Today, researchers are fond of and attentive in exploring the potential forces that retain an employee on his job. This occurrence of this condition in the life of an employee is called job embeddedness. Mitchell (2001) “Embeddedness suggests that there are numerous strands that connect an employee and his or her family in a social, psychological, and financial web that include work and non-work friends, groups, the

community, and the physical environment in which he or she lives" (p.19).

Job embeddedness explored a novel relation of employer and employee of the company. The latest job embeddedness phenomenon or this model intensive concerned about the factors that enabled an employee to stick to the job. This latest hypothesis of job embeddedness came in research due to the educational ground from organizational sensibility and administration. This concept is based on the theory named Lewin's and environmental model. The JE paradigm was developed by Mitchell and Lee who were working on their unfolding model of turnover. JE is a sole and wonderful concept. Job embeddedness focused many of the factors that explore the concept of why people embedded with their jobs somewhat whereas an individual does his job or left. This individuality brands this concept from various theories. Job embeddedness focused on factors that retain an employee on the occupation or job (Gelfand, et al., 2002; Ghaffar & Khan, 2017).

The factors of JE are fit, links, and sacrifice. Holtom and O'Neill, (2004) say that JE can be measured up by analyzing these factors. If a person seemed to be committed and embedded in a community or organization, it means that one is embedded in the job too. The more embedded one is in both the organization and in the community, there is a possibility that the person will stay on the job more than others. Job embeddedness focused on all variables and factors that enabled an individual to peruse his/her job or left on the job.JE is a more elastic concept judge underlying or job retention. JE has a more inclusive variable as it focused on both the personnel stay and purpose to consent a job. There are two different objectives of these two different approaches i.e., JE and turnover. Turnover describes the process of quitting a job but JE focuses on constraining forces. Methodological issues, like applying the method of cross-sectional design of research to measure the procedure of revenue are difficult. Without a doubt, the JE construct and its strength is its focus on withholding (Holtom, 2006). Turnover is withdrawal behaviour (Akgunduz & Sanli, 2017). Absenteeism and tardiness are also withdrawal behaviours. According to literature, employee withdrawal is a syndrome of behavioural patterns. The intrinsic worth of both has been discussed. This quality makes JE a more complete construct to study the decision to stay on the job (retention). The JE enables us to explain employee turnover and retention. Other typical constructs do not explain like this.

It provides a more comprehensive view (Mitchell et al., 2001). The JE is considered a new theoretical construct to know and explain job embeddedness. JE is a collection of forces that make a person stay on his or her job". Job embeddedness, which is relatively a new theory in turnover research, discusses a gap wide set of factors that control an employee's decision to stay or not to stay in an organization. Literature supports that relations with co-workers and social activities are big causes of employee retention. A study by Holtom suggested that social individuals stayed more on the job. If a person leaves a job, he/she will have to sacrifice the social relations he/she has in that organization (Afsar & Badir, 2016; Akgunduz & Sanli, 2017). As per our best knowledge, no empirical study was carried out in Pakistan regarding job embeddedness especially in the field of education. Colleges play a very important role in the development of youth and the faculty has to face many challenges about their job specification (Qadeer, 2011). The job embeddedness among college faculty is considered as a critical factor and should be studied but unfortunately, there was no standard tool to measure the JE among college faculty (Ghaffar & Khan, 2017). This study was designed to develop and validate a standard instrument for JE among college faculty.

Objectives

In light of the above debate of literature and the contextual background, given below were the objectives of the current study:

1. To develop a scale to measure the extent of job embeddedness among college faculty in division Lahore.
2. To validate the job embeddedness scale through expert and statistical methods.

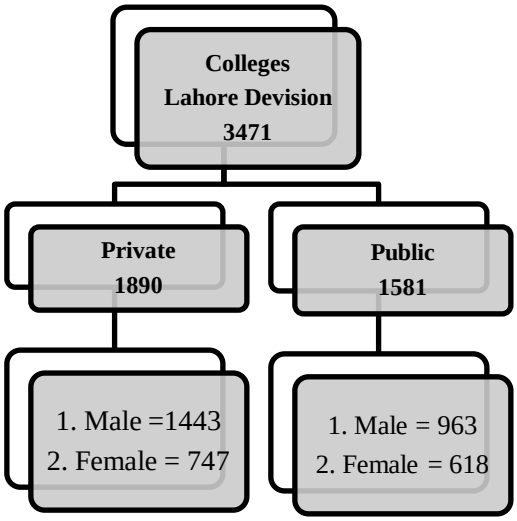
Method

Research paradigm has a well-thought-out blueprint for the research method (Fraenkel & Wallen, 2003). The current study was quantitative and conducted under the assumptions of positivism paradigm. The cross-sectional survey design with the non-contrived setting was applied for data collection. As it was a scale development approach, the method section was carried in the following phases:

Sample and Population

The sample is the representative group, which represents the properties of the larger group called population (Gay, Mills, & Airasian, 2012). The purpose of this phase was to explore the employees' opinions about job embeddedness at the college level. As per data retrieved from the official website (*https://hed.punjab.gov.pk/eduFac*) of the Punjab government, there was total 1581 teaching faculty. Through multistage sampling techniques, a sample of 435 respondents was selected for data collection. Nine respondents refused to fill the presented JE questionnaire and the total 426 respondent's data was finalized for analysis.

Procedure



Item Generation. The hypothetical constructs can be measured by indicating the concrete constructs/items (Creswell & Clark, 2007). The JE model, developed and validated by (Griffeth, et al., 2000) was adapted and changed as per the local context. By keeping in mind the college level faculty the items were generated and modified which were fitting the objectives of the study at hand. Further, it was translated in the Urdu language.

Translation of JE Questionnaire (Mitchell, et al., 2001). The item in a clear and understanding form can give true findings and trustable results in social science research (Denzin & Lincoln, 2008). In order to sustain the concurrent validity of Job Embeddedness questionnaire was rendered in the Urdu language *"National Language of Pakistan"* and two services linguistics experts (Sulmaan Bhatti & Khanum) and 2 trained collages teachers having at least three years' experience were requested.

Selection of Measurement Scale. The literature revealed that the Likert scale having five points assumed a commonly assumed scale. After the translation, the scale was chosen for JE questionnaire.

Expert Validation. The JE scale was presented to one foreign expert and two (one from education second was Urdu language expert) local field experts. They (Experts) reviewed and recommend minor correction in the scale. Dr Reid recommended that the word "community" has unclear meaning. This should be replaced with college faculty. In the same manner, he also questioned the word "organization" and recommend to use "college" instead of the organization. The word collage conveyed more concrete meaning to the respondents than the word organization. In item number 11, the foreign expert suggested to add "supervisor in education" instead of "supervisor". The Urdu language expert certifies the translation written with accurate manners. Through the incorporation of recommended (Discussed earlier) by experts, the questionnaire was resent to the experts they degreed that the JE questionnaire had appropriate items (clear and intended meanings) to measure the JE among college faculty.

Pilot Study. The finalized draft was presented to 30 respondents for the reliability of the JE questionnaire. The measured reliability was .89 which considered the JE questionnaire as reliable. There were two items of JEQ, which were not clear to the participants these items were modified to attain the clear and intended understanding of the concept of JE (Cohen, Manion & Morrison, 2011).

Data Analysis

At first, the data were screened for initial scrutiny. Factor analysis is subjected to assess the validity of the proposed model. At the second phase, after a brief descriptive analysis, exploratory and confirmatory factor analyses were conducted.

Data cleaning and screening. Initially, data scrutiny was demonstrated by the researchers. The normality was assessed and the missing data and outliers were also assessed by the researcher, which was mandatory for performing factor analysis.

Table 1
Normality of Data

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
JE	.064	425	.101	.992	425	.205

Normality of data was a requirement for SEM analysis. Another test Shapiro-Wilks was conducted (p>.05). Forgetting the security or insurance about the normality of data, Kolmogorov-Smirnov (p>.05) was applied. Both tests of normality show that the value is greater than .05 which indicates that data is normally distributed.

Table 2
M-Estimators of the Respondents

	Huber's M-Estimator	Tukey's Weight	Hampel's M-Estimator[s]	Andrews' Wave[d]
JEQ	161.1764	161.2762	161.1357	161.2810

a. The weighting constant is 1.339.
b. The weighting constant is 4.685.
c. The weighting constants are 1.700, 3.400, and 8.500
d. The weighting constant is 1.340*pi.

M-estimator defined to be a zero of an estimating function. This estimating function often the imitative form of another statistical function, a test used for estimating the maximum likelihood of the data. M-Estimators point where the imitative form of the likelihood function with a high opinion to the parameter was zero. M-estimators could be used in this research for estimating features or characteristics of the population. Huber's M-Estimator identified the smooth difference in the different groups of the population. Huber's M-Estimator motivated the unrestricted properties of outliers.

It was acknowledged by the researcher that data normality, Q-Q plots; Histograms and box plot that showed normal data set. For ensuring the security or insurance about the normality of data Kolmogorov-Smirnov (p>.05) was applied. The p>.05 showed data was normally distributed.

Factor Analysis

Scale's Dimensionality. Factor analysis (FA) is a data reduction technique which assesses the utility of indicators that were projected to assess the proposed latent variable**.** the literature recommends factor analysis (EFA & CFA) is the most used approach for the multidimensionality of the scale (Khan & Adil, 2013).

Exploratory Factor Analysis. The EFA considers an arithmetic method that cast-off for reduction of data in a small number of indicators. It also explored the fundamental hypothetical assembly of the occurrences about job embeddedness. It was helpful for identifying the configuration of the association among the variables and the respondent. EFA *"Exploratory factor analysis"* performed by using the following two methods like R-type factor analysis Q-type factor analysis can be performed. ***"****Principle Component Factor Analysis with Varimax Rotation"* was performed on 46 indicators to discover the factors of JE (job embeddedness). Varimax rotation methods and orthogonal rotation were used with the assumption that it made the most of the variance interpretability and simplification of factors.

Table 3
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.847
Bartlett's Test of Sphericity	Approx. Chi-Square	8017.546
	Df	1035
	Sig.	.000

Table 3 shows reasonable values of KMO and Bartlett's test of Sphericity.

Table 4
Factor Loadings (N=426)

Factors	Items #	Items	Component		
			Fit	Links	Scarifies
Factor I (Fit)	F8	Family	**.637**	.074	.137
	F9	Professional growth and development.	**.634**	.108	.236
	F14	Fit with the culture of my college.	**.606**	.192	.126
	F15	My job utilizes my skills well.	**.605**	.190	.122
	F4	The benefits are good on this job.	**.599**	.177	.020
	F10	Values of my institution.	**.596**	.119	.190
	F11	College is a good match for me.	**.589**	.139	.310
	S2	Good fit with my principal/leader.	**.512**	.018	.313
	F19	Authority	**.509**	.171	.060
	F12	I have opportunity for growth with this institution.	**.508**	.052	.326
	L1	Freedom on this job to decide how to pursue my goals.	**.506**	.154	.072
	F16	Community where I live as home.	**.500**	.293	.059
	L6	Compensated for my level of performance.	**.464**	.140	.079
	F7	I am a good match for this college/institution.	**.455**	.205	.195
	F6	I can reach my professional goals	**.440**	.214	.149
	F5	I feel that people at work respect me a great deal.	**.412**	.126	.251
	F18	My job provides me opportunities	**.349**	.209	.062
	L14	I feel great sense of belonging to the community	**.389**	.132	.032
Factor II (Links)	S16	The perks on this job are outstanding	.420	**.711**	.165
	S15	My family roots are in this community.	.319	**.652**	.135
	S11	Serving in the present profession	.217	**.569**	.111
	S9	I would sacrifice a lot if I left this job.	.115	**.546**	.039
	S14	The prospects for continuing are excellent.	.214	**.516**	.134
	S8	Promotional opportunities are excellent here.	.111	**.474**	.062
	S4	People respect me a lot in my community.	.379	**.474**	.335
	S10	I have been serving college for a long time.	.29	**.471**	.013
	L7	Community is a good match for me.	.169	**.462**	.124
	F18	I have many coworkers	.262	**.452**	.104
	F13	I like the members of my group.	.356	**.445**	.146
	S7	Leaving this community	.250	**.444**	.312
	S13	The retirement benefits are excellent.	.148	**.433**	.135
	F17	My neighborhood is safe.	.147	**.427**	.230

Factor III (Scarifies)	S12	This college provides benefits to my family.	.232	**.415**	.204
	S18	The health-care benefits are excellent.	.123	**.187**	.268
	L15	The area offers the leisure activities	.121	**.045**	.007
	L8	I have reasonable number.	.519	.075	**.655**
	L10	I have reasonable number of close friends	.508	.078	**.596**
	S6	My coworkers are similar to me.	.504	.196	**.552**
	L11	The weather is suitable for me.	.487	.340	**.509**
	L9	I really love the place where I live.	.468	.356	**.480**
	L2	It would harm my family's reputation.	.467	.233	**.468**
	S5	My family would incur very few costs	.260	.103	**.453**
	L3	My family knows my co-workers very well.	.373	.288	**.450**
	S1	I am a part of many work Committees/teams.	.346	.151	**.440**
	L13	My family socializes with my co-workers	.142	.177	**.361**

According to Khan (2013), the factors obtained through Varimax rotation were independent. The Scree Plot was used for a recognized initial factor of job embeddedness. In the factor analysis, three-factor were extracted. Varimax with Kaiser Normalization (Table 3) Rotation Method was in an acceptable range.The results of JE scale after conducting EFA and it was evaluated that sample is acceptable for conducting factor analysis (Wang & Wang, 2012) and all the items have a correlation in the acceptable range (J. Cohen, Cohen, West, & Aiken, 1983).

The Kaiser-Meyer-Oklin value for job embeddedness questionnaire was .847, the result showed that value of recommended was exceeding according to Kaiser (1970, 1974) and Bartlett's Test of Sphericity (Pallant, 2005) grasped the statistical significance, both tests also affirm the factorability of the correlation matrix.

Table 5
Model Fit

Model	NFI (Delta1)	RFI (rho1)	IFI (Delta2)	TLI (rho2)	CFI
Default Model	.911	.851	.951	.834	.955
Saturated model	1.0		1.0		1.0
Independent Model	.000	.000	.000	.000	.000

The model x Statistics $\chi^2 = f_{\mathrm{ML}}(N-1)$

Comparative Fit Index $CFI = \frac{d_{null} - d_{specified}}{d_{null}}$

Tucker-Lewis Index (TLI/ NFI) $TLI = \frac{\left(\frac{\chi^2_{null}}{df_{null}} - \frac{\chi^2_{specified}}{df_{specified}}\right)}{\left(\frac{\chi^2_{null}}{df_{null}} - 1\right)}$

Confirmatory Factor Analysis

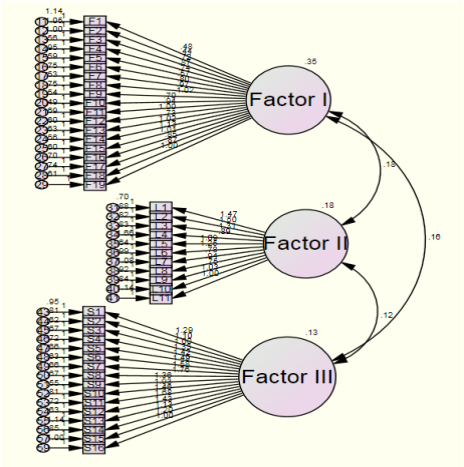


Figure 1. Confirmatory Factor Analysis of the JE scale

Root Mean Square Error of Approximation $RMSEA = \sqrt{\frac{(\chi^2_S - df_S)/N}{df_S}} = \sqrt{\frac{(\chi^2_S/df_S) - 1}{N}}$

The results was deliberate as Chi-square = 57.802 at degree of freedom =16 level of probability = .000 sig. *Tucker-Lewis Index (TLI) by* (Tucker & Lewis, 1973) *also called NFI by* (Bentler & Bonett, 1980). The calculations also revealed good fit indices (*comparative fit index*) CFI= .955, TLI=.834, IFI=.951, RFI=.851 & NFI=.911.

As cited by Khan (2013) Average Variance Extracted, Squared multiple correlations and factor loadings (PCA) of the particular factor or instrument indicates the discriminant validity, Convergent and construct validity respectively. The criteria for the strength of the values are given in Table 6 with literature support. The stated cumulative values designate that the JE questionnaire has good fit values as per the criterions gave in the literature.

Table 6

The Validity of Job Embeddedness Questionnaire

S.#	Discriminant Validity	Convergent Validity	Construct Validity	Expert Validity
Statistical Values	AVE	SMC	PCA	
Ellipses	Average Variance Extracted	Squared multiple Correlation	Factors Loadings	*Panel of Experts*
Equations	$\mathbf{AVE} = \frac{\sum_{i=1}^{n} L_i^2}{n}$	$R_m^2 = 1-(1-R_1^2)(1-R_2^2)\ldots\ldots(1-R_p^2).$	$y_1 = \eta_1 + \varepsilon_1$ $y_2 = \lambda_{y21}\,\eta_1 + \varepsilon_2$	
Fit	.75	.92	.88	Mutually exclusive
Link	.77	.91	.99	Content validity
Sacrifice	.82	.80	.88	guaranteed & Clear
Total	.97	.94	.89	intended meaning
				Finest

Table 6 demonstrates the statistical evidence regarding the validity of the JE questionnaire. The all calculated values are in an acceptable range. Factor vice AVE, SMC and PCA analysis also depicted in table 5. Overall JE questionnaire has good discriminant validity (.97), convergent validity (.94) and constructs validity (.890). Further the results compared with criteria and decidedly it was admired statistically that the JE questionnaire is valid for measuring the JE among college faculty.

Table 7

Reliability of Job Embeddedness Questionnaire

S.#	Composite Reliability	Cronbach's Alpha	Guttmann Coefficient
Statistics	CR	R	Lambda 4
Ellipses	Composite Reliability	Internal Consistency	Split-Half
Equations	$CR = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum Var(\varepsilon_i)}$	$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N-1)\cdot \bar{c}}$	$\lambda_2 = 1 - \sum\sigma_i^2/\sigma_x^2 + \sqrt{(n\sum\sum\sigma_{ij}^2/(n-1))/\sigma_x^2}$
Fit	.92	.85	.67
Link	.81	.77	.72
Scarifies	.88	.88	.81
Total	.90	.91	.97

Table 7 depicted the reliability of JE questionnaire the calculated reliability of JE questionnaire and factors consisted of 46 items (α = .95) JE questionnaire has good internal consistency. The fit factor consisted of 19 items (α=0.85), Link consisted of 11 items (α=.77), and scarifies contained 16 items (α=0.88), the scale has good reliability, with a Cronbach alpha coefficient reported of .91. The calculated values of alpha were .95 (Pavot, Diener, Colvin, & Sandvik, 1991). The JEQ was found to be decidedly reliable (46 items; α = 0.95). In the same manner, lambda 4 and composite reliability of JEQ was also calculated and depicted in table 7.

Discussion

The comparable type of study (Ampofo, Coetzer, Susomrith, & Rermlawan, 2016) was operationalized in Thailand they assessed the same three factors (*Fit, Links and Community*). This (JEQ) scale was purely constructed and validated in the department of education at the college level. The study results are minor contradictory with literature (Wilson, 2010). The actual items and factor are not identical but the demographics findings medium matched with the study in hands. Turnover intentions predicted by organization embeddedness is significant, such as the validity of JE across cultures and nations provide empirical evidence and most studies of JE concentrated on large organizations. It is surprising that turnover intentions was not predicted by the community embeddedness. Results of some prior studies support the current study as there is a meaningful relationship between turnover intentions and organization embeddedness but not between turnover intentions and community embeddedness. Sub-dimensions under organization embeddedness show significant predictions for turnover intentions, furthermore, evidence suggests that employees do not sacrifice material benefits in small enterprises in case of employment termination (Akgunduz & Sanli, 2017; Collins & Mossholder, 2017; Marasi, et al., 2016). Other findings show that if we compare small and large organizations, in smaller

enterprises employees receive fewer benefits in term of pay, formal training, and career progression. Employees who have good social interactions in an organization feel difficult to discontinue that relation. Managers try to encourage workers to come to work in these enterprises, so new recruits will come from an employee that makes it likely. The trends in JE for workers to refer new people similar to them provides that will be fit for new recruits with the organization and group. All other workers' goal, objectives and values align with the organization and group as workers are to stay (Ghaffar & Khan, 2017). The employees who are appreciated by managers, will think less about leaving the organization, similarly organizations suffer considerable cost at that time when employees leave, including training costs and replacement. Employees produce a higher level of performance when they are embedded, however, managers should ensure that employs in an organization are enmeshed not through lack of alternatives but as a result of favourable feeling.

Theoretical and Practical Implications

This study subsidizes the literature in the area of job embeddedness among college faculty. Theoretically, the JE Questionnaire is a valid and reliable scale in the social sciences especially, this validation support concedes the studies in the field of education. There was no system to evaluate the turnover ratio in the education sector and over the last two decades, the turnover and JE among the employees has become an interesting and shocking construct. Like other sector education also increases the job satisfaction of employees' and adopting the new and emerging trend in this regard. The present study and scale will help out to assess the educational employees'' JE at the college level.

Limitations

This study has various limitations that must be focused; first, the selection of the sample for the study was only public sector colleges of Lahore division. Future studies may be conducted by using this scale in the private and public sector to assess the level of job embeddedness among college faculty. The sample should expand on other division and departments to assess the more valid accuracy of the proposed indicators for job embeddedness among college faculty. Future studies may expand other causal models of research through longitudinal data. Final the sample and sampling error must be empirically supported by new researchers to contribute to the effectiveness of proposed indicators.

Conclusion

This study aimed to develop and validate Job Embeddedness Scale for college faculty.

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