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Effect of Job Security and Job Embeddedness on Turnover Intention: A Study of Pakistans Textile Industry

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Abstract

This research aims at exploring how the influence of job security (JS) and job embeddedness (JE) affects turnover intention (TI). It also looks at how work engagement, (WENG) mediates the link between JS and JE in the sample of this study. A total of 380 workers from the textile industry of Pakistan were selected as the population. A correlation technique is used in survey research to analyze the link between distinct variables. The results showed that the key research variables are significantly related to one another. It turned out that the work engagement was essential in bridging the gap between JS, JE, and TI. The findings revealed that organizations especially human resource departments may use job embeddedness and job security as tools towards increasing work engagement and retention. The work expands the knowledge base in connection to important study considerations. The relationship between job security, job embeddedness, and employees' turnover intention is mediated by work engagement, which is the focus of this paper's mediating role analysis. The current research collected, compiled, and assessed individual researches that investigated the relationship. Therefore, its provides an overview of all the individual studies reviewed in the research where credible evidence has been provided to support the findings of the meta-analysis for the relationship between job security, job embeddedness, work engagement and intention to stay at work. It also contributes to the development of the field by contributing to the body of existing information. Moreover, the study offers theoretical and practical consequences for scholars and practitioners in the textile and manufacturing industries.

Keywords: job embeddedness, job security, turnover intention, work engagement

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Introduction

South Asia is a more enticing region to invest in. With a population of over 1.92 billion and a GDP of over USD 4.36 trillion, this group is very desirable due to its wealth, abundance of natural resources, and rising purchasing power. Pakistan is a country in South Asia that has done a lot to boost the regional economy. It has played a crucial role in enhancing collaboration in South Asia and drawing substantial investment to the area.

As per the report of Government of Pakistan ([2022](#)) the country counts fifth in terms of population after China and India. Due to such circumstances, the textile industry proves to be a strategic plan for boosting the economy. Therefore, the manufacturing sector is the backbone of Pakistans economy, constituting the second largest sector of the economy with a contribution of 8.5 percent to Gross Domestic Product (GDP) and employing 16.03 percent of the countrys labor force (Government of Pakistan, [2023](#)).

In FY-23, Pakistans textile exports totaled \$13.709 billion. The textile and apparel industries are expected to be a focal sector in Pakistan's Textiles considering the industry trends and performance for the period 2020/2025. Despite intense competition, the performance of the textile sector in Pakistan has been great. Since it first began to take shape in 1960, Pakistans textile industry has swiftly expanded and today accounts for 0.3% of the global textile market (Akram [2024](#)).

Problem Statement

The textile industry of Pakistan is facing some very ugly realities in terms of high turnover rates of employees (Amin et al., [2023](#); Hamid et al., [2019](#); Makhdoom, [2018](#)). Top-tier performance (workers) from the Pakistan market have been relocated to other countries, namely the Gulf and Bangladeshi nations. Some of the other observable changes that are felt in Pakistans textile industry is monetary loss and weakening of the organization as a result of high turnover (Amin et al., [2023](#))

Growing textile and clothing industries are a struggle for both the government and companies that want to keep the growth going. Amidst this the government has to deal with a high unemployment rate among people with limited education (Asif et al., [2023](#)). Among several challenges that businesses face today: human resource challenges, such as lack of skilled personnel and high turnover intention are the most prominent (Amin et al.,

[2023](#)). The majority of garment workers in Pakistan are women (Pakistan garment workers need a safety accord 2023). Low-skilled and low-wage positions in the garment industry may result in workers not having adequate working conditions. In this regard, an expanding corpus of research has focused on how job uncertainty might hurt employees. According to Rangrez et al. ([2022](#)) When there is a significant amount of employment uncertainty, TI tends to rise as a result. Their research findings also revealed that JI has a favorable and substantial connection with TI (Ratnaningrum et al., [2023](#)).

Hence, this study fills the previously noted research vacuum and advances the understanding of the relationship between job security, job embeddedness, and turnover intention among manufacturing workers. The goal of this research is to examine the moderated relationship between job security and JE, antecedents of WENG and TI in textile.

Literature Review

One of the challenges confronting the textile sector is the scarcity of competent personnel, as well as a high degree of turnover intention (Farooq et al., [2022](#)). According to the extensive research review from previous researchers, job stability, JE, and WENG are all factors that may reduce worker TI.

Multiple studies indicated that job security is a crucial consideration for employees when they decide to join an association (Jung et al., [2021](#)). Thus, attracting and retaining loyal staff is not the only problem that firms face, but also the preservation of their positions and long-term occupancy.

Hur and Perry ([2020](#)) argued that job security can significantly motivate workers and increase the retention rate. Also, it can determine whether employees leave or retain the job (Elsafty and Oraby 2022; Hassan [2022](#)). The majority of manufacturing workers in Pakistans textile sector are employed on a contract basis, which threatens their job security.

According to survey report in Pakistan 2021, the concern of Pakistanis about job insecurity has reached to 83%. Since job security is missing in textile sector, its tendency for the employees to change their job is high (Farooqui & Ahmed, [2013](#)). Further empirical studies on the direct and indirect effects of job security on turnover intention are needed. This empirical investigation is also in line with the need in the Pakistani context.

It was also found that job embeddedness lowers the change rate in companies. There has been a lot of study done in the past on the relationship among job embeddedness and real free change (Ampofo & Karatepe, [2022](#); Dawley & Andrews, [2012](#); Holtom & O'Neill, [2004](#); Holtom & Inderrieden, [2006](#); Mitchell et al., [2001](#); Salem et al., [2023](#)). The following is an explanation of the main variables.

Job Security

Job security is the guarantee that people have on the job and its stability due to the condition of the nations economy. The likelihood that someone will retain their position is another aspect of job security (Sokhanvar et al., [2018](#)).

Companies are using the phrase "job security" more because the economy is getting worse. Therefore, job security is important for both workers and companies (Schappel, [2012](#)). In comparison to other variables on their list of preferences, over 73% of employees globally desire to maintain their employment (The 8th Voyager, [2010](#)). In other words, every worker aspires to be employed for a long period of time. According to this perspective, a key consideration for an employee when joining an organization is job security (Aguilar-Quintana et al., [2021](#); The 8th Voyager, [2010](#)). Hence, the most important thing for companies is not only to hire and keep workers, but also to give them confidence.

Job Embeddedness

Mitchell et al. ([2001](#)) first presented the term "job embeddedness". This refers to factors that are interrelated concerning an worker's decisions to leave their employment. These factors are typically threads in a "net" or "web" that individuals might become, and they exist both on and off the work (Mitchell et al., [2001](#)). Embedded in the social web that also refers to the workplaces as well as the neighborhoods one resides in (Mitchell et al., [2001](#)).

It has been established that job embeddedness help in lowering the turnover ratio in organizations. Much has been done to establish the connection between job embedding and actual voluntary turnover (Coetzer et al., [2019](#); Huang et al., [2021](#); Nugroho & Afifah, [2021](#)). Even though, they looked at overall job embeddedness to observe its effect on behavior at work, their study is a huge addition to the literature on turnover because

it goes beyond traditional and generic variables such as job satisfaction and organizational commitment and people's inclinations to quit.

Work Engagement

"Work engagement" was first used and defined by Kahn (1990), as the process by which the firm associates its workforce to its organizational positions. Work engagement refers to the degree of interest one has for his or her job achievement.

Kahn (1990) further continued that besides the bodies of workers of an organization, their minds and hearts are also preoccupied with the job. However, the extent of job engagement differs from one individual to another depending on the energy and commitment provided by a person towards his/ her job. Aside from job engagement, the term commitment has been widely addressed in previous studies. Even though the words "engagement" and "commitment" at work may sound alike. They are of the view that workers can be interested in their jobs but not committed to the companies they work for. In the same way, workers may be loyal to their companies but not interested in their jobs.

Turnover Intention

Different types of turnover have been defined in the course of literature. Mowday et al. (1984), for example, defined turnover as the cancellation of a persons membership in a company, who receives financial incentives from that organization. According to Price (1977), turnover refers to the actual movement of staff to a new organization. Randolph and Blackburn (1989) defined turnover as the act of employees leaving organizations. Turnover, in the context of organizations, refers to the state of being disenchanted and disengaged with an organization. A turnover refers to an individual who departs from their position within an organization (Srivastava et al., 2024). According to Price (1977), voluntary turnover is the movement of workers beyond the organizations membership border. This voluntary turnover is harmful to the organization, particularly when a brilliant person quits. This is known as dysfunctional turnover since it interferes with an organizations normal operations and reduces its benefits.

As stated by, Chowdhury et al. (2023) With the persistence of turnover concerns in numerous industries, efforts to identify the core reasons of this dilemma continue. As job turnover is a major problem for many organizations worldwide, studies have focused on other withdrawal

behaviors such as, tardiness, and turnover intention because these attitudes impact real turnover behavior (Amin et al., [2023](#); Kanchana & Jayathilaka, [2023](#); Mehmood et al., [2023](#)).

Job Security and Turnover Intention

Earlier literatures on JS and TI stated that JS is a significant element in TI. According to most of the researches, if employee feels safe at his workplace, it will be very hard for the employer to push him out (Ratnasari & Lestari, [2020](#)).

Research by Ashford et al. ([1989](#)), found that job search intensity is greater when the degree of job insecurity is greater. Brougham and Haar ([2020](#)) also confirmed that perceived Employee intention to leave has a clear and positive association with insecurity in the workplace. Similarly, the research of Khalid and Sahibzada ([2023](#)) based on workers of a truck company found that when a company cares about its workers job security, it sees a big drop in employees leaving for other jobs. In other studies, Sokhanvar et al. ([2018](#)) and Kyaw ([2023](#)) also found similar findings where job security negatively influenced employee's TI. The subsequent hypothesis is advanced as:

H1: There is a negative relationship between JS and TI.

Job Embeddedness and Turnover Intention

The findings of the research showed that job embeddedness is a significant determinant which can be employed as an index of employee turnover (Gan et al., [2023](#)). When Cooper (2023) evaluated the data on a European community panel of households from four European nations, he likewise found that employment embeddedness decreased turnover intention in Italy, Denmark, Spain and Finland. Similar results were discovered in Australian investigations involving SMEs (Porter et al. [2018](#)). SME in Australia; 245 banks' employees (Sharma and Pareek, [2022](#)); Indian Airline's 416 employees (Uniyal et al., [2018](#)); and 107 US law enforcement officers, distributed across 25 agencies (Forrester, 2019), where employment embeddedness lowers employees' intention to leave. The following assumption is made after debate thus far.

H2: There is a negative relationship between JE and TI.

Job Security and Work Engagement

One major aspect that affects the outcomes of employment is job security. For instance, the relationship concerning employee engagement and job security (Saeed et al., [2023](#)), workers physical and psychological well-being (Burke & Greenglass, [1999](#)), employee retention (Shah & Beh, [2016](#)), organizational productivity (Imran et al., [2015](#)), employee loyalty (Majid et al., [2017](#); Nawaz et al., [2021](#)) and worker's performance and engagement (Ahmed et al., [2017](#)).

Altinay et al. ([2019](#)) examined JS effects on WE among 320 hotels employees in Taiwan and found a positive correlation between job security and work engagement. Similar observations were discovered by Alrubaiee et al. ([2017](#)) who revealed a substantial positive connotation between JS and WE.

In another study, Ahmed et al. ([2017](#)) from the perspective of developing nations, explored the relationship among job security, worker engagement, and employee performance. Data obtained from 392 employees working in Bangladeshs RMG business revealed that job security had a beneficial influence on workers performance and engagement. In light of these observations, the below hypothesis is made:

H3: There is a positive relationship between JS and WE.

Job Embeddedness and Work Engagement

JE was shown to have a major effect on WE. A study on 685 employees working at luxury and mid-range hotels to see how job embeddedness influences employee dedication. According to their findings, job embeddedness positively affects work engagement. Similar results were obtained when Tabak and Hendy ([2016](#)) examined the associations among JE, trust, POS, and WE with 318 government employees of the United States. They also discovered a connection between job embedding and work engagement. Similarly, Shah et al. ([2020](#)) also found a favorable impact of JE on WE in workplace activities.

Perceived JE was examined in relative to employee engagement among employees of government schools in the Tshwane municipality. According to the results of their survey, JE is considerably positively associated with WE. As a result, this assumption is advanced as:

H4: There is a positive relationship between JE and WE.

Work Engagement and Turnover Intention

Previous researches have demonstrated that WE is crucial in minimizing TI (Memon et al., [2020](#). According to a research, the more involved people are with their work, the better they perform (Bechtoldt et al. [2011](#); Li et al., [2019](#)).

Several empirical research shows that better work engagement considerably lowers turnover intention (Agarwal & Gupta [2018](#); Lu et al., [2016](#); Schaufeli & Bakker, [2004](#)). In another study, Agarwal and Gupta ([2018](#)) initiated a similar negative connection between job involvement and TI in a survey of the private organizations in India. Hence, the following hypothesis is put forward:

H5: There is a negative relationship between WE and TI.

Work Engagement as a Mediator

Effects of job security, and job embeddedness (Uniyal et al., [2018](#)) on TI have been debated and investigated by a large number of scholars in the past. However, in those investigations, it was hypothesized that WE will mediate this effect. They examined work engagement in their jobs as a mediator between the variables under study. It revealed that the influence of JS and JE on TI yielded conflicting/contradictory results, indicating the need for more study in this area.

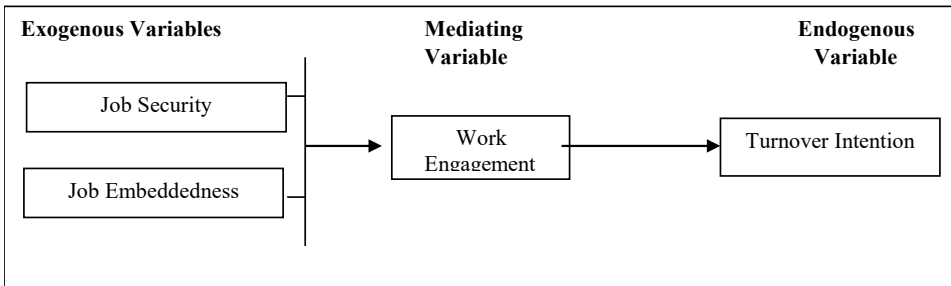
However, work engagement was also discovered to mediate among organizational justice and an employee's intention to quit (Amin et al., [2023](#)). The effect of OJ on TI was examined through mediation of organizational citizenship behavior. They suggested that the subsequent studies focus on other mediators, for instance, work engagement to minimize the intention of early withdrawal from the labor force.

Despite the paucity of research in this area, these hypotheses were designed to address the connections among JS, JE, and TI.

H6: WE mediates the relationship between JS and TI.

H7: WE mediates the relationship between JE and TI.

Figure 1
Research Framework



Research Methodology

Data Collection and Sampling technique

The study employed a novel quantitative approach to ascertain the occurrence. Employees of textile mills situated in the province of Punjab participated in this study. Based on the information given, the state of Punjab has 297 textile mills spread out over three main cities, namely Lahore, Multan and Faisalabad. The total number of employees in industrial field is 169,193. Sampling matrix presented, 384 samples are needed to reliably represent this population (169,193 manufacturing employees) by (Bougie & Sekaran, 2019). Purposive sampling is a non-probability sampling technique where the student comes up with various designs in order to identify all possibilities of a certain hard to reach population (Bougie & Sekaran, 2019; Krisnawilujeng 2022). When the population size is too small to reliably supply the desired data, this sampling method may be the best available alternative (Bougie & Sekaran, 2019). Hence, this method was used for this study primarily because data on the total number of people employed in textile production is scarce. Bougie and Sekaran (2019) said that the random sample method may be the only way to go if there are only a few important information sources that can pay for the study.

Table 1
Cluster Distribution

| Clusters | Mills | Percentage | Number of Surveys |
|------------|-------|------------|-------------------|
| Lahore | 125 | 42 | 162 |
| Multan | 44 | 15 | 58 |
| Faisalabad | 128 | 43 | 164 |
| Sum | 297 | 100 | 384 |

Measures

Instruments based on the literature were employed whenever possible (Table AI). As for each question, the points were given according to the Likert scale spans from 1 (*strongly disagree*) to 5 (*strongly agree*). The dependent variable in this study is the desire to leave one's current employment. It was described as a deliberate and decisive move to depart from the company (Tett & Meyer, [1993](#)). Six questions developed by the researchers were used to assess TI (Blau & Lunz, [1998](#)). As has been demonstrated, the current 6 items to measure turnover intention are reliable and valid. Numerous studies indicate strong internal consistency with Cronbach's alphas between 0.73 and 0.80 (Siddiqui & Jamil, [2015](#)). First independent element is the safety of the job. Five things made by Oldham and Kulik will be used to measure job security in this study, (Oldham et al., [1986](#)). Previous readings have demonstrated high internal consistency for this scale (Cronbach alphas between 0.67 and 0.70) (Taber, [2018](#)).

However, job embeddedness serves as the second independent variable. The researchers created seven questions to measure work embeddedness (Crossley et al., [2007](#)). It was considered that the scale had a sufficient internal consistency if Cronbach's alphas values were 0.8 and 0.94 (Karatepe & Ngeche, [2012](#); Karatepe, [2013](#); Ferreira et al., [2017](#))

Work involvement acts as a moderator. Whereas, WENG was assessed using 17 items established by (Schaufeli & Bakker, [2004](#)). Overall, a 17-item scale, reliability and validity for WENG have been established. Several investigations have shown that the scale is reliable and valid (0.70 and 0.91) (Schaufeli & Bakker, [2004](#)).

Results

Methods of Statistical Analysis

The data is examined using statistical techniques. In the beginning, descriptive statistics were used to describe the industrial workers answers and make sure they fell within the expected range of difference. A correlation study was used to figure out how important the link was between the factors. Value and dependability come in at number three. The internal uniformity of a number shows how reliable its results are. Reliability refers to how consistent an instrument is, while validity pertains to its ability to accurately measure what it is meant to measure. Last of all, to examine the

level of support for the suggested model, a structural equation model (SEM) simple mediation analysis is conducted.

Analytical Technique

PLS-SEM is utilized to check the made-up model. It is becoming an increasingly common practice in the study of management and business (Hair et al., [2017](#)). PLS-SEMs analytic method is well-suited to this investigation since it avoids problems with theory and estimation in covariance-based structural equation modeling (CB-SEM):

For starters, PLS-SEM offers reliable model predictions with limited data (Reinartz et al., [2009](#)). It can obtain a statistically significant level even though with an extremely small sample size. According to Chin and Newsted, ([1999](#)), PLS-SEM requires a minimum sample size of 30–100 instances. Based on the 384 samples used in all of these studies, it appears that PLS-SEM will give more reliable data than CB-SEM, as it is based on maximum likelihood, but PLS-SEM is not. The normal distribution of data was carefully monitored by checking the skewness and kurtosis value. The process of data analysis in PLS-SEM and CB-SEM is almost the same and it follows the two-step procedure. The first thing that should be addressed is to establish if the test has the internal consistency which is the parallel and the discriminant validity. The second step is on the framework model. In order to make the search for possible links. Smart PLS 3.0 is utilized.

Respondents' Profile

The socioeconomic background of the individuals who participated in this study was identified by a descriptive statistical analysis. The respondents demographic data is listed in Table 2. Information collected may include sex, age, marital status, career, degree of education, and professional experience.

Table 2

Respondents Age, Gender, and Race/Ethnicity (N=384)

| Demographics | <i>f</i> | Percentage |
|--------------|----------|------------|
| Gender | | |
| Male | 244 | 69.5 |
| Female | 106 | 30.5 |
| Age in years | | |
| Under 20 | 38 | 10.7 |

| Demographics | <i>f</i> | Percentage |
|---------------------------------|----------|------------|
| 21-30 | 75 | 21.4 |
| 31-40 | 111 | 31.5 |
| 41-50 | 95 | 27.3 |
| ≥ 50 years old | 31 | 9.1 |
| Marital Status | | |
| Single | 119 | 34.0 |
| Married | 211 | 60.5 |
| Divorced / Separated / Widowed | 20 | 5.5 |
| Qualification | | |
| Matric | 4 | 1.0 |
| FA | 42 | 12.0 |
| Graduation | 133 | 37.8 |
| Master | 171 | 49.2 |
| Area | | |
| LHR | 108 | 31.1 |
| MUX | 77 | 21.9 |
| FSD | 165 | 47 |
| Years with present organization | | |
| 1 - 3 | 48 | 13.8 |
| 4 - 7 | 223 | 63.7 |
| More than 7 | 79 | 22.5 |
| Position | | |
| Manager | 68 | 19.3 |
| Officer | 18 | 5.2 |
| Supervisor | 116 | 33.3 |
| Engineer | 61 | 17.4 |
| Asst production manager | 38 | 10.7 |
| Staff | 49 | 14.1 |
| Years in current position | | |
| Less than 1 | 105 | 30.2 |
| 1 - 3 | 140 | 39.8 |
| 4 - 7 | 78 | 22.4 |
| More than 7 | 27 | 7.6 |

Table 2 shows that men make up to 69.5% of the textile industry in Pakistan, but women account for 30.5%, suggesting that there is equal representation of both sexes in the profession. Only 21.4% of them were below the age of 30 years, which was the largest age bracket in the

respondents, followed by those who were 31.5% between 31 and 40 and 27% above 41 to 50. Indeed, only 1% respondents were at least 50 years old. Lately it has been observed that only 34% respondents are single where earlier 60% of them used to be single. Using the ‘research-identified’ definition of the concept, 5 percent of all adults are in a presently wedded or otherwise committed relationship.

Table 3*Constructs Description and Analysis*

| Latent Constructs | <i>N</i> | Min | Max | <i>M</i> | <i>SD</i> |
|-------------------|----------|-----|-----|----------|-----------|
| JS | 384 | 1 | 5 | 2.862 | 1.048 |
| JE | 384 | 1 | 5 | 4.191 | 0.582 |
| WE | 384 | 1 | 5 | 4.356 | 0.640 |
| TI | 384 | 1 | 5 | 3.224 | 0.650 |

Assessment of Measurement Model

Aim of this analysis is to prove that the concept measure contains validity and reliability. According to the recommendations of (Hair et al., 2017), convergent validity, discriminant validity, and internal consistency reliability were used as the criterion. Table 4 shows the results. It was also found out that the extent of construct validity by employing and CR should both be more than 0.6 for enough internal consistency dependability (Hair et al., 2017). However the above constructs were found to be internally consistent. Convergent validity (AVE) was determined by using the indicators outer loadings and the average recovered variance; according to Hair et al. (2017). items with outer loadings more than 0.40 should therefore be kept for assessment. All of the studies had excess loading greater than 0.5. AVE is usually used to check construct-level convergent validity. Each construct could explain more than half of the difference in its importance measures (AVE better than 0.50). It checks how different a concept is from other concepts using discriminant validity. To attain discriminant validity, the correlations HTMT of each pair of factors, suggested by Henseler et al. (2015) were computed. As opposed to the mean, which is the average of all indicator correlations for a single construct, HTMT takes into account all indicator correlations for all constructs. According to Henseler et al. (2015), if the HTMT score is above 0.90, there is no discriminant validity. Several of the HTMT scores were at or below the minimum of 0.90. Subsequently a number of tests were done

to determine whether or not the HTMT values were significantly different from 1. Therefore, through 5,000 separate samples confidence ranges for each type of building were found, As shown in Table 4, the bootstrap confidence bands did not include 1, which means that the components were actually separate.

Figure 2

Model with Factor Loading

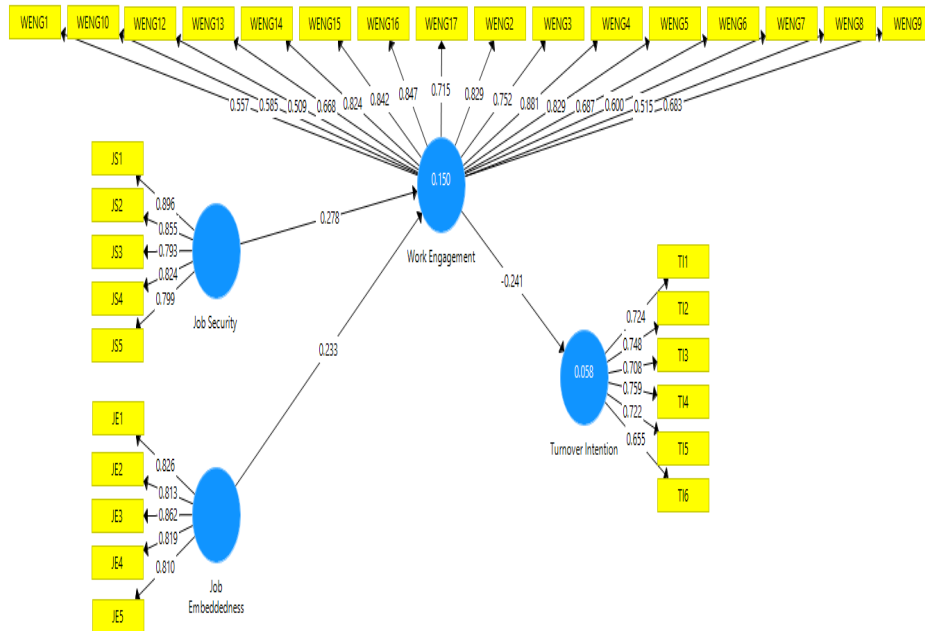


Table 4
Measurement Model

| Variables | Ind | Convergent Validity | | Reliability | |
|-------------------------|-----|---------------------|-------|-------------|----------|
| | | Lod | AVE | CR | α |
| Turnover Intention (TI) | TI1 | 0.724 | 0.519 | 0.866 | 0.821 |
| | TI2 | 0.748 | | | |
| | TI3 | 0.708 | | | |
| | TI4 | 0.759 | | | |
| | TI5 | 0.722 | | | |
| | TI6 | 0.655 | | | |

| Variables | Ind | Convergent Validity | | Reliability | |
|------------------------|---------|---------------------|-------|-------------|----------|
| | | Lod | AVE | CR | α |
| Job Security (JS) | JS1 | 0.896 | | | |
| | JS2 | 0.855 | | | |
| | JS3 | 0.793 | 0.696 | 0.920 | 0.891 |
| | JS4 | 0.824 | | | |
| | JS5 | 0.799 | | | |
| Job Embeddedness (JE) | JE 1 | 0.826 | | | |
| | JE 2 | 0.813 | | | |
| | JE 3 | 0.862 | 0.683 | 0.915 | 0.884 |
| | JE 4 | 0.819 | | | |
| | JE 5 | 0.810 | | | |
| Work Engagement (WENG) | WENG 1 | 0.557 | | | |
| | WENG 2 | 0.829 | | | |
| | WENG 3 | 0.752 | | | |
| | WENG 4 | 0.881 | | | |
| | WENG 5 | 0.829 | | | |
| | WENG 6 | 0.687 | | | |
| | WENG 7 | 0.600 | | | |
| | WENG 8 | 0.515 | 0.516 | 0.943 | 0.934 |
| | WENG 9 | 0.683 | | | |
| | WENG 10 | 0.585 | | | |
| | WENG 12 | 0.509 | | | |
| | WENG 13 | 0.668 | | | |
| | WENG 14 | 0.824 | | | |
| | WENG 15 | 0.842 | | | |
| | WENG 16 | 0.847 | | | |
| | WENG 17 | 0.715 | | | |

Collinearity between each pair of predictor components was examined before any hypotheses were tested. In order to assess collinearity, the value of the variance inflation factor (VIF) was computed. In this current study all the calculated VIF values were below 5; therefore, there is no problem of collinearity among the predictor variables (Vörösmarty & Dobos, [2020](#)).

According to Sarstedt et al. ([2014](#)), the recommendation to diagnose the presence of a multicollinearity issue is specified by the fact that the VIF has to be greater than 5 while meeting the situation where tolerance value has

to be less than 0.20. According to Table 5, the VIF is less than 5 while the tolerance value is more than zero.20. Hence, multicollinearity is not a problem.

Table 5
Tolerance and VIF

| Latent Construct | Tolerance | VIF |
|------------------|-----------|-------|
| JS | 0.301 | 3.335 |
| JE | 0.891 | 1.122 |
| WENG | 0.481 | 2.079 |
| TI | --- | --- |

A structural models path coefficients: To determine whether or not the hypothesis 1 was significant, *t* values calculated from bootstrapping five thousand samples were employed. Figure 1 displays the most relevant metrics for the model under investigation in the structural examination. With a 95% bootstrap confidence interval, it appeared that JS was negatively related to TI (H1). PLS-SEM model explains the negative correlation between the two variables, which was shown to be statistically significant ($\beta = 0.081$, $t = 3.366$, $p = 0.001$). Hence, H2 is supported, which stated that JE has a negative relationship with turnover intent among the manufacturing workers ($\beta = 0.068$, $t = 3.183$, $p = 0.002$). Similarly, H3 is also supported, which stated that employment safety is positively related to one's work enthusiasm ($\beta = 0.299$, $t = 5.193$, $p = 0.01$).

It was found that JE significantly influenced WENG ($\beta = 0.250$, $t = 4.244$, $p = 0.01$). This further led to the acceptance of the fourth hypothesis (H4). Moreover, it was also found that job satisfaction has a negative relationship with the turnover intention ($\beta = 0.272$, $t = 5.270$, $p = 0.000$). Therefore, H5 is accepted.

Based on the study by Hair et al. (2017), particularly on the research questions, the current investigation of the hypothesis centered on the procedural mediation role of WENG in the JS-TI relationship in the industrial workforce (H6). At first, it was demonstrated that job insecurity is negatively related to TI among the industrial workers ($t = 3.366$, $p = 0.01$). Secondly, measuring parameter was used to determine the level of indirect impact on the variables and concluded that job participation had a significant impact on JE and TI ($t = 3.183$, $p = 0.02$). All seven forms of hypotheses (H7) were approved. For forecast accuracy, *F*-squared impact magnitude, and *R*-squared

values, we examine route coefficients, effect size (f^2), predictive significance, and R -squared values. One way to test the PLS-SEM structural models predictive abilities is using Q-Squared (Hair et al., 2017). The R -Squared number indicates how well the structural model fits the dependent constructs. Table 6 (Hair et al., 2017) displays the low R -Squared value (0.058) for JS and JE on TI and work engagement (0.150). One of the ways of determining how much an independent variable impact on a dependent variable is by calculating the R -Squared effect size. Table 7 gives the F -Squared value for all endogenous constructs alongside their respective construction of the exogenous constructs.

Table 6

Endogenous Variables Explained Variance Results

| Latent variables | R -square | Results |
|-------------------------------|-------------|---------|
| Exogenous Variables -----> WE | 0.150 | Medium |
| Exogenous Variables -----> TI | 0.058 | Weak |

Table 7

Effect Size of Exogenous on Endogenous Variable (Turnover Intention)

| Exogenous constructs | Total Effect (f^2) |
|----------------------|------------------------|
| Job Security | 0.089 |
| Job Embeddedness | 0.062 |
| Work Environment | 0.062 |

Discussion

Finding the links among employment stability, interest in work, and desire to quit ones current position was the primary purpose of this research. Large values for the routes of JS and JE supported the notion that they impact TI is a direct outcome of the variables' evaluation. The analysis carried out in the course of the current research offered support to all hypotheses.

Data from the actual world strongly supported the idea that JS has a direct and positive influence on WENG. Similarly, Job embeddedness positively affected WENG and negatively affected TI, according to the route coefficient. Due to this, hypothesis 3, 4, and 5 may be rejected. These findings aren agreement with previous researches suggesting that work embeddedness and job security may reduce turnover rate of employees (Ko & Lee 2019; Ratnasari & Lestari, 2020). These findings are in line with those that emphasized the effect of JS and JE on WENG and the effect of

WENG on turnover intent (Takawira et al., [2014](#); Kapil & Rastogi, [2017](#); Jung et al., [2021](#))

According to the findings, the link among JS, JE, and TI is mediated by WE at work. In addition, the data is in line with what has been found in other investigations, lending support to the sixth and seventh hypotheses. (Cao et al., [2020](#); Engelbrecht [2020](#)).

Human resource managers now have a tool to increase employee engagement and retention. Human resource managers may reduce employee turnover by fostering a sense of employment stability and belonging inside the organization. Supervisors may see an uptick in employee engagement when they recruit individuals who really value the organization. Employees are less inclined to leave their jobs as a result of this. Factors, such as work security, job embeddedness, employee participation, and willingness to quit are examined in this research, which is one of the few that examined a developing nation. Karatepe et al. ([2020](#)), looked at how JS may have impacted WENG in China and others. Similarly, Takawira et al. ([2014](#)) was surprised that embeddedness affected both levels on job contentment and desire to stay with current job. These and other findings have sparked a desire for more research, especially in South Asia, where the full promise for this type of study has yet to be achieved.

Limitations

The study's population consists entirely of factory workers of Pakistans textile sector. If the findings are to be applied to the entire country, further study is required to include additional commercial zones. Furthermore, the study applied cross sectional survey design; therefore, it is recommended that further research make use of longitudinal survey designs. In order to extrapolate these results, it may be necessary to conduct comparative studies with big and medium-sized businesses in different regions and sectors across other countries. Moreover, more study needs to be done on how organizational culture and corporate justice in the workplace affect each other in different industries and places.

Practical Implications

In an empirical perspective, job security needs to be embraced as an important concept as its outcomes have impact on workers' positive attitude and behavior in the workplace. Companies value unusual perspectives, such as an appreciation for employees reasons for leaving. Therefore, scholars

and practitioners alike are interested in knowing some of the potential and possible explanatory conditions that may influence an individual to quit smoking (Ratnasari & Lestari, 2020). The practical importance of giving notice of intent to quit is increasingly more important than it was previously since actual turnover is becoming more expensive (Chiat & Panatik, 2019). It is no secret that job security, work engagement, and job embeddedness are three of the most sought-after attitudes by employers because of their proven effectiveness in reducing employees intentions to quit (Asghar et al., 2021; Kyaw 2023)

Conclusion

This study enables one to find out how the textile workers feel about their job security, their reasons for wanting to switch jobs, and their perception on the level of job security in their current jobs. Specifically, top management can reduce jobs' risks and chances of being cut through enhancing working conditions and people's morale, fairly rewarding employees, effective staff support, prospecting and stabilizing jobs and offering opportunities for promotion based on abilities. Making textile workers feel safer about their jobs will make them more engaged, and increase their output.

Conflict of Interest

The authors of the manuscript have no financial or non-financial conflict of interest in the subject matter or materials discussed in this manuscript.

Data Availability Statement

The data associated with this study will be provided by the corresponding author upon request.

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