
The Influence of Job Embeddedness on Saudi Female Nurses' Turnover Intention

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Abstract

This research investigates the impact of job embeddedness on Saudi female nurses' intention to leave their jobs and the nursing profession entirely. Using established quantitative measures along with the validated measure of family embeddedness by (Alkothami, 2016), 684 Saudi female nurses participated in this research. The results of hierarchical regression analysis support the negative relationship between organisational and family embeddedness and Saudi Arabian female nurses' turnover intentions. The implication of these results is presented in relation to Saudi healthcare organisation.

Keywords: Job Embeddedness, Turnover Intention, Saudi Female Nurses.

Introduction

Nursing turnover in Saudi Arabia is considered a severe problem. The Saudi Scientific Board of Nursing reported that turnover rate increased to 50% among Saudi Arabian female nurses (Abu Zinadah, 2010), this is due to the lack of family support in addition to the social and cultural challenges that Saudi Arabian female nurses face in the Saudi nursing environment. In contrast, the global nursing turnover rate is considered acceptable between 10% and 21% (Cowden & Cummings, 2012). In light of this issue, this research investigates the impact of job embeddedness dimensions (i.e., organisational, community and family embeddedness on Saudi

Arabian female nurses' turnover intentions. The high nursing turnover rate among Saudi Arabian female nurses relates to Saudi society's perception of nursing as an inappropriate job for Saudi Arabian women due to the mixed-sex work environment, which contrasts with the Saudi tradition of sex-segregation (Mahran & Nagshabandi, 2012). The high demands of nursing job, i.e., long working hours and rotating shifts, especially at night, contribute to Saudi Arabian men considering female nurses as unfavourable for marriage (Al-Omar, 2004). Nursing profession in Saudi Arabia faces many challenges such as nursing shortage although the Saudi vision 2030 provides many opportunities for social and economic transformation in the kingdom (Al-Dossary, 2018).

Literature Review

Nursing Turnover intentions:

According to (Hayes et al., 2012), there is no consistent definition of nurse turnover in the recent literature, which is one of methodological challenges that has hampered research in this field. One of the most comprehensive definitions is provided by (Jones, 1990), who describes turnover as the process of voluntary or involuntary transfer within the hospital environment, or exit therefrom. (Hayes et al., 2012) also observe that some researchers conceptualise nurse turnover as any job move, including those within the organisation (i.e., internal turnover), while for others it means leaving the current organisation or changing profession (i.e., external turnover). This research is concerned both with nurses voluntarily leaving their current position and with those leaving the nursing profession altogether. It is also important to distinguish between actual turnover and turnover intention, although many researchers have reported that intention to leave is a strong predictor of actual turnover (Griffeth et al., 2000; Mobley, 1977; Price & Mueller, 1981).

Job Embeddedness:

Various researchers have investigated the relationship between job embeddedness and turnover intention. For example, (Cheng, 2013; Halbesleben & Wheeler, 2008; Tanova & Holtom, 2008) report a strong negative relationship between an employee's embeddedness and his/her intention to leave. (Wheeler et al., 2010), (Cho & Ryu, 2011) and (Shafique et al., 2011) provide empirical support for the significant relationship between organisational embeddedness and intention to leave. However, there are inconsistent empirical results concerning the relationship of community embeddedness with turnover; for instance, (Lee et al., 2004) report that community embeddedness is negatively related to employee turnover, while (Shafique et al., 2011) found no effect of community embeddedness on employee turnover.

There is empirical evidence that the strength of job embeddedness as a predictor of turnover intention increases as employees' work experience in their current position increases (Holtom et al., 2013). A meta-analytic study by (Jiang et al., 2012) showed that the negative relationship between job embeddedness and turnover intention is stronger in female-dominated samples. These results are supported by another meta-analytic study in which (Heavey et al., 2013a) report that female workers have less job embeddedness and higher intention to leave employment than males, due to their family responsibilities.

The relationship between the components of job embeddedness and attitudinal variables such as organisational commitment has been examined in turnover research. For example, (Robinson et al., 2014) discovered that organisational sacrifice had a strong relationship with organisational commitment. Employees displayed effective commitment when they considered the disadvantages of leaving. The scholars add that organisational sacrifice is negatively related to turnover

intention. The construct of job embeddedness and organisational commitment may appear similar insofar as they both deal with an individual's attachment to the organisation, yet there is a distinct difference between them. On one hand, job embeddedness indicates the individual's overall sense of attachment to the organisation through the embedded factors (links, fit and sacrifice) in on- and off-the-job environments. On the other hand, organisational commitment deals with work-related factors where the focus is on the individual-organisation relationship in the work context (Murphy et al., 2013).

Most of the research on job embeddedness has been conducted in the West, for example by (Halbesleben & Wheeler, 2008), (Tanova & Holtom, 2008), (Murphy et al., 2013) and (Wheeler et al., 2010), although measures of job embeddedness have been validated outside the Western context in places such as Pakistan (Shafique et al., 2011; Siddique, 2011), China (Gong et al., 2010) and Korea (Cho & Ryu, 2011). However, the generalisability of the job embeddedness construct across cultures has been questioned; the results of a study by (Harman et al., 2009) show a lack of support for the validity of job embeddedness in the Albanian context. To date, few researchers have looked at the relationship between job embeddedness and turnover intentions in Saudi Arabia such as (Shaha Faisal, 2020) but none of them was in nursing context, which may be justify the choice of the topic of this research.

In a relevant empirical study, (Harman et al., 2009) attempted to expand knowledge of the impact of job embeddedness on employees' intention to leave. They analysed primary data collected from 150 banking employees and concluded that high levels of employee job satisfaction are related to a lower intention to leave. These outcomes are in keeping with (Reitz, 2014), who asserts that a worker's decision to quit is influenced by two motivational components, namely the ease and the perceived desirability of leaving. Therefore, the empirical findings suggest that the predictive power of internal factors over job embeddedness is high. (Davidson & Wang, 2011)

state that the extent to which employees are satisfied with their job (e.g. extrinsic and intrinsic motivation) is negatively related to their perception of leaving as desirable. On the downside, the role of external factors on job embeddedness was overlooked by the researchers, which can be viewed as a limitation of their empirical findings. As reported by (Reitz & Anderson, 2011), market conditions, pay and available job offers, which can be attributed to external factors, also influence retention.

The term “family embeddedness” was first utilised by (Ramesh & Gelfand, 2010) to denote a newly-developed construct of embeddedness and these researchers found initial support for its ability to predict employee turnover in the context of the United States and India. The conceptualisation of family embeddedness put forward by (Ramesh & Gelfand, 2010) identifies three elements—links, fit and sacrifice—and these are similar to organisational and community embeddedness. The dimension of family links is recognised as the connection between family members and the organisation that the employee works for (Ramesh & Gelfand, 2010). These connections involve the social relationships of the employee’s supervisor and co-workers with his/her family members. Family fit can be described as the family’s opinion about the fit between the employee and the organisation that he/she works for (Ramesh & Gelfand, 2010). The empirical findings of (Wasti, 2003) indicate that a family’s disapproval of the employment choices of one of their members plays a significant role in predicting turnover intention. In addition, it is believed that families affect an employee’s job attitudes, such as commitment to his/her work (Cohen, 1995). In Saudi Arabia, families’ opinions about nursing jobs for Saudi females involve serious doubts. (Mobaraki & Söderfeldt, 2010) report that Saudi families do not like their daughters to take nursing jobs, for reasons such as having to work night shifts and mingling with men at work, supporting the assertion of (Al-Johari, 2001) that Saudi parents disapprove of nursing as a career for their daughters.

These results raise questions about the relationship between family fit and a Saudi female nurse's intention to leave her job.

The third element of sacrifice is related to the things that families may have to give up when an employee leaves his/her job. The sacrifice involves financial and psychological costs; for instance, the employee's family could lose certain benefits or their reputation when the employee leaves the job. Family embeddedness is a newly developed construct, established only in 2010 (Ramesh & Gelfand, 2010), which has not yet been examined in Saudi Arabia or any other Arab context. The majority of Saudi families are encouraged to have strong relationships within the family involving, for example, regular visiting, providing financial support and even living near each other for ease of socialisation (Al-mutairi & McCarthy, 2012). For female workers, this strong link to family may mean giving higher priority to family obligations than to work obligations.

The discourse on female job embeddedness would be incomplete without discussion of the conflict between work and family demands, since it has such a strong influence on the embeddedness of females in their work. According to (Heavey et al., 2013b), the embeddedness of female workers is weaker than that of male workers, and thus females are more likely than males to leave their employment because of family obligations. Additionally, (Batt & Valcour, 2003) state that conflict between work and family demands is higher among female workers than male workers. Work-life conflict in nursing can easily exist due to the high demands of nursing (Takeuchi & Yamazaki, 2010; Voydanoff, 2005). (Elamin & Omair, 2010) report that female Saudi workers give higher priority to family obligations than to work demands, which may cause negative behaviours such as leaving. The conflict between family and work demands, if not managed well, can result in employees leaving the job; (Alonazi & Omar, 2013) report that family is one of the reasons behind female nursing turnover in Saudi Arabia.

Hypotheses

Empirical evidence from studies of job embeddedness reviewed above supports the existence of a significant relationship between job embeddedness dimensions and employee turnover intention (Cheng, 2013; Karatepe & Shahriari, 2012; Tanova & Holtom, 2008), in particular, nursing turnover (Battistelli et al., 2013; Holtom & O'Neill, 2004). For example, (Wheeler et al., 2010) report that organisational embeddedness is negatively correlated with turnover intention. (Lee et al., 2004) also found that community embeddedness is negatively correlated with turnover intention. However, the empirical evidence gathered by (Shafique et al., 2011) in the education context indicates that community embeddedness is not related to employees' intentions to leave their jobs.

According to (Ramesh & Gelfand, 2010), the newly developed dimension of job embeddedness, i.e. family embeddedness, is also significantly related to turnover intention: employees with a high level of family embeddedness have a weaker intention to leave. In a longitudinal study of types of nursing turnover intention by (Krausz et al., 1995), nurses who experienced the intention to leave their organisations later intended to leave nursing entirely. In the Saudi context, the construct of job embeddedness has not been investigated to date, although Saudi society regards nursing jobs as unfavourable for Saudi females due to the long working hours, rotating shifts (Mahran & Nagshabandi, 2012) and mixed-sex work environments that involve intermingling with men (Al-Omar, 2004). Family disagreements on nursing jobs is one of the factors that influences Saudi female nursing turnover (Moradi, 2012). Saudi female nurses are regarded as undesirable for marriage because of the long working hours and night shifts (Mahran & Nagshabandi, 2012; Moradi, 2012). This view of nursing in the Saudi context could place pressure on Saudi female nurses to leave their jobs if they experience low job embeddedness. There is empirical evidence that job embeddedness predicts turnover

intention more strongly in female-dominated samples (Jiang et al., 2012) due to women's heavier family responsibilities.

Taking into account the above discussion, the following hypotheses are tested in this thesis:

- H1a:** Organisational embeddedness is negatively associated with Saudi female nurses' intention to leave their current position.
- H1b:** Community embeddedness is negatively associated with Saudi female nurses' intention to leave their current position.
- H1c:** Family embeddedness is negatively associated with Saudi female nurses' intention to leave their current position.
- H2a:** Organisational embeddedness is negatively associated with Saudi female nurses' intention to leave the nursing profession entirely.
- H2b:** Community embeddedness is negatively associated with Saudi female nurses' intention to leave the nursing profession entirely.
- H2c:** Family embeddedness is negatively associated with Saudi female nurses' intention to leave the nursing profession entirely.

Methods

This research aims at investigating the influence of the independent variable of job embeddedness on the dependent variable of Saudi female nurses' intentions to leave their jobs and the nursing profession. A quantitative method using a self-completion questionnaire was considered the most suitable method for this research since it focused on the relationships between variables of job embeddedness's dimensions and turnover intentions. Also, self-completion questionnaire in paper is considered more suitable than online approach as it is an effective way to assure participation in

Saudi context (Ben-Bakr et al., 1994). Using purposive sampling technique, 1300 Saudi female nurses from seven hospitals in five main cities across Saudi regions namely Riyadh, Jeddah, Dammam, Tabuk and Albaha were invited to participate in this study. The nurses were reached through the hospitals' management. The questionnaire included demographic questions and sections on organizational, community and family embeddedness, anticipated turnover intention and occupational turnover intention. With a response rate of 53%, 684 questionnaires were completed and returned. The analysis of hierarchical regression using SPSS was employed to analyze the quantitative data.

Measurements

Organisational and Community Embeddedness:

Organisational and community embeddedness was measured using the instrument developed by (Mitchell, Holtom, & Lee, 2001). This was the first established measure to capture the three theoretical dimensions of job embeddedness—links, fit and sacrifice—in organisational and community settings. It has also been commonly used in previous studies of nursing turnover (Battistelli et al., 2013; Reitz & Kim, 2013; Zhao et al., 2012). Another existing instrument of job embeddedness, comprising seven items, was developed by (Crossley et al., 2007). However, it is limited to examining the organisational dimension of job embeddedness and overlooks the community dimension. The present study seeks to examine the relationships between the dimensions of job embeddedness (i.e. organisational and community embeddedness) and Saudi female nurses' intention to leave. Therefore, utilisation of the instrument developed by (Mitchell, Holtom, & Lee, 2001) is justified because it is the only one that combines the two dimensions.

This instrument has 40 items, 26 of which represent organisational embeddedness and 14 representing community embeddedness. Within organisational

embeddedness, seven items represent link, nine refer to fit and 10 to sacrifice. Examples are How many work teams are you on? and I feel like I am a good match for this organisation. The community embeddedness items comprise six in the link category, five in fit and three in sacrifice. Examples are: How many of your close friends live nearby? and I really love the place where I live. The measure uses a 5-point Likert scale, a yes-or-no format and fill-in-the-blank responses; the score is computed by averaging the items of organisational and community embeddedness over their three sub-dimensions. The open-ended items in the scales of organisational and community embeddedness were standardised by creating z-scores for them (Mitchell, Holtom, & Lee, 2001). (Mitchell, Holtom, & Lee, 2001) reports that the instrument had α values of 0.85 and 0.87 in two samples, i.e. above 0.70, thus indicating acceptable reliability (Nunnally, 1978). (Mitchell, Holtom, & Lee, 2001) also subjected the instrument to a factor analysis to assess the correlations between its items. The instrument was modified to make it suitable for use in this study. First, two items included by (Mitchell, Holtom, & Lee, 2001), Are you currently married? and How long have you worked in this industry?, were moved to the demographic section of the questionnaire for convenience. Second, the question Do you own the home in which you live? was changed to Is the home in which you live owned by you or a family member? because in Saudi families, men are more likely than women to own the family home. Finally, in all measures used in this study, the words 'organisation' and 'institution' were replaced by 'hospital' because the questionnaire was administered to hospital nurses.

Family Embeddedness:

The measurement of family embeddedness developed by (Alkothami, 2016) was employed. The scale of family embeddedness comprised 45 items: seven representing family link, 30 items exploring family fit (seven each in fit-family, fit-brother and male relatives, and fit-mother; and nine in fit-male guardian), five in

family sacrifice and three in family gain. Examples are I encourage social relationships between my family and people from my work and My mother is proud that I work for this hospital. Ten of the 45 items were from the original scale of family embeddedness by (Ramesh & Gelfand, 2010). All used a 5-point scale ranging from 1 = strongly disagree to 5 = strongly agree. As reported in Chapter 7, the reliability of the developed instrument was $\alpha = 0.87$, which is greater than the acceptable score of 0.70 (Nunnally, 1978).

Turnover Intention:

The anticipated turnover scale (ATS) developed by (Hinshaw et al., 1987) was adopted to measure Saudi female nurses' intention to leave. The 12 items are scored on a 7-point Likert scale from 1 = strongly disagree to 7 = strongly agree. Examples are I am quite sure I will leave my position in the near future and If I got another job offer tomorrow, I would give it serious consideration. The ATS measures nurses' perceptions of the possibility of leaving their current position. The higher the score, the stronger the nurse's intention to leave. (Hinshaw et al., 1985) report a Cronbach's α of 0.84 for the ATS. The decision to adopt this instrument was based on its wide recognition in nursing research (De Milt et al., 2011; Fitzpatrick et al., 2013; Gaspar, 1990; Hart, 2005). Moreover, in a meta-analysis by (Barlow & Zangaro, 2010), the ATS had excellent reliability and construct validity with registered nurses in the United States. The instrument's items are related to the anticipated length of time before nurses leave their current position and their certainty in leaving their hospital.

Occupational Turnover Intention:

A single item developed by (Hasselhorn et al., 2003) was used to assess Saudi female nurses' intention to leave nursing: How often during the course of the past year have you thought about giving up nursing completely? The responses are 1 = never, 2 = sometime within a year, 3 = sometime within a month, 4 = sometime within a week

and 5 = every day. Nurses who score 3 or above are considered to be frequently thinking about leaving nursing (Hasselhorn et al., 2003). This instrument was specifically designed for nursing and was used in a large-scale study of nine European countries (Estryn-béhar et al., 2007; Van Der Heijden et al., 2009). Thus, it was deemed suitable for use in the current study.

Control Variables:

The demographic variables of age, marital status, education level, nursing experience, place of work, number of dependent children, age of dependent children, assistance with childcare by family, and male guardianship were controlled in the hierarchical multiple regression analysis to examine the extent to which job embeddedness was predictive of Saudi female nurses' turnover intentions. These control variables had previously been shown empirically to be related to nursing turnover intention. There is empirical evidence in the Saudi context that Saudi nursing turnover is associated significantly with demographic characteristics such as age, experience, marital status, educational level and dependent children (Almalki et al., 2012). The number of children and their ages can affect nursing turnover (Tzeng, 2002). Other studies have revealed that the location of the workplace, whether in large cities or smaller towns, also affects nurses' turnover intention (Baernholdt & Mark, 2009; Chan & Morrison, 2000). Nurses who work in hospitals located in large cities tend to have stronger turnover intention than those who work in smaller towns (Chan & Morrison, 2000). This could be attributed to the greater availability of job alternatives in larger cities. No studies have investigated the effects of male guardianship on nursing turnover. However some Saudi males tend to show traditional attitudes towards Saudi female nurses, believing that they should not interact with men at work (Elamin & Omair, 2010). In addition, (Mahran & Nagshabandi, 2012) assert that the mixed-sex work environment of nursing in Saudi Arabia negatively influences Saudi nursing turnover.

Hypotheses Results

Hypothesis 1

Hypotheses 1a, 1b and 1c postulate that organisational, community and family embeddedness are negatively associated with Saudi female nurses' intention to leave their current position. Hierarchical regression analysis was used to assess the relationships of these three independent variables with turnover intention after controlling for the possible effects of demographic variables. In hierarchical regression analysis, variables are entered in a specific order into the regression model to assess its contribution while controlling for other variables (Pallant, 2005). An assessment of outlier cases was implemented because regression analysis is sensitive to cases that have extreme values (Pallant, 2005). According to (Pallant, 2005), the critical value for three independent variables included in the regression model is 16.27. Therefore, cases that had a Mahalanobis distance value greater than 16.27 were identified as outliers, but this is to be expected in large samples (Pallant, 2005; Tabachnick & Fidell, 2001). The 5% trimmed mean was checked in order to assess the influence of those outlier cases on the analysis; this is a new mean that results from removing 5% of the top and bottom cases in an SPSS data file. It should be close to the original mean to avoid the influence of outlier cases on the analysis (Pallant, 2005). The examination of the 5% trimmed means for all of the variables showed scores close to the original means of all of the variables in the regression model, indicating no concerns about outlier cases.

The demographic variables of age, marital status, education, experience, workplace, male guardianship, existence of children, number of children in the household, ages of the children and childcare by the family were entered into Model 1, while the three independent variables were entered into Model 2. The model evaluation achieved significant results: $p < .0005$. The analysis reveals that the demographic

variables explain 4.6% of the variance in turnover intention in Model 1 ($R^2 = .046$). After entering the independent variables, the whole model accounts for 26.5% of the variance in turnover intention ($R^2 = .265$, $\Delta R^2 = .219$). This means that the independent variables of organisational, community and family embeddedness together explain an additional 21.9% of the variance in turnover intention when the demographic variables are controlled for. The examination of beta weights indicates that both organisational and family embeddedness are significantly related to Saudi female nurses' intention to leave their current position: $\beta = -.297$, $p < 0.01$ and $\beta = -.271$, $p < 0.01$, respectively. The dimension of community embeddedness was not, however, found to be significantly related to Saudi female nurses' turnover intention: $\beta = -.008$, $p > 0.01$ (see Table 1 below). To conclude, the findings support the negative association of organisational and family embeddedness with Saudi female nurses' intention to leave their current position. Conversely, no association was found between community embeddedness and Saudi female nurses' intention to leave their current position.

Table (1): Summary of hierarchal regression analysis results for job embeddedness dimensions and turnover intention

Models and variables entered		Model 1	Model 2
Model 1	Age	-.231*	-.091
	Marital status	.011	.049
	Education	.032	.034
	Experience	.260*	.246**
	Place of work	.046	.000
	Male guardian	.031	.057
	Existence of children	-.113	-.076
	Children in the household	.214	.242*
	Children < 3 years	-.041	-.036
	Children from 3 to 6 years	-.079	-.096
	Children from 7 to 10 years	-.067	-.114
	Children from 11 to 14 years	-.119	-.117
	Children from 15 to 18 years	-.046	-.067
	Children above 18 years	-.105	-.099
	Children cared by family	-.013	.001
Model 2	Organisational embeddedness		-.297**
	Community embeddedness		-.008
	Family embeddedness		-.271**
R^2		.046	.265**
ΔR^2			.219**
Note: * $p < 0.05$, ** $p < 0.01$			

To explore further the relationship between job embeddedness and turnover intention, the separate components of organisational and family embeddedness were included in analyses. First, the impact of the separate components of organisational embeddedness (links, fit and sacrifice) on Saudi female nurses' intention to leave their current position was examined using hierarchal regression analysis, controlling

for demographic variables. The demographic variables were entered into Model 1, while the three independent variables of links, fit and sacrifice were entered into Model 2. As shown in Table 2 below, Model 2 explains 22.8% of the variance in the regression model ($R^2 = .228$, $\Delta R^2 = .172$). In terms of the contribution of each of the components in the variance of turnover intention, organisational fit and sacrifice are the significant contributors to turnover intention: $\beta = -.227$, $p < 0.01$ and $\beta = -.233$, $p < 0.01$, respectively.

Table (2): Summary of hierarchal regression analysis results for organisational embeddedness components and turnover intention

Models and variables entered		Model 1	Model 2
Model 1	Age	-.231*	-.134
	Marital status	.011	.035
	Education	.032	.027
	Experience	.260*	.225
	Place of work	.046	.025
	Male guardian	.031	.046
	Existence of children	-.113	-.099
	Children in the household	.214	.238*
	Children < 3 years	-.041	-.039
	Children from 3 to 6 years	-.079	-.092
	Children from 7 to 10 years	-.067	-.112
	Children from 11 to 14 years	-.119	-.115
	Children from 15 to 18 years	-.046	-.060
	Children above 18 years	-.105	-.112
Children cared by family	-.013	.011	
Model 2	Organisational links		-.049
	Organisational fit		-.227**
	Organisational sacrifice		-.233**
	R^2	.046	.218**
	ΔR^2		.172**

Note: * $p < 0.05$, ** $p < 0.01$

To explore the effect of family embeddedness components on Saudi female nurses' intention to leave their current position, six independent variables were included in

the regression model, controlling for demographic variables: family link, fit to mother, fit to brother and male relatives, fit to male guardian, family sacrifice and family gain. Table 3 shows that Model 2, which includes the six components of family embeddedness, explains 22.1% of the variance in the regression model: $R^2 = .221$, $\Delta R^2 = .175$. Fit to mother is a significant contributor to turnover intention: $\beta = -.258$, $p < 0.01$ (see Table 3 below).

Table (3): Summary of hierarchal regression analysis results for family embeddedness components and turnover intention

Models and variables entered		Model 1	Model 2
Model 1	Age	-.231*	-.138
	Marital status	.011	.074
	Education	.032	.044
	Experience	.260*	.216*
	Place of work	.046	-.012
	Male guardian	.031	.073
	Existence of children	-.113	-.085
	Children in the household	.214	.256*
	Children < 3 years	-.041	-.064
	Children from 3 to 6 years	-.079	-.106
	Children from 7 to 10 years	-.067	-.085
	Children from 11 to 14 years	-.119	-.144
	Children from 15 to 18 years	-.046	-.068
	Children above 18 years	-.105	-.079
Children cared by family	-.013	-.068	
Model 2	Family links		-.038
	Fit to mother		-.258**
	Brother and male relatives' fit		-.115
	Male guardian's fit		-.033
	Family sacrifice		-.114
	Family gain		-.103
R^2		.046	.221**
ΔR^2			.175**

Note: * $p < 0.05$, ** $p < 0.01$

To conclude the examination of Hypothesis 1, organisational and family embeddedness were found to be negatively related to Saudi female nurses' intention to leave their current position. In particular, organisational fit, sacrifice and fit to mother were found to be significantly related to Saudi female nurses' intention to leave their current position. The dimension of community embeddedness was found to have no influence on Saudi female nurses' intention to leave their current position.

Hypothesis 2

Hypotheses 2a, 2b and 2c propose that organisational, community and family embeddedness are negatively associated with Saudi female nurses' intention to leave the nursing profession. Hierarchical regression analysis was performed to test these hypotheses. The demographic variables of age, marital status, education, experience, place of work, male guardian, existence of children, number of children in the household, children's ages and childcare by family were controlled for in the regression model. The model evaluation is statistically significant: $p < .0005$. The demographic variables explain 6.2% of the variance in leaving nursing ($R^2 = .062$), while Model 2 explains 24.6% of the variance in leaving nursing ($R^2 = .246$, $\Delta R^2 = .184$). The results suggest that the dimensions of organisational and family embeddedness are negatively related to Saudi female nurses' intention to leave the profession. Table 4 below shows that both family and organisational embeddedness are significant contributors to leaving nursing: $\beta = -.287$, $p < 0.01$ and $\beta = -.200$, $p < 0.01$ respectively. The analysis also reveals that community embeddedness was not significantly associated with intention to leave nursing: $\beta = -.059$ and $p > 0.01$ (see Table 4 below).

Table (4): Summary of hierarchal regression analysis results for job embeddedness dimensions and occupational turnover intention

Models and variables entered		Model 1	Model 2
Model 1	Age	-.243*	-.116
	Marital status	.021	.060
	Education	-.025	-.020
	Experience	.113	.087
	Place of work	.090	.040
	Male guardian	.038	.067
	Existence of children	-.139	-.102
	Children in the household	.196	.220
	Children < 3 years	-.022	-.021
	Children from 3 to 6 years	-.057	-.072
	Children from 7 to 10 years	-.047	-.087
	Children from 11 to 14 years	-.140	-.139
	Children from 15 to 18 years	.012	-.007
	Children above 18 years	-.050	-.038
Children cared by family	-.029	-.035	
Model 2	Organisational Embeddedness		-.200**
	Community Embeddedness		-.059
	Family Embeddedness		-.287**
R^2		.062	.246**
ΔR^2			.184**

Note: * $p < 0.05$, ** $p < 0.01$

In terms of the influences of organisational embeddedness components on Saudi female nurses' intention to leave nursing, the hierarchal regression analysis shows that the second model, which includes organisational links, fit and sacrifice, explains 18.6% of the variance in leaving nursing: $R^2 = .186$, $\Delta R^2 = .124$. The significant components that contribute to the intention to leave nursing, as shown in Table 5 below, are organisational sacrifice and organisational fit: $\beta = -.207$, $p < 0.01$ and $\beta = -.181$, $p < 0.05$ respectively.

Table (5): Summary of hierarchal regression analysis results for organisational embeddedness components and occupational turnover intention

Models and variables entered		Model 1	Model 2
Model 1	Age	-.243*	-.157
	Marital status	.021	.040
	Education	-.025	-.029
	Experience	.113	.098
	Place of work	.090	.072
	Male guardian	.038	.051
	Existence of children	-.139	-.128
	Children in the household	.196	.215
	Children < 3 years	-.022	-.019
	Children from 3 to 6 years	-.057	-.067
	Children from 7 to 10 years	-.047	-.086
	Children from 11 to 14 years	-.140	-.136
	Children from 15 to 18 years	.012	.001
	Children above 18 years	-.050	-.057
	Children cared by family	-.029	-.007
Model 2	Organisational links		-.067
	Organisational fit		-.181*
	Organisational sacrifice		-.207**
	R^2	.062	.186**
	ΔR^2		.124**

Note: * $p < 0.05$, ** $p < 0.01$

The effect of family embeddedness components on Saudi female nurses' intention to leave nursing was also explored using hierarchal regression analysis. The analysis shows that after controlling for demographic variables the model explains 22.3% of the variance in leaving nursing ($R^2 = .223$, $\Delta R^2 = .161$) and there is a large and significant contribution from the fit-mother component: $\beta = -.210$, $p < 0.01$ (see Table 6 below).

Table (6): Summary of hierarchal regression analysis results for family embeddedness components and occupational turnover intention

Models and variables entered		Model 1	Model 2
Model 1	Age	-.243*	-.157
	Marital status	.021	.073
	Education	-.025	-.012
	Experience	.113	.076
	Place of work	.090	.035
	Male guardian	.038	.078
	Existence of children	-.139	-.093
	Children in the household	.196	.216
	Children < 3 years	-.022	-.033
	Children from 3 to 6 years	-.057	-.077
	Children from 7 to 10 years	-.047	-.057
	Children from 11 to 14 years	-.140	-.163
	Children from 15 to 18 years	.012	-.001
	Children above 18 years	-.050	-.035
Children cared by family	-.029	-.081	
Model 2	Family links		.018
	Fit to mother		-.210**
	Brother and male relatives' fit		-.119
	Male guardian's fit		-.123
	Family sacrifice		-.038
	Family gain		-.113
R^2		.062	.223**
ΔR^2			.161**

Note: * $p < 0.05$, ** $p < 0.01$

In conclusion, community embeddedness has no relationship with Saudi female nurses' intention to leave nursing, while organisational and family embeddedness are negatively related to this intention. Furthermore, organisational fit, sacrifice and fit to mother were found to be significantly related to Saudi female nurses' intention to leave nursing.

Discussion

Job Embeddedness:

The construct of job embeddedness combines the three dimensions of organisational, community (Mitchell, Holtom, Lee, et al., 2001) and family embeddedness (Ramesh & Gelfand, 2010). Each of these dimensions underpins the three key elements of links, fit and sacrifice, which indicate the forces that restrain employees from intending to leave their employment (Mitchell, Holtom, Lee, et al., 2001). Thus, for Saudi female nurses, high organisational embeddedness means that they have more or stronger links with people, groups and/or activities at work, feel compatible with their job and organisation, and would have to make a large number of potential sacrifices if they decided to leave their job. Having high community embeddedness means that the nurse has strong links with people, activities and institutions in the community in which she lives. In addition, she perceives compatibility with the community environment and must make great community sacrifices if she leaves her job; for example, she might be required to leave the neighbourhood or city as a result of changing her employment status. In a similar manner to organisational and community embeddedness, family embeddedness is formed by the elements of links, fit and sacrifice, where 'links' describes the connection between the nurse's family members and the organisation she works for, while the 'fit' element represents the nurse's perspective regarding her family's perception of the fit between her and the organisation she works for. Finally, 'sacrifice' is related to the costs that would be borne by a nurse's family if she left her job (Ramesh & Gelfand, 2010).

This research has expanded the construct of family embeddedness. First, the element of fit was detailed by identifying the perceptions of particular family members—mother, brother and male relatives, and male guardian—with regard to the fit between the nurse and the organisation she works for. The newly added element of

'gain' refers to the potential benefits for a nurse's family if she leaves her job, such as the additional time that she might have available for family responsibilities. The rationale for this new element is related to the reputation in Saudi Arabia of nursing, which is not considered a desirable job for Saudi females for two reasons. First, the mixed-sex work environment that nursing involves is inappropriate for Saudi females from society's perspective (Mahran & Nagshabandi, 2012). The majority of Saudi people prefer sex-segregated work environments for their daughters and wives, which is consistent with the sex-segregation system that has been adopted in society (Lamadah & Sayed, 2014). The second factor is the rotating shifts, particularly night shifts, as Saudi families restrict the freedom of daughters and wives to be outside the home at night (Moradi, 2012). Thus, leaving a nursing job or the nursing profession could be a good decision from the perspective of a nurse's family and expanding family embeddedness to include the gain aspect is important in the Saudi nursing context.

Hypotheses 1 and 2 state that the dimensions of organisational, community and family embeddedness are negatively associated with Saudi female nurses' intentions to leave their current job and the nursing profession. The analysis of organisational embeddedness indicated a significant negative association between organisational embeddedness and leaving one's current position. This concurs with the findings of (Shafique et al., 2011) and the meta-analysis conducted by (Jiang et al., 2012), which revealed that organisational embeddedness is negatively associated with employee's intention to leave job.

Organisational embeddedness was also negatively associated with intention to leave nursing. However, it contributed more strongly to an intention to leave the current position than to an intention to leave nursing altogether. This difference appears reasonable, since the construct of organisational embeddedness is related to the extent to which nurses are embedded in their organisation, rather than in the

profession. A Saudi female nurse who experiences low organisational embeddedness is probably influenced by organisational and/or departmental factors, such as poor links with colleagues and supervisors, and/or weak compatibility between her and the organisation and/or the tasks she is given. Thus, a nurse could seek to change departments if her low embeddedness is related to departmental variables, or to change organisations if organisational variables are in play. Organisational embeddedness is closely linked to organisational and departmental factors, which vary among departments and organisations, rather than to professional factors, so it is to be expected that low organisational embeddedness would contribute more strongly to an intention to leave a position, rather than the profession itself.

The results of analysing the contribution of the three dimensions of organisational embeddedness to turnover intentions showed that fit and sacrifices were significant contributors, while the links element had no impact. The present research has found the links element to have a poor factor structure compared to other elements in all job embeddedness dimensions. Previous empirical evidence has shown the weak pattern of links, compared to the fit and sacrifice elements (Oyler, 2014). This weakness may be related to the wording of links questions in the instrument, which combined yes/no and open-ended questions, for example, whereas the fit and sacrifice items were all in a Likert-scale format. Furthermore, the content of the links questions can be considered factual and amenable to objective responses, on matters such as length of experience and number of group memberships related to their nursing work, while the fit and sacrifice questions were subjective, because they sought information on each nurse's opinion of compatibility between her and her organisation, and of the potential sacrifices if she were to leave her job.

No significant relationship was found between community embeddedness and Saudi female nurses' intention to leave either their current position or the nursing profession. This conflicts with the finding by (Holtom & O'Neill, 2004), (Battistelli

et al., 2013) and (Jiang et al., 2012) of a significant relationship between community embeddedness and intention to leave a job. The stereotypical roles of men as breadwinners and women as homemakers are extremely evident in the Saudi context (Elamin & Omair, 2010). The distribution of roles in Saudi Arabia suggests that the Saudi man is encouraged to invest the majority of his time outside the home in order to earn enough to support his family; Islamic teachings also require Muslim men to be financially responsible for their families (Metcalf, 2011), regardless of whether women are employed and capable of earning their own income. In contrast, the key role for a Saudi woman is that of providing nutrition and care for her family. Given these roles, community embeddedness might be relevant to men rather than women in the Saudi context, because links with people or activities, fit with the community environment and potential sacrifice in the community would be of interest to men, who are more often outside the home than women. Saudi women would be more concerned with family embeddedness than community embeddedness, because the former is directly related to their key role. This makes the irrelevance of community embeddedness to Saudi female nurses understandable.

Consistent with (Ramesh & Gelfand, 2010), significant negative associations were revealed between family embeddedness and Saudi female nurses' intention to leave their current positions and to leave the nursing profession. The low level of family embeddedness contributed far more to the intention to leave nursing than to the intention to leave the current position. Experiencing a low level of family embeddedness implies that the family members of Saudi female nurses have few connections with people from the nurse's work environment, have negative perceptions of the compatibility between the nurse and her job and/or organisation, and are likely to sacrifice less and benefit more if the nurse leaves her job and/or nursing. Empirical evidence has shown that Saudi families do not encourage Saudi females to become nurses, due to long working hours, rotating shifts and having to

mix with men at work (Al-Johari, 2001; Mahran & Nagshabandi, 2012). (Moradi, 2012) reports that family disapproval of nursing is one of the reasons why Saudi female nurses leave their jobs. Considering the negative perceptions of nursing in Saudi society (Lamadah & Sayed, 2014), it can be understood why low family embeddedness influences the intention to leave nursing more than the intention to leave one's job, because the factors related to this negative perception, that is, long working hours, rotating shifts and a mixed-sex working environment, probably apply to the majority of nursing work environments in Saudi Arabia.

Surprisingly, among the elements of family embeddedness (links, fit to mother, brothers' and male relatives' fit, male guardian's fit, sacrifice and gain), fit to mother was the element that made the most significant contribution to turnover intention. Apparently mother's perception of the fit between the nurse and her job, and/or the organisation in which she works influences the turnover intention of Saudi female nurses. (Lee & Maurer, 1999) also found that family members could influence employees' intention to leave or remain in their jobs. Mothers can encourage Saudi female nurses' turnover intention if they feel that the job, organisation and/or nursing profession is not the best employment for their daughters.

Contribution and Implications

This research expands the theory of family embeddedness by showing that the perceptions of particular family members may be important. For example, a mother's perception of the fit between her daughter, in this case a nurse, and her work is significant. A nurse leaving her job does not always have only a negative impact on the family (i.e. family sacrifice) as (Ramesh & Gelfand, 2010) argue; instead, the family sometimes benefits when a nurse leaves her job. Family members may benefit from the free time now available to the nurse, during which she could engage more in family responsibilities and activities. The positive aspects of leaving a job mean

that a new dimension can be added to those of links, fit and sacrifice. This research provides evidence that community embeddedness is not always valid in predicting nursing turnover intention, as (Holtom & O'Neill, 2004) and (Battistelli et al., 2013) have suggested. In the context of Saudi nursing, this dimension is not valid; instead, considerations of organisational and family embeddedness are significant for Saudi female nurses.

This research has made a key theoretical contribution to the field of management in terms of exploring Western constructs in non-Western contexts that is the job embeddedness in the Saudi context. Investigating Western constructs in non-Western contexts deepens our understanding of the limitations of these constructs and helps to determine whether they have further applicability to non-Western contexts. When (Ramesh & Gelfand, 2010) explored job embeddedness in India and the USA, a new dimension of family embeddedness emerged from their investigation because of the limited explanatory power of organisational and community embeddedness. Given the great cultural variation across nations and regions (Barkema et al., 2015), the successful applicability of Western constructs in specific non-Western contexts does not mean that they are also applicable to other non-Western contexts. Applying Western theories successfully to Arab and Muslim societies such as that of Saudi Arabia requires close consideration of the traditions, cultural values and Islamic teachings that so strongly influence Saudi life. This research suggests that Western theories can be applied to Saudi Arabia but only if they are revised in relation to the cultural context.

Management studies conducted in non-Western contexts may have been more concerned with the applicability of Western theories to those contexts than with the development of these theories from a contextual perspective (Barkema et al., 2015). Having investigated the relationship between organisational citizenship behaviour and organisational justice in Saudi Arabia, (Elamin & Tlaiss, 2015) tested the

applicability of these Western constructs to the Saudi context. (Elamin & Tlaiss, 2015) advised researchers to consider social and cultural aspects when investigating Western theories in the Saudi context, having found that some dimensions of organisational justice, such as distributive and interactional justice, were perceived as more salient than procedural justice because they were motivated by Saudi traditions and norms. However, their investigation did not reveal whether these constructs could be redefined from the perspective of Saudi culture. This research differs from that of (Elamin & Tlaiss, 2015) in terms of investigating Western theories in the Saudi context insofar as it further expands Western theories by developing a new, reliable and valid measure of family embeddedness, whereas (Elamin & Tlaiss, 2015) assessed the applicability of the existing Western constructs of organisational citizenship behaviour and organisational justice to the Saudi context. (Barkema et al., 2015) found that only 8% of the publications in the Academy of Management Journal during the period of 2010–2014 were based in Asia and that there was a paucity of studies on understanding management in Middle Eastern countries. The contextual differences between West and East in terms of institutions and cultural beliefs could emerge in the development of new theories, although Asian investigations appear to be more concerned with the applicability of existing Western theories than with developing new theories (Barkema et al., 2015). This research responds to the assertion of (Barkema et al., 2015) that few research studies have focused on understanding management in Middle Eastern countries, by explaining the phenomenon of nursing turnover in the Saudi context. In this respect, it provides a more nuanced explanation and greater insight into the Western theory of embeddedness.

Little research has been published on nursing turnover in Saudi Arabia, although since the profession suffers from a high turnover rate among Saudi female staff (Abu Zinadah, 2010), one might expect more studies to have addressed this issue. This

research contributes to addressing this research gap, providing evidence that nursing turnover in the Saudi context is not solely associated with work-related factors, as previous Saudi empirical studies suggest; rather, non-work factors such as family ones strongly predict the turnover intention of Saudi female nurses.

This thesis provides new insights into the investigation of Western constructs within non-Western contexts and how these constructs might shift under the influence of local traditions and norms. The meanings of job embeddedness in the Saudi context could not be fully understood, reflecting the influence of Saudi culture. One implication of this research for theory is that the meanings of Western constructs may not actually differ from the non-Western ones, but that the cultural context drives researchers to see those meanings in a different way. The exploration of job embeddedness in the Saudi context reported in this research reveals a new fourth dimension of the family embeddedness construct named 'gain' in addition to the previously identified dimensions of links, fit and sacrifice suggested by the Western literature. The implication for future research into family embeddedness is that researchers should take into account the potential benefits for the family if an employee leaves his/her job, because these will affect the employee's intention to leave or remain. It should also be noted that the perceptions of particular family members (the mother, male relatives or the male guardian) of the compatibility between an employee and his/her job can be more important than family perceptions in general. (Lee & Maurer, 1999) mention that particular family members such as partners could affect employees' job-related intentions. This research expands the scope of this observation to mothers, male relatives and male guardians.

With respect to Saudi nursing studies, this research draws the attention of researchers to family and cultural influences and their effects on nursing turnover. The investigation of the roles of family in Saudi culture has been limited in previous Saudi nursing turnover studies. These have been concerned mainly with the influence

on turnover of work-related variables such as job dissatisfaction (Saeed, 1995), salary and organisational commitment (Al-Ahmadi, 2006), quality of work life (Almalki et al., 2012) and poor management style (Abualrub & Alghamdi, 2012), whereas non-work variables, such as family, have been disregarded despite family-related issues being among the main reasons for high female nursing turnover (Morrell & Arnold, 2007). The findings of this thesis have theoretical implications for future studies of Saudi nursing turnover, which should now address social and cultural influences.

The implications of this research for the practice of Saudi nursing can be related to improving work environments. For example, in cases where Saudi women experience a lack of familial support in their working roles, in particular by certain members of the family, employers may institute stronger measures to support them. The work-related factors that most often influence Saudi nursing turnover are long working hours and rotating shifts, particularly night shifts (Mahran & Nagshabandi, 2012), in addition to the lack of nursery services at places of employment (Lamadah & Sayed, 2014). These factors negatively affect organisational embeddedness by modifying nurses' perceptions of the extent to which their work in a particular unit and/or organisation is suitable for them. It is reasonable to argue that many Saudi female nurses would prefer to work for an organisation that offers adequate working hours, has flexibility in the assignment of shifts and provides workplace nursery services; thus, many nurses would consider changing jobs to achieve these gains. To enhance Saudi female nurses' embeddedness in their organisations, it would be useful to reconsider working hours, grant shift arrangements between nurses in a flexible environment and, more importantly, establish childcare services in each Saudi healthcare workplace.

Conclusion and Limitation of the Research

Several limitations to this research have been identified. First, not all items of the measurement instruments employed exhibited a clear factor structure. Those with a weak factor structure, including items related to anticipated turnover intention and the dimension of links in the organisational and community embeddedness scales, were excluded from the hypothesis-testing analysis. The weak factor structure of these items can be explained by their content not being significantly relevant to Saudi female nurses; thus, the deletion of those items was more appropriate than keeping them in the analysis.

The new measure developed here captures nurses' perceptions regarding their family embeddedness through the dimensions of links, fit, sacrifice and gain. For future research, it is worthwhile to consider family members' perceptions in addition to those of nurses in the measurement of family embeddedness. It would be interesting to explore family members' views of the compatibility between their nurse relative and her work, and of the potential sacrifices and benefits that they would face if she were to leave her nursing job. The inclusion of family members' views in examining nurses' family embeddedness would produce more valuable research outcomes. This research addresses the embeddedness of Saudi female workers in a mixed-work environment such as nursing, and its findings may have limited applicability to other Saudi employment contexts where sex segregation is implemented, such as education, because such work environments accord with Saudi societal rules, making them acceptable for Saudi women from a societal perspective (Alhejji et al., 2016). Notwithstanding the above limitations, this research has succeeded in providing a reliable and valid measure of family embeddedness and in addressing the cultural challenges that Saudi female nurses face.

This research could be extended in several ways. First, this research introduces a new measure of family embeddedness based on data gathered from Saudi female nurses in public hospitals. Future quantitative research could examine the validity of this new measure in other Saudi nursing contexts, i.e. private hospitals, clinics and primary healthcare organisations. Researchers are strongly encouraged to examine the validity of this measure in other cultural contexts having similarities with Saudi culture in aspects such as male guardianship and sex segregation; however, this should be done with caution, as modification to the scale's items may be required. The measure of family embeddedness proposed in this research is probably relevant to any patriarchal society and could be employed to investigate female employee turnover there because it highlights the influence of men at family level on the work life of female employees, whereas the measure of family embeddedness developed by Ramesh and Gelfand (2010) is more likely to be general and may be more suitable for investigating the family embeddedness of male rather than female employees in a patriarchal society.

Methodologically, further quantitative research is needed to examine the Western construct of job embeddedness in other Saudi work contexts. This is encouraged because a great deal is known about this construct in Western contexts, but limited knowledge is known of their validity in the Saudi work context. The examination of job embeddedness is important because the construct dimensions rely on the relationships among individuals and their groups and families (Mallol et al., 2007), which are likely to vary with cultural background. For example, what is recognised as important in the UK would not have the same level of importance in Saudi Arabia. Cross-cultural differences can be considerable and may result in significant differences in individuals' behaviour and attitudes at work and in family contexts. Gong et al. (2010) stress that inherent traditions and values affect the embeddedness

of individuals in their community differently; thus, it is worth examining these constructs in different cultural contexts, as this could produce different outcomes.

With respect to gender, future research could examine how Saudi people discuss female and male occupations: do they define these according to Saudi culture or their personal beliefs? Taking nursing as an example, Miller-Rosser et al., (2006) report that some Saudi people do not accept nursing for Saudi Arabian females due to the job requirements, i.e. long working hours and rotating shifts, while others believe that it is suitable for Saudi Arabian females only where there is a single sex-work environment. This future gender research could use qualitative methods to gain in-depth knowledge of Saudi people perceptions of male and female occupations.

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