



## Relationship Between Job Embeddedness Factors with Job Engagement and Intentions to Stay of Employees: Research at Small and Medium Enterprises in Ho Chi Minh City

Nguyễn Văn Nhân\*<sup>1</sup>, Trần Thị Thúy Vân<sup>2</sup>, and Nguyễn Văn Lực<sup>3</sup>

<sup>1</sup> Asia & World Business Resource Centre, Linh Trung, Thu Duc Ward Ho Chi Minh City

<sup>2</sup> NTTT University, Ng Tat Thah Street, District 4, City. Ho Chi Minh, Vietnam

<sup>3</sup> CTCBIO VINA, Tang Nhon Phu A Ward, Thu Duc City, HCMC, Vietnam.

### KEYWORDS

*Deep Immersion in Work  
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### ABSTRACT

This study was conducted at small and medium-sized enterprises in Ho Chi Minh City, Vietnam, to provide additional insight into job embeddedness factors that affect employee engagement, with the job and the intention to stay and work at the enterprise. With the underlying theory of Mitchell et al. (2001), the authors conducted a direct employee survey at businesses and collected a valid survey of n=300 tables. The software used is SPSS 20.0 and AMOS 20.0 to process data. The result is that the factors of Job Embeddedness all have a direct impact on work engagement, with the strongest order being Sacrifice organization (SO) with beta = 0.384. The second is Organizational Fit (FO) with beta = 0.369. Third is Organizational links (OL) with beta=0.335. Sacrifice when leaving the organization directly impacts the intention to stay with the organization, with a regression coefficient of 0.126, this influence is quite low and almost insignificant. The standardized regression coefficient between job engagement and intention to stay with the organization is 0.597. The solutions proposed by the authors are intended to help business leaders gain insight into the current situation in the business and make appropriate decisions for operations, in order to improve and enhance employee engagement with business.

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### 1. INTRODUCTION

In the harsh conditions of the marketplace, competition for human resources is always a hot issue in companies. Many companies have realized the importance of human resources, because human resources are the assets of the business. A company has modern technology, good service quality, and solid infrastructure but lacks an efficient workforce, so it is difficult for that company to survive long term and build a competitive advantage.

Reality shows that people are the most valuable and difficult to manage resource in an enterprise. In the context of Vietnam's integration period, the investment wave of foreign businesses into our country increases day by day, leading to a fiercely competitive labor market, and domestic businesses have difficulty finding jobs. Maintain and manage human

resources, retain employees. According to Muttaqien et al (2024), when the development of a business is supported by the adequate development of human resources, specifically good employees, it will create sustainable development for the business (Muttaqien et al, 2024).

Therefore, Mitchell and colleagues (2001) developed a theory of work engagement to explain why people stay with organizations. Job embeddedness focuses on the retention process or the reasons why many workers remain in their current job; results suggest that aspects of a person's job embeddedness influence decision-making, of that person stays with the organization.

Therefore, according to the theory of Job embeddedness (Job embeddedness theory) (JE) of Mitchell et al. (2001), when deeply embedded in work, workers will be more

\*Corresponding author:

E-mail address: Nguyễn Văn Nhân <vanhaanguyen@gmail.com >.

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motivated to work, thereby leading to greater productivity, higher work productivity and efficiency and a tendency to stay with the organization longer (Mitchell et al., 2001).

Therefore, the study of applying the theories of Job embeddedness, attachment to work and intention to stay of workers at Enterprises in the City. Ho Chi Minh is necessary for us to find the answer to the problem of "employee retention". This is the important meaning of this research and through it, creates a basis to help leaders at businesses understand more and arouse employee motivation, maintain work motivation and retain employees. talented staff.

## 2. THEORETICAL FOUNDATIONS AND RESEARCH HYPOTHESES

### 2.1 Foundation theory

The author of the article uses theories for this research including (1) Job embeddedness (2) Work attachment, (3) Intention to stay with the organization

- *Job Embeddedness.*

Job embeddedness (JE) represents a series of influences on employee retention. Research ideas that help us understand the core of this structure are schools.

Mitchell et al (2001) theory of Job embeddedness (JE) asserts that people have a perceptual life space in which aspects of their lives are expressed and interconnected. These connections can be few or many, as well as near or far. Important aspects of job embeddedness include (1) the degree to which the worker connects with others in the organization, (2) the degree to which the worker fits with the organization, (3) what the worker will be lost if they leave the organization.

Thus, Job embeddedness or job involvement is defined as a strong tendency to interact with an activity that workers feel interested in, they find the job important and they invest time and effort. energy into work (Vallerand et al., 2013; 2024). Job embeddedness refers to the internal motivation and drive of the person towards an activity that he or she enjoys.

In short, Job embeddedness refers to the worker liking his or her job but also feeling compelled to participate in that activity. Passionate about their work, they feel drawn to it as if they can do nothing else but engage in it and they cannot imagine their lives without it, while also referring to the motivation that makes people that voluntarily pursue activities of personal choice rather than their work that harmonizes well with other aspects of life.

- *Work engagement*

Rich, Lepine and Crawford (2010) stated that Work engagement refers to an employee's enthusiastic participation in work. Employees with a high level of work engagement are employees who are completely dedicated and highly motivated in performing the tasks assigned by the organization (Rich, Lepine and Crawford, 2010). Work engagement helps increase employee enthusiasm and motivation without the need for physical or mental coercion, thereby creating job satisfaction for employees. Nugroho (2017) mentioned that there are many factors that impact employee work engagement, these factors include job security, compensation and other work-related factors such as workload, work, working hours, work goals, conflicts in the work environment,

equality at work and employee development support of the organization (Nugroho, 2017). However, Schaufeli et al (2002) state, Work engagement is a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and attentiveness to work. During work performance, clarity about tasks plays an important role in employee engagement. When tasks are not clarified, employees will not be engaged (Harter et al., 2002). Being clear in assigning tasks will increase positive emotions leading to employee engagement (Russel, 2008).

The components that represent employee work engagement are stated by Tran Kim Dung and Abraham (2005) in three components (1) Effort: effort to fulfill responsibilities. (2) Pride: pride in being a member of the organization and (3) Loyalty: desire to remain a member of the organization.

- *Intention to stay with the organization*

Intention to stay with the organization is shown in the employee's willingness to stay with the organization. As Yoshimura (2013) stated, intention to stay is related to the employee's willingness and ability to stay in the organization, with a positive attitude. Intent to stay focuses not only on retaining the organization's key talent but also on eliciting positive work behavior in the organization's members. As Reyes (1990) stated, an employee's intention to stay with the organization represents the desire to continue being a member of the organization or the willingness to stay in the organization. Employees are willing to stay in the organization after careful consideration. (Thuy van, 2023; Nhan et al, 2022). However, Price and colleagues (2001) are interested in employees' willingness to stay in the organization to work with their colleagues, and Coetzee and Stoltz (2015) mention employees' loyalty to employees, with the organization's working conditions and environment, thereby having a willingness to continue working with colleagues in their organization (Coetzee and Stoltz, 2015).

In short, employees' intention to stay with the organization has received much attention in the literature and research, and terms are used interchangeably such as leaving and staying, and attachment. In addition, a deeper understanding of the intention to stay with the organization or leave the organization is also due to the factors affecting the employee and expressed in the employee's behavior, creating the intention to quit or leave the organization. employee's intention to stay with the organization And to retain employees in the organization, it is important that the management mechanism.

### 2.2. Research hypotheses and model proposals

- *Work engagement and intention to stay*

Work engagement can be predicted by the behavior of continuing to work; the more Work engagement an employee has, the higher the intention to stay (Griffeth, Hom and Gaertner, 2000). Furthermore, when employees identify Work engagement and want to become members of the organization, they are less likely to intend to quit their job. However, McShane et al (2007) argue that Work engagement is an emotional expression of involvement in work. Intention to stay and Work engagement have a positive relationship in which age and job position play a moderating role in this relationship (Zainuddin and Noor, 2019). But, in the study of the relationship between continuing to work and Work

engagement by Stephen, S. A. (2024), stated the positive relationship of factors race, gender, experience and age play a moderating role. details the relationship between Work engagement and intention to stay in the organization between these two variables and draw another conclusion that factors including race, gender, experience and age play a moderating role in the relationship between Work engagement and intention to stay in the organization. Therefore, this study expects that Work engagement will have a significant positive relationship with intention to stay in an organization. Therefore, this study is expected by the authors that: Work engagement will have a significant positive relationship with the intention to stay in an organization, therefore, the proposed hypothesis H1 is as follows:

*H1: Work engagement has a positive influence on the intention to stay in the organization.*

- *Organizational Fit*

The employee's compatibility with the organization is expressed in the employee's abilities and skills with the job requirements (Mitchell et al., 2001). It is the degree of fit between an employee's personal values, career goals, and aspirations with the culture and direction of the organization. Therefore, Mitchell et al. (2001) state, employees who perceive a fit between their personal values, goals, and their organization are said to have Organizational Fit. When an employee feels a good fit with the organization, they are likely to put their physical, psychological and emotional efforts into performing job tasks and they become more engaged with their work. (Chatman, 1989; Kristof, 1996). However, Maslach and Leiter (1997) argue that the fit of an individual and the work environment is related to attachment to that job and organization. That explains well the organization's employee retention (Tanova and Holtom, 2008). Therefore, a high level of work engagement will significantly reduce employee quitting behavior and make employees willing to stay with the organization. Employees' intention to stay in their work organization is demonstrated by their job satisfaction and commitment to their organization (Thuy Van et al., 2023); And Zainuddin & Noor (2019); Thuy Van and colleagues (2023) stated that intention to stay at work and job compatibility have a positive relationship with each other. For that reason, the authors propose H2a and H3a as follows:

*H2a: Organizational Fit has a positive effect on Work engagement.*

*H3a: Organizational Fit has a positive influence on the intention to stay with the organization.*

- *Organizational links*

Organizational bonds are described as formal or informal relationships of members of an organization with each other, these relationships are seen as a work resource that promotes employee attachment to each other and job. Demerouti and colleagues (2001) stated that in the job requirements - job resources model (JD-R Model), there will be two types of job characteristics inherent in any type of job: (1) job resources and (2) job requirements (Demerouti et al., 2001). And job resources are aspects of work that help employees achieve work goals, reduce job demands, and stimulate a desire to learn and develop themselves" (Mauno et al. al., 2010 ).

As employees develop more and more intimate bonds with others in the organization, this serves as a job resource

that can promote motivational processes at work. Therefore, increased links are a predictor of Work engagement, increased Organizational links. From an organizational alignment perspective, employees' intention to stay can be improved by promoting their sense of commitment through enhancing job content and interactions with coworkers (Mitchell et al. , 2001). And when the level of connection is poor between employees and the organization, it will signal job dissatisfaction and lower intention to stay with the organization (Chatman, 1989). In Ruokolainen's (2011) study on employee retention in the organization, the results showed that Organizational links are one of the most important factors when predicting employee intention to stay with the organization. Stephen, S. A. (2024), Thuy Van et al (2023) The connection between employees in the organization and commitment to the organization have an impact on the intention to stay in the organization. With the above mentioned, the authors propose H2b and H3b as follows:

*H2b: Organizational links have a positive effect on Work engagement.*

*H3b: Organizational links have a positive influence on the intention to stay with the organization.*

- *Sacrifices when leaving the organization*

In the JD-R model of Bakker and Demerouti (2007) it is stated that what employees must Sacrifice when leaving the organization is that they are reluctant to give up colleagues, work opportunities, privileges and benefits of the organization. they are at the organization. Hobfoll's (1989) theory of conservation of resources (COR theory) also posited that individuals seek to obtain, retain, and protect work resources that they personally value, so , employees are motivated to protect and maintain social resources such as familiar relationships with co-workers, personal resources such as benefits and privileges that he or she can gain through being more senior. age and status at work. So, employees will prevent the loss of valuable resources. The implementation of such prevention, as stated by Hobfoll and Shirom (2001), requires individuals to protect against the loss of tangible external resources, so they invest psychological, physical and emotional energy. to protect valuable work resources (Hobfoll and Shirom, 2001).

Thus, employees increase their level of Work engagement to maintain current work resources, appreciating work resources. Therefore, being aware of the level of sacrifice when quitting work will have the positive effect that employees will tend to invest more physically and psychologically to gain work resources. Just as Hobfoll and Shirom (2001) asserted. Employees feel the loss and sacrifice when leaving their job or organization, so this affects employees and makes them work more engaged and organized. When economic benefits and employee satisfaction with the organization are enhanced, the intention to stay in the organization to work is enhanced (Thuy Van, 2023). Economic loss will be the first challenge employees who quit their jobs face. The organization's benefits for employees are high, which will affect the employee's intention to stay. Just like Kudo et al. (2024); Young, J. A. (2012 Thuy Van (2023); Stephen, S. A. (2024), stated that there is a positive impact between sacrifice when leaving work and intention to stay in the organization. Therefore, when leaving a job at an organization, financial loss, job stability, job advancement opportunities, and interpersonal relationships with the

organization will be interrelated. With the above statements, the authors propose hypotheses H2c and H3c that:

H2c: Sacrifice when leaving the organization has a positive effect on Work engagement.

H3c: Sacrifice when leaving the organization has a positive influence on the intention to stay with the organization.

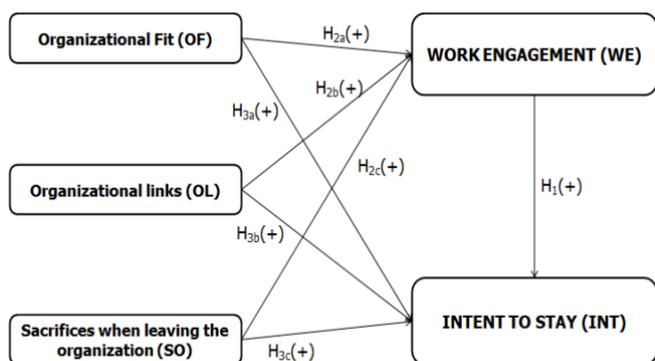
With the above presentations, the author synthesizes hypotheses about the variables in the specific research model in Table 3 and proposes a research model as Figure 1

**Table 1.** Summary table of hypotheses of variables in the research model

H1	Work engagement has a positive influence on the intention to stay in the organization.
H2b	Organizational links have a positive effect on Work engagement.
H3b	Organizational links have a positive influence on the intention to stay with the organization.
H2c	Sacrifice when leaving the organization has a positive effect on Work engagement.
H3c	Sacrifice when leaving the organization has a positive influence on the intention to stay with the organization.

• *Model proposals*

The research model proposed by the authors is as follows:



**Fig. 1.** Proposes a research model

Source: Authors

**3. RESEARCH METHODS**

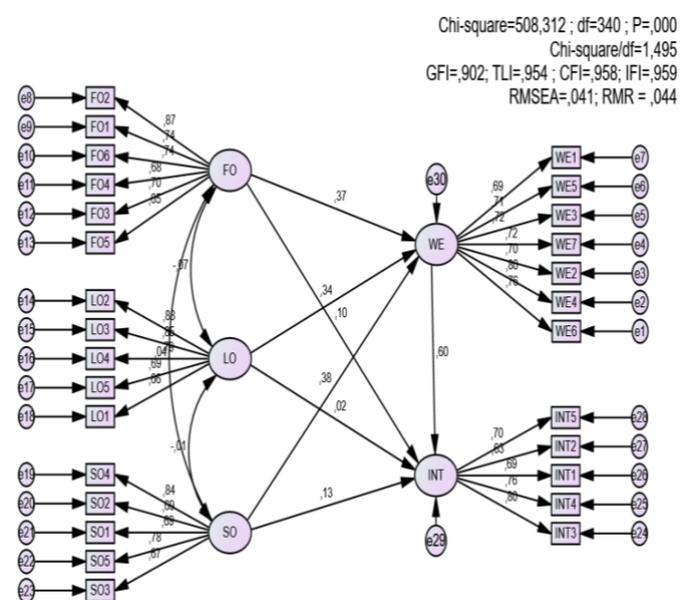
Minh Hoai Le and his colleagues combined qualitative and quantitative research methods in this study. With qualitative research, we aim to build a research questionnaire using a semi-structured in-depth interview method, based on a number of standardized decisive questions, but other questions can detect signatures. Depending on the specific plan, next adjust the survey to suit the language and method of conducting pilot survey research on n=100 employees working at 6 businesses. The survey results were checked using the Cronbach Alpha reliability system and EFA factor analysis to eliminate waste. From there, adjust the

questionnaire and scale to complete the quantitative research process.

With quantitative research, conduct a survey with 41 observed variables. The authors used a 5-point Likert scale, surveyed n=316 people, received 316 responses with n=300 responses. take effect. The software used is SPSS and AMOS 20 to check the reliability of the scale, exploratory factor analysis (EFA), confirmatory factor analysis (CFA) and test the SEM model.

**4. RESULTS AND ANALYSIS**

The authors distributed 316 survey questionnaires and received 316 responses, of which 300 were valid responses. After coding and processing using SPSS and AMOS 20 software for analysis. The results of the SEM model are shown in Figure 2 below:



**Fig. 2.** Normalized SEM linear structural model

The results of SEM linear structural model analysis show that the model has 340 degrees of freedom with a Chi-square statistical value of 508.312 (P-value= 0.000); Chi-square/df= 1.495 (<3); In addition, we consider additional criteria to measure suitability such as GFI = 0.902; IFI=0.959; TLI=0.954; CFI=0.958 are both greater than 0.9 and RMSEA=0.041 (<0.08). According to the above criteria, the research model is suitable for market data. The estimation results of the parameters are presented in Table 2.

Organizational Fit (FO), Organizational links (LO) and Sacrifice when leaving the organization (SO) all have a statistically significant positive relationship with work engagement (WE).

Sacrifice when leaving the organization (SO) has a positive and statistically significant relationship with the intention to stay with the organization (INT).

However, we see both relationships between Organizational Fit (OF) and intention to stay with the organization (INT); Organizational links (OL) and intention to stay in the organization (INT) are both not statistically significant at the 5% significance level (p - value greater than

0.05). Therefore, we can conclude that Organizational Fit (OF) and Organizational links (OL) do not directly affect employees' intention to stay in the organization.

Finally, SEM model results also show that Work engagement strongly influences the intention to stay with the organization.

**Table 2.** Unstandardized regression coefficients of the SEM model

Relationship	r	SE	CR	P
WE <--- OF	0,330	0,052	6,295	0,000
WE <--- OL	0,407	0,070	5,831	0,000
WE <--- SO	0,572	0,089	6,398	0,000
INT <--- OF	0,063	0,037	1,714	0,087
INT <--- OL	0,020	0,049	0,415	0,678
INT <--- SO	0,130	0,063	2,055	0,040
INT <--- WE	0,410	0,056	7,346	0,000

Note: r: regression coefficient; s.e: standard error; c.r.: critical value; p: level of significance

Source: Authors

Table 3 presents the standardized regression coefficient of the SEM model, through which we will know which independent variable strongly or weakly affects the dependent variable. The larger the coefficient, the more important the independent variable is. for the dependent variable is larger. Table 3 summarizes the regression coefficients with standardized beta.

**Table 3.** Standardized regression coefficients of the SEM model

Relationship	Regression coefficient
WE <--- OF	0,369
WE <--- OL	0,335
WE <--- SO	0,384
INT <--- OF	0,103
INT <--- OL	0,024
INT <--- SO	0,126
INT <--- WE	0,597

Source: Author team

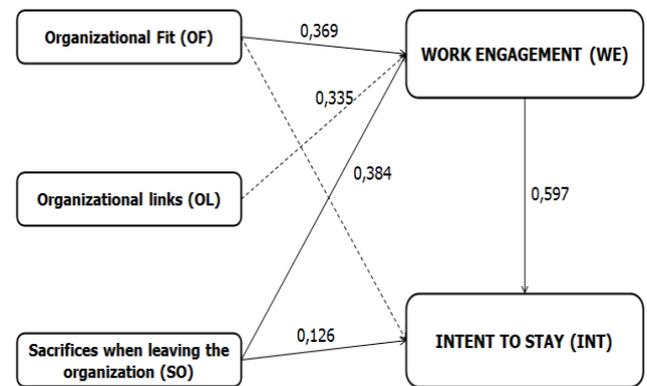
Table 3 shows that the factors of Job Embeddedness all have a direct impact on Work engagement in the strongest order: "Sacrifice organization\_SO" with beta = 0.384; The second is "Organizational Fit FO" with beta = 0.369, the third is "Organizational links\_OL" with beta=0.335.

However, among the three factors that are deeply embedded in work, only Sacrifice when leaving the organization directly affects the intention to return to the organization through a regression coefficient of 0.126. This influence is quite low and almost insignificant.

In addition, the standardized regression coefficient between Work engagement and intention to stay with the organization is 0.597. This shows that the factors of the deeply embedded component of work (OL, FO, SO) indirectly impact

the intention to stay through the intermediate variable of work engagement.

Based on the SEM test results, there is enough basis to accept hypotheses H1, H2a, H2b, H2c, H3a, H3c (reject H3b). From there, we have a model to research factors affecting the intention to stay in the organization of employees at small and medium enterprises in the city. Ho Chi Minh as shown in Figure 3 below.



**Fig. 3.** Author's research model

Thus, there exists a relationship between factors deeply embedded in work, Work engagement and the intention to stay of workers at small and medium enterprises in the city. Ho Chi Minh.

With the above research model, it shows that "Organizational links" and "Organizational Fit" do not directly affect employees' intention to stay, but indirectly affect through Work engagement, that is, regardless of the level of No matter how strong the connection and fit with the organization is, if employees are not attached or do not want to work engaged, they will not intend to stay with the organization. Sacrifice when leaving the organization has both a direct and indirect impact on the intention to stay in the organization. This shows us that if employees feel they have to sacrifice many things when leaving their job, whether they want to work engaged or not, they still intend to stay in the organization.

**5. CONCLUSIONS AND RECOMMENDATIONS**

From the results of SEM structural model analysis, it is seen that there are 340 degrees of freedom with a Chi-square statistical value of 508.312 (P-value= 0.000); Chi square/df= 1.495 (<3) and criteria to measure the level of fit such as GFI = 0.902; IFI=0.959; TLI=0.954; CFI=0.958 are both greater than 0.9 and RMSEA=0.041 (<0.08). On the other hand, with the results presented in Table 2, Organizational Fit (OF), Organizational Linkage (OL) and Sacrifice when leaving the organization (SO) all have a significant positive relationship with work engagement (WE) with the strongest order being SO with beta = 0.384; The second is FO with beta = 0.369, the third is OL with beta = 0.335.

Sacrifices when leaving the organization are proven to have the strongest influence on the intention to stay through the mediating factor of work engagement. Therefore, increased awareness of the sacrifices involved in leaving the organization may lead to higher work engagement. When

employees realize that if they leave the organization, they will have to give up the fun that the job brings, miss out on promotion opportunities, give up attractive income and lose care benefits. life, health, retirement in the organization. Therefore, the solution proposed by the authors is as follows:

**Solution 1: Build a development and promotion roadmap for employees**

Help employees increase their intention to stay in the organization through building a development and promotion roadmap for employees. Help employees proactively look at themselves and know what needs to be improved to achieve career milestones. If they have a clear vision for career development, employees will want to stay with the business more.

**Solution 2: Improve income and welfare policies**

This will increase employees' intention to stay through improving the company's income and welfare payment policies. When corporate income and welfare policies are improved more than before, the lives of workers are guaranteed; Ensuring reproduction and expansion of labor makes workers no longer want to leave the company and increases their intention to stay.

Policy improvement can be done through improving salary levels, stimulating performance evaluation, employee contributions through work efficiency, improving allowances, subsidies, and support. Other benefits and benefits of the company.

**Solution 3: Advanced solutions to increase the intention to stay through improving the fit between employees and the organization**

The compatibility between employees and the team has the second strongest influence on the intention to stay through the mediating factor of job engagement. Therefore, to improve the compatibility between employees and the organization, the authors propose solutions through actions such as arranging more appropriate working and rest times; Organize group work more effectively; Consider arranging jobs suitable to your expertise and capacity; Regularly organize appropriate union activities for employees

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