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Job embeddedness as a moderator of the effect of manager trust and distributive justice on turnover intentions

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The purpose of this study was to examine the moderating role of job embeddedness for distributive justice and manager trust on turnover intentions. Data were collected through surveys with hotel employees in Turkey. The findings suggest that although job embeddedness strengthens the negative effect of distributive justice upon turnover intention, the correlation with the effect of trust towards managers on turnover intention was meaningless. Furthermore, distributive justice and manager trust have a negative relationship with turnover intention. The paper concludes with a discussion of the implications of these results and offers suggestions for future research.

Keywords: job embeddedness; turnover intention; distributive justice; manager trust

Introduction

Employee turnover is one of the most important problems of the hotel business (Ghiselli, Lalopa, & Bai, 2001). Turnover rate is high due to the standard features of the business such as low wages, long working hours, seasonality, heavy workload, and high costs (Tracey & Hinkin, 2008). Therefore, the factors affecting turnover intention, such as job embeddedness, trust towards managers, and perception of distributive justice should be controlled. This study looks into the extent to which these factors are influential on turnover intention.

The concept of job embeddedness can be defined as people's level of interaction with other people, teams, and groups (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001). It is developed on the principle of voluntary employee withdrawal and explains why employees in an organization wish to stay in a job (Karatepe & Shahriari, 2014). Likewise, trust is a determining factor in interactions between employees and their managers and peers (Mishra & Morrissey, 1990) and is a necessary foundation for collaboration and to reach higher levels of organizational performance (Dirks & Ferrin, 2001). Also, employees' feelings about the extent to which managers are just in the distribution of resources is an important variable (Niehoff & Moorman, 1993) as, according to Social Exchange Theory, employees who see their managers as fair have lower turnover intention, and job embeddedness reduces this low turnover intention even further (Holtom, Mitchell, & Lee, 2006). Considering that there has been only one study (Bırsel, Börü, İslamoğlu, & Yurtkoru, 2012) in Turkey on how job embeddedness, distributive justice, and trust towards managers impact on turnover intentions within the tourism and hospitality management literature, this study aims to contribute to the knowledge in this area and aspires to look into the following two research questions:

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- (1) Does job embeddedness have a moderating role in employees' perception of distributive justice, and therefore an impact on their turnover intentions?
- (2) Does job embeddedness have a moderating role in employees' trust in their managers, and therefore an impact on their turnover intentions?

This paper first looks into the concepts of turnover intention, manager trust, job embeddedness, and distributive justice within the hotel management context and critically scrutinizes the related research before moving to the formulation of hypotheses. Then, we describe the methodology and present results plus the limitations of the study and identify the implications for further research.

Literature review

It is necessary for hotel businesses to use the skills of employees to provide good quality service and achieve competitive advantage. The recruitment of a new employee and the process of inducting them into the organization presents around 15–30% of the direct cost; and customer dissatisfaction caused by employees who intend to leave causes 70–85% of indirect cost (Racz, 2000). So, this makes employee turnover a chronic problem in the hotel business (Jang & George, 2012).

Wood (1997) argues that high circulation of employees in the tourism sector has negative consequences such as high supply costs. However, new employees could bring fresh ideas to organizations. On the other hand, a high level of voluntary employee withdrawal means that managers may lose competent employees (Tanova & Holtom, 2008). Furthermore, in the case of high turnover rates, the remaining employees in the organization become demotivated which could in turn negatively influence the quality of service provided to customers and lead to an invisible cost (Nadiri & Tanova, 2010).

The reasons for high employee turnover in the tourism business can include inadequate management skills and career opportunities, low wage levels, and heavy working conditions (Karatepe, 2009). The factors can be (1) work related (e.g. wages, performance, job satisfaction, and organizational engagement), (2) personal (e.g. age, education, gender, and professional experience), and (3) external (e.g. unemployment rate and industrial relations) (Cotton & Tuttle, 1986). The personal and work-related factors can be addressed by the business but it may be difficult to change external factors in the short term (Jang & George, 2012).

Job embeddedness, job satisfaction, job engagement, and organizational commitment are regarded as significant factors increasing the eagerness of employees to stay in an organization (Holtom et al., 2006; Jang & George, 2012; Karatepe & Shahriari, 2014). Job embeddedness looks at to what extent employees get accustomed to the job and organization (Sekiguchi, Burton, & Sablynski, 2008). This is categorized as organizational embeddedness and community embeddedness and includes three sub-dimensions: fit, links, and sacrifice (Mitchell et al., 2001).

The dimension of fit concerns whether employees perceive themselves to be fit enough for the organization and environment. Essential factors include personal values and career plans; work knowledge and working skills; features of the job; and location of the organization, political and socio-cultural environment, climatic conditions, and recreational activities (Holtom & O'Neill, 2004; Mitchell et al., 2001). A match between the values of the employee and the values of the organization increases job embeddedness whereas a low match increases employee turnover rate (Cable & Judge, 1996). The dimension of link is characterized by the formal and informal relationships between

employee and organization. The links employees establish with the physical surroundings of the organization, colleagues, and groups related to work increase job embeddedness (Holtom & O'Neill, 2004). Lastly, the dimension of sacrifice expresses the psychological and financial losses that can occur due to employee turnover (Holtom et al., 2006; Mitchell et al., 2001).

Regarding the literature, there is a limited number of studies related to job embeddedness in tourism (Robinson, Kralj, Solnet, Goh, & Callan, 2014). These studies show (Karatepe & Shahriari, 2014; Robinson et al., 2014) that employees with job embeddedness have lower turnover intentions whereas studies (Karatepe & Karadas, 2012; Karatepe & Ngeche, 2012) looking into multiple dimensions between job engagement and job performance show that job embeddedness can also have a moderating effect.

According to McAllister (1995), trust is being sure of another's words, behaviours and decisions, and being eager to act in accordance with those. The particular importance of manager trust for the hotel business is that in order to create a cooperation-based culture, employees have to trust both their managers and co-workers. Therefore, trust is essential for keeping employees with different life experiences together and ensuring that they act in accordance with organizational goals (Mayer, Davis, & Schoorman, 1995). Beyond that, it also has an indicative effect upon attitude, perception, behaviour, and performance outputs in organizations (Dirks & Ferrin, 2001).

Accessibility of the managers, their skills, consistency, honesty, sincerity, loyalty, straightforwardness, keeping promises, being open to new ideas, and reliability determine the trust employees have in them (Deluga, 1994). McAllister (1995) analysed inter-individual trust under two dimensions: cognitive and affect-based trust. Cognitive trust is the evaluation of the other part's ability to fulfil their responsibilities (Hopkins & Weathington, 2006) whereas affect-based trust is the development of inter-individual emotional bonds. Affect-based trust develops through interaction between the two parties (Hopkins & Weathington, 2006).

In order to confirm inter-individual trust relationships, both cognitive and affect-based trust should be analysed together (Webber & Klimoski, 2004). The basic indicator of the organizational trust perceptions of employees is the trust they feel towards their managers. Trust towards the manager is related to perceptions that employees have regarding management support (Mishra & Morrissey, 1990) managers' competence, fair behaviours, and their ethical principles (Deluga, 1994). High trust of employees working in an organization towards their managers increases job satisfaction, job performance, organizational commitment, and participation in decisions (Folger & Konovsky, 1989; Mayer & Gavin, 2005). It also decreases stress levels, burnout, absenteeism, and turnover (Hopkins & Weathington, 2006; Renzl, 2008).

Distributive justice looks into employees' perceptions regarding the fair distribution of rewards within the organization (Folger & Konovsky, 1989). Employees compare their performance (such as education, experience, or stress) with the rewards they receive (such as salary or promotion) and analyse what they give and obtain from the organization in order to determine whether their acquisitions are fair or not (Lambert, 2003). Distribution of justice is closely related to employees' evaluation of management, job satisfaction, or trust (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). Much of the theory used to explain interactional and organizational justice, perceived support, and trust is derived from social exchange theory (Blau, 1964).

According to Blau (1964), social exchange is "the voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from

others". Blau (1964) expanded on Homans's (1958) conceptualization of distributive justice and made a significant contribution to justice theory by distinguishing two types of exchanges: economic and social. Blau (1964, pp. 93–94) argues that social exchange "involves favours that create diffuse future obligations (...) and the nature of their turn cannot be bargained (...) and tends to engender feelings of personal obligation, gratitude, and trust; purely economic exchange as such does not". On the other hand, economic exchange is about employees' carrying out only those duties that are stated in the employment contract. Social exchange, thus, creates feelings of personal responsibility and trust that economic exchange cannot (Sparrowe & Liden, 1997).

The literature around this theme shows that employees with a positive perception of intra-organizational justice are expected to have high job satisfaction, organizational citizenship behaviours, and performance (Jafari & Bidarian, 2012). However, distrust appears in the cases where there is an imbalance between the contributions and gains of employees (Farmer, Beehr, & Love, 2003). Thus, employee conflict and stress levels increase whereas their motivation, job satisfaction, commitment, and organizational citizenship behaviours decrease (Lambert, Hogan, & Griffin, 2007).

Social exchange has two dimensions: trust and justice (Blau, 1964). Many studies have looked into the relationship between organizational justice and employee behaviours (Colquitt et al., 2001). Yet, trust, which is gained through mutual interaction, is also important for social justice. In a social exchange, fair treatment increases the trust between the parties. Therefore, trust and justice are closely related (Aryee, Budhwar, & Chen, 2002).

Managers and colleagues affect the employee attitudes and behaviours to a large extent. For example, if employees think that managers distribute resources within the organization fairly, trust increases and this leads to positive organizational results such as job satisfaction and an increase in organizational commitment (DeConinck, 2010), consequently reducing turnover intention. This is shown by the research both on organizations where there is fair distributive justice (Brashear, Manolis, & Brooks, 2005; Karatepe & Shahriari, 2014) and on organizations where the managers are perceived as reliable (Aryee et al., 2002; Costigan, Insinga, Berman, Kranas, & Kureshoy, 2011). Drawing from these conclusions, the following hypotheses will be tested:

H1: Manager trust is negatively associated with turnover intention.

H2: Distributive justice is negatively associated with turnover intention.

Some researchers (Holtom et al., 2006; Mitchell et al., 2001) argue that job embeddedness can increase employees' desire to stay in a job. When employees find their values and career aims congruent with organizational culture and society or when they establish good relations formally or informally with the people in the organization or society, they will have a lower level of turnover intention, as leaving the organization will cause the loss of gains both from the organization and society (Mitchell et al., 2001). So, highly embedded employees with perceptions of organizational justice would be less likely to leave the organization. This is because such employees are very much involved in a number of projects, fit well with job and organizational culture, and know that they would sacrifice various benefits and opportunities by quitting the organization (Sekiguchi et al., 2008).

Also, some other researchers (Karatepe & Shahriari, 2014; Robinson et al., 2014; Tanova & Holtom, 2008) argue that job embeddedness decreases voluntary job withdrawal and turnover intention. In the light of this research, it could be argued that the

negative effect of trust towards employers and distributive justice on employees' turnover intention could be compensated with job embeddedness. Thus, the following hypotheses will be tested (Figure 1):

- H3: Job embeddedness moderates the negative effect of manager trust on turnover intention.
- H4: Job embeddedness moderates the negative effect of distributive justice on turnover intention.

Methodology

This study used data from a sample of 11 five-star hotels in Ankara, Turkey. The size of the sample is determined as 1983 employees based on the assumption that an average of 0.80 staff per room is employed. Sample size was calculated as 322 people using the limitless sample of formula (Hair, Black, Babin, & Anderson, 2010) and considering the ratio ($p = 0.50$), at a 5% significance level and 5% sampling error.

For the data collection process, random sampling has been employed so that all the employees in the hotel could have an equal chance of participating in the study. In total, 600 questionnaires were distributed. Out of which 388 were usable, amounting to a response rate of 0.65.

Scales were obtained from past empirical studies to operationalize the study. Job embeddedness was measured using the Global Job Embeddedness Scale (seven items) developed by Crossley, Bennett, Jex, and Burnfield (2007). The composite measure of job embeddedness includes fit, links, and sacrifice (Mitchell et al., 2001). It is formed when they are all added together as equally weighted facets and the whole is equal to the sum of its parts. In contrast, in a global measure of embeddedness, the whole is greater than the sum of its parts. This approach suggests that some sort of mental processing occurs and asks for the end product. During this process, respondents subjectively weigh various facets and may even incorporate additional relevant information that might have been omitted from facet-level scales (Crossley et al., 2007).

Distributive justice was measured using six items taken from the Organizational Justice Scale developed by Niehoff and Moorman (1993). The Turnover Intention Scale (Singh, Verbeke, & Rhoads, 1996) was used to measure respondents' intention to leave the hotel. The scale consisted of three items. Manager trust was measured using five items from Lee, Song, Lee, Lee, and Bernhard (2013). All items were scored on five-point scales, ranging from 5 (strongly agree) to 1 (strongly disagree). These scales and their sources are presented in Table 1.

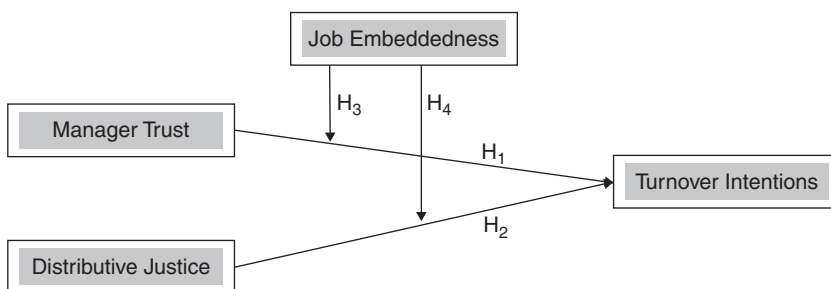


Figure 1. Hypothesis model.

Table 1. CFA results.

Scale items	Standardized loading	<i>t</i> -Value	AVE	CR
Job embeddedness (Crossley et al., 2007)			0.52	0.84
I feel attached to this hotel to this hotel	–	–		
It would be difficult for me to leave this hotel	–	–		
I'm too caught up in this hotel to leave	0.70	14.67		
I feel tied to this hotel	0.61	15.46		
I simply could not leave the hotel that I work for	0.66	15.43		
I would be easy for me to leave this hotel	0.63	12.93		
I am tightly connected to this hotel	0.70	14.59		
Turnover intentions (Singh et al., 1996)			0.57	0.70
It is likely that I will actively look for a new job next year	0.59	7.86		
I often think about quitting	0.56	9.67		
I will probably look for a new job next year	0.68	11.63		
Manager trust (Lee et al., 2013)			0.53	0.71
My manager treats me fairly and properly	–	–		
My manager communicates openly and honestly	0.67	13.80		
My manager tells all I want to know	0.69	14.46		
My manager maintains a long-term relationship with me	0.73	18.50		
My manager considers my advice valuable	0.66	13.65		
Distributive justice (Niehoff & Moorman, 1993)			0.57	0.69
My work schedule is fair	–	–		
I think my level of pay is fair	–	–		
I consider my work load to be quite fair	0.61	12.23		
Overall, the rewards I receive here are quite fair	0.76	18.64		
I feel my job responsibilities are fair	0.60	14.27		

Notes: All loadings are significant at the 0.01 level. AVE, average variance extracted; CR, composite reliability; –, dropped during CFA. Model fit statistics: $X^2 = 200.41$; $df = 84$; $X^2/df = 2.39$; AGFI = 0.91; GFI = 0.93; CFI = 0.99; IFI = 0.98; RMSEA = 0.066.

Control variables can be described as constant variables that could affect dependent variables (turnover intention) as independent variables (trust towards managers, distributive justice, and job embeddedness) (Hair et al., 2010). So, in this study age, gender, education, income, and marital status are accepted as control variable as they are considered to affect turnover intention. We controlled participants' ages (1 = < 25 years; 2 = 26–35 years; 3 = > 36 years), education level (1 = primary school, 2 = secondary school, 3 = high school, 4 = 2-year college, 5 = 4-year college, 6 = graduate school) and monthly income level (1 = < US\$800, 2 = US\$801–1200, 3 = > US\$1201). In addition, we controlled gender (0 = male; 1 = female) and marital status (0 = not married/no partner; 1 = married/living with a partner). All items were originally prepared in English, and then translated into Turkish via back-translation method (Parameswaran & Yaprak, 1987).

There were three phases in data analysis. In the first phase, confirmatory factor analysis (CFA) is used to verify convergent and discriminant validity of job embeddedness, distributive justice, and trust towards managers scales. Then, the internal consistency reliabilities of these scales were evaluated via the commonly accepted cutoff level of 0.70. Hair et al.'s (2010) and Jöreskog and Sörbom's (1996) suggestions have been used in the calculation of reliability and consistency of scales.

In the second phase, correlation analysis is used to describe the relationship between distributive justice, manager trust, turnover intention, and job embeddedness. In the last

phase of data analysis, two separate hierarchical multiple regression analyses were performed to test the moderator effect of job embeddedness in the relationship between distributive justice and turnover intention, and manager trust and turnover intention. This hierarchical regression model was useful in finding out the effect of each independent variable on the dependent variable. In order to determine the moderator effect of job embeddedness, Baron and Kenny's (1986) suggestions are followed.

Results

A total of 388 employees working in five-star hotel businesses in Ankara participated between 1 January and 15 February 2014. Thirty per cent (115 participants) were female and 70% (264 participants) were male. This distribution of gender concurs with the studies in hotel managements in Turkey, which have same distribution (Eren, Burke, Astakhova, Koyuncu, & Kaygısız, 2014; Toker, 2007). Therefore, it can be argued that this distribution results from the structural features of the sector. Married respondents were dominant (58%). A strong majority (63%) of the respondents considered themselves as middle-income earners (US\$801–1200). In total, 264 participants (71%) had a high school diploma or university degree. Forty-six per cent of the respondents were aged between 26 and 35 years and, again, another 46% were aged 35, and the remaining 8% were in the over 36-year-old age group.

The convergent and discriminant validity of the overall measurement quality is employed through CFA (Anderson & Gerbing, 1988). It is necessary for the standardized loads not to be below 0.50 or over 0.70; and *t*-values should be over 1.96 (Hair et al., 2010). Therefore, internal consistency reliability was checked through composite reliability using the cut-off value of 0.70 (Hair et al., 2010). Two items from the job embeddedness and distributive justice measurement, and one item from the manager trust measurement were excluded from the analysis.

The final results of CFA revealed the following fit statistics: $X^2 = 200.41$; $df = 84$; $X^2/df = 2.39$; root mean squared error of approximation (RMSEA) = 0.066 goodness-of-fit index (GFI) = 0.93; adjusted goodness-of-fit index (AGFI) = 0.91; parsimony goodness-of-fit index (PGFI) = 0.65; comparative fit index (CFI) = 0.98; incremental fit index (IFI) = 0.98; relative fit index (RFI) = 0.95; parsimony normed fit index (PNFI) = 0.77; non-normed fit index (NNFI) = 0.97; normed fit index (NFI) = 0.96; root mean square residual (RMR) = 0.042; and standardized root mean square residual (SRMR) = 0.047. The results indicated a reasonable fit of the four-factor model to the data. As shown in Table 1, the results collectively showed that there was evidence of convergent and discriminant validity (Hair et al., 2010).

Means, standard deviations, and correlations of variables are shown in Table 2. The results revealed that employees who are 36 years old and above have higher perception of distributive justice and job embeddedness, and employees with higher education have more trust towards the managers. Also, employees with an income of US\$1200 and over have a higher perception of distributive justice than others.

The results in Table 2 indicated that manager trust had a significant negative relationship with turnover intention ($r = -0.452$, $p < 0.001$). Therefore, H1 was supported. There was also empirical support for H2 because distributive justice demonstrated a significant negative relationship with turnover intentions ($r = -0.439$, $p < .01$). The results imply that in businesses where there is no trust, employees may not want to stay within the organization even if the gains of employees are over the sector average. Therefore, it highly important that managers are perceived as trustworthy people

Table 2. Means, standard deviations, and correlations matrix.

	Mean	SD	1	2	3	4	5	6	7	8	9
1. Age	1.9974	0.73	1								
2. Gender	1.7493	0.43	0.108*	1							
3. Education	3.0745	1.36	-0.264**	0.002	1						
4. Monthly income	1.7974	0.58	-0.003	-0.063	-0.287**	1					
5. Marital status	1.5813	0.49	0.020	-0.109*	0.063	0.002	1				
6. Distributive justice	4.129	0.77	0.176**	-0.014	-0.038	0.112*	0.038	1			
7. Manager trust	4.094	0.67	0.072	-0.009	0.107*	-0.009	0.075	0.507**	1		
8. Job embeddedness	4.371	0.68	0.133**	-0.012	0.082	0.033	0.060	0.555**	0.588**	1	
9. Turnover intentions	4.084	0.86	0.120	-0.062	-0.007	0.072	-0.053	-0.439**	-0.452**	0.413**	1

Note: Composite scores for each construct were calculated by averaging respective item scores. * $p < 0.05$; ** $p < 0.01$.

by employees so that organizational commitment can be established among employees. It is also the case that when employees develop sense of trust towards managers, their volunteer turnover intentions will also decrease.

The results in Table 3 revealed that the interactive term (manager trust \times job embeddedness) exerts an insignificant effect on turnover intentions ($\beta = -0.050$, $p = 0.354$). Therefore, H3 was unsupported. As it can be seen in Table 3, the interaction of distributive justice and job embeddedness had a negative effect on turnover intentions ($\beta = -0.105$, $p < 0.001$). A significant increment in R^2 of the model was observed ($\Delta R^2 = 0.238$, $p < 0.001$). Thus, H4 was supported.

Another significant implication of the research is that when employees believe managers' decisions are fair, employees' turnover intentions decrease, and their job embeddedness increase. Yet, job embeddedness is not only related with the high trust towards managers, the direct and indirect benefits of jobs can also influence the job embeddedness of employees. So, employees who think that job gains and benefits are high and who trust their managers are more likely to keep their jobs. This implies that job embeddedness and trust towards managers are key aspects of preventing high employee circulation within the organization.

Conclusion and implications

This study contributes to the tourism and hospitality management literature. First, although job embeddedness is regarded as an important factor affecting employees' voluntary job withdrawal (Holtom et al., 2006), the studies on job embeddedness in the tourism literature are limited. Particularly, there are very few studies on the moderating effect of job embeddedness (Karatepe & Karadas, 2012; Karatepe & Shahriari, 2014). To address this void in the literature, this study investigates job embeddedness as a moderator of the effects of distributive justice and manager trust on turnover intention. Second, this study also offers a better understanding of job embeddedness because unlike other studies in the USA and Western countries the research has been implemented in Turkey which has quite distinct cultural and environmental features.

This study shows that employees' trust towards managers has an important effect in reducing their turnover intentions. When there is a consistency with managers' speeches and acts or when employees' interests are secured, there is a decrease in turnover intentions of employees. This finding concurs with those discovered by other research into trust towards managers and turnover intention (Costigan et al., 2011; Mayer & Gavin, 2005). On the other hand, employees who do not trust their managers want to leave the organization. Replacing employees who have left with new ones will bring cost and positioning processes to the organization and it will also demoralize employees already working there and reduce the service quality. These costs of turnover intentions can position managers and institutions in a difficult condition (Lovelock & Wirtz, 2010). Therefore, hotel managers should take administrative decisions with fair work ethics, which will increase the employees' trust to them and their intentions of staying within job.

This study also shows that if there is fair distributive justice, employees are less likely to leave their jobs. These findings resonate with other research findings (Brashear et al., 2005; Karatepe & Shahriari, 2014) and prove that fair distribution of managers' organizational gains increases employees' chances of staying within the job. So, fair distribution of resources emerges as an important factor increasing employees' trust towards managers and decreasing turnover intentions.

Table 3. Job embeddedness as a moderator in the effect of distributive justice and manager trust on turnover intentions.

Turnover intention		Dependent variables and standardized regression weight									
Independent variables		Turnover intention				Independent variables					
		Step 1	Step 2	Step 3	Step 4	(I)	Control variables	Step 1	Step 2	Step 3	Step 4
(I)	Control variables	0.154*	0.075	0.063	0.057		Age	0.154*	0.109*	0.087	0.093
	Age	-0.195*	-0.157	-0.155	-0.129		Gender	-0.195*	-0.177*	-0.169*	-0.171*
	Gender	0.022	0.020	0.004	0.0005		Education	0.022	-0.006	-0.012	-0.013
	Education	-0.089	-0.093	-0.105	-0.097		Marital status	-0.089	-0.140	-0.137	-0.139
	Marital status	0.095	0.026	0.025	0.017		Monthly income	0.095	0.089	0.069	0.074
	Monthly income	-0.436*	-0.436*	-0.287*	-0.136	(II)	Mngrtrust	-0.438*	-0.438*	-0.311*	-0.514*
(II)	DistJust			0.298*	-0.091	(III)	Job embed			0.267*	0.448*
(III)	Job embed				-0.105*	(IV)	Mngrtrust × Job embed				-0.050
(IV)	DistJust × Job embed	2.393	13.985	15.663	14.472		F	2.393	16.550	17.064	15.033
	F	0.034	0.198	0.244	0.255		R ² at each step	0.034	0.226	0.261	0.262
	R ² at each step	0.020	0.184	0.229	0.238		ΔR ²	0.020	0.212	0.245	0.245
	ΔR ²	0.037	0.001	0.001	0.001		Sig.	0.037	0.001	0.001	0.001
	Sig.										

Note: DistJust, distributive justice; Job embed, Job embeddedness; Mngr trust, manager trust. *p < 0.05; **p < 0.01.

Regarding research questions, we could argue that the first question on job embeddedness shows a moderating role in employees' perception of distributive justice on their turnover intentions. In other words, job embeddedness plays a role in the negative relation between employees' distribution of justice and turnover intentions. It strengthens the reducing effect of distributive justice on turnover intentions. Also, employees' harmony and relations with both job and community and the sacrifices they need to bear in case of leaving decrease turnover intentions. In this context, employees' perception of distributive justice and job embeddedness strengthens the negative effect of distributive justice on turnover intentions. This finding is also congruent with the findings of Karatepe and Shahriari (2014).

Moreover, this finding shows that employees whose job embeddedness is high due to the distribution of justice within the organization have lower voluntary job withdrawal compared to employees with low job embeddedness. So, managers should provide a match between job-employee during and after the supply process, should fit organizational gains with the expectation of employees, and should provide opportunities to develop the relations among the employees and managers so that job embeddedness can increase and turnover intentions increase.

Regarding the second research question, it could be argued that job embeddedness does not have a moderating role in relation to trust towards managers and turnover intentions. Although an increase in trust decreased the turnover intentions, trust towards manager and job embeddedness together did not have a meaningful effect on turnover intention. In other words, although trust in managers and job embeddedness negatively affects turnover intentions separately, when together they do not affect the turnover intentions meaningfully.

This finding does not support the theory or field work results. Employees' turnover intentions decrease when they trust managers or have job embeddedness. Yet, when they both trust managers and have job embeddedness, this does not affect their turnover intentions. It can be argued that the participants in this study do not have job embeddedness when they trust managers or even if they trust in managers, they do not have job embeddedness.

The study has some limitations that future studies may address. First, the results may not be generalized because data are only limited to hotel businesses in Ankara. Therefore, conducting similar studies in the other tourism businesses can provide an opportunity for analysing job embeddedness, trust towards manager, distributive justice, and turnover intention comparatively. Second, this study was conducted in hotels located in Turkey. Hofstede, who is known for his culture-oriented studies, lists the cultural characteristics of Turkey starting from the most dominant one; uncertainty avoidance, power distance, indulgence, pragmatism, masculinity, and individualism (Hofstede, 2015). Considering that 10% of the population is unemployed in Turkey (Labor Force Statistics, 2015), employees who leave their jobs are less likely to find the same opportunities elsewhere. Therefore, it could be argued that employees' job embeddedness can also be economic and culture related. So, studies of job embeddedness and voluntary job withdrawal in countries like Turkey may reveal different findings. This study was carried out within the scope of variables such as job embeddedness, trust towards manager, distributive justice, and the turnover intention. It will be helpful for further studies to include personality traits, organizational identification, and organizational silence to analyse different hypotheses and make new inferences. Inferences related to job embeddedness of employees in the hotel management field can provide a meaningful contribution to employee-based decisions in practice taking the organizational purposes at management level into consideration.

Note

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