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An empirical study on individual performance and turnover intention among university employees: A multiple mediation model

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3 **An empirical study on individual performance and turnover intention among university**
4 **employees: A multiple mediation model**
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7 **Abstract:**
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11 **Purpose:** The purpose of this study is to investigate the behavior of individual employee's
12 performance concerning their organizational citizenship and turnover intention in the higher
13 education sector. This study attempts to examine the effects of two potential sequential
14 mediators – job satisfaction and employee engagement – on employees' job embeddedness,
15 organizational citizenship behavior, and turnover intention.
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23 **Design/methodology/approach:**
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27 This study is based on a survey conducted among the employees of major universities in the
28 Republic of Korea. A total of 213 valid responses are used to analyze the hypotheses.
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32 **Findings:** The results suggest that the relationship between job embeddedness and
33 organizational citizenship behavior is significantly mediated by job satisfaction. However, the
34 mediating role of job satisfaction on the link between job embeddedness and employees'
35 intention to leave is not significant. Relatedly, employee engagement has a significant
36 mediating effect on job embeddedness and organizational citizenship behavior but no
37 demonstrable mediating effect between job embeddedness and employees' turnover intentions.
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47 **Implications:** The results provide guidance that can assist organizations in increasing their
48 employees' organizational citizenship behavior and lowering their intentions to leave,
49 particularly in the education sector.
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55 **Originality:** This study contributes to existing knowledge regarding the roles that job
56 satisfaction and employee engagement play as two potential sequential mediators in the
57 relation between job embeddedness and organizational citizenship behavior.
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3 **Keywords:** Organizational citizenship behavior; Turnover intention; Job embeddedness; Job
4 satisfaction; Employee engagement; South Korea.
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An empirical study on individual performance and turnover intention among university employees: A multiple mediation model

1 INTRODUCTION

Research on organizational citizenship behavior (OCB) has grown considerably in the past three decades, and this growth trend appears to be continuing. Within the industrial and organizational psychology scholarly community, most view the behaviors and experiences associated with OCB through the lens of social exchange theory (Blau, 1964). While many scholars have approached OCB from an intra-individual viewpoint (Grant & Mayer, 2009; Borman & Motowidlo, 1997) and in terms of the management context (Bolino, 1999), this study investigates organizational citizenship and turnover intention behaviors based on the theory of social exchange.

Real leadership involves encouraging and inspiring a group of people to work together toward a common objective (Ashfaq et al., 2021; Bharadwaj et al., 2021; Emami et al., 2022; Torlak & Kuzey, 2019; Valaei et al., 2022). According to social exchange theory, the practice of organizational citizenship has been associated with improvement in areas such as justice, fairness, association excellence, and many more dynamic dimensions, including enhanced efficiency, lower intention to leave, and higher customer satisfaction (Podsakoff et al., 2000). However, despite its appeal and importance in conducting organizational citizenship research, some academics have started to question the field's dependence on social exchange theory as the primary descriptive structure applied to citizenship behavior (Nguyen et al., 2016; Snape & Redman, 2010; Zellars & Tepper, 2003).

Wherever people's lives are linked, a "perceptual life space" is created (Mitchell et al., 2001, p. 3). The links that keep or 'stick' someone in a particular setting or job can be limited or varied. As a consequence, the main focus of the current study is on-the-job embeddedness and its impact on turnover intention and organizational citizenship behavior. To investigate this

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2
3 association and its implications, empirical tests were conducted among the employees of
4
5 Korean universities. The concepts explored in this study are employment-linked feelings that
6
7 may be modified by an organization, highlighting the understanding that it is within the power
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9 of an organization to improve job satisfaction and employee engagement (Ali et al., 2020; Kahn
10
11 1990; Shuck and Reio 2011). This study integrates job satisfaction and employee engagement
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13 as simultaneous mediators and is the first study of this type to be carried out in an Asian setting.
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18 Furthermore, most OCB surveys that assess job embeddedness and turnover intentions obtain
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20 their responses from employee supervisors; however, supervisor expectations and evaluations
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22 may differ from employee expectations, and supervisors may be biased toward an employee.
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24 For these reasons, the research data for all variables in this study have been gathered through a
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26 survey of employees. The considerable literature on OCB includes studies undertaken in many
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28 sectors, including the military, banking, and telecommunications. This study, however, is
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30 primarily focused on universities in the Republic of Korea. This research aims to answer the
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32 following two questions:
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36 • Is job satisfaction a mediator between job embeddedness, turnover intention, and
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38 organizational citizenship behavior among the employees of Korean universities?
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40 • Is employee engagement a mediator between job embeddedness, turnover intention,
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42 and organizational citizenship behavior among the employees of Korean universities?
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46 Therefore, the purpose of this study is twofold: (1) to examine the mediating role of job
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48 satisfaction in the relation between job embeddedness, turnover intention, and organizational
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50 citizenship behavior; and, (2) to examine the mediating role of employee engagement in the
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52 relation between job embeddedness, turnover intention, and organizational citizenship behavior.
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54 To address the research focus, this study employed a survey to explore the nature of the
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56 associations among job embeddedness, job satisfaction, employee engagement, organizational
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58 citizenship behavior, and turnover intention, which is shown in Figure 1.
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2 THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT

2.1 *Social exchange theory*

Social exchange theory posits that social relationships are established through a subjective cost-benefit analysis. In the corporate realm, the term is also commonly used to refer to a two-sided, equally contingent, and fulfilling process that involves transactions, or simply an exchange. The terms “exchange” and “transaction” are used interchangeably by several scholars, including Homans (1958), who described social exchange as the transaction of an activity that is, to a certain degree, rewarding or valuable, either tangibly or intangibly, between at least two individuals. This study is based on a social exchange theory research model, which has led to the development of the hypotheses as described in the theoretical background. In this study, social exchange indicates that university personnel sense that they are treated favorably by their principal supervisor and feel obligated to reciprocate the good behavior in their services. Many studies on organizational citizenship behavior and turnover intention have relied on social exchange theory, which emphasizes the importance of various inducements, such as perceived organizational justice (Cantor et al., 2011), job satisfaction (Grissom et al., 2012), organizational culture (Park & Kim, 2003), and trust and turnover intention (Ng, 2016).

2.2 *Job embeddedness*

Job embeddedness (JE) is a set of variables that affects employee retention and performance (Mitchell et al., 2001; Holtom & Inderrieden, 2006). JE is also generally characterized as the sum of the forces that support an employee’s continual efforts to improve their performance, both while at work and when away from their job (Mitchell et al., 2001; Mallol et al., 2007). According to our research, the vital aspects of job embeddedness are as follows: (1) relationships, i.e., the extent to which a worker has relationships with colleagues or others; (2) fit, i.e., the extent to which a job and organization are compatible with the characteristics of an

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3 employee's personality; and, (3) sacrifice, i.e., the cost that the employee would pay in giving
4 up a job and related social status (Holtom & Inderrieden, 2006).
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8 9 2.3 *Job satisfaction and turnover intention*

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11 Researchers have studied turnover extensively and in a variety of ways, but one regular finding
12 is an inverse relationship with job satisfaction (Sturman et al., 2003). Muchinsky and Morrow
13 (1980) estimated the number of previous studies on employee turnover at between 1500 and
14 2000. Trevor (2001) discovered no indication of a decline in the number of studies on turnover
15 in the 25 years prior to 2001. Throughout these previous studies, job satisfaction has been found
16 to be inversely linked to the likelihood of leaving an organization (Trevor, 2001; Muchinsky
17 & Morrow, 1980).
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28 Furthermore, numerous studies support the existence of links between the factors of turnover
29 intention, job commitment, and job satisfaction (Tett & Meyer, 1993; Hollenbeck & Williams,
30 1986; Bluedorn, 1982). Rosse and Miller (1984) concluded that a lack of job satisfaction,
31 including career prospects, job, and salary, was linked to an employee's intention to leave.
32 Some authors claimed that job satisfaction can be used to predict employee turnover and choice
33 to leave (Mobley, 1977). These previous findings lead to the first hypothesis of this study:
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43 **H1:** *Job satisfaction mediates the relationship between job embeddedness and organizational*
44 *citizenship behavior.*
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47 2.4 *Job satisfaction and organizational citizenship behavior*

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49 The foundation for an examination of the theorized positive association between job
50 satisfaction and OCB was laid out by Bateman and Organ (1983), and a logical explanation for
51 the association was suggested by Organ (1988) and Farh, Podsakoff, and Organ (1990). More
52 specifically, Motowidlo (2000) described how OCBs are perceived as having a direct impact
53 on an organization's performance and effectiveness. The high level of performance at work
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3 positively influences OCB (Singh et al., 2020). Organ and Ryan (1995) discovered that job
4 satisfaction was the most influential of all attitude factors correlated with OCB. Another study
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6 contends that the level of organizational commitment fluctuates with individuals' years of
7
8 experience (Valaei & Rezaei, 2016). Further studies in this area have consistently found a
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10 positive connection between job satisfaction and OCB; moreover, this result has proven to be
11
12 consistent across cultures and regions (Anwar et al., 2017; Ashfaq et al., 2021; Bharadwaj et
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14 al., 2021; Gupta et al., 2021; Mehboob et al., 2012; Reisel et al., 2010). Therefore, we have
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16 formulated our second hypothesis as follows:
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23 **H2:** *Job satisfaction mediates the relationship between job embeddedness and employee*
24 *turnover intention.*
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26 27 2.5 *Employee engagement and organizational citizenship behavior*

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29 Scholars have claimed that employee engagement is beneficial to the job, leading to less stress,
30 increased productivity, and higher accomplishment at personal, unit, and organizational levels
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32 (Sanchez & McCauley, 2006; Alarcon et al., 2010). Engagement has also been regarded as an
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34 employee's sense of being personally accountable for and making a commitment to greater
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36 levels of job performance to ensure that both mandatory and discretionary tasks are
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38 accomplished to the highest level (Ashfaq et al., 2021; Gupta et al., 2021; Shuck, Rocco, 2011;
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40 Rich, Lepine, & Crawford, 2010).
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47 In another study (Ng et al., 2021), job satisfaction was found to be associated with both work
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49 engagement and OCB in health care providers. Robinson et al. (2004) defined an employee's
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51 level of commitment to the organization as a positive mindset held by the worker regarding the
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53 organization's values. When workers are fully engaged, they understand the business'
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55 perspective and work together with their colleagues to increase the organization's performance
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57 for the benefit of the business. Therefore, in addition to loyalty to the employer and the desire
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59 to invest time and effort to help the company succeed, employee engagement is a question of
60

satisfaction with the employment arrangement (Macey & Schneider, 2008). This leads to our third hypothesis:

H3: Employee engagement mediates the relationship between job embeddedness and organizational citizenship behavior.

2.6 Employee engagement and turnover intention

Researchers (Buckingham & Coffman, 1999; Seijts & Crim, 2006) define engagement as the degree to which employees are involved in, passionate about, and satisfied with their work. Equity theory is the most appropriate application for predicting turnover among individual employees. Equity theory centers on the exchange model, in which two people may regard an exchange as justifiable if their contributions are supposedly equitable considering the anticipated outcomes, while discrimination or inequity occurs when the respective contributions are regarded as inequitable in light of the desired outcomes for either party (Adams, 1963; Cook & Parcel, 1977; Kumar et al., 2021). According to Adams (1963; see also Pritchard, 1969), an employee's strategies for overcoming inequity between their efforts and their rewards include reducing their effort or leaving the business, resulting in higher turnover intention. Therefore, the fourth hypothesis of this study is:

H4: Employee engagement mediates the relationship between job embeddedness and turnover intention.

Based on the previous literature, we bring together all four hypotheses and propose the following conceptual framework, which has been developed as a model for this research.

*****PLEASE INSERT FIGURE 1 HERE*****

3 METHOD

The findings of this study are based on a survey conducted among the employees of three major private universities (Ajou, Inha, and Kyung Hee) in the Republic of Korea. The questionnaire was drafted in English and translated into the Korean language because all the participants were

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3 native Koreans. Using a convenience sampling method, 350 offline survey questionnaires were
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5 distributed among participants by visiting their offices on campus. To eliminate possible
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7 ambiguity and subtle misinterpretation, straightforward, brief, and easily understandable
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9 questions were devised. Questions were formulated based on a review of the previous literature
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11 on the topics of organizational citizenship behavior (Podsakoff et al., 1990), turnover intention
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13 (O'Reilly et al., 1991), job satisfaction (Cammann et al., 1979), employee engagement, and
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15 job embeddedness (Crossley et al., 2007). Participants were asked to rate their level of
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17 agreement with statements on each of the topics using a five-point Likert scale from “strongly
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19 agree” to “strongly disagree.” Basic demographic information, including gender, organization,
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21 age, and education, was also collected from each respondent. The respondents returned 233
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23 (Inha University, 55; Kyung Hee University, 75; and Ajou University, 103) surveys. Of these,
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25 20 were found to be incomplete and eliminated from the sample, leaving 213 for analysis.
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27 Descriptive statistics were then used to summarize the data, and SPSS version 23 was used to
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29 perform hierarchical regression for mediation analysis (Ali et al., 2020; Frazier et al., 2004;
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31 Jeong et al., 2019; Wang et al., 2021). We used hierarchical regression because it is convenient
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33 and the most commonly used method for mediation analysis. When a criterion variable’s
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35 variance is explained by predictor variables that are associated with each other, hierarchical
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37 regression is an acceptable method for investigation (Pedhazur, 1997).
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46 **4 RESULTS**

47 *4.1 Descriptive analysis*

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51 The demographics of the study sample, including gender, organization, age, and completed
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53 education, are shown in Table 1. Of the study participants, 33.6% (78) were men and 63.4%
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55 (135) were women, which is not surprising since women tend to outnumber men in South
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3 Korean universities. The participating organizations were Ajou (103 participants; 48.4%), Inha
4 (55 participants; 25.8%), and Kung Hee (55 participants; 25.8%) Universities.
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9 In terms of age, 51.6% (110) of respondents were between 20 and 30 years old. Furthermore,
10 31% (66) were between 31 and 40 years old, 13.6% (29) were in the 41-50 range, and 3.3% (7)
11 were in the 50-60 range. A single respondent (0.5%) was over 60. Of the 213 employees, 74.6%
12 held an undergraduate degree (159), 18.8% (40) a master's degree, and 2.3% (5) a PhD. Only
13 4.2% of respondents (9) held no higher education degree.
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21 *****PLEASE INSERT TABLE 1 HERE*****
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23 4.2 Reliability

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28 Following recent studies (Ali 2021; Ali et al., 2022; Algarni et al., 2022), the reliability of each
29 variable within the questionnaire is shown above in Table 2. Reliability reflects the internal
30 consistency of a scale. To demonstrate the internal consistency of a measurement scale, a value
31 of $r = 0.70$ is acceptable at a minimum, but $r > 0.70$ is preferred. A Cronbach's Alpha of < 0.70
32 indicates a low level of internal consistency. Table 2 demonstrates that the Cronbach's Alpha
33 of each variable is greater than 0.70; thus, reliability is established.
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42 *****PLEASE INSERT TABLE 2 HERE*****
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44 4.3 Hypothesis results

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48 Multiple regression analysis was used to test the mediation effect of the variables in the study.
49 Frazier et al.'s (2004) procedure, which includes three regression models, was used to test all
50 mediation relationships. The following conditions must be met to establish mediation: In the
51 first equation, the dependent variable must influence the independent variable. In the second
52 equation, the mediator variable must also be affected by the independent variable in the
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equation. In the third equation, the mediator must impact the dependent variable (Baron & Kenny, 1986).

*****PLEASE INSERT TABLE 3 HERE*****

A series of regressions was run to ascertain whether job satisfaction (JS) is an intermediary between job embeddedness (JE) and OCB. OCB and JE were regressed to test hypothesis H1. Where $B = 0.163$, $p < 0.001$, JE accounts for a portion of the variance in OCB. In this case, path $c1$ is significant and fulfills condition 1. The second step is to regress JS on JE. Analysis reveals that the coefficient in this connection is also substantial ($B = 0.328$, $p < 0.001$); thus, the second condition was also met (i.e., path $a1$ is significant).

A regression of combined JS and JE was used to test the final condition of mediation. Regarding this connection, the standardized coefficient for OCB and JS ($B = 0.180$) is significant, demonstrating that a prerequisite for step 3 was met (path $b1a$). The estimation of path $c'1$, which indicates the relationship between OCB and JE, is a further condition of the third equation. Path $c'1$ was significant ($B = 0.104$, $p < 0.001$) that was lower than path $c1$ (0.163).

As a result, we can conclude that the relationship between JE and OCB is significantly mediated by JS, and H1 is accepted. A well-embedded worker will be very satisfied with their job; consequently, they will eventually show organizational citizenship behavior.

*****PLEASE INSERT TABLE 4 HERE*****

H2 posits the existence of a link between turnover intention (TI) and JE through the mediation of JS. The first condition of the regression was met, as path $c2$ was shown to be significant ($B = -0.646$, $p < 0.001$). Because the result of path a is also significant ($B = 0.328$, $p < 0.001$), the second condition also supports the hypothesis. The third step of the correlation between TI and JS has an unstandardized coefficient ($B = -0.571$) that fulfills the third condition path b at $p < 0.001$.

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3 The result indicates that the direct effect of JE on the reduction of TI is greater than when JS
4 acts as a mediator. Thus, H2 is rejected, and we can argue that, at least in the case of university
5 employees in the Republic of Korea, employers must work on the factors related to JE to reduce
6 the likelihood that their employees' will eventually develop the intention to leave the
7 organization.
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13 *****PLEASE INSERT TABLE 5 HERE*****
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15 In the case of H3, the extent to which JE mediates the link between OCB and employee
16 engagement (EE) was investigated. The relationship between JE and OCB ($B = 0.163, p <$
17 0.001) indicates that path $c1$ is positive. To explore the second condition, EE was regressed on
18 JE ($B = 0.352, p < 0.001$). This satisfied the second condition and confirmed path $a2$. Thus, JE
19 predicts EE ($B = .352, p < .0001$), fulfilling the requirement.
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25 In step 3, the relation between OCB and EE was explored. The data in this step was derived
26 from the first regression, in which JE and EE were also taken into consideration. OCB and EE
27 are positively correlated ($B = 0.349, p < 0.001$). This means that step 3 is assured (path $b2b$).
28 The coefficient of path $c1$ ($B = 0.163$) is greater than the coefficient of path $c'2$ ($B = .040$). All
29 the necessary conditions set by Barron (2004) were satisfied. These results demonstrate that
30 EE mediates the connection between JE and OCB. This proves hypothesis H3 and indicates
31 that EE plays a substantial mediation role between JE and OCB. Workers who are more
32 embedded will be more engaged with their company, and, ultimately, they will show
33 organizational citizenship behavior.
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41 *****PLEASE INSERT TABLE 6 HERE*****
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43 Hypothesis H4 suggests that EE acts as a mediator between JE and TI. When the TI is regressed
44 on JE in the first condition (step 1), the result for this relationship is $B = -0.646 p < 0.001$,
45 indicating that path $c2$ is significant. Similarly, the coefficient ($B = 0.352, p < 0.001$) met the
46 requirements for the second condition (path $a2$). A simultaneous regression was performed on
47 EE and JE to determine the third condition.
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54 The outcome of step 3 (path $b2a$) indicates a significant ($p < 0.001$) negative association
55 between TI and EE ($B = -0.555$). Moreover, the coefficient value of path $c'2$ ($B = -0.450$) is
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greater than that of path c_2 (-0.646). The result of the third step (path b_{2a}) thus demonstrates that TI and EE have a negative correlation with both the unstandardized coefficient value of path c'_2 ($B = -0.555$) and its standardized coefficient value ($p < .0001$) and that the value of path c'_2 ($B = -0.450$) is higher than that of path c_2 (-0.646). Therefore, the study shows that EE does not mediate between JS and TI, and H4 is rejected.

5 DISCUSSION AND CONCLUSION

This study examined the mediation bonds between job embeddedness, job satisfaction, employee engagement, turnover intention, and organizational citizenship behavior using a sample of university employees in the Republic of Korea. The findings show that to build citizenship behavior within an organization, the job embeddedness of the employees is as critical as any action the organization might take to increase OCB. A high degree of job embeddedness is necessary to encourage employee engagement and job satisfaction. This study furthers the field's understanding of the effects of job embeddedness, job satisfaction, and employee engagement on OCB and, extrapolating from that, suggests that positive mindsets are relevant antecedents of OCB and prevention of employees' turnover intention. Each concept used in this research illustrates how organizations can influence job-related attitudes and how organizational behavior can positively impact employees' overall job satisfaction (Shuck and Reio 2011; Schaufeli and Bakker 2004).

This study is the first such model that has been tested in Asia; it also considers the role of employee satisfaction and employee engagement as mediators. In contrast with many previous OCB studies (Singh & Srivastava, 2016), this study gathered all data from individual employees, instead of from supervisors, since supervisors may hold different expectations and evaluations of employees and may also be biased regarding employees. The considerable literature on OCB includes many academic studies that have been conducted in various sectors,

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3 including but not limited to the military (Rusu & Babos, 2015), banking (Karuna, 2021), and
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5 healthcare (Ranjhan & Mallick, 2018). In contrast, our analysis has focused solely on university
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7 employees in the Republic of Korea. Although the research on OCB is still in its infancy,
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9 researchers are making efforts to define clearer and more accurate definitions. Most studies
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11 show that the most important driver of employee retention is feeling appreciated by the
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13 organization. This requires two-way communication between the organization and employees,
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15 as well as managers taking an interest in employees' wellbeing and providing them with more
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17 prospects to develop themselves.
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22 23 *5.1 Implications, limitations and future directions*

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25 This study will assist academic institutions, especially universities, in developing strategic
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27 plans to improve their organization by increasing organizational citizenship behavior and
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29 decreasing employee turnover intentions. This research has made a significant addition to the
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31 literature to further the field's understanding in a particular educational sector that has not been
32
33 a major concern among scholars as compared to the other corporate organizations. Future
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35 research may use other variables, such as procedural justice, feelings of obligation, and trust,
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37 as potential mediators and predictors of increasing OCB and reducing TI. In this study, the data
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39 was collected from private universities in Korea; however, the results could be different if
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41 public university employees were included in the survey. Therefore, we recommend that future
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43 research employ a similar research model to study both individual and managerial levels at
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45 public universities or to conduct a comparison of public and private universities. Other
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47 methods, such as interviews and telephone surveys, could be used to verify and improve the
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49 results.
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54 55 **Acknowledgment:**

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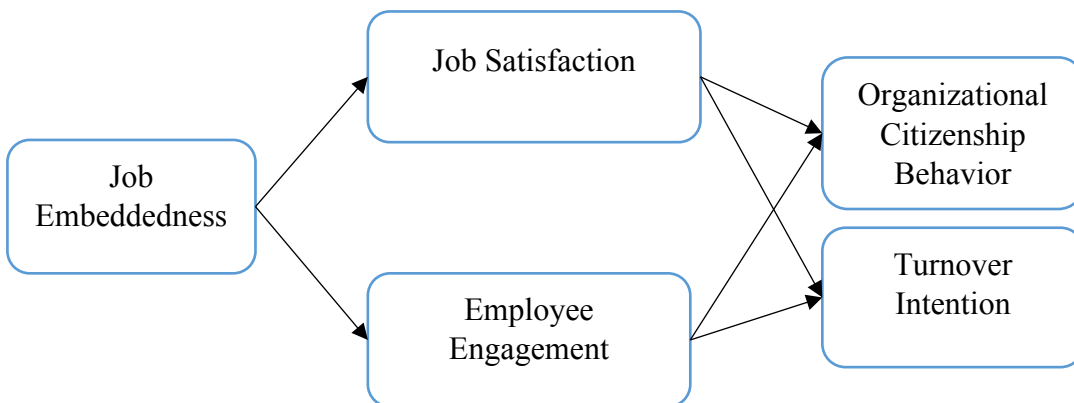


Figure 1: Conceptual model

Table 1: Demographic Information of Respondents

Variable	Count	Percentage (%)
Gender		
Male	78	36.6
Female	135	63.4
Organization		
Ajou University	103	48.4
Inha University	55	25.8
Kyung Hee University	55	25.8
Age		
20-30	110	51.6
31-40	66	31
41-50	29	13.6
50-60	7	3.3
> 60	1	.5
Education		
High School	9	4.2
Undergraduate	159	74.6
Master's	40	18.8
Doctoral	5	2.3
Total	213	100

Table 2: Reliability of the questionnaire for each variable

Variable	Cronbach's Alpha	Question items
Employee engagement	0.872	12
Job embeddedness	0.701	6
Turnover intention	0.892	4
Organizational citizenship behavior	0.875	24
Job satisfaction	0.784	3

Table 3: Analysis of mediating role of job satisfaction (JS) between job embeddedness (JE) and OCB

Stepwise testing	95% CI	SE	β	<i>B</i>
Step 1: (path <i>c1</i>)				
Y: OCB				
X: JE	0.101*** (0.225)	0.032	0.336	0.163
Step 2: (path <i>a1</i>)				
Y: JS				
X: JE	0.216*** (0.441)	0.057	0.368	0.328
Step 3: (path <i>b1a</i> , path <i>c'1</i>)				
Y: OCB				
M: JS (path <i>b1a</i>)				
X: JE	0.110*** (0.251)	0.032	0.214	0.104

Note: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; CI = Confidence interval; SE = Standardized error; β = Path coefficient; *B* = Slope of the line.

Table 4: Analysis of mediating role of JS between JE and turnover intention (TI)

Stepwise Testing	95% CI	SE	β	<i>B</i>
Step 1: (path <i>c</i>)				
Y: TI				
X: JE	-0.780*** (-0.511)	0.068	-0.548	-0.646
Step 2: (path <i>a</i>)				
Y: JS				
X: JE	0.216*** (0.441)	0.057	0.368	0.328
Step 3: (path <i>b</i> , path <i>c'</i>)				
Y: TI				
M: JS (path <i>b</i>)				
X: Job embeddedness	-0.585*** (-0.331)	0.064	0-.387	-0.458

Note: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; CI = Confidence interval; SE= Standardized error; β = Path coefficient; *B* = Slope of the line.

Table 5: Analysis of mediating role of employee engagement (EE) between JE and OCB

Stepwise testing	95% CI	SE	β	B
Step 1: (path <i>c1</i>)				
Y: OCB				
X: JE	0.101*** (0.225)	0.032	0.336	0.163
Step 2 (path <i>a2</i>)				
Y: EE				
X: JE	0.271*** (0.433)	0.041	0.509	0.352
Step 3: (path <i>b2b</i> , path <i>c'2</i>)				
Y: OCB	0.256*** (0.443)	0.047	0.497	0.349
M: EE (path <i>b2b</i>)				
X: JE	-0.024*** (0.105)	0.033	0.082	0.040

Note: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; CI = Confidence interval; SE = Standardized error; β = Path coefficient; B = Slope of the line.

Table 6: Analysis of mediating role of EE between JE and TI

Stepwise testing	95%CI	SE	β	B
Step 1: (path <i>c</i> 2)				
Y: TI				
X: JE	-0.780*** (-0.511)	.068	-0.546	-0.646
Step 2: (path <i>a</i> 2)				
Y: EE				
X: JE	0.271** (0.433)	.041	0.509	0.352
Step 3: (path <i>b</i> 2 <i>a</i> , path <i>c</i> '2)				
Y: TI				
M: EE (path <i>b</i> 2 <i>a</i>)				
X: JE	-0.598** (-0.303)	.075	-0.381	-0.450

Note: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; CI = Confidence interval; SE= Standardized error; β = Path coefficient; B = Slope of the line.

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10 **An empirical study on individual performance and turnover intention among university**
11 **employees: A multiple mediation model**
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13 **Abstract:**

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16 **Purpose:** The purpose of this study is to investigate the behavior of individual employee's
17 performance concerning their organizational citizenship and turnover intention in the higher
18 education sector. This study attempts to examine the effects of two potential sequential
19 mediators – job satisfaction and employee engagement – on employees' job embeddedness,
20 organizational citizenship behavior, and turnover intention.
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25 **Design/methodology/approach:**

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28 ~~The methodology of this~~ This study is based on a survey conducted among the employees of
29 major universities in the Republic of Korea. A total of 213 valid responses are used to analyze
30 the hypotheses.
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34 **Findings:** The results suggest that the relationship between job embeddedness and
35 organizational citizenship behavior is significantly mediated by job satisfaction. However, the
36 mediating role of job satisfaction on the link between job embeddedness and employees'
37 intention to leave link is not significant. Relatedly, employee engagement has likewise holds
38 a significant mediating position between effect on job embeddedness and organizational
39 citizenship behavior but has no demonstrable mediating effect between job embeddedness and
40 employees' turnover intentions.
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47 **Implications:** The results provide guidance that can assist organizations ~~into~~ increase their
48 employees' organizational citizenship behavior and lowering their intentions to leave,
49 particularly in the education sector.
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Originality: This study contributes to existing knowledge regarding the roles that job satisfaction and employee engagement play as two potential sequential mediators in the relation between job embeddedness and organizational citizenship behavior.

Keywords: Organizational citizenship behavior; Turnover intention; Job embeddedness; Job satisfaction; Employee engagement; South Korea.

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10 **An empirical study on individual performance and turnover intention among university**
11 **employees: A multiple mediation model**

12
13 **1 INTRODUCTION**

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15 Research on organizational citizenship behavior (OCB) has grown considerably in the past
16 three decades, and ~~it seems that~~ this growth trend appears to be will continuing. ~~Scholarly~~
17 ~~community in the field of~~ Within the industrial and organizational psychology scholarly
18 ~~community have focused on the concept of OCB,~~ with most viewing the behaviors and
19 ~~experiences associated with this concept~~ OCB through the lens of social exchange theory (Blau,
20 1964). While many scholars have approached OCB from an intra-individual viewpoint (Grant
21 & Mayer, 2009; Borman & Motowidlo, 1997) and in terms of the management context (Bolino,
22 1999), this study; ~~however, focuses on the investigation of~~ investigates organizational
23 citizenship and turnover intention behaviors based on the theory of social exchange. ~~Real~~
24 ~~leadership involves encouraging and inspiring a group of people to work together toward a~~
25 ~~common objective (Ashfaq et al., 2021; Bharadwaj et al., 2021; Torlak & Kuzey, 2019).~~

26
27 Real leadership involves encouraging and inspiring a group of people to work together toward
28 a common objective (Ashfaq et al., 2021; Bharadwaj et al., 2021; Torlak & Kuzey, 2019).

29
30 ~~Using~~ According to social exchange theory, the practice of organizational citizenship in
31 ~~organizations~~ has been associated with improvement in areas such as justice, fairness,
32 association excellence, and many more dynamic dimensions, including enhanced efficiency,
33 lower intention to leave, and higher customer satisfaction (Podsakoff et al., 2000). However,
34 despite its appeal and importance in conducting organizational citizenship research, some
35 academics have started to question the field's dependance on social exchange theory as the
36 primary descriptive structure ~~applied to~~ for citizenship behavior (Nguyen et al., 2016; Snape &
37 Redman, 2010; Zellars & Tepper, 2003).

Wherever people's lives are linked, a "perceptual life space" is created (Mitchell et al., 2001).

The links that keep or 'stick' someone in a particular setting or job can be limited or varied. As a consequence, the main focus of the current ~~research~~ study ~~will be~~ is on-the-job embeddedness and its impact on turnover intention and organizational citizenship behavior. To investigate this association and its implications, ~~Empirical tests have therefore been~~ were conducted among the employees of Korean universities ~~to investigate this association and its implications~~. The concepts explored in this study are employment-linked feelings that may be modified by an organization, highlighting the understanding that it is within the power of an organization to improve job satisfaction and employee engagement (Kahn 1990; Shuck and Reio 2011). This study ~~current research~~ integrates job satisfaction and employee engagement as simultaneous mediators and is the first study of this type to be carried out in an Asian setting.

Furthermore, most OCB surveys that assess job embeddedness and turnover intentions obtain their responses from ~~employee~~ the supervisors ~~of employees~~; however, supervisor expectations and evaluations may differ from employee expectations, and supervisors may be biased toward an employee. For these reasons, the research data for all variables in this study ~~has~~ been gathered through a survey of employees. The considerable literature on OCB includes studies ~~that have been~~ undertaken in many sectors, including the military, banking, and telecommunications. This study, however, is primarily focused on universities in the Republic of Korea. This research aims to answer the following two ~~main~~ questions:

- Is job satisfaction a mediator between job embeddedness, turnover intention, and organizational citizenship behavior among the employees of Korean universities?
- Does-Is employee engagement mediate a mediator between job embeddedness, turnover intention, and organizational citizenship behavior, and turnover intention among the employees of Korean universities?

Commented [MOU1]: When you have a direct quote, APA style typically requires a page number to be included in the parenthetical citation.

Commented [MOU2]: I made these two questions parallel in structure because I think it makes the focus of your research more clear.

Therefore, the purpose of this study is twofold: (1) to examine the mediating role of job satisfaction in the relation between job embeddedness, turnover intention, and organizational citizenship behavior; and, (2) to examine the mediating role of employee engagement in the relation between job embeddedness, turnover intention, and organizational citizenship behavior.

To answer/address these research question/focus, this study builds empirical research/employed a survey to/and explores the nature of the associations among job embeddedness, job satisfaction, employee engagement, organizational citizenship behavior, and turnover intention, which is/as shown in Figure 1. The purpose of this study is twofold: (1) to examine the mediating role of job satisfaction in the relation between job embeddedness and organizational citizenship behavior, and turnover intention. Finally, (2) to examine the mediating role of employee engagement in the relation between job embeddedness and organizational citizenship behavior, and turnover intention.

2 THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT

2.1.1 Social exchange theory

Social exchange theory posits that social relationships are established through a subjective cost-benefit analysis. In the corporate realm, the term is also commonly used to refer to a two-sided, equally contingent, and fulfilling process that involves transactions, or simply an exchange.

The terms "exchange" and "transaction" are used interchangeably by several scholars, including Homans (1958), who described social exchange as the transaction of an activity that is, to a certain degree, rewarding or valuable, either tangibly or intangibly, between at least two individuals. This study is based on a social exchange theory research model, which has led to the development of the hypotheses as described in the theoretical background. In this study, the social exchange indicates that university personnel sense that they are treated favorably by

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10 their principal supervisor and feel obligated to reciprocate the good behavior in their services.
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12 Many studies on organizational citizenship behavior and turnover intention have relied on
13 social exchange theory, which emphasizes the importance of various inducements, such as
14 perceived organizational justice (Cantor et al., 2011), ~~and~~ job satisfaction (Grissom et al.,
15 2012), organizational culture (Park & Kim, 2003), and trust and turnover intention (Ng, 2016).
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20 2-21.2 Job embeddedness

21 Job embeddedness (JE) is a set of variables that affects employee retention and performance
22 (Mitchell et al., 2001; Holtom & Inderrieden, 2006). JE is also generally characterized as the
23 sum of the forces that support an employee's continual efforts to improve their performance,
24 both while at work and when away from their job (Mitchell et al., 2001; Mallol et al., 2007).
25
26 According to our research, ~~the vital aspects of job embeddedness, according to our research,~~
27 are as follows: (1) relationships, i.e., the extent to which a worker has relationships with
28 colleagues or others; (2) fit, i.e., the extent to which a job and organization are compatible with
29 the characteristics of an employee's personality; and, (3) sacrifice, i.e., the cost that the
30 employee would pay in giving up a job and related social status (Holtom & Inderrieden, 2006).
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37 2-31.3 Job satisfaction and turnover intention

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39 Researchers have studied turnover extensively ~~and~~ in a variety of ways, but one regular
40 finding is an inverse relationship with job satisfaction (Sturman et al., 2003). Muchinsky and
41 Morrow (1980) estimated the number of previous studies on employee turnover at between
42 1500 and 2000. Trevor (2001) discovered no indication of a decline in the field number of
43 studies on turnover in the 25 years prior-up to 2001. Throughout these previous studies, job
44 satisfaction has been found to be inversely linked to the likelihood of leaving the companyan
45 organization (Trevor, 2001; Muchinsky & Morrow, 1980).
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Furthermore, numerous studies ~~have supported~~ the existence of links between the factors of turnover intention, job commitment, and job satisfaction (Tett & Meyer, 1993; Hollenbeck & Williams, 1986; Bluedorn, 1982). Rosse and Miller (1984) ~~discovered~~ concludedsively that a lack of job satisfaction, ~~regarding including~~ career prospects, job, and salary, was linked to an employee's intention to leave. Some authors ~~have~~ claimed that job satisfaction can be used to predict employee turnover and choice to leave (Mobley, 1977). These previous findings lead to the first hypothesis of this study:

H1: *Job satisfaction mediates the relationship between job embeddedness and organizational citizenship behavior.*

2.41.4 Job satisfaction and organizational citizenship behavior

The ~~groundwork foundation~~ for an examination of the theorized positive association between job satisfaction and OCB was laid out by Bateman and Organ (1983), and a logical explanation for the association was suggested by Organ (1988) and Farh, Podsakoff, and Organ (1990). More specifically, Motowidlo (2000) ~~describeds~~ how OCBs are perceived as having a direct impact on an organization's performance and effectiveness. High performance at work systems positively influences OCB (Singh et al., 2020). Organ and Ryan (1995) discovered that job satisfaction was the most influential of all attitude factors correlated with OCB. Further studies in this area have consistently ~~discovered~~ found a positive connection between job satisfaction and OCB; ~~moreover,~~ and this result has ~~furthermore~~ proven to be consistent across cultures and regions (Anwar et al., 2017; Ashfaq et al., 2021; Bharadwaj et al., 2021;

Gupta et al., 2021; Mehboob et al., 2012; Reisel et al., 2010). Therefore, we have formulated our second hypothesis as follows:

H2: *Job satisfaction mediates the relationship between job embeddedness and employee turnover intention.*

Commented [MOU3]: I'm not clear on the intended meaning of this sentence. I think perhaps it should just read "High performance at work positively influences OCB," but I'm not sure if that's what you intended to say here. The word "systems" seems out of place, but it is also possible that there missing words that would change the meaning of the sentence and make "systems" seem relevant. I'm not sure.

2.51.5 Employee engagement and organizational citizenship behavior

Scholars have claimed that Employee engagement is ~~elaimed to be~~ beneficial to the job, leading to less stress, increased productivity, and higher accomplishment at ~~the~~ personal, unit, and organizational levels (Sanchez & McCauley, 2006; Alarcon et al., 2010). Engagement has also been regarded as an employee's sense of being personally accountable for and making a commitment to greater levels of job performance to ensure that both mandatory and discretionary tasks are accomplished to the highest level (Ashfaq et al., 2021; Gupta et al., 2021; Shuck, Rocco, 2011; Rich, Lepine, & Crawford, 2010).

In another study (Ng et al., 2021), job satisfaction JS was found to be associated with both work engagement and OCB in health care providers. Robinson et al. (2004) defined an employee's level of commitment to the organization as a positive mindset held by the worker regarding the organization's values. When workers are fully engaged, they understand the business' perspective and work together with their colleagues to increase the organization's performance for the benefit of the business. ~~Employee engagement is thus a question of satisfaction with the employment arrangement, as well as basic~~ Therefore, in addition to loyalty to the employer and the desire to invest time and effort to help the company succeed, employee engagement is a question of satisfaction with the employment arrangement (Macey & Schneider, 2008). This leads to our third hypothesis:

H3: *Employee engagement meditates the relationship between job embeddedness and organizational citizenship behavior.*

2.61.6 Employee engagement and turnover intention

Researchers (Buckingham & Coffman, 1999; Seijts & Crim, 2006) define engagement as the degree to which employees are involved in, passionate about, and satisfied with their work. ~~In contrast, to predict the turnover of individual employees, Equity theory is best used~~ the most appropriate application for predicting turnover among individual employees. Equity theory

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10 centers on the exchange model, in which two people may regard an exchange as justifiable if
11 their contributions are supposedly equitable considering the anticipated outcomes, while
12 discrimination ~~or~~ inequity occurs when the respective contributions are regarded as inequitable
13 in light of the desired outcomes for either party (Adams, 1963; Cook & Parcel, 1977; Kumar
14 et al., 2021). According to Adams (1963; see also Pritchard, 1969), an employee's strategies
15 for overcoming inequity between their efforts and their rewards include reducing their effort
16 or leaving the business, resulting in higher turnover intention. ~~Therefore, the~~ fourth hypothesis
17 of this study is ~~therefore~~:

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25 **H4:** *Employee engagement mediates the relationship between job embeddedness and*
26 *turnover intention.*

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28 Based on the previous literature, ~~wcand~~ bringing together ~~allthe~~ four hypotheses ~~and propose~~,
29 the following conceptual framework, ~~which~~ has been developed as a model for this research.

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31 *****PLEASE INSERT FIGURE 1 HERE*****

32 33 **3.2 METHOD**

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35 ~~The methodology of this~~ ~~The findings of this~~ study ~~areis~~ based on a survey conducted among
36 the employees of three major private universities (Ajou, Inha, and Kyung Hee) in the Republic
37 of Korea. The questionnaire was drafted in English and translated into the Korean language
38 because all the participants were native Koreans. Using a convenience sampling method, 350
39 offline survey questionnaires were distributed among participants by visiting their offices on
40 campus. To eliminate possible ambiguity and subtle misinterpretation, straightforward, brief,
41 and easily understandable questions were devised. Questions were formulated based on a
42 review of the previous literature, on the topics of organizational citizenship behavior
43 (Podsakoff et al., 1990), turnover intention (O'Reilly et al., 1991), job satisfaction (Cammann
44 et al., 1979), employee engagement, and job embeddedness (Crossley et al., 2007).
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Participants were asked to rate their level of agreement with statements on each of the topics

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10 using a five-point Likert scale from “strongly agree” to “strongly disagree.” Basic
11 demographic information, including gender, organization, age, and education, was also
12 collected from each respondent, ~~including gender, organization, age, and education~~. The
13 respondents returned 233 (Inha University, 55; Kyung Hee University, 75; and Ajou
14 University, 103) surveys. Of these, 20 were found to be incomplete and eliminated from the
15 sample, leaving 213 ~~to be for~~ analyzed. Descriptive statistics were then used to summarize
16 the data, and SPSS version 23 was used to perform hierarchical regression for mediation
17 analysis (Frazier et al., 2004). We used hierarchical regression because it is convenient and the
18 most commonly used method for mediation analysis. When a criterion variable’s variance is
19 explained by predictor variables that are associated with each other, hierarchical regression is
20 an acceptable method for investigation (Pedhazur, 1997).

21 **4.3 RESULTS**

22 *4.3.1 Descriptive analysis*

23 The demographics of the study sample, including gender, organization, age, and completed
24 education, are shown in Table 1, ~~including gender, organization, age, and completed education~~.

25 Of the study participants, 33.6% (78) were men and 63.4% (135) were women, which is not
26 surprising since w—Women tend to outnumber men in South Korean universities. The
27 participating organizations were Ajou (103 participants; 48.4%), Inha (55 participants; 25.8%),
28 and Kung Hee (55 participants; 25.8%) Universities. ~~Of the participants, 48.4% (103) were~~
29 ~~from Ajou University, while 25.8% (55) worked at each of Inha and Kyung Hee Universities.~~

30 In terms of age, 51.6% (110) of respondents were between 20 and 30 years old. Furthermore,
31 31% (66) were between 31 and 40 years old, 13.6% (29) were in the 41-50 range, and 3.3% (7)
32 were in the 50-60 range. A single respondent (0.5%) was over 60. Of the 213 employees, 74.6%

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10 held an undergraduate degree (159), 18.8% (40) a master's degree, and 2.3% (5) a PhD. Only
11 4.2% of respondents (9) held no higher education degree.

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14 *****PLEASE INSERT TABLE 1 HERE*****

15 16 4.23.2 Reliability

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19 The reliability of each variable within the questionnaire is shown above in Table 2, ~~above~~.
20 Reliability reflects the internal consistency of a scale. To demonstrate the internal consistency
21 of a measurement scale, a value of $r = 0.70$ is acceptable at a minimum, but $r > 0.7$ is preferred.
22 A Cronbach's Alpha of < 0.70 indicates a low level of internal consistency. Table 2
23 demonstrates that the Cronbach's Alpha of each variable is greater than 0.7; thus, ~~the~~ reliability
24 is established.

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27 *****PLEASE INSERT TABLE 2 HERE*****

28 29 4.33.3 Hypothesis results

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32 Multiple regression analysis ~~has been was~~ used to test the mediation effect of the variables in
33 the study. Frazier et al.'s (2004) procedure, which includes three regression models, was used
34 to test all mediation relationships. The following conditions must be met to establish mediation:
35 First In the first equation, the dependent variable must influence the independent variable. In
36 the second equation, the mediator variable must also be affected by the independent variable
37 in the equation. In the third equation, the mediator must impact the dependent variable (Baron
38 & Kenny, 1986).

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41 *****PLEASE INSERT TABLE 3 HERE*****

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44 A series of regressions was run to ascertain whether job satisfaction (JS) is an intermediary
45 between job embeddedness (JE) and OCB. OCB and ~~job embeddedness~~ JE were regressed to
46 test hypothesis H1. Where $B = .163$, $P < .0001$, ~~job embeddedness~~ JE accounts for a portion of

the variance in OCB. In this case, path c1 is significant and fulfills condition 1. The second step is to regress JS on JE. Analysis reveals that the coefficient in this connection is also substantial ($B = .328, P < .0001$); thus, the second condition was also met (i.e., path a1 is significant).

A regression of combined job-satisfactionJS and job-embeddednessJE was used to test the final condition of mediation. Regarding this connection, the standardized coefficient for OCB and job-satisfactionJS ($B = .180$) is significant, demonstrating that a prerequisite for step 3 was met (path b1a). The estimation of path c'1, which indicates the relationship between OCB and JE, is a further condition of the third equation. Path c'1 was significant ($B = .104$) at a level ($P < .0001$) that was lower than path c1 (.163).

As a result, we can conclude that the relationship between JE and OCB is significantly mediated by job-satisfactionJS, and H1 is accepted. A well-embedded worker will be very satisfied with their job, and consequently, they will eventually show organizational citizenship behavior.

*****PLEASE INSERT TABLE 4 HERE*****

H2 posits the existence of a link between turnover intention (TI) and job-embeddednessJE through the mediation of job-satisfactionJS. The first condition of the regression was met, as path c2 was shown to be significant ($B = -.646, P < .0001$). Because the result of path a is also significant ($B = .328$ with a p-value of $< .0001$), the second condition also supports the hypothesis. The third step of the correlation between turnover-intentionTI and job-satisfactionJS has an unstandardized coefficient ($B = -.571$) that fulfills the 3rd condition path (b) at $P < .0001$.

The result indicates that the direct effect of job-embeddednessJE on the reduction of turnover intentionTI is greater than when job-satisfactionJS acts as a mediator. Thus, H2 is rejected, and we can argue that, at least in the case of university employees in the Republic of Korea, employers must work on the factors related to job-embeddednessJE to eventually reduce the

Commented [MOU4]: Should this say "B = .163" for clarity?

Commented [MOU5]: Are the parentheses around "b" correct? They are not around "a" or any of the "c" paths, so I wasn't sure.

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10 likelihood that their employees' will eventually develop the intention to leave the
11 organization.
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13 *****PLEASE INSERT TABLE 5 HERE*****
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15 In the case of H3, the extent to which job-embeddednessJE mediates the link between OCB
16 and employee engagement (EE) was investigated. The relationship between job
17 embeddednessJE and OCB ($B = .163$ with $P < .0001$) indicates that path c1 is positive. To
18 explore the second condition, EE was regressed on JE ($B = .352$, $P < .0001$). This satisfied the
19 second condition and confirmed path a2. Thus, job-embeddednessJE predicts employee
20 engagementEE ($B = .352$, $P < .0001$), fulfilling the requirement.
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23 In step 3, the relation between OCB and employee-engagementEE was explored. The data in
24 this step was derived from the first regression, in which job-embeddednessJE and employee
25 engagementEE were also taken into consideration. OCB and employee-engagementEE are
26 positively correlated ($B = .349$, $P < .0001$). This means that step 3 is assured (path b2b). The
27 coefficient of path c1 ($B = .163$) is greater than the coefficient of path c'2 ($B = .040$). All the
28 necessary conditions set by Barron (2004) were satisfied. These results demonstrate that
29 employee-engagementEE mediates the connection between job-embeddednessJE and OCB.
30 This proves hypothesis H3 and indicates the-existence-of-that EE plays a substantial mediation
31 role of-employee-engagement between JE and OCB. Workers who are more embedded will be
32 more engaged with their company, and, ultimately, they will show organizational citizenship
33 behavior.
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38 *****PLEASE INSERT TABLE 6 HERE*****
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40 Hypothesis H4 suggests that employee-engagementEE acts as a mediator between job
41 embeddednessJE and turnover-intentionTI. When the TIturnover-intention is regressed on job
42 embeddednessJE in the first condition (step 1), the result for this relationship is $B = -.646$ $P <$
43 $.0001$, indicating that path c2 is significant. Similarly, the coefficient ($B = .352$, $P < .0001$) met
44 the requirements for the second condition (path a2). A simultaneous regression was performed
45 on employee-engagementEE and job-embeddednessJE to determine the third condition.
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The outcome of step 3 (path b2a) indicates a significant ($P < .0001$) negative association between TI and EE ($B = -.555$). Moreover, ~~and also that~~ the coefficient value of path c'2 ($B = -.450$) is greater than that of path c2 ($-.646$). The result of the third step (path b2a) thus demonstrates that ~~turnover intention~~TI and ~~employee engagement~~EE have a negative correlation with both the unstandardized coefficient value of path c'2 ($B = -.555$) and its standardized coefficient value ($P < .0001$) and that the value of path c'2 ($B = -.450$) is higher than that of path c2 ($-.646$). Therefore, the study shows that ~~EE employee engagement~~ does not mediate between ~~job satisfaction~~JS and ~~intention to leave~~TI, and H4 is rejected.

54 DISCUSSION AND CONCLUSION

This study ~~has~~ examined the mediation bonds between job embeddedness, job satisfaction, employee engagement, turnover intention, and ~~organizational citizenship behavior~~OCB using a sample of university employees in the Republic of Korea. The findings show that to build citizenship behavior within an organization, the job embeddedness of the employees is as critical as any action the organization might take to increase OCB. A high degree of job embeddedness is necessary to encourage employee engagement and job satisfaction. This study furthers the ~~field's~~ understanding of the effects of job embeddedness, job satisfaction, and employee engagement on OCB and, extrapolating from that, ~~suggests the relevance of that~~ positive mindsets ~~are relevant as~~ antecedents of OCB and prevention of employees' turnover intention. Each concept used in this research illustrates how organizations can influence job-related attitudes and how organizational behavior can positively impact employees' overall job satisfaction (Shuck and Reio 2011; Schaufeli and Bakker 2004).

This study is the first such model that has been tested in Asia; it also considers the role of employee satisfaction and employee engagement as mediators. In contrast with many previous OCB studies (Singh & Srivastava, 2016), this study ~~has~~ gathered all data from individual

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10 employees, instead of from supervisors, since supervisors may hold different expectations and
11 evaluations of employees and may also be biased ~~in favor of~~ regarding employees. The
12 considerable literature on OCB includes many academic studies that have been conducted in
13 various sectors, including but not limited to the military (Rusu & Babos, 2015), banking
14 (Karuna, 2021), and healthcare (Ranjhan & Mallick, 2018). In contrast, our analysis has
15 focused solely on university employees in the Republic of Korea. Although the research on
16 OCB is still in its infancy, researchers are making efforts to define clearer and more accurate
17 definitions. Most studies show that the most important driver of employee retention is feeling
18 appreciated by the organization. This requires ~~a~~ two-way communication between the
19 organization and employees, as well as managers taking an interest in employees' wellbeing
20 and providing them with more prospects to develop themselves.

21 5.14.1 Implications, Limitations and Future Directions

22 This study will assist academic institutions, especially universities, in developing strategic
23 plans to improve their organization by increasing organizational citizenship behavior and
24 decreasing employee turnover intentions. This research has made a significant addition to the
25 literature ~~for the academics~~ to further ~~their~~ the field's understanding in a particular educational
26 sector that has not been a major concern among scholars as compared to the other corporate
27 organizations. ~~F~~The future research may use other variables, such as procedural justice,
28 feelings of obligation, and trust, as potential mediators, and predictors of increasing OCB and
29 reducing ~~turnover intention~~ TI. In this study, the data was collected from private universities in
30 Korea; however, the results could be different if public university's employees were included
31 in the survey. Therefore, we recommend ~~that~~ future research ~~with the employ a~~ similar
32 research model ~~to study both individual and managerial levels at in the~~ public universities ~~both~~
33 ~~at individual and managerial level~~ or ~~to conduct~~ a comparison of public and private universities.

Other methods are also recommended, such as interviews and telephone surveys, could be used to verify and improve the results.

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