

JOB EMBEDDEDNESS OF THE EMPLOYEES: PREDICTORS AND IMPACT OF TURNOVER INTENTION IN IT/ITES SECTOR

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ABSTRACT

Job embeddedness and its predictors towards understanding the turnover intention in firms are required to design employee need-based retention. This paper examines the influence of selected antecedents on employees' job embeddedness in the IT sector and how job embeddedness has an impact on turnover intention. The study is conducted on 508 employees working in Indian IT companies. It is acknowledged that there are no appreciable variations in the association among a worker's job embeddedness, the six chosen predictors, and the intention to leave. The impact of job embeddedness on employee turnover intention is found to be negative, meaning that employees' intentions to leave their jobs are considerably reduced when their job is embedded more deeply. This paper concludes that employees' intention to leave the IT sector is considerably reduced when they have a higher degree of job embeddedness. Therefore, it can be indicated that most employees in the IT sector have low turnover intentions and do not intend to look for other employment.

KEYWORDS: Job Embeddedness, Predictors Factors Influencing of Job Embeddedness, Turnover Intentions, Information Technology, Employee's

I. INTRODUCTION

Since the notion of job embeddedness was initially developed, research has mostly focused on its predictive validity on voluntary turnover. Mitchell and colleagues (2001) discovered empirical data that supports the effectiveness of work embeddedness as a predictor of voluntary turnover.

This issue has been brought to light by recent research on the financial factors that influence employee turnover rates (Hinken and Tracey, 2000; Simons and Hinkin, 2001; Tziner and Birati, 1996; Waldman et al., 2004). Because voluntary turnover exposes organizations to a wide range of significant costs, they are always looking for innovative strategies to hang onto their skilled workforce. Thus, it is imperative to address employee turnover intentions early on, and efficient human resource management plays a critical function in this process (Akgu"ndu"z and Sanli, 2017; Hemdi and Nasurdin, 2006). Employee turnover, however, varies from organization to organization and from person to person because they aren't receiving the treatment people anticipate receiving from the company (Ongori, 2007). Dickter, Roznowski, and Harrison (1996) as well as Mobley (1982) also demanded greater theory and investigation into the turnover process's long-term dynamics. Job embeddedness and its predictors towards understanding the influencing are felt to be important to effectively control turnover intention in IT firms by creating a personalized staff retention plan depending on need, keeping in mind all the previously studied aspects. When workers believe their interests are valued equally with those of the company. According to Otaye and Wong (2014) and Akgu"ndu"z and Sanli (2017), employees get more attached to their employment and are less inclined to leave the organization. Offering job embeddedness and its predictors and impact on turnover intention is the aim of the current study.

II. OBJECTIVES OF STUDY

- Variations in the connection between the employees' job embeddedness, its six selected predictors, and turnover Intention in the IT/ITES industry.
- The level of Job Embeddedness of the employees in the IT organization significantly influences their turnover intentions

The current study aims to analyze the six factors that have been identified as influencing employees' job embeddedness as well as the impact that job embeddedness has on organizational and turnover intention.

This research article's remaining sections are arranged as follows: Before putting forth research hypotheses, we first examine the literature on job embeddedness and turnover intention. We then go over our measures, methodology, and hypothesis testing outcomes. Furthermore, we conduct a thorough examination of the study's findings and evaluation of their significance on the theoretical framework and operational procedures. Lastly, we outline the study's limitations and talk about

the potential for further research. To the best of our understanding, just a few academics have tackled this problem in the available literature. However, their scope is restricted, and no prior research studies have concentrated on IT firms.

III. REVIEW OF LITERATURE

To date, much study has been conducted on job embeddedness. Because of the IT sector's explosive growth in India over the past few decades, employers are focusing on employee-centred employment relationships to retain their workforce. Up until now, a sizable body of research on job embeddedness has been published. A review of the relevant studies' literature provided insight into the topic and aided in identifying any gaps in the knowledge that might be filled with more research. Previous research on employee turnover was primarily concerned with figuring out the causal mechanisms. This is because it guarantees stability and establishes a constant link between the experiences of employees within organizations and the crucial success factors within those organizations. An employee's decision to quit the company is difficult, and it requires a lot of effort to locate new job, adjust to new conditions, leave old habits, and preserve connections with coworkers (Boswell, Boudreau, and Tichy 2005). As a result, if the organization takes fast and proper action, it will be able to avert some of the voluntary turnover. Numerous external environmental variables, such as economic conditions, can have an impact on organizations and, as a result, employment levels, resulting to staff turnover (Pettman 1975; Mobley, 1982; Schervish, 1983; Terborg and Lee, 1984). Organizational variables such as industry, profession, organization size, salary, level of supervision, location, selection procedure, work environment, assignments, perks, and promotions may be in effect (Mobley, 1982; Arthur, 2001). Individual variables such as family ties, integrative variables such as job satisfaction, pay, promotions, and working conditions, and individual work variables such as characteristics are all factors that impact employee turnover in organizations (Pettman, 1975; Mobley, 1982; Arthur 2001). Even if one of the factors mentioned above is the cause, businesses should be more worried with voluntary turnover than involuntary turnover since it is under their control. Periodically examining the decision-making process for leaving or remaining in the business can assist in determining the particular explanations for the individual's actions. In addition, it has been observed that individuals with better performance levels and intelligence have more opportunities for outside employment than those with lower performance levels, making them more inclined to leave (Trevor, 2001). Subsequent study on employee retention focused on the broad range of elements

that influence an individual's decision to stay at a work, which Mitchell et al. (2001) called the job-embeddedness concept. The characteristics taken into account reflect the employee's social ties, organizational fit, and what they would give up if they left the firm. According to his findings, job embeddedness predicted subsequent voluntary turnover and had a negative correlation with intention to leave. Lee, Mitchell, Sablinski, Burton, and Holtom (2004) conducted a follow-up study. A critical component of human resource management is employee turnover management, according to Akthar (2017) in his paper Research on Employee Turnover Intentions: A Review. An increasingly significant area of study in academia is the forecasting and efficient management of employee turnover. The human resource practices of hiring, selecting, training, and retaining staff are all directly impacted by employee turnover. Additionally, if a large number of employees leave the company, the workload and overtime for the remaining staff members increase significantly, which may lower their productivity level due to low morale. Furthermore, it may affect the employees' general performance in addition to having detrimental effects on them. As a result, gaining the support and participation of employees is essential for organizations to achieve high performance and productivity. This article's goal is to review the body of research on employee turnover intention, with a particular emphasis on the elements that lead to these intentions—such as job satisfaction, organizational commitment, burnout, and external employment opportunities—and how those elements affect the intention of employees to leave their jobs. The literature on the effects of demographic variables on turnover intentions is also reviewed, including age, gender, marital status, education level, and duration of service.

aa) EMPLOYEE ADVOCACY AND JE

Advocacy is the term used to describe the interaction that exists between an employee and an organization. Advocacy is the phrase used to explain suggestions or public support for a particular cause or policy. One way to advocate is to do something about it. Advocacy is the act of one person or group encouraging others to take action to support a cause (Eaton, 2021). Employee advocacy is when staff members work to make a company better. Employee advocacy is the decision made by staff members to have the organization defend and advance their interests. After assessing the actions of their managers, this decision is made. Upholding employees' interests by managers fosters positive actions and attitudes towards the company, as well as increased employee trust in them (Akgunduz, & Sanli, 2017). Employees want to stay with the firm and make sacrifices in order to sustain employee advocacy, as shown by increased positive employment outcomes such as perceived organizational support and job embeddedness (Akgunduz and Sanli, 2017). Employee

advocacy has a greater influence within the organization, which in turn raises employee embeddedness. Bringing all this together, our first hypothesis reads:

H₁: “Employee Advocacy in the organization significantly influences the Job Embeddedness of employees”

ab) EMPLOYEE VALUE PROPOSITION AND JE

The Employee Value Proposition (EVP) measures employee perceptions of the organization's cultural, work, inspiring, developmental, environmental, and economic values; the higher the score for these values, the more positive the proposition is perceived by employees (Pattnaik and Misra, 2016). Many academics have looked into the concept of employee value proposal to discover its constituent pieces; however, no study has been undertaken to understand the many factors that might increase the value proposition's influence within a company. The set of characteristics linked to EVP, as a contextual factor, emphasizes how highly embedded employees are because of their attraction to the organization (Jiang and Iles, 2011). It is an all-encompassing recruitment approach that presents the company as a desirable place to work (Randstad, 2014). Consequently, to retain employees and foster a positive work environment, employers should place a strong emphasis on workplaces that demonstrate appealing values in the context of the EVP (Pawar and Charak, 2016). The values of an organization are embodied in its employment offer (Jiang and Iles, 2011; Berthon et al., 2005). Employees who sense less of a mismatch between expected and perceived EVP are more likely to stay with the organization since the intent to stay is a psychological antecedent to actual behavioural action (Heger, 2007). (Shanker, 2013). Similarly, employees who have a strong sense of self-identity with their company are more likely to be interested in staying around when presented with an Employee Value Proposition (EVP) that includes a range of practical, financial, and psychological advantages (Lohndorf and Diamantopoulos, 2014).

Thus, the following can be hypothesized:

H₂: “Employee Value Proposition in the organization significantly influences the Job Embeddedness of employees”

ac) JOB DEDICATION AND JE

The term dedication describes a worker's contentment, zeal, and intense commitment to the company. Dedicated workers try to be productive by putting all of their mental, physical, and emotional energy into their work (Schaufeli et al., 2002). As per Liu et al. (2017), performance, feedback, authority usage, and organizational support are the organizational bases of devotion,

whereas optimism, self-efficacy, and self-esteem are the individual bases. Devoted workers enthusiastically focus all of their energies on their work to solve issues quickly and effectively. They perform better because they can deftly ignore distracting and time-consuming elements (Bakker et al., 2008). Burnout is a manageable emotion that can affect even physically, emotionally, and cognitively committed workers (Maslach et al., 2001). Job devotion explains employees' psychological identification levels with their current occupations (Schaufeli et al., 2002; Schaufeli and Bakker, 2004). Job dedication is defined as an employee's self-control, which includes following procedures, putting in a lot of effort, and taking initiative to solve problems at work (Van Scotter and Motowidlo, 1996). Employees' stress levels will drop if they feel safer working there, which will motivate them to stick around because they enjoy their jobs.

Thus, the following can be hypothesized:

H₃: “Job Dedication in the organization significantly influences the Job Embeddedness of employees”

ad) PASSION AND JE

Passion is a person's powerful and persistent sense of desire that results in consistent work intentions and behaviours, according to cognitive and emotional job assessments. Because passion gives people a purpose and energizes them to put more creativity into their work, employees are more likely to devote more time and exhibit vigor for goals they care about (Gong et al., 2020). This increases employee involvement in the work being done. People often identify and participate in the things that they enjoy and value to fulfill their psychological needs (Bayraktar and Jimenez, 2021). People who are passionate about their work can use organizational and work resources tactfully and productively, which leads to increased improved job satisfaction, productivity, and a stronger sense of commitment and connection within the company (Gong et al., 2020). Passion takes the form of an intensely positive affective state that not only fosters a positive psychological state that supports the employee-organization relationship but also serves as a motivating force that positively impacts attitudes related to work (Salas-Vallina et al., 2020) among Indian employees. Improving job quality by gaining a deeper comprehension of what workers consider to be essential aspects of their roles can lead to happier workers and fewer plans to leave the company. Employees are highly embedded in their current positions within the organization and will experience increased job satisfaction as a result of having more autonomy, passion, and interaction in their roles.

Thus, the following can be hypothesized:

H₄: “Passion of the employee in the organization significantly influences the Job Embeddedness of employees”

ae) PERCEIVED JOB QUALITY AND JE

The Job Characteristics Model (JCM) developed by Hackman and Oldham in 1976 is now widely regarded as the most important work design model (Parker et al., 2017). According to the JCM, fundamental aspects of a job affect both work and personal outcomes. To support this claim, we contend that the intention to stay with an employer is directly influenced by the core job dimension of perceived job quality. Five essential job dimensions that are essential to positive personal and professional outcomes were outlined in the JCM's original conceptualization. Oldham and Hackman (2010), on the other hand, have recently acknowledged that the historical context in which their original model was developed limited it. Perceived job quality is increasingly influencing both personal and professional outcomes. Views regarding various aspects of a job can be referred to as perceived job quality. Research indicates that there are relationships between the intention to stay and the intention to leave a job based on various aspects of job quality. For instance, research employing the JCM has discovered a negative correlation between the intention to turnover and higher perceived autonomy (Spector, 1986). As Finn (2001) noted, nurses place a high value on autonomy, and Unruh et al. (2014) found a direct correlation between job discretion and nurses' intention to stay in the field.

Thus, the following can be hypothesized:

H₅: “Perceived Job Quality in the organization significantly influences the Job Embeddedness of employees”

af) PERCEIVED ORGANIZATION SUPPORT AND JE

Nguyen, Taylor, and Bergiel (2017) state that job embeddedness is influenced by three organizational factors: procedural justice, growth opportunities, and rewards offered by the organization. These three elements consist of the organizational support that the company offers to its workers. According to their research, Job embeddedness and perceived company support have a high positive link, meaning that employees with higher job embeddedness levels also have higher perceptions of organizational support. Employee treatments from the company are recorded as a stimulus and are interpreted as having an impact on organizational support. Employee trust in the organization's ability to reward their contributions and show concern for their well-being, among other things, will grow as a result of this influence (Eisenberger et al., 2001). Employee

perceptions of the organization's general treatment of its workers as well as their assessment of their own experiences will impact how confident they are in organizational support (Eisenberger & Stinglhamber, 2011). In this case, employees' overall judgments of how much the company values their contribution and cares about their well-being are considered perceived organizational support, as defined by Eisenberger et al. (2001).

As a result, it is possible to hypothesise the following:

H₆: “Perceived Organisation Support in the organization significantly influences the Job Embeddedness of employees”

ag) JOB EMBEDDEDNESS AND TURNOVER INTENTION

The three primary components of job embeddedness keep workers in their current positions and prevent them from leaving any institutions or organizations Mitchell et al. (2001). First, as per Mitchell et al. (2001), an individual's likelihood of quitting an organization and job decreases with the number of links or connections they have with other supervisors, team members, and other members of the institution. Second, the more the employee's career goals and objectives, personal values, and plans align with the environment and requirements of his or her immediate jobs, such as abilities, job-related knowledge, and skills, the more likely an employee will feel personally and professionally tied to any institution or organization, making him or her less likely to quit. Third, in addition to financial and psychological benefits such as bonuses, pay, pension, opportunities for advancement, coworkers, and friends, an employee would forfeit these benefits by leaving the most challenging job that would endanger their employment with the institution or organization (Mitchell et al., 2001; Jenkins, & Gupta, Shaw, Delery, 1998). Furthermore, in an organization or institution, there would be a negative correlation between the duration of job embeddedness and an employee's intention to leave. Employees who are deeply committed to their current positions are less likely to leave. Only because of the connections that employees have with other friends and coworkers within the organization also known as links or because of how well-suited their current positions are to the organization also known as fit or because of the advantages that leaving would require them to forgo also known as the sacrifice which keeps people in their current positions and discourages them from leaving the organization. The results thus validate the importance of work embeddedness in influencing employee voluntary turnover in IT/ITES companies.

Thus, the following can be hypothesized:

H₇: “Job Embeddedness of the employees in the IT organization significantly influences their turnover intentions”

IV. METHODOLOGY

This paper examines the influence of selected antecedents on employees' job embeddedness in the IT sector and how job embeddedness has an impact on turnover intention. The paper examines the structural model proposed for hypothesis testing. The study was conducted on 508 IT sector employees working in India, who were selected using nonprobability sampling i.e. judgemental snowball sampling method. The IT sector employees were found initially from the different personal networks along with other sources including social media, and HR managers from the different IT sector companies. This is followed by a few criteria of a minimum of 3 years experience in the IT company and held a senior position. The primary data of 508 selected IT sector employees was finally collected using the survey method with a questionnaire developed for the purpose. The both printout and Google link of the questionnaire were used for the data collection. The sample size of 508 is justified as the representative sample as it qualifies the criteria of 10 observations for each statement included in the questionnaire (Nunnally, 1979).

A. SCALE DEVELOPMENT AND QUESTIONNAIRE DESIGN

The study employed a modified questionnaire that measures employees' responses to items related to job embeddedness, job antecedents, and turnover intention. The information was gathered using a five-point Likert scale that goes from strongly disagree to strongly agree. The questionnaire underwent several phases of development. The items of the included constructs were identified from existing literature, followed by ensuring content validity with academic experts, ensuring face validity with the pilot survey, and the final modified questionnaire was used for data collection. The statements in the questionnaire have both positive and negative statements which are mainly mixed in such a way as to avoid biases in the response of the respondents. The indicators of perceived organization support were adapted from *Hao Huang et al., 2022*, job dedication and employee advocacy from *Yilmaz Akgunduz et al., 2021*, passion from *Sean McGinley et al., 2020*, perceived job quality from *Zhiming Cheng et al., 2019*, employee value proposition from *Asha Binu Raj, 2020*, job embeddedness from *Sean McGinley et al., 2020; Usman Khalid et al., and Rabia Mushtaq 2021; Yilmaz Akgunduz et al., 2021; Terence R. Mitchell et al., 2009* and finally

Turnover Intentions from *Alan Coetzer et al., 2019; Arti Gupta and Vrijendra Singh 2018; Meera Shanker, 2018.*

B. STATISTICAL METHOD USED

The analysis of data started with the frequency distribution of sample demographics, followed by the descriptive analysis (mean and standard deviation) of the responses. The scale was examined with reliability, construct validity (convergent and discriminant validity), item multicollinearity, and common method bias. The hypothesis testing for the proposed theoretical framework was done using a structural equation modelling approach with the help of the PLS-SEM method using Smart-PLS software. The robustness of the structural model was examined with the help of its explanatory power (R square) and predictive relevance (Q square).

V. DATA ANALYSIS AND INTERPRETATION

This section discusses the data analysis, which includes the details of sample demographics, the descriptive analysis of the responses, reliability, and validity of the scale, item multicollinearity, common method bias, results of hypothesis testing explanatory power, and predictive relevance.

A) SAMPLE DEMOGRAPHICS

The primary data is collected from the IT sector employees with different demographic profiles. Table 1 reported the frequency distribution of the selected demographic profiles (gender, marital status, age group, education, income, and total work experience in the IT sector). The table reported that 285 (55.9 %) of the selected IT sector employees in the sample are males whereas the remaining 224 (44.1 %) are females. 176 (34.6%) of the employees are unmarried, and 306 (60.2 %) of the employees are married, however the remaining 26 (5.1%) are divorced or separated. The 135 (26.6 %) employees belong to the age group less than 30 years, 276 (54.3%) the employees in sample belong to 31 to 45 years and the remaining 97 (19.1 %) are above 45 years of age. The 330 (65 %) of the employees in the sample are graduates whereas the remaining 178 (35%) are post-graduate. The 147 (28.9 %) of the employees in the sample belong to the income group of income less than 10 lakhs, the 187 (36.8 %) employees have income in the range of 10 lakhs to 25 lakhs and the remaining 174 (34.3 %) of the employees have income more than 25 lakhs. The 107 (21.1 %) of employees have total work experience of less than 5 years, 159 (31.3 %) have total work

experience in the IT sector from 5 to 10 years, 164 (32.3 %) of employees have total work experience in the range of 10 to 15 years and the remaining 78 (15.4 %) of the employees in the sample have total work experience above the 15 years.

Table 1: Frequency Distribution-Sample demographics

Demographics	Subcategory	Frequency	Percentage
Gender	Male	284	(55.9 %)
	Female	224	(44.1 %)
Marital Status	Unmarried	176	(34.6%)
	Married	306	(60.2%)
	Divorced/ Separated	26	(5.1%)
Age Group	Less than 30 years	135	(26.6%)
	31 to 45 years	276	(54.3%)
	Above 45 years	97	(19.1%)
Education	Graduate	330	(65.0%)
	Post Graduate	178	(35.0%)
Income	Less than 10 Lakhs	147	(28.9%)
	10 lakhs to 25 Lakhs	187	(36.8%)
	More than 25 lakhs	174	(34.3%)
Total Work Experience in the IT Sector	Less than 5 years	107	(21.1%)
	5 to 10 years	159	(31.3%)
	10 to 15 years	164	(32.3%)
	Above 15 years	78	(15.4%)

Source: Authors' Analysis

B) DESCRIPTIVE ANALYSIS

This section discusses the descriptive analysis (mean and standard deviation) of the responses received from the selected IT sector employees. The mean score represents the level of agreement of the employee with the statements and the standard deviation represents the variation in the responses. The table presents the results of the descriptive analysis of the measuring scale's items. The findings showed that all of the scale's items were moderately agreed upon by the sample's personnel, however moderate variation also exists in the responses as indicated by the standard deviation.

Table 2: Item Descriptive Statistics

	Mean	Standard deviation
Perceived Organization Support		
The firm has provided <i>adequate support</i> for my work	3.435	1.134
The firm has provided me with <i>enough assistance</i> in my work for new technologies	3.394	1.064
The firm <i>cares and helps</i> me to adapt to the work environment	3.364	1.216
The <i>firm is very concerned</i> with me	3.455	1.04
When I have <i>work-related problems</i> , I get the necessary assistance within the firm	3.096	1.144
Job Dedication		
I work longer hours to complete tasks before the deadlines	3.719	1.174

I practice self-control and self-discipline	3.587	1.132
I keep going after challenges to finish a task	3.717	1.097
I like taking on difficult projects at work	3.823	1.194
I tackle <i>difficult work</i> enthusiastically	3.77	1.164
When I work, I give special attention to little details	3.632	1.112
Employee Advocacy		
The company tries to look out for <i>the best interests</i> of its employees	3.213	1.082
The company gives its employees <i>clear, comprehensive</i> information	3.106	1.054
The company <i>encourages staff members</i> to talk about their experiences while working on various initiatives	3.132	1.083
The company works to raise <i>worker satisfaction</i>	3.191	1.033
The company provides its workers with <i>resources to assist</i> them in resolving issues	3.419	1.153
Passion		
I prefer to <i>set a goal</i> and pursue it with time	3.545	1.068
I maintain my <i>focus on projects</i> that even take more than a few months to complete	3.431	1.001
My <i>interests do not change with time</i>	3.801	0.989
I have been <i>obsessed</i> with a certain idea or project for a long time	3.925	1.086
Perceived Job Quality		
I possess the <i>knowledge and talents</i> necessary to carry out the duties assigned to me at work	3.707	1.326
I'm very <i>free to choose</i> how I want to go about doing my work	3.555	1.163
I'm given the <i>respect and recognition</i> I merit in light of all of my accomplishments	3.76	1.277
In my place of employment, the <i>management and staff</i> get along well	3.78	1.284
I can get <i>sufficient training</i> through my place of employment	3.691	1.272
Employee Value Proposition		
I get <i>praise or acknowledgment</i> from the management	3.77	1.292
Since I work for my company, I feel <i>more secure</i> in myself	3.787	1.26
I acquired <i>experience</i> in my firm that advances my career	3.728	1.235
I work in a <i>stimulating</i> setting	3.602	1.22
The company <i>encourages and utilizes</i> innovation	3.348	1.129
My job is <i>secure</i> at my company	3.4	1.172
My entire <i>benefits package</i> is appealing	3.53	1.209
Job Embeddedness		
I feel a <i>connection</i> to my company	3.896	1.223
I think I'm an <i>excellent fit</i> for my company	3.707	1.084
I can accomplish <i>the majority of my objectives</i> in my company	3.945	1.149
I truly enjoy my <i>workplace</i> at my company	3.951	1.162

I have a <i>lot of freedom</i> at work to pursue my goals.	3.878	1.137
I think there are <i>great chances</i> for me to stay on staff at my company	3.787	1.093
I'm a part of a <i>productive work team</i>	3.484	1.013
In my company, I have <i>ample opportunity</i> to learn	3.541	1.081
<i>Turnover Intention</i>		
In the upcoming year, I intend to look for <i>new employment</i>	2.02	1.065
I'm looking for a <i>substitute company</i> for this one	2.238	1.048
I'm trying to <i>find a substitute</i> for this company	2.181	1.064
I intend to <i>depart from</i> this company as soon as feasible	2.193	1.032
There are moments when I feel like <i>leaving</i> my current employment	2.205	1.034
If the current situation <i>worsens even slightly</i> , I will leave this company	2.156	1.082

Source: Authors' Analysis

C) RELIABILITY, CONSTRUCT VALIDITY, ITEM MULTICOLLINEARITY, AND COMMON METHOD BIAS

This section discusses the results of different assumptions tested namely reliability analysis, construct validity (convergent and discriminant validity), item multicollinearity, and common method bias.

ca) RELIABILITY, AND CONSTRUCT VALIDITY: The internal consistency and dependability of the responses are measured using Cronbach alpha, and it is expected that any factor influencing job embeddedness in the Indian IT sector will have a value higher than 0.7. The internal consistency reliability of the factors represents the relationship between the statements used to measure the factors. The results of internal consistency reliability of the responses collected with the help of Cronbach alpha for each factor influencing job embeddedness in the IT sector in India are reported in Table 3. The result reported that all the factors influencing the job embeddedness satisfy the criteria of significant reliability, as the Cronbach alpha for all the factors is found to be greater than 0.7 (*employee advocacy=0.904, employee value proposition=0.926, job embeddedness=0.909, job dedication= 0.928, passion=0.908, perceived job quality=0.905, perceived organization support=0.917 and turnover intention = 0.925*).

The measuring scale's construct validity the job embeddedness and the different factors influencing the job embeddedness are examined with the help of confirmatory factor analysis (CFA) and tested in two different dimensions namely both discriminant and convergent validity are present. The convergent validity examines the relationship between the included statements with their respective factor it is expected that all the statements significantly represent their factors and that have strong relationship exists between the statements and their factors. Construct loadings are

used to analyze the convergent validity, composite reliability (CR), and average variance extracted (AVE). All item construct loadings are larger than 0.7, and the CR and AVE of the various constructs should be greater than 0.7 and 0.5, respectively, for the scale to have considerable convergent validity. On the other side, the discriminant validity of the scale represents that all the constructs are expected to have low cross-loadings, and is examined with the help of HTMT (Hetrotrait and monotrait ratio) as well as Fornell Larcker criteria. The HTMT ratio compares the cross-loadings of the items with the correlation between the items of the same factor and to ensure the presence of discriminant validity the HTMT ratio should be less than 0.8. The square root of each factor's AVE and its correlation with the other factors in the measuring scale is compared using the Fornell Larcker criteria. To ensure discriminant validity, the square root of each factor's AVE needs to be greater than its correlation with the other elements in the measurement scale. Table 3 reports the outcome of the concept validity.

The results reported that the construct loadings of the items included in the measurement scale are found significant and greater than 0.7, except for a few where construct loadings are found greater than 0.5. The CR and AVE estimates of all the construct in the scale are found greater than 0.7 and 0.5 respectively (*employee advocacy: CR=0.903, AVE=0.652, employee value proposition: CR=0.926, AVE=0.643, job embeddedness: CR=0.91, AVE=0.557, job dedication=0.928, AVE=0.683, passion: CR=0.908, AVE=0.713, perceived job quality: CR=0.904, AVE=0.656, perceived organization support: CR=0.916, AVE=0.688 and turnover intention: CR=0.924, AVE=0.669*). Thus, the convergent validity of the measurement scale measuring the job embeddedness and the different factors influencing the job embeddedness is ensured and concluded.

Table 3: Construct Loadings of the Items to their respective Constructs

Item Code	Construct Name	Construct Loadings	Cronbach Alpha	Composite Reliability	Average Variance Extracted	Item VIF
EA1	Employee Advocacy	0.797	0.904	0.903	0.652	2.6
EA2		0.842				2.975
EA3		0.817				3.165
EA4		0.701				2.349
EA5		0.87				1.795
EVP1	Employee Value Proposition	0.814	0.926	0.926	0.643	2.316
EVP2		0.828				2.514
EVP3		0.823				3.086
EVP4		0.823				2.791

EVP5		0.774				2.311
EVP6		0.74				2.147
EVP7		0.806				2.654
JD1	Job Dedication	0.863	0.928	0.928	0.683	3.022
JD2		0.816				2.631
JD3		0.774				2.435
JD4		0.865				2.959
JD5		0.858				2.836
JD6		0.777				2.61
JEB1	Job Embeddedness	0.722	0.909	0.91	0.557	1.91
JEB2		0.743				2.112
JEB3		0.702				1.76
JEB4		0.727				2.318
JEB5		0.815				2.452
JEB6		0.771				2.396
JEB7		0.738				2.059
JEB8		0.748				2.000
PASS1	Passion	0.858	0.908	0.908	0.713	2.81
PASS2		0.819				2.393
PASS3		0.884				2.841
PASS4		0.814				3.05
PJQ1	Perceived Job Quality	0.775	0.905	0.904	0.656	2.375
PJQ2		0.661				2.358
PJQ3		0.822				2.082
PJQ4		0.843				2.818
PJQ5		0.924				2.699
POS1	Perceived Organisation Support	0.832	0.917	0.916	0.688	3.231
POS2		0.964				2.704
POS3		0.769				3.071
POS4		0.777				2.104
POS5		0.792				2.869
TI1	Turnover Intention	0.895	0.925	0.924	0.669	2.353
TI2		0.783				3.057
TI3		0.778				3.112
TI4		0.815				2.524
TI5		0.786				2.854
TI6		0.844				2.303

Source: Authors' Analysis

The results of the discriminant validity as reported in Tables 4a and 4b with the assistance of HTMT and Fornell Larcker criteria. The HTMT ratio compares the cross-loadings of the items with the correlation between the items of the same factor and to confirm that discriminant validity exists the HTMT ratio should be less than 0.8. The Fornell Larcker criteria are used to compare the square root of each factor's AVE and its relationship to the other factors in the measuring scale. To ensure the presence of discriminant validity the square root of the AVE of each factor must be

greater than its correlation with the remaining factors in the measurement scale. The presence of discriminant validity is ensured by the discriminant validity result as provided with the aid of the HTMT ratio as all the HTMT ratios for different pairs of constructs are found less than 0.8. Similarly, the results of the square root of each factor's AVE are determined to be bigger than its correlation with the other elements of the measuring scale, according to the Fornell Larcker criteria. Therefore, it can be said that the study's measurement scale is valid in terms of discriminant validity.

Table 4a: HTMT Ratio for Discriminant Validity

	Employee Advocacy	Employee Value Proposition	Job Embeddedness	Job Dedication	Passion	Perceived Job Quality	Perceived Organisation Support
Employee Value Proposition	0.421						
Job Embeddedness	0.666	0.495					
Job Dedication	0.551	0.419	0.563				
Passion	0.658	0.387	0.611	0.538			
Perceived Job Quality	0.493	0.497	0.555	0.501	0.412		
Perceived Organisation Support	0.712	0.517	0.65	0.607	0.679	0.516	
Turnover Intention	0.363	0.353	0.595	0.366	0.333	0.321	0.361

Source: Authors' Analysis

Table 4b: Fornell Larcker Criteria for Discriminant Validity

	Employee Advocacy	Employee Value Proposition	Job Embeddedness	Job Dedication	Passion	Perceived Job Quality	Perceived Organisation	Turnover Intention
Employee Advocacy	0.808							
Employee Value Proposition	0.423	0.802						
Job Embeddedness	0.669	0.496	0.747					
Job Dedication	0.552	0.418	0.565	0.826				
Passion	0.655	0.387	0.611	0.538	0.844			
Perceived Job Quality	0.495	0.496	0.559	0.5	0.413	0.81		
Perceived Organisation Support	0.71	0.517	0.652	0.608	0.677	0.513	0.83	
Turnover Intention	-0.366	-0.356	-0.599	-0.368	-0.335	-0.325	-0.366	0.818

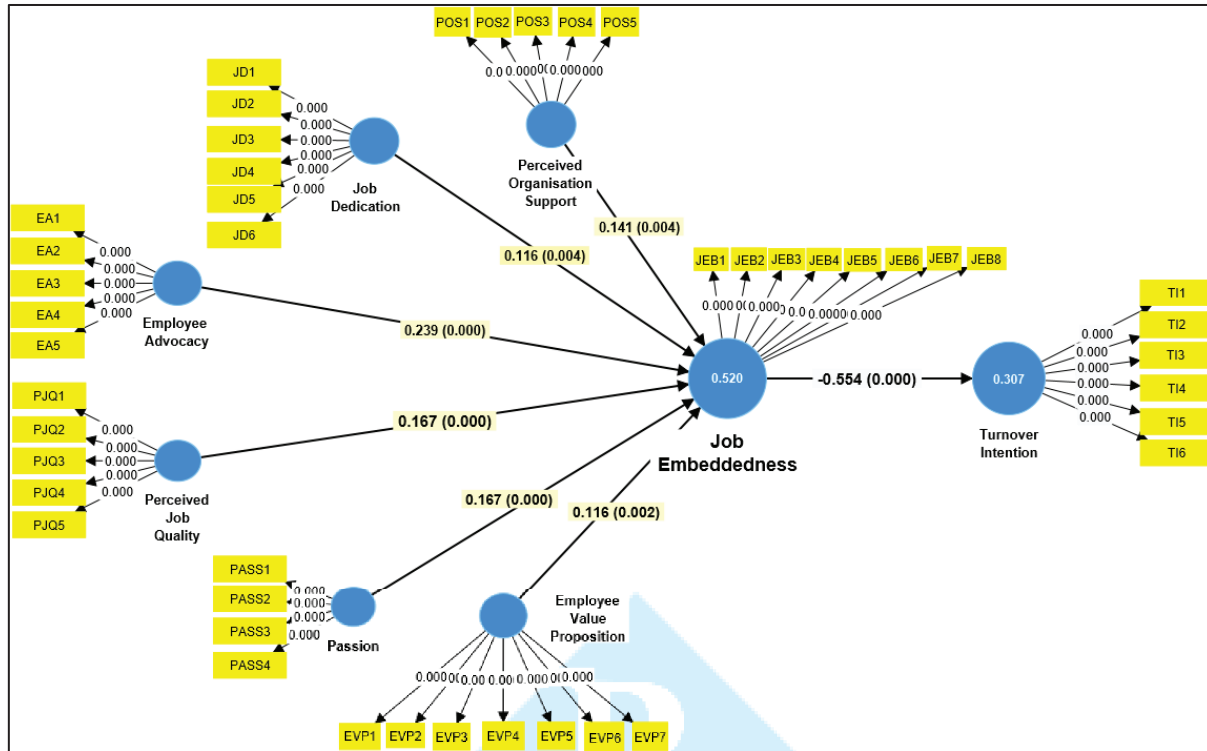
Source: Authors' Analysis

cb) ITEMS MULTICOLLINEARITY AND CMB: The item multicollinearity is examined with the help of variance inflation factor (VIF), where a VIF less than 3 is considered good and less than 5 as satisfactory, however, VIF values more than 5 is not accepted. The results of the VIF of all the items in the measurement scale are reported in Table 3. The results reported that all the VIF values of the objects that make up the measured scale are found less than 5, thereby concluded that there is no multicollinearity issue with the items on the measuring scale. With the use of the Harman single factor technique and exploratory factor analysis (EFA) limited to the extraction of a single component, the CMB in the survey replies is approximated. According to the findings, one extracted factor accounts for 36.029 percent of the variation in the data of the items in the EFA. It is possible to conclude that the study's replies are impartial because the estimated value of the single component is lower than the 50% expected value. As a result, none of the study's conclusions are biased.

D) HYPOTHESIS TESTING

This section presents the results of the hypothesis testing to explain the relationship between the employees' job embeddedness, the six selected variables, and the intention to leave the IT/ITES industry. This paper included the six factors namely *employee advocacy*, *employee value proposition*, *job dedication*, *passion*, *perceived job quality*, and *perceived organization support*, from the existing literature, influencing the job embeddedness of the employees. The included factors are measured using indicators included in the scale and lower order, reflective. The job embeddedness of the employees in the IT sector is regarded as mediating, and turnover over intention is an endogenous construct. These aspects are included in the structural model as exogenous constructs. Reflective factors include the employees' intention to leave and their level of job embedding in the IT industry. Using Smart PLS software and the SEM method, the structural model is analyzed. Figure 1 displays the structural model, and Table 5 reports the findings of the hypothesis test.:

Figure 1: Job Embeddedness and Turnover Intention in the SEM Model



Source: Authors' Analysis

Table 5: Results of the SEM Analysis

Hypothesis	Exogenous Construct	Endogenous Construct	Path Coefficient	Standard Error	T Stats	F ²	R ² (Q ²) [srmr]
H ₁ : EA → JE	Employee Advocacy	Job Embeddedness	0.239	0.045	5.308**	0.023	52.7% (0.507) [0.046]
H ₂ : EVP → JE	Employee Value Proposition		0.117	0.036	3.176**	0.013	
H ₃ : JD → JE	Job Dedication		0.117	0.04	2.882**	0.012	
H ₄ : Pass → JE	Passion		0.168	0.045	3.755**	0.017	
H ₅ : PJQ → JE	Perceived Job Quality		0.167	0.041	4.097**	0.02	
H ₆ : POS → JE	Perceived Organization Support		0.139	0.049	2.878**	0.013	
H ₇ : JE → TI	Job Embeddedness	Turnover Intention	-0.556	0.037	15.147**	0.087	31% (0.176)

Source: Authors' Analysis

The results of SEM analysis supported all the seven hypotheses proposed in the paper. The selected factors namely *employee advocacy*, *employee value proposition*, *job dedication*, *passion*, *perceived job quality*, and *perceived organization support* are found to significantly have an impact on employees' job embeddedness in the IT sector. The t stats of the route coefficient that shows the connection between the selected factors and job embeddedness are found significant at a 5 % level

of significance. The path coefficient, which, indicates the relationship between the selected constructs, is found positive for all the hypothesis, which means the included factors have a positive impact on job embeddedness. Thus, it can be concluded the higher level of included factors significantly improves the level of job embeddedness of the employees in the IT sector. Further, the results of SEM analysis also supported the influence of Job Embeddedness of the employees in the IT organization on their turnover intentions. The path coefficient indicating the influence of job embeddedness on employee turnover intention is found negative, which means that higher job embeddedness significantly reduces the turnover intention of the employees. Thus, the study concludes that employees' intentions to leave the IT business are considerably reduced when they have a higher degree of job embeddedness in the firms.

da) Explanatory Power, Predictive Power, and Goodness of Fit

The R square and Q square statistics explain the explanatory and predictive power of the model, for the endogenous construct i.e. job embeddedness and turnover intention. The explanatory as well as predictive power of the model is found to be excellent, indicating that the structural model is sufficient enough to explain the both endogenous constructs anomaly of the degree of job embedding and the goal of employee turnover. The goodness of the fit of the structural model is represented by the smmr indicator. The smmr (0.046) of the model is found to be less than the cutoff value of 0.08, indicating the presence of statistical fitness of the model.

VI. DISCUSSION AND CONCLUSIONS

The study shows the factors influencing job embeddedness. The study concluded that all the factors which are mentioned in the research affect job embeddedness and lower the organization's goal of employee turnover. It is clear from the preceding research that there are no appreciable variations in the link between employee job embeddedness, the six selected predictors, and the intention to leave the IT/ITES sector. The six factors namely employee advocacy, employee value proposition, job dedication, passion, perceived job quality, and perceived organization support, influence the job embeddedness of the employees. Nonetheless, it has been discovered that job embeddedness has a negative effect on employee turnover intention, meaning that employees with higher job embeddedness have much lower turnover intentions. This article concludes that employees' intention to leave the IT sector is much reduced when they have a higher degree of employment embeddedness in the industry. Therefore, it can be said that most employees in the IT field had low turnover intentions and had no desire to look for other employment.

VII. IMPORTANCE OF JOB EMBEDDEDNESS

Job embeddedness is a term used to characterize the factors and circumstances that encourage employees to stay (Yao et al. (2004), Mitchell et al. (2001), Holtom et al. (2006)). It makes the argument that workers are hesitant to leave a company because they are a part of the people and activities that surround them. Employees are bound to their current positions and organizations by the relationships they have with the individuals and activities within the network. It refers to this force as job embeddedness. JE consists of three elements: fit, links, and sacrifice. A person's links show how connected they are to other people, things, and organizations; their sacrifice is what they would give up if they were to leave (Mitchell et al. (2001), Holtom et al. (2006), Yao et al. (2004)). Fit is a person's compatibility or comfort with the environment he or she is in. An employee is considered enmeshed or immersed in the network if they have close relationships with individuals or activities in both their company and community, fit in better at work, and would have to make more sacrifices to leave their current position. Because of this, there's a greater chance that the employees will stick with their current organization. One significant way that JE stands out from other theories of employee turnover, like dedication to the organization and contentment at work, is that it sets equal emphasis on job-related and community-related factors that could influence an individual's decision to remain in a company (Crossley et al 2007). Researchers refer to the former as embeddedness that occurs on the job, and the later as embeddedness that occurs off the job. On-the-job embeddedness is centred on how an employee interacts with the network of people and activities that are significant to their work, or organizational and work-related traits. The term "off-the-job embeddedness" describes an employee's involvement in non-work-related community events and persons. The six-cell matrix that makes up JE is composed of the following elements: Community fit, community link, community sacrifice, organization fit, and organization sacrifice. It is predicated on the two dimensions of organization and community as well as the three dimensions of fit, links, and sacrifice. According to JE's current on-the-job embeddedness dimension, an individual can only work in one organizational setting.

VIII. SCOPE FOR FURTHER RESEARCH

The paper on “Job embeddedness of the employees, its predictors and impact of turnover intention in IT/ITES industry” is limited to the NCR region in India. The study can also be conducted in other Indian cities that are home to IT companies. Studies on job embeddedness can also be carried out in other industries. To learn more in-depth information about the topic, specific studies can be conducted in the private, education, health, and other IT industry sectors.

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