LMX, job embeddedness

by Triyono Arief Wahyudi

GENDER DIFFERENCES IN THE IMPACT OF LEADER-MEMBER EXCHANGE QUALITY ON JOB EMBEDDEDNESS AND TURNOVER INTENTION

Abstract- This study aims to explore the gender differences in the relationships between leader-member exchange (LMX), job embeddedness, and turnover intention. Hypotheses formulation was conducted by integrating conservation of resources (COR) theory and social role theory, and data were collected from 462 respondents who were employed in various sectors in Indonesia. Data analyses included confirmatory factor analysis to evaluate the measurement model, followed by mediation-moderation analysis by using the PROCESS macro. As hypothesized, LMX showed a positive impact on job embeddedness and a negative impact on turnover intention. Job embeddedness was negatively associated with turnover intention, partially mediating the relationship between LMX quality and turnover intention. This study showed that gender moderated the relationship between LMX, job embeddedness, and turnover intention; this was particularly evident in the female participants. This study contributes to the literature on the significance of LMX quality and job embeddedness by exploring gender-specific roles, thus strengthening the existing knowledge base.

Keywords: Leader-member exchange, job embeddedness, turnover intention, gender

Introduction

Companies worldwide focus on effectively managing employee turnover to avoid the related negative consequences. For a company, high employee turnover hinders direct costs, such as recruitment and training, and indirect costs, such as decreased morale, social commitment, morale, and team cohesiveness (Mobley, 1982). High employee turnover also places pressure on the employees who continue to choose to remain in the company. It causes the loss of social capital, including interpersonal relationships, knowledge sharing, cooperation, and mutual trust (Dess & Shaw, 2001). In contrast to the initial study on turnover intention, which attempted to identify the factors that cause employees to resign voluntarily, researchers have shifted their attention to understanding the reason behind employees' decision to remain in the organization (Dechawatanapaisal, 2018a; Shah et al., 2020). This concept is known as job embeddedness, widely known as the opposite of turnover intention (Mitchell et al., 2001). Recently, researchers in various countries have found a negative effect of job embeddedness on turnover intention (Afsar et al., 2018; Coetzer et al., 2019; Dechawatanapaisal, 2021; Shah et al., 2020); additionally, studies have shown that leadership plays an essential role in predicting both job embeddedness and turnover intention (Huning et al., 2020; Yang et al., 2019).

Considering the importance of leadership in influencing employee attitudes and behavior, the question of what kind of leadership model can increase job embeddedness while reducing the potential for turnover intention becomes significant. Leader-member exchange (LMX) is a leadership model that is widely associated with job embeddedness and turnover intention (Dechawatanapaisal, 2018; Harris et al., 2011; Sender et al., 2018; Zhang et al., 2019). However, Jiang et al. (2012) noted that research on the effect of job embeddedness is closely related to gender and national culture. Thus, research on job embeddedness provides opportunities for exploration in different regions and cultures. Furthermore, since gender and culture are critical factors in studying job embeddedness (Jiang et al., 2012a), the present study examined the role of gender as a boundary condition in the effect of LMX on job embeddedness and turnover intention.

Present study makes three specific theoretical contributions. First, conservation of resources (COR) theory (Hobfoll, 2001) has been widely used by previous researchers to study the antecedents and impacts of job embeddedness (Dechawatanapaisal, 2018; Harris et al., 2011; Sender et al., 2018; Zhang et al., 2019). This study integrated social role theory (SRT) (Eagly & Steffen, 1984) and COR theory to study gender roles in a specific community. The existing knowledge is extended in this study by developing hypotheses regarding how gender moderates the LMX – job embeddedness, LMX – turnover intention, and job embeddedness – turnover intention relationships. Second, this study takes a sample of employees in Indonesia, a country with a collectivistic culture and high power distance (Hofstede et al., 2005). In this context, workplace inequality is primarily rationalized in high-power distance cultures. Thus, the sample responses to job embeddedness and the quality of interaction between leaders - subordinates are different as compared to that of countries with high levels of individuality, such as the US and Western European countries. Despite having a high power distance, Indonesia also adheres to a collectivist culture characterized by a strongly defined social framework and family in the role of relationships (Hofstede et al., 2005). Therefore, this study offers an excellent opportunity to expand the empirical support for knowledge concerning LMX job embeddedness turnover relationships in a national culture of a

country such as Indonesia that is characterized by collectivism and high-power distance, similar to most Asian countries. Finally, this is a comprehensive study of the relationship between variables that is conducted by using an integrated model analysis to examine the effects of mediation and moderation by simultaneously using the PROCESS macro developed by Hayes (2017).

1. Literature review

COR theory has been widely used as a primary framework to explain how LMX affects job embeddedness and turnover intention (Dechawatanapaisal, 2018b; Harris et al., 2011; Sender et al., 2018; Zhang et al., 2019). In this study, in addition to COR theory, SRT (Eagly & Steffen, 1984) was integrated in the hypotheses development stage to explain the different gender roles in various sectors in Indonesia. First, COR theory assumes that each individual is motivated to acquire and maintain valuable resources that are already owned and to further acquire new resources (Hobfoll, 2001). *Resources* are generally defined as objects such as material assets, personal possessions (self-esteem, family, and interests), conditions (status in organizations), and other valuable factors (Hobfoll, 2001). The value of resources varies among individuals and relates to their personal experiences and situations. For example, a confident person perceives a particular position or status in an organization as a valuable resource. At the same time, another individual might tend to not show any interest in the same position. COR theory has been widely used to analyze the relationship between situations and human interactions in the workplace, including job embeddedness and turnover intention (e.g., Dechawatanapaisal, 2018; Harris et al., 2011; Sender et al., 2018; Zhang et al., 2019). Second, this study used SRT (Eagly & Steffen, 1984; Eagly & Wood, 2016) to explore gender roles in job embeddedness and turnover intention. SRT explains the differences in gender roles and stereotypes inherent in a particular social or cultural environment. These differences include power sharing, employee behaviors, and socioemotional behaviors. Recently, several studies have examined gender differences in responses to leadership behavior (Hackett et al., 2018; Stewart & Wiener, 2021; Tziner et al., 2020). Thus, at this point in time, studying gender as a boundary condition in the study of LMX quality-job embeddedness- turnover intention relationships is relevant.

1.1. Relationship between LMX and job embeddedness
LMX is fundamentally based on social exchange theory (Blau, 1964), which refers to the relationship between leaders and subordinates. This theory assumes that employee attitudes and behavior at work depend on the quality of relationships between the leaders and subordinates. During the interactive process, the leader assigns certain roles to employees, and, based on their responses, a healthy or unhealthy relationship is established (Graen & Uhl-Bien, 1995). In high-quality LMX, leaders regard subordinates as "members of the group," and the social exchange relationship between them is characterized by mutual trust, support, respect, motivation, satisfaction, and commitment (Dechawatanapaisal, 2018a; Mascareño et al., 2020). Therefore, the quality of LMX plays an important role in influencing employees' responses in an organization.

Mitchell et al. (2001) defined job embeddedness as the strength of an individual to remain in his job in the organization. The initial idea of embeddedness was conceptually derived from the sociology literature on the role of social relations, particularly, networks that limit economic actions and movement (Holtom & Darabi, 2018). Mitchell et al. (2001) developed job embeddedness that covered three main dimensions: links, fit, and sacrifice. Links refer to the strength of the social relationships that create bonds between individuals and groups. These links also demonstrate the strength of social relationships among employees outside their work environment (Mitchell et al., 2001). Fit refers to the degree of association and compatibility of individuals with their work and social environment at work (Mitchell et al., 2001). Lastly, sacrifice refers to the material or emotional losses employees encounter at the organizational and community levels when they resign from their jobs (Mitchell et al., 2001). Drawing on COR theory, LMX is a resource that can impact employees' job embeddedness. High-quality LMX is indicative of intense interaction and mutual trust, and is a valuable resource for employees. Additionally, high-quality LMX leads to the provision of significant support and respect between superiors and subordinates; consequently, employees tend to be loyal to their leaders in such situations (Cropanzano & Mitchell, 2005). The experience is "in the group" of improved psychological well-being, which leads employees to be more motivated, satisfied with their jobs, and more responsible as compared to employees who encounter lower-quality LMX (Dechawatanapaisal, 2018). Consistent with COR assumptions, the relationship between LMX and job embeddedness has been confirmed (Dechawatanapaisal, 2018b; Harris et al., 2011; Sender et al., 2018; Zhang et al., 2019). Based on this description, the following hypothesis is proposed:

H_1: LMX has a positive impact on job embeddedness.

1.2. Relationship between LMX and Turnover intention
COR theory can also be used to understand how individuals voluntarily decide to resign (Zhang et al., 2019). Using the COR assumption, individuals are always looking for resources that can meet their goals (Hobfoll, 2001); for these goals, employees continue to maintain existing resources and attempt to find new resources by staying in the company.

Employees who feel that their need of potential resources cannot be met decrease their intention to remain in the company. In the context of job embeddedness, employees who lose resources in the form of good relations within their social environment, promotion opportunities (links), or feel that they are not fit for work (fit) start to calculate rationally whether to stay or leave (sacrifice). Moreover, the need for more significant resources can provide opportunities for employees to look for work elsewhere (Zhang et al., 2019). According to a meta-analysis (Ilies et al., 2007), a high LMX level can reduce turnover intention. Furthermore, high-quality exchanges between leaders and subordinates increase job embeddedness (Amoah et al., 2021; Dechawatanapaisal, 2021). Conversely, in low-quality LMX, subordinates are considered "outsiders" and have less than ideal social interaction (Dechawatanapaisal, 2018, 2021). Based on this description, the following hypothesis is proposed:

H$_2$: LMX has a negative impact on turnover intention.

1.3. Relationship between job embeddedness and turnover intention

Based on COR assumptions, the desire to leave an organization can be caused by two possibilities: resource depletion within the organization or the need to acquire new resources outside the organization. In other words, an employee's decision to voluntarily resign from the company can be caused by a lack of internal resources; therefore, they might desire to obtain new resources outside the company (Crossley et al., 2007; Zhang et al., 2019). Job embeddedness comprises three components: links (formal and informal relationships within and outside the work environment), suitability (compatibility of employees with their job functions and organization), and sacrifice (expected losses assuming they decide to resign). These three components are valuable resources that trigger the desire of an employee to stay or leave the organization (Harris et al., 2011; Mitchell et al., 2001). Moreover, recent studies have documented a consistent relationship between job embeddedness and turnover intention (Afsar et al., 2018; Coetzer et al., 2017; Dechawatanapaisal, 2018; Huning et al., 2020; Zhang et al., 2019). Based on the explanation above, we posit that the higher the level of job embeddedness of employees, their intention turnover will be lower:

H$_3$: Job embeddedness has a negative impact on turnover intention.

1.4. **The role of gender**

Generally, females are considered to be more sensitive to social relationships as compared to males. In the work context, these differences are caused by different stereotypical roles expected individually or in a particular culture (Eagly & Steffen, 1984; Eagly & Wood, 2016). For example, when faced with rudeness in the workplace, females have a more negative response as compared to that of males (Tricahyadinata et al., 2020); consequently, they reduce their involvement in the organization. Recent studies have also highlighted differences in employee attitudes and behaviors among males and females (Hackett et al., 2018; Stewart & Wiener, 2021; Tziner et al., 2020). Similarly, job embeddedness and turnover intention were found to differ between males and females (Jiang et al., 2012). Based on these arguments, the following hypotheses are proposed:

H$_{4a}$: Gender moderates the LMX - job embeddedness relationship.
H$_{4b}$: Gender moderates the LMX – turnover intention relationship.
H$_{4c}$: Gender moderates the job embeddedness – turnover intention relationship.

In a broad context, job embeddedness has been confirmed to play a dual role, either as an antecedent or as a mediator to explain turnover intention (Greene et al., 2018; Shah et al., 2020). By means of a more specific model, previous studies have also confirmed the indirect relationship between LMX and turnover intention via embeddedness (Amoah et al., 2021; Dechwatanapaisal, 2018; Shah et al., 2021). Using the argument outlined in H1, a high level of LMX can increase job embeddedness (Dechawatanapaisal, 2018; Harris et al., 2011; Sender et al., 20; Zhang et al., 2019). Furthermore, job embeddedness negatively affects turnover intention, based on H3 (Afsar et al., 2018; Coetzer et al., 2017; Dechwatanapaisal, 2018; Huning et al., 2020; Zhang et al., 2019). Based on this description, the mediation hypothesis is proposed as follows:

H$_5$: Job embeddedness mediates the LMX - turnover intention relationship.

2. Methodology

2.1. **Participants and sampling procedure**

The present study uses a sample of employees from various sectors in Jakarta, Indonesia. Convenient sampling method was used to obtain data from 12 companies through the distribution of 600 online questionnaires to targeted respondents. A total of 493 questionnaires were returned (82 percent); of these, 21 questionnaires were incomplete. Therefore, data of only 462 questionnaires (77%) were included in this study.

A total of 462 respondents, comprising 210 men (45.5 percent) and 252 women (54.5 percent), participated in this research. The educational background of the respondents was as follows: 208 people with high school or equivalent education (45 percent), 131 with diploma education (28.4 percent), 113 undergraduates (24.5 percent), and 8 with a master's degree (1.7 percent). Sixty-two percent (288 people) of the respondents were married, while 38 percent were single. A total of 27.1(125 people), 42.3 (195 people), and 30 percent (139 people) had a work experience of less than 1 year, 1–5 years, and 5 years, respectively. The average age of the respondents was 29.7 years, with minimum and maximum ages of 19 and 49 years, respectively.

2.2.Measurement

Turnover intention: The assessment of employee turnover intentions was adapted from the Intention to Turnover Scale (ITS) developed by Colarelli (1984) These items show employees' future intentions to remain in their current organization or search for work other places. The scale comprises of items such as "they intend to resign from their present job as soon as possible." A 5-point Likert scale ranging from "strongly disagree (1)" to "strongly agree (5)" was used to measure the respondents' answers. In this study, the Cronbach's alpha value was found to be 0.79, indicating the scale's adequate internal consistency (Nunnally & Bernstein, 1994).

The LMX quality was adapted from the LMX 7-item scale from Graen and Uhl-Bien (1995), which states the quality of relationships from the subordinate's perspective. Sample items include "their boss admits their potentials" and " they consider their work relationships as effective." The Cronbach's alpha value was found to be 0.87.

Job embeddedness was measured by using a 7-item scale derived from the Global Job Embeddedness Scale developed by Crossley et al. (2007). This scale measures individuals' embeddedness in their organizations. An example item is "they feel embedded in this organization." The test results from this scale showed a Cronbach's alpha value of 0.86, indicating the scale's adequate internal consistency.

Gender

Gender was measured by using a 2-point scale (1 = male and 2 = female).

Common method bias, validity, and reliability

Because the data collected in this study comes from one source and uses a cross-sectional approach, it has the potential for bias (Podsakoff et al., 2003). Thus, for further statistical analysis, the common method variance (CMV) was tested by using Harman's single factor to ensure that there was no severe bias in the series. Using a single-factor model, the three constructs were analyzed simultaneously. The results from the CMV test, as shown in Table 1, indicate that there is no single dominant factor (> 50 variances) in the three constructs. These results indicate that CMV was not a severe problem in this study's data.

Table 1: Results of evaluation of the measurement model

	Factor Loading	% of variance	CR	AVE	CA
LMX1	0.72	35.54	0.93	0.65	0.87
LMX2	0.71				
LMX3	0.74				
LMX4	0.79				
LMX5	0.73				
LMX6	0.68				
LMX7	0.65				
JE1	0.64	15.64	0.93	0.66	0.86
JE2	0.80				
JE3	0.74				
JE4	0.72				
JE5	0.81				
JE6	0.67				
JE7	0.69				
TI1	0.77	7.87	0.90	0.75	0.79

TI2	0.81
TI3	0.78

Note: LMX: leader–member exchange quality; JE: job embeddedness; TI: turnover intention. CR: composite reliability, AVE: average variance extracted, CA = Cronbach's alpha.

Further analysis was performed to evaluate the measurement model by using convergent validity. As shown in Table 1, the total loading factor of 0.50 met the recommended cut-off value (Hair et al., 2017). The composite reliability was obtained in the range of 0.90–0.93, and the average variance extracted (AVE) reached the recommended threshold of 0.5 (Hair et al., 2017). Hence, the validity of the data used in this study met the mandatory requirements.

2.3. Data Analyses

The method used to analyze data from the mediation and moderation integration models is the PROCESS macro developed by Hayes (2017). Model 59 was used to examine mediation and moderation.

3. Results

3.1. Descriptive statistics

Table 2 shows the means, standard deviations, and correlations between the study variables. The results of the descriptive analysis showed that the scores for LMX and job embeddedness were above the average midpoint on each scale. At the same time, the score related to turnover intention was slightly below the average score of 2,427. In accordance with the correlation results, LMX showed a positive correlation with job embeddedness, and it showed a negative correlation with turnover intention; additionally, job embeddedness showed a negative correlation with turnover intention. The Variance Inflation Factor (VIF) was 1,125 for job embeddedness, with turnover intention as the dependent variable. This value is significantly lower than the conservative threshold of 10; thus, there are no serious multicollinearity problems (Hair et al., 2010).

Table 2: Descriptive statistics, correlations, and variance inflation factor

Variable	Mean	Std. Deviation	VIF	LMX	JE	TI
leader–member exchange	4.162	0.653	1.116	1		
Job embeddedness	3.762	0.644	1.125	.424**	1	
Turnover intention	2.465	0.948	1.135	-.516**	-.427**	1

Note: **Correlation is significant at the 0.01 level

3.2. Hypotheses testing

Direct and moderating effects

We applied the PROCESS macro (model 59) developed by Hayes (2017) with 5,000 bootstrap samples to test the hypotheses. As shown in Table 3, LMX was positively related to job embeddedness ($\beta = 0.310$, $p < 0.01$) and negatively related to turnover intention ($\beta = -0.200$ $p < 0.01$). Furthermore, as expected, job embeddedness was positively related to turnover intention ($\beta = -0.095$, $p > 0.05$). Hence, H1, H2, and H3 are supported.

Table 3: The Moderated Mediation Analysis Results (Model 59)

Variable	JE as a dependent variable			TI as a dependent variable		
	b	se	p	b	se	P
Constant	0.203	0.190	0.286	7.250	0.110	0.000
LMX	0.310	0.044	0.000	-0.200	0.026	0.000
Job Embeddedness				-0.095	0.026	0.000
Gender	-1.992	0.383	0.000	1.802	0.222	0.000
LMX x gender (int_1 & 2)	0.370	0.091	0.000	-0.138	0.054	0.010
JE x gender (int_3)				-0.110	0.054	0.043

Hypothesis 4 examined whether gender moderates the three hypothesized relationships. First, the interaction between LMX and gender (int_1) has a positive effect on the relationship between LMX and job embeddedness ($\beta = 0.370$, $p < 0.01$). Second, the interaction between LMX and gender (int_2) has a negative effect on the relationship between LMX and turnover intention ($\beta = -0.138$, $p < 0.05$). Finally, job embeddedness and gender interaction had a negative tone and were statistically significant ($\beta = -0.110$, $p < 0.05$). Generally, gender played a moderating role in all relationship models; consequently, H4a, H4b, and H4c are supported. Subsequently, bootstrapping was employed to emphasize the moderating role of gender. As shown in Table 4, the 95% bias-corrected confidence interval values (LL and UL) do not contain zero, thus supporting the hypothesis (Hayes, 2017).

Table 4 also provides information on how gender roles function. For example, the effect of LMX on job embeddedness was 0.108 for males, and it increased significantly to 0.478 for the female group. Different effects were presented on the relationship between LMX and turnover intention, and an effect of 0.125 for men and -0.263 for women was observed. These results show that the effect of LMX on turnover intention is greater in the female group as compared to that in the male group.

Table 4. Conditional direct effect of LMX on turnover intention moderated by gender

Dependent variable	Conditional Direct effect					
Job Embeddedness	Effect	Se	t	p	95% CL	
					LL	UL
Male	0.108	0.077	1.399	0.163	-0.044	0.259
Female	0.478	0.049	9.754	0.000	0.382	0.574
Dependent variable	Conditional Direct effect					
Turnover Intention	Effect	Se	t	p	95% CL	
					LL	UL
Male	-0.125	0.043	-2.883	0.004	-0.210	-0.040
Female	-0.263	0.032	-8.321	0.000	-0.325	-0.201

Note. N = 462. JE: job embeddedness; TI: turnover intention; LMX: leader-member exchange

Mediating effect
Using a 95% bias-corrected confidence interval (CI), it was found that the indirect effect of LMX on turnover intention through the role of intermediate job embeddedness was statistically significant for both groups, namely, females (β -0.069, CI [-0.109, -0.034]) and males (b = 0.0655; CI: [-0.1091, -0.0284]). Correspondingly, the index of moderated mediation is not zero, indicating that the complex moderation and mediation relationship model is significant (Hayes, 2017). As shown in Table 5, the estimated indirect effect concluded that the female group was more dominant (β =-0.069) than the male group (β =-0.004). Therefore, H5 is supported.

Table 5. Conditional indirect effect of LMX on turnover intention through job embeddedness moderated by gender

Dependent variable	Indirect Effect			
Turnover Intention	Effect	BootSE	95% CL	
			LL	UL
Male	-0.004	0.005	-0.016	0.004
Female	-0.069	0.019	-0.109	-0.034
Index of moderated mediation	Index	BootSE	BootLL	BootUL
	-0.0655	0.0199	-0.1061	-0.0284

Note: Bootstrap resample=5000. Conditions for moderator (gender), CI=confidence interval; LL=lower limit; UL=upper limit; estimates were calculated by using the PROCESS macro.

3.3. Theoretical implications
The study results provide at least three theoretical contributionsFirst, this study showed that LMX quality is positively related to job embeddedness and negatively related to turnover intention. This indicates that the interaction between leaders and subordinates affects the level of job embeddedness and employee turnover intention. Additionally, employees with low-quality LMX experience a decrease in job embeddedness, contributing to a tendency to resign from the organization. This finding is consistent with those of previous studies (Amoah et al., 2021; Dechawatanapaisal, 2021; Jin

et al., 2020; Zhang et al., 2019). Furthermore, this study supports the COR theoretical framework, which states that high-quality relationships between superiors and subordinates have certain implications regarding the opportunities for these employees to receive interpersonal resources in the form of moral support and empowerment opportunities. These conditions trigger respect, trust, and loyalty among leaders and subordinates (Harris et al., 2011). A high level of respect and trust, as well as responsibility, leads to the embeddedness of employees toward their work and the organization. Furthermore, this study built on previous studies (Dechawatanapaisal, 2018; Harris et al., 2011). It argues that gender differences are important theoretical and practical contributions in the context of cross-cultural gender studies. This study also broadens the study conduct 43 by Dechawatanapaisal (2018), in which samples of employees in the healthcare industry were acquired, and the relationship between job embeddedness and turnover intention, moderated by LMX quality, organizational tenure, and self-esteem, was examined.

Second, this study broadens the existing knowledge base of gender differences in the study of cross-cultural organizational behavior. This study's results empirically support the theory of social role (Eagly & Steffen 9 1984), which states that gender plays an important role by serving as a moderator of the relationship between LMX 24 and job embeddedness, as well as that of the relationship between job embeddedness and turnover intention (Collin 10 al., 2014; Jiang et al., 2012b; Zhang et al., 2019). Similarly, the female and male groups responded differently to job embeddedness and turnover intention in this study. According to the results of this study, it was discovered that the female group tended to have higher turnover intentions as compared to that of men. This supports the meta-analysis conducted by Jiang et al. (2012) concerning the high turnover intention of females as compared to that of males because it is based on the national culture. Therefore, this study extends the knowledge of the LMX-job embeddedness-turnover relationship in the context of a national culture characterized by high collectivism and power distance, similar to most Asian countries.

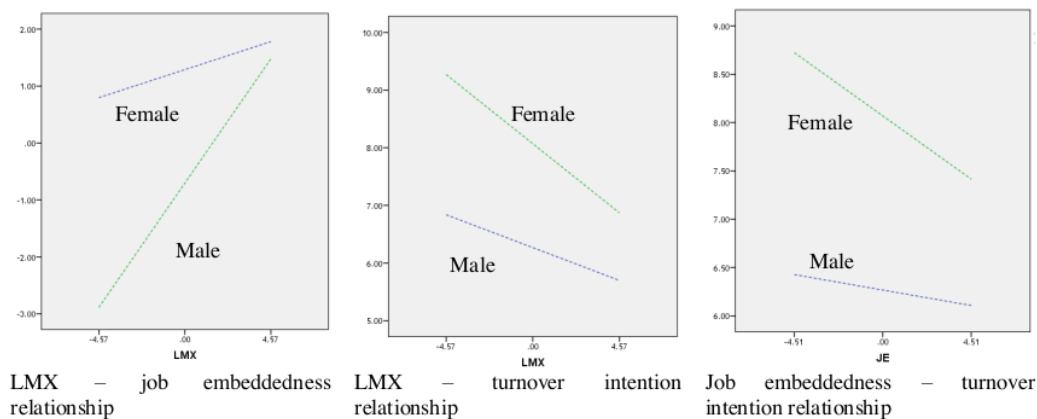| LMX – job embeddedness relationship | LMX – turnover intention relationship | Job embeddedness – turnover intention relationship |

Figure 2. Moderating effect of gender

Finally, this study adopted a comprehensive step to understand the relationship between variables through integrated model analysis by examining the effects of mediation and moderation simultaneously. Thus, in this study, gender has been proven to act as a moderator of the three hypothesized relationships: LMX - job embeddedness, LMX - turnover intention, and job embeddedness - turnover intention. Figure 2 presents an overview of the different effects on the male and female groups. Furthermore, the results of this study specifi 31 y identify different roles of gender as a moderator variable. This study found a more substantial effect of LMX on job embeddedness and the relationship between LMX and turnover intention for the female group. These results confirm the differences in the responses of the male and female groups regarding LMX. In summary, this study found that gender directly influences job embeddedness and turnover intention and moderates the three hypothesized relationships, thereby acting as a quasi-moderator.

3.4. Practical implications
In addition to its theoretical contributions, this study has practical applications for policymakers in human resources. First, this study's findings provide evidence of the impact of the quality of interaction between leaders and subordinates, showing that high-quality LMX is essential for increasing job embeddedness and reducing turnover intention. Therefore, problems related to interactions and relationships between leaders and subordinates must be identified and resolved as quickly as possible. We suggest that companies focus on improving the quality of leader-subordinate interactions through communication training at the supervisor and manager levels. This training is vital because it ensures the development of healthy relationships in the workplace and fosters an attitude of embeddedness, consequently reducing employees' turnover intention.

Second, gender is essential as it responds differently to LMX, job embeddedness, and turnover intention. Despite the controversy arising from these results, the management needs to encourage equal opportunities for males and females in terms of responsibilities and job roles. Assuming that female subordinates perceive that the opportunities offered to them are lesser than those offered to male subordinates, they will feel cheated; this condition reduces their job embeddedness and increases their turnover intention.

Third, efforts need to be made to reduce turnover intention through LMX quality and job-embeddedness mechanisms. Human resource managers generally pay significant attention to employee turnover and attempt to retain employees by utilizing various policies, such as financial or non-financial rewards. This study's findings show that the quality of the interaction between leaders and subordinates is an important factor that increases embeddedness and decreases employee turnover intention. Thus, managers need to apply certain approaches to boost the job embeddedness of employees, both in and outside the workplace. For example, to foster job embeddedness, companies need to adopt long-term career development plans as well as equal opportunities for male and female subordinates (Mitchell et al., 2001).

3.5. Conclusions

By integrating COR theory (Hobfoll, 2001) and SRT (Eagly & Steffen, 1984), the researchers of this study developed a relationship model of LMX, job embeddedness, and turnover, with gender as a boundary condition. Using data collected from 462 respondents working in various sectors in Indonesia, the researchers found that LMX plays an essential role in increasing job embeddedness and reducing the chances of turnover intention. As expected, job embeddedness was found to be negatively related to turnover intention and played a mediating role in the LMX turnover intention relationship. Furthermore, this study found that gender is essential in LMX relationships, job embeddedness, and turnover intention.

3.6. Limitations and recommendations for future research

While this study has some important implications, it also has several potential limitations. First, although this study utilized samples from various occupational sectors, as reported by Harris et al. (2011), Zhang et al. (2019), and Dechawatanapaisal (2018), limitations regarding generalization were encountered despite the use of convenience sampling. Second, other demographic factors, such as education and organizational tenure (Dechawatanapaisal, 2018) tend to make a difference in job embeddedness and employee turnover intention because they relate to job opportunities; this has not been discussed in this study. Third, the use of the cross-sectional method in this study has a weak claim on the causality of the relationship between variables. However, future research should investigate cross-industrial, occupational, and country or cultural generalizations. Therefore, first, random sampling should be used to generalize the results of future studies. Second, demographic factors (such as education and organizational tenure), personal disposition factors (self-esteem, locus of control, perceived justice), and other organizational resources (organizational support, social, career opportunities) should be considered in future studies.

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