







The Mediating Role of Work Engagement on The Relationship Between Job Security, Organizational Justice, Job Embeddedness and Turnover Intention of Pakistan's Textile Industry

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ABSTRACT

The textile industry in Pakistan is struggling to retain its employees, Hence, current study focused on crucial elements influencing retention of employees in textile industry of Pakistan. Therefore, current study aims to investigate the impact of job security, organizational justice, job embeddedness, on employee's turnover intention. Current study also investigates the mediating impact of work engagement between job security, organizational justice, job embeddedness and turnover intention. The research relied on responses from 384 textile industry workers in Pakistan. The findings indicate a statistically significant relationship between the primary factors of the investigation. It was shown that the work engagement partially mediates the connection between job embeddedness, organizational justice job security, and turnover intention. The findings imply that proactive measures taken by employers to enhance job security, Organizational justice, and job embeddedness have a positive effect on employee engagement and retention. The study contributes new data to the body of knowledge and theory regarding important factors. The results' potential implications are also examined.



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1. Introduction

South Asia is a prosperous region with rising buying power, rich natural resources, and a rapidly growing middle class, with a combined GDP of over USD 4.36 trillion and a total population of approximately 1.92 billion. One South Asia country that contributed to South Asia economy is Pakistan. They have been instrumental in bringing in large amounts of investment and bolstering collaboration in South Asia (*Soth Asia Economic Focus*, 2023).

According to FBR (2017), Pakistan has the world's fifth biggest population, behind China and India. Because of this, the textile sector in Pakistan is considered to be of paramount importance. Pakistan's exports of textile items in FY23 totaled US \$13.709 billion, demonstrating the status of the manufacturing industry to the country's economy (Pakistan Economic Survey, 2023). About 40% of the country's entire industrial workforce is directly employed by the garment and textile sectors, making them the largest manufacturing

employer in the country. In addition, its economic impact reached 8.5% of the sector's total GDP. Pakistan's Textiles and Apparel Policy has identified the garment and textile industries as a key focus area for the years 2020–2025, in light of projected industry growth (*Textiles and Apparel Policy, 2020-25*).

In spite of stiff competition from other export-oriented nations like China, India, and Bangladesh, Pakistan's textile sector is thriving. However, Pakistan textile industry is facing horrible facts in terms of high employees' turnover (Amin, Othman, & Saoula, 2021). Many of Pakistan's best workers have been transferred to the Gulf states and the Bangladesh market (*Bureau of Emigration & Overseas Employment, 2023*). Other noticeable factors in textile industry of Pakistan are the loss of money and organizational deterioration due to extraordinary employee turnover (Amin et al., 2021; *Pakistan Bureau of Statistics, 2023*).

The government and businesses must rise to the challenge of the growing textile and apparel sector. The government has difficulties due to the high unemployment rate of less educated workers (Asif, Pasha, Mumtaz, & Sabir, 2023). The scarcity of competent personnel and the high intention to leave are two of the biggest obstacles that businesses confront today (Amin et al., 2021; Hamid, Shahid, Hameed, Amin, & Mehmood, 2019; Szajna & Kostrzewski, 2022). It's important to remember that women make up the vast bulk of Pakistan's clothing industry (*Pakistan garment workers need a safety accord, 2023*). Work in the garment industry sometimes requires a low level of education and training, and the pay is often low. An increasing amount of literature emphasizes the negative effects of job uncertainty on workers. According to Rangrez, Amin, and Dixit (2022), TI tends to go up in places where there is a lot of employment instability. By Ratnaningrum, Purwadi, Susilowati, Hargyatni, and Widyaningsih (2023) A favorable and significant correlation between JI and TI was also found.

This research aims to inspect the connection between employee engagement at work and their decision to voluntarily leave their current position. We examine four factors JS, OJ, JE, and WE that affect employees' inclinations to leave their current positions. There were three phases of this study. We begin by reviewing the literature and assessing the impact of two antecedents on quitting intentions: job security and organizational fairness and work embeddedness. Second, we look into how WE mediate the connection between the aforementioned three factors and the probability of employee turnover. The final portion delves into the implications, both theoretical and practical, and future directions for study. This study fills lack of information in the textile industry literature on the topic of turnover intent among production workers.

2. Literature Review

The textile sector is struggling due, in part, to a lack of trained workers and a high turnover rate among employers (Farooq et al., 2022). Our comprehensive literature review uncovered numerous factors, including JS, OJ, JE, and WE, that might mitigate employees' TI. Several studies indications that JS is a significant factor that employee keep in his or her mind during the time of joining the organization (Jung, Jung, & Yoon, 2021). Hence, the critical issue that organizations face is not only to employ and retain the employees, but to provide assurance that their jobs are for a long time. According to Profile (2019), in Pakistan's textile industry, the bulk of manufacturing workers are having contract-based employment that threatens their job security. A survey report by *Global Consumer Confidence Index (GCCCI) in Pakistan 2021*) points out that 83% of Pakistanis are worried about their JS. Due to the lack of JS in textile sector, employee turnover intention is high (Hermawan & Riani, 2023).

In addition, Job embeddedness was found reduces the turnover ratio within organizations. In the past, lack of information Quite a few investigations investigate the links between JE and TI (Amin et al., 2021; Ampofo & Karatepe, 2022; Salem, Abbas, Mousa, Aideed, & Elbaz, 2023; Young, 2012). The following is a discussion of these vital factors. There is a need for further empirical studies to address the gap in the literature examines the immediate and long-term effects of JS on TI.

2.1. Job security

JS refers to the certainty that employees have in their jobs, as a result of the country's overall economic situation (Sverke, Låstad, Hellgren, Richter, & Näswall, 2019). Job security is also concerned about a person's capacity to stay their employment (Kurdi & Alshurideh, 2020). The term job security gains recognition due to economic pressure on the organizations. Hence, job security plays a significant role for workers and organizations (Jung et al., 2021). Internationally, about seventy-five percent of the workers prefer as compared to other factors on their list of preferences (Cheraiasi & Busolo, 2020). In this view, JS is a significant factor that employee keeps in his or her mind during the time of joining the organization (Aguiar-Quintana, Nguyen, Araujo-Cabrera, & Sanabria-Díaz, 2021; Jung et al., 2021). Hence, the critical issue that organizations face is not only to employ and retain the employees, but to provide assurance that their jobs are for a long time.

2.2. Organizational Justice (OJ)

When considering the consequences of their actions in the workplace, people often base their decisions on principles of fairness. A person's perspective on their job and the company as a whole is formed by the scrutiny and evaluation they get. Pimentel, Serras Pires, and Almeida (2020) views organizational justice as "one's subjective assessment of the firm's treatment of employees." As argued by Liu, Yu, Guo, and Li (2022), the development of performance, the promotion of employee engagement at work, and the reinforcement of employee loyalty are all outcomes of a just work environment.

On the flip hand, it's been shown that counter-job behavior like turnover, negative attitudes, and disruption can result from a perception of unfair treatment on the work (Mengstie, 2020). Worker selection and promotion, behavior management, management improvement, employee diversity, and managerial transformation are only few of the areas where it has been stated that OJ perception may be examined.

2.3. Job Embeddedness

Mitchell, Holtom, Lee, Sablinski, and Erez (2001) pioneered the job embeddedness and its subsequent use. It's a metaphor for the intertwined motivations one has for leaving one's employment (Ramaite, Rothmann, & van der Vaart, 2022). These factors exist both in and out of the workplace, and they can act like threads in a "net" in which individuals can get caught "(Mitchell et al., 2001). This claim suggests that a person is trapped inside the social fabric of his or her immediate environment, which includes the places of employment and residence (Li, Mitchell, Lee, Eberly, & Shi, 2022).

Discovered that job embedding decreased the turnover rate in businesses. The connections between work embeddedness and real-world voluntary turnover have the subject of several research (Huang, Xia, Zhao, Pan, & Zhou, 2021; Nugroho & Afifah, 2021). Even though Mitchell et al. (2001) demonstrating JE in advancing the prediction of turnover intention beyond the traditional and generic variables, The authors of this study have made significant contributions to the corpus of literature on employee turnover.

2.4. Work Engagement

Kahn (1990) coin the concept of WE. He defined it as "the connecting firm's employees with their job roles." Work engagement, a person is caring and engaged with work performance. Kahn (1990) further argued that employees of an organization are not only physically engaged, but they are also both intellectually and emotionally engaged with their work. However, the degree of the work engagement differs from person-to-person energy level and the commitment that employees contribute to their work is different. Apart from work engagement, the term commitment was also broadly discussed in past studies. Although the term work engagement and commitment might seems similar, Maslach, Schaufeli, and Leiter (2001) disagreed. Their argument is that employees may engage with work, but may not commit with the organizations. Similarly, employees may commit to their companies, but may not engage with the job. Other researchers such Elshaer and Azazz (2021); Huning, Hurt, and Frieder (2020); Ko and Lee (2019) arguments.

2.5. Turnover Intention

Many definitions on turnover have been put forward in literature. Mowday, Koberg, and McArthur (1984) for instance, defined turnover as "the end of the membership within a firm by a person that get financial rewards from that organization." Price (2001) regards turnover as the real turnover behavior where employees actually moved to a new organization. In other writing, Poon et al. (2022) consider turnover from a company to be a sort of withdrawal behavior on the part of employees. Employees frequently join and leave an organization, a phenomenon known as turnover.

Price (2001) defines voluntary turnover as "the transfer of an employee across the organizational membership boundary." The loss of a skilled employee due to voluntary departure is extremely devastating. Because of the negative impact it has on an organization's regular operations and bottom line, this phenomenon is known as dysfunctional turnover. As stated by, Chowdhury, Joel-Edgar, Dey, Bhattacharya, and Kharlamov (2023) turnover is a persistent problem across many sectors, and researchers are still digging for answers as to why. Many studies have focused on absenteeism, tardiness, and turnover intention as predictors of actual employee departures (Amin et al., 2021; Kanchana & Jayathilaka, 2023; Mehmood, Aziz, & Husin, 2023).

2.6. Relationships Among Variables

2.6.1. The Relationship between JS and TI

Literature related to JS and TI showed that job security is one of the highest powerful elements of turnover intention. Most of the literature has agreed that when an employee perceives that they are secure within the organization, they are much less inclined to resign from the company (Elshaer & Azazz, 2021; Ratnasari & Lestari, 2020). For example, Khalid and Sahibzada (2023) found that job security significantly decrease TI among employees in a truck company. The results indicate that when a company pays attention on the issue of job security of the employees, a significant reduction in employees' turnover was obtained. The following theory is advanced in light of the discussion:

H1: There is negative relationship between JS and TI.

2.6.2. The Relationship between OJ and TI

Many research have been conducted on the role of OJ in predicting future employee turnover because of the widespread belief that it might enhance performance at work. Özkan (2023) said that employees' low morale and increased intention to leave the company were direct results of unfair treatment on the job. Researchers such Akhtar, Shakeela Shah, and Tatlah (2023); Hwang and Yi (2022) have discovered an inverse correlation between OJ and TI. In other study, Choi and Shin (2022) discovered that in the health care sector, workers' intentions to leave were most strongly correlated with their perceptions of organizational fairness. Consistent results were also seen in Amin et al. (2021); Rahayu, Finthariasari, and Santri (2022) studies showing that employees who are more sensitive to injustice are less likely to quit their jobs and more likely to volunteer for additional responsibilities at work. Therefore, this hypothesis is offered.

H2: There is negative relationship between OJ and TI.

2.6.3. The Relationship between JE and TI

According to the research, job embeddedness is predicting to what extent an employee would stay with a company (Gan, Law, Jiang, & Chen, 2023). Another study conducted by Cooper (2023) also found that job embeddedness reduced turnover intention when tested on European community household panel. Findings were similar in studies of SMEs in Indonesia Wahyudi, Hendryadi, Iskandar, Suryani, and Gustiawan (2022), on SME located in Australia, 120 health care workers Lee and Lee (2022), 497 employees working in different SME in Indian Mashi, Salisu, Olaoye, and Galadanchi (2022) and a total of 107 people from 25 different US law enforcement organizations Forrester III (2019) where job embeddedness reduces workers' propensity to leave. Thus, hypothesis is offered.

H3: There is negative relationship between JE and TI.

2.6.4. The Relationship between JS and WE

Job security is important factor that influences work-related results. For example, past studies have shown how job security positively related to employees' WE Getahun Asfaw and Chang (2019); Saeed, Hassan, Dastgeer, and Iqbal (2023), physical and psychological well-being of workers Burke and Greenglass (1999), employee retention (Zahari & Kaliannan, 2023). Nemțeanu, Dinu, Pop, and Dabija (2022) Finding a beneficial association between job security and employee engagement, this study surveyed 320 hotel workers in Taiwan. The following hypothesis is advanced on the basis of prior research results:

H4: There is a positive relationship between JS and WE.

2.6.5.The Relationship between OJ and WE

Organizational justice has been found to increase employee work engagement for their jobs. According to research, OJ has a profound effect on work engagement (Putra & Trinanda, 2021). AS same concluded by Ugwu and Ojeaga (2017) when administered to 118 professionals working in Nigerian public and private schools. Literature also established a link between OJ and employee satisfaction. Similar results were also found in a research by Karim and Baset (2020) in Bangladesh, Mulang (2022) in Indonesia. Thus, hypothesis is developed.

H5: There is a positive relationship between OJ and WE.

2.6.6.The Relationship between JE and WE

JE is a major determinant of WE, according to a review of the research. Elshaer and Azazz (2021) the connection between job embeddedness and employee motivation among 685 workers in luxury and midrange hotels. Job embeddedness has a beneficial effect on employee motivation. Similarly, Shah, Csordas, Akram, Yadav, and Rasool (2020) job embedding was also proven to positively affect work engagement.

Tshwane municipality public school teachers' perceptions of job embeddedness in connection to their level of job engagement Shibiti, Mitonga-Monga, and Lerotholi (2018). The survey results showed that significant relationship between job embeddedness and enthusiasm for one's work. Peltokorpi and Allen (2023) exposed a association between job embeddedness and satisfaction with one's employment, corroborating previous research. As a result, we suggest a hypothesis that follows:

H6: There is a positive relationship between JE and WE.

2.6.7.The Relationship between WE and TI

Work engagement plays a significant influence in lowering employee TI in previous research (Cao & Chen, 2021; Memon et al., 2020; Pattnaik & Panda, 2020). Researchers found that workers' productivity increased in proportion to their level of interest in their jobs (Li, Mohamed, Mahomed, & Khan, 2022; Ntseke, Mitonga-Monga, & Hoole, 2022). Multiple empirical research have found that personnel who are more invested in their relevant jobs are less likely to leave them (Urrutia Pereira, de Lara Machado, & Ziebell de Oliveira, 2022; Winarno, Kisahwan, & Hermana, 2022). In another research involving private company in Garment Industry, Wulandari and Hafidz (2023) observed a negative link between employee involvements and plans to depart the company. Therefore, that hypothesis developed.

H7: There is a negative relationship between WE and TI.

2.6.8. Work Engagement as a Mediator

The effect of JS Mulindwa (2022); Prasongthan (2022), organizational justice Amin et al. (2021) job embeddedness Ramaite et al. (2022) on TI have been deliberated and many investigators have already researched it. In this study, however, work engagement is argued to mediate this impact. (Leguina, 2015) "a mediating effect is produced when a third variable or construct stands between two related constructs". WE are modeled in this paper as a potential mediator between the IV and DV in the study. Because of the uneven/contradictory findings of the direct effects of JS, OJ, and JE on TI Amin et al. (2021); Dwiyanto, Sularso, and Handriyono (2018); Joarder, Subhan, Abdul, and Islam (2015); Saraih, Zin Aris, Sakdan, and Ahmad (2016) The indirect effect of We will be investigated.

We was also shown to buffer the association of OJ and TI in another study (Amin et al., 2021). However, study conducted in Saoula, Fareed, Ismail, Husin, and Hamid (2019), The influence of OJ on TI was explored using organizational citizenship behavior as a

mediator. They suggested that future study concentrate on other mediators, such as work engagement, to reduce turnover intention. Despite the fact that there has been few research on the mediation effect (WE) between JS, OJ, JE, and TI, the study presented the following hypotheses:

H8: WE mediate the relationship between JS and TI.

H9: WE mediate the relationship between OJ and TI.

H10: WE mediate the relationship between JE and TI.

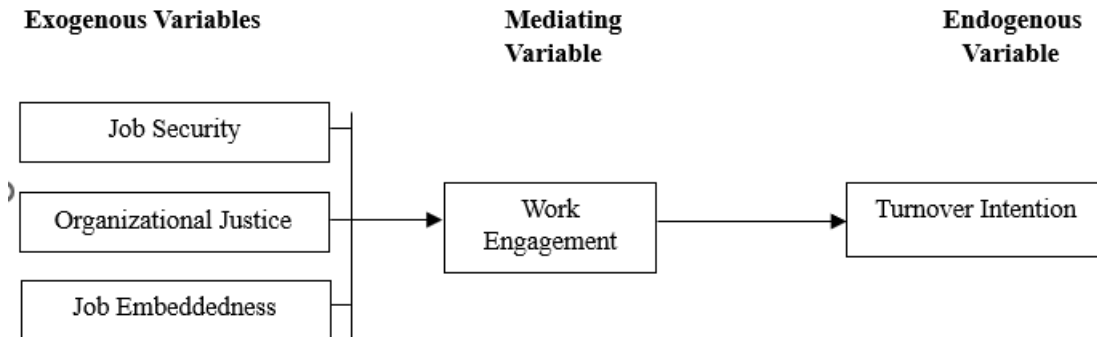


Figure 1: Research Framework

3. Data and Methodology

3.1. Data Collection and Sampling technique

This paper presents and identifying the most significant factors that affect the result to leave an organization. The study's author has provided a quantitative method for verifying the phenomenon in question. All of the study's subjects were factory workers in Punjabi textile factories. The provided data indicates that the province of Punjab is home to 297 textile mills, spread over three cities (Lahore, Multan, and Faisalabad), and employing a total of 169,193 people in the manufacturing sector (*Pakistan Bureau of Statistics, 2023*). According to the suggested sampling table, a total of 384 samples are required to statistically reflect the target population (the 169,193 manufacturing workers) (Sekaran & Bougie, 2016). For hard-to-reach populations, students can utilize a non-probability sampling method called purposive sampling to uncover all possible contributors (Krisnawilujeng, 2022; Sekaran & Bougie, 2016).

Table 1
Distribution of respondents for each cluster

Clusters	Number of Textile Mills	% of Distribution	Estimation	# of Survey
LHR	125	42%	162	
MUX	44	15%	58	
FSD	128	43%	164	
Total	297	100%	384	

In situations where a population sample is insufficient to provide the essential information, inadequate samples are used, this sampling approach may be the optimal sample design choice (Sekaran & Bougie, 2016). Since data on production workers in the textile industry is scarce, this method was used for this study. Consequently, in light of the above Sekaran and Bougie (2016), When just a small number of reliable information providers are available to financially support the study, purposive sampling may be the best option.

3.2. Construction of the Variables

The literature was mined for relevant items to use as measurements (see Table AI). The items were graded using a Likert scale with 5 points, with 1 indicative of that the respondent strongly disagreed and 5 signifying that they strongly agreed. The motivation to leave one's current employment is the focus of this analysis. The term referred to a member's decision to consciously and voluntarily withdraw from participation in an organization (Tett & Meyer, 1993). Six items specifically designed to assess TI by Blau and Lunz (1998). This

6-item turnover intention scale has been proved to be reliable and valid for gauging intent to leave a company. Several studies (Cronbach alphas between 0.73 to 0.80) find that the scale has high levels of internal consistency (Qureshi et al., 2012; Siddiqui & Jamil, 2015). Job security is the first independent variable. In this study, job security will be measured by 5 items developed by Oldham, Kulik, Ambrose, Stepina, and Brand (1986). According to prior research, the scale's internal consistency is sufficient, with Cronbach alphas between 0.67 to 0.70 (DHAYITSHAINI & RAJOO, 2016; Imran, Majeed, & Ayub, 2015).

The second independent variable in this research is participants' attitudes towards organizational justice, which are measured using an established 20-item scale created by the authors Niehoff and Moorman (1993) is adapted. Previous research has proven that the scale is reliable (Cronbach's alphas range from 0.70 to 0.92), therefore it may be used with confidence (Crow, Lee, & Joo, 2012; Meisler, 2013; Suifan, Diab, & Abdallah, 2017). The third variable in this research is participants' level of job embeddedness. To measure employees' level of work embedding, researchers employed a set of seven questions they developed themselves (Crossley, Bennett, Jex, & Burnfield, 2007). Cronbach's alphas for the scale's internal consistency ranged from 0.81 to 0.94, indicating that this was an adequate level of reliability (Ferreira, Martinez, Lamelas, & Rodrigues, 2017; Ghosh, 2017; Karatepe, 2013).

Work engagement at work is a moderating factor. The 17-item WE scale was created by Schaufeli (2004). This 17-item scale has been validated and proven to be reliable for measuring WE. Several studies have revealed high levels of internal consistency for the scale (Cronbach alphas between 0.70 and 0.91), indicating its reliability (Braine & Roodt, 2011; Schaufeli, 2004).

3.3. Methods of Statistical Analysis

Several statistical methods are employed to examine the data. To begin, we utilised descriptive statistics to describe the characteristics of the manufacturing workers' replies and check that they were within the predicted range of variation. The significance of the link between the variables was evaluated using a correlation analysis. Validity and trustworthiness come in at number three. In contrast to validity, which evaluates whether or not a tool really measures what it claims to, reliability looks at consistently delivers findings. Finally, a structural equation model (SEM) is used for a simple mediation analysis.

3.4. Analytical technique

PLS-SEM provided us with empirical data for our fictitious model. This method is being used more frequently in studies of management and businesses (Sarstedt, Ringle, Smith, Reams, & Hair Jr, 2014). Given the theoretical and estimating challenges of covariance-based structural equation modelling, partial least squares structural equation modelling is a suitable analytical approach for this study. The initial benefit of PLS-SEM is that reliable model predictions may be obtained with less information (Reinartz, Haenlein, & Henseler, 2009). Even with tiny sample sizes, it can reach statistically significant results. It has been suggested that between 30 and 100 cases be used in a PLS-SEM study (Chin & Newsted, 1999).

PLS-SEM, with its 384-person sample size, is supposed to be more reliable than CB-SEM. Second, in contrast to CB-SEM's foundation, PLS-SEM is a nonparametric technique that does not assume normally distributed data. We evaluated the skewness and kurtosis of the variables to see if they followed a normal distribution. For this reason, PLS-SEM was the better option. Similar to CB-SEM, PLS-SEM consists of two phases of analysis. The first step in every measurement procedure is to check for convergent and discriminant validity. Step two entails dissecting the underlying model structure. Smart PLS 3.0 was used to investigate the hypothesized correlations.

3.5. Socioeconomic and Demographic profile of the Respondents

Participants' socioeconomic contexts are identified by descriptive statistical analysis. Table 2 presents the details of respondent demographics such as gender, age, marital status, job title, education level, and years of experience in the workforce.

Table 2
Demographic Characteristics (N=384)

Demographic	Frequency	%
Gender		
Male	244	69.5
Female	106	30.5
Age		
Below 20 years old	38	10.7
21-30	75	21.4
31-40	111	31.5
41-50	95	27.3
≥ 50	31	9.1
Marital Status		
Single	119	34.0
Married	211	60.5
Divorced / Separated / Widowed	20	5.5
Highest Academic Qualification		
Matric	4	1.0
Inter	42	12.0
Bachelor	133	37.8
Master	171	49.2
Location		
Lahore	108	31.1
Multan	77	21.9
Faisalabad	165	47
Number of years with present organization		
1 - 3 years	48	13.8
4 - 7 years	223	63.7
More than 7 years	79	22.5
Position		
Production manager	68	19.3
Production officer	18	5.2
Production supervisor	116	33.3
Production engineer	61	17.4
Assistant production manager	38	10.7
Production staff	49	14.1
Number of years in present position		
Less than 1	105	30.2
1 - 3	140	39.8
4 - 7	78	22.4
More than 7	27	7.6

Observing Table 2, we can see that both men and women are fairly represented in Pakistan's textile industry. Only 21.4% are older than 30 years old; 31.5% are between the ages of 31 and 40; 27.5% are between the ages of 41 and 50; and 9.1% are at least 50 years old. Only 34% of those polled are now single, and married are 60.5%.

4. Results and Discussion

4.1. Evaluation of Measurement Model

Validity and trustworthiness of concept measures is what measurement figure assessment is all about. Following the advice of Matthews, Hair, and Matthews (2018), We looked at things like convergent and discriminant validity, as well as internal consistency dependability. Table, 3 shows the outcomes of the evaluation method. Internal consistency was calculated using Cronbach's alpha and composite reliability. When the CR and Cronbach's alpha are both over 0.6, the reliability of the instrument is considered high (Sarstedt et al., 2014). According to the outcomes, there was internal consistency amongst our constructs (as measured by CR and Cronbach's alpha).

Table 3
Descriptive Analysis

Latent Constructs	N	Min	Max	Mean	Std. Dev.
JS	384	1	5	2.862	1.048
OJ	384	1	5	3.762	0.584
JE	384	1	5	4.191	0.582
WE	384	1	5	4.356	0.640
TI	384	1	5	3.224	0.650

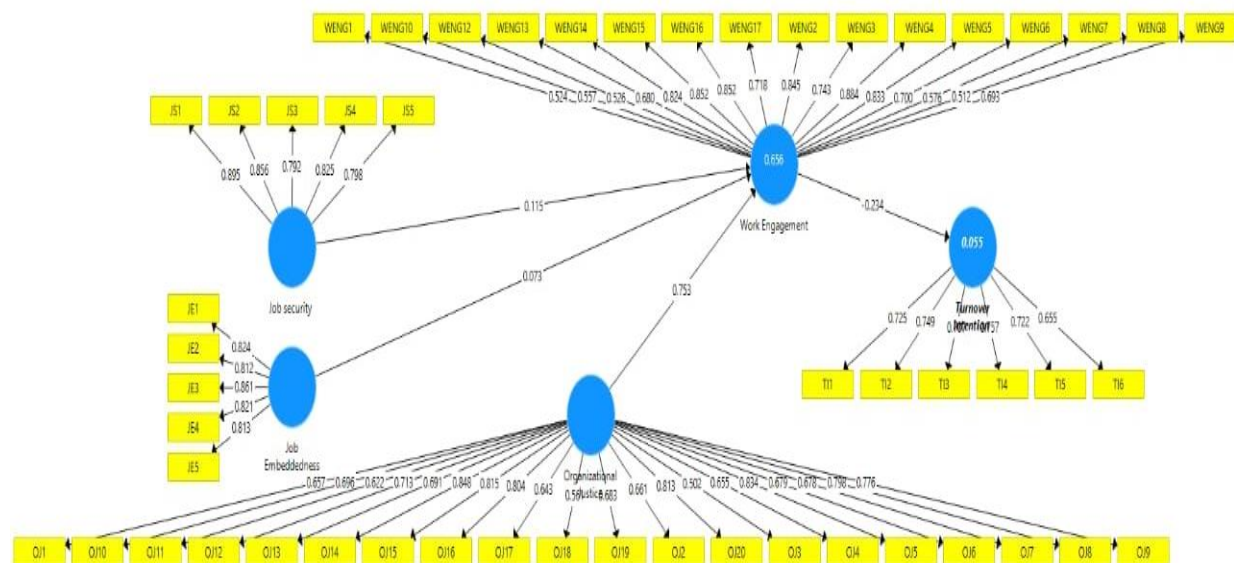


Figure 2: Model with Factor Loading

Items with outer loadings more than 0.40 should be preserved for analysis, as recommended by Sarstedt et al. (2014), which employed the indicator outer loadings and average retrieved variance to assess convergent validity (AVE). All of the probe's external loadings were more than 0.50. Convergent validity at the construct level is sometimes evaluated using the average variance explained (AVE) criteria. The AVE for every single construct was larger than 0.50, suggesting that they explained over half of the variation across their respective measures. Discriminant validity evaluates how much one construct varies from another. HTMT is the average. Henseler, Ringle, and Sarstedt (2015) found that an HTMT score above 0.90 lacked discriminant validity. None of the HTMT results met the minimum threshold of 0.90. We also checked to see if there was a large gap between the HTMT values and 1. We bootstrapped 5,000 samples and used that number to determine confidence intervals for each construct. Table 3 shows that the constructs are empirically separate since no bootstrap confidence intervals contained the value 1.

4.2. Evaluation of Structural Model and Research Finding

Checking for collinearity between sets of predictor components was performed prior to testing hypotheses. The value of (VIF) was used to probe collinearity. Since all VIF values were within the cutoff value of 5, collinearity among the predictor variables was not a major problem in this study (Vörösmarty & Dobos, 2020). Sarstedt et al. (2014) indicators of multicollinearity include a VIF score more than 5 and a tolerance value of 0.20 or less. Table 4 reveals that a VIF of less than 5 indicates a tolerance value of higher than 0.20. Therefore, multicollinearity is not a concern.

We generated t values using bootstrapping 5,000 samples to establish the statistical significance of our hypothesis using the structural model route coefficients. Figure 1 depicts the primary data points used to characterise the model under consideration for the structural analysis. As predicted by our first hypothesis (H1), PLS-SEM explains a negative connection between JS and TI (= -0.027, t = 2.483, p.013) (95 percent CI). H1 was given the green light. Another hypothesis (H2) that we tested and found to be true is that there is a substantial unfavorable association between OJ and manufacturing employees' intention to depart (= -0.176, t = 4.860, p.000). We also discovered support for H3, which proposed a negative link between employment embeddedness and the intention to leave one's current job (= -0.017, t= 2.432, p0.01).

Table 4
Evaluation of measurement model

Latent Variable	Indicators	Convergent validity		Internal Consistency Reliability	
		Loading	AVE	CR	Cronbach's Alpha
Turnover Intention (TI)	TI1	0.725	0.518	0.866	0.834
	TI2	0.749			
	TI3	0.707			
	TI4	0.757			
	TI5	0.722			
	TI6	0.655			
Job Security (JS)	JS1	0.895	0.696	0.919	0.891
	JS2	0.856			
	JS3	0.792			
	JS4	0.825			
	JS5	0.798			
Organizational justice	OJ1	0.657	0.507	0.953	0.948
	OJ2	0.661			
	OJ3	0.502			
	OJ4	0.655			
	OJ5	0.834			
	OJ6	0.679			
	OJ7	0.678			
	OJ8	0.798			
	OJ9	0.776			
	OJ10	0.696			
	OJ11	0.622			
	OJ12	0.713			
	OJ13	0.691			
	OJ14	0.848			
	OJ15	0.815			
	OJ16	0.804			
	OJ17	0.643			
	OJ18	0.561			
	OJ19	0.683			
	OJ20	0.813			
Job Embeddedness (JE)	JE1	0.824	0.683	0.915	0.884
	JE2	0.812			
	JE3	0.861			
	JE4	0.821			
	JE5	0.813			
Work Engagement (WE)	WE1	0.524	0.517	0.943	0.934
	WE2	0.845			
	WE3	0.743			
	WE4	0.884			
	WE5	0.833			
	WE6	0.700			
	WE7	0.576			
	WE8	0.512			
	WE9	0.693			
	WE10	0.557			
	WE12	0.526			
	WE13	0.680			
	WE14	0.824			
	WE15	0.852			
	WE16	0.852			
	WE17	0.718			

A statistically significant beneficial effect on WE were seen when JS was introduced (= 0.115, $t = 3.232$, $p < 0.01$). Therefore, (H4) was accepted. Organizational justice and employee engagement have a statistically significant beneficial relationship ($\beta = 0.753$, $t = 26.57$, $p < .000$, 95% CI). As a result, we may accept Hypothesis 5. Significant positive relationship between JE and employee engagement at work ($\beta = 0.073$, $t = 2.812$, $p < .005$). As a result, we may accept Hypothesis (H6). Employee engagement and intention to leave job have a negative association ($\beta = -0.234$, $t = 5.051$, $p < .000$, 95% CI). Thus, it may be concluded that H7 is correct.

Table 5
Latent Variables Construction

Latent Construct	Tolerance	VIF
JS	0.301	3.335
OJ	0.300	3.336
JE	0.891	1.122
WE	0.481	2.079
TI	---	---

Based on the work of Sarstedt et al. (2014), we investigated whether or not WE mediated the association between JS and TI among production workers (H8). First, we determined that there is a statistically significant ($t = 2.483$, $p 0.01$) indirect relationship between job security and TI among production employees through employees' level of interest in their work. Second, we validated the statistical significance of indirect effect and showed that occupational participation was a significant mediator of the relationship between OJ and TI ($t = 4.860$, $p 0.00$, 95% CI). We voted yes on H9. Thirdly, we validated the statistical significance of indirect effect and found that work engagement was a significant mediator of the relationship between JE and TI ($t = 2.432$, $p 0.01$, 95% CI). The hypothesis H10 was accepted. Predictive power, effect size, and R-squared values The predictive effectiveness of the PLS-SEM structural model should be assessed using R-Squared values, effect size 2, and predictive relevance Q-Squared (Sarstedt et al., 2014).

Table 6
Results of Variance Explained in the Endogenous Variables

Latent variables	R-square	Result
Endogenous Variables -----> WE	0.656	Large Effect
Endogenous Variables -----> TI	0.055	weak

Table 7
Effect Size of Exogenous on Endogenous Variable (Turnover Intention)

Exogenous constructs	Total Effect (f^2)
JI	0.036
OJ	1.486
JE	0.015
WE	0.058

How much of the observed variation in the structural model's dependent constructs can be explained is quantified by the R-Squared statistic. Table 6 from Sarstedt et al. (2014) shows that the R-Squared value for JS and JE on TI and work engagement is just 0.058 and 0.150, respectively. The R-Squared effect size quantifies how much one dependent variable shifts in response to a shift in another independent variable. The values 0.02, 0.15, and 0.35 were chosen to indicate moderate, large, and extremely large effects (Cohen, 1988). F table

5. Conclusion and Practical Implications

5.1. Conclusion

Despite the fact that the literature has extensively covered the factors that lead to employee turnover, this study shows that the same associations may hold true in the textile business. In addition, this research adds to the body of knowledge by proposing the mediating role of WE in the connections among JS, OJ, and JE. This study set out to investigate the nexus between JS, JE, engagement, and the inclination to leave one's current employer. It may be concluded that JE, OJ and JE have a direct influence on TI since the coefficients of their routes are significant when examining direct impacts of variables. Both the null and alternative hypotheses are shown to be correct.

Furthermore, there is strong statistical evidence that JS has a direct impact on WE. Using the route coefficient, however, we can confirm that JE has a positive direct effect on WE, and that WE has a negative direct effect on TI. The results prove the 3rd, 4th, and 5th hypotheses. These results are in line with previous studies showing how job security and job embedding may help reduce voluntary turnover, such as, (Chegini, Asghari Jafarabadi, & Kakemam, 2019; Ko & Lee, 2019; Ratnasari & Lestari, 2020). However, they do not contradict the conclusions that JS and JE have direct effects on WE and that WE has direct effects on turnover intention (Jung et al., 2021; Kapil & Rastogi, 2017; Rasool, Wang, Tang, Saeed, & Iqbal, 2021; Takawira, Coetzee, & Schreuder, 2014). The findings suggest that WE acts as a

mediator between JS, JE, and TI. Additionally, Consistent with previous research, the data support the sixth and seventh assumptions (Cao et al., 2020; Engelbrecht, 2020).

The results of this study offer a framework for human resource managers to use in their efforts to increase employee engagement and decrease turnover. By promoting job stability and employee embeddedness, HR managers can reduce workers' desire to leave their current positions. Managers may have an indirect effect on employee engagement by hiring individuals who are emotionally invested in the company. This results in a lower likelihood of employees leaving. employment security, employment embeddedness, employee engagement, and intention to leave are all variables explored in this study, which is unique among the little literature on a rapidly developing nation. Karatepe, Rezapouraghdam, and Hassannia (2020), for example, one study looked into the impact of JS on WE in China. Similarly, Takawira et al. (2014) job embeddedness was discovered to have a significant bearing on both job satisfaction and the desire to leave one's current position. These and related discoveries have inspired renewed interest in the field, which is notably lacking in South Asia.

5.2. Limitations

The current study does have certain caveats. First, because the data was collected in a cross-sectional fashion, the study was unable to determine whether or not the hypotheses were actually correct. Thus, future studies should employ longitudinal research methods to further our understanding of the present study's findings. Second, a model of potential employee turnover in the textile sector was built using input from production workers. Concerns about the study's poor generalizability were mitigated by the consistency of its findings when compared to those of other research. Since the Asian area shares many cultural commonalities with the rest of the world, the current study is certain that the general model will be relevant to the SME worker there as well. Further research needs to take into account the moderating influence of organizational culture in various sectors and locations, as well as the mediating role of organizational justice in the workplace.

5.3. Practical implications

Job security is just as crucial as the impact it has on workplace attitudes and behaviors. Understanding of intent to depart is one of the unusual mentalities that businesses respect. As a result, both academics and practitioners are looking for variables that have a direct or indirect impact on turnover intention (Hamid et al., 2019; Ratnasari & Lestari, 2020). As the costs of real turnover continue to rise, providing adequate notice of one's intention to leave (Chiat & Panatik, 2019). JS, OJ, JE, and WE are four well-established criteria that have a significant impact on reducing intention to leave (Asghar et al., 2021; Kyaw, 2023; Lee & Lee, 2022).

To what extent does this study help us understand the factors that affect job security, intention to leave, and contributing variables of textile workers. Policies that top management can implement to increase JS and decrease TI include improving employee engagement and working conditions, providing fair compensations, Strengthening supportive staff management, encouraging employment prospects and stability, and supporting competence-based career advancement are all examples of ways to improve work prospects and stability. Improving textile employees' sense of job security will lead to higher levels of employee engagement, higher output, and less desire to leave current employment.

The importance of the study is emphasized by both its theoretical and practical ramifications. Organizational justice has been examined extensively, with researchers examining its links to a wide range of attitude and behavior outcomes such organizational citizenship behaviors, task performance, job satisfaction, commitment, workplace deviance, absenteeism, trust, and so on (Ekingen, 2021; Indahyati & Sintaasih, 2019; Mulang, 2022; Özkan, 2023). However, the current research fills the void in our understanding of the connection between organizational justice, job embeddedness, and job security, and employee turnover, through the mediating function of work engagement, in the textile sector. This research provides essential context for using this novel idea in the workplace. According

to the results of the study, managers may prevent negative affective and emotional reactions and turnover by implementing organizational practices that are fair to all employees.

Second, this article offers a potential new angle on talent retention for textile company human resource managers. The findings demonstrate that job embeddedness is an important factor in determining whether or not manufacturing workers intend to leave their current positions. Further, by using realistic job previews, a strategy that assures job seekers obtain all the crucial information they need to know before to employment, the textile sector might improve organizational fit and reduce turnover intentions (Kickul, 2001). This method will help new hires become acclimated to their roles, their coworkers, and the company culture (Baker & Aldrich, 1999; Kickul, 2001). Employees who were given accurate work previews before being hired were less likely to back out of the selection process and had a lower turnover rate once employed (Bagozzi, Yi, & Phillips, 1991).

Authors Contribution:

Ayesha Malik: Write the Introduction and conceptualization.

Moazam Shahwar: Perform the analysis of current study

M. Amin: Write Literature Review and Theoretical writing

Dr. Naeem Shahid: (cross ponding Author) Work on conclusion, discussion, Drafting and Data Collection Process

Conflict of Interests/Disclosures

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