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Steer clear of a capricious supervisor! Their erratic actions diminish the influence of job embeddedness on employees' inclination to leave the organization

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Abstract--This study examines the relationships between job embeddedness, affective commitment, and turnover intention among hotel employees in Uttarakhand, India, with a focus on the effect of supervisors' fluctuating behavior (SFB). Using a multi-phase data collection approach involving 163 employees and their supervisors across 10 hotels, the research employs structural equation modeling to analyze the proposed moderated mediation model. The results suggest that job embeddedness has a direct and indirect influence on turnover intention through affective commitment. The results of the study show that consistent and supportive supervisory behavior strengthens the progressive effect of job embeddedness (JE) on affective commitment (AC), thus reducing turnover intentions. These findings offer useful insights to hotel management and HR professionals about fostering job embeddedness, strengthening affective commitment, and ensuring stable supervisory practices as being highly influential for improving employee retention and

organizational effectiveness in the hospitality industry. This research contributes to the understanding of employee retention dynamics in the hotel sector and offers practical implications to reduce turnover in this high-attrition environment.

Keywords---Job embeddedness, affective commitment, supervisor's behavior, turnover intention, turnover, retention.

1. Introduction

Researchers and practitioners Lee & Ok (2016); Davidson *et al.* (2023); Kim & Brymer (2023) agree that excessive employee turnover is a major problem in the hotel sector. Employees with great turnover intentions have trouble determine, provide inadequate service, and impede service renewal attempts Karatepe & Shahriari (2012); Xu & Cao (2023).

Researchers acknowledge the worth of holding brilliant employees for organizational success, particularly in the hospitality sector Potgieter *et al.* (2018); Mohsin *et al.* (2023). Despite this, elevated turnover rates are prevalent in the hotel industry, making retention of skilled employees a significant challenge Arasli *et al.* (2017); Frye *et al.* (2020). This situation underscores the essential role of job embeddedness, which is the force that enhances employee retention Chen & Ayoun (2019); Zhang *et al.* (2019). The most effective tactics to decrease employees' intentions to quit, particularly in the hospitality industry Mitchell *et al.* (2001). JE reduces employees' intentions to leave, a key predictor of actual turnover Takawira *et al.* (2014); Zhang *et al.* (2019). Consequently, JE has garnered significant attention from both academics and industry professionals in the hospitality area Chan *et al.* (2019); Yu *et al.* (2020).

Job embeddedness emerged from the voluntary turnover model and explained wherefor people stay in their professions Karatepe & Shahriari (2012). The identified factors of job embeddedness in tourism and hospitality are link, fit and sacrifice Khorakian *et al.* (2018). Employees with a strong network are less prone to quit their jobs Chan *et al.* (2019). A lot of factors impact the employee's job embeddedness, which in turn affects turnover intentions like the leadership style, supervisors' behavior, and affective commitment Park *et al.* (2021).

Nguyen *et al.* (2022) proposed that inconsistent leadership behavior negatively affects job embeddedness, leading to higher turnover intentions (TI). Another study by Kernan *et al.* (2022) concludes that fluctuating supervisory behaviour undermines employees' job embeddedness, thereby increasing their intentions to leave the organization. Jannson and Linton (2006) suggested that those employees whose supervisors are helpful, get easy recovery of restlessness compared to those who do not. Similarly, Hoobler and Brass (2006) linked abusive supervision to instances of family undermining, suggesting that negative supervisor behaviors can extend beyond the workplace into employees' personal lives.

While there is substantial study on the effect of supervisors' behavior fluctuation on employee outcomes in general business settings, there is limited research specifically focused on the hotel sector. The hospitality industry has unique characteristics such as high customer interaction, irregular working hours, and a strong emphasis on service quality, which may influence the crescendos of supervisor behavior and its influence on employees Maertz & Boyar (2023). A study done by Kim & Brymer (2023) suggests that understanding how supervisors' fluctuating behavior specifically affects turnover intentions and job embeddedness in this high-turnover environment can provide targeted strategies to improve employee retention which is the main issue that the hotel sector is currently facing. JE, which includes factors like fit, links, and sacrifice, may manifest differently in the hospitality sector due to great involvement of customer service. Studying how supervisors' inconsistent behavior affects these components of job embeddedness can provide innate visions into retention strategies specific to the hotel sector Nguyen *et al.* (2022).

According to Yarker *et al.* (2007), supervisors have tremendous influence over the level of stress of employees. Yarker *et al.* discovered 19 clusters of behaviors supportive of the supervisor as well, which include effective workload management, handling work issues expeditiously, being approachable and visible, and taking responsibility. According to Gilbreath (2001), the impact includes behaviors such as strategic workload planning, fair distribution of workload, and empathetic understanding of the employees' viewpoint with a high degree of association with job stress reduction. Consequently, all else being equal, employees working under supportive supervisors tend to experience lower stress levels than those under less supportive leadership. Taylor's (1991) mobilization perspective provides insight here suggesting that while both constructive and adverse supervisor behaviors can affect the turnover intention of employees, negative behaviors may exert a stronger influence due to their heightened psychological impact on employees. Thus, understanding and mitigating negative supervisor behaviors could potentially yield more significant reductions in presenteeism compared to solely focusing on positive behaviors.

The above findings underscore supervisors as the utmost dominant psychosocial element in many workplaces O'Driscoll & Beehr (1994). These supervisors are pivotal in shaping organizational culture and employee well-being, serving as accessible points of influence for fostering positive changes in the workplace. They can mitigate or eliminate certain workplace stressors that affect employees. Even when supervisors face constraints regarding broader organizational issues, their own behaviors significantly impact employee experiences Stout (1984).

High levels of affective commitment (emotional attachment employees have with their organization) contribute to notable JE and lower turnover intentions Allen & Meyer (1990). High affective commitment can serve as a mediator between job embeddedness and turnover intentions. However, fluctuating supervisor behavior can weaken affective commitment by creating an unpredictable work environment. Turnover intention is employee's willingness to quit their current organization. When job embeddedness is low and affective commitment is weakened by inconsistent supervisor behavior, turnover intentions are likely to increase Rubenstein & Eberly (2023).

This study applies Salancik and Pfeffer's (1978) information-processing theory to explore a moderated mediation model. Specifically, it investigates how frequent changes in supervisors' behavior influence subordinates' turnover intentions by impacting their JE and, subsequently, their affective commitment. According to the theory, individuals' behaviors and attitudes are shaped by the information they receive from their social environment. By applying this perspective, the study aims to understand how such inconsistent supervisory behavior creates fluctuating information, hence impacting employees' insights and decision-making processes relating to their jobs and the organization.

Although there is research on how supervisory behavior impacts the outcome of employees, the current study bridges the gap between understanding how frequent changes in supervisors' behavior impact JE and TI over the mediating role of affective commitment, particularly in the hotel sector Nguyen *et al.* (2022). This industry has some unique characteristics, like high customer interaction and irregular work hours, making it crucial to explore these dynamics in a sector-specific context Rubenstein & Eberly (2023).

2. Literature Review

2.1 Job Embeddedness (JE)

It is a comprehensive structure introduced by Mitchell *et al.* (2001) to enlighten why employees continue in the current organization. Job embeddedness has three dimensions: links, fit, and sacrifice. Links examine the formal or informal connections an employee has with other people, groups, or organizations. Fit describes how well an employee recognizes that they align with their job and organizational culture. Sacrifice considers what an employee would give up if they left their job, including both material and psychological benefits.

The concept has been widely validated as a divider of turnover intention, referring that those who have prohibitive job embeddedness have few chances to quit Mitchell *et al.* (2001; Crossley *et al.* (2007); Zainuddin and Noor (2019). JE impacts both voluntary turnover and absenteeism, indicates that employees who are highly embedded in their jobs will have very few chances of being absent or quitting Holtom *et al.*, (2006); Uzochukwu *et al.* (2018); Vashisht *et al.* (2022); Dimri *et al.* (2024).

2.2 Turnover Intention (TI)

Turnover intention relates to an employee's sentient and intentional disposition to drop their current association Mobley (1977). It is a critical indicator for actual turnover, as intentions are often a precursor to the behavior of quitting Tett & Meyer (1993). Understanding factors affecting turnover intentions is essential for organizations seeking to retain talent and reduce turnover-related costs. Factors influencing TI include job satisfaction, organizational commitment, work environment, and personal reasons Cohen *et al.* (2022). Mobley *et al.* (1978) anticipated a comprehensive model of the turnover process, which starts from job dissatisfaction and progresses through stages such as feelings of quitting,

evaluating the costs of quitting, and searching for alternatives, ultimately leading to turnover intentions and actual turnover.

2.3 Relationship Between JE and TI

Employees who feel a strong relation to their job and organization, and who comprehend the high cost of leaving, are less likely to intend to quit Crossley *et al.* (2007); Afsar & Ur Rehman (2018). Crossley *et al.* (2007) have said that JE predicts job performance and organizational citizenship behavior, thereby making embeddedness play a role in employee retention. Lee *et al.* (2004) expanded this research by showing that job embeddedness serves as a moderator of the relationship between turnover intentions and job satisfaction, which suggests that the embedded employee will not leave even when their job satisfaction is low.

Moreover, many researchers Holtom & Inderrieden (2006); Sender *et al.* (2018) highlighted that JE is a superior predictor of turnover as it encapsulates a broader range of factors that attach employees to their jobs. So, the proposed hypothesis is-

H1: Job Embeddedness significantly influences turnover intention.

2.4 Relationship Between Affective Commitment, Job Embeddedness, and Turnover Intention

Current sources indicate that JE and affective commitment negatively influence turnover intentions Lew (2011); Dechawatanapaisal (2018); Afsar *et al.* (2018) revealed that JE fully mediates the relationship between high-performance work practices and TI. Moreover, Coetzer *et al.* (2019) found that JE is negatively allied with turnover intentions.

Affective component represents an individual's emotional attachment with job Mitchell *et al.* (2001). Of the three dimensions of organizational commitment, affective commitment is the most widely recognized and is considered the most powerful predictor of turnover intentions Meyer *et al.* (2002); Perryer *et al.* (2010). Joarder *et al.* (2011) showed that affective commitment and turnover intentions are negatively related.

Most of the scholars established that JE is a precursor to TI, work attitudes, and job performance Collins *et al.* (2014); Lee *et al.* (2004). Collins *et al.* (2014) discovered that embeddedness mediates the relationship between leader-member exchange and job satisfaction. Ha and Kim (2010) found that JE negatively influences TI. Additionally, another study by Ng and Feldman (2007) explores the roles of JE and affective commitment in predicting TI.

Lee *et al.* (2004) further sightsaw the idea of JE and its effects on turnover. It suggests that job embeddedness can lead to advanced AC which in turn reduces TI. A study done by Allen & Shanock (2013) highlights the mediating role of affective commitment in the relationship between JE and TI. It shows that higher levels of perceived organizational support and JE lead to increased affective commitment, ultimately lowering turnover intentions. Karatepe (2013) also touches upon affective commitment as a mediator and says that job

embeddedness provides a great level of affective commitment, which then reduces turnover intentions.

So, the hypotheses proposed are-

H2: Job embeddedness significantly influences affective commitment.

H3: Affective commitment affects turnover intention.

H4: Affective commitment significantly mediates the relationship between job embeddedness and turnover intention.

2.5 Relationship Between Supervisors' Behavioral Fluctuation, Job Embeddedness, Affective Commitment, and Turnover Intention

Supervisors play a key role in modeling employee experiences and outcomes within organizations. Their behavior can significantly impact employees' JE, affective commitment, and TI. This complex variable introduces the dynamic nature of supervisors' behavior, in that support, recognition, and interpersonal interactions fluctuate. The inconsistency in the behavior of the supervisor creates uncertainty and stress for employees, thereby affecting work attitudes and behaviors.

Research has shown that supervisors play a crucial role in keeping employees engaged by providing support, recognition, and growth opportunities (Ng & Feldman, 2010). When supervisors consistently offer encouragement and guidance, employees tend to form a strong emotional connection to their workplace, driven by their need for independence, skill development, and belonging (Gagné & Deci, 2005). However, inconsistent supervisor behavior can create uncertainty and dissatisfaction, which may lead to higher chances of employees considering leaving the organization (Jiang et al., 2012).

Consistent and supportive supervision helps employees feel more connected to their workplace, strengthens their sense of belonging, and makes leaving a more difficult decision (Mitchell et al., 2001). On the other hand, unpredictable supervisor behavior can weaken these benefits, leading to lower job attachment and a higher likelihood of leaving. Similarly, when supervisors maintain consistent behavior, they create a supportive work environment that boosts employees' emotional commitment. However, inconsistent behavior can damage trust and emotional bonds, reducing commitment and increasing the chances of turnover (Meyer et al., 2002).

The mediation effect of affective commitment is therefore dependent on the consistency of supervisor behavior Eisenberger *et al.* (2002). Individual resilience identified organizational support, and the quality of the leader-member exchange (LMX) are potential moderators in these relationships. For instance, employees with high resilience may be less affected by fluctuations in supervisor behavior Tugade & Fredrickson (2004). Conversely, strong perceived organizational support may cushion the ill effects of the inconsistent behavior of the supervisor Rhoades & Eisenberger (2002). Individual resilience perceived organizational support, and the quality of the leader-member exchange are all possible moderators for these relationships. For instance, highly resilient employees might not be so influenced by erratic changes in the behavior of supervisors Tugade & Fredrickson (2004). Conversely, strong perceived organizational support can buffer the negative effects

of inconsistent supervisor behavior Rhoades & Eisenberger (2002). Research indicates that individuals' behaviors can vary considerably across situations and over time e.g., Fleeson (2001).

Research indicates that subordinates experience less anxiety and stress when interacting with supervisors who exhibit consistent behavior Moskowitz (2009). This consistency allows subordinates to form accurate mental representations of their supervisors and reduces the need for them to constantly adjust their behaviors in response to changing supervisory actions. Consequently, close relationships characterized by trust and reduced conflict are more likely to develop with consistent supervisors Côté *et al.* (2012). So, when supervisors demonstrate low behavioral fluctuations, the positive impact of JE on subordinates' attitudinal work outcomes, such as affective commitment, is enhanced, positively influencing their service behaviors Rubenstein & Eberly (2023). So, the proposed hypothesis is-

H5: Supervisor fluctuating behavior moderates the relationship between job embeddedness and Affective commitment.

Figure 1- Illustrates the current study's moderated mediation model, depicting the relationships between job embeddedness, supervisor's fluctuating behavior, affective commitment, and turnover intention.

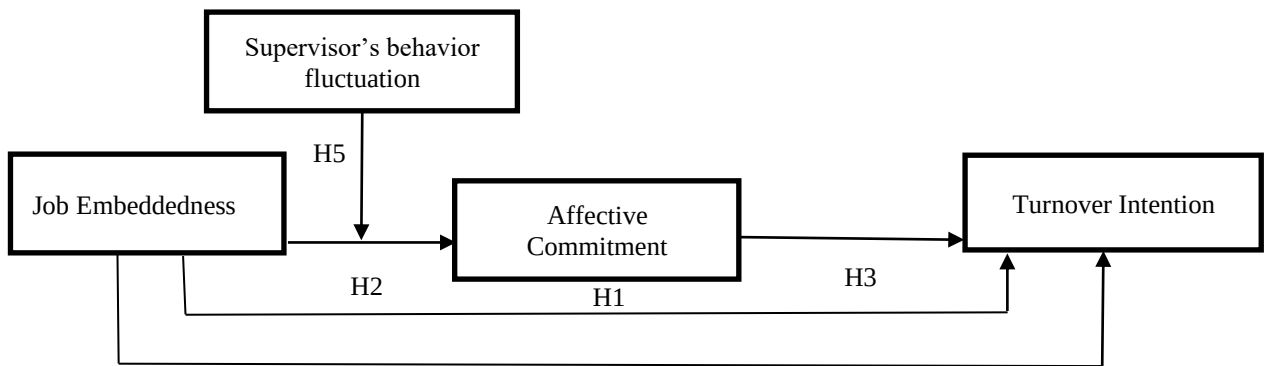


Figure 1. The proposed Moderated-Mediation Model

3. Research Objective

The objective of this research is to examine the relationships between job embeddedness, affective commitment, and turnover intention among hotel employees in Uttarakhand, India, with a specific focus on the moderating effect of supervisors' fluctuating behavior. This research explores how hotel employees in Uttarakhand, India, decide whether to stay or leave their jobs. It focuses on three key factors:

- 1) Job Embeddedness – How connected employees feel to their job and workplace.
- 2) Affective Commitment – The emotional attachment employees have toward their organization.
- 3) Turnover Intention – How likely employees are to leave their job.

A major aspect of this study is the role of supervisors' fluctuating behavior—whether supportive or inconsistent—on these relationships. It examines whether strong supervisory support helps employees feel more committed to their jobs, ultimately lowering the chances of them leaving. The study aims to offer practical advice for hotel managers and HR teams on improving employee retention and making workplaces more stable and productive.

4. Research Methodology

4.1 Research Variables

This study incorporates four types of variables: endogenous, exogenous, moderating, and mediating. The endogenous variable is turnover intention, the exogenous variable is job embeddedness, supervisor fluctuating behavior acts as the moderating variable, and affective commitment functions as the mediating variable. Job embeddedness is a concept that describes the various factors that keep an employee attached to their job and organization. It encompasses three main components: fit, links, and sacrifices. Turnover intention refers to an employee's want to quit the existing job. It's a key predictor of actual turnover behavior. Affective commitment is the emotional connection one has with an organization. Supervisor fluctuating behavior refers to the inconsistency and variability in a supervisor's actions, attitudes, and interactions with employees.

4.2 Participants and Procedure

The study was conducted with employees from 10 different hotels in Uttarakhand, India. A total of 339 participants were involved, providing a diverse sample to explore different factors related to workplace culture and employee well-being. The participants were categorized based on gender, employment status, marital status, educational background, and income levels to ensure a comprehensive analysis. Among the participants, 60% (203) were male and 40% (136) were female. Regarding employment status, 70% (237) were full-time employees, while 30% (102) were part-time or contractual employees. In terms of marital status, 55% (186) of the respondents were married, and 45% (153) were single.

Educational backgrounds varied, with 15% (51) having a high school education or below, 30% (101) holding a diploma or certificate, 40% (136) possessing an undergraduate degree, and 15% (51) having completed postgraduate studies or higher education. The income distribution among the participants showed that 25% (85) earned below INR 15,000 per month, 35% (119) earned between INR 15,001 and INR 30,000, 30% (101) earned between INR 30,001 and INR 50,000, and 10% (34) earned above INR 50,000 per month.

The data collection process was structured and adhered to ethical guidelines, ensuring participant confidentiality and voluntary participation. Employees were approached through a combination of direct engagement and electronic surveys distributed within the selected hotels.

The study's goals were clearly explained to the participants, and they were assured that their answers would stay confidential. To fairly analyze the links

between workplace culture, leadership roles, and employee well-being, researchers used a stratified random sampling method. This ensured that different demographic groups were properly represented.

4.3 Measures

4.3.1 Job Embeddedness

JE was calculated via a scale tailored by Crossley *et al.* (2007) which is a five-point Likert scale, ranging from one (strongly disagree) to seven (strongly agree). Sample statements are like “I feel a strong sense of attachment to this organization” and “I have strong connections within this organization”.

4.3.2 Supervisor Fluctuating Behaviour

The Social Behavior Inventory was used to assess how supervisors' behaviors changed over time. This tool includes 12 items that measure four key behavioral traits: dominance, agreeableness, quarrelsomeness, and submissiveness. For example, a question about quarrelsome behavior might say, “My supervisor did not respond to someone's questions or comments,” while dominance could be reflected in a statement like, “My supervisor tried to get someone to do something else.” Another item measuring agreeableness might include, “My supervisor complimented or praised someone.”

exemplify agreeable behavior, and “My supervisor let others make plans or decisions” measure submissiveness. Participants responded to these items using a seven-point Likert scale.

4.3.3 Affective Commitment

Myer *et al.* (1993) six-item scale were used to calculate affective commitment. Example statements are “I strongly identify with this organization's challenges” and “I lack emotional attachment to this organization.”

4.3.4 Turnover Intention

It refers to an employee's intent or inclination to quit their current position. It represents how strongly an employee is considering, planning, or has decided to leave the job they currently hold. As for the scale used to measure turnover intention, there are several established scales developed by different researchers over time. One of the most commonly referenced scales was developed by Mobley *et al.* (1978). Mobley's research delineated turnover as a series of sequential stages, beginning with job dissatisfaction, progressing through considerations of quitting, evaluating the costs involved, exploring alternatives, and culminating in the intention to leave or actual departure. Sample statements included “I anticipate finding a new job within the next year” and “I envision pursuing long-term career development within this organization.”

5. Data Analysis Technique

The anticipated research relationship has been tested using the Structural Equation Modeling technique. It is a statistical procedure for evaluating the cause-and-effect relationship between a set of constructs characterized by multiple measurable variables/items in a single model. SEM was chosen because it directly determines observable and latent correlations among the variables and establishes their relationship Joseph F. Hair (2011); Sarstedt *et al.* (2019).

Model evaluation involves assessing both measurement and structural models. For measurement models, evaluation criteria include indicator reliability, internal consistency reliability, convergent validity, and discriminant validity Hair Jr *et al.* (2021). Indicators are considered reliable if their factor loadings exceed 0.70. Constructs are deemed to meet internal consistency reliability if they achieve composite reliability and Cronbach's alpha values of at least 0.60. Convergent validity is confirmed when a construct has an Average Variance Extracted (AVE) value of 0.50 or higher. Discriminant validity is satisfied if the Fornell-Larcker criterion shows that the square root of each construct's AVE is greater than its highest correlation with other constructs, and the Heterotrait-Monotrait (HTMT) ratio is below 0.85.

Assessment of Measurement Model

Table 1: Internal consistency and convergent validity

Indicator	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Affective Commitment	0.939	0.939	0.952	0.767
Supervisor's fluctuating behavior	0.983	0.983	0.984	0.840
Job Embeddedness	0.956	0.957	0.964	0.791
Turnover Intentions	0.905	0.906	0.941	0.841

The reliability and validity of the measurement model were assessed using Cronbach's alpha, composite reliability (ρ^a and ρ^c), and average variance extracted (AVE). Table 1 presents the results, which indicate satisfactory internal consistency and convergent validity across all constructs.

Affective commitment, acting as the mediator in the proposed model, demonstrated a Cronbach's alpha of 0.939, composite reliability (ρ^a and ρ^c) values of 0.939 and 0.952, respectively, and an AVE of 0.767. These results confirm strong internal consistency and adequate convergent validity, as the AVE surpasses the threshold of 0.50. This suggests that the indicators effectively measure the latent construct of affective commitment.

Supervisor's fluctuating behavior, serving as the moderator between job embeddedness and affective commitment, exhibited exceptional reliability and validity. The Cronbach's alpha and composite reliability (ρ^a and ρ^c) values were 0.983 and 0.984, respectively, with an AVE of 0.840. These results indicate excellent consistency and a high degree of shared variance among the indicators. The independent variable, job embeddedness, was also found to have a very high reliability and validity value. Cronbach's alpha, ρ^a and ρ^c values were 0.956, 0.957, and 0.964 respectively, and AVE of 0.791. It can be concluded that these findings indicate the soundness of the measurement model of job embeddedness.

Turnover intentions, the dependent variable, showed a Cronbach's alpha of 0.905, composite reliability ρ^a and ρ^c values at 0.906 and 0.941 respectively, and AVE at

0.841. These results clearly demonstrate that the reliability of these items is strong and converge on a single construct while providing consistency in representation by the indicators. The measurement model showed strong internal consistency and convergent validity for all factors, confirming its reliability for the structural model analysis and hypothesis testing.

5.1 Discriminant Validity

In structural equation modeling, discriminant reliability is checked to ensure that each concept being measured is unique from the others (Dijkstra & Henseler, 2015; Sarstedt et al., 2019). This is done by verifying that an item's main loading on its assigned factor is higher than its loadings on other factors, confirming its distinct identity. Discriminant validity is further assessed using the cross-loading matrix in Table 2 and the Fornell & Larcker (1981) criterion, which states that the square root of AVE for a construct should be greater than its correlations with other constructs.

Table 2: Fornell and Larcker

	AC	SFB	JE	TI
AC	0.976			
SFB	0.583	0.917		
JE	0.920	0.522	0.890	
TI	-0.886	-0.484	-0.808	0.917

5.2 Heterotrait - Monotrait Ratio (HTMT)

The Heterotrait-Monotrait (HTMT) ratio presented in Table 3 evaluates the discriminant validity among the constructs included in the study: Affective Commitment (AC), Supervisor's Fluctuating Behavior (SFB), Job Embeddedness (JE), and Turnover Intention (TI).

Table 3: Heterotrait-Monotrait Ratio

	AC	SFB	JE	TI
AC				
SFB	0.607			
JE	0.768	0.536		
TI	0.761	0.512	0.753	
SFBx JE	0.406	0.076	0.363	0.315

It is a modern method to establish discriminant validity. It is also based on correlations. The HTMT is a recommended metric for assessing the extent to which constructs are distinct from one another, which is critical for ensuring the validity of the measurement model. The heterotrait-monotrait Correlation Ratio (HTMT) was constructed by Henseler *et al.* (2015).

5.3 Analysis of HTMT Ratios

The HTMT analysis confirms that the constructs in the study meet the criteria for discriminant validity, which is essential for ensuring the reliability of the measurement model. Since no HTMT values exceed the 0.85 threshold, it indicates that the constructs remain distinct and do not overlap excessively. This reinforces the strength of the theoretical framework and supports the validity of the hypotheses based on these constructs.

Additionally, the interaction term (SFB x JE) has significantly lower HTMT values compared to the main constructs, with 0.406 for AC, 0.076 for SFB, 0.363 for JE, and 0.315 for TI. These results confirm that the interaction term functions as a separate variable, justifying its role as a moderator in the analysis.

5.4 Assessment of a Structural Model

The quality standards shown in Table 4 help measure how well the model explains the data and how well it fits overall. This is done using R^2 , Adjusted R^2 , and Standardized Root Mean Square Residual (SRMR) values. These metrics are essential for assessing the strength and reliability of the structural model.

The structural model was estimated by using the 5000-bootstrap approach of the Smart-PLS software. Model fitness was examined through SRMR values. An SRMR value less than 0.08 as specified by Henseler *et al.* (2015) signifies a good fit for the model. The model fits the data if its SRMR value is 0.06. This implies that the observed correlations and the model-implied correlations are very close. Therefore, the model might accurately represent the data. Table 4 encapsulates the outcome of the structural model using PLS-SEM analysis.

Table 4: Quality Criteria (R^2)

Construct	R^2	Adj. R^2	SRMR
Affective Commitment	0.874	0.872	0.06
Turnover Intention	0.820	0.819	

For Affective Commitment (AC), the R^2 value is 0.874, indicating that 87.4% of the variance in Affective Commitment is explained by the independent variables in the model. This suggests a high level of explanatory power, highlighting the strong predictive ability of the model for this construct. For Turnover Intention (TI), the R^2 value is 0.820, showing that 82.0% of the variance in Turnover Intention is accounted for by the predictors. This similarly reflects substantial explanatory power. The Adjusted R^2 for Affective Commitment is 0.872, marginally lower than the R^2 value. This small difference suggests that the model is not overfitted and that the predictors included are relevant and contribute meaningfully to explaining the variance in Affective Commitment. Similarly, the Adjusted R^2 for Turnover Intention is 0.819, very close to the original R^2 , further supporting the robustness of the model.

5.5 Path Coefficient Interpretation

- H1: Job Embeddedness significantly influences turnover intention.
H2: Job embeddedness significantly influences affective commitment.
H3: Affective commitment affects turnover intention.
H4: Affective commitment significantly mediates the relationship between job embeddedness and turnover intention.
H5: Supervisor fluctuating behavior negatively moderates the relationship between job embeddedness and Affective commitment.

Table 5: Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Hypothesis status
JE -> TI (H1)	-0.475	-0.484	0.095	4.994	0.000	Supported
JE -> AC (H2)	0.774	0.774	0.018	42.619	0.000	Supported
AC -> TI (H3)	-0.449	-0.441	0.090	4.996	0.000	Supported
JE -> AC -> T1 (H4)	0.189	0.189	0.019	9.855	0.000	Supported
SFB x JE -> AC (H5)	-0.161	-0.162	0.023	7.029	0.000	Supported

Table 5 provides a detailed examination of the relationships between the constructs under study, including Affective Commitment (AC), Job Embeddedness (JE), Turnover Intention (TI), and the interaction effect of Supervisor's Fluctuating Behavior (SFB) and Job Embeddedness. (Insert Figure 2,3,4)

5.6 JE (Job Embeddedness) → TI (Turnover Intention)

The negative path coefficient (-0.475) indicates that Job Embeddedness directly reduces Turnover Intention. Employees who are deeply rooted in their organizational roles are less likely to consider leaving their positions. The strong statistical significance (T -statistic 4.994 and P -value 0.000) of this pathway highlights the importance of strategies that enhance job embeddedness to reduce turnover intentions.

5.7 JE (Job Embeddedness) → AC (Affective Commitment)

The positive and strong path coefficient (0.774) highlights that Job Embeddedness significantly enhances Affective Commitment. This suggests that employees who are more embedded in their jobs—through connections, alignment with organizational values, or investment in their roles—are more likely to develop a strong emotional attachment to their workplace. The exceptionally high T-statistic (42.619) and p-value of 0.000 underscore the critical role of Job Embeddedness in fostering Affective Commitment.

5.8 AC (Affective Commitment) → TI (Turnover Intention)

The negative path coefficient (-0.449) indicates that Affective Commitment significantly reduces Turnover Intention. This implies that employees who feel a

stronger emotional attachment to their organization are less likely to exhibit turnover intentions. The high T-statistic and statistically significant p-value (4.996 and 0.000) confirm the robustness of this relationship.

5.9 JE (Job Embeddedness) → AC (Affective Commitment) → TI (Turnover Intention)

This mediating pathway demonstrates the indirect influence of Job Embeddedness on Turnover Intention through Affective Commitment. The positive coefficient (0.189) suggests that Job Embeddedness contributes to strengthening Affective Commitment, which subsequently reduces Turnover Intention. The high T-statistic and low p-value (9.855 and 0.000) signify the statistical significance of this indirect relationship.

According to Baron and Kenny (1986), the relation comprises the third construct that explains the relationship between the independent variable, and a dependent variable a variable may be considered as a mediator to the degree to which it carries an impact on a given independent variable to a given dependent variable. The effect of variable job embeddedness as an independent construct on the turnover intention as a dependent construct is mediated by variable affective commitment.

5.10 SFB (Supervisor's fluctuating behaviour) x JE (Job Embeddedness) → AC (Affective Commitment) (Interaction Effect)

The interaction effect of Supervisor's Fluctuating Behavior and Job Embeddedness on Affective Commitment shows a negative path coefficient (-0.161). This suggests that fluctuations in supervisory behavior can diminish the positive impact of Job Embeddedness on Affective Commitment. Employees experiencing inconsistent supervisory behavior may feel less emotionally committed to their organization, even if they are otherwise embedded in their roles. The statistically significant T-statistic and P-value (-7.029, 0.000) support the relevance of this moderating effect.

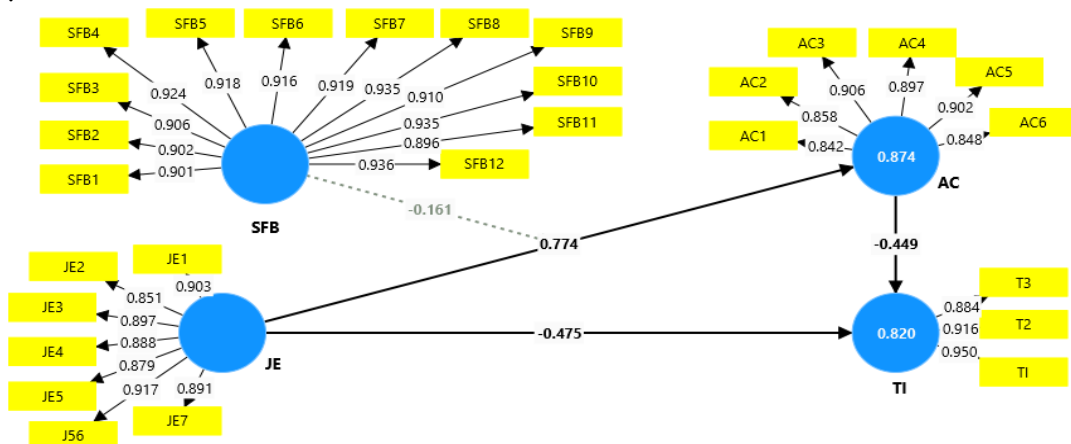


Figure 2: Structural Equation Model (outer loadings)

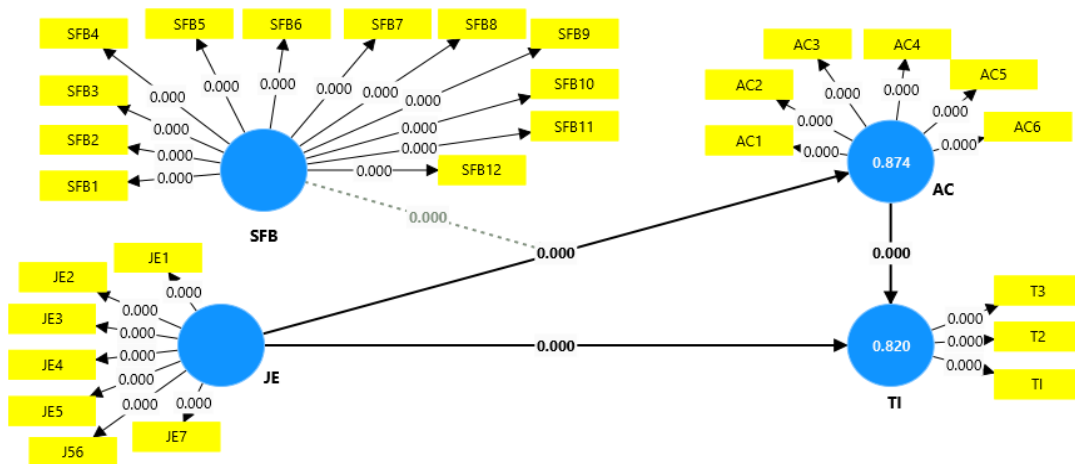


Figure 3: Structural Equation Model (P-values)

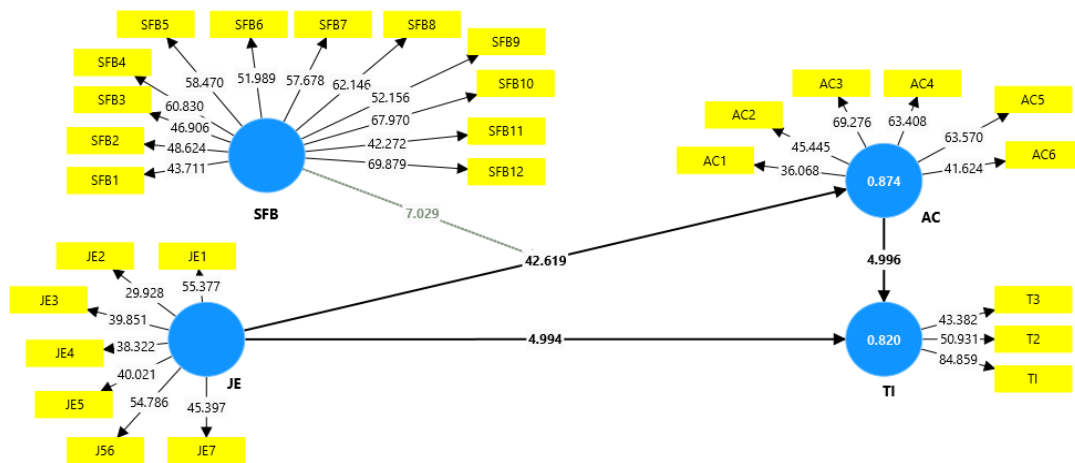


Figure 4: Structural Equation Model (T-values)

6. Result & Discussion

This study highlights the significant impact of JE, affective commitment, and supervisor behavior on the turnover intentions of hotel employees. Essentially, it shows that the more deeply employees feel connected to their jobs and their organization (job embeddedness) and the more emotionally attached they feel (affective commitment), the less likely they are to think of quitting their jobs.

Moreover, the consistency and stability of the behavior of the supervisor have a significant role in the development of these feelings of embeddedness and commitment that reduce the likelihood of turnover. Job embeddedness is described as the forces that tie employees to their jobs and organizations. Hotel organizations can reduce employee turnover intentions to a great extent by strengthening affective commitment, improving job embeddedness, and ensuring stable supervisor behavior. These strategies not only help retain talent but also make the workforce more engaging and committed. Implementing these strategies may bring greater efficiency to an organization and an enhanced work

atmosphere, providing both employees and the organization with a positive edge. This research will serve as valuable advice for hotel executives and human resources specialists seeking to boost employee retention and organizational productivity.

This study aims to deepen the understanding of how job embeddedness, emotional commitment, and changes in supervisor behavior influence employees' intentions to leave, especially in the hotel industry. The findings offer both theoretical and practical insights into employee retention, helping organizations manage high turnover rates more effectively.

6.1 Job Embeddedness and Turnover Intention

The findings confirm the hypothesis (H1) that job embeddedness significantly reduces turnover intentions, as shown by a negative and statistically significant path coefficient (-0.475). This supports the assertions of Mitchell *et al.* (2001) and Crossley *et al.* (2007) that employees who perceive higher embeddedness—through fit, links, and sacrifices—are less likely to leave their organization. This is particularly so in the hospitality industry where employees work irregular hours with high levels of customer interaction, and this makes job embeddedness critical to their retention.

6.2 Job Embeddedness and Affective Commitment

The results indicate that there is a strong positive relationship between job embeddedness and affective commitment (H2), with a path coefficient of 0.774. Prior research by Allen and Shanock (2013) and Karatepe (2013) pointed out that job embeddedness is related to emotional attachment to the organization. The more the employees are embedded in their roles, the higher their alignment is likely to be with the organizational goals and values, which enhances affective commitment.

6.3 Affective Commitment and Turnover Intention

Affective commitment substantially diminishes turnover intentions (H3), as indicated by the negative path coefficient of -0.449. According to Meyer *et al.* (2002) and Joarder *et al.* (2011), emotional attachment significantly lowers turnover intentions. Organizations in which employees are more affectively committed, thereby emotionally attached, tend not to leave the organizations regardless of the challenges ahead.

6.4 Mediating Role of Affective Commitment

The study further confirms the mediating function of affective commitment within the job embeddedness to turnover intentions relationship (H4). The mediating pathway points out how job embeddedness enhances affective commitment, which ultimately diminishes turnover intentions. Consistent with the theoretical propositions of Baron and Kenny (1986) and empirical findings from Ng and Feldman (2007), this result affirms that affective commitment represents a key mechanism through which job embeddedness influences turnover intentions.

6.5 Moderating Effect of Supervisors' Fluctuating Behavior

The changing behavior of supervisors influences the relationship between job embeddedness and emotional commitment (H5). The negative path coefficient of -0.161 suggests that inconsistent supervisory behavior weakens the positive impact of job embeddedness on affective commitment. This supports earlier studies by Tepper (2000) and Kernan et al. (2022), which found that unpredictable supervisor behavior creates uncertainty and stress, reducing employees' emotional connection to their organization. In contrast, when supervisors are consistent and supportive, they foster an environment that strengthens both job embeddedness and commitment.

7. Implications

The study highlights the influence of job embeddedness (JE), affective commitment, and supervisor behavior on turnover intentions among frontline hotel employees. JE, encompassing alignment with organizational values, workplace relationships, and perceived sacrifices of leaving, is confirmed as a key predictor of turnover Afsar *et al.* (2018). Enhancing JE can significantly reduce turnover rates. Affective commitment, defined as employees' emotional attachment to their organization, mediates the relationship between JE and turnover intentions, demonstrating that emotional bonds formed through JE play a critical role in retention. Supervisor behavior fluctuations—dominance, agreeableness, quarrelsomeness, and submissiveness—moderate the relationship between JE and affective commitment. Stable and supportive supervisory behavior enhances JE and affective commitment, reducing turnover intentions. By incorporating sophisticated analytical approaches to measure behavior variability, the study emphasizes the need for consistent supervisory practices to foster a committed workforce. Managers should create a supportive work environment by aligning with employee values, building workplace relationships, and highlighting the benefits of staying. Strategies include team-building activities, recognition programs, and career development opportunities. To boost emotional attachment, organizations can offer mentorship programs, personalized career plans, and transparent communication. Consistency in supervisory behavior is critical; training and feedback for supervisors can help reduce uncertainty and build trust. Monitoring supervisor-employee interactions through tools like 360-degree feedback and targeted training programs can ensure stability. Organizations should prioritize stable supervisory environments by implementing consistent communication styles, decision-making processes, and leadership behavior. These strategies enhance the positive effects of JE on affective commitment, reducing turnover intentions and fostering a loyal workforce.

8. Scope of the Study

This study explores how consistent supervisor behavior affects employees' job attachment and emotional commitment in the hospitality industry. Using statistical modeling and data analysis, the research examines these connections. However, the study is based on data from only 10 hotels in Uttarakhand, which may limit how well the findings apply to other locations or industries. Since the

study is based on a one-time data collection, it does not track changes over time. Future research should include a larger and more diverse sample to improve the relevance of the results. Long-term studies could also provide deeper insights into how supervisor behavior influences employee loyalty and commitment over time.

9. Conclusion

This study provides real-world evidence on how job embeddedness, emotional commitment, supervisor behavior, and turnover intentions interact in the hospitality industry. It confirms that job embeddedness and emotional commitment strongly influence employees' decisions to stay or leave, while inconsistent supervisor behavior can weaken these positive effects. By addressing gaps in existing research, this study highlights the complex relationship between workplace factors and employee retention. The findings emphasize the need for organizations to both strengthen job embeddedness and reduce the negative effects of inconsistent supervisor behavior to improve commitment and reduce turnover.

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