Will They Stay or Will They Go? The Role of Job Embeddedness in Predicting Turnover in Individualistic and Collectivistic Cultures

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Although turnover is an issue of global concern, paradoxically there have been few studies of turnover across cultures. We investigated the cross-cultural generalizability of the job embeddedness model (Mitchell & Lee, 2001) by examining turnover in an individualistic country (United States) and a collectivistic country (India). Using cross-cultural data from call centers ($N = 797$), we demonstrated that although organization job embeddedness predicted turnover in both countries, different dimensions of job embeddedness predicted turnover in the United States and India. As hypothesized, on the basis of individualism–collectivism theory, person–job fit was a significant predictor of lower turnover in the United States, whereas person–organization fit, organization links, and community links were significant predictors of lower turnover in India. We also explored whether a newly developed construct of embeddedness—family embeddedness—predicts turnover above and beyond job embeddedness and found initial support for its utility in both the United States and India. Theoretical and practical implications are discussed.

Keywords: job embeddedness, turnover and retention, culture, individualism–collectivism, human resource practices

For decades employee turnover has been a key issue in organizational psychology and management. As early as 1955, Brayfield and Crockett discussed the impact of employee attitudes on turnover, and in 1958 March and Simon put forward the first model of employee turnover. Since then there have been over 1,500 studies (Barrick & Zimmerman, 2005), and there is a growing global interest in turnover (Björkman & Lu, 1999; Miller, Hom, & Gomez-Mejia, 2001; Paik & Teagarden, 1995). Although turnover is one of the most well researched topics in the organizational sciences, there have been few studies that have compared turnover models in different countries, prompting Maertz (2004) to call national culture one of the "most neglected antecedents" (p. 105) in employee turnover research. This research gap is particularly problematic given that people live in an increasingly global economy. Today a single organization could have its corporate office on one continent, its manufacturing on a different continent, and its information technology support on a third (Deresky, 2006; T. L. Friedman, 2005). This trend is also evident in the movement of employees across borders. Forty-four percent of multinationals reported an increase in the number of international assignments both to and from locations other than their headquarters (Bron-

stein, 2006). The essential task of retaining employees globally requires that organizations know whether retention practices are universal or whether they need to be modified for different countries. However, current research provides almost no guidance on cross-cultural turnover or retention. To our knowledge, there are no studies that have compared what predicts turnover in Western and non-Western countries.

This study begins to fill the gap by extending turnover theory cross-culturally, with a focus on the job embeddedness model of employee turnover (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001). First, we examine whether key findings from the job embeddedness model are applicable in a collectivistic culture, namely India. Simply put, do people in India leave for the same reasons suggested by the job embeddedness model developed in the United States? Second, we examine whether culture moderates the relationship between different dimensions of job embeddedness and turnover. On the basis of the extant cross-cultural literature (e.g., Condon & Yousef, 1975; Leong, Austin, Sekaran, & Komarraju, 1998; Menning, 1997; Munshi & Rosenzweig, 2005; Pelled & Xin, 1997), we predict that job fit will be a more important predictor of turnover in the United States, whereas organization fit, organization links, and community links will be more important predictors of turnover in India. We tested these hypotheses in a study of 797 call center employees from the United States and India, for whom we collected turnover data 6 months after they completed the survey. Finally, the current job embeddedness model might not capture all the relevant influences on turnover. Drawing on research from collectivistic cultures (e.g., Misra, Ghosh, & Kanungo, 1990; Posthuma, Joplin, & Maertz, 2005; Wasti, 2002), and the work of numerous turnover researchers in the United States who have called for additional research on the impact of family on the turnover process (T. W. Lee & Maurer, 1999; March & Simon, 1958; Mobley, 1982), we examine the

influence of the family on an individual's turnover decision and provide exploratory findings for a new construct—*family embeddedness*—in both the United States and India.

Taking a cross-cultural approach to turnover makes a number of contributions to the literature. Theoretically, it allows us to explore the boundary conditions that need to be applied to turnover models that were developed and tested in one cultural context. It also helps to illuminate new dimensions, such as family embeddedness, that are relevant in both India and the United States but have received little attention. Practically, it draws the attention of global organizations to cultural differences that influence organizational outcomes and provides information on the best ways to design retention programs that take culture into account.

The Job Embeddedness Model

The study of turnover has a rich theoretical history in industrial–organizational psychology and organizational behavior. Multiple models have been proposed to understand this complex decision (Hom & Griffeth, 1991; Hom & Kinicki, 2001; Mobley, 1977; Price, 1977; Steers & Mowday, 1981). Most of these models have focused on the factors related to employee dissatisfaction as the main approach to understanding and preventing turnover (T. W. Lee, Mitchell, Sablynksi, Burton, & Holtom, 2004). However, a recently advanced model—the job embeddedness model—focuses on the factors that make an individual more likely to *stay* in the job, in addition to the factors likely to make an employee leave. According to Mitchell, Holtom, Lee, et al. (2001),

> Embeddedness suggests that there are numerous strands that connect an employee and his or her family in a social, psychological, and financial web that includes work and non-work friends, groups, the community, and the physical environment in which he or she lives. (p. 1104)

Job embeddedness can be work related (e.g., positive relationships with supervisor and coworkers, good health benefits) or nonwork related (e.g., spouse works in the same area, parents live in the same community). These work and nonwork domains can be further divided into three types of attachment—*fit*, *links*, and *sacrifice*—thus forming six dimensions of job embeddedness. These six dimensions are *organization fit* (fit with an organization), *community fit* (fit with a community), *organization links* (connections with people in the organization), *community links* (connections with people in the community), *organization sacrifice* (what the individual gives up when leaving the organization), and *community sacrifice* (what the individual gives up when leaving the community).

A growing body of research shows strong support for the job embeddedness model (Crossley, Bennett, Jex, & Burnfield, 2007; Cunningham, Fink, & Sagas, 2005; T. W. Lee et al., 2004; Mallol, Holtom, & Lee, 2007; Mitchell, Holtom, Lee, et al., 2001). In a seminal study, Mitchell, Holtom, Lee, et al. (2001) developed a measure of job embeddedness and demonstrated that job embeddedness improves the prediction of voluntary turnover over and above that accounted for by job satisfaction, organizational commitment, perceived alternatives, and job search. Crossley et al. (2007) provided additional evidence for the convergent and discriminant validity of the job embeddedness measure and demonstrated the value of job embeddedness beyond that of job satisfac-

tion, organizational commitment, and perceived alternatives. Similarly, studies by T. W. Lee et al. (2004), Mallol et al. (2007), and Cunningham et al. (2005) showed that job embeddedness predicted turnover, over and above job satisfaction and commitment. These studies have collected data from various industries such as retail, health, finance, sports, and social work, demonstrating the generalizability of the job embeddedness construct. However, almost all the published research on the job embeddedness model has been in the United States or the United Kingdom, thus leaving a major void that needs to be addressed.

Culture and Job Embeddedness

Triandis (1972) defined culture as being both objective and subjective, and including a "group's characteristic way of viewing the environment" (p. 3). This characteristic way includes formal structural elements such as laws and institutions, as well as informal process elements such as norms and values. Cross-cultural differences have been examined across a wide range of phenomena in organizational behavior (Gelfand, Erez, & Aycan, 2007) but, surprisingly, have yet to be explored within the context of actual turnover decisions (Maertz, 2004; Miller et al. 2001; Posthuma et al., 2005). Although a few studies have examined cultural differences in turnover intentions (Kwantes, 2003; Parkes, Bochner, & Schneider, 2001), there has yet to be a systematic attempt to examine the factors that predict actual turnover in different cultures. Likewise, none of the models of turnover developed in the United States, dating back to Brayfield and Crockett (1955), have yet to theoretically integrate culture into the prediction of turnover. On this basis, Miller et al. (2001) concluded that current turnover theories "reflect strong Anglo-American biases" (p. 592) and need to be modified and refined to make them applicable to other cultures.

To begin filling this void, we examined the role of job embeddedness in predicting turnover in a collectivistic culture (India) and an individualistic culture (United States). These countries were identified as individualistic or collectivistic based on Hofstede (1980) and House, Hanges, Javidan, Dorfman, and Gupta (2004). Individualistic and collectivistic cultures vary in a number of critical ways, which we theorize to have implications for the application of the job embeddedness model. Most notably, they vary on the relationship between the group and the individual. In collectivistic cultures, individuals see themselves as being fundamentally connected with significant others (Markus & Kitayama, 1991). Collectivists are typically more intimate with their friends and coworkers (e.g., sharing personal information) and prefer fewer, closer, and more long-term relationships (Sinha, 1997; Triandis, McCusker, & Hui, 1990). In collectivistic cultures, the emphasis is on the values of belongingness, harmony, and cooperation (Triandis, 1995). In contrast, in individualistic cultures, there is an emphasis on an individual's autonomy and independence (Bochner, 1994; Kashima & Callan, 1994). Individualists typically belong to multiple groups and are likely to have a larger number of relationships that are more focused on superficial interactions than on intimate behaviors (Triandis et al., 1990). In individualistic cultures, the emphasis is on the values of autonomy, competition, and independence (Gelfand & Realo, 1999). In summary, in collectivistic cultures, people develop fewer and more intimate relationships with others around them, whereas in indi-

vidualistic cultures, people are more likely to develop a larger number of relationships that are lower on intimacy.

Individualistic and collectivistic cultures also vary on the extent to which they emphasize the development of one's unique potential as compared with the fulfillment of duty and obligations. In individualistic cultures, individuals are encouraged to focus on their internal attributes (e.g., preferences, abilities), to develop to their full potential by learning unique skills, and to feel positive about themselves (Gelfand et al., 2002; Markus & Kitayama, 1991; Triandis, Bontempo, Villareal, Asai, & Lucca, 1988). Perhaps, not surprisingly, there is a large literature devoted to individuals choosing occupations that fit their preferences (Holland, 1985) and being more satisfied in jobs that help them use unique skills and abilities (Kristof-Brown, Zimmerman, & Johnson, 2005). One outcome of this difference is that in individualistic cultures, it is important for individuals to be in jobs and communities that are a "good fit" for them. In contrast, in collectivistic cultures, one's choice of an occupation and job is often determined by social obligations, such as maintaining the status of the family or meeting the economic needs of the family (Sinha & Sinha, 1990; Triandis et al., 1988). Thus, work is often thought of as a duty (Sinha & Sinha, 1990), rather than a way to fulfill potential and achieve happiness. In summary, in individualistic cultures, people focus on making sure their preferences match and they fit with their job, whereas in collectivistic cultures, work is generally considered a duty and a way to fulfill social obligations.

Accordingly, we extended job embeddedness theory by focusing on the following three questions. First, does the job embeddedness model have applicability in a collectivistic culture? We examined the predictive validity of the job embeddedness model by seeking to replicate the primary findings for job embeddedness in an Indian sample. In particular, we tested whether organization and community embeddedness explain variance in turnover, above and beyond job satisfaction, organizational commitment, job search, and job alternatives. This question is important in that it provides a stringent test of the utility of the construct by extending it to a very different cultural context. Second, are the relationships between the six dimensions of job embeddedness and turnover different in the United States and India? Put differently, we examined the notion that people might stay (or go) for different reasons in the United States and India. Third, does the current job embeddedness model capture all the relevant influences on turnover? We suggest that job embeddedness, as it is currently conceived, might be "construct deficient" and can be enhanced by the addition of a new factor that captures family influences on an individual's turnover decision, which we refer to as family embeddedness. We also provide initial exploratory analyses for this new construct.

Hypotheses

Organization and Community Embeddedness

Mitchell and Lee (2001) have described an embedded individual as being "enmeshed in a network of forces and connections . . . someone who is deeply embedded will have many strong and close attachments while the opposite will be true for a weakly embedded person" (p. 216). This description draw attention not only to the many relationships an individual might have but also to the fact that an individual might experience a pressure to stay because of

these connections. As discussed, research in the United States has shown that embeddedness captures variance in turnover above and beyond job attitudes, job alternatives, and job search. The question naturally arises as to whether this is universal. We posit that because of the collectivistic focus on social connections and obligations to the group and organization (Kashima & Callan, 1994; Misra, 2001; Sinha, 1997), organization and community embeddedness will account for variance in turnover in India over and above job satisfaction, organizational commitment, perceived alternatives, and job search. It is important to test whether the job embeddedness model generalizes to other cultures, rather than make an assumption that the theory travels well. To our knowledge, this is the first test of the job embeddedness model outside Western contexts with actual turnover data.

> *Hypothesis 1:* Organization embeddedness will account for significant incremental variance in voluntary turnover after controlling for job satisfaction, organizational commitment, perceived alternatives, and job search in India and the United States.

> *Hypothesis 2:* Community embeddedness will account for significant incremental variance in voluntary turnover after controlling for job satisfaction, organization commitment, perceived alternatives, and job search in India and the United States.

At the same time, we take an *emic* (culture-specific) perspective and theorize that different dimensions of job embeddedness will be more or less important for predicting turnover in the United States. As we discuss below, we propose that organization links, community links, and organization fit are more important in predicting turnover in India than in the United States, whereas job fit and community fit are more important in predicting turnover in the United States than in India.

Organization and Job Fit

Organization fit is an essential part of the job embeddedness model, and research has shown that organization fit is significantly negatively correlated with intention to leave (Bretz & Judge, 1994; Chatman, 1991). In this study, we expanded fit to include both organization fit and job fit, as both have been found to have unique effects on job satisfaction and intention to quit (Lauver & Kristof-Brown, 2001). The main question is whether these different kinds of fit are more or less important in different cultures.

Person–job fit. Western human resource management has typically placed a strong emphasis on an individual's fit with the job, and multiple studies have found job fit to be an influential predictor of intention to quit in the United States (Kristof-Brown et al., 2005). Research in the United States has also shown that a lack of fit between an individual's personality or underlying job preference and current job can result in low job satisfaction (Holland, 1985; Meir & Yaari, 1988; Oleski & Subich, 1996; Smart, 1997). Unlike in the United States, research in India has found no relationship between underlying job preference or job choice and job satisfaction (Leong et al., 1998). Although many researchers have suggested that job fit might be less important to turnover in collectivistic cultures because work is seen as a duty rather than a

personal choice (e.g., Sekiguchi, 2004; Sinha & Sinha, 1990), to date there has been no direct test of this hypothesis. On the basis of the above discussion, we propose the following:

> *Hypothesis 3a:* Country will moderate the negative relationship between person–job fit and turnover such that the relationship is stronger in the United States than in India.

Person–organization fit.   In contrast to job fit, fit with the organization is likely to be a more important predictor of turnover in India than in the United States. Research in collectivistic cultures suggests that group membership is a central aspect of an individual's identity (Hofstede, 1980; Markus & Kitayama, 1991; Oyserman, Coon, & Kemmelmeier, 2002). In Japan, Beck and Beck (1994) described how an individual's identity and status outside work are often associated with the organization in which they work. Similarly, in India, Sinha and Kanungo (1997) argued that a productive work culture depends on employees having a strong sense of identification and loyalty to the organization. In the absence of a match between individual and organizational values, Indians experience lower organizational identity, lower job involvement, and lower job satisfaction (Tripathi, 1990). By contrast, in individualistic cultures, the stronger emphasis on an individual's unique talents and abilities (Markus & Kitayama, 1991) makes it less likely that the individual's identification with the organization will be as important as in collectivistic cultures. Based on this research, we propose the following:

> *Hypothesis 3b:* Country will moderate the negative relationship between person–organization fit and turnover such that the relationship is stronger in India than in the United States.

Community Fit

Research has shown that individuals' perceptions of how well the community meets their needs (in terms activities and interests) are negatively related to turnover (Feldman & Bolino, 1998; Shaffer & Harrison, 1998). We hypothesize that community fit will be more important in predicting turnover in the United States than in India.

In collectivistic cultures such as India, individuals tend to have less mobility (Condon & Yousef, 1975; Dette & Dalbert, 2005) and are more likely to use existing social ties to guide their choice of location when they move (Munshi & Rosenzweig, 2005). In contrast, in the absence of social ties and higher mobility, individuals in individualistic cultures are more likely to use moving as an opportunity to further develop their unique skills and interests (Markus & Kitayama, 1991; Triandis, 1989). In fact, a study by Rehu, Lusk, and Wolff (2005) found that the importance attached to desirability of living area was higher for American employees than for Chinese employees. Accordingly, we propose the following:

> *Hypothesis 4:* Country will moderate the negative relationship between community fit and turnover such that the relationship is stronger in the United States than in India.

Organization Links

Research has demonstrated that the greater the number of ties an individual has in the organization, the less likely the individual is to leave (Burt, 2001; R. A. Friedman & Holtom, 2002; Mossholder, Settoon, & Henagan, 2005). We hypothesize that organization links will be even more important in predicting turnover in India than in the United States. Indeed, numerous authors have suggested that the social links an individual has at work are more important for collectivists (Atsumi, 1979; Pelled & Xin, 1997; Wasti, 2003a). For example, collectivists feel more optimistic and efficacious when embedded in groups, whereas individualists feel more pessimistic and less efficacious when embedded in groups (Earley, Gibson, & Chen, 1999; Kirkman & Shapiro, 2001; Yamaguchi, Gelfand, Ohashi, & Zemba, 2005), suggesting that relationships with others at work might be less important to individualists. Hofstede (1991) succinctly described the differences between employees in individualistic versus collectivistic cultures by stating that in collectivistic societies, "relationship prevails over the task," whereas in individualistic societies, "the task is supposed to prevail over personal relationships" (p. 67). Consistent with this, a study by Menning (1997) in the Surat (India) textile industry found that the traders primarily relied on trust-based relationships to decide which business transactions they would initiate. In addition, Sekaran (1981) found that in the United States, job satisfaction was defined more in terms of satisfaction with work, whereas in India, job satisfaction was defined more in terms of satisfaction with coworkers. Kakar (1978) summarized this in his description that what an Indian is "sensitive to (or concerned with) [is] not the goals of work and productivity that are external to the relationship, but the unfolding of emotional affinity" (p. 125). On the basis of this discussion, we propose the following:

> *Hypothesis 5:* Country will moderate the negative relationship between organization links and turnover such that the relationship is stronger in India than in the United States.

Community Links

There are a number of studies that have demonstrated the importance of community links to organizational outcomes. The higher the number of social relationships the individual has within the community, the less likely the individual is to leave (Cohen, 1995; T. W. Lee & Maurer, 1999; Mitchell & Lee, 2001). We hypothesize that community links will be even more important in predicting turnover in India than in the United States. In collectivistic cultures, people tend to form stronger social bonds within the community in which they live. Relationships with the group are intensive in collectivistic cultures, whereas in individualistic cultures, relationships with groups are more detached, self-reliant, and independent of one another (Triandis et al., 1988). Therefore, the decision to leave a community in which one has established relationships might be easier for individualists than for collectivists. Indeed, Condon and Yousef (1975) have theorized a positive relationship between individualism and geographic mobility, and a study by Dette and Dalbert (2005) found that students with a individualistic attitude were more likely than students with a collectivistic attitude to make a geographic move for a new job. In India, research has found that one reason for lower than expected mobility in the population is that people are reluctant to accept the loss of the community networks associated with relocation (Munshi & Rosenzweig, 2005). Even when people do relocate for work, Greenwood (1971) found that migrants are more likely to move to

areas that friends and family have moved to in the past. As described by Sinha and Kanungo (1997),

> Even those who have jobs elsewhere . . . often keep coming home for reasons such as marrying their children, attending ailing parents, and meeting other social obligations. Those who go to distant places in search of a job always wish to move closer to home despite adverse effects of such "social gravitation" on their career progression. (pp. 97–98)

Accordingly, we propose the following:

Hypothesis 6: Country will moderate the negative relationship between community links and turnover such that the relationship is stronger in India than in the United States.

Organization and Community Sacrifice

The sacrifice dimension of job embeddedness measures what an individual has to give up if the individual leaves an organization. Organization sacrifice includes giving up benefits such as money, health insurance, and interesting projects. Community sacrifice includes giving up benefits such as a desirable home, a desirable community, and preferred geographical location. Mitchell, Holtom, Lee, et al. (2001) suggested that if individuals are highly embedded, they might not even consider job alternatives that require relocation.

Within a collectivistic context such as India, long tenure is associated with respect and other intangible benefits, such as the possibility of promotion. As described by Sinha (1997), even when organizations pay lip service to merit, there is still a component of seniority typically attached to the criteria. Ratnam (1995) found that both lifetime employment and seniority-based pay are prevalent in India. In contrast, Ramamoorthy and Carroll (1998) reported that there is a preference for merit-based hiring and promotion in the United States. In combination with the importance of social relationship (*jan pehchan*) within organizations and within communities (Zhu, Nel, & Bhat, 2006), it might be perceived that individuals have more to lose if they change organization or community in a collectivistic culture than in an individualistic culture.

Hypothesis 7: Country will moderate the negative relationship between organization–community sacrifice and turnover such that the relationship is stronger in India than in the United States.

Expanding the Job Embeddedness Model: Exploring Family Embeddedness

Gelfand, Raver, and Ehrhart (2002) suggested that increasing the comprehensiveness of a construct is an important benefit of cross-cultural research. This is especially true for developing constructs such as job embeddedness (Mitchell, Holtom, Lee, et al., 2001). Exploration and expansion of this construct in different contexts can enrich researchers' overall understanding of both turnover and employee attitudes in both the United States and India.

In particular, the cross-cultural literature suggests that one important aspect of attachment not captured by the current job embeddedness construct is the influence of family on the individual's turnover decision (Mallol et al., 2007; Posthuma et al., 2005; Wasti, 2002). Evidence from collectivistic cultures suggests the importance of family opinions in individual decisions. Wasti (2002, 2003a) expanded the construct of organizational commitment in Turkey (a collectivistic culture) by including items that measured the opinions of the family about the suitability of the organization for the individual (e.g., "My family thinks this organization is a good fit for me"). She found that family disapproval of the organization was a predictor of turnover intentions, over and above commitment. Similarly, Posthuma et al. (2005) and Mallol et al. (2007) suggested that researchers' understanding of turnover in a collectivistic culture could be enhanced by focusing on normative expectations from the family. In India, Ranganathan and Kuruvilla (2008) also identified family disapproval as a main reason for turnover in call centers. Even within the United States, the addition of family embeddedness has the potential to help explain further variance in turnover decisions. Many turnover researchers over the years have suggested that family can have an impact on employee turnover (T. W. Lee & Maurer, 1999; March & Simon, 1958; Mobley, 1982). Although the empirical work within the United States has been limited, extensive research on American expatriates has identified family opinions as related to turnover intentions (see Bhaskar-Shrinivas, Harrison, Shaffer, & Luk, 2005). Within the United States, Orthner and Pittman (1986) found that family support for career was the most important predictor of career commitment among married men in the Air Force. In fact, Smith-Lovin, McPherson, and Brashears (2006), using data from the General Social Survey, found that there was an increasing reliance on family networks as a source of emotional support compared with nonfamily networks among Americans from 1985 to 2004. In summary, organizational scientists have acknowledged the impact of significant others within the organization on employee attitudes (Pastor, Meindl, & Mayo, 2002; Rice & Aydin, 1991), and we propose that researchers also need to study the impact of significant others outside the organization.

Thus, on the basis of research in the United States and in India, as well as literature from other cultures (e.g., Orthner & Pittman, 1986; Posthuma et al., 2005; Radhakrishnan & Chan, 1997; Wasti, 2002), we identified family as an important component of attachment to the job and added a new family embeddedness factor to the job embeddedness model. Three new family dimensions were created to capture this construct: *family links* (how well family members are connected to the organization), *family fit* (family perception of how well the organization fits the employee), and *family sacrifice* (what the family would have to give up if they move).

Our analysis for this factor is exploratory. Although we believe that the family is particularly important in collectivistic cultures such as India, there is research in both the United States and India suggesting that the inclusion of family might be important in understanding turnover in both cultures (T. W. Lee & Maurer, 1999; Radhakrishnan & Chan, 1997).

Method

Overview of Method

Several considerations were important in the design of this study. The first was to find a matched cross-cultural sample. To

ensure similar industry characteristics, we searched for industries with similar market characteristics in terms of stage of growth and turnover rates in India and the United States. The call center industry is one of the few industries in a growth stage in many parts of the world, including in the United States and in India (Batt, Doellgast, & Kwon, 2005; Deery & Kinnie, 2004; Morrell, 2006; Paul & Huws, 2002). In addition, the turnover rates in the call center industry are comparable across the United States and India. The turnover rate in United States call centers averages 33% (Batt et al., 2005; see also Hansen, 2004, for Mercer Compensation Survey), and the average turnover rate in Indian call centers is 31% (Kelly Services, 2004; Roy, Sharma, & Bhushan, 2005). Finally, we needed to find organizations that would allow us to collect data 6 months later (i.e., survey employees at Time 1 and obtain turnover data for the same employees at Time 2). Call center organizations were invited to participate (solicited through letters and phone calls) based on information from the Hoover Business Directory.

As the first step for this study, we conducted in-depth interviews with three senior managers in India (one human resource manager and two line managers). These managers currently worked in India and had multinational experiences. Thus, they were able to provide a cross-cultural perspective on turnover and provided support for the applicability of the job embeddedness model in India and the usefulness of the new family embeddedness factor. In addition, all of them identified external prestige (discussed in the Measures section) as a further factor that might be important in the Indian context.

Sample

Data were collected from call centers in the spring and summer of 2006. In the United States, data were collected from three organizations. Survey invitations were sent to 486 employees, and responses were obtained from 344 employees, for a response rate of 70.78%. Surveys with missing data were dropped from the sample for a final sample size of 323. In India, data were collected from three locations of the same organization. Survey invitations were sent to 629 employees, and responses were obtained from 482 employees, for a response rate of 76.63%. Surveys with missing data were dropped from the sample for a final sample size 474.

Procedure

Data were collected through an online survey. Company executives sent out initial e-mail or letters, introducing the study to the participants. Thereafter, we sent e-mail to the participants inviting them to participate in an online survey about employee attitudes. In cases in which the employees did not have organizational e-mail, unique identifiers and passwords were generated for survey participants. E-mail addresses and unique identifiers were used to obtain follow-up turnover data. As an incentive, participants were offered the chance to win a gift card. Organizations did not have any access to individual data. Turnover data were obtained from the employee records of each organization 6 months after the participants completed the survey.

Measures

All the measures included in the survey and the development of the family embeddedness scale are described in detail below.

Turnover. Maertz and Campion (1998) defined voluntary turnover incidents as "instances wherein management agrees that the employee had the physical opportunity to continue employment with the company, at the time of termination" (p. 50). A final list of all voluntary turnovers was obtained from employee records 6 months after respondents completed the initial survey.

Organization and community embeddedness. We adapted the job embeddedness scale developed by Mitchell, Holtom, Lee, et al. (2001) to measure organization and community embeddedness (e.g., we included both organization fit and job fit, and items with words that might be unclear in India were dropped or adapted). Our final scale consisted of 31 items. Although job embeddedness is conceptualized as a formative construct, making the reliabilities more descriptive than substantive, we report reliabilities for the overall factors for both samples. The overall reliability of the 18-item organization embeddedness scale was .85 for the U.S. sample and .83 for the Indian sample. The overall reliability of the 13-item community embeddedness scale was .82 in the U.S. sample and .82 in the Indian sample.

To demonstrate equivalence of the organization and community embeddedness constructs across the two samples, we conducted a multigroup exploratory factor analysis with orthogonal Procrustes rotation as recommended by Van de Vijver and Leung (1997a). Two factors that represented organization embeddedness (with job fit, organization fit, organization links, and organization sacrifice loading on this factor) and community embeddedness (with community fit, community links, and community sacrifice loading on this factor) emerged in both samples based on eigenvalues and the scree plot. We then used the U.S. data as the target matrix and rotated the matrix from the India sample. We found the congruence index to be .98, which is well within the accepted range for cross-cultural comparison.[1]

Family embeddedness. Multiple steps were taken in the creation of the new family embeddedness scale. First, initial items were generated on the basis of prior research and input from a cross-cultural research group that consisted of graduate students and faculty working in the area of cross-cultural research. Second, we interviewed three Indian managers to discuss the applicability of the job embeddedness model in India and the usefulness of the new family embeddedness factor. Third, we conducted a Q-sort of the job embeddedness items with six graduate students. They sorted all the job embeddedness items (including the family embeddedness items) into the nine dimensions of job embeddedness. All family embeddedness items were sorted into the correct dimensions. Finally, call center human resource executives from India and the United States provided feedback on these items.

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[1] In spite of the formative nature of the model, we wanted to provide additional information that illustrates the metric invariance across the two samples (Vandenberg & Lance, 2000). We therefore tested and found support for the metric invariance of a measurement model in which the scales loaded onto the respective organization and community embeddedness constructs, with equal loadings across the two cultures, $\Delta\chi^2(5) = 10.81$, Δ comparative fit index = .01, Δ root-mean-square error of approximation = .00, Δ standardized root-mean-square residual = .01.

A sample item from the measure of family fit is "My family is proud that I work for this organization." A sample item from the measure of family links is "How many of your coworkers are well known to your family members?" A sample item from the measure of family sacrifice is "It would harm my family's reputation if I left this organization." Overall reliability for the eight-item family embeddedness measure was .66 for the U.S. sample and .75 for the Indian sample.

To demonstrate equivalence of the family construct across the two samples, we used multigroup exploratory factor analysis with orthogonal Procrustes rotation. Because of the exploratory nature of this construct, we conducted these analyses at the item level rather than the scale level. Three factors that reflected family fit, family links, and family sacrifice emerged in both samples based on eigenvalues and the scree plot. We used the U.S. data as the target matrix and rotated the matrix from the Indian sample. A congruence index of .90 suggested that the factor similarity for family embeddedness was acceptable for comparing the two samples.[2]

Control Variables

In keeping with other key job embeddedness studies (T. W. Lee et al., 2004; Mitchell, Holtom, Lee, et al., 2001), we included the following control variables.

Organizational commitment. Commitment was measured with the affective and normative subscales from the K. Lee, Allen, Meyer, and Rhee (2001) organizational commitment scale. The reliability for the overall 10-item commitment scale was .89 in the United States and .82 in India.

Job satisfaction. Job satisfaction was measured with an averaged composite of three items (as used by Mitchell, Holtom, Lee, et al., 2001). The reliability of this scale was .86 in the United States and .76 in India.

Job alternatives. Job alternatives was measured with three items. Two items were from T. W. Lee and Mowday (1987) and asked about the probability of finding an acceptable alternative job in another organization. The third item asked about the probability of a finding a job that is acceptable to the family. The reliability of this scale was .89 in the United States and .85 in India.

Job search behavior. Job search was measured with a 12-item measure developed by Blau (1994). The overall reliability of this scale was .92 in the United States and .94 in India. A sample item from this scale is "In the past 6 months how often have you had a job interview with a prospective employer?"

External prestige. We also included a control variable based on suggestions from the Indian managers we interviewed. They all provided vivid examples of individuals who choose lower paying jobs that have higher status in the eyes of family and friends (e.g., certain government jobs). Research has illustrated the importance of this variable in other cultures as well. For example, recent studies in Israel have found perceived external prestige to have an impact on employee commitment (Carmeli, 2005; Carmeli, Gilat, & Weisberg, 2006). Similarly, in their study of managerial turnover in France, Herrbach, Mignonac, and Gatignon (2004) found perceived external prestige to have a direct impact on intention to quit. Thus, we included the four-item measure of perceived external prestige from Herrbach et al. A sample item from this measure is "People in this area think highly of my organization." The

overall reliability of this scale was .87 in the United States and .89 in India. External prestige was also correlated with job embeddedness constructs in both countries.

Results

Data Analysis

Table 1 presents demographics for both the U.S. and Indian sample. The two samples differed on age, gender, mode of customer contact, and number of years lived in the area, and thus these variables were used as controls for all the analyses. The rate of voluntary turnover was 19.19% in the U.S. sample and 13.29% in the Indian sample.

We needed to address the issue of response bias before any meaningful cross-cultural comparisons were possible (Van de Vijver & Leung, 1997b). Examining the overall means across items that measure heterogeneous constructs (job search, commitment, organizational human resource practices, etc.), we found that the mean for the Indian sample was significantly higher than for the U.S. sample, $t(795) = 12.43$, $p < .05$, suggesting an acquiescence bias in the Indian sample. To account for cross-cultural response bias, we followed the recommendation of Van de Vijver and Leung (1997b) and standardized the raw data using the mean and standard deviation of all the items across different scales to create a standardized score.

Turnover is a dichotomous variable. Therefore we used logistic regression to test the hypotheses. The goal of this study was to test the additional variance in turnover explained by job embeddedness over and above commonly used variables. Chi-square tests of model fit provided information on whether a model with the addition of a job embeddedness variable differed significantly from a model without the variable. When discussing tests of simple slopes for each country, we also present the odds ratio (b) for which values below 1 indicate a negative effect, values at 1 indicate no effect, and values above 1 indicate a positive effect. In keeping with previous work by Mitchell, Holtom, Lee, et al. (2001), because the construct of job embeddedness does specify a clear direction, we used one-tailed tests to test all hypotheses. As can be seen in Table 2, scales correlated in the expected patterns in both the U.S. and Indian sample. For example, job satisfaction and organizational commitment were positively correlated with organization and family embeddedness, and negatively correlated with turnover.

Hypothesis 1 proposed that organization embeddedness would account for variance in voluntary turnover after controlling for job satisfaction, organizational commitment, perceived job alternatives, and job search in both the United States and India. As can be seen in Table 3, organization embeddedness predicted turnover ($\Delta\chi^2 = 2.91$, Wald statistic = 2.92, $p < .05$) over and above the specified variables. Moreover, there was no interaction with coun-

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[2] We also tested and found support for the metric invariance of a measurement model in which the family embeddedness items loaded onto family fit, family links, and family sacrifice, with equal loadings across the two cultures, $\Delta\chi^2(5) = 13.08$, Δ comparative fit index = .01, Δ root-mean-square error of approximation = .00, Δ standardized root-mean-square residual = .01.

Table 1
Demographic Characteristics of the United States and India

Variable	United States	India
Total sample (*N*)	323	474
Gender		
Male	94	324
Female	226	138
Unreported	3	12
Age (years)		
M	33	24
SD	11.23	3.22
Tenure (years)		
M	3.11	1.48
SD	3.23	0.78
Mode of operation (*n*)		
Inbound	292	189
Outbound	13	181
E-mail or chat	7	88
Unreported	11	16
Married		
N	125	59
%	38.7	12.4
Years in area	19.79	11.12
Work hours		
Per week	37.68	43.22
Per shift	7.72	8.49
Turnover		
Voluntary		
n	62	63
%	19.19	13.29
Total		
n	79	97
%	24.46	20.46

try, suggesting that organization embeddedness was important in both the United States and India.

Hypothesis 2 proposed that community embeddedness would account for variance in voluntary turnover after controlling for job satisfaction, organizational commitment, perceived job alternatives, and job search in both the United States and India. As seen in Table 4, there was no significant effect of community embeddedness on turnover. Thus, Hypothesis 2 was not supported.

Hypothesis 3a proposed that person–job fit would interact with country such that the relationship would be stronger in the United States than in India. As seen in Table 5, there was a significant interaction between country and person–job fit ($\Delta\chi^2 = 3.94$, Wald statistic = 3.85, $p < .05$). Figure 1 illustrates this interaction. A test of simple slopes showed that, as expected, when job fit increased, the probability of turnover dropped in the U.S. sample ($\Delta\chi^2 = 6.09$, Wald statistic = 5.94, $p < .05$, $b = 0.57$), but the slope for the India sample was not significant ($\Delta\chi^2 = 0.54$, Wald statistic = 0.53, $b = 1.21$). Thus, Hypothesis 3a was supported.

Hypothesis 3b proposed that the relationship between person–organization fit and turnover would be moderated by country such that the relationship would be stronger in India than in the United States. The interaction between organization fit and country marginally increased the prediction of turnover ($\Delta\chi^2 = 2.48$, Wald statistic = 2.47, $p < .06$; see Table 5). This hypothesis was marginally supported, and a test of simple slopes suggested that, consistent with our prediction, when organization fit increased, the probably of turnover was lower in India ($\Delta\chi^2 = 2.38$, Wald

statistic = 2.39, $p < .06$, $b = 0.59$), but the slope was not significant in the United States ($\Delta\chi^2 = 0.19$, Wald statistic = 0.19, $b = 1.14$; see Figure 2).

Hypothesis 4 predicted that country would moderate the relationship between community fit and turnover such that community fit would predict turnover more strongly in the United States than in India. As seen in Table 5, Hypothesis 4 was not supported.

Hypothesis 5 predicted that the relationship between organization links and turnover would be moderated by country such that the relationship would be stronger in India than in the United States. As seen in Table 5, there was an interaction between country and organization links ($\Delta\chi^2 = 3.17$, Wald statistic = 3.15, $p < .05$). This interaction is illustrated in Figure 3. A test of simple slopes demonstrated that, as expected, when the number of links increased, the probability of turnover was lower for the Indian sample ($\Delta\chi^2 = 4.38$, Wald statistic = 4.33, $p < .05$, $b = 0.60$), but the slope was not significant for the U.S. sample ($\Delta\chi^2 = 0.11$, Wald statistic = 0.11, $b = 0.92$). Thus, Hypothesis 5 was supported.

Hypothesis 6 predicted that the relationship between community links and turnover would be moderated by country such that the relationship would be stronger in India than in the United States. As predicted, there was a significant interaction between community links and country ($\Delta\chi^2 = 3.54$, Wald statistic = 3.51, $p < .05$; see Table 5). A test for simple slopes (see Figure 4) indicated that increasing community links marginally lowered the probability of turnover for the Indian sample ($\Delta\chi^2 = 2.00$, Wald statistic = 1.99, $p < .10$, $b = 0.57$), consistent with Hypothesis 6. However, we found only partial support for this hypothesis, because the probability of turnover increased in the U.S. sample with greater community links ($\Delta\chi^2 = 3.28$, Wald statistic = 3.19, $p < .05$, $b = 1.76$), a finding to which we return in the Discussion.

Hypothesis 7 suggested that relationship between organizational and community sacrifice would be moderated by country such that the relationship would be stronger in India than in the United States. We did not find support for Hypothesis 7 (see Table 5).

Exploratory Analyses With Family Embeddedness

We examined the impact of the newly added family embeddedness factor on turnover by exploring whether family embeddedness accounts for variance in voluntary turnover above and beyond that accounted for by job satisfaction, organizational commitment, perceived job alternatives, and job search across both the United States and India. We found a main effect (no interaction with country) of family embeddedness on turnover ($\Delta\chi^2 = 2.83$, Wald statistic = 2.80, $p < .05$; see Table 6). The higher the family embeddedness, the more likely the individual was to stay with the organization, in both the United States and India.[3]

As an additional conservative step, we explored whether family embeddedness predicted turnover after controlling for organization and community embeddedness (in addition to the control variables) and found that it did have some incremental validity over all these variables ($\Delta\chi^2 = 2.50$, Wald statistic = 2.48, $p < .06$; see Table 7).

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[3] We also explored whether the three dimensions of family embeddedness had an impact on turnover but did not find any significant results at the dimension level.

Table 2
Correlations in the United States and India

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1. Turnover	—	.07	-.13**	-.12*	.07	-.04	-.06	-.13**	.00	-.08	.02	-.14**	-.13**	-.07	.02	-.04	.01	-.09	-.04	-.04
2. Turnover intention	.14*	—	-.44**	-.42**	.47**	.58**	-.46**	-.35**	-.23**	-.38**	-.19**	-.27**	.02	-.51**	-.12**	-.22**	-.19**	-.55**	-.11**	-.18**
3. Organizational commitment	-.13*	-.55**	—	.57**	-.35**	-.20**	.36**	.47**	-.15**	.40**	.20**	.41**	.20**	.44**	-.12**	-.14**	-.08	.36**	.18**	.31**
4. Job satisfaction	-.16**	-.68**	.58**	—	-.32**	-.17**	.43**	.52**	-.24**	.29**	.28**	.46**	.14**	.47**	-.17**	-.20**	-.16**	.41**	.12**	.10*
5. Job search	.20**	.55**	-.30**	-.41**	—	.26**	-.30**	-.28**	-.01	-.24**	-.11*	-.24**	-.06	-.35**	-.01	-.02	.01	-.38**	-.06	-.10*
6. Job alternatives	.24**	.61**	-.40**	-.45**	.42**	—	-.39**	-.11**	-.22**	-.27**	-.03	-.10*	.09	-.29**	-.06	-.16**	-.25**	-.38**	-.06	-.17**
7. Perceived external prestige	-.06	-.40**	.35**	.32**	-.14*	-.31**	—	.32**	-.17**	.30**	.15**	.31**	.07	.35**	-.12**	-.15**	-.12*	.49**	.04	.15**
8. Organization embeddedness	-.14*	-.51**	.51**	.63**	-.26**	-.35**	.26**	—	-.31**	.27**	.69**	.72**	.54**	.55**	-.20**	-.21**	-.27**	.28**	.16**	.13**
9. Community embeddedness	.03	-.03	-.15**	-.28**	-.10	.03	-.29**	-.34**	—	-.01	-.20**	-.26**	-.17**	-.13**	.71**	.70**	.80**	-.03	.07	-.07
10. Family embeddedness	-.17**	-.22**	.29**	.27**	-.09	-.22**	.13*	.29**	-.27**	—	.09	.14**	.22**	.24**	-.10*	.01	.06	.63**	.73**	.66**
11. Job fit	-.22**	-.39**	.41**	.51**	-.26**	-.28**	.17**	.73**	-.19**	.17**	—	.40**	.07	.22**	-.14**	-.10*	-.20**	.16**	-.01	.06
12. Organization fit	-.02	-.36**	.29**	.46**	-.11*	-.19**	.19**	.66**	-.27**	.04	.35**	—	.16**	.33**	-.18**	-.18**	-.22**	.22**	.04	.06
13. Organization links	.00	.12*	.05	.01	.10	.07	-.01	.48**	-.18**	.23**	.08	.10	—	-.02	-.06	-.16**	-.17**	.03	.29**	.09*
14. Organization sacrifice	-.10	-.67**	.53**	.63**	-.37**	-.50**	.32**	.63**	-.23**	.26**	.34**	.31**	-.03	—	-.15**	-.09	-.06	.35**	.06	.12**
15. Community fit	.06	.09	-.17**	-.26**	.03	.14*	-.25**	-.27**	.74**	-.23**	-.15**	-.16**	-.08	-.30**	—	.28**	.28**	-.08	-.01	-.12**
16. Community links	-.01	-.13*	.04	-.10	-.15**	-.10	-.12*	-.15**	.67**	-.08	-.05	-.12*	-.18**	-.01	.27**	—	.40**	.00	.11*	-.10*
17. Community sacrifice	.02	-.05	-.17**	-.25**	-.12*	.00	-.26**	-.33**	.82**	-.27**	-.20**	-.30**	-.15**	-.19**	.39**	.33**	—	.02	.06	.04
18. Family fit	-.08	-.62**	.44**	.56**	-.28**	-.41**	.40**	.46**	-.30**	.52**	.34**	.30**	.08	.45**	-.24**	-.16**	-.26**	—	.20**	.20**
19. Family links	-.01	.22**	-.05	-.12*	.16**	.14*	-.15**	.03	-.09	.59**	-.08	-.17**	.40**	-.12*	-.04	-.01	-.12*	-.05	—	.16**
20. Family sacrifice	-.21**	-.05	.16**	.08	-.05	-.14*	.00	.07	-.13*	.73**	.07	-.04	-.02	.15**	-.16**	.01	-.12*	.07	.17**	—

Note. Correlations for the Indian sample are above the diagonal; correlations for the U.S. sample are below the diagonal. Data in column 1 are point–biserial correlations. All other correlations shown are Pearson's correlations. Number for Indian sample is 306 for column 1, as involuntary turnover is not included in the analysis; number ranges from 321 to 323 for other variables. Number for U.S. sample is 440 for column 1; number ranges from 469 to 474 for other variables.
* $p < .05$. ** $p < .01$.

Table 3

Logistic Regression of Organization Embeddedness on Turnover (Hypothesis 1)

Variable	b^{a}	Wald statistic	χ^2 change
Age	0.97	4.63*	
Gender	1.05	0.04	
Years in area	0.98	4.79**	
Country	0.69	1.58	
Mode of operation			
Inbound	3.16	6.56**	
Outbound	2.79	5.05**	
External prestige	1.18	0.72	
Job alternatives	1.10	0.58	
Job search	1.10	2.81*	
Job satisfaction	0.85	0.58	
Organizational commitment	0.83	0.72	
Organization embeddedness	0.56	2.92*	2.91*
Organization Embeddedness ×			
Country	0.70	0.42	0.42

[a] Values above 1 indicate positive effect, values at 1 indicate no effect, and values below 1 indicate negative effect.
* $p < .05$.   ** $p < .01$.

Discussion

Employee turnover is one of the most researched topics in organizations. Paradoxically, in this global economy, there are almost no comparative studies of the factors that predict turnover in different cultures. We heeded the call from numerous scholars to broaden the scholarship on turnover across cultures (Maertz, 2004; Miller et al., 2001; Posthuma et al., 2005) and explored both universal and culture-specific relationships between job embeddedness and turnover in the United States and India.

This study makes a number of theoretical contributions. First, we demonstrated that job embeddedness is a viable construct that transcends Western borders. Previous research on job embeddedness showed much promise by demonstrating both the construct and predictive validity of job embeddedness (Crossley et al., 2007; T. W. Lee et al., 2004; Mitchell, Holtom, Lee, et al., 2001). Yet, there have been few tests of job embeddedness outside the United States. We demonstrated the predictive validity of organization job embeddedness in explaining actual turnover in India, even after controlling for numerous variables such as job satisfaction, organizational commitment, job search, and job alternatives. This finding expanded the generalizability of the job embeddedness model by supporting the application of the job embeddedness model in a different culture.

Second, this study adds to a growing body of cross-cultural research that suggests that although behavior constructs developed primarily in one culture can have broad applicability in other cultures, there are likely to be differences when the constructs are explored at a dimensional (or micro) level (Gautam, van Dick, & Wagner, 2001; Kwantes, 2003; Wasti, 2003b). Individualistic cultures emphasize an individual's internal attributes and developing oneself to the full potential. In accordance with this emphasis, we found that job fit was more important to turnover in the United States than in India. The importance of person–job fit for performance and satisfaction is a well-accepted fact in organizational

sciences (Kristof-Brown et al., 2005) and is the cornerstone of many theories of motivation and job design that have been primarily developed and tested in individualistic countries. Although many authors have suggested that the importance of person–job fit for turnover might not be as high in other cultures as it is in the United States (Sekiguchi, 2004; Sinha & Sinha, 1990), this hypothesis has never been empirically tested. Thus, demonstrating that person–job fit is less important in predicting turnover in India suggests that researchers need to be mindful that they cannot generalize, even their most established findings, across cultures without testing it in the new context.

On the other hand, different dimensions of job embeddedness are more important in predicting turnover in India than in the United States. As theorized, we found that organization and community links were more important in India than in the United States. As organization links and community links increased, the probability of turnover decreased in India but not in the United States. Although this work builds on previous research in collectivistic cultures that shows the importance of social relationships to the individual, this study demonstrates that these variables are linked to an actual behavior (turnover). More generally, these results provide support for a combined culture-general (emic) and culture-specific (etic) approach to the study of turnover that has been suggested by many researchers (Maertz, 2004; Miller et al., 2001; Posthuma et al., 2005).

Finally, we expanded the job embeddedness model to include family embeddedness. Although many turnover researchers have acknowledged the importance of family (e.g., T. W. Lee & Maurer, 1999; Posthuma et al., 2005), to our knowledge, there has been no systematic measure of family influence in turnover models. Paralleling the fit, links, and sacrifice dimensions of the job embeddedness model, we demonstrated some initial validity for family embeddedness in both cultures. The finding that family embeddedness explains variance in turnover above general attitudes, organization embeddedness, and community embeddedness in both the United States and India enhances researchers' under-

Table 4

Logistic Regression of Community Embeddedness on Turnover (Hypothesis 2)

Variable	b^{a}	Wald statistic	χ^2 change
Age	0.97	4.46*	
Gender	1.02	0.01	
Years in area	0.98	5.29**	
Country	0.67	1.71	
Mode of operation			
Inbound	2.93	5.85**	
Outbound	2.72	4.85**	
External prestige	1.19	0.81	
Job alternatives	1.11	0.75	
Job search	1.11	3.40*	
Job satisfaction	0.77	1.68	
Organizational commitment	0.77	1.51	
Community embeddedness	1.27	0.86	0.86
Community Embeddedness ×			
Country	0.59	1.22	1.22

[a] Values above 1 indicate positive effect, values at 1 indicate no effect, and values below 1 indicate negative effect.
* $p < .05$.   ** $p < .01$.

Table 5
Logistic Regression Analysis of Job Embeddedness Dimensions With Country on Voluntary Turnover

Variable	Job fit (3a) b[a]	Job fit (3a) Wald Statistic	Organization fit (3b) b	Organization fit (3b) Wald statistic	Community fit (4) b	Community fit (4) Wald statistic	Organization links (5) b	Organization links (5) Wald statistic	Community links (6) b	Community links (6) Wald statistic	Organizational sacrifice (7) b	Organizational sacrifice (7) Wald statistic	Community sacrifice (7) b	Community sacrifice (7) Wald statistic
Age	0.97	4.02*	0.97	4.30*	0.97	4.33*	0.97	4.86*	0.97	4.49*	0.97	4.15*	0.97	4.07*
Gender	1.01	0.00	1.01	0.00	1.02	0.01	1.06	0.05	1.02	0.01	1.00	0.00	1.01	0.00
Years in area	0.98	4.88**	0.98	4.87**	0.98	4.97**	0.98	4.46**	0.98	4.93**	0.98	4.73**	0.98	4.90**
Country	0.69	1.51	0.60	2.33	1.46	1.56	1.45	1.53	1.52	1.95	1.58	2.26	1.51	1.88
Mode of operation														
Inbound	3.19	6.65**	2.96	5.95**	2.91	5.79**	2.92	5.82**	2.91	5.78**	2.88	5.66**	2.93	5.86**
Outbound	2.87	5.32**	2.74	4.89**	2.75	4.96**	2.79	5.10***	2.77	5.04**	2.79	5.11*	2.73	4.87**
External prestige	1.16	0.56	1.16	0.61	1.18	0.71	1.15	0.53	1.16	0.60	1.14	0.43	1.17	0.62
Job alternatives	1.09	0.54	1.09	0.54	1.09	0.53	1.12	0.86	1.10	0.60	1.11	0.69	1.10	0.60
Job search	1.10	2.75*	1.10	3.03*	1.10	3.25*	1.10	3.17*	1.10	3.10*	1.10	3.16*	1.10	3.15*
Job satisfaction	0.81	1.15	0.77	1.62	0.76	1.91	0.74	2.35	0.75	2.15	0.70	2.88*	0.75	2.07
Organizational commitment	0.79	1.24	0.78	1.37	0.78	1.45	0.80	1.08	0.77	1.61	0.75	1.83	0.77	1.53
Job fit	0.77	2.51†												
Organization fit			0.86	0.48										
Community fit					1.20	1.07								
Organization links							0.78	2.41						
Community links									1.13	0.26				
Organization sacrifice											1.18	0.45		
Community sacrifice													1.07	0.20
Job Fit × Country	1.83	3.85*												
Organization Fit × Country			0.54	2.47†										
Community Fit × Country					0.76	0.61								
Organization Links × Country							0.57	3.15*						
Community Links × Country									0.43	3.51*				
Organization Sacrifice × Country											0.81	0.32		
Community Sacrifice × Country													0.94	0.05
χ^2 change		3.94*		2.48†		0.61		3.17*		3.54*		0.31		0.05

Note. Hypothesis number is shown in parentheses next to each dimension.
[a] Values above 1 indicate positive effect, values at 1 indicate no effect, and values below 1 indicate negative effect.
† $p < .10$. * $p < .05$. ** $p < .01$.
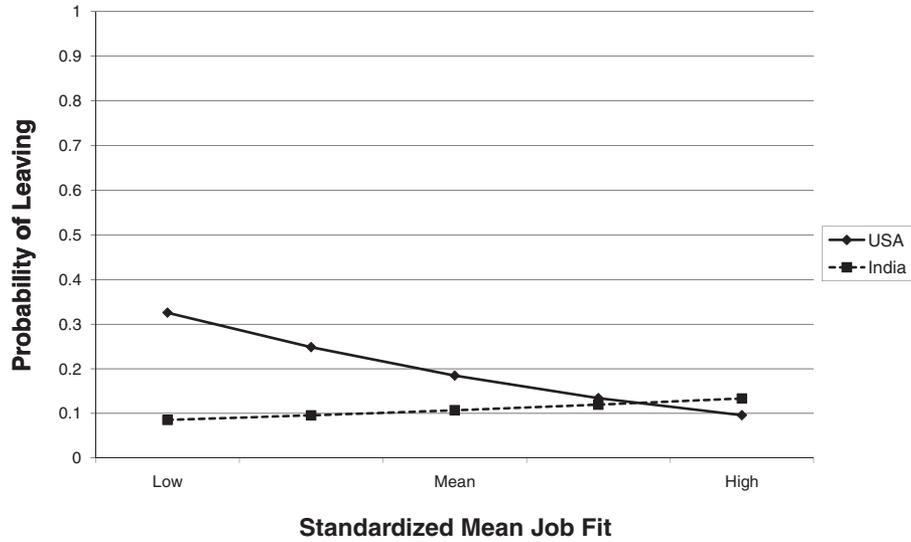
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Figure 1. Interaction of job fit and country in predicting turnover probability.

standing of the organization–family interface. Although studies have shown that family-friendly policies are related to employee attitudes toward the organization (Grover & Crooker, 1995), the results of this study indicate that "hard" outcomes such as turnover can also be influenced by family opinion. In addition, this study draws attention to the fact that cross-cultural expansion of theory can illuminate factors that are important in all cultures but might get limited attention. Overall, this study suggests that family embeddedness has the potential to add value to the study of turnover in many cultures.

Practical Implications

These results also have implications for practicing managers in both global and local organizations. Mitchell, Holtom, and Lee

(2001) have detailed a number of ways in which organizations can encourage an employee to stay, such as employee development plans, flexible timing, sabbaticals, sports teams, and mentoring systems. This article takes a more global perspective and focuses on retention strategies that are common across cultures, as well as retention strategies that are sensitive to differences in culture.

First, although job embeddedness is important in both cultures, as demonstrated by the overall contribution of organization and family job embeddedness, this research suggests that interventions targeting different dimensions of job embeddedness will be valuable for retention in different cultures. The finding that organization fit was more important in India has implications for both recruitment and organizational socialization. Kristof (1996) suggested that both organizational selection process and socialization
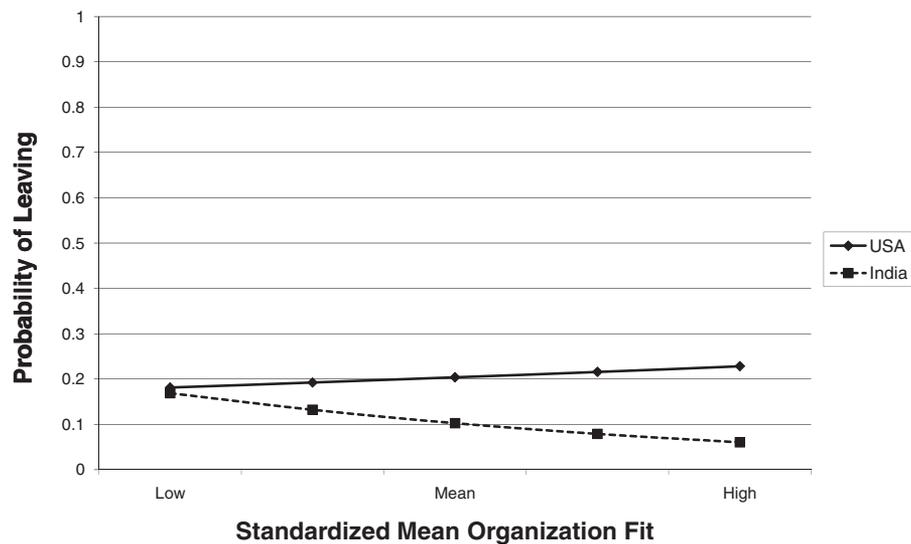

Figure 2. Interaction of organization fit and country in predicting turnover probability.
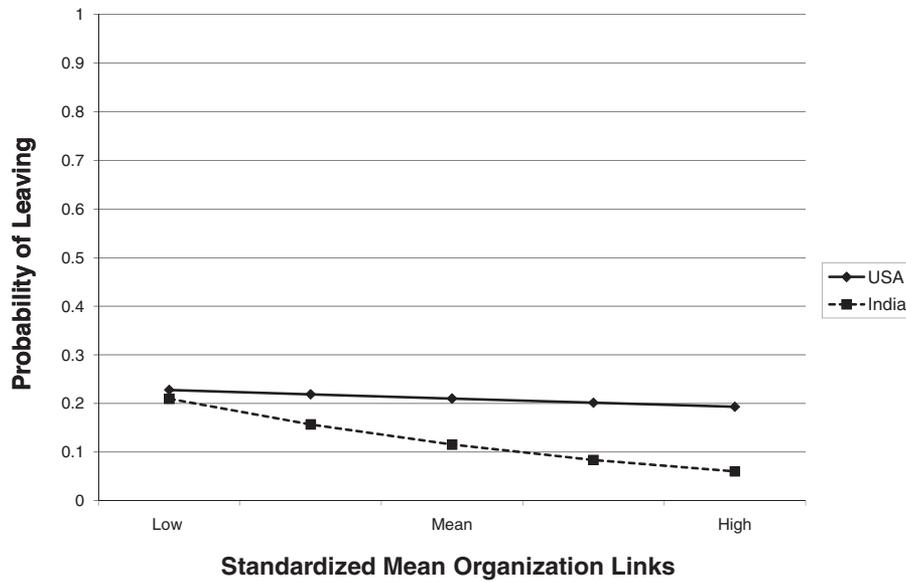
Figure 3. Interaction of organization links and country in predicting turnover probability.

processes influence organization fit. In a collectivistic culture, using methods such as structured interviews (an effective way to assess person–organization fit; Karren & Graves, 1994), in addition to test batteries, might have a positive impact on retention. The use of a collectivistic socialization tactic (Van Maanen & Schein, 1979), which focuses on common initiatory and learning experiences for employees, could also have an impact on retention in collectivistic cultures. However, in the United States, an organization could achieve higher impact on retention by focusing on person–job fit. Thus, organizations in individualistic cultures can benefit from either hiring for job fit or providing employees with specific skills that increase their perception of fit with the job.

Similarly, both organizational and community links were more important in India. Organizational practices targeted at increasing organizational links, such as creating teams or groups in which individuals depend on one another, recruiting and on-boarding new employees in groups, or creating a mentor or buddy system for employee socialization, can lead to greater retention, especially in a collectivistic culture. For targeting community links, Mitchell, Holtom, Holtom, Lee, et al. (2001) suggested allowing employees time to volunteer in their community or supporting employee home purchase in certain areas might be possible ways of improving community links. Surprisingly, the probability of turnover appeared to increase in the U.S. sample when community links
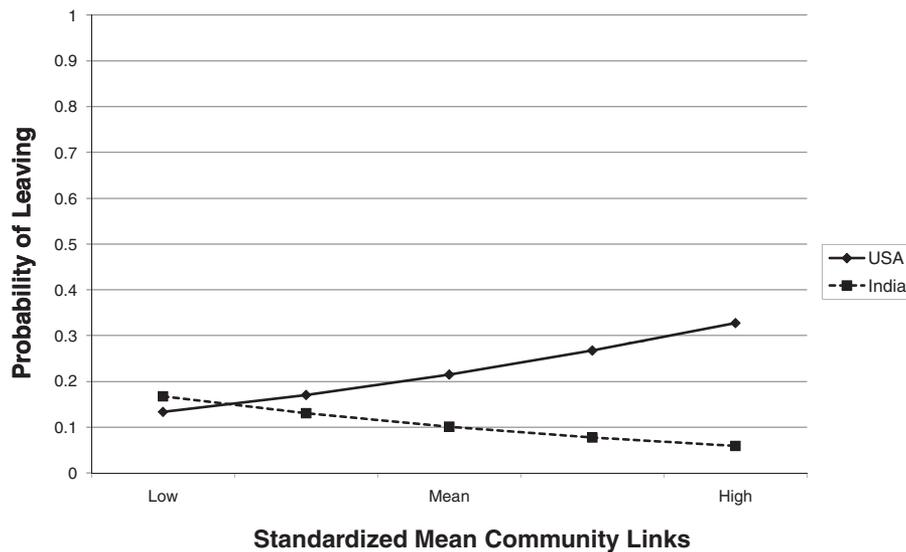

Figure 4. Interaction of community links and country in predicting turnover probability.

Table 6

Logistic Regression of Family Embeddedness on Turnover

Variable	b^a	Wald statistic	χ^2 change
Age	0.97	3.75*	
Gender	1.01	0.00	
Years in area	0.98	5.31**	
Country	0.70	1.39	
Mode of operation			
Inbound	3.01	6.14*	
Outbound	2.89	5.43**	
External prestige	1.17	0.67	
Job alternatives	1.06	0.21	
Job search	1.10	3.10*	
Job satisfaction	0.76	2.12	
Organizational commitment	0.83	0.72	
Family embeddedness	0.67	2.80*	2.83*
Family Embeddedness ×			
Country	1.73	1.36	1.38

[a] Values above 1 indicate positive effect, values at 1 indicate no effect, and values below 1 indicate negative effect.
* $p < .05$.   ** $p < .01$.

were higher. Mitchell, Holtom, Lee, et al. have suggested that community links might be linked to higher turnover when they provide access to information about other jobs, suggesting that organizations in the United States should carefully evaluate this strategy before using it for retention. Thus, there are multiple aspects of job embeddedness that can be influenced by organizations to achieve greater employee retention, and these findings encourage careful consideration of culture in the design of human resource management systems.

Second, our findings suggest that enhancing family embeddedness could be an effective retention tool. There are a number of ways in which organizations might increase family embeddedness. In terms of family links, encouraging social links between organizational members could lead to increased family interactions with the organization. Another way to increase family links would be to create events such as "bring your child to work" or "bring your family to work." In addition, family perception of fit to the organization could be improved by educating families on the value of the employees' work to the organization and creating a sense of pride in the organization. One way to achieve this could be by following the example of Vision Healthsource, a call center company in India, which has a newsletter that reaches out to employees' families ("We Build Tomorrow's Leaders," 2004). The results of this study suggest that family embeddedness can be a valuable tool for retention in both the United States and India.

Limitations

This study, one of the first cross-cultural investigations of turnover, is not without limitations. First, we used a matched sample in the same industry across both cultures, yet this study compared only two countries that vary in a number of ways, making it difficult to fully isolate the cultural variables that accounted for the differences. Future studies will benefit from examining a large range of countries that vary on multiple cultural dimensions and using hierarchical linear modeling to examine the influence of

multiple cultural dimensions on individual turnover. Second, further development of the measure of family embeddedness would also be beneficial. In this study, we examined employees' perceptions of their family's embeddedness. Future research could collect data from family members to examine the influence of actual family embeddedness on employee turnover decisions (Judge & Ilies, 2004). Although family embeddedness was equally predictive of turnover in the United States and India, future research might examine the conditions under which this construct is more or less predictive of turnover in different cultures. For example, in this study, participants in the Indian sample were almost 10 years younger than those in the U.S. sample, and an older sample might be more influenced by family in collectivistic contexts. Third, although this study was conducted in the call centers industry, which is a growing industry with similar turnover rates in the United States and India, future research on culture and turnover needs to include different industries to see whether there are more complex country-by-industry interactions. One final issue we would like to address is the value created by including family in the job embeddedness construct as weighted against a need for parsimony and ease of use for practitioners. We believe that the family–work interface is an important issue that has received limited attention in the academic literature, though the importance is recognized by practitioners and organizations (e.g., scores for the best places to work include factors such as work–life balance and child care options). In fact, many of the top 100 best places to work offer multiple family-friendly options such as compressed workweek, telecommuting, on-site child care, and scholarships for children. With this growing trend, including family as a factor of embeddedness that makes a job more "sticky" and difficult to leave makes this construct more comprehensive. Not including family embeddedness due to parsimony could mean that an important aspect of what makes a person more likely to stay in a job (in both individualistic and collectivistic cultures) is not explored or measured.

Table 7

Logistic Regression of Family Embeddedness on Turnover Above Organization and Community Embeddedness

Variable	b^a	Wald statistic	χ^2 change
Age	0.97	3.60*	
Gender	0.95	0.06	
Years in area	0.98	4.67*	
Mode of operation			
Inbound	3.55	8.43**	
Outbound	2.75	4.89**	
External prestige	1.21	0.95	
Job alternatives	1.14	1.14	
Job search	1.10	2.83*	
Job satisfaction	0.88	0.34	
Organizational commitment	0.79	1.32	
Organization embeddedness	0.57	2.55†	
Community embeddedness	1.17	0.36	
Family embeddedness	0.68	2.48†	2.49†

[a] Values above 1 indicate positive effect, values at 1 indicate no effect, and values below 1 indicate negative effect.
† $p < .10$.   * $p < .05$.   ** $p < .01$.

Conclusion

Turnover is arguably one of the most researched topics in the organizational sciences. Yet, to date, theory and research on turnover have been generated and tested mainly in Western contexts. This research illustrates the value of a global approach to turnover research. Although turnover theories may be universally applicable, their application needs to be tailored to particular cultural contexts to make them more generalizable and practically relevant.

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