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An Investigation of Job Embeddedness in a Male-Dominated Industry: What Makes Female Employees Stay?

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An Investigation of Job Embeddedness in a Male-Dominated Industry: What Makes Female Employees Stay?

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Abstract

This study aimed to investigate employee retention within the construction industry, with a focus on how the male-dominated industry can retain its female employees. Job embeddedness, a theory of employee retention, looks at both organizational and community embeddedness. In line with researchers call for studies investigating causal indicators of the construct, the current study investigated whether the relationship between a set of employee work-related well-being HR practices and turnover intention through organizational embeddedness would be different for men and women. Furthermore, as the male-domination of the industry might characterize the organizational climate, perceptions of discriminatory behavior were addressed. Last, as other factors outside employees' work can affect their decision to leave, the possible moderating effect of gender was tested on the community embeddedness and turnover intention relationship. The data from 132 employees working in the industry revealed non-significant results with regards to gender as a moderator within the relationship between a set of employee work-related well-being HR practices and turnover intention through organizational embeddedness. However, organizational embeddedness was found to have an indirect effect on the relationship. Through an analysis of qualitative data, we found differences in employee perceptions of discriminatory behavior, which indicates that HR practices and the organizational embeddedness construct may not capture the whole story. Last, the analysis revealed a non-significant moderation effect by gender on the relationship between community embeddedness and turnover intention. However, men were found to have higher community embeddedness than women. Other findings are discussed, as well as theoretical and practical implications, limitations, and directions for future research.

Keywords: Male-dominated industry, Job Embeddedness, Work-Related Well-Being HR practices, Perceptions of discriminatory behavior

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The purpose of this study is to investigate how organizations within the Norwegian construction industry can reach a more gender-balanced workforce in terms of increasing and retaining their percentage of female employees. The construction industry is the most male-dominated industry in Norway, with a workforce consisting of 91.4% men (Statistisk Sentralbyrå, 2018). These numbers entail both ‘construction workers’ and ‘functionaries.’ Furthermore, the industry has experienced a drop in female workers since 2017 (Statistisk Sentralbyrå, 2017). An industry can be characterized as gender-dominated when the workforce consists of at least 60% of men or women (SINTEF, 2012). Annual reports from big industry actors indicate that these statistics are consistent across organizations, demonstrating that most organizations within the Norwegian construction industry are heavily male-dominated.

In cooperation with a large industry actor, we conducted a pre-study investigating whether there were gender differences in employees’ causes for turnover – not revealing large differences. However, we did discover that more women were leaving the organization in comparison to men. While these findings cannot be generalized, they are in line with the decreasing number of women in the overall industry. Further, this is also in line with previous research, saying that women have a higher turnover intention (TI) than men (e.g., Cotton & Tuttle, 1986; Emiroğlu, Akova, & Tanrıverdi, 2015), also in male-dominated organizations (Maume, 1999). These findings indicate that there are challenges in creating a gender-balanced workforce within the industry.

Several of the organizations within the industry report a wish for increasing their percentage of women (e.g., AF Gruppen, 2017; BetonmastHæhre, 2017; Mesta, 2017; Skanska, 2017; Veidekke, 2017). Some organizations address this need openly by launching specific projects and initiatives for reaching this goal (e.g., AF Gruppen, 2017; Mesta, 2017). For most, the motivation seems to be the ‘business case for diversity,’ meaning that a more diverse workforce is associated with increased firm performance (i.e., cost savings, creativity) (O’Leary & Weathington, 2006). In all, these findings indicate a need for increasing the overall percentage of female employees within the industry.

There are several initiatives an organization can implement in order to attempt to increase their number of women, for example, quotas, paraphrasing job advertisements (Mohr, 2014), and reducing unconscious bias (Lorch-Falch, 2015; McKinsey & Company, 2017). Many of these initiatives fall under the process of

recruitment and selection, and have been successful to varying degrees (e.g., Bøhren & Staubo, 2014; Bøhren & Staubo, 2016). While these initiatives focus on how to attract and recruit women, we wish to investigate how to retain the women already employed within the industry. Retaining employees is about the same as subsequently decreasing employees' TI and turnover.

Job embeddedness (JE) is a relatively new construct within organizational behavior and is considered a theory of employee retention (Holtom, Mitchell, & Lee, 2006). It can be defined as "...the combined forces that keep a person from leaving his or her job" (Yao, Lee, Mitchell, Burton, & Sablynski, 2004, p. 156). As Holtom, Mitchell, Lee, and Eberly (2008) note, the construct of JE shifts the focus of why people leave by investigating why people stay. The authors argue that this shift in focus is promising, as employers are focused on making valuable employees stay. JE can appear to be quite similar to other constructs, such as organizational commitment (OC) and job satisfaction (JS). Several authors have offered differentiations between the constructs, concluding that JE is a richer construct seeing it entails factors both on and off the job (e.g., Mitchell, Holtom, Lee, Sablynski, & Erez, 2001, Yao et al., 2004) - also referred to as organizational embeddedness (OE), and community embeddedness (CE). In this paper, we use OE and CE.

Researchers have criticized the research conducted within the field of HR, as studies mainly explore the internal factors but neglect the external context (Godard, 2004). Furthermore, CE has been left out in several of the studies entailing the JE construct (Lee, Burch, & Mitchell, 2014). Mitchell, Holtom, and Lee (2001) note that JE captures a variety of factors that can play a role in influencing employee retention. The authors further argue that JE has a stronger predictive power of why people leave their jobs than JS, OC, job search, and perceived alternatives combined. Jiang and colleagues (2012) used the social role theory (Eagly, 1987) to explain why there might be gender differences in the JE construct. They argued that women and men value different factors, for example, that women will value their links to the organization and community more than men. To further explore this proposition, it is essential to explore the antecedents of this construct and whether they will differ from men and women.

Previous research identified several antecedents predictive of OE. Among these are human resource (HR) practices. Several authors suggest future research to investigate what types of HR strategies can increase or decrease embeddedness,

which in turn will decrease or increase retention (e.g., Lee et al., 2014; Ghosh & Gurunathan, 2015; Nguyen, Taylor, & Bergiel, 2017). Based upon the revolution of the HR field and changes in how the organization views employees, this study will focus on employee work-related well-being (WRWB) HR practices as these might increase employee well-being and in turn lower TI through increasing employees' OE. Researchers have stressed the importance of measuring employee perceptions of HR practices offered rather than actual HR practices (e.g., Boon, Hartog, Boselie, & Paauwe, 2011; Guest, 2017), as these are not necessarily the same.

Furthermore, others have emphasized the need for investigating HR practices beyond perceptions, looking into how these practices will be designed, delivered, and evaluated (Kowalski & Loretto, 2017) - leading us to research conducted by Nishii, Lepak, and Schneider (2008). In their study, Nishii et al. (2008) investigated the employee attributions about the motivation behind its HR practices. The authors argue that how employees attribute HR practices will affect their OC and JS. Previous research does not address the role of gender in HR practices, and we wish to investigate whether HR practices work equally for men and women - especially in a male-dominated industry. Therefore, we wish to investigate if the genders perceive to be offered the same.

This study will explore whether there are gender differences in employees' perceptions of discriminatory behavior in order to take the research a step further. This inclusion also stems from our pre-study, which was based upon secondary data and a questionnaire we found to be incomplete - due to its lack of questions regarding the work-family conflict and culture/climate. As the male-domination might characterize the culture of the industry, we see the need to address discriminatory behavior. Fagenson (1990) suggested that the experience women have in organizations can be influenced not only by their gender and the attitudes of those higher in the hierarchy, but also by the context of the organization, including its history, industry, and policies. As the construction industry has always been heavily male-dominated, it would be fair to assume this has had an impact on the culture and climate within the industry.

JE takes the employee retention literature a step further by also looking at factors outside the organization. As the positions within the construction industry may entail commuting to construction sites, we argue for the importance of including CE in this study - neglected in previous research. Furthermore, our pre-

study revealed that external factors (e.g., commuting) were the most reported causes for why employees left their jobs - mostly reported by men.

Linking this all together, the purpose of this study is to investigate the following: *To what extent does gender moderate the relationship between perceptions of work-related well-being human resource practices and turnover intention through organizational embeddedness? Moreover, to what extent are there gender differences in employee perceptions of discriminatory behavior in a male-dominated industry? Lastly, what role does gender play in the relationship between turnover intention and community embeddedness?*

This study will have both theoretical and practical contributions. First, researchers have called for more studies investigating the antecedents of JE. Second, even though there will be difficult for an organization to increase CE through HR practices, it would be interesting to test if other factors of employees' lives can play a role in decreasing or increasing TI. This especially as it was one of the findings from our pre-study, that more men reported external factors to be the reason for leaving. A big part of the construction industry is working on construction sites, meaning that when on projects, employees may have to commute. Third, we extend the generalizability of the JE construct by testing it in a Norwegian sample and a different industry than what previous researchers have done. In all, the present study will contribute to both the diversity literature and the strengthening of JE as a theoretical construct.

Literature Review

To highlight and answer our problem statement, we will review literature within several research fields - gender will be a common theme throughout the review. First, research within the field of TI and JE will be reviewed. Following, an investigation of OE as a mediating variable in the relationship between HR practices and TI. Second, literature focusing on HR practices, with an emphasis on its complexity, will be summarized. Also, the history and development of HR, as well as its role in the organizational context, will be explored. Following this, we will review what HR practices are significant with JE and TI. Last, literature related to CE and its relationship with TI will be addressed.

Turnover Intention and Job Embeddedness

Intention to leave an organization can be considered to be the immediate precursor of turnover (Mobley, 1977, Mobley; Griffeth, Hand, & Meglino, 1979), and it can be defined as “... the behavioral intent to leave an organization” (Kuvaas, 2006, p. 509). Previous research has identified gender differences in TI, where women have been found to have higher TI than men (Cotton & Tuttle, 1986; Maume, 1999; Emiroğlu, Akova, & Tanrıverdi, 2015). Emiroğlu et al. (2015) also found TI to be higher for single individuals than for married individuals - assumed to stem from the financial responsibilities of married employees in their families.

However, in a meta-analysis of predictors of turnover, Griffeth, Hom, and Gaertner (2000) found indications of that the turnover rate of women is similar to that of men, and they note that women are more likely than men to remain in their jobs as they age. Furthermore, Tanova and Holtom (2008) found males to be 82% more likely to leave their jobs compared to their female counterparts. However, the researchers point to what seems to be indications of cultural differences in the sample, and they call for more research in order to generalize the findings (Tanova & Holtom, 2008).

It is worth noting that the study by Cotton and Tuttle (1986) and Maume (1999) were conducted respectively over 20-30 years ago. The study conducted by Emiroğlu et al. (2015), was conducted in Turkey, meaning a difference in cultural context must be taken into account when interpreting and applying their findings. However, both our pre-study and statistics from within the industry indicate that more women are leaving in comparison to men. As TI is considered the immediate precursor of turnover, it is fair to assume that as more women are leaving the industry, they will also have a higher TI than their male counterparts.

Organizational Embeddedness

Several antecedents of turnover has been identified, for example, JS, OC, job search, comparison of alternatives, withdrawal cognitions, TI (Griffeth et al., 2000); JS, OC (Slattery & Selvarajan, 2005); and, OC and work exhaustion (Ahuja, Chudoba, Kacmar, McKnight, & George, 2007). Previous research has also found JE to predict turnover significantly (Mitchell et al., 2001b; Lee et al., 2004; Crossley, Bennet, Jex, & Burnfield, 2007; Felps and colleagues, 2009). Further, research by Mitchell et al. (2001b) showed that TI decreased when an individual is embedded in the organization and the community.

Mitchell and Lee (2001), developed the JE construct in order to gain a more comprehensive understanding of why some people choose to leave, whereas others choose to stay in their jobs. The creation of this construct was motivated by preceding studies, as they did not have enough predictive power as to why people leave their jobs. The construct of JE consists of six dimensions, and it is argued that the JE construct takes into account the complexity of the life of an organization's employees (Holtom, Mitchell, & Lee, 2006). First, it is divided into OE, also referred to as on-the-job embeddedness, and CE also referred to as off-the-job embeddedness. Second, both OE and CE are divided into fit, links, and sacrifice. Links refers to the extent to which people have connections to activities or other people that can be both formal and informal, within or outside the organization. Fit is the extent to which employees are compatible and comfortable with the organizations in which they are employed and the communities in which they live. Last, sacrifice refers to how easy or hard it is for a person to break these links when leaving a job or a community. In sum, JE causes a reduction in the desire to move (Mitchell & Lee, 2001), and the dimensions of JE create additive and compensatory effects on staying (Mitchell et al., 2001b). However, other studies have found that OE better predicts why people stay in their jobs, as compared to CE (e.g., Lee, Mitchell, Sablinski, Burton, & Holtom, 2004; Zhang et al., 2012).

In a study conducted by Ryan and Harden (2014) of IT professionals (viewed as a male-dominated workforce), findings revealed significant gender differences in the sacrifice dimension of OE, argued to indicate female employees believed that leaving the organization would be of greater sacrifice than their male counterparts. Furthermore, the findings were thought to be related to the finding of females having more years of service. However, they did not reveal gender differences in the fit-dimension of the construct, argued to be related to the organization's reputation of promoting with fairness and anti-discriminatory procedures.

Moreover, a meta-analysis conducted by Jiang et al. (2012) revealed that gender moderated the OE and TI relationship but not the CE and TI relationship. Furthermore, gender moderated the actual turnover relationship, which was significantly stronger in female-dominated than male-dominated samples. Building on social role theory of gender differences (Eagly, 1987) -- proposing that dividing the sexes into social roles indirectly supports stereotypes, making men and women develop different beliefs, attitudes, and skills as a way of conforming -- the

researchers argue that JE may impact female and male employees' turnover outcomes differently. This is attributed to men exhibiting more agentic qualities (e.g., independence) whereas women often display high levels of communal attributes (e.g., concern for others). The researchers argue that this might lead women to value the links they have with organizations and communities and, therefore, bear more emotional cost when they leave their jobs.

In all, the reviewed research has found women to be more embedded than men - which again will reduce their TI and actual turnover. Therefore, as the construction industry has seen a drop in their percentage of women, in addition to our pre-study findings, it may indicate that the industry has not been able to embed their female workers.

A Triadic Relationship

Researchers call for an investigation of antecedents of JE where several point to HR practices as a means for increasing OE (Lee et al., 2014; Ghosh & Guranathan, 2015; Nguyen et al., 2017). This call has been answered by some researchers, mainly in an Asian context, who have explored the triadic relationship between HR practices, JE, and TI. HR practices have been found to have a significant relationship with TI (e.g., Huselid, 1995; Way, 2002), and both HR practices and JE have been found to affect TI negatively. However, the relationship between JE and TI is stronger than that of the antecedent HR practices and TI (Bergiel, Nguyen, Clenney, & Taylor, 2009). After a thorough review of the literature (see Table 1 in Appendix 1), it became evident that researchers have investigated different HR practices in relation to both OE and TI - with conflicting findings. As Boselie, Dietz, and Boon (2005) notes, the HR practices that are referred to in studies are rarely clearly defined, which leads to trouble in fully understanding the role of HR when it comes to well-being and performance. Also, the relationship between HR practices and TI is mediated, partially, and fully, through different variables. In all, the research field of HR practices is characterized by inconsistencies and poor structure.

Other researchers have investigated the relationship between the fit, links, and sacrifice dimensions of OE in relation to HR practices and TI. Bambacas and Kulik (2013), found the three OE dimensions to have important relationships with one another, however, only fit and sacrifice had a direct effect on TI. HR practices increasing the fit dimension and decreasing TI was found to be performance

appraisals and organizational awards. The sacrifice dimension was increased by developmental activities; however, employees' awareness of sacrifice increased the intention to leave. The authors suggest this finding stems from increasing the employees' opportunities both inside and outside the organization. The fit dimension is, therefore emphasized as the most likely dimension to decrease TI. Findings demonstrating the importance of the fit dimension makes the JE construct especially interesting in this male-dominated study context. Though Ryan and Harden (2014) did not find significant gender differences in the fit dimension among IT professionals, we argue for the importance of the continued investigation. This, as the authors attributed this finding to the organization's reputation of fairness and anti-discriminatory procedures - not necessarily found in every male-dominated industry.

Zhang et al. (2012) note that there has been inconsistency in associating the links dimension with turnover. Bambacas and Kulik (2013) further found that the links dimension will decrease the employee's awareness of sacrifice, and explains this by noting that a more extensive social network can increase an employee's awareness of other opportunities outside the organization. Further, the fit dimension was found to increase an employee's awareness of sacrifice.

In the reviewed research of the relationship between HR practice and TI, gender is rarely mentioned. Some studies mentioned gender in relation to their sample (e.g., Allen et al., 2003; Joarder et al., 2011; Karatepe, 2013), while others have not mentioned gender at all (e.g., Paré & Tremblay, 2007; Bergiel et al., 2009; Juhdi et al., 2013). One study noted that gender was positively related to TI but did not elaborate this further (SamGanakken, 2010). Nguyen et al. (2017), controlled for gender but did not find it to be significant or positively related to their variables. There has been especially little focus on gender within the HR practices literature. This leaves us wondering whether gender differences within HR practices have either been neglected or are viewed as irrelevant. As previously mentioned, Groyberg and Abrahams (2009) found that both genders consider family-work balance as primarily a women's problem. This could indicate that women value different HR practices than men, for example, flexible work hours. However, it would be difficult to say anything for sure, as little to no previous research within this field mentions gender.

An HR system can be defined as "... a set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing, and

maintaining (or disposing of) a firm's human resources" (Lado & Wilson, 1994, p. 701). These activities make up what is usually referred to as HR practices utilized to implement an organization's HR policy (Lepak, Liao, Chang, & Harden, 2006). Even though HR can be a large and difficult-to-control organizational expenditure, it is essential to organizational performance (Pfeffer, 1998). To be able to maximize productivity and enhance creativity, and at the same time control costs, researchers need to gain insight into the best way of managing HR (Combs, Liu, Hall & Ketchen, 2006). Many researchers have moved away from testing individual HR practices and instead incorporate individual practices into a system or bundle. This is mainly because HR practices are interdependent (e.g., Becker & Gerhart, 1996; Pfeffer, 1998). However, Dechawatanapaisal (2018) note that testing HR practices as bundles could mean over-emphasizing the effect individual practices may have.

Furthermore, previous studies vary in their measurement of HR practices. There are strengths and limitations regarding the level of analysis, whether it is on a firm, business unit, or individual level (Lepak, Liao, Chung, & Harden, 2006). Many researchers have prioritized the macro perspective at the cost of the micro perspective. The findings of Boon et al. (2011) revealed that interpretations of HR practices differed significantly between but not within two firms with uniform HR policies, implying that differences in employee perceptions are the reason for differences in HR and not actual practices offered. Based on this, this study will focus on employee' perceptions, incorporating individual practices into a system or bundle.

Work-Related Well-Being HR Practices

There has been a shift from a manufacturing to a knowledge-based economy, which has created new demands for organizations by changing the view of the employment relationships, affecting the development of HRM. The evolution of HRM has led organizations to how employees are perceived today - as valuable assets (Deadrick & Stone, 2014). Within the HR literature, it has commonly been reported that the human resources of an organization can provide competitive advantage (e.g., Barney & Wright, 1998; Boxall & Steenveld, 1999; Luthans & Youssef, 2004). Further, Kowalski and Loretto (2017) state that "...maintaining competitive advantage is paramount to success" (p. 2229). Even though HR can be a large and difficult-to-control organizational expenditure, it is essential to organizational performance (Pfeffer, 1998).

According to Guest (2017), the dominant approaches to HR have focused on performance to the neglect of employee well-being, for example, the AMO framework (Marin-Garcia & Tomas, 2016). Guest (2017) argues that HR research and policies need to give higher priority to promoting well-being among employees. Employee well-being as a concept can be challenging to define. Guest (2017) uses a definition by Grant, Christianson, and Price (2007), which draws upon the work of Warr (1987), and it is as follows: "...[employee work-related well-being is] the overall quality of an employee's experience and functioning at work" (p. 52). In this study, we will use the term employee well-being going further. Guest (2017) suggests that the approach being proposed can enhance employee well-being as well as organizational performance, resulting in mutual gains being reached by different paths. Several other researchers (e.g., Briner & Walsh, 2015; Kowalski & Loretto, 2017) also call for more research within the field of employee well-being, as a stronger evidence base can aid organizations in making more informed decisions within increasing employee well-being.

In a conceptual review, Guest (2017) proposes a new analytical model, focusing on HR policies and practices shown to be antecedents of employees' well-being and a good employment relationship - thought to have positive organizational outcomes. His model consists of five sets of HR practices, which are comprised of specific practices. As the HR field has been criticized for not defining what the investigated HR practices entail, we will introduce the model outlined by Guest (2017). First, "Investing in employees" entails enhancement of competencies through training and development; providing employees with mentor possibilities and an attractive career; and carefully recruiting and selecting the organization's employees. Second, providing employees with "Engaging work" entails that employees work is designed in a way that gives autonomy and challenges, and that provides information and feedback in order for the employees to utilize their skills.

Third, "Positive social and physical environment" is the most comprehensive of the five sets of HR practices, which is logical as this is tightly connected with well-being. It includes prioritization of health and safety; provision of opportunities for social interaction and diversity; ensuring rewards are fairly distributed; high basic pay instead of incentives based pay; provision of job security; and a zero tolerance for bullying and harassment. In addition to this, we suggest that non-discrimination policies are added to this set. This entails non-discrimination policies in regards to discriminatory behavior based on, for example,

gender, age, ethnicity, and education. Employees' perceptions of discrimination have been found to have psychological and physical damaging consequences (Pavalko, Mossakowski, & Hamilton, 2003), and be positively associated with decreased satisfaction; commitment; citizenship behaviors; increased stress; and intention to seek new employment (Regmi, Naidoo, & Regmi, 2009). As previously mentioned, as the context of the organization, including its history, industry, and policies can affect women's experience in an organization (Fagenson, 1990), which makes it necessary to explore if the heavily male domination is expressed in employees' beliefs, attitudes and behaviors. Furthermore, artifacts can fortify an organization's culture (Schein, 1984). For example, one organization created new work uniforms for female employees' for the first time last year (AF Gruppen, 2019). As argued by Ryan and Harden (2014), promoting fairness and anti-discriminatory procedures will likely even out the feeling females have of not fitting in within a male-dominated organization. However, we argue the importance of investigating whether such practices and policies capture whether discriminatory behavior exists within an organization or not. Therefore, we will add an open-ended question to the questionnaire based on Guest's (2017) framework.

Fourth, the HR practice "Voice" entails giving employees a voice through extensive two-way communication; opportunities for individuals to express their meanings; as well as collective forms of representation, e.g., a safety representative. Fifth and final, providing employees with "Organizational support" entails that management participates and is supportive of the WRWB HR practices; an organizational climate in order to facilitate for employee involvement; support for family-friendly and flexible working hours; and developmental performance management.

Further, Kowalski and Loretto (2017), notes that while an understanding of what HR practices are offered is required in order to develop and sustain work-related well-being, it is also essential to investigate how the practices are designed, delivered, and evaluated. In this study, we will investigate perceptions of HR practices as well as how they are delivered and communicated. In other words, we will look at what HR practices employees' perceive to be offered as well as why they believe they are offered. Nishii, Lepak, and Schneider (2008) found that the causal explanations employees' made about the "why" of HR practices varied across employees. Further, these attributions depended on employees' OC and JS.

This is interesting, as both OC and JS are similar to embeddedness theory. It could be that these attributions also depend on employee OE.

In addition to testing Guest's (2017) proposed sets of HR practices, we will incorporate these sets in the measure developed by Nishii et al. (2008), linking the set of practices to employee attributions of HR. We are therefore taking the research a step further by both investigating employee perceptions of specific HR practices but also investigating employees' attributions of the 'why' of HR, meaning the firm's motivation behind the practices. Guest (2011) also notes that Nishii et al. (2008) argue that the presence of HR practices is not the only thing that matters but that the perceptions of the intentions behind the HR practices are of great importance. Further, he says that organizations should focus much more on the communication of the purpose behind HR practices as well as what they contain. This way, we might discover the interplay between perceptions and attributions.

Through the reviewed literature, several relationships are revealed. First, several studies have found women to have a higher TI than men. In line with our pre-study, more women were found to be leaving the organization, consistent with statistics from the overall industry. Second, previous research has found women to be more embedded than men - reducing their TI and actual turnover. As previously said, this may indicate that the construction industry has not been able to embed their female workers. Third, introducing employee perceptions and attributions of a set of WRWB HR practices may reveal if men and women perceive to be offered and attribute the organization motivation behind the practices differently - affecting their OE and again increasing their TI.

Furthermore, a previous study investigating gender difference in the relationship between organizational citizenship behavior and OE found that OE impacted the women's organizational citizenship behavior but not that of men - indicating that the relationship was stronger for women than for men (Lev and Koslowsky, 2012). This is similar to what we propose based on previous research. It would be likely that the relationship between HR practices and TI through OE will be stronger for women than it will be for men. This means OE will play a more prominent role, both positively and negatively dependent on how embedded women are, in relation to HR practices' effect on TI. In line with this, we expect:

Hypothesis 1: Gender moderates the negative relationship between perceptions of work-related well-being HR practices and turnover intention,

which is mediated by organizational embeddedness, where the relationship is stronger for females than for males.

Hypothesis 2: Gender moderates the negative relationship between (a) employee enhancement HR attribution, (b) cost and employee exploitation HR attribution, and turnover intention, and the positive relationship between (c) union and law compliance HR attribution and turnover intention, where the relationships are stronger for females than for males.

Is It All About the Job?

As previously mentioned, CE has been found to lower TI (Mitchell et al., 2001b). In 2004, Godard criticized HRM research, arguing that studies exploring the HR and performance relationship tend to neglect the external context. CE has been marginalized to a certain extent in previous research (Lee, Burch, & Mitchell, 2014), often argued to be excluded as this is outside the organization's control. Also, as mentioned, some studies have found OE to be a better predictor of employee retention compared to CE (e.g., Lee et al., 2012; Zhang et al., 2012). Despite this, due to the study context and recommendations from other researchers, the current study will also explore factors outside the job. Ng and Feldman (2013) note that "simply assuming [CE] does not influence work outcomes, and therefore excluding [CE] as a predictor of those outcomes can lead to unwarranted conclusions" (p. 93).

Further, the authors note that excluding the CE construct contradicts the original conceptualization of the JE theory as created by Mitchell and colleagues - where the effects from OE could be explained partially by unmeasured effects of CE. Therefore, they find it equally important to investigate the relationship between OE and CE, as well as the constructs relations to work attitudes and behaviors. Kiazad, Holtom, Hom, and Newman (2015), note that CE can strengthen the work-focused embeddedness and withdrawal outcomes relationship, i.e., it might lower turnover.

Ng and Feldman (2013), found CE to be important when it comes to predicting job attitudes and behaviors, and changes in CE has been associated with changes in OE over time. Both OE and CE were found to change over time, suggesting that tenure and age could be important factors. The authors exemplify this by saying that the effects of CE might be heightened by age - older employees

continue to establish more links in the community over time, and the likelihood of them staying in the community until retirement is increasing. Older employees are also more likely to have fewer options outside the organization, and will, therefore, most likely stay rather than leave (Ng & Feldman, 2013).

As previously mentioned, gender has been found not to moderate the CE and TI relationship (Jiang et al., 2012). However, for future research, the authors suggest that gender effects on the identified relationship should be investigated more rigorously, as they were not able to take into account which of the genders was predominant in a particular sample. Furthermore, Groysberg and Abrahams (2009) conducted a study where several women reported the most challenging aspect of the work-life balance to be the societal expectations about mothering. The authors found that both genders consider family-work balance as primarily a women’s problem. Therefore, CE might be more beneficial in enriching the quality of family interactions than in making employees perform better. However, organizations can indeed benefit from implementing HRM bundles focused on the work-family relationship (Perry-Smith & Blum, 2000). Leaders have to be aware of the nonwork demands, which can make it harder for employed parents to achieve the standards of high performance (Bakker, Demerouti, & Dollard, 2008). In line with this, we expect:

Hypothesis 3: Gender moderates the negative relationship between community embeddedness and turnover intention.

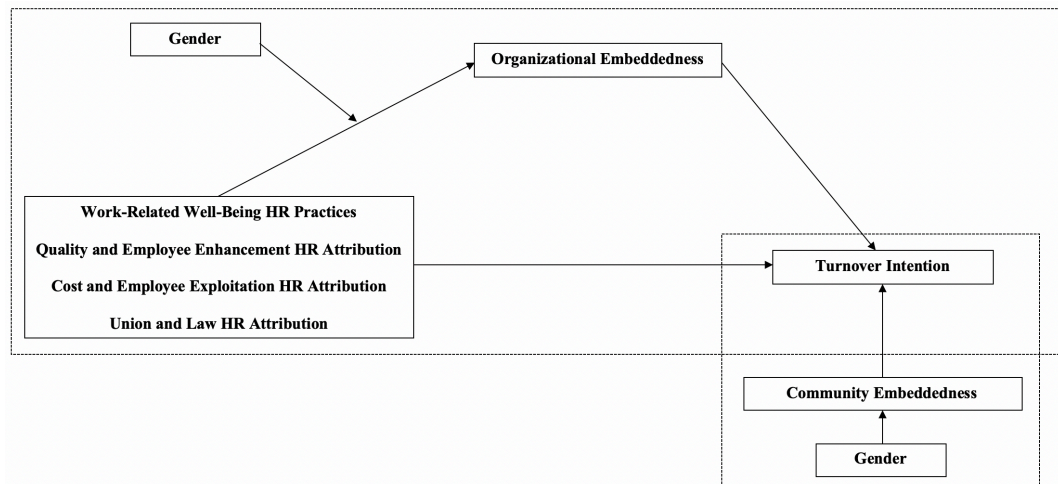


Figure 1. Conceptual framework.

Method

Pre-Study

In the spring of 2017, we conducted an exploratory analysis of turnover data within an organization in the industry. Findings did not reveal substantial differences between the genders in reported reasons for leaving the organization. Despite small differences, external factors (for example commuting, distance from family) were reported among more of the men, whereas developmental possibilities were reported by more of the women. The latter finding was statistically significant. Furthermore, as mentioned earlier, results showed that in relation to male employees, more women had chosen to leave the organization, leading to higher turnover among women than men. When it came to employees' age and duration of employment, most of the employees that chose to leave the organization were between 18 to 29 and 30 to 44 years, with a tenure ranging from zero to nine years.

Sample and Procedure

Data were collected from organizations within the Norwegian construction industry. As 'construction workers' do not necessarily receive a work computer (then also a work email), we targeted employees' working as functionaries. The self-report questionnaire (see Appendix 2) was distributed through Qualtrics, a web-based survey tool. In compliance with the Norwegian Center for Research Data (NSD), participants received information about the study (see Appendix 3).

We collaborated with a large, Norwegian organization within the construction industry to gather data - categorized as 'Organization 1' for further analysis. The questionnaire was distributed to the HR department as a pre-test before it was adjusted accordingly based on their feedback – resulting in minor changes. Following the recommendations from Messing and colleagues (2003), we asked the organization to over-sample female employees across business areas. An email was sent out to 300 employees, resulting in a response rate of 52.3%. However, after accounting for missing data, 95 responses were left (including responses where missing data accounted for less than 10%), leading to a response rate of 32.3%.

Further, to increase the sample size and the possibility to generalize across the industry, several organizations were contacted directly, resulting in one organization posting the survey on their intranet. Entreprenørforeningen Bygg og Anlegg (EBA) was also contacted; however, the union was not able to send out the

questionnaire to its members as they receive too many requests about distributing information, which members have said is too extensive. The electronic link to the survey was distributed via LinkedIn and to our network within the industry. In all, 73 respondents started the survey. Of these, 40 respondents came from the same organization, which will be referred to as ‘Organization 2’ for further analysis. A few other respondents ($N = 4$) also participated in the survey, and these are categorized as ‘Other’ (3.5%). Therefore, the total sample consisted of $N = 132$, collected mainly from two organizations, 68.3% from Organization 1, and 28.2% came from Organization 2.

In the overall sample, 56.1% were male, and 43.9% were female. The average age of the sample was approximately 41 years, with 18 years being the youngest and 64 years the oldest. The sample had an average tenure of approximately 11 years, with a good span as the lowest tenure was one year, and the highest was 46 years. Moreover, the sample had a quite even spread of education, from high school (23.7%) to a bachelor (32.4%) or master’s degree (36.7%). Of the respondents in our sample, 43.9% held a position as an employee, 48.2% reported holding a leadership position, whereas only 4.3% reported being top leaders. Further, 15.6% responded that their work entails commuting, 30.4% said they commute on occasions, whereas the majority of the sample answered that they do not commute in their work (54.1%).

Measures

All of the items in the questionnaire were in Norwegian. As the measures included were developed in English, the back-translation method (Brislin, 1970) was used to translate the measures to Norwegian in order for the participants to gain a full understanding of the content of the questionnaire. This was except for the TI measures, which was translated by Kuvaas (2006) as well as the WRWB HR Practices. Unless otherwise noted, all measures were on a five-point Likert scale, ranging from “strongly agree (1)” to “strongly disagree (5)”. However, we decided to add a do not know/not relevant response - as it allows respondents to give answers of free will and not by force. As we measure perceptions, one had to take into account that not all employees will be aware of all the offerings by the organization.

Turnover Intention. To measure TI, we used Kuvaas' (2006) 5-item scale. For example, items included are "I often think about quitting my current job," "I will probably look for a new job actively the coming year," and "I perceive my prospects in this organization as bad." The measure was made into an averaged composite score for the analysis ($\alpha = 0.94$).

HR Practices. The measurement of HR practices will be divided into two sections – perceptions of HR practices at the organization where the participants work, and employee attributions of the "why" of HR practices. The presence of HR practices is not the only thing that matters – of great importance is the perceptions of the intentions behind the HR practices (Nishii et al., 2008, cited in Guest, 2011). Further, Guest (2011) says that organizations should focus much more on the communication of the purpose behind HR practices as well as what they contain. Therefore, measuring HR through the micro perspective, we might discover the interplay between perceptions and attributions.

Work-Related Well-Being HR Practices. To measure employees' perceptions of HR practices, survey items building on Guest's (2017) analytical model was developed. This focused on HR practices shown to be antecedents of employee well-being and a good employment relationship. This model consists of five sets of HR practices, namely "Investing in employees," "Providing engaging work," "Positive social and physical environment," "Voice" and "Organizational support." The five sets of HR practices were measured by 25 items based on these categories, inspired by previous research (Smith, 1995; Guest, Conway, & Dewe, 2004; Boon et al., 2011; Guest, 2017). Examples of statements include: In my organization: "Health and safety are prioritized," "I receive enough training and development opportunities," "We have flexible and family-friendly working hours." In addition to the proposed categories developed by Guest, two additional questions were added in order to answer our second research question. First, asking participants to respond to a statement on non-discriminatory behavior in the workplace. Second, to validate the statement, an open-ended question was included, asking participants to elaborate if they had disagreed or strongly disagreed with the statement of non-discriminatory behavior. The measure was made into an averaged composite score for the analysis, reduced to 24-items excluding the question regarding mentoring due to over 10% of the sample responding "do not know." The

items were combined into one bundle – demonstrating high internal reliability ($\alpha = 0.94$).

HR Attributions. The measure of employees' attributions of the “why” of HR practices was developed based on prior work (Nishii et al., 2008). As the initial HR Attribution scale measure was developed within a service industry context, modifications of the specific HR practices were deemed necessary to fit the current study context. Therefore, to align the measure to Guest's (2017) analytical model of HR practices, the five sets of HR practices presented above were used. The items related to the HR practices include: “My organization gives employees' a voice” and “My organization invests in its employees.” Employee attributions were measured using the 25-item scale containing five attributions listed for each set. Participants were then asked to rate on a scale from 1 to 5 the following statements: “... so that employees will feel valued and respected - to promote employee well-being” and “... to try to keep costs down”. Like Nishii et al. (2008), the HR attributions concerning quality and employee enhancement ($\alpha = .96$) were combined to form a single factor, as well as the cost and exploit employees HR attribution ($\alpha = .92$). This resulted in three factors, with the union and law ($\alpha = .90$) HR attribution on its own.

Job Embeddedness. We used a shorter version of the original 42-item scale developed by Mitchell et al. (2001b) to measure JE. The shorter version was developed and validated by Holtom, Mitchell, Lee, and Tidd (2006). This is a 21-item scale containing items relating to OE and CE. For the first 18 items, the previously mentioned scale was applied; however, the last three items included a “yes,” “no” or “I am not married/have a co-habitant” response format – including few minor edits to fit the measure to the current sample. Felps et al. (2009) have tested and compared the long-form and short-form measure and found evidence of predictive validity for the short-form measure.

Furthermore, both forms explained the same amount of variance in turnover. Examples of items include: “I feel like I am a good match for my organization,” “I would sacrifice a lot if I left this job,” “Leaving the community where I live would be very hard,” and “My family roots are in this community.” First, following Mitchell et al. (2001b), an averaged composite variable was created for each dimension of the OE construct. Second, to create an aggregate measure of OE, the

mean of the three dimensions were computed (a mean of means) – making the composite equally weighting the distinct dimensions ($\alpha = .90$). The same was done for CE ($\alpha = .80$); however, the items for community links (nominal scale) were standardized before being analyzed or included in any composites (Mitchell et al., 2001b).

Gender. Respondents were asked to specify their gender by selecting whether they identify as “man” (0), “women” (1), or “other” (2) in the questionnaire.

Control Variables. Because respondents age, tenure, organization, and if they are commuting or not may be associated with the variables included in the study, they were included as controls. Tenure and age were measured in years; respondents were asked to specify organization; and the commuting item included a “yes,” “occasionally,” and “no” response.

Analysis

Analyses were conducted using SPSS 25. Due to the small sample size ($N = 132$), it was not possible to run a factor analysis to test the reliability and construct validity of the measures used (Field, 2009). However, JE has been validated by several researchers before (Holtom et al., 2006; Felps et al., 2009). Further, all measures included demonstrates excellent internal reliability (Field, 2009).

First, before testing the study hypothesis, the data were inspected for missing values and possible outliers. Respondents with more than 10% of missing responses were removed from further analysis. One outlier was identified; however, the outlier was not deleted since it did not affect the mean significantly (Laerd Statistics, 2015). Second, multicollinearity diagnostics were run to assess multicollinearity between the predictor variables. Multicollinearity was detected between the perception and attribution measure; in addition, the attribution scale did not seem to work out as intended. Therefore, the following analysis will only include perceptions as a predictor variable - making hypothesis 2 redundant. When the attribution scale was removed from further analysis, the lowest tolerance value was .58, well above the 0.10 threshold (Field, 2009). All VIF were lower than 10 with the highest of 1.7 - indicating that multicollinearity was not evident.

Cronbach's alpha was computed for all measures, in order to estimate their internal consistency. Furthermore, frequencies and mean scores were analyzed. Pearson product-moment correlations were conducted to explore bivariate associations between the measures. The results are presented in Table 2.

The causal step approach popularized by Baron and Kenny (1986) is the least likely of many methods available to detect indirect effects through an intervening variable, as well as not quantifying this effect. Furthermore, though many perform a Sobel test afterward to supplement the analysis, this test is flawed as it requires the assumption that the sampling distribution of the indirect effect is normal. Bootstrapping does not make this assumption and is known to be more powerful than the Sobel test (Hayes, 2009). Therefore, Hypothesis 1 was tested following the guidelines for a moderated mediation analysis - employing the analytic methods outlined in Preacher, Rucker, and Hayes (2007) and Hayes (2015), using PROCESS macro for SPSS – Model 7 –allowing for bootstrapping of results. Though it might improve interpretability, the antecedent variable was not mean-centered before analysis, as mean centering does not affect the interaction, in addition to not reduce collinearity issues (Hayes, 2017). The estimated regression coefficients are displayed in Table 3. Organization, Age, Tenure, and Commuting were included as covariates to remove their potential confounding influences.

To supplement the quantitative analysis, additional comments to the open-ended question “If you said that you ‘Disagree’ or ‘Strongly disagree’ with the statement “In my organization there is no discrimination of the basis of for example gender, age, and ethnicity”, please elaborate on your answer”, were analyzed. Though three of the respondents did not complete the questionnaire, their comments were included in the analysis. This left us with a total of 24 responses (16.6%). Of the responses, 46% were females, 42% males, and the remaining were unknown. 50% of the responses belonged to Organization 1, 33.33% belonged to Organization 2, 4% belonged to Organization 3, whereas the remaining belonged to unknown organizations. In order to structure the responses, the data structure by Corley and Gioia (2004) was applied. As the responses were relatively short, they were used as first-order concepts. Then, the first order concepts were organized into second-order themes, before dimensions were aggregated based on the second-order themes (see Figure 2 in Appendix 4).

To test Hypothesis 3, simple moderation analysis was conducted using PROCESS macro – Model 1, including CE (X), Gender (M), and TI (Y). The steps

outlined in Hayes (2017) was followed. Organization, Age, Tenure, and Commuting were included as covariates for this analysis as well. Results are reported in the text.

Results

Descriptive Statistics

For all measures, Cronbach's alpha was computed to estimate the internal consistency of the measures. Frequencies and mean scores were analyzed on all measures used. Pearson product-moment correlations were conducted to explore bivariate associations between the measures. The results are presented in Table 2. Further probing of correlations revealed a significant positive relationship between CE and commuting ($r= 0.27, p< .01$). Furthermore, CE was negatively correlated with non-commuters ($r= -0.26, p< .01$). Due to the cross-sectional nature of the study, no causal relationships can be tested. Therefore, identified relationships should be read as non-directional.

Table 2

Descriptive Statistics, Correlations, and Scale Reliabilities

Variable	M	SD	α	1	2	3	4	5	6	7	8	9
1. Gender	.44	0.50	-	1	0.08	-0.17*	0.16	-0.25**	-0.01	-0.00	-0.03	-0.21*
2. Organization	1.29	0.45	-	0.08	1	0.13	0.01	0.07	0.28**	-0.34**	0.24**	0.06
3. Age	40.82	11.22	-	-0.17*	0.13	1	0.01	0.63**	0.03	0.02	-0.03	-0.24**
4. Commute	2.39	0.74	-	0.16	0.01	0.01	1	0.03	0.01	-0.13	0.11	-0.32**
5. Tenure	11.21	9.10	-	-0.25**	0.07	0.63**	0.03	1	0.06	0.04	-0.01	-0.23**
6. Perception of HR practices	2.14	0.60	0.94	-0.01	0.28**	0.03	0.01	0.06	1	-0.69**	0.78**	0.04
7. Turnover Intention (TI)	3.91	1.05	0.94	-0.00	-0.34**	0.02	-0.13	0.04	-0.69**	1	-0.74**	0.01
8. Organizational Embeddedness (OE)	2.10	0.68	0.90	-0.03	0.24**	-0.03	0.11	-0.01	0.78**	-0.74**	1	0.11
9. Community Embeddedness (CE)	1.81	0.63	0.80	-0.21*	0.07	-0.23**	-0.33**	-0.22*	0.07	-0.02	0.14	1

Note. ** Correlation is significant at the 0.01 level. * Correlation is significant at the 0.05 level. $N = 132$.

Moderated Mediation Analysis

In testing hypothesis 1, a moderated mediation analysis was run using PROCESS macro – Model 7. In Table 3 there are two multiple regression models: The first displays the path coefficients for the mediator model (with OE as the dependent variable); the second displays the path coefficients for the dependent variable model (with TI as the dependent variable). As can be seen from the dependent variable model, the mediator (OE) was significantly negatively associated with the dependent variable (TI) ($b_1 = -0.759$, 95% CI = -1.037 to -0.481, $p < .001$). Furthermore, Organization is the only covariate directly predicting TI. Though the predictor variable (WRWB HR practices) was significantly positively associated with the mediator (OE) ($a_1 = 0.854$, 95% CI = 0.674 to 1.035, $p < .001$), a test of genders moderating effect on the relationship between WRWB HR practices on OE yields a nonsignificant result ($a_3 = 0.056$, 95% CI = -0.195 to 0.307, $p = 0.659$), as evidenced by the addition of the interaction term explaining an additional of 0.001% of the total variance $p = .659$. As the confidence interval for the regression coefficient of the product of X and W includes zero, one cannot claim that gender is moderating any mediation of the effect of WRWB HR practices on TI by OE. However, as a_3 only estimates the effect of X on M by W , a formal test quantifying the relationship between the proposed moderator and the size of the indirect effect is required to determine whether the indirect effect depends on the moderator (Hayes, 2015). With 5000 resamples, the 95% bootstrap confidence interval for this index is -0.249 to 0.181. As this confidence interval includes zero, the conclusion is that the indirect effect of perception of WRWB HR practices on TI through OE is not moderated by gender - meaning hypothesis 1 was not supported. However, an exploration of the model without gender as a moderator reveals a statistically significant indirect effect, with a bootstrapped unstandardized indirect effect of -0.671, and a 95% bootstrapping confidence interval for the indirect effect of -0.960 to -0.388.

Table 3

Unstandardized OLS Regression Coefficients With Confidence Intervals (Standard Errors in Parentheses) Estimating WRWB HR Practices, Organizational Embeddedness, and Turnover Intention.

	Organizational Embeddedness (<i>M</i>)			Turnover Intention (<i>Y</i>)		
		Coeff.	95% CI		Coeff.	95% CI
Perception of WRWB HR practices (<i>X</i>)	$a_1 \rightarrow$	0.854 (0.091)***	0.674, 1.035	$c' \rightarrow$	-0.455 (0.161)**	-0.773, -0.137
Organizational Embeddedness (<i>M</i>)				$b_1 \rightarrow$	-0.759 (0.140)***	-1.037, -0.481
Gender (<i>W</i>)	$a_2 \rightarrow$	-0.203 (0.285)	-0.766, 0.361	$b_2 \rightarrow$	-0.358 (0.135)**	-0.626, -0.091
<i>X</i> x <i>W</i>	$a_3 \rightarrow$	0.056 (0.127)	-0.195, 0.307	$b_3 \rightarrow$	-0.001 (0.007)	-0.014, 0.013
Organization (<i>U</i> ₁)	$a_4 \rightarrow$	0.068 (0.087)	-0.103, 0.240	$b_4 \rightarrow$	0.007 (0.008)	-0.009, 0.024
Age (<i>U</i> ₂)	$a_5 \rightarrow$	-0.002 (0.004)	-0.011, 0.007	$b_5 \rightarrow$	-0.099 (0.080)	-0.258, 0.060
Tenure (<i>U</i> ₃)	$a_6 \rightarrow$	-0.005 (0.005)	-0.015, 0.006	$i_Y \rightarrow$	7.116 (0.375)***	6.374, 7.859
Commute (<i>U</i> ₄)	$a_7 \rightarrow$	0.101 (0.051)	-0.001, 0.202			
Constant	$i_M \rightarrow$	0.119 (0.282)	-0.439, 0.676			
		$R^2 = 0.630$			$R^2 = 0.610$	
		$F (7, 124) = 30.203, p < .001$			$F (6, 125) = 32.546, p < .001$	

Note. * $p < .05$, ** $p < .01$, *** $p < .001$. $N = 132$.

Coding of Additional Comments

As a result of the qualitative analysis, three aggregated dimensions were identified. First, “Discriminatory” (e.g., ethnicity, gender, age) consisted of second order themes that contained first order concepts with content describing discrimination. Examples are Second, “Nondiscriminatory” (e.g., gender, age) consisted of second order themes that contained first order concepts with content describing nondiscrimination. Last, “Other” (e.g., undefined), consisted of a second order theme that contained first order concepts that did not belong in either of other second-order themes. This was because the responses were either too vague or too general in their wording. The result of the coding of the additional comments is included in a Corley and Gioia (2004) data structure in Appendix 4.

Our findings demonstrate that despite respondents reporting on average that they agree or strongly agree with there being no discrimination in their organization ($M = 2.18$), some still report that there are. When separating the statistics on gender, one can see that while there are no significant gender differences, there are some numbers that are worth noting. The males ($N = 72$) reported the following: strongly agree (19.7%), agree (52.6%), neither (14.5%), disagree (3.9%), strongly disagree (3.9%), with relatively large differences within the sample ($SD = .94$), with an average of 2.15. Whereas the females ($n = 58$) reported the following: strongly agree (28.8%), agree (37.3%), neither (16.9%), disagree (13.6%), strongly disagree (1.7%), with relatively large differences within the sample ($SD = 1.07$), with an average of 2.21.

The majority of the comments to the open-ended question (81%) had discriminatory-related content. The remaining comments had either non-discriminatory content (9.5%) or content, which was difficult to define (9.5%). Within the aggregated dimension ‘Discriminatory,’ the majority of the respondents (41%) reported discrimination based on *gender*, where the majority of the comments were from females (57.1%). Further, 18.9% reported discrimination based on *ethnicity*, and 9.3% reported discrimination based on *age*. Furthermore, two comments contained discriminatory-related content without specifying based on what. Last, *personality*, *religion*, *sexual orientation*, and *disability* were also reported as reasons why someone may experience discrimination. Only 3% of the respondents reported each of them.

Next, the aggregated dimension ‘Non-discriminatory’ was comprised of 9.4% of comments, entailing that there is no discrimination based on *gender* or *age*, as

well as respondents reporting not to have experienced discrimination within the organization. The last aggregated dimension ‘Other’ contained comments that were *undefinable*, as they were neutral in relation to discriminatory or non-discriminatory behavior.

Simple Moderation Analysis

To test hypothesis 3, simple moderation analysis was run using PROCESS macro (Model 1). Organization, Age, Tenure, and Commute were included as covariates. There was not a statistically significant moderator effect of gender ($b_3 = 0.25$, 95% CI = -0.325 to 0.825, $p = 0.392$), as evidenced by the addition of the interaction term explaining an additional of 0.005% of the total variance, $p = .392$. Hypothesis 2 was, therefore, not supported.

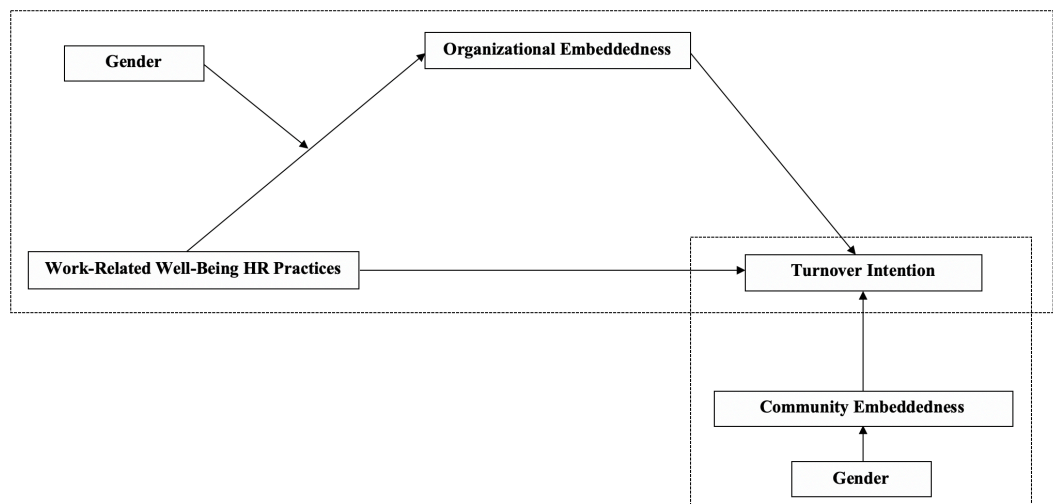


Figure 3. Revised conceptual model

Discussion

With this study, we wanted to explore how gender would affect the relationship between the degree to which employees perceive to be offered employee work-related well-being HR practices and their turnover intention through organizational embeddedness - within a male-dominated industry. Furthermore, we wanted to explore whether men and women perceive there to be differing degrees of discriminatory behavior within their organization. Lastly, we set out to investigate whether gender plays a role in the relationship between community embeddedness and turnover intention - exploring relationships also outside the organization.

First, we hypothesized (1) that gender moderates the negative relationship between perceptions of WRWB HR practices and turnover intention, mediated by organizational embeddedness - where the relationship is stronger for females than males. We did not find support for this hypothesis; however, when gender was excluded from the analysis, the indirect effect (OE) was found to be statistically significant. This is in accordance with previous research (Bergiel et al., 2009; Karatepe, 2013). Further, in contrast to previous studies investigating the triadic relationship, the current study investigated HR practices to a greater extent by including more HR practices (not just focusing on, for example, performance appraisals, training, and development), tested as a system or bundle. Furthermore, we investigated HR practices thought to promote employee well-being, shifting the focus from performance to well-being, in line with recommendations from the field (Guest, 2017). This finding demonstrates the relevance of employees perceiving to be offered HR practices focusing on employee well-being in relation to OE and TI.

We did not find support for gender as a moderator of the proposed relationship. It was essential to investigate the possible moderating effect of gender as it is rarely mentioned in the HR literature, in addition to previous research identifying gender differences in OE - linked to social role theory (Eagly, 1987) - and TI. An explanation for this could be that both men and women perceive to be offered the same HR practices, meaning that there are little to non-discrimination here. However, we note that we did receive comments regarding discrimination, indicating that both HR practices and the JE construct do not capture the whole story.

Through the open-ended question, we discovered that of all the reported causes of discrimination, gender was most frequently reported. This is in line with statistics by Likestillings- og diskrimineringsombudet (2015), where gender is the most common cause for reporting discrimination. However, as the respondents are made up of an equal amount of men and women, we cannot confirm that there are gender differences in perceptions of discriminatory behavior in a male-dominated industry. That being said, the comments indicate that the perceived discriminatory behavior generally applies to the females within the workforce. This seems to be something both genders are aware of as one-third of the comments came from men, whereas two-thirds came from women.

Furthermore, we see indications of differences between organizations in the amount of perceived gender discriminatory behavior, as more of the respondents

from Organization 2 chose to comment in comparison to Organization 1. It is worth noting that Organization 1 has implemented several initiatives to increase their percentage of female employees, whereas Organization 2 has not done so to the same extent. This is interesting, as it is in line with the findings of Ryan and Harden (2014), where anti-discriminatory policies were thought to increase women's feeling of fit, in a male-dominated organization.

The comments are indicative of several different underlying causes for the gender-based discriminatory behavior, related to different concepts within the diversity literature, for example, stereotypes, bias, unconscious bias, and in-groups and out-groups. Following the social dominance theory, men have a stronger social dominance orientation than women, which can explain why men tend to show greater intergroup bias than women (Hewstone et al., 2002). One of the respondents' comments reflects the presence of in-groups and out-groups in one of the organizations, as often, being partial in favor of in-groups can be at the expense of out-groups (Hewstone et al., 2002). One of the females wrote:

Internal groupings between male colleagues are allowed, but not among women. If women organize their own events in order to strengthen the bond between the few girls in the company, then this will be looked down on by male colleagues. However, the women must tolerate standing on the outside when the boys are having a "boys night."

Some comments include discrimination concerning equal opportunities and promotion, reflecting advancement barriers within the organization. This could indicate the well-known phenomenon of a "glass ceiling" (Bass & Avolio, 1994). For example, a male respondent wrote, "In reality, women do not get the same opportunities." Further, a woman reported, "I do not experience it, but I think there are attitudes in some places in the organization that can make it difficult for women (...) to advance in the organization". Furthermore, another woman wrote, "Men are promoted, women remain in their positions, men get higher wages...".

Further, the comments are indicative of a climate favoring men at the expense of women. An organizational climate often used interchangeably with culture, is considered to be what is experienced by the members of an organization (Erhart, Schneider, & Macey, 2014). A female respondent noted that "The culture is characterized by the fact that men are more included and recognized," and further,

another woman reported that there are “More men than women everywhere and in all management positions. Many jokes about women”.

Furthermore, we see evidence indicating that some decision-making is being based on existent stereotypes. Men and women are taught by the social world to behave in specific ways that are expected of or appropriate for their gender (Syed & Özbilgin, 2015). Social role theory (Eagly, 1987) can highlight these comments where women are thought to be more communal. A woman wrote that “... women make coffee and are secretaries, women are not heard at meetings, must fight for the word”, and a man reported that “There is discrimination based on preconceived notions of (...) gender...”. Furthermore, a person of unknown gender reported that “Women are typically placed in roles such as HSE, HR and support functions.”

Further, we see indications of bias in the organization. For example, this is showing in the form of what is known as the “similarity-attraction effect” where it will be in a women’s disfavor if the interviewer is a man who is not consciously aware of this possible error (Lorch-Falch, 2015). A respondent of unknown gender wrote the following: “It is said that women have as great opportunities as men, but in reality, they do not. Men recruit men”. Moreover, we also see indications of unconscious biases in the comments, as one man wrote, “We facilitate for recruiting girls into the industry,” which implicitly states that discrimination only occurs in the recruitment process.

Last, some responses were indicative of discriminatory behavior existing within the organization; however, it was neither specified what the basis of the discrimination is nor how it plays out or whom it affects. These comments could be seen as emphasizing the sensitiveness of the question being asked, as well as demonstrating how the issue at hand is hard to capture quantitatively. A man wrote that “Old patterns are difficult to get rid of.” Even though these findings cannot be generalized, they are noteworthy, and we suggest future research to take it into account.

Second, we hypothesized (2) that gender moderates the negative relationship between community embeddedness and turnover intention. We did not find support for this hypothesis, which is consistent with previous research (Jiang et al., 2012) who called for research investigating the relationship more rigorously. This finding may indicate that organizational and community factors are separate for employees. Though not predictive of employee TI, the results showed that overall, men reported higher CE than women. In our pre-study, more men than

women reported external factors to be the reason they decided to leave the organization (for example to be closer to family). Our findings could also be explained by the notion that an individual could feel connected to several communities, and not necessarily only in the community where they reside but also in the community from where they originate. Furthermore, by measuring overall community embeddedness, nuances may be lost, which could be captured by splitting CE into the three dimensions.

Furthermore, commuting was positively related to CE, whereas employees who reported not to commute had a negative relationship with CE. This finding was surprising, but a possible explanation of this can be that individuals who have to spend time away from their community might miss their family and friends more, and perhaps, therefore, experiencing a stronger connection to their community. Furthermore, age and tenure were both significantly negatively correlated with CE, indicating that as employees age or their tenure increase, how embedded they are within their community is likely to decrease. This is contradictory to previous research (Ng and Feldman, 2013), suggesting that tenure and age could be essential factors for changes in OE and CE over time. It is difficult to explain the negative relationship between age and CE; however, in our pre-study, we did find several employees to leave their organization because they were moving back to their home place or their spouses home place, mainly due to family obligations. This leads us back to the notion that individuals might have several communities, where an individual's embeddedness could be higher in one or the other, causing a desire to move. Further, Feldman and Ng (2007) propose that later in their career, older workers often have a higher degree of freedom, in addition to fewer embedding forces relating to children and parents - giving them more opportunities for boundaryless careers. This can be an explanation of why younger employees were found to be more embedded in their communities - who may not enjoy the same freedom.

Also, some general findings will be discussed. In similarity to what already put forward, as Organization 2 had a direct effect on TI, it supports the notion that there seem to be something else contributing to employees' TI which is not explained by the relationship between perceptions of HR practices and TI through OE, nor the relationship between CE and TI. In comparison to Organization 1, more respondents from Organization 2 reported discriminatory behavior. Out of the two organizations, Organization 1 has gone out much more publicly, openly expressing

they want to recruit more women, in addition to implementing several initiatives targeting unconscious bias. Though employment acts targeting discriminatory behavior have not necessarily been found to decrease unwanted behavior (Blum, Fields, and Goodman, 1994; Rynes & Rosen, 1995; Regmi et al., 2009), the implemented initiatives from Organization 1 seem to be reflected in some of the comments (for example, the comments by a man saying that “We facilitate for recruiting girls into the industry”).

Limitations

There are certain limitations in this study, which need to be taken into account when interpreting the results. First, several of the weaknesses of the study can be attributed to the size of the final sample ($N = 132$) obtained, making it difficult to generalize the findings. Despite the small sample size, we managed to obtain an even distribution of both men and women, in different ages, as well as positions. Further, due to the small sample size, factor analysis was not performed to assess the reliability and construct validity. However, all measures included had an internal consistency above .8, in addition to the JE construct being validated by previous research.

Second, in order to test our research question, a cross-sectional survey design was used. This type of research design has several downsides. For example, it could lead to common method bias (Podsakoff, Mackenzie, Lee, Podsakoff & Zedeck, 2003). Furthermore, social desirability bias can have affected the measures (Podsakoff et al., 2003), mainly due to questions related to turnover intention and perceptions of discriminatory behavior. The respondents were reassured anonymity and that the organizations would not receive direct reports on an individual level; however, the mean of several variables were quite high. Though several appeared to leave candid responses (through the open-ended question), few go into detail. Furthermore, we received some emails and a comment relating to the easiness of identifying women in the industry, as there are so few. Therefore, this must be considered when reading the results. The study design also limits deriving causal relationships. Therefore, inferences of causality cannot be drawn from the study findings.

Fourth, using the categories proposed by Guest (2017) in Nishii et al.’s (2008) measure made the WRWB HR practices items, and quality and employee enhancement items correlate quite highly. This might stem from Guest’s categories

being thought to measure the well-being of employees. However, this finding indicates that Guest's model is comprised of HR practices perceived to promote employee well-being.

Fifth and last, as noted by Dechawatanapaisal (2018) testing HR practices as bundles could mean that the effect of an individual practice will be over-emphasized. In our study, we noted that both mentoring and recruitment were the practices most respondents reported they did not know of or that was not relevant - which underlines the said point. However, by exploring the individual items before creating a bundle, it allows the researcher to assess whether an item should be included from further analysis - done in this study.

Future Research Directions

Though gender was not found to be a moderator in the present study, replicating the model with a more comprehensive sample, across several organizations and industries, relationships could be unveiled - especially focusing on male-dominated industries who have not implemented non-discriminatory initiatives. This could further extend the generalizability of the findings. However, as previously discussed, perceptions of HR practices and OE might not be able to tell the complete story of employee retention. Though only indicative of other forces at hand, which we cannot say for certain increases employee TI, future research should investigate perceptions of discriminatory behavior more rigorously. As mentioned before, discriminatory behavior can have damaging consequences (Pavalko et al., 2003; Regmi et al., 2009). How and when people will perceive experiences as discriminatory is still not identified clearly (Pavalko et al., 2003). This could be done experimentally through vignettes (Bryman & Bell, 2015) or qualitative interviews. As previously mentioned, it could also be that the topic of discriminatory behavior should be investigated qualitatively rather than quantitatively – enabling more in-depth understanding.

Furthermore, as our findings regarding CE and TI were conflicting with that of previous studies, we suggest future research to investigate the CE construct more comprehensively. As argued, it could be that individuals identify themselves with several communities, something that could be a possible explanation for why an individual will decide to leave the community they currently reside within. Furthermore, the organization's role in the CE construct should be more thoroughly investigated in order for researchers to possibly identify ways for organizations to

increase or facilitate employees' CE. Last, the inclusion of commuting as a covariate could extend the understanding of contextual factors at play, both for OE and CE. Future researchers should explore this more in depth, as no conclusions can be based upon the sample size of our study.

Theoretical Implications

Although we did not find full support for our conceptual model, this study still has several theoretical implications. One of the main implications is our contribution to the research field of HR and HR practices, providing evidence that the field is both hard to quantify and capture. It is difficult to investigate what exactly HR practices are and even more difficult identifying how they help organizations and their workforces. Therefore, the solution might not be to investigate the issue quantitatively but rather qualitatively.

Furthermore, it is equally essential that we find out what works and what does not work, in order for research to move forward and advance. Despite the challenges in defining HR practice and identifying their effect, we did contribute to the HR literature by investigating gender differences, as this has rarely been mentioned before. Also, focusing on employee WRWB adds to the research literature as this had largely been neglected to the focus of HPWPs. Answering the call of investigating antecedents of JE, our research demonstrated that perceptions of practices targeting employee well-being were significantly negatively related to TI through OE. We contribute to the turnover literature by demonstrating that OE explains variance found in TI - further supporting the importance of the construct on employee retention also in a Norwegian context. Contradictory to Jiang et al. (2012) who explained gender differences in JE with the social role theory (Eagly, 1987), our findings indicate that this theory should instead be extended and perhaps modified in relation to studies on discrimination, as it appears as though women may be put into specific roles they do not necessarily internalize themselves.

One of our main theoretical contributions, is including community embeddedness in our study, as this has been neglected to a large extent or been given a very low priority in previous research. Excluding CE from studies investigating the JE construct considerably weaken the argument for why the theory of JE should be used instead of other constructs, e.g., OC and JS. This is because the part of JE that focus on and investigate factors outside the organization is primarily what makes this construct unique. Although previous researchers have

failed to find a strong relationship between CE and TI, other researchers have found this relationship to be significant. Therefore, one cannot stop searching for a possible connection between the CE and organizational life, especially in organizations and industries where employees have been found to leave due to external factors.

Practical Implications

Despite the limitations mentioned in our study, our findings still hold several practical implications worth noting. First, organizations should focus on WRWB HR practices positively associated with organizational embeddedness, which in turn is likely to increase the retention of the employees as their turnover intention is likely to decrease. Doing so can also reduce an organization's costs in the form of fewer recruitment processes and training. Furthermore, keeping critical employees in terms of human capital goes beyond the costs mentioned (Holtom et al., 2008). Furthermore, it is essential to place focus on what HR practices employees perceive to be offered, as this could differ from what management thinks they are offering.

Second, even though HR practices may seem to work as intended, organizations have to be aware that the practices will not capture everything or solve all problems - there will be things happening within an organization that is both hard to quantify and difficult for people to talk about as they could be experienced as either taboo or sensitive. Therefore, traditional quantitative employee surveys may not identify intangible attitudes, behaviors, and so forth. Furthermore, there might be much work that has to be done with the climate, as their history of male-domination could characterize the culture in the industries. Though one of the organizations have implemented several anti-discriminatory measures, there still appears to be employee perceptions of discriminatory behavior.

There are conflicting findings on whether HR diversity practices are associated with an increase in diversity (Blum, Fields, and Goodman, 1994; Rynes & Rosen, 1995). This is in line with Regmi et al. (2009) findings that even after implementing numerous Employment Acts (targeting gender or ethnic origin discrimination) workers continued to face subtle forms of discrimination. Their advice is to educate and make organizational participants aware, in addition to work with changing employees' and managers' attitudes, perceptions, and behaviors. However, as discrimination is a complex phenomenon, this may not be sufficient,

and there is a need for employers to demonstrate that they have an HR strategy that supports inclusion targets and building of a diverse workforce (Regmi et al., 2009). There are benefits of effective diversity management, including reducing turnover and absenteeism (Cox & Blake, 1991). This demonstrates the need for HR in the facilitation of employee retention; however, it also shows the scope of an organization's responsibility towards its employees.

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Appendices

Appendix 1 - HR Literature Review Summary

Table 1

Overview of Previous Research on the Relationship Between HR Practices, Turnover Intention, and Job Embeddedness.

Study	HR Practices	Outcome	Significant relationship	Mediator
Huselid (1995)	<i>Not specified</i>	TI	Yes	
Way (2002)	<i>Not specified</i>	TI	Yes	
Paré and Tremblay (2007)	Recognition	TI	Yes	
	Empowerment	TI	No	
	Fair organizational rewards	TI	Yes	
	Competence development	TI	Yes	
Bergiel, Nguyen, Clenney, & Taylor (2009)	Information-sharing	TI	Yes	
	Compensation	TI	Yes	Organizational embeddedness (f)
	Supervisor support	TI	Yes	Organizational embeddedness (p)
	Growth opportunities	TI	Yes	Organizational embeddedness (p)
SamGanakken (2010)	Training	TI	No	
	Training	TI	Yes	Organizational commitment
	Career development	TI	No	
	Performance management	TI	No	
Joarder, Sharif, & Ahmmed (2011)	Compensations/benefits/rewards	TI	Yes	Organizational commitment
	Job security	TI	Yes	
	Compensation	TI	Yes	
	Job autonomy	TI	No	
Karatepe (2013)	Working conditions	TI	No	
	Training/development	TI	No	
	Supervisory support	TI	Yes	
	Affective commitment	TI	No	
	Training	TI	Yes	Job embeddedness (f)
	Empowerment	TI	Yes	Job embeddedness (f)
Chang, Wang, & Huang (2013)	Rewards	TI	Yes	Job embeddedness (f)
	Supervisor support	TI	Yes	Job embeddedness (f)
	Coworker support	TI	Yes	Job embeddedness (f)
	Training/development	TI	No	
Juhdi, Pa'wan, & Hansaram (2013)	Performance appraisal	TI	No	
	Compensation	TI	Yes	
	Communication	TI	No	
	Career management	TI	No	
Nguyen, Taylor, & Bergiel (2017)	Performance appraisal	TI	Yes	Org. commitment and engagement (p)
	Compensation	TI	Yes	Org. commitment and engagement (p)
	Person-job fit	TI	Yes	Org. commitment and engagement (p)
	Job control	TI	No	
Dechawatanapaisal (2018)	Organizational rewards	JE	Yes	Perceived organizational support
	Growth opportunities	JE	Yes	Perceived organizational support
	Procedural justice	JE	Yes	Perceived organizational support
Dechawatanapaisal (2018)	Performance management	JE	Yes	
	Rewards	JE	Yes	
	Career development	JE	Yes	
	Training	JE	Yes	
	Employee involvement and information sharing	JE	No	

Note. The significant relationships between HR practices and TI are all negatively related, whereas the significant relationships between HR practices and JE are all positively related. P = partial mediation, F = full mediation.

Appendix 2 - Self-Report Questionnaire (Norwegian)

Turnover Intention

Utsagnene nedenfor omhandler i hvilken grad du tror du kommer til å fortsette å jobbe i din nåværende organisasjon, eller om du vurderer å skifte arbeidssted:

1. Jeg tenker ofte på å slutte i min nåværende jobb
2. Jeg kan komme til å slutte i min nåværende jobb i løpet av året
3. Jeg vil sannsynligvis lete aktivt etter en ny jobb det neste året
4. Jeg oppfatter mine fremtidsutsikter i denne organisasjonen som dårlige
5. Jeg vil trolig aktivt lete etter en ny jobb i løpet av de nærmeste 3 årene

*Kuvaas (2006)

Employee Work-Related Well-Being HR Practices

I min organisasjon...

1. Går ansatte gjennom en omfattende rekrutterings- og selekteringsprosess
2. Får jeg tilstrekkelig med opplærings- og utviklingsmuligheter
3. Har jeg mulighet til å benytte meg av en mentorordning
4. Tilbys jeg planmessig karriereutvikling (eks. medarbeidersamtaler, lederutvikling, faglig kurs)
5. Har jeg mulighet til å få en høyere stilling hvis jeg gjør en god jobb

I min jobb...

1. Har jeg mulighet til å bestemme hvordan jeg vil utføre mine arbeidsoppgaver
2. Har jeg mulighet til å få utfordrende arbeidsoppgaver
3. Får jeg tilstrekkelig med informasjon
4. Får jeg tilstrekkelig med tilbakemelding
5. Har jeg mulighet til å bruke mine ferdigheter

I min organisasjon...

1. Er helse og sikkerhet en prioritet
2. Har ansatte en høy grad av jobbsikkerhet i form av arbeidskontrakter
3. Er det nulltoleranse for mobbing og trakassering
4. Arrangeres det obligatoriske og valgfrie sosiale tilstelninger
5. Er det rettferdige kollektive belønninger
6. Er det konkurransedyktig lønn

-
7. Er det ikke diskriminering på bakgrunn av eksempelvis kjønn, alder, etnisitet etc.

Dersom du svarte at du var Uenig eller Helt uenig i påstanden "I min organisasjon er det ikke diskriminering på bakgrunn av eksempelvis kjønn, alder, etnisitet etc.", så er det ønskelig at du utdyper dette.

I min organisasjon...

1. Gis ansatte en stemme via omfattende toveiskommunikasjon
2. Gis ansatte en stemme via medarbeiderundersøkelser
3. Gis ansatte en stemme via verneombud

I min organisasjon...

1. Har vi en deltakende/støttende ledelse
2. Har vi et miljø og praksiser som er involverende
3. Har vi fleksibel og familievennlig arbeidstid
4. Har jeg mulighet til å utforme egne mål i samarbeid med min leder
5. Følges mål som ble satt i medarbeidersamtalen/utviklingssamtalen opp

*Guest (2017)

HR Attribution Scale Items

Vi ønsker nå å stille deg noen spørsmål om hvordan du opplever din organisasjons motivasjon bak de ulike HR-praksisene.

Min organisasjon investerer i sine ansatte (i form av rekruttering og selektering, opplæring og utvikling, mentormuligheter og karriereveiledning):

1. For å hjelpe ansatte med å utføre sine arbeidsoppgaver med høy kvalitet
2. For å forsikre seg om at ansatte føler seg verdsatt og respektert - for å øke trivsel
3. For å redusere organisasjonens kostnader
4. Fordi organisasjonen er pålagt å gjøre dette av fagforening og/eller lovverk
5. For å få mest mulig ut av sine ansatte

Min organisasjon tilbyr sine ansatte engasjerende arbeid(i form av autonomi, utfordrende arbeidsoppgaver, informasjonsdeling og tilbakemelding, og mulighet til å bruke egne ferdigheter):

-
1. For å hjelpe ansatte med å utføre sine arbeidsoppgaver med høy kvalitet
 2. For å forsikre seg om at ansatte føler seg verdsatt og respektert - for å øke trivsel
 3. For å redusere organisasjonens kostnader
 4. Fordi organisasjonen er pålagt å gjøre dette av fagforening og/eller lovverk
 5. For å få mest mulig ut av sine ansatte

Min organisasjon tilbyr sine ansatte et godt sosialt og fysisk miljø (i form av å prioritere helse og sikkerhet, gi ansatte like muligheter, nulltoleranse for mobbing og trakassering, sosiale tilstelninger, rettferdige belønninger og jobbsikkerhet):

1. For å hjelpe ansatte med å utføre sine arbeidsoppgaver med høy kvalitet
2. For å forsikre seg om at ansatte føler seg verdsatt og respektert - for å øke trivsel
3. For å redusere organisasjonens kostnader
4. Fordi organisasjonen er pålagt å gjøre dette av fagforening og/eller lovverk
5. For å få mest mulig ut av sine ansatte

Min organisasjon gir sine ansatte en stemme (i form av toveiskommunikasjon, medarbeiderundersøkelser og verneombud):

1. For å hjelpe ansatte med å utføre sine arbeidsoppgaver med høy kvalitet
2. For å forsikre seg om at ansatte føler seg verdsatt og respektert - for å øke trivsel
3. For å redusere organisasjonens kostnader
4. Fordi organisasjonen er pålagt å gjøre dette av fagforening og/eller lovverk
5. For å få mest mulig ut av sine ansatte

Min organisasjon gir sine ansatte organisatorisk støtte (i form av deltakende/støttende ledelse, involverende miljø og praksiser, fleksibel arbeidstid og fokus på ansattutvikling):

1. For å hjelpe ansatte med å utføre sine arbeidsoppgaver med høy kvalitet
2. For å forsikre seg om at ansatte føler seg verdsatt og respektert - for å øke trivsel
3. For å redusere organisasjonens kostnader
4. Fordi organisasjonen er pålagt å gjøre dette av fagforening og/eller lovverk
5. For å få mest mulig ut av sine ansatte

Job Embeddedness:

1. Mine ferdigheter og talenter blir brukt på en god måte
2. Jeg føler at jeg passer godt inn i organisasjonen
3. Hvis jeg blir værende i denne organisasjonen vil jeg kunne oppnå de fleste av mine mål
4. Jeg trives veldig godt der jeg bor
5. Jeg passer godt inn der jeg bor
6. Det tilbys fritidsaktiviteter jeg liker i området hvor jeg bor (eks. sport, utendørsaktiviteter, kulturelle arrangementer)
7. I denne jobben har jeg stor frihet til å forfølge mine mål
8. Jeg ville ofret mye dersom jeg forlot denne jobben
9. Jeg tror mine fremtidsutsikter for å fortsette i denne organisasjonen er utmerkede
10. Å forlate området jeg bor i ville vært veldig vanskelig/tungt for meg
11. Hvis jeg forlater området jeg er en del av vil jeg savne vennene mine utenfor jobb
12. Hvis jeg forlater området jeg bor i vil jeg savne mitt nabolag
13. Jeg er medlem av en effektiv arbeidsgruppe
14. Jeg jobber tett med mine kolleger
15. På jobb interagerer jeg jevnlig med medlemmer av min arbeidsgruppe
16. Min familie kommer fra det området jeg bor i
17. Jeg er aktiv i en eller flere organisasjoner i mitt område (eks. kirke, idrettslag, skole)
18. Jeg deltar i kultur- og fritidsaktiviteter i mitt lokale område
19. Eier du hjemmet ditt (med eller uten boliglån)?
20. Er du gift/har samboer?
21. Er din ektefelle/samboer også i arbeid?

* Holtom et al. (2006)

Kontrollvariabler:

1. Hvilken organisasjon jobber du hos? Vennligst skriv inn navnet på organisasjonen.
2. Hvilket forretningsområde tilhører du? Vennligst skriv inn navnet på forretningsområdet.
3. Hvilket kjønn identifiserer du deg mest som? (Mann/Kvinne/Annet)

-
4. Hvor gammel er du (i antall år)? (18,...,70)
 5. Hvilken stilling innehar du? (Ansatt/Leder/Toppleder/Annet)
 6. Jobber du på prosjekter/har arbeidsoppgaver som krever at du må overnatte borte eller pendle til og fra jobb? (Ja/Av og til/Nei)
 7. Hvilken utdanning har du? (Videregående skole/Bachelorgrad/Mastergrad/Doktorgrad/Ingen av de ovennevnte/Annet)
 8. Hvor lenge har du vært ansatt i den organisasjonen du jobber i (i antall år)? (1,...,60)
 9. Hva er din årlige inntekt? (Under 299.999NOK,.....,Over 1.000.000NOK)

Appendix 3 - Information Letter to Participants (Norwegian)

Vil du delta i forskningsprosjektet ”Ansattes jobbtilknytning”?

Dette er et spørsmål til deg om å delta i et forskningsprosjekt hvor formålet er å undersøke ansattes jobbtilknytning. Dette dokumentet inneholder mer detaljert informasjon om målene for prosjektet og hva deltakelse vil innebære for deg.

Formål

Formålet med prosjektet er å undersøke hva som knytter ansatte til sin jobb/organisasjon. Datamaterialet vil bli brukt i en masteroppgave ved Handelshøyskolen BI – Institutt Ledelse og Organisasjon. Din deltakelse er ønskelig ettersom vi ønsker å utføre undersøkelsen innenfor bygg- og anleggsbransjen.

Hva innebærer det for deg å delta?

Deltakelse foregår gjennom å besvare det vedlagte elektroniske spørreskjemaet. Spørreundersøkelsen vil ta omtrent 8 minutter å besvare. Spørreskjemaet inneholder spørsmål om hva du som ansatt opplever å bli tilbudt (eks. utviklingsmuligheter), faktorer på jobb og utenfor jobb du anser som viktig, intensjon til å bytte jobb og demografiske variabler (eks. kjønn, alder osv.). Dine svar fra spørreskjemaet blir registrert elektronisk.

Det er frivillig å delta

Det er frivillig å delta i prosjektet. Hvis du velger å delta, kan du når som helst trekke samtykke tilbake uten å oppgi noen grunn. Alle opplysninger om deg vil da bli anonymisert. Det vil ikke ha noen negative konsekvenser for deg hvis du ikke vil delta eller senere velger å trekke deg. Deltakelse vil ikke ha andre følger for ditt ansettelsesforhold.

Ditt personvern – hvordan vi oppbevarer og bruker dine opplysninger

Vi vil bare bruke opplysningene om deg til formålene vi har fortalt om i dette skrevet. Vi behandler opplysningene konfidensielt og i samsvar med personvernregelverket. Studentene ansvarlig for prosjektet samt deres veileder vil ha tilgang til datamaterialet. Det vil ikke bli bedt om å oppgi kontaktopplysninger

som navn, telefonnummer, e-post osv. Innsamlet datamateriale vil bli lagret på en ekstern enhet. Datamaterialet vil bli slettet ved prosjektslutt (01.09.2019).

Dine rettigheter

Så lenge du kan identifiseres i datamaterialet, har du rett til:

- innsyn i hvilke personopplysninger som er registrert om deg,
- å få rettet personopplysninger om deg,
- få slettet personopplysninger om deg,
- få utlevert en kopi av dine personopplysninger (dataportabilitet), og
- å sende klage til personvernombudet eller Datatilsynet om behandlingen av dine personopplysninger.

Hva gir oss rett til å behandle personopplysninger om deg?

Vi behandler opplysninger om deg basert på ditt samtykke. På oppdrag fra Handelshøyskolen BI har NSD – Norsk senter for forskningsdata AS vurdert at behandlingen av personopplysninger i dette prosjektet er i samsvar med personvernregelverket.

Hvor kan jeg finne ut mer?

Hvis du har spørsmål til studiet, eller ønsker å benytte deg av dine rettigheter, ta kontakt med:

- Handelshøyskolen BI ved Laura E. Mercer Traavik, Førstemanuensis - Institutt for ledelse og organisasjon: laura.e.m.traavik@bi.no
- Vårt personvernombud: vibeke.nesbakken@bi.no
- NSD – Norsk senter for forskningsdata AS, på e-post (personvernombudet@nsd.no) eller telefon: 55 58 21 17.

Samtykkeerklæring

Ved å gå videre i vedlagt elektronisk undersøkelse samtykker jeg til at mine opplysninger behandles frem til prosjektet er avsluttet (01.09.2019).

Appendix 4 - Qualitative Data Structure

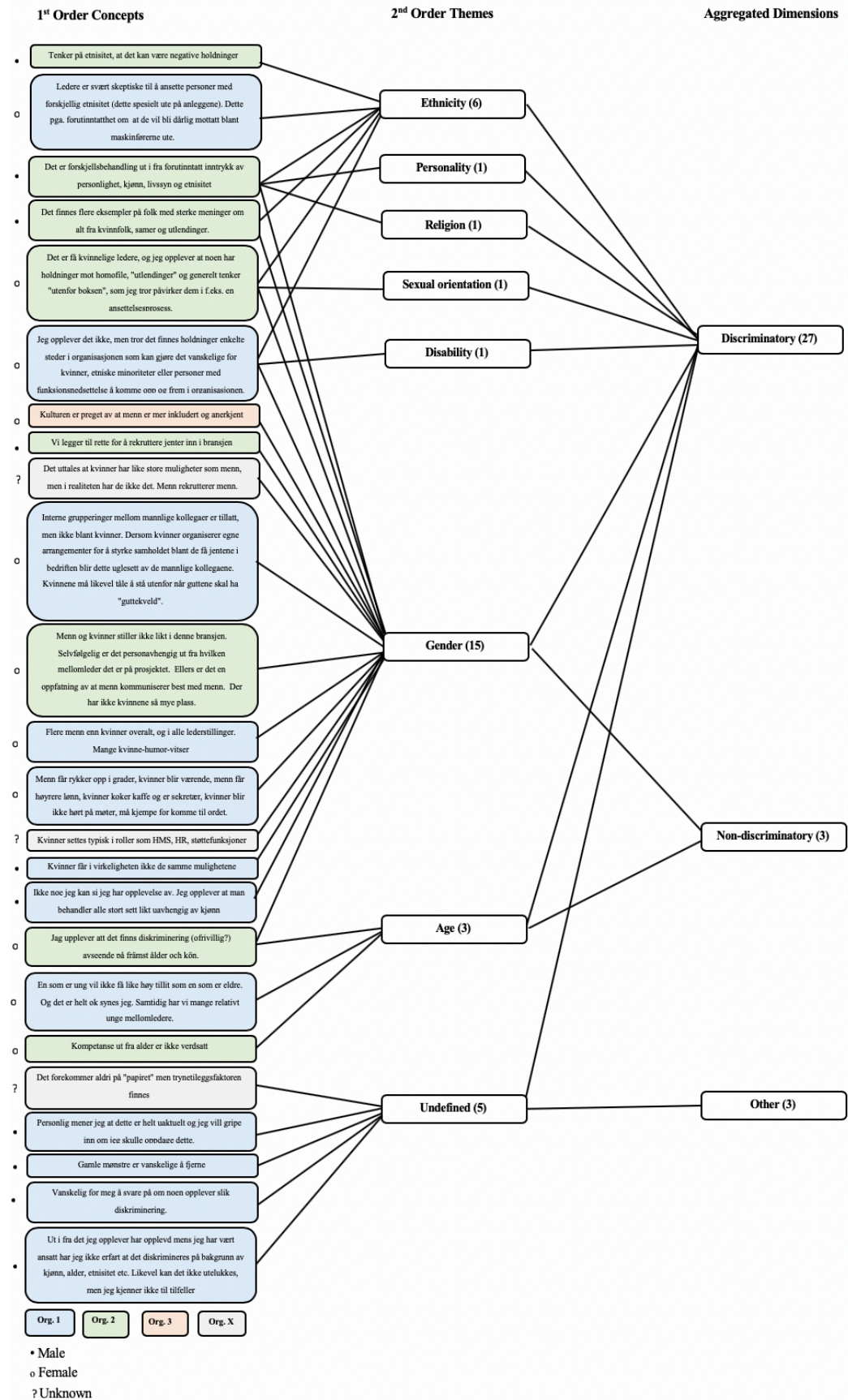


Figure 5. Qualitative Data Structure.