



The Effect of Work Environment, Organizational Justice, and Job Embeddedness on Turnover Intention of Pakistan's Textile Production Employees: The Mediating Role of Work Engagement

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ABSTRACT

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This research aims to provide researchers with a fresh perspective on the topic of employee turnover in the textile industry of Pakistan by illuminating the connections between work environment, organizational justice, job embeddedness, employee engagement, and turnover intention. By conducting a thorough literature review, researchers are able to identify individual studies that investigated the connection between work environment, organizational justice, job embeddedness, employee engagement, and turnover intention in Pakistan's textile sector. 384 workers in the textile and garment industry in Pakistan provided the data for this study. In order to examine the hypothesized relationships, we used partial least squares structural equation modeling (PLS-SEM). Employee engagement is shown to be most strongly influenced by factors like a positive work environment, organizational justice, and job embeddedness of belonging in one's employment. Employees' intentions to leave the company are impacted negatively by their level of work engagement. Furthermore, the connection between the work environment, organizational justice, job embeddedness, and turnover intentions is mediated by employee engagement. Work engagement is strengthened by all of these factors, and a company's ability to recruit and retain top employees is ensured. For the first time, turnover intention with the work environment, organizational justice and job embeddedness are being considered and studied together in the single research model. Such findings hold important implications for the managers of textile industry in Pakistan to mitigate the issue of employer turnover.

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1. Introduction

Globalization has resulted in a more competitive business environment now and in the future. To remain competitive, businesses need to implement strategies that help them hold on to their top talent. Staff members contribute greatly to the success of the organization as a whole (Drigas & Papoutsis, 2019). The number of workers who opt to quit their current employers and find work elsewhere has surged recently (Nawaz, Ashraf, Amin, & Talha, 2021; Saoula, Fareed, Hamid, Esmail Abu Al-Rejal, & Ismail, 2019). The cost of employee turnover is borne by the business when talented workers leave for other opportunities (Hamid, Shahid, Hameed, Amin, & Mehmood, 2019). Amin, Othman, and Saoula (2023) emphasize the significance of the problem

of employee turnover to the human resources department. A high rate of staff turnover can have a negative impact on a company's bottom line and dilute its social capital. The higher a company's turnover rate, the more money it will have to spend replacing those workers. High investment expenses for staff development as a result of such a situation will have an impact on production costs. Pratama, Suwarni, and Handayani (2022) believes that a high turnover rate will hurt the organization and cause severe issues that management will have to address. Intentions to leave a company are a direct result of management's failure to keep workers satisfied. The textile and apparel sector are not immune to the turnover phenomena. Furthermore, Malik, Shahwar, Amin, and Shahid (2023) reports that annual turnover in Pakistan's textile sector has reached 15–20%. The textile industry's turnover rate is still considered high, having topped 17% annually (Population Labour Force and Employment Survey, 2021-22). According to Rinaldy and Parwoto (2021), turnover rates between 5 and 10 percent annually are considered average, while those above 10 percent are considered high.

Pakistan, like many other South Asian countries, has helped boost the regional economy. Their efforts have greatly contributed to the influx of capital and strengthened partnerships in South Asia, as highlighted in the South Asia Economy Focus 2023 report. Pakistan is home to the world's fifth-largest population, trailing only India and China, as reported by the Pakistan Bureau of Statistics in 2023. This is why Pakistan's textile industry is so important to the country's GDP. The significance of Pakistan's manufacturing industry to the country's economy was highlighted by the fact that textile exports reached US \$13.709 billion in FY23 (Pakistan Economic Survey, 2023). According to Hamid et al. (2019) and Makhdoom (2018), the high employee turnover rate in Pakistan's textile industry is a terrible reality. There has been a mass exodus of Pakistan's most talented workers to the Gulf countries especially the Bangladeshi market (Emigration and Overseas Employment Bureau 2023). According to the provided data, the textile sector still has a rather high staff turnover rate, which affects both the time and money needed to find and train new workers. As a result, turnover becomes an issue that impacts the loss of potential HR and the rising expense of the business. As a result, the research of turnover intention behavior is still relevant to the problem of employee turnover in the textile and garment sector.

2. Literature Review

Textile sector facing challenges due to a high turnover rate and a shortage of skilled workers (Farooq, Janjua, Madni, Waheed, Zareei, & Alanazi, 2022). According to our extensive literature research, factors such as a supportive workplace, organisational equity, job embeddedness, and employee engagement may all contribute to a decrease in employee turnover intentions. Several studies have demonstrated that making the workplace pleasant helps reduce employee turnover (Bangwal & Tiwari, 2019; Nanda, Soelton, Luiza, & Saratian, 2020). Therefore, it is crucial for organisations to not only hire and keep personnel, but also to guarantee them long-term employment. The choice to quit one's present job is influenced by a poor work environment, according to researchers (Ahmed, Azhar, & Mohammad; Dler M Ahmed, Z Azhar, & Aram J Mohammad, 2024; Dler Mousa Ahmed, Zubir Azhar, & Aram Jawhar Mohammad, 2024; Al Sabei et al., 2020). Organizational justice is the second most significant factor that influences employees' intentions to leave their current positions. Awareness of justice is crucial in the workplace because it affects how people act and think (Mengstie, 2020). Four decades of research on organizational justice have shown that it helps reduce things like employee turnover and other unfavorable consequences in the workplace (Muala, Al-Ghalabi, Alsheikh, Hamdan, & Alnawafleh, 2022; Özkan, 2023). There was also a decrease in the turnover rates when job embeddedness was considered. Coetzer, Inma, Poisat, Redmond, and Standing (2019); Huang, Xia, Zhao, Pan, and Zhou (2021); Salem, Abbas, Mousa, Aideed, and Elbaz (2023) are only a few of the previous studies that have investigated the links between work embeddedness and actual voluntary turnover. Here we will go over these important considerations. To cover the literature gap, additional empirical studies are needed to determine the immediate and long-term impacts of job embeddedness, organisational justice, and work environment on the intention to leave an organisation.

2.1. Work Environment

The concept of work environment has been widely discussed in the literature. Shah, Csordas, Akram, Yadav, and Rasool (2020) define work environment as the simplest form of settings, conditions, situations, and circumstances under which the workers perform their activities. Briner (2000) put forward a much wider definition that covers the physical setting such as heat and equipment and the characteristics of job itself such as overload and task complexity.

It is the total interrelationship that exists among the employees and the environment where employees perform duties that consists of organizational, human, and the technical environment. Unfortunately, atmosphere at workplace within most of the organizations are unhealthy and unsafe due to several reasons. For instance, there is lack of ventilation, excessive noise, and poorly designed workstations, lack of personal protective equipment, inappropriate lighting, and unsuitable furniture. Employees who perform duties in this situation face various diseases, their performance reduce, and increase the chances to leave their job (Pakistan Safety Report, 2019). Apart from that, employees' motivation level may decrease due to very bad workplace environment. The current research explains how work environment influence employees' turnover intention such as bad air quality, noise, furniture, equipment, and lighting issue. These elements cannot be treated alone because they link with each other.

2.2. Organizational Justice (OJ)

A person's sense of fairness greatly influences their focus and assessment of events, especially when it comes to the repercussions of their conduct at work. An employee's attitude towards their work and the organisation is directly related to the level of care and attention they receive. Justice in the workplace, according to Lim (2002), is "one's individual evaluation of the firm's appraisal of its employees." Justice, according to Cao, Yao, and Zhang (2023), boosts output, motivates employees to be proactive, and keeps them loyal to their companies. Abuelhassan and AlGassim (2022), Ghaderi, Tabatabaei, Khoshkam, and Shahabi Sorman Abadi (2023); Mulang (2022); Rice and Luse (2023) are some of the demographic factors that have been linked to justice in previous research. Disruption, low morale, and staff turnover are some of the unproductive results that might result from unfair treatment (Mulang, 2022). Among the many areas where OJ perception has been implemented in the field of human resources and OJ principles are workers' advancement and selection, conduct management, management development, employee diversity, and managerial transformation. Western environments, with their own national cultures, have been the primary focus of most prior research on OJ. According to Saoula, Fareed, Hamid, et al. (2019), it is possible that non-Western contexts will not be able to use the outcomes of Western studies. In light of this, the purpose of this research is to delve further into the OJ in developing nations, with a focus on Pakistan within the Asian setting.

2.2.1. Job Embeddedness

Mitchell, Holtom, and colleagues initially introduced the term "job embeddedness" in 2001. What this word refers to are the interrelated considerations that go into a person's choice to leave their job (Ramaite, Rothmann, & Van Der Vaart, 2022). All around us, in and out of the office, are these influences that can entangle us like a "net" or "web" (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001). Researchers Mitchell et al. (2001) argue that this comment suggests that an individual gets ensnared in the social network created by their immediate surroundings. A lower turnover rate in firms was found to be associated with job embedding. There have been a lot of studies looking at the links between work integration and real voluntary turnover (Dechawatanapaisal, 2022; Li, Li, & Chen, 2022; Peltokorpi & Sekiguchi, 2023). Without a doubt, their study contributes significantly to the literature on employee turnover. Because it shows how work embeddedness can improve the prediction of intention to leave beyond more conventional and general characteristics like organisational commitment and job satisfaction. To prove its impact on workplace conduct, Mitchell, respectively, Holtom, et al. (2001) utilised overall job embeddedness.

2.2.2. Work Engagement

According to Kahn (1990), the term "work engagement" was initially used by him. How invested and enthusiastic an employee is about their job is a measure of their level of work engagement. Additionally, according to Kahn (1990), workers are emotionally and intellectually invested in what they do for a living. Nevertheless, individuals bring varying amounts of enthusiasm and dedication to their work, therefore the level of involvement varies from person to person. Previous research has also extensively covered the concept of commitment, in addition to professional engagement. Despite the apparent similarity, Maslach, Schaufeli, and Leiter (2001) argued that commitment and involvement in the workplace are not interchangeable. Their main point is that workers could be interested in their jobs, but they might not be fully committed to their companies. The same holds true for employees: they could be dedicated to their jobs, yet they might not put in the effort. Various other scholars have made similar claims (Elshaer & Azazz, 2021; Huning, Hurt, & Frieder, 2020; Ko & Lee, 2019).

2.5. Turnover Intention

The literature on turnover has numerous proposed definitions. The intention to leave an organisation is known as turnover intention, according to (Ongori, 2007). This is seen as a direct prelude to the actual act of leaving one's employment, according to (Saoula, Fareed, Ismail, Husin, & Hamid, 2019). One definition of turnover provided by Mowday, Koberg, and McArthur (1984) is "the end of the employment within a firm by an individual that get monetary benefits from that organisation." Employees' actual departure from an organisation is what H. Zhang et al. (2023) mean when they talk about turnover. Employee disengagement is viewed by Randolph and Blackburn (1989) in other works as a kind of employee turnover. The term "turnover" can also mean the process by which employees join and then leave an organisation. Employees' departure from an organisation is called turnover. According to Price, Bird, and Foster (1976), when an employee voluntarily departs an organisation by jumping the membership barrier, it is referred to as voluntary turnover. Voluntary turnover is a particularly tragic way to lose a talented employee. Disruption to normal operations and a decline in the company's bottom line are the hallmarks of dysfunctional turnover. Researchers are still trying to figure out why employee turnover is such a big issue in many different industries (Chowdhury, Joel-Edgar, Dey, Bhattacharya, & Kharlamov, 2023). Many companies throughout the world deal with high staff turnover rates. To find out why, researchers have looked at factors like tardiness, absence, and turnover intention (Kanchana & Jayathilaka, 2023; Malik et al., 2023; Mehmood, Aziz, & Husin, 2023; Mohammad, 2015a, 2015b; Mohammad & Ahmed, 2017).

3. Theoretical Framework and Hypotheses Development

3.1. Work Environment and Turnover Intention

Both the intention to leave and performance on the job are significantly impacted by factors related to the work environment, which encompasses the physical space of the workplace as well as the actions of managers, coworkers, and customers (Jiang, Jiang, & Cheng, 2023; K. Zhang & Yang, 2024). Workers are more likely to consider leaving their jobs in the event of a hostile and unpleasant work environment (Anggela & Andriani, 2022; Nurimansjah, Kardini, Mulyadi, Idrus, & Abdurohim, 2023). In addition, another study by Al Sabei et al. (2020) found that a nurse's intention to leave her current post was inversely related to her work environment. A nice workplace considerably lowered employees' risk of departing for greener pastures, according to other investigations, such as a study by Charles-Leija, Castro, Toledo, and Ballesteros-Valdés (2023); Meirina, Ferdian, Pasaribu, and Suyuthie (2018). Because of this, we can only guess at the following.

H1: There is a significant relationship between work environment and turnover intention.

3.2. Organizational Justice and Turnover Intention

Given the general consensus that organisational justice has the potential to boost productivity on the job, numerous research have examined its impact in predicting employee departure. Employees' low morale and increasing willingness to leave the organisation were directly caused by their unfair treatment, according to Akhtar, Shakeela Shah, and Tatlah (2023). Numerous studies have found the opposite relationship amid OJ and TI; for example, Hwang and Yi (2022). Workers who are more attuned to unfairness are less inclined to leave their positions and more willing to offer to take on extra tasks, according to research Anggela and Andriani (2022) Malik et al. (2023) that supports this idea. This hypothesis is grounded in existing research.

H2: The intention to leave an organisation is inversely related to organisational fairness.

3.3. Job Embeddedness and Turnover Intention

Research has demonstrated that JE is a critical component in decisive an employee's likelihood of staying with the same organisation (Gan, Law, Jiang, & Chen, 2023). Job embeddedness decreased turnover intention, according to another study by Dechawatanapaisal (2022). Results from studies of American SMEs were consistent with these findings. According to research on SMEs in the US (Huning, Hurt, & Frieder, 2020), 115 SMEs' employees (Sharma, 2019), 416 people employed by an Indian airline (Uniyal, Banerjee, & Roy, 2018), and 107 police officers from 25 US departments (Forrester III, 2019), employees' intention to leave their jobs is significantly reduced when they feel a sense of belonging there. That hypothesis is advanced in light of the preceding argument.

H3: There is a significant relationship between job embeddedness and turnover intention.

3.4. Work Environment and Work Engagement

Researchers have discovered that when workers feel appreciated and valued at work, they are more invested in their jobs (Kurniawaty, Ramly, & Ramlawati, 2019). Some research have shown a favourable relationship between factors including employee engagement, contentment, performance, motivation, and the work environment (Basalamah & As'ad, 2021; Putra & Mujiati, 2022; Rasool, Wang, Tang, Saeed, & Iqbal, 2021; Sugiarti, 2021). According to Rasool et al. (2021) and Teo, Bentley, and Nguyen (2020), the physical environment has a significant role in influencing employees' involvement with their work. Park and Johnson (2019) surveyed 189 Korean nurses to determine the factors influencing their commitment to their professions. When workers are enthusiastic about what they do for a living, they put more effort into their jobs, according to the findings. Given this background, we propose the following hypothesis:

H4: There is a significant relationship between work environment and employees' work engagement.

3.5. Organizational Justice and Work Engagement

Previous research has shown that when employees feel fair treatment inside their organisation, their enthusiasm for their work increases. A new study found that organisational justice significantly contributes to increasing motivation among workers (Putra & Mujiati, 2022). Comparing 154 workers in Nigeria's public and private sectors in the state of Rivers, AdaGeorge, Wechie, and Okpara (2022) came to the same conclusions. In line with other studies, this one found that organisational fairness positively correlated with employee happiness. Similar outcomes were observed in other studies, such as those conducted in Bangladesh by (Karim & Baset, 2020) and Indonesia by Mulang (2022). From the data given above, the following theory is developed:

H5: Organisational justice and employee engagement are significant.

3.6. Job Embeddedness and Work Engagement

According to research, JE is one of the most important factors that determines how satisfied workers are with their jobs. The effect of job embeddedness on employees' passion for their occupations was investigated by Elshaer and Azazz (2021) among 685 staff at five- and four-star hotels. Their findings suggest that job embedding has a valuable effect on workers' intrinsic motivation. In 2020, Shah, Csordas, and colleagues discovered that job embeddedness positively impacts employee engagement. After result a positive association among work embeddedness and employee engagement, Peltokorpi and Sekiguchi (2023) came to similar conclusions. Consequently, we propose the following hypothesis:

H6: There is a significant relationship between job embeddedness and work engagement.

3.7. Work Engagement and Turnover Intention

Several research Cao, Yao, and Zhang (2023) have established the significance of employee involvement in their work in lowering their desire to leave their current position. Several research (Bechtoldt, Rohrmann, De Pater, & Beersma, 2011; Li, Li, & Chen, 2022; Muduli, Verma, & Datta, 2016) have shown that employees perform better when they are invested in their work. Several empirical research (Park & Johnson, 2019; Tricahyadinata, Hendryadi, Suryani, Zainurossalamia Za, & Riadi, 2020; Yucel, Şirin, & Baş, 2023), among others, find that employee engagement increases dramatically as working conditions improve. Similarly, Ofei-Dodoo, Long, Bretches, Kruse, Haynes, and Bachman (2020) discovered a negative correlation among work engagement and intention to leave in their study of private medical companies in USA. Therefore, that hypothesis is advanced in light of the preceding argument:

H7: There is a significant relationship between work engagement and turnover intention.

3.8. Work Engagement as a Mediator

Many scholars have explored and investigated the impact of the work environment (Rasool et al., 2021), organizational fairness (Malik et al., 2023), and job embeddedness (Teo, Bentley, & Nguyen, 2020) on turnover intent. However, it is argued that this effect is mediated by

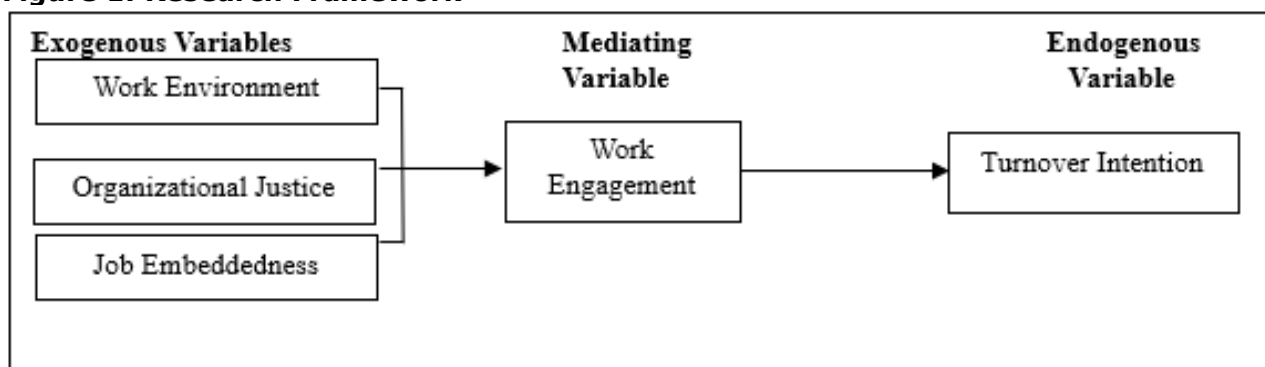
enthusiasm for one's work in this study. When a third variable or construct acts as an intermediary between two other related constructs, this is called a mediating effect, as described by Hair, Hult, Ringle, Sarstedt, Danks, and Ray (2021). In this analysis, we model WENG as a potential mediator between the independent and dependent variables. Since previous studies have yielded conflicting findings regarding the direct effect of WE, OJ, and JE on TI (Kurniawaty, Ramly, & Ramlawati, 2019; Shah et al., 2020; Wang, Jiang, Zhang, & Liu, 2021), this study will instead focus on the indirect effect via work engagement. Employment engagement influences the connection between organisational justice and turnover in staff intent, according to another study Malik et al. (2023) that looked at the same topic. Nevertheless, Saoula, Fareed, Hamid, et al. (2019) investigated the association among organisational justice and turnover intent in Malaysian employees, finding that citizenship behaviours in the workplace moderated this effect. In order to reduce employees' intents to leave their existing positions, they proposed that future studies look at the function of other mediators, like work engagement. The study makes some assumptions regarding the connections between work environment, organisational justice, employment integration, and intention to leave, even though there isn't a lot of research on this topic:

H8: Work engagement mediates the relationship between work environment and turnover intention.

H9: Work engagement mediates the relationship between organizational justice and turnover intention.

H10: Work engagement mediates the relationship between job embeddedness and turnover intention.

Figure 1: Research Framework



4. Research Methodology

We propose a research approach for analysing key elements that affect exchange intent and identify them. An empirical quantitative approach to confirming the occurrence in issue has been offered by the study's author. The people who took part in this study were employed at textile mills in the Punjab province. The three cities of Multan, Lahore, and Faisalabad in the province of Punjab are host to 169,193 people employed by a total of 297 textile mills (Pakistan Bureau of Statistics, 2023). 384 samples would be required to accurately represent the marked population of production workers (n = 169,193), according to the sampling table proposed by (Roger Bougie and Uma Sekaran 1984). Through deliberate sampling, the students employ a variety of strategies to identify all plausible causes of a certain hard-to-reach population, a non-probability sampling approach, according to Krisnawilujeng, Fatoni, and Sarimov (2023); Sekaran (2016). The learner must possess an abundance of patience to master this technique. This sampling method can be helpful when the population of interest is too tiny to yield sufficient data using other methods (Roger Bougie & Uma Sekaran, 1984). The lack of readily available data on the manufacturing workforce in the textile industry was the primary factor in selecting this strategy for this study. If there aren't enough financially stable important information sources to fund the research, then purposeful sampling might be the only option, say Roger Bougie & Uma Sekaran (1984).

Table 1: Quantity of Respondents

Clusters	Textile Mills	Percentage	Survey distribution
LHE	125	42	162
MUX	44	15	58
FSD	128	43	164

Sum	297	100%	384
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The measurement of the current study was adapted from the previous research. Turnover intention was measured through six items which were adapted from Blau and Lunz (1998). Five items of workplace environment were taken from Hanaysha's (2016). To assess how participants feel about organizational fairness, a twenty-item scale was adapted from Niehoff and Moorman (1993). Job embeddedness was operationalized with seven items, which was taken from Crossley et al. (2007). The moderating variable which was employee involvement at work is adapted from Schaufeli (2004) with seventeen items. The adapted survey items were scaled at 5-point Likert scale. All the adapted scales have been validated by the previous researchers; hence, the scale possesses adequate internal consistency.

5. Results and Findings

The data is examined using a number of statistical methodologies. Production workers' responses were initially characterised using descriptive statistics, which included calculating averages, standard deviations skewness, and kurtosis to look for outliers. Using a correlation analysis, we looked at how significant the relationship was between the variables. Validity and trustworthiness are the last factors to be considered. The ability of a measurement to generate results on a consistent basis is what reliability examines, as opposed to validity, which examines how well a tool measures what it promises to. Lastly, a model of structural equations (SEM) is employed as a basic mediation approach to assess the study's assumptions and the data's fit to the suggested model.

5.1. Analytical Technique

We used PLS-SEM, to check our made-up model. Researches in the fields of business administration and management administration are reportedly gravitating towards this method (Hair et al., 2021). PLS-SEM analytical methodology is a suitable choice since it removes some of the mathematical and estimating issues that are associated with CB-SEM. These issues include:

To begin, with sparse data, PLS-SEM can nevertheless produce accurate model estimates (Reinartz, Haenlein, & Henseler, 2009). Research by Chin and Newsted (1999) indicates that a PLS-SEM investigation needs at least 30–100 instances. It is expected that the PLS-SEM model, with its total 384 sample. It will provide values that are more accurate than those from the CB-SEM model. Secondly, PLS-SEM is a nonparametric method, which does not rely on normally distributed data, in contrast to CB-SEM, which maximizes likelihood. We performed the skewness and kurtosis tests to ascertain whether the variables were normally distributed. Consequently, this inquiry opted for PLS-SEM. The PLS-SEM data analysis approach follows a two-stage process, much like the CB-SEM. An examination of convergent & discriminant reliability is conducted as a validity test as the initial stage in the measuring technique. In the second stage, the structural model is analysed. Using Smart PLS 3.0, the hypothesized relationships were examined.

5.2. Respondents' Profile

The method of descriptive statistical analysis was used to determine the social and economic status of the individuals who took part in this study. In Table 2, We can view the respondents' age, gender, marital status, occupation, level of education, and years of work experience, among other demographic details.

Table 2: Demographic details (N=384)

Demographic	f	%
Gender		
M	244	69.5
F	106	30.5
Age in years		
Below 20	38	10.7
21-30	75	21.4
31-40	111	31.5
41-50	95	27.3
≥ 50	31	9.1
Marital Status		
Single	119	34.0

Married	211	60.5
Divorced / Separated / Widowed	20	5.5
Qualification		
Matriculation	4	1.0
Intermediate	42	12.0
Graduation	133	37.8
Master	171	49.2
Regions		
LHE	108	31.1
MUX	77	21.9
FSD	165	47
Present organization experience in years		
1 - 3	48	13.8
4 - 7	223	63.7
More than 7	79	22.5
Position		
Manager	68	19.3
Officer	18	5.2
Supervisor	116	33.3
Engineer	61	17.4
Assistant production manager	38	10.7
Staff	49	14.1
Present position experience in years		
Less than 1	105	30.2
1 - 3	140	39.8
4 - 7	78	22.4
More than 7	27	7.6

Table 2 reveals that males constitute 69.5% of Pakistan's textile industry and women 30.5%, suggesting that the sexes have comparable representation in the sector. The youngest age grouping at 21.4% is under 30 years old; the next biggest at 31.5% are those between 31 and 40; the next highest at 27.5% are those between 41 & 50; and the oldest at 9.1% are over 50. Of those who took part, 60.5% are married, while just 34.0% are single.

Table 3: Descriptive Analysis of Constructs

Latent Constructs	N	\	Mean	Std. Dev.
WE	384		4.244	0.885
OJ	384		3.762	0.584
JE	384		4.191	0.582
WENG	384		4.356	0.641
TI	384		3.225	0.651

5.3. Assessment of Measurement Model

The present study confirmed the discriminating validity, internal consistency, and reliability of the individual items through the evaluation of the measurement model. The purpose of measuring figure assessment is to determine the reliability and validity of concept measures. We relied on the criteria of convergent validity, discriminant validity, and internal consistency reliability as outlined in Hair et al. (2021). The evaluation scheme's outcomes are shown in Table 4. Composite reliability (CR) and Cronbach's alpha were used to determine the constructs' internal consistency reliability. According to Hair et al. (2021), an instrument is deemed reliable when both the CR and Cronbach's alpha exceed 0.6. The results showed that our constructs were internally consistent (as evaluated by CR and Cronbach's alpha). According to Hair et al. (2021) who used the indicator outer loads and average recoverable variance to evaluate convergent validity (AVE), items with outer loadings greater than 0.40 should be kept for study. The external loadings of every single probe were all more than 0.50. Another popular metric for confirming construct-level convergent validity is the average volatility explained (AVE). In other words, all of the constructs explained more than half of the variability among their fields of study measures, as their AVEs were greater than 0.50. One way to measure the uniqueness of a construct is by its discriminant validity. We used the Heterotrait-Monotrait ratio (HTMT) of the correlations to evaluate discriminant validity, as suggested by Henseler, Ringle, and Sarstedt (2015). As opposed to averaging the correlations of indicators quantifying a single concept, HTMT takes into account the correlations of all indicators across all constructs (Hair et al., 2021). An HTMT score greater than 0.90 was determined by Henseler, Ringle, and Sarstedt (2015) to be invalid for discriminant purposes. All of the HTMT outcomes were below the cutoff value of 0.90. We also

looked for signs of a wide discrepancy between the HTMT numerical values and 1. For each construct, we calculated confidence intervals using 5,000 samples that were bootstrapped. It is evident from Table 5 that the bootstrapping intervals of confidence did not include the number 1, which suggests that the constructs constituted empirically distinct.

Table 4: Assessment of Measurement Model

Latent Variable	Indicators	Convergent validity		Internal Consistency Reliability	
		Loading	AVE	CR	Cronbach's alpha
Turnover Intention (TI)	TI 1	0.725	0.518	0.866	0.821
	TI 2	0.749			
	TI 3	0.707			
	TI 4	0.758			
	TI 5	0.722			
	TI 6	0.656			
Work Environment (WE)	WE 1	0.744	0.584	0.874	0.822
	WE 2	0.859			
	WE 3	0.850			
	WE 4	0.669			
	WE 5	0.676			
Organizational justice	OJ 1	0.657	0.507	0.953	0.948
	OJ 2	0.660			
	OJ 3	0.502			
	OJ 4	0.655			
	OJ 5	0.833			
	OJ 6	0.679			
	OJ 7	0.678			
	OJ 8	0.798			
	OJ 9	0.776			
	OJ 10	0.696			
	OJ 11	0.622			
	OJ 12	0.714			
	OJ 13	0.691			
	OJ 14	0.848			
	OJ 15	0.815			
	OJ 16	0.804			
	OJ 17	0.643			
	OJ 18	0.561			
	OJ 19	0.683			
	OJ 20	0.813			
Job Embeddedness (JE)	JE 1	0.824	0.683	0.915	0.884
	JE 2	0.811			
	JE 3	0.861			
	JE 4	0.822			
	JE 5	0.813			
Work Engagement (WENG)	WENG 1	0.517	0.518	0.943	0.934
	WENG 2	0.845			
	WENG 3	0.743			
	WENG 4	0.884			
	WENG 5	0.833			
	WENG 6	0.700			
	WENG 7	0.576			
	WENG 8	0.512			
	WENG 9	0.693			
	WENG 10	0.557			
	WENG 12	0.522			
	WENG 13	0.675			
	WENG 14	0.825			
	WENG 15	0.856			
	WENG 16	0.856			
	WENG 17	0.711			

5.4. Assessment of Structural Model

Before testing hypotheses, we made sure there wasn't any overlap between the various sets of predictive components by doing a collinearity check. The value of the variable of interest (VIF) was utilized to test for collinearity. As a result of the fact that every VIF value fell inside the threshold of 5, there was not a significant risk of collinearity among the predictor components in this investigation (Vorosmarty and Dobos, 2020). Tolerance values more than or equal to 0.20 and VIF values greater than 5 are indicative of a multicollinearity issue, as recommended by Sarstedt, Ringle, Smith, Reams, and Hair (2014). Tolerance values above 0.20 and VIFs below 5 are shown in Table 5. As a result, multicollinearity is not a problem.

Table 5: Multicollinearity

Latent Construct	Tolerance	VIF
WE	0.348	2.874
OJ	0.300	3.336
JE	0.891	1.122
WENG	0.481	2.079
TI	---	---

The t-values obtained by bootstrap five thousand instances of the structural model's path coefficients were used to assess the worth of our hypothesis. The main features of the model under review's structural examination are shown in Figure 1. With a 95% bootstrap confidence interval, PLS-SEM explains why there is a negative correlation between work environment and intention to leave ($\beta = -0.139$, $t = 4.384$, $p = 0.000$). Your H1 request has been approved. Confirmation of the null hypothesis ($\beta = -0.065$, $t = 3.193$, $p = 0.001$, 95% bootstrap confidence interval [0.1]) regarding a statistically significant inverse connection between OJ and the intention to leave among production workers was also obtained. Our data also validated the third hypothesis, which states that employment embeddedness is negatively correlated with the intention to leave ($\beta = -0.015$, $t = 2.416$, $p = 0.01$). An individual's level of investment in their job was positively correlated with WE and WENG ($\beta = 0.604$, $t = 10.004$, $p = 0.00$). And therefore, hypothesis (H4) was approved. An accurate correlation between organisational justice and employee engagement ($\beta = 0.282$, $t = 4.791$, $p = 0.000$, 95% CI) exists. So, we can conclude that Hypothesis 5 is correct.

Employee engagement is positively impacted by job incorporation ($\beta = 0.064$, $t = 2.919$, $p = 0.004$, 95% CI). We can thus conclude that Hypothesis (H6) is correct. The correlation between job satisfaction and intention to leave is negative and statistically significant ($\beta = -0.231$, $t = 4.897$, $p = 0.000$, 95% CI). This leads us to believe that H7 is true. The following studies were carried out in response to the suggestion put forth by Hair et al. (2017) that WENG could mediate the relationship between WE and TI in the production staff. Initial analysis of the correlation between industrial workers' work engagement and TI found a statistically significant relationship ($t = 4.483$, $p = 0.000$, 95% CI). The second step was to confirm that indirect influence was statistically significant. We found that OJ and TI were indirectly influenced by employment engagement ($t = 3.193$, $p = 0.00$, with 95% CI being in the "yes" column), which supports H9. In conclusion, we found a statistically significant indirect influence between JE and TI through work engagement ($t = 2.416$, $p = 0.01$, 95% CI), which supports H10. This validated H10 and let us evaluate the statistical significance of indirect influence. Depicted as "R-squared," the effects as "F-squared," and the potential for prediction as R-Squared: According to Hair et al. (2021), there are several ways to measure the effectiveness of a PLS-SEM structural model. These include path coefficients, and R-Squared numbers, effect size two, and predictive significance Q-Squared. The square root of the correlation coefficient, or R-Squared, is a statistical measure that indicates how much of the variance in the dependent constructs can be assigned to the structural model. The moderate R-Squared value (0.058) of JS and JE on TI and work engagement (0.150) is displayed in Table 6 of Hair et al. (2021) R-Squared effect size is a metric that can be used to evaluate how significant a change in one independent variable is in response to a change in another independent variable. (Cohen 1988) used the numbers 0.02, 0.15, and 0.35 as examples of small, moderate, and significant impacts respectively. The F-Squared values for all endogenous constructs and their corresponding exogenous constructs are presented in Table 7, with the exception of a few control variables. These control variables include gender, age, tenure, population size, population growth rate, and the fraction of Whites in the population.

Table 6: Results of Variance Explained in the Endogenous Variables

Latent variables	R-square	Result
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Exogenous Variables -----> WENG	0.753	Large Effect
Exogenous Variables -----> TI	0.053	weak

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

Exogenous constructs	Total Effect (f ²)
WE	0.040
OJ	1.485
JE	0.016
WENG	0.059

6. Discussion and Conclusion

This study suggests that the same connections may apply to the textile industry, despite the literature being full of examples of what drives workers away from their positions. Furthermore, by suggesting that work engagement acts as a mediator between the work environment, organizational justice, and job embeddedness, this research advances our understanding. The goal of this study was to examine the relationships between these variables—work environment, organizational justice, job embeddedness, employee engagement, and intention to leave. When looking at the direct effects of variables, the coefficients of the work environment organizational justice and job embeddedness pathways are significant, suggesting that these factors have an effect on turnover intent. It is demonstrated that the alternative and null hypotheses are both true. Furthermore, there is strong statistical evidence that JE has a direct impact on TI. However, the route coefficient confirmed the positive direct effect of WE on WENG, as well as the positive direct effect of organizational justice on WENG. The third, fourth, and fifth hypotheses are now proven true.

Gupta and Shaheen (2017), Huang et al. (2021) and other studies suggest that job embeddedness and work engagement can reduce turnover intentions, hence these results make sense. Nonetheless, they are in line with research highlighting the direct influence of WE, OJ, and JE on WENG (Kapil & Rastogi, 2019; Rasool et al., 2021; Takawira, Coetzee, & Schreuder, 2014). The data suggest that work engagement acts as a mediator between the workplace environment, organizational fairness, job embeddedness, and the intent to leave one's current position. In addition, the data are consistent with the findings of previous studies (Cao, Yao, & Zhang, 2023; Lee & Lee, 2016) and support the eighth, ninth, and tenth hypotheses. The results of this study offer human resource managers a framework they may use to boost employee engagement and decrease turnover. By promoting a positive work environment, fair treatment within the workplace, and a strong sense of job embeddedness, HR managers can reduce employees' desire to leave. Employing people who have a strong sense of loyalty to the company might have a knock-on effect on employee motivation. The likelihood of employees quitting is diminished as a result. Finally, this study applies the notions of work environment, organizational justice, job embeddedness, work engagement, and turnover intention in a developing country where few studies have been conducted. For instance, Rasool et al. (2021) looked into how WE affected WENG in China. Similarly, (Shibiti, Mitonga-Monga, & Lerotholi, 2018) discovered that job embeddedness played a more significant influence in determining employee engagement and intention to leave. These and related findings have inspired renewed interest in the field, which is particularly lacking in South Asia.

6.1. Limitations and Future Research Directions

Participants were only recruited from the textile and apparel sector in Punjab, Pakistan. Due to the study's use of a non-representative, purposeful sample, its findings cannot be extrapolated to the larger population or applied to other professional settings. Given the huge number of manufacturing staff, it is important to have a larger sample size for such a quantitative study. The relationships between the five constructs were interpreted rather than demonstrated, making it impossible to make conclusions about causation because the study was cross-sectional. Despite these caveats, the study's findings shed fresh light on the interplay of workplace conditions, organizational fairness, job embeddedness, employee engagement, and intentions to leave for other employment in Pakistan's textile and garment sector. In addition, the mediating influence of work engagement and the moderating effect of organizational culture in various sector employees and various geographical locations should be taken into account in future research.

6.2. Theoretical and Practical Implications

From a pragmatic point of view, the work environment is just as important as the ways in which it has been shown to affect employees' attitudes and behavior on the job. Companies place a premium on employees with unusual mentalities, such as an appreciation for the meaning behind a worker's decision to leave. Therefore, both researchers and clinicians are curious about the variables that can affect a person's decision to stop (Hamid et al., 2019). Intention to depart is becoming increasingly useful as the costs of real turnover continue to rise (Chiat & Panatik, 2019). Work environment, organizational justice, job embeddedness, and work engagement are four well-established elements that have fabulous influence on minimizing intention to leave, and are thus sought-after attitudes by employers (Kyaw, 2023).

This research expands our understanding of the workplace conditions, organizational fairness, job embeddedness, employee engagement, and potential causes of turnover among textile industry workers. Better work engagement and fair compensations, enhanced supportive staff management, promotion of job prospects and job stability, and facilitation of competence-based career advancement are all examples of policies that top management should develop and adopt to provide a conducive environment and reduce their turnover intention. Improving the working conditions of textile employees will boost employee engagement, output, and retention.

The importance of the study is emphasized by both its theoretical and practical ramifications. Researchers have looked at the connections between organizational justice and a variety of attitudes and behaviors, including organizational citizenship behaviors, task performance, job satisfaction, commitment, workplace deviance, absenteeism, and trust (Indahyati & Sintaasih, 2019; Mulang, 2022) among others. There has been a lack of research into the connection between organizational fairness, job embeddedness, and the quality of the working environment, and the subsequent high rates of employee turnover in the textile industry. This research is useful for grasping the implications of this novel idea in the business world. The results of this study may persuade business leaders to institute equitable policies and practices inside their organizations in an effort to lessen the number of employees who experience negative affective and emotional reactions and consequently leave their jobs.

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