

Impact of Organizational Injustice on Migration Intention of Skilled Workforce in Sri Lanka with the Moderation of Job Embeddedness

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Abstract: Sri Lanka has always been a breeding ground for prosperous migrants, and in recent decades, millions of Sri Lankans have left the country either permanently or temporarily in search of work. Thus, this research aims to examine how organizational injustice affects migration intentions and how job embeddedness influences the relationship between organizational injustice and migration intentions. The current study adds to the body of knowledge by examining Job embeddedness as a moderator and connecting organizational injustice with migratory aspirations in a developing, non-Western country (Sri Lanka) in a new context. This study surveyed the individuals who are labelled as skilled workforce currently employed. From 230 questionnaires distributed, 200 responses were received. The study found organizational injustice and migration intention-desire are positively correlated. The effects of job embeddedness on organizational injustice and migration intention were found to interact significantly. It was discovered that participants' intentions to migrate and organizational unfairness were negatively impacted by their higher Job embeddedness scores.

Keywords: *Job Embeddedness, Migration Intention, Organizational Injustice, Skilled Workforce.*

Introduction

An educated populace is one of the key drivers of growth performance, and prosperity, and the core of a country's competitive advantage in the global economy. The Organization for Economic Cooperation and Development points out that investing in knowledge accumulation and enabling its diffusion is pivotal for creating high-wage employment and enhancing productivity growth (OECD, 2010). Knowledge-based economies are driven by skilled individuals who prosper the capacity and nurture innovation, increase social capital, promote social cohesion, lead effective governments, and make important decisions that affect the entire country (Asian Development Bank, 2007).

Climbing towards a wealthy economy, Sri Lanka has endowed the education and training of skilled young professionals using the free education system which was coined by C.W. W Cannangara in 1944. The Sri Lankan government's educational framework and structure reflect its goal of transitioning the nation to a knowledge-based economy, as well as its recognition of the need to improve the skills of Sri Lanka's workforce to enhance the country's productivity and competitiveness (National Education Commission, Sri Lanka, 2022). The framework identifies key

spheres that require training to enhance the employability of graduates. Besides, the Sri Lankan government has executed several educational reforms in the past two decades to improve the quality of the graduate output. The major reforms were the "Modernized Competency-based Curriculum" which was implemented in 2007 by the National Institute of Education, that primarily encouraged activity-based learning, facilitating students in 'Constructive Knowledge' and fostering the development of higher order academic abilities and skills (Nawastheen, 2019), and "21st-century learning framework" which emphasized that opportunities should be created for students to acquire the proficiency necessary for the 21st century world of work (Sedere, 2016), and improving relevance and quality of undergraduate education project (IRQUE) funded by the World Bank (Gunawardena & Nawaratne, 2017).

But the products of the free education system who benefit up to the tertiary educational level, migrate to developed countries to experience the most productive phase of their professional life. The intellectuals of any country are some of the most expensive resources because of their training in terms of material cost and time. Consequently, the parent country confronts a whacking loss of incalculable resources when these skilled

professionals migrate, with the direct benefit accumulating to the recipient countries who have not even accommodated the cost of educating them (Dodani & LaPorte, 2005).

World Bank, (2022) points out that South Asia had the largest number of emigrants globally in 2019 which is about 41.2 million people from the region lived outside their country of origin, while considering Sri Lanka, the share of emigrants in the population was 8.8% comparatively higher than India which shares accounts only to 1.3%. Besides, tertiary-educated Sri Lankans as a percentage of total emigrants in OECD countries, was 35% in 2011 (World Bank Group, 2016). As far as analyzed, latest estimates suggest that Sri Lanka has seen a tenfold increase in migrant numbers in the last two decades, and current estimates suggest that about 1.7 million migrants work abroad, with an annual outflow of about 200,000 persons. The current net migration rate for Sri Lanka in 2022 is -4.149 per 1000 population and about 200,000 Sri Lankans have left their country in 2022 so far due to the economic crisis, according to data released by the Department of Immigration.

Referring to the prevailing context, international migration from developing countries to developed countries (brain drain) has drawn sizable attention in recent years. The term 'brain drain' refers to the migration of employees in their quest for an improved level of livelihood and living conditions, greater earnings, access to advanced technology, a chance to work in a better resource system and secure political conditions in diverse places worldwide (Kadel & Bhandari, 2019). BD is regarded as the international transfer of resources in the form of human capital and mainly applies to the migration of relatively highly educated individuals from developing to developed countries (Beine et al., 2008) and relates more specifically to the migration of Engineers, Physicians, Scientists and other very high skilled professionals with university training (Docquier, 2014). It is also necessary to pinpoint that the study by Kley (2009) is adopted to operationalize BD as migration intentions.

Problem Statement

When examining the reasons behind these movements, a dearth of literature exists internationally about the factors that could aggravate

the intention for migration among skilled workers (Anastasiou et al., 2020; Beine et al., 2008). They have diagnosed those factors at play that propel both temporary and permanent migration, inflicting manpower shortage and the brain drain. Those factors were generally analyzed at the macro level with the push and pull factors model (Sidebotham & Ahern, 2011). The model emphasizes the push factors at the origin and pull factors at the destination to explain the migrant's decisions. This framework has sought the researcher's attention so far while exploring the determinants of BD. Supporting the above study, Shinn (2008) revealed that a country with a weak economy, high unemployment, significant corruption, periodic famine, and substantial poverty is a leading candidate for brain drain. Meanwhile, Docquier, (2014) weighed up the macro-economic factors including poverty, lack of economic growth, political repression, and lack of freedom which provoke people to flee their country. Additionally, a study by Chimenya & Qi, (2015) speaks of the economic, political, social, and educational factors that stir up BD; while agrees that organizational factors also play a crucial role in determining the BD. Additionally, he has pointed out that push factors in developing countries are organizational in nature indicating that ambiguous career opportunities, low salaries, greater workloads, poor working conditions, lack of equipment, and lack of training.

The push and pull factor model led to a first step towards an understanding of why certain countries have higher levels of brain drain than others, but it does not answer the question, which is at the individual level" Why do some highly skilled individuals within a country leave, while others stay?". In an attempt to respond to this question, Gibson & McKenzie, (2011) unpacked the individual level determinants which include long term career advancement and Career opportunities that draw individuals to developed countries and also pinpoints that risk aversion, patience, and subjects studied in secondary school are strongly associated to migrate and not strongly linked with macro-level factors. Before this study, Dodani & LaPorte, (2005) articulated the factors that includes lack of research funding, poor facilities, limited career structures and poor intellectual stimulation that encouraged the individuals move to developed countries. Boncea, (2014) indicated that low pay,

poor working conditions, and limited career opportunities categorized under push factors said to be the major reasons for Romanian physicians leaving the country.

On the other hand, professional attraction in developed countries was also listed under push factors that fueled the Lithuanian brain drain (Aušra Kazlauskienė, 2006). There stands a study conducted among Iranian health workers which argued that the occupational factors influencing the inclination to migrate were interdisciplinary discrimination and workplace problems (Asadi et al., 2017). Furthermore, Dodani & LaPorte, (2005) heightened the need for establishing training opportunities, a network of supportive colleagues, and task recognition to maintain the skilled personnel in the home country. In the context of Sri Lanka, Wanniarachchi et al., (2022) surveyed Sri Lankan IT professionals to conclude that career growth opportunities, incentives, and perceived organizational politics are the major organizational factors that induce brain drain, which is the only study in Sri Lanka viewed BD in an organizational perspective.

It is clear that in the majority of the literature, determinants of BD are categorized in either push or pull factors. Hence, there is an urgent need to address the deficiency in studies where organizational factors not have been established.

On top of that, it undeniably came to light that interest in examining the incredible impact of organizational justice on brain drain is lacking in the literature. The term “Organizational justice” refers to “Employees’ perception of fairness within the organization; whether employees feel they are fairly rewarded and treated in exchange for their contributions” (Kwon Choi et al., 2014). Studies have rigorously argued that organizations that foster justice and a positive, supportive environment, cultivate favorable attitudes among skilled employees resulting in remaining within an organization (Perryer et al., 2010; Suifan et al., 2017). In connection to that, a study that surveyed scientific elites of the society in Iran (a developing country), found that the elites who sense more injustice in his/her administration are more persuaded to migrate to a developed country to elude the situation at hand (Salmani et al., 2011). Remarkably, even in highly developed countries,

employees tend to migrate to another developed country when they disapprove of management and organizational practices (Gaiduk et al., 2009). Realistically, there exists a necessity to apply the concept of organizational justice in developing countries where employees’ perceptions of organizational injustice can aggravate migration intentions.

Despite of these insights, attention continues to surge over why some people choose to stay in their jobs rather than leave, especially when they encounter injustice in their workplaces. This interest led to a modish approach in the employee retention context namely, job embeddedness (JE). It is emphasized that the reasons that lead people to decide whether to stay or leave organizations must be investigated in the context of Job embeddedness (Shah et al., 2020). It serves as a significant employee retention strategy which can alleviate employees' migration intentions as well. Here, Job embeddedness refers to a wide range of factors that influence an employee's decision to stay on the job (Holtom et al., 2006; Karatepe & Shahriari, 2014). The crucial aspects of JE are the extent to which the job is similar to, or fits with the other aspects of his or her life (fit), the extent to which the person has links to other people or activities (links), and what he or she would give up by leaving – the perks, benefits and other aspects of the job they value, such as a safe or pleasant work environment (sacrifice). It was eventually revealed, that employees who perceive that their organization supports them, have higher levels of JE and positive attitude towards their work, which in turn could encourage the employees to stay (Akgunduz & Sanli, 2017). In-depth, JE has a sound effect on the relationship between organizational injustice and individual response to that injustice because individuals who are highly embedded respond less negatively to unfairness than individuals who are less embedded in the organization (Jamshaid & Malik, 2018). Thus, organizational justice when combined with JE may strengthen the relationship between organizational injustice and migration intentions.

Despite having improved access to higher education in Sri Lanka, why do skilled workers migrate to developed countries? Sri Lanka has always been an incubator for successful migrants and has a migration culture, with millions of Sri Lankans traveling permanently or temporarily for

employment in recent decades. Hence, the intention to leave isn't new, but it has been amplified (Rannan-Eliya, 2021; Ekanayake & Amirthalingam, 2021). It has been reported that low-skilled labour migration has substantially dropped from 36.89% in 2017 to 30.77% in 2021, and migration in the high-skilled workforce has dramatically increased from 4.26% in 2017 to 9.54% in 2021 (STATISTIC 2021 - Sri Lanka Foreign Employment Bureau, 2021). This clear sign of brain drains raised palpable concern about what makes skilled professionals leave the country, and hence aroused the urge for extensive research to address the causes of the migration intentions and also to figure out the moderating factors under which the skilled workforce is either more or less inclined to leave.

However, the majority of the studies on skilled migrants have not fully focused on the organizational determinants that induce the intentions to migrate, particularly organizational justice (Sidebotham & Ahern, 2011). Moreover, existing literature on Sri Lankan human capital flight that analyzed the organizational determinants is very sparse, only a very few studies have taken the organizational factors into account (Anas & Wickremasinghe, 2010; Wanniarachchi et al., 2022; Wijesinghe & Jayawardene, 2021), generating an urge to address and explore the organizational factors in home country that influence brain drain. Besides, a comprehensive evaluation of the existing literature reveals that little is known about job embeddedness as a moderator (Akgunduz & Sanli, 2017; Ghani et al., 2020; Swider et al., 2011), meanwhile, empirical research on job embeddedness and its moderating impact on migration intentions of the Sri Lankan skilled workforce has been rarely cited in the literature and hence this study fills the void.

Therefore, this research attempts to investigate the impact of organizational injustice on migration intentions and the moderating impact of job embeddedness in the relationship between organizational injustice and intentions to migrate. The current study extends the body of knowledge by relating organizational injustice and migration intentions in a developing and non-western nation (Sri Lanka) in an entirely novel setting, as well as being the recent study to scrutinize job embeddedness as a moderator.

Research Questions

RQ 1: what extent organizational injustice affects migration intentions?

RQ 2: what extent job embeddedness influences the relationship between organizational injustice and migration intentions?

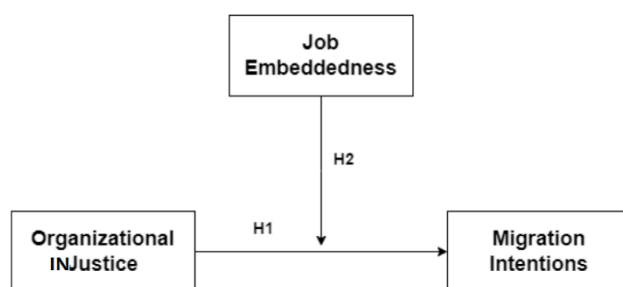


Figure 1 Conceptual model

Literature Review and Hypotheses Development

Organizational Injustice and Migration Intentions

Organizational justice is a judgment made by an employee about fairness of outcome distribution, processes in allocating outcomes, and interpersonal relationships at the workplace (Greenberg, 1990); Employees' perception of fairness within the organization; whether employees feel they are rewarded and treated fairly for their contributions (Kwon Choi et al., 2014). It has four dimensions comprising distributive, procedural, interpersonal, and informational justice. Distributive justice refers to the perceived fairness of outcomes distributed to employees which includes payments, promotions, benefits, etc., and is perceived as fair if such outcomes meet employees' expectations about their inputs (Wang et al., 2010). Procedural justice refers to the perceived fairness of the decision-making process by which outcomes are distributed (Wang et al., 2010). Interactional justice was introduced by Park et al., (2016) and it refers to treating subordinates with honesty, justification, propriety, and respect, and it defines organizational justice in terms of how employees are treated fairly within the decision-making and resource allocation processes.

Informational justice is concerns with the amount, authenticity, and clarity of information regarding outcome distributions and the procedures used to determine outcomes (Colquitt, 2001; Greenberg, 1990). Nowadays, People are mindful of concerns of justice, and the topic of workplace fairness is nearly everyone's concern, irrespective of the size or setting of the firm. A large number of studies found that the practice of organizational justice is a significant predictor of employees' withdrawal behaviors across various organizational settings (Greenberg, 1990; Mengstie, 2020; Zhou et al., 2020). The empirical evidence of these studies demonstrates crucial ties between organizational justice and employee attitudes. These studies have stressed the importance of organizational justice in achieving favorable attitudes and behavioral outcomes in the workplace. Though organizational justice fosters a positive climate in the workplace inducing desirable employee attitudes (Colquitt, 2001), Injustice in the workplace can elicit negative emotions, which have an adverse impact on employee attitudes (Kofi et al., 2016).

The social exchange theory provides a robust theoretical foundation for the assumptions of this study (Blau, 1964), and espouses the linkages between organizational justice and migration intentions. According to the theory, behaviors of the employees arise as an outcome of weighing the benefits and costs of an exchange process. Individuals engage in actions when they are certain that the eventual reward will be equal to or greater than the expenses. Individuals, on the other hand, will refrain from engaging in an activity when inputs outnumber outcomes and may even consider alternate opportunities. The major theoretical and empirical aspects of social exchange theory incorporate reciprocity, social networks, fairness, solidarity, and social cohesion (Cook, 2015). Employees who believe they are being treated fairly will be more likely to reciprocate and feel obliged to give back or "repay" the firm by forming more positive attitudes toward the overall organization (Cropanzano et al., 1997; Masterson et al., 2000; Ohana & Meyer, 2016; Randall et al., 1999) which can result in lower migration intentions and prefer to continue working with their organizations. Maslach & Leiter, (2016) revealed employees' perceptions of justice can influence employees' consideration for their organization and willingness to act in the best interests of the company, moreover, clarifications

and justifications help to banish any feelings of unfairness and prevent adverse reactions among workers (Colquitt et al., 2013). This is evident from the study that revealed the importance of distributive and procedural fairness in comprehending the vulnerability to brain drain among Ethiopian employees in higher learning institutions (Semela, 2010).

From the standpoint of Social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005), organizations that can meet every aspect of organizational justice in such a way that employees see their treatment as fair or equitable might motivate them to reciprocate via intentions to stay. Hence, employees with higher perceptions of justice are more enthusiastic about staying with the organization and less likely to migrate; conversely, employees who possess perceptions of injustice are more likely to migrate. Therefore, relying on Social exchange theory, we hypothesize that,

H1: There is a significant impact of organizational injustice on migration intentions.

Job Embeddedness as a Moderator

Mitchell et al., (2001) proposed job embeddedness—which is an entirely new construct to explicate why people stay on their jobs and define job embeddedness as a net or web in which an individual might become stuck, i.e. a person who has more strands tied to his/her job is highly job-embedded. Job embeddedness represents the accumulated psychological and other reasons for an employee to stay on the job which embody a form of stuckness, inertia, or bias toward the existing quo (Holtom et al., 2006; Mitchell et al., 2001). Job embeddedness is the extent of an employee's "stuckness," or enmeshing, within a larger social system, and it results from numerous external (or contextual) forces—which are labeled links, fit, and sacrifice—in the organization and community that operate on a focal employee (William Lee et al., 2014). Individuals with more types of restraining forces are more embedded and less likely to voluntarily leave the organization (Sekiguchi et al., 2008). Job embeddedness has been cited as a significant predictor of important organizational outcomes like employee attendance, retention, and performance and explains an extensive amount of variance beyond factors such as job satisfaction and organizational commitment (Halbesleben &

Wheeler, 2008; Holtom et al., 2006; Mitchell et al., 2001). Holtom et al., (2006) posited that there are several ways a person can become embedded in a job which might include both on-the-job factors (ties with coworkers, the fit of skills with job requirements, and company-sponsored community engagement) and off-the-job factors (Personal, family and community commitments).

As mentioned previously, links, fit, and sacrifice are three crucial aspects of job embeddedness that keep employees bound to their organization. Fit is described as an employee's perceived compatibility or comfort with his or her company and surroundings. Personal beliefs, professional objectives, and future ambitions must "fit" with the corporate culture and the demands of his or her present employment (e.g., job knowledge, skills, and talents). A person will also assess how well he or she fits into the community and surroundings. Job embeddedness presumes that the greater the fit, the more likely an employee will feel professionally and personally connected to the organization. Links are formal or informal ties that exist between an employee and institutions or individuals. The greater the number of linkages between a person and his/her web, the more an employee feels attached to the organization. Sacrifice includes any loss of materials or any psychological benefits that are being given up by the employees when leaving an organization. The more an employee needs to give up upon leaving, the more complicated it will be to leave the organization.

When a person intends to leave an organization, he/she needs to change a lot of things in their life; and the switching costs are substantial and go beyond simple financial costs. As a result, the choice to leave will probably necessitate careful consideration and great effort. On the contrary, the individuals who isolate themselves at work; and have few friends or connections with any work projects or people will be significantly less disrupted if they choose to leave. So here, both the actual act of leaving and the decision to leave will be fairly simple (Holtom et al., 2006; T. W. Lee et al., 2004). Employees with high degrees of job embeddedness are involved with and attached to projects and people (i.e., links), they believe they fit well in the job and can use their skills (i.e., fit), and they believe they will give up valuable things if they left (i.e., sacrifice). Hence, job embeddedness would result in

"anti-withdrawal" behaviors, which means that it will reduce intentions to leave (T. W. Lee et al., 2004). That is, highly connected workers are less likely to leave their jobs, hence remaining attached to their organizations.

Based on job embeddedness theory, this study proposes that the relationship between organizational injustice and migration intentions is moderated by job embeddedness. And it requires a shred of mounting empirical evidence on how job embeddedness can moderate the negative effects of organizational injustice on migration intentions as the literature is sparse on this given problem. When levels of perceived justice are high, employees embrace positive attitudes and behaviors that enhance their positive impressions regarding the organization resulting in emotional attachment towards their organization, thus leading to reduced migration intentions and vice versa (Yu et al., 2020). This is highlighted by Arif, (2018) that employees who view organizational policies as unjust prefer to quit the organizations and continue their futures as professionals in other organizations where they feel more at ease and organizational policies are fair and just. Moreover, Brockner et al., (1992), claimed that individuals who tend to be more strongly attached to their organizations will be extremely disappointed by procedural justice violations. According to T. Lee et al., (2008), the job embeddedness of individuals can act as a safeguard, shielding them from the negative effects of unexpected events. Consequently, this job embeddedness could reduce their likelihood of contemplating leaving the organization or having intentions to resign. Yao et al., (2004) propose that the concept of job embeddedness could influence how employees react to procedural injustice. According to this view, highly embedded employees, who feel deeply connected to their jobs and are entwined in the current work environment, might respond more negatively to procedural injustice compared to those with lower levels of job embeddedness. However, Huang et al., (2021) affirmed that when workers have negative feelings about their jobs but maintain a high level of job embeddedness, they are more likely to remain committed to the organization. Hence, drawing from the insights in the existing literature, we hypothesize that,

H2: Job embeddedness moderates the impact of organizational injustice on migration intentions.

Methodology

Sample and Procedures

The study is quantitative in terms of approach and data was collected through a self-reported questionnaire which was adopted and modified by the researchers following an extensive literature search. Snowball sampling techniques were adopted. In many cases, snowball (or chain-referral) sampling is the methodological tool used in these low-information contexts (Dosek.T, 2021). This study adopted cross cross-sectional research design which is beneficial in taking a snapshot of the group of individuals at a single moment in time and this design is considered more appropriate as it is conducted to test the hypotheses that seek to understand the relationships among factors of interest. The primary questionnaire consisted of 28 items, where 9 items were for the migration intentions and 19 items were for Organizational justice. The convenience sampling method was employed to collect the sample. The independent research variables are distributional, procedural, interactional, and informational justice while “intention to migrate” is the dependent variable.

Participants

This study surveyed the individuals who are labeled as skilled workforce currently employed. From 230 questionnaires distributed, 202 responses were received and deemed usable for the analysis yielding an effective response rate of 88%.

Measures

Respondents were asked to evaluate their response to the questionnaire statements using a 5-point Likert scale (1 = strongly disagree to 5 strongly agree) to maintain consistency among scales.

Intention to Migrate

Migration intention scale developed by Wanniarachchi et al., (2022) was employed to measure Brain drain. The 9 items were adopted from the study and a sample item for migration intention is “I may leave Sri Lanka in a few years (within 2-3 years)”.

Organizational Justice

For procedural and interactional justice, a scale developed by Niehoff & Moorman, (1993) was adopted. Under procedural justice, all 06 items were selected and employed in the study. For interactional justice, 05 items out of 09 items were selected based on high-factor loading. The distributive justice scale is embedded with three items and was adopted from Kim & Mauborgne, (1996). The three items were as follows: “I am rewarded fairly for the amount of effort that I put in. (Money and recognition are examples of rewards.)”; “I am rewarded fairly considering the responsibilities I have”; and “I am rewarded fairly given my experience”. 05 questions were used to collect data on informational justice which was adopted and modified from Colquitt, (2001). A sample question is “Supervisor / Manager seemed to tailor his/her communications to individuals' specific needs”.

Job Embeddedness

Job embeddedness was measured using the scale developed by Crossley et al., (2007) that included 05 items. Sample items for job embeddedness are “I feel attached to this organization”, “It would be difficult for me to leave this organization”, and “I feel tied to this organization.

Analysis and Results

The hypothesized model was tested with SPSS. First, we performed correlations to evaluate the relationship between the variables (see Table 1). There is a positive correlation between organizational injustice and Migration intention ($r=618$, $p=0.000$). Cronbach's alpha of all measures ranges from 0.81 to 0.89 exceeding the acceptable value of 0.70 (Nunnally and Bernstein 1994).

We performed hierarchical multiple regression analysis to test hypotheses. In this work experience a control variable was entered in Step 1, the predictor variable organizational justice was entered in Step 2, and Job embeddedness was entered in Step 3. The interaction terms for 'organizational injustice and job embeddedness' were entered in step 4. The scores for organizational injustice and job embeddedness (Aiken and West 1991). The interaction terms were obtained by multiplying the centered scores (see Table 2). The moderating test was performed in Process 4.0 spss. There was a significant interaction found between job embeddedness on organizational injustice and Migration intention ($r=0.006$, $p=0.000$). It was found that the participants who reported higher job embeddedness have a negative impact on organizational injustice and migration intention. This is significant because the significant value 0.000 is less than 0.05($p > 0.00$) that we obtain from the significant F change.

Conclusion

Understanding the job embeddedness can act as a buffer or moderator in the relationship between organizational injustice and migration intention. According to the findings high levels of job embeddedness can make employees more resistant to the negative effects of organizational injustice on their intent to leave. Foster a sense of community and belonging within the organization. Encourage the social connections among employees.

Recommendations

The following are the theoretical ramifications. First, the study's presentation of the constraints of organizational justice suggests that additional elements are needed for the organization to function. The subjective assessment of individuals determines the objectivity of organizational justice. Organizational justice has this constraint. Therefore, when confirming the connection between organizational justice and migration intention, this constrained component of justice needs to be considered. Furthermore, these constraints suggest

Table-01 Correlations

		Organizational Injustice	Migration intention
Organizational Injustice	Pearson Correlation	1	.618**
	Sig. (2-tailed)		.000
	N	200	200
Migration intention	Pearson Correlation	.618**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed). that more research on organizational justice, and turnover intention is needed. Additionally, by expanding the theoretical understanding of job embeddedness based on the categorization of financial and non-financial components to confirm moderating effects. Turnover intention is defined as workers' desire for improved working conditions and their active pursuit without such circumstances, has detrimental effects on the organization (i.e., costs incurred in the hiring procedure for new hires, training, other employees' psychological disorientation, and decreased loyalty to the company). Therefore, the study's findings can offer useful suggestions for lowering the turnover is a typical occurrence in organizations. Initially, a reasonable degree of materialism Offering incentives and unique getaways as rewards is a good idea. This is supported by the reality that selflessness has the component of job embeddedness with the biggest overall effect size on turnover intention. Consequently, increasing proactive behavior can best be achieved by offering appropriate rewards. To address the impact of organizational injustice on migration intentions and the moderating effect of job embeddedness, organizations should implement fairness policies and procedures, improve communication and transparency, and train managers on fairness and efficient management. Establishing a proper grievance mechanism ensures that employee concerns are addressed promptly and impartially.

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