

Attachment and attractiveness towards organizations: reinforcing the intention to stay amidst the “great resignation”

Attachment
and
attractiveness

Warren Stanley Patrick

*Department of Human Resource Management, XLRI - Xavier School of Management,
Jamshedpur, India*

Munish Thakur

*Department of Strategic Management, XLRI - Xavier School of Management,
Jamshedpur, India, and*

Jatinder Kumar Jha

*Department of Human Resource Management, XLRI - Xavier School of Management,
Jamshedpur, India*

Received 24 March 2023
Revised 16 July 2023
8 October 2023
Accepted 4 November 2023

Abstract

Purpose – The motivation for this study is to understand the stressful situations leading to great resignation and evaluate the cognitions of psychological attachment (PA) and organizational attractiveness (OA) to mitigate this crisis, using the attachment theory as the theoretical basis.

Design/methodology/approach – A cross-sectional study was conducted on individuals employed in Indian organizations (Nifty 50) to identify the most impactful cognitions underlying the dynamics between person–job fit (P-J fit) and the intention to stay (ITS).

Findings – This study highlighted that a serial mediation relationship between PA (specifically “internalization”) and OA is influenced by the P-J “needs–supplies” fit, particularly during extraordinarily stressful times. Managers must re-emphasize PA and OA as core organizational resources that must be prioritized, maintained and refined to reinforce employees’ intent to stay in their organizations.

Originality/value – No research has studied P-J fit, PA, OA, underpinned by the attachment theory to reinforce the ITS given the context of the great resignation triggered by the pandemic’s extraordinarily stressful situation.

Keywords Great resignation, Person–job fit, Psychological attachment, Organizational attractiveness, Intention to stay, Attachment theory

Paper type Research paper

The pandemic arguably brought unprecedented complexity, isolation and unimaginable levels of emotional distress (Sheather and Slattery, 2021), which led to the “great resignation” (GR) phenomenon characterized by employees quitting their jobs *en masse* from 2021 onwards. The GR’s unprecedented scale and speed significantly disrupted businesses everywhere (Klotz, 2021; Rosalsky, 2022; Kaplan, 2021) across various sectors (Sull *et al.*, 2022; Sull *et al.*, 2022), posing challenges to business leaders who are striving to comprehend the causes behind employees’ reassessing their career alternatives and opting to switch jobs or even professions (Newman *et al.*, 2023). This situation has amplified the importance of understanding the intention to stay (ITS), which encapsulates employees’ desire to maintain their employment within an organization (e.g. Ahmad *et al.*, 2010; Inoue



and Alfaro-Barrantes, 2015; Leng and Chin, 2016). Consequently, the unravelling dilemma has caught the attention of 21st-century organizations, pivoting them towards delving into the psychological elements underlying the ITS to possibly ameliorate the disruptions caused by the GR (Hom *et al.*, 2012). ITS, recognized as a pivotal indicator for retaining employees due to its correlation with actual turnover (Griffeth *et al.*, 2000), holds significant implications for organizational sustainability. Diminished ITS can incur financial burdens, reduced organizational output, employee turnover, business disruption and lower productivity and morale among existing employees (e.g. Heavey *et al.*, 2013; Hayes *et al.*, 2006; Van Vianen *et al.*, 2018; Cardy and Lengnick-Hall, 2011). In recent years, the escalating pressures of globalization and evolving consumer behaviours have imposed new challenges on organizations, impacting employees' ITS (Smet *et al.*, 2021), a situation that was further exacerbated by the GR (Serenko, 2023). This presents an imperative for organizations to adapt and address the underlying factors affecting ITS to mitigate these adverse outcomes and foster a conducive work environment amidst the ongoing global changes. In India, about 40% of the workforce quit since they were no longer interested in the traditional approach of employers offering inadequate job security, work-life balance and learning opportunities. Although previous studies have significantly enriched the literature on the ITS, the challenge for organizations is to understand how to support individuals in managing and thriving in these stressful circumstances (Stanley *et al.*, 2021) by exploring the principles that underlie the facets of work, attachment and attractiveness, that strengthen the ITS of employees amidst the "Great Resignation."

Prior research suggests a variety of HRM strategies to navigate the challenges of the GR. Contrary to popular belief, variable work schedules correlated with higher employee turnover, as highlighted by Chung (2022). This observation resonates with the findings of Adikaram *et al.* (2021), emphasizing the need for industry and organization-specific HR practices. Other HRM strategies recommended for mitigating the GR include implementing telecommuting to aid work management (Huo *et al.*, 2023) and evaluating leadership roles in supporting remote work (Gan *et al.*, 2023). Utilizing personal resources like self-goal setting and self-efficacy, along with providing external and organizational resources, is essential for maintaining employee well-being, productivity and engagement (Straus *et al.*, 2023). Additionally, the significance of organizational support during the GR crisis has been underscored to better address challenges (e.g. Adikaram *et al.*, 2021; Ortiz-Bonnin *et al.*, 2023). The findings advocate for a multidimensional, context-sensitive HRM approach to mitigate the adversities of the pandemic-induced GR (Newman *et al.*, 2023).

Despite various organizational attempts and HRM strategies to counter the mass resignation trend that emerged during the high-stress period from April 2021 onwards, it remains to be seen why these efforts were insufficient in preventing substantial workforce disruptions (De Smet *et al.*, 2021). Additionally, the intense stress triggered by the pandemic could amplify negative cognitive biases such as overgeneralizing, catastrophizing, or selectively abstracting, thereby heightening stress levels and obstructing effective coping (Beck, 1976). Hence, this understanding is essential for employers to alleviate the exceptional stress induced by the pandemic on employees so that it can become an integral component of their employee retention strategies.

Our study extends prior research in the following ways. First, while previous studies have established the importance of *person–job fit* (P-J fit) in predicting employees' *intention to stay* (ITS) (e.g. Trevor, 2001; Cable and DeRue, 2002; Li *et al.*, 2018), our study pushes the discourse towards a renewed focus on P-J fit (particularly the needs–supplies fit), to ensure that employees find meaning and alignment in their work roles, particularly when the organization caters to their core needs during tumultuous times (Van den Broeck *et al.*, 2008). Unlike normal circumstances, the attachment theory (Bowlby, 2008) parallels the notion of organizations as attachment figures providing safety and security, similar to the

supplies in the needs–supplies fit, during stressful times. Second, we examine the serial mediation role of *psychological attachment* (PA) and *organizational attractiveness* (OA) which can address employees' psychological needs as well as their needs–supplies fit, thereby enhancing their perception of OA by rendering the organization as a desirable place to work amidst external uncertainties (Gomes and Neves, 2011), impacting their ITS. Third, we explain the applicability of the attachment theory (Bowlby, 2008) as the theoretical foundation which underpins P-J fit, PA, OA and the ITS by fulfilling the fundamental need of individuals to form and maintain close emotional bonds with significant others, provide them with a sense of security and support (Rhoades and Eisenberger, 2002) which in turn impacts their attitudes and behaviours (Ricketta, 2002). Fourth, we justify the potential benefits of helping employees forge essential connections (Wake, 2022) by devising retention plans which focus on the management of the cognitions between PA and OA during stressful times and mitigate the adverse effects of stress and uncertainty on employees' ITS, leading to the following research objectives (ROs):

- RO1. To investigate the extraordinary stress resulting from the pandemic's influence on the ITS and ascertain why P-J fit employees succumbed to the “great resignation” phenomenon.
- RO2. To devise retention plans based on managing cognitions during stressful times by leveraging the most relevant theories, constructs and strategies to mitigate the impact of the “great resignation and strengthen employees” attachment, attraction and the ITS.

This study provides an extensive literature review on the ITS in the last decade (2012–2022), emphasizing the importance of P-J fit, PA and OA in the context of the extraordinary stress experienced during the “Great Resignation” (see Figure 1) – enabled by a sharply defined methodology was analysed to explore the above-mentioned specific research objectives.

Literature review

Theoretical background and hypothesis

Attachment theory. The attachment theory (Bowlby, 1988) suggests that individuals seek psychological shelter and protection from attachment figures during stressful times. It is deeply rooted in early human interactions, primarily dealing with the way individuals form bonds and relationships with others, besides being extensively studied and validated in various human interactions including workplace dynamics (Hazan and Shaver, 1990). Several factors underscore the attachment theory as a predominant basis for research within the context of the GR. Attachment theory sheds light on the formation of emotional bonds between employees and their organizations, as well as the distress triggered by potential or actual disruption of these bonds (Mikulincer and Shaver, 2007). The GR could be perceived as a collective re-evaluation of these attachments. During transformative periods, secure attachments within the workplace act as buffers against stress and uncertainty, playing a pivotal role in decoding employees' reactions and decisions amidst the Great Resignation (Mikulincer and Florian, 1998). As remote and hybrid work models gain traction, deciphering the formation and sustenance of attachment bonds in these novel work settings becomes imperative (Davenport *et al.*, 2020). The GR instigated a notable departure casting light on the needs-supplies aspect of P-J fit, unlike normal circumstances where both *demand–abilities* fit and *need–supplies* fit (Edwards, 1991) play an aggregated role as the construct of P-J fit (e.g. Cable and DeRue, 2002; Scroggins, 2007). However, under stressful situations, the attachment theory (Bowlby, 2008) metaphorically reflects

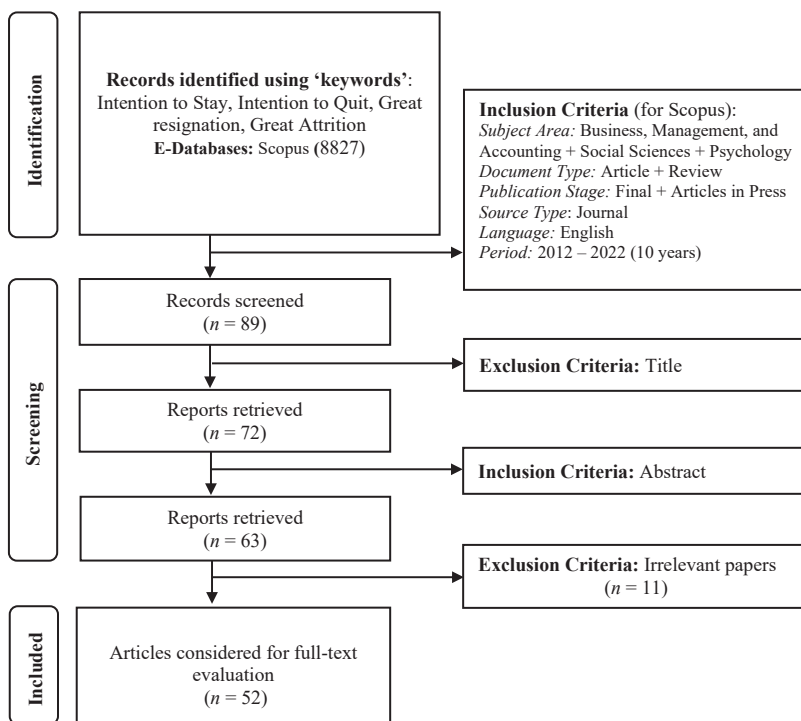


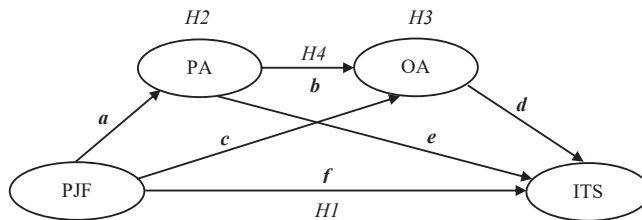
Figure 1.
Process of review and inclusion of articles

Note(s): An adapted version of the PRISMA flowchart (Page *et al.*, 2021)

Source(s): Authors work

organizations as secure bases, fulfilling employees' needs (*needs-supplies* fit) for this critical support (resources) from the organization. This symbiosis underlines the criticality of such support in nurturing employees' alignment and engagement, particularly when core needs are addressed during adversities (Van den Broeck *et al.*, 2008), thereby diminishing stress, and strengthening the ITS. Collectively, the attachment theory, with its vast empirical foundation and deep-seated implications on interpersonal and organizational dynamics, furnishes a robust framework for examining the multifaceted aspects of the Great Resignation, rendering a multidimensional understanding of the factors propelling this massive labour market shift.

Attachment is motivated by positive perceptions of others, fulfils socioemotional needs of respect and association (Keller, 2008), strengthens employee bonding and transforms the organization into a deep-rooted attachment figure (Ng and Allen, 2018) by making employees personify them (Levinson, 1965). This leads to higher P-J fit, pride, engagement, loyalty and OA (Kaothan, 2018), thereby developing a feeling of attachment in employees towards organizations, which in turn triggers their ITS. In summary, the attachment theory best explains the conceptual framework encompassing P-J fit, PA, OA and the ITS (see Figure 2) in the context of the "Great Resignation" by fulfilling the fundamental need of individuals to form and maintain close emotional bonds with significant others, provide them with a sense of security and support (Rhoades and Eisenberger, 2002) which in turn impacts their attitudes and behaviours (Riketta, 2002).



Note(s): P-JF = Person-job fit, PA = Psychological attachment, OA = Organizational attachment, ITS = Intention to stay

Source(s): Authors work

Figure 2.
Hypothesized
research model

Person–job fit and intention to stay

Initially segregated as *demand–abilities* fit and *needs–supplies* fit (Edwards, 1991), P-J fit is now aggregated as the construct of P-J fit (e.g. Cable and DeRue, 2002; Scroggins, 2007). *Demand–abilities* fit the similarity among skills and abilities of individuals compared to the precise demands of the job (Vogel and Feldman, 2009). *Needs–supplies* fit happens when the resources offered by the job are well-matched to the requirements and wishes of individuals (Sekiguchi, 2004).

ITS is the self-reported willingness of employees to work continuously in an organization (e.g. Lyons, 1971; Leng and Chin, 2016; Inoue and Alfaro-Barrantes, 2015; Coetzee and Stoltz, 2015; Griffeth *et al.*, 2000), an employee’s ITS is one of the most reliable signs of employee retention. Several studies have substantiated the relevance of P-J fit in predicting employees’ ITS (e.g. Trevor, 2001; Cable and DeRue, 2002; Li *et al.*, 2018). The GR underscored a shift towards the *needs–supplies* facet of P-J fit (Edwards, 1991), accentuating the vital organizational support during adversities. Unlike typical scenarios, where both *demand–abilities* and *needs–supplies* fit contribute to P-J fit (Cable and DeRue, 2002; Scroggins, 2007), the attachment theory (Bowlby, 2008) highlights organizations as secure bases meeting employees’ needs amidst stressful times. This dynamic emphasizes the importance of addressing core employee needs (*needs–supplies* fit) during stressful time, to foster alignment and attachment (Van den Broeck *et al.*, 2008), mitigate stress and bolster the ITS.

Psychological attachment

An individual’s PA to an organization is the psychological bond linking the individual and the organization and is predicated on three independent foundations: (1) *compliance* or instrumental involvement for specific, extrinsic rewards; (2) *identification* or involvement based on a desire for affiliation; and (3) *internalization* or involvement predicated on congruence between individual and organizational values (Kelman, 1958). *Compliance* is not associated with intra-role/extra-role behaviour but with receiving definite rewards and is negatively associated with the ITS (O’Reilly and Chatman, 1986). *Internalization* is developed by encouraging interdependence, providing social support, allaying anxiousness and creating an increased sense of belonging at work (Yip *et al.*, 2018). It leads to higher intra-role and extra-role behaviour, which results in a greater desire to stay with the organization. *Identification*-based attachment is also connected to extra-role behaviour, longevity in the job and turnover (O’Reilly and Chatman, 1986).

Organizational attractiveness

OA reflects the perceived level of “attractiveness” of an organization as “an attitude or expressed general positive affect towards an organization, with which a relationship could be

initiated” (Aiman-Smith *et al.*, 2001; Slatten *et al.*, 2019). By extending the attachment theory mentioned above (Collins and Feeney, 2000; La Guardia *et al.*, 2000), organizations got perceived as attachment figures who controlled and provided resources, making employees personify them (Levinson, 1965), leading to higher P-J fit, pride, engagement, loyalty and OA (Kaothan, 2018).

P-J fit, PA, OA and ITS amidst the great resignation context

The Great Resignation phenomenon has put increased focus on the importance of P-J fit and its influence on PA, OA and the ITS. P-J fit is based on the correspondence between the individual’s abilities and the job demands and the alignment of the individual’s needs with what the job offers. When a good fit exists, individuals will likely feel competent and satisfied, fostering a more vigorous PA in their jobs (Lofquist and Dawis, 1984). PA represents the perceived strong bond with the organization, which is a fundamental constituent for the employee (Ashforth and Mael, 1989; Morrow, 2011) and results in increasing positive employee perceptions (OA), including the satisfaction of socioemotional needs, leading to the following:

H1. PA positively relates to OA.

The hypothesis above suggests that employees’ job performance and organizational attraction are strengthened by a good P-J fit, which enhances their ITS. Organizations known for offering high P-J fit are seen as more appealing to potential and current employees, contributing to their decision to remain with the organization. This favourable organizational attraction (OA) can significantly influence employees’ ITS, ultimately mitigating the effects of the “Great Resignation.” Therefore, it is crucial for organizations, especially in the current context of the “Great Resignation,” to recognize the importance of fostering a better P-J fit. By doing so, they can enhance employees’ job performance, improve organizational attraction and positively impact their ITS. These causal relationships between P-J fit, job performance, organizational attraction and ITS are strong and reliable. Organizations should strive to understand and implement strategies that promote a better P-J fit, thus strengthening job performance, increasing organizational attraction and ultimately bolstering employees’ ITS.

Mediating effect of psychological attachment

The impact of P-J fit is based on job requirements and the ability of employees to perform the job positively, which impacts the ITS (e.g. Trevor, 2001; Li *et al.*, 2018). However, the adverse effects of non-fulfilment of *needs-supplies* fit could reduce career satisfaction and occupational obligation (Basit and Arshad, 2016). On the other hand, an individual’s PA to an organization is the psychological bond linking the individual and the organization. It is predicated on three independent foundations: compliance, identification and internalization (Kelman, 1958). *Internalization* is developed by encouraging interdependence, providing social support, allaying anxiousness and creating an increased sense of belonging at work (Yip *et al.*, 2018), leading to higher intra-role and extra-role behaviour, which results in a greater ITS. Under normal circumstances, higher PA helps to accomplish the *demand-abilities* fit and makes individuals achieve superior performance to fulfil the standards set by supervisors (Hunter and Thatcher, 2007; Ng and Allen, 2018). However, during stressful times, *internalization* assumes greater importance. It forces individuals to introspect about what the organization stands for (e.g. Albert *et al.*, 1985) due to activating the behavioural attachment system (Bowlby, 2008), which stimulates the need for association, autonomy and financial security. When fulfilled, these needs help accomplish the *needs-supplies* fit, which are a significant pre-requisite for employees to experience and establish engagement with

work (e.g. Latham, 2007) along with higher PA (Vogel and Feldman, 2009). However, the absence or unsatisfied PA amplifies attrition (O'Reilly and Chatman, 1986; Tziner *et al.*, 2014) in individuals and might lead to the deprivation of privileges offered due to attachment (Baumeister and Leary, 1995), making such employees prone to indulging in behaviours to seek support (Mikulincer and Shaver, 2007), leading to the following:

H2. PA is a mediator in the relationship between P-J fit and ITS.

Mediating effect of organizational attractiveness

Within the context of OA, businesses recognized for facilitating a high P-J fit are deemed more desirable by potential and existing workforce members (Turban and Greening, 1997). OA can, therefore, be seen as a potential pillar of “power that . . . motivates current employees to retain their positions” (Berthon *et al.*, 2005). This power can substantially impact employees' ITS (Slatten *et al.*, 2019), and hence an improved P-J fit can boost OA, strengthen the ITS and mitigate the repercussions of the “Great Resignation.” OA is, therefore, able to significantly influence employees' ITS (Slatten *et al.*, 2019), leading to the following:

H3. OA is a mediator in the relationship between P-J fit and ITS.

Serial mediation of psychological attachment and organizational attractiveness

PA becomes an outcome of the organizations' personification by employees (Levinson, 1965) by providing and controlling resources, thereby fulfilling the *needs-supplies* fit of employees. PA represents the perceived strong bond with the organization, a fundamental constituent for the employee (Ashforth and Mael, 1989; Morrow, 2011). It leads to increased positive perceptions (OA), the satisfaction of socioemotional needs and ultimately the ITS. Hence, higher OA gives employees the resolve to do their jobs and the motivation to work hard (e.g. Meyer *et al.*, 2004), positively impacting P-J fit, pride, engagement and loyalty (Levinson, 1965). A compassionate managerial stance focusing on fair treatment and employee well-being elevates PA (Lings, 2004), generating a transference effect demonstrated through OA, by acknowledging and meeting employee needs (Slatten *et al.*, 2019). This intention manifestation transcends the static realm of OA, representing a proactive approach towards job retention and action, contrasting with mere OA attitudes. The discussion suggests a meaningful connection between employees' experiences (Tsai, 2011) and their PA expectations, which closely correlate with their OA attitudes (Slatten *et al.*, 2019), leading to the following:

H4. PA and OA play a serial mediation part between P-J fit and ITS.

Method

Participants and procedure

We conducted a cross-sectional survey using a structured questionnaire to investigate the impact of the “Great Resignation” phenomenon in India. Our sample consisted of 351 respondents, who either quit or chose to stay employed between March and May 2021 due to the highest upsurge in confirmed Covid cases from 46% in March-first week of April 2021 to 82.34% by the end of May 2021 (Sarkar *et al.*, 2021) coupled with the surge in attrition from 15.8% in 2020 to 19.7% in 2021 (Gupta, 2022). We focused on organizations that are part of the Nifty 50 list, which represents various sectors of the Indian economy. This selection allowed us to obtain a comprehensive and balanced understanding of the “Great Resignation” impact and increase the generalizability of our findings. The inclusion of Nifty 50 companies is significant for several reasons. Firstly, these companies influence labour market trends and employment practices, providing valuable insights into the broader patterns of the “Great

Resignation” phenomenon. Secondly, the sectoral representation of the Nifty 50 index ensures a diverse snapshot of the Indian economy, enriching our understanding of the impact across different sectors. Furthermore, cluster sampling was a cost-effective and efficient method due to the widespread geographic dispersion of the target audience. One advantage of selecting participants from the Nifty 50 list is their familiarity with participating in research studies, leading to a higher response rate and increased data reliability.

Additionally, these companies serve as benchmarks within their sectors, allowing for meaningful comparisons with other companies and industries within and outside India. Based on a literature review, we identified variables related to the “Great Resignation” phenomenon, such as P-J fit, job performance (PA), organizational attraction (OA) and ITS. We used *Mplus Version 8.3* for our statistical analysis, specifically examining the indirect effect of P-J fit on ITS by mediating PA and OA (serial mediation effect). We only used the Common Latent Factor (CLF) approach, which entails introducing a common latent factor, in addition to hypothesized factors, in the analysis model to capture the common variance among the observed variables. However, it is essential to acknowledge that no method can eliminate common method bias. Our study aimed to gain insights into the “Great Resignation” phenomenon by investigating the specific variables of interest and addressing potential biases through appropriate statistical approaches.

Measures

Person–job fit. The construct of P-J fit is an aggregation of the three-item scale of *needs–supplies* fit (Cable and DeRue, 2002), with internally consistent reliability varying between 0.76 and 0.96 (e.g. Cable and DeRue, 2002; Duffy *et al.*, 2015; Gabriel *et al.*, 2014; Reh fuss *et al.*, 2012) and the five-item scale of *demand–abilities* fit (Abdel-Halim, 1981; Xie and Johns, 1995) which had a reliability measure of 0.85. Measurement items included “There is a good fit between what my present job offers and what I am looking for in a job.” Items were assessed using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), with a Cronbach’s alpha value of 0.88.

Psychological attachment. PA was evaluated using Kelman’s (1958) 12-item scale encompassing *compliance*, *identification* and *internalization*. Measurement items included “If the values of my organization were different, I would not be attached to it.” Items were assessed using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), with a Cronbach’s alpha value of 0.86.

Organizational attractiveness. OA was evaluated using the three-item scale proposed by Highhouse *et al.*, 2003. Measurement items included “I find my organization a very attractive company.” Item assessment was done using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), with a Cronbach’s alpha value of 0.89.

Intention to stay. ITS was evaluated using Price and Mueller’s (1986) four-item scale. Measurement items included “Under no circumstances will I voluntarily leave my organization before I retire.” The items were assessed using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), with a Cronbach’s alpha value of 0.71.

Control variables. The mediators (i.e. PA, OA) and outcome (i.e. ITS) were measured at the same time, and the levels of outcomes were controlled for demographic variables. We controlled for demographic variables, i.e. age, sex, work experience, organization category and management level (see Table 1). Age was measured using a scale variable; gender was measured using a dichotomous categorical variable (Male = 1, Female = 2); work experience was measured using a scale variable; and organization category was measured using a dichotomous categorical variable (Services = 1, Manufacturing = 2). Management level was measured using an ordinal scale with three levels (junior = 1, middle = 2 and senior = 3). These covariates’ means, standard deviations and correlations have been reported with study

		Percentage (%)		Attachment and attractiveness
Gender	Male	238	68	
	Female	113	32	
Age	Between 20–25 years	14	4	
	25–40 years	208	59	
	40–50 years	107	6	
	Above 50 years	22	6	
Work experience	Less than 5	51	15	
	5–15 years	145	41	
	15–25 years	123	9	
	Above 25 years	32	9	
Management level	Senior	122	35	
	Middle	188	54	
	Junior	41	12	
Organization sector	Manufacturing	43	12	
	Services Sector	308	88	

Source(s): Authors work

Table 1.
Demographic variables

variables in Table 4, whereas the main findings have been reported without these covariates (see Table 2).

Results

Overview of analysis

Standardized factor loadings for the measurement model. We conducted a confirmatory factor analysis (CFA) using *Mplus Version 8.3* to assess the reliability and validity of the multi-item scales measuring P-J fit, job performance (PA), organizational attraction (OA) and ITS. The measurement model demonstrated good reliability, as indicated by Cronbach's alpha values exceeding the acceptable threshold ($\alpha > 0.6$). Convergent validity was established through

Indicator	PJF	PA	OA	ITS
PJFNS6	0.837*			
PJFNS7	0.905*			
PJFNS8	0.769*			
PAIN2		0.644*		
PAIN3		0.914*		
PAIN4		0.849*		
PAIN5		0.739*		
OA1			0.804*	
OA2			0.853*	
OA3			0.930*	
ITS2				0.866*
ITS3				0.620*
ITS4				0.498*
Cronbach's Alpha (α)	0.88	0.86	0.89	0.71
Average Variance Extracted (AVE)	0.70	0.62	0.74	0.46
Construct Reliability (CR)	0.87	0.87	0.89	0.70

Note(s): * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Model Fit: $\chi^2(df = 78) = 3506.211$, $p = 0.000$, CFI = 0.980, RMSEA = 0.058, SRMR = 0.029

PJFNS, P-J fit "need supplies", PAIN, PA "internalization"

Source(s): Authors work

Table 2.
Standardized factor loadings for the measurement model

composite reliability ($CR \geq 0.70$) and average variance extracted ($AVE > 0.5$) values, which were satisfactory for all variables (Hair *et al.*, 2010). Regarding the validity of ITS, although the AVE value was slightly below the threshold (0.46), its CR value of 0.70 validated the underlying constructs. The model fit was assessed using various indices, including $\chi^2(df = 78) = 3506.211$, $p = 0.000$, Comparative Fit Index (CFI) = 0.980, Root Mean Square Error of Approximation (RMSEA) = 0.058 and Standardized Root Mean Square Residual (SRMR) = 0.029. These indices indicated a good fit between the data and the proposed model.

The CFA results revealed that within the P-J fit construct, only the “need-supplies” fit factor displayed clear and statistically significant factor loadings, while the “demand-abilities” fit factor did not. For the PA construct, the factor analysis showed that only the “internalization” items exhibited substantial factor loadings and reached statistical significance. These findings indicate the reliability and validity of the measurement model, with clear distinctions in factor loadings within the P-J fit and PA constructs.

Test for common method bias. The origination of data from a single source made it crucial to examine common method bias. We only used the Common Latent Factor (CLF) approach, which entails introducing a common latent factor, in addition to hypothesized factors, in the analysis model to capture the common variance among the observed variables. This method assesses the amount of variance that can be accounted for by a common factor, after having accounted for all the factors, providing insight into the presence of common method variance (Podsakoff *et al.*, 2003). Following Eichhorn (2014), we tested three models to assess common method bias. First, unconstrained model was tested (see Table 3), followed by a constrained model where variance of common latent factor was set to zero, which was followed by a model wherein variance was assumed to be equal across all items of the common latent factor. The unconstrained model ($\chi^2 = 183$, $df = 51$) and constrained model ($\chi^2 = 145$, $df = 63$) were not found to be invariant. Using unconstrained model, the common latent factor captured 23% of the variance. However, when we tested for equal variance ($\chi^2 = 133$, $df = 62$), the variance captured was less than 8%, suggesting very little presence of common method bias.

Multiple factor model. Since Table 4 indicated that the four-factor model was the most relevant, we conducted a CFA to test the hypothesized four-factor measurement structure, which adequately fit the data: ($\chi^2 = 195.814$, $df = 119$, $p < 0.001$, CFI = 0.978, TLI = 0.973, RMSEA = 0.043 and SRMR = 0.052) and were in the acceptable range as defined by Hair *et al.* (2010). We tested our hypotheses using the path analysis in *Mplus Version 8.3*.

Table 3.
Common method bias results

		χ^2	df	p -value	$\Delta\chi^2$	Common variance
Model 1	Unconstrained Model	183	51	0		23%
Model 2	Constrained Model	145	63	0	38 (12, 21.03)	
Model 3	Model with Equal Variance assumed	133	62	0	8 (1, 3.84)	8%

Source(s): Authors work

Table 4.
Multiple factor model for factor analysis

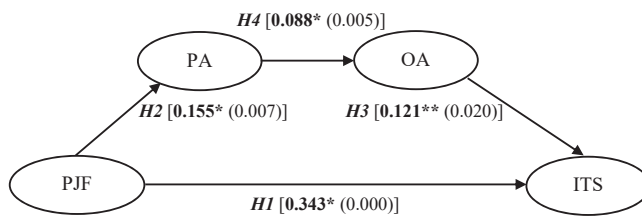
Model	Parameters	χ^2	df	p -value
One factor	39	860	65	0
Two factors	51	534	53	0
Three factors	62	214	42	0
Hypothesized four factors	72	62	32	0.001

Note(s): * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$
Model Fit for four factor measurement structure: $\chi^2 = 195.814$, $df = 119$, $p < 0.001$, CFI = 0.978, TLI = 0.973, RMSEA = 0.043 and SRMR = 0.052)
Source(s): Authors work

Descriptive statistics and correlations among factors. The results indicate no exact or strong correlation among the variables (see Table 5). Thus, our research is free of multicollinearity problems, and the coefficient is also in the supposed direction. For instance, we found a statistically significant positive association of P-J fit *needs-supplies*, i.e. PJF-NS and ITS (0.554^* , $p < 0.01$), PJF-NS and PA "internalization," i.e. PA-IN (0.597^* , $p < 0.01$); PJF-NS and OA (0.663^* , $p < 0.01$); PA-IN and ITS (0.548^* , $p < 0.01$), OA and ITS (0.586^* , $p < 0.01$). Moreover, a significant positive association is found between PA-IN and OA (0.689^* , $p < 0.01$). CFA was performed to ascertain the construct validity.

Hypotheses testing

Our conceptual model was tested via path analysis by employing a maximum likelihood (ML) estimation combined with a bootstrap simulation encompassing 10,000 replications to construct 95% confidence intervals (CIs) encompassing our indirect effects. In alignment with established guidelines (Preacher and Hayes, 2008), we integrated the direct effects on each outcome variable into the mediation testing. The outcomes of the path analyses are documented in Table 6 and represented in Figure 3.



Note(s): PJF = Person-job fit, PA = Psychological attachment, OA = Organizational attachment, ITS = Intention to stay.

Numbers in parentheses are [Estimate (β), p]

Source(s): Authors work

Figure 3.
Direct and indirect effects

Hypothesis 1. The results reported in Table 4 showed that PA has a statistically significant positive impact on OA ($\beta = 0.463^*$, $p = 0.000$); CI [0.335, 0.594]. Thus, Hypothesis 1 is validated.

Hypothesis 2. The results reported in Table 6 showed that the indirect (mediation) effect of PA between P-J fit and ITS is ($\beta = 0.155^*$, $p = 0.007$); 95% CI [0.067, 0.251] is significant, and the direct effect of P-J fit on ITS is ($\beta = 0.343^*$, $p = 0.000$); 95% CI [0.199, 0.481] is also significant. However, since β (indirect) is less than β (direct), partial mediation of PA between P-J fit and ITS is substantiated. Thus, Hypothesis 2 is validated.

Hypothesis 3. The results reported in Table 6 showed that the indirect (mediation) effect of OA between P-J fit and ITS is ($\beta = 0.121^{**}$, $p = 0.020$); 95% CI [0.048, 0.215] is significant, and the direct effect of P-J fit on ITS is ($\beta = 0.343^*$, $p = 0.000$); 95% CI [0.199, 0.481] is also significant. However, since β (indirect) is less than β (direct), partial mediation of OA between P-J fit and ITS is substantiated. Thus, Hypothesis 3 is validated.

Hypothesis 4. Statistically significant full serial mediation of PA and OA is established ($\beta = 0.088^*$, $p = 0.005$); 95% CI [0.044, 0.148]). Therefore, Hypothesis 4 is validated. In addition, the direct and indirect effects are also specified in Figure 3.

Table 5.
Descriptive statistics
and correlations
among factors

Variable	Mean	SD	OrgCat	MgmtLvl	Sex	Age	WkExp	PJF-NS	OA	PA-IN	ITS
OrgCat	1.12	0.328	1								
MgmtLvl	2.23	0.645	0.097	1							
Sex	1.32	0.468	-0.108*	-0.110*	1						
Age	36.82	7.824	-0.043	0.456***	-0.153***	1					
WkExp	13.23	7.928	-0.035	0.481**	-0.168**	0.860**	1				
PJF-NS	3.685	0.947	-0.035	0.122*	-0.090	0.094	0.075	1			
OA	3.866	0.975	-0.011	0.079	-0.034	0.049	0.055	0.663**	1		
PA-IN	3.874	0.895	0.050	0.146**	-0.001	0.118*	0.098	0.597***	0.689**	1	
ITS	3.198	1.085	0.039	0.037	-0.073	0.011	0.015	0.554**	0.586**	0.548**	1

Note(s): $n = 352$. OrgCat = Organization Category, MgmtLvl = Management Level, WkExp = Work Experience
 $*p < 0.05$. $**p < 0.01$. $***p < 0.001$
 PJF-NS = P-j fit "need supplies", PA-IN = PA "internalization"
Source(s): Authors work

Path		Estimate (β)	SE.	95% CI		LL	UL	Attachment and attractiveness
				<i>t</i>	<i>p</i>			
Control variables		OrgCat → OA	-0.022	0.045	-0.480	0.631	-0.098	0.049
		MgmtLvl → OA	-0.030	0.041	-0.748	0.455	-0.098	0.036
		Sex → OA	-0.005	0.037	-0.131	0.896	-0.065	0.056
		Age → OA	-0.075	0.067	-0.123	0.262	-0.188	0.034
		WkExp → OA	0.062	0.078	0.799	0.424	-0.077	0.181
Direct effects	<i>a</i>	PJF → PA	0.665*	0.045	14.772	0.000	0.585	0.734
	<i>b</i>	PA → OA (H1)	0.463*	0.079	5.880	0.000	0.335	0.594
	<i>c</i>	PJF → OA	0.424*	0.081	5.222	0.000	0.286	0.554
	<i>d</i>	OA → ITS	0.286*	0.096	2.969	0.003	0.123	0.436
	<i>e</i>	PA → ITS	0.233*	0.085	2.729	0.006	0.095	0.372
	<i>f</i>	PJF → ITS	0.343*	0.086	3.994	0.000	0.199	0.481
Indirect effects	<i>a*e</i>	PJF → PA → ITS (H2)	0.155*	0.057	2.715	0.007	0.067	0.251
	<i>c*d</i>	PJF → OA → ITS (H3)	0.121**	0.052	2.327	0.020	0.048	0.215
	<i>b*d</i>	PA → OA → ITS	0.408*	0.074	5.496	0.000	0.286	0.554
	<i>a*b*d</i>	PJF → PA → OA → ITS (H4)	0.088*	0.031	2.805	0.005	0.044	0.148
Total indirect	<i>f</i>	PJF → ITS	0.364*	0.067	5.459	0.000	0.265	0.485
Direct effect		PJF → ITS	0.343*	0.086	3.994	0.000	0.199	0.481
Total effect		PJF → ITS	0.707*	0.039	18.216	0.000	0.641	0.768

Note(s): ^aSE, standard error. CI, confidence interval. LL, lower limit. UL, upper limit
^bStandard error and confidence intervals for indirect effects are bootstrap estimates
^cOrgCat, Organization Category, MgmtLvl, Management Level, WkExp, Work Experience
^{*}*p* < 0.05. ^{**}*p* < 0.01. ^{***}*p* < 0.001
Source(s): Authors work

Table 6.
Standardized
summary statistics for
the serial
mediation model

Discussion

Our study empirically demonstrates P-J fit, PA and OA as antecedents of the ITS in situations of extraordinary stress, when employees experience a greater need for connection, independence and financial security triggered by the influence of P-J “needs-supplies” fit on the relationship between PA (specifically “internalization”) and OA, thereby stimulating the attachment behavioural system (Bowlby, 2008). When met, these needs lead to higher job satisfaction and organizational commitment (Vogel and Feldman, 2009), strengthening “internalization” over time and making PA associate positively with the ITS. Moreover, our study integrates P-J fit, PA and OA underpinned by the attachment theory, representing a substantial contribution since previous research on antecedents of ITS are yet to be adequately and empirically explored, especially in the context of extraordinary stress.

Theoretical implications

By dissecting the serial mediation of PA and OA between the relationship between P-J fit and ITS, grounded by the established framework of the attachment theory (Keller, 2008; Ng and Allen, 2018), our proposed model demonstrates fulfilment of the critical resources required by employees by their respective organizations. This is because the attachment theory (Bowlby, 2008) metaphorically reflects organizations as secure bases, which fulfil employees’ *needs-supplies* fit by providing critical support (resources) amidst stressful scenarios. The fulfilment of these needs fosters attachment (PA), from which attractiveness (OA) stems and consequently influences the ITS amidst the Great Resignation era. Therefore, by

amalgamating this theoretical basis with the mediation model, our study offers a comprehensive framework that intertwines attachment theory with stress, thereby offering a robust analytical structure to interpret the complex phenomena occurring during the Great Resignation. Moreover, the systematic unveiling of the serial mediation process in the model uncovers strategic interventions that could enhance ITS, thereby providing organizations with actionable insights to mitigate employee turnover and enhance organizational effectiveness amidst the challenges of the Great Resignation.

The application of attachment theory in understanding the dynamics of the Great Resignation offers a theoretically rich and nuanced approach. The core of attachment theory, as espoused by Bowlby (2008), and its validation in various human interactions including workplace dynamics (Hazan and Shaver, 1990), provide a foundational base for exploring the emotional and relational dimensions of the ongoing massive workforce exits. The theory illuminates how the quality of emotional bonds between employees and their organizations can significantly impact job satisfaction, retention and overall organizational commitment (Mikulincer and Shaver, 2007). This examination presents an opportunity to understand the interplay of attachment orientations and the stress-coping mechanisms amidst organizational transformations, as observed during the Great Resignation. Furthermore, the renewed analysis of P-J fit (specifically *needs-supplies* fit) in conjunction with the attachment theory has shifted the paradigm from a mere *demand-abilities* fit (during normal circumstances), where the focus is on matching job demands with individual abilities, to a more human-centric *needs-supplies* fit (during stressful times). This shift in the fulfilment of employee's *needs-supplies* fit integrated within a serial mediation process as proposed (Keller, 2008; Ng and Allen, 2018), unveils a layered understanding of how personal and organizational factors coalesce to influence the ITS, thereby enriching the theoretical discourse surrounding employee retention and organizational effectiveness.

Practical implications

The exploration of the Great Resignation through the lens of attachment theory yields actionable insights for organizational leaders and HR practitioners. Firstly, the understanding that insecure attachments and unsatisfactory P-J fit contribute to higher turnover intentions can guide the development of targeted HR interventions aimed at enhancing employee engagement and organizational attachment. This includes revisiting leadership practices to foster secure attachments and evaluating job designs to ensure a better alignment between employee competencies and job requirements. The recognition of the significant impact of leadership styles on employee satisfaction and retention is a call to action for leadership development and training, particularly focused on enhancing secure attachment relationships within the organization.

Secondly, the transition to remote and hybrid work models (Davenport *et al.*, 2020) necessitates a re-evaluation of how attachment bonds are nurtured in these new work settings. Organizations could explore virtual team-building exercises, regular check-ins and other engagement activities to maintain a sense of connection and support among remote employees. Furthermore, the identification of the stressors and the coping mechanisms amidst the Great Resignation could aid organizations in developing better employee wellness programs and crisis management strategies. By doing so, organizations are better positioned not only to navigate the ongoing challenges of the Great Resignation but also to foster a work environment that promotes employee well-being, job satisfaction and ultimately, organizational effectiveness and resilience in the face of future adversities.

Lastly, the practical application of this theoretical exploration could potentially provide a roadmap for organizations to mitigate the adversarial impacts of the "Great Resignation" through strategic HRM practices, thereby ensuring continuity, stability and sustainability in a highly competitive and evolving labour market landscape.

Limitations and directions for future research (DFR)

DFR 1. Our study used a cross-sectional design, whereas future studies can use longitudinal designs to examine the change over time, establish temporal order, capture individual differences, address reverse causality, enhance statistical power and refine theoretical models.

DFR 2. This study explored just one effect of PA and OA: ITS. Future research can also include other potential factors like organizational culture, which could help further understand the drivers of OA among employees.

DFR 3. The adverse effects of non-fulfilment of *needs-supplies* fit, study outcomes besides OA, and theories like psychological climate (Hassan *et al.*, 2012) and psychological capital (Zhou *et al.*, 2018) can be explored as mediators between P-J fit and ITS.

DFR 4. Researchers could also consider various attachment types besides PA and conduct similar studies in other countries and additionally ascertain whether the results apply to other populations or contexts.

Conclusion

The pandemic highlights the imperative shift towards a renewed understanding of P-J fit, emphasizing the *needs-supplies* fit to improve job satisfaction, engagement and address employee retention challenges during the GR. Managers can play a pivotal role in fostering an environment to promote PA, which in turn impacts OA and the ITS among employees. Furthermore, this research corroborates that managerial initiatives can encourage interdependence, internalization, social support and foster a sense of belonging among employees to contribute significantly towards enhancing their ITS (Yip *et al.*, 2018; Slatten *et al.*, 2019), thereby making workplaces more appealing during times of uncertainty. In conclusion, our study advocates for a renewed focus towards managerial strategies that can enhance PA, attractiveness and ultimately lead to sustained employee retention even in challenging circumstances.

References

- Abdel-Halim, A.A. (1981), "Effects of role stress-job design-technology interaction on employee work satisfaction", *Academy of Management Journal*, Vol. 24 No. 2, pp. 260-273.
- Adikaram, A.S., Priyankara, H.P.R. and Naotunna, N.P.G.S.I. (2021), "Navigating the crises of COVID-19: human Resource professionals battle against the pandemic", *South Asian Journal of Human Resources Management*, Vol. 8 No. 2, pp. 192-218.
- Ahmad, H., Ahmad, K. and Shah, I.A. (2010), "Relationship between job satisfaction, job performance attitude towards work and organizational commitment", *European Journal of Social Sciences*, Vol. 18 No. 2, pp. 257-267.
- Aiman-Smith, L., Bauer, T.N. and Cable, D.M. (2001), "Are you attracted? Do you intend to pursue? A recruiting policy-capturing study", *Journal of Business and Psychology*, Vol. 16, pp. 219-237.
- Albert, S., Whetten, D.A., Cummings, L.L. and Staw, B.M. (1985), "Organizational identity".
- Ashforth, B.E. and Mael, F. (1989), "Social identity theory and the organization", *Academy of Management Review*, Vol. 14 No. 1, pp. 20-39.
- Basit, A.A. and Arshad, R. (2016), "The role of needs-supplies fit and job satisfaction in predicting employee engagement", *Jurnal Pengurusan*, Vol. 47 No. 1, pp. 3-12.
- Baumeister, R.F. and Leary, M.R. (1995), "The need to belong: desire for interpersonal attachments as a fundamental human motivation", *Psychological Bulletin*, Vol. 117 No. 3, 497.
- Beck, A.T. (1976), *Cognitive Therapy and the Emotional Disorders*, International University Press, New York.

- Berthon, P., Ewing, M. and Hah, L.L. (2005), "Captivating company: dimensions of attractiveness in employer branding", *International Journal of Advertising*, Vol. 24 No. 2, pp. 151-172.
- Bowlby, J. (1988), *A Secure Base*, Basic Book, New York.
- Bowlby, J. (2008), *Attachment*, Basic Books, New York.
- Cable, D.M. and DeRue, D.S. (2002), "The convergent and discriminant validity of subjective fit perceptions", *Journal of Applied Psychology*, Vol. 87 No. 5, 875.
- Cardy, R.L. and Lengnick-Hall, M.L. (2011), "Will they stay or will they go? Exploring a customer-oriented approach to employee retention", *Journal of Business and Psychology*, Vol. 26, pp. 213-217.
- Chung, H. (2022), "Variable work schedules, unit-level turnover, and performance before and during the COVID-19 pandemic", *Journal of Applied Psychology*, Vol. 107 No. 4, 515.
- Coetzee, M. and Stoltz, E. (2015), "Employees' satisfaction with retention factors: exploring the role of career adaptability.", *Journal of Vocational Behavior*, Vol. 89, pp. 83-91.
- Collins, N.L. and Feeney, B.C. (2000), "A safe haven: an attachment theory perspective on support seeking and caregiving in intimate relationships", *Journal of Personality and Social Psychology*, Vol. 78 No. 6, 1053.
- Davenport, T., Guha, A., Grewal, D. and Bressgott, T. (2020), "How artificial intelligence will change the future of marketing", *Journal of the Academy of Marketing Science*, Vol. 48, pp. 24-42.
- De Smet, A., Dowling, B., Mugayar-Baldocchi, M. and Schaninger, B. (2021), "'Great attrition' or 'great attraction'? The choice is yours", *The McKinsey Quarterly*.
- Duffy, R.D., Autin, K.L. and Bott, E.M. (2015), "Work volition and job satisfaction: examining the role of work meaning and person-environment fit", *The Career Development Quarterly*, Vol. 63 No. 2, pp. 126-140.
- Edwards, J.R. (1991), "Person-job fit: a conceptual integration, literature review, and methodological critique", John Wiley & Sons.
- Eichhorn, B.R. (2014), "Common Method Variance Techniques", *Cleveland State University, Department of Operations and Supply Chain Management*, Vol. 1 No. 11.
- Gabriel, A.S., Diefendorff, J.M., Chandler, M.M., Moran, C.M. and Greguras, G.J. (2014), "The dynamic relationships of work affect and job satisfaction with perceptions of fit", *Personnel Psychology*, Vol. 67 No. 2, pp. 389-420.
- Gan, J., Zhou, Z.E., Tang, H., Ma, H. and Gan, Z. (2023), "What it takes to be an effective 'remote leader' during COVID-19 crisis: the combined effects of supervisor control and support behaviors.", *The International Journal of Human Resource Management*, Vol. 34 No. 15, pp. 2901-2923.
- Gomes, D. and Neves, J. (2011), "Organizational attractiveness and prospective applicants' intentions to apply", *Personnel Review*, Vol. 40 No. 6, pp. 684-699.
- Griffeth, R.W., Hom, P.W. and Gaertner, S. (2000), "A meta-analysis of antecedents and correlates of employee turnover: update, moderator tests, and research implications for the next millennium", *Journal of Management*, Vol. 26 No. 3, pp. 463-488.
- Gupta, V. (2022), "The great resignation spree in India: expectations beyond salary and perks", *The Times of India*, 21 April, available at: <https://timesofindia.indiatimes.com/blogs/voices/the-great-resignation-sprees-in-india-expectations-beyond-salary-and-perks/> (accessed 3 October 2023).
- Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2010), *Multivariate Data Analysis*, 7th ed., Prentice Hall, NJ.
- Hassan, M., Akram, A. and Naz, S. (2012), "The relationship between person organization fit, person-job-fit and turnover intention in banking sector of Pakistan: the mediating role of psychological climate", *International Journal of Human Resource Studies*, Vol. 2 No. 3, pp. 172-188.
- Hayes, L.J., O'Brien-Pallas, L., Duffield, C., Shamian, J., Buchan, J., Hughes, F., Laschinger, H.K.S., North, N. and Stone, P. W. (2006), "Nurse turnover: a literature review", *International Journal of Nursing Studies*, Vol. 43 No. 2, pp. 237-263.

-
- Hazan, C. and Shaver, P.R. (1990), "Love and work: an attachment-theoretical perspective.", *Journal of Personality and Social Psychology*, Vol. 59 No. 2, p. 270.
- Heavey, A.L., Holwerda, J.A. and Hausknecht, J.P. (2013), "Causes and consequences of collective turnover: a meta-analytic review", *Journal of Applied Psychology*, Vol. 98 No. 3, 412.
- Highhouse, S., Lievens, F. and Sinar, E.F. (2003), "Measuring attraction to organizations", *Educational and Psychological Measurement*, Vol. 63 No. 6, pp. 986-1001.
- Hom, P.W., Mitchell, T.R., Lee, T.W. and Griffeth, R.W. (2012), "Reviewing employee turnover: focusing on proximal withdrawal states and an expanded criterion", *Psychological Bulletin*, Vol. 138 No. 5, 831.
- Hunter, L.W. and Thatcher, S.M. (2007), "Feeling the heat: effects of stress, commitment, and job experience on job performance", *Academy of Management Journal*, Vol. 50 No. 4, pp. 953-968.
- Huo, W., Gong, J., Xing, L., Tam, K.L. and Kuai, H. (2023), "Voluntary versus involuntary telecommuting and employee innovative behaviour: a daily diary study", *The International Journal of Human Resource Management*, Vol. 34 No. 15, pp. 2876-2900.
- Inoue, Y. and Alfaro-Barrantes, P. (2015), "Pro-environmental behavior in the workplace: a review of empirical studies and directions for future research", *Business and Society Review*, Vol. 120 No. 1, pp. 137-160.
- Kaothan, O. (2018), "Organizational attractiveness and person job fit as the predictors of intention to stay of employees commercial bank", *Journal of Administrative and Business Studies*, Vol. 4 No. 3, pp. 156-164.
- Kaplan, J. (2021), "The psychologist who coined the phrase 'Great resignation' reveals how he saw it coming and where he sees it going", *Business Insider*, pp. 14-17.
- Keller, H. (2008), "Attachment—past and present. But what about the future?", *Integrative Psychological and Behavioral Science*, Vol. 42, pp. 406-415.
- Kelman, H.C. (1958), "Compliance, identification, and internalization three processes of attitude change", *Journal of Conflict Resolution*, Vol. 2 No. 1, pp. 51-60.
- Klotz, A. (2021), *Anthony Klotz on Defining the Great Resignation*, The Verse.
- La Guardia, J.G., Ryan, R.M., Couchman, C.E. and Deci, E.L. (2000), "Within-person variation in security of attachment: a self-determination theory perspective on attachment, need fulfillment, and well-being", *Journal of Personality and Social Psychology*, Vol. 79 No. 3, p. 367.
- Latham, G.P. (2007), "A speculative perspective on the transfer of behavioral science findings to the workplace: 'The times they are a-changin'", *Academy of Management Journal*, Vol. 50 No. 5, pp. 1027-1032.
- Leng, G.E. and Chin, M.L.C. (2016), "Person-job fit, personality, organizational commitment and intention to stay among employees in marketing departments", *Jurnal Psikologi Malaysia*, Vol. 30 No. 1.
- Levinson, H. (1965), "Reciprocation: the relationship between man and organization", *Administrative Science Quarterly*, Vol. 9 No. 4, pp. 370-390.
- Li, L., Zhu, Y. and Park, C. (2018), "Leader-member exchange, sales performance, job satisfaction, and organizational commitment affect turnover intention", *Social Behavior and Personality: An International Journal*, Vol. 46 No. 11, pp. 1909-1922.
- Lings, I.N. (2004), "Internal market orientation: construct and consequences", *Journal of Business Research*, Vol. 57 No. 4, pp. 405-413.
- Lofquist, L.H. and Dawis, R.V. (1984), "Research on work adjustment and satisfaction: implications for career counseling", *Handbook of Counseling Psychology*, pp. 216-237.
- Lyons, T.F. (1971), "Role clarity, need for clarity, satisfaction, tension, and withdrawal", *Organizational Behavior and Human Performance*, Vol. 6 No. 1, pp. 99-110.
- Meyer, J.P., Becker, T.E. and Vandenberghe, C. (2004), "Employee commitment and motivation: a conceptual analysis and integrative model", *Journal of Applied Psychology*, Vol. 89 No. 6, 991.

-
- Mikulincer, M. and Florian, V. (1998), "The relationship between adult attachment styles and emotional and cognitive reactions to stressful events", The Guilford Press, pp. 143-165.
- Mikulincer, M. and Shaver, P.R. (2007), "Attachment, group-related processes, and psychotherapy", *International Journal of Group Psychotherapy*, Vol. 57 No. 2, pp. 233-245.
- Morrow, P.C. (2011), "Managing organizational commitment: insights from longitudinal research", *Journal of Vocational Behavior*, Vol. 79 No. 1, pp. 18-35.
- Newman, A., Ferrer, J., Andresen, M. and Zhang, Y. (2023), "Human resource management in times of crisis: what have we learnt from the recent pandemic?", *The International Journal of Human Resource Management*, Vol. 34 No. 15, pp. 2857-2875.
- Ng, T.W. and Allen, T.D. (2018), "Organizational attachment and health", *Journal of Vocational Behavior*, Vol. 107, pp. 1-14.
- O'Reilly, C.A. and Chatman, J. (1986), "Organizational commitment and psychological attachment: the effects of compliance, identification, and internalization on prosocial behavior", *Journal of Applied Psychology*, Vol. 71 No. 3, 492.
- Ortiz-Bonnin, S., Blahopoulou, J., García-Buades, M.E. and Montanez-Juan, M. (2023), "Work-life balance satisfaction in crisis times: from luxury to necessity—The role of organization's responses during COVID-19 lockdown", *Personnel Review*, Vol. 52 No. 4, pp. 1033-1050.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. and Podsakoff, N.P. (2003), "Common method biases in behavioral research: a critical review of the literature and recommended remedies", *Journal of Applied Psychology*, Vol. 88 No. 5, 879.
- Preacher, K.J. and Hayes, A.F. (2008), "Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models", *Behavior Research Methods*, Vol. 40 No. 3, pp. 879-891.
- Price, J.L. and Mueller, C.W. (1986), *Absenteeism and Turnover of Hospital Employees*, JAI Press.
- Reh fuss, M.C., Gambrell, C.E. and Meyer, D. (2012), "Counselors' perceived person-environment fit and career satisfaction", *The Career Development Quarterly*, Vol. 60 No. 2, pp. 145-151.
- Rhoades, L. and Eisenberger, R. (2002), "Perceived organizational support: a review of the literature", *Journal of Applied Psychology*, Vol. 87 No. 4, 698.
- Ricketta, M. (2002), "Attitudinal organizational commitment and job performance: a meta-analysis", *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, Vol. 23 No. 3, pp. 257-266.
- Rosalsky, G. (2022), "The great resignation? More like the great renegotiation", *NPR Planet Money Newsletter*.
- Sarkar, A., Chakrabarti, A.K. and Dutta, S. (2021), "Covid-19 infection in India: a comparative analysis of the second wave with the first wave", *Pathogens*, Vol. 10 No. 9, 1222.
- Scroggins, W.A. (2007), "An examination of the additive versus convergent effects of employee perceptions of fit", *Journal of Applied Social Psychology*, Vol. 37 No. 7, pp. 1649-1665.
- Sekiguchi, T. (2004), "Person-organization fit and person-job fit in employee selection: a review of the literature", *Osaka Keidai Ronshu*, Vol. 54 No. 6, pp. 179-196.
- Serenko, A. (2023), "The great resignation: the great knowledge exodus or the onset of the great knowledge revolution?", *Journal of Knowledge Management*, Vol. 27 No. 4, pp. 1042-1055.
- Sheather, J. and Slattery, D. (2021), "The great resignation—how do we support and retain staff already stretched to their limit?", *Bmj*, 375.
- Slatten, T., Lien, G. and Svenkerud, P.J. (2019), "The role of organizational attractiveness in an internal market-oriented culture (IMOC): a study of hospital frontline employees", *BMC Health Services Research*, Vol. 19, pp. 1-15.
- Smet, D.A., Dowling, B., Mugayar-Baldocchi, M. and Rainone, N. (2021), "Great attrition or great attraction—the choice is yours", *Mckinsey Quarterly*.

-
- Stanley, B.L., Zanin, A.C., Avalos, B.L., Tracy, S.J. and Town, S. (2021), "Collective emotion during collective trauma: a metaphor analysis of the COVID-19 pandemic", *Qualitative Health Research*, Vol. 31 No. 10, pp. 1890-1903.
- Straus, E., Uhlig, L., Kühnel, J. and Korunka, C. (2023), "Remote workers' well-being, perceived productivity, and engagement: which resources should HRM improve during COVID-19? A longitudinal diary study", *The International Journal of Human Resource Management*, Vol. 34 No. 15, pp. 2960-2990.
- Sull, D., Sull, C. and Zweig, B. (2022), "Toxic culture is driving the great resignation", *MIT Sloan Management Review*, Vol. 63 No. 2, pp. 1-9.
- Trevor, C.O. (2001), "Interactions among actual ease-of-movement determinants and job satisfaction in the prediction of voluntary turnover", *Academy of Management Journal*, Vol. 44 No. 4, pp. 621-638.
- Tsai, Y. (2011), "Relationship between organizational culture, leadership behavior and job satisfaction", *BMC Health Services Research*, Vol. 11 No. 1, pp. 1-9.
- Turban, D.B. and Greening, D.W. (1997), "Corporate social performance and organizational attractiveness to prospective employees", *Academy of Management Journal*, Vol. 40 No. 3, pp. 658-672.
- Tziner, A., Ben-David, A., Oren, L. and Sharoni, G. (2014), "Attachment to work, job satisfaction and work centrality", *Leadership and Organization Development Journal*, Vol. 35 No. 6, pp. 555-565.
- Van den Broeck, A., Vansteenkiste, M., De Witte, H. and Lens, W. (2008), "Explaining the relationships between job characteristics, burnout, and engagement: the role of basic psychological need satisfaction.", *Work and Stress*, Vol. 22 No. 3, pp. 277-294.
- Van Vianen, A.E., Rosenauer, D., Homan, A.C., Horstmeier, C.A. and Voelpel, S.C. (2018), "Career mentoring in context: a multilevel study on differentiated career mentoring and career mentoring climate", *Human Resource Management*, Vol. 57 No. 2, pp. 583-599.
- Vogel, R.M. and Feldman, D.C. (2009), "Integrating the levels of person-environment fit: the roles of vocational fit and group fit", *Journal of Vocational Behavior*, Vol. 75 No. 1, pp. 68-81.
- Wake, D. (2022), "The great resignation and its impacts on American workplace traditions and overall future".
- Xie, J.L. and Johns, G. (1995), "Job scope and stress: can job scope be too high?", *Academy of Management Journal*, Vol. 38 No. 5, pp. 1288-1309.
- Yip, J., Ehrhardt, K., Black, H. and Walker, D.O. (2018), "Attachment theory at work: a review and directions for future research", *Journal of Organizational Behavior*, Vol. 39 No. 2, pp. 185-198.
- Zhou, J., Yang, Y., Qiu, X., Yang, X., Pan, H., Ban, B., Qiao, Z., Wang, L. and Wang, W. (2018), "Serial multiple mediation of organizational commitment and job burnout in the relationship between psychological capital and anxiety in Chinese female nurses: a cross-sectional questionnaire survey", *International Journal of Nursing Studies*, Vol. 83, pp. 75-82.

Corresponding author

Warren Stanley Patrick can be contacted at: r20027@astra.xlri.ac.in

For instructions on how to order reprints of this article, please visit our website:

www.emeraldgrouppublishing.com/licensing/reprints.htm

Or contact us for further details: permissions@emeraldinsight.com