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The Determinants of Technical Staffs Intention to Stay in the B2B Technology Service Industry in Taiwan

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Abstract:

In the B2B high-tech service sector, talented are fundamental to corporate development and competitiveness. This study discusses the influences of job embeddedness on satisfaction and the intention to stay in the high-tech service sector. Furthermore, this study examines whether a mediating effect exists between job embeddedness and the intention to stay. This study proposes four research hypotheses to construct a conceptual model. Structured quantitative questionnaires were distributed to technical staffs of B2B Technology Service Industry in Taiwan to verify the research hypotheses. The research results indicate that positive relationships exist for job embeddedness, satisfaction, and the intention to stay. Satisfaction exerts a partial mediating effect on job embeddedness and the intention to stay. The research results indicate that promoting technical staff satisfaction and helping technical staffs to fit their organizational environments would contribute to technical staff willingness to stay. The results provide a reference for the B2B high-tech service sector.

Keywords: Job embeddedness, job satisfaction, intention to stay, B2B Technology Service Industry, Technical Staffs

1. Introduction

Talented staffs are fundamental to corporate development. In the case of a high turnover rate and continuous outflow of talent, conducting corporate activities becomes difficult and the corporation may even suffer huge losses. Talented staffs are the most important asset in a company; however, talented staffs also have low loyalty. Core employees hold some of the most important resources in a corporation. These resources are accessed by rivals when employees resign, which causes losses to the corporation. Therefore, discouraging core employees from quitting the corporation is a common critical issue. That the effectiveness of HRM (Human Resource Management) practices in tackling employee retention can be enhanced by improving the compatibility between employee and organisational values (Presbitero, A etc., 2015). In additional, (Dechawatanapaisal, 2018) research show on the interaction effect shows that the negative relationship between organizational job embeddedness and quit intention reduces when job satisfaction is high.

The concept of job embeddedness was first proposed by American psychologist Mitchell in 2001 and then subsequently introduced into the research field of employee turnover. Job embeddedness summarizes the factors for retaining employees in their posts and making them attached to their jobs. Although some dissatisfaction or alternative job opportunities exist, employees with high embeddedness tend to remain in the organization and tend not to leave their posts.

This study explored the factors that may facilitate employees' embeddedness in the organization as well as the distribution of employees' personal networks in the organization. The organization's constraints on individual work and social interpersonal interaction were inferred. The perspective of work and non-work factors explores the important factors that cause employees to be embedded in an organization. The management of certification body can adjust the relevant requirements for technical staffs to improve their job satisfaction, thereby reducing the turnover of experienced technical staffs. By understanding the importance of job embeddedness for technical staffs, managers can increase technical staffs' attachment to the organization through relevant management and activities so that key talented workers can be retained for excellent auditing and the organization performance can be improved. In the past, studies on job resignation mostly focused on factors directly related to work or the subjective feelings of employees, such as salary,

promotion opportunities, and job satisfaction. Mitchell (2001) analyzed the degree of employees' job embeddedness at the organization and community levels from the perspective of employees' retention to predict employees' resignations. Relevant empirical research indicates that the job embeddedness theory of Mitchell theory can suitably explain voluntary employee turnover as well as employees' job performance levels, organizational citizenship behaviors, and absenteeism rates.

In this study, we focused on technical staffs of the B2B technology service industry. First, this study aimed to understand the influence of the degree of the technical staffs' job embeddedness on their intention to stay. Second, the relationship between technical staff job satisfaction and the intention to stay was examined. Because technical staffs are the first-line personnel in the B2B technology service companies, they play a key role in critical aspects of the B2B technology service organizations, such as the service quality and customer satisfaction. Consequently, discussing the influence of technical staffs' job embeddedness and job satisfaction on their intention to stay is essential. Therefore, this study examined the following questions:

- Is there a significant relationship between job embeddedness and the willingness to stay?
- Is there a significant relationship between job embeddedness and job satisfaction?
- Is there a significant relationship between job satisfaction and the intention to stay?
- Is there a mediating effect between job satisfaction and the intention to stay?

2. Literature review

2.1. Job Embeddedness

Job embeddedness mainly indicates the connection between employees and organizations. According to the theory proposed by Mitchell et al. (2001), 'job embeddedness' is the main factor affecting employees' decision to stay in a company. Mitchell et al. also stated that the work of employees must be related to the organization of people. The degree of interaction between employees and organizations could explain why people choose to stay in a company. Mitchell et al. think that job embeddedness is similar to a net that people will fall into. When employees are entangled in their work environments and relationships, they find it difficult to leave their jobs. Mitchell et al. (2001) proposed that work is embedded with three aspects that mainly affect employee retention: link, fit, and sacrifice. Yao (2004) interpreted work from the perspective of retaining jobs. According to Yao, job embeddedness represents the sum of the various influences that keep employees in the current organization, including the marital status, community input and job tenure. Holtom (2004) defined job embeddedness from the perspective of separation as follows: Job embeddedness is the sum of the forces that prevent employees from leaving the work position. Reiche et al. (2011) argued that the higher the job embeddedness of the returnee and parent company is, the lower is the willingness to return to the post. In their study on job embeddedness, perceived organizational support, organizational commitment, and voluntary resignation, Allen et al. (2012) concluded that perceived organizational support and job embeddedness affect new member organizations' commitment and voluntary separation. Karatepe and Vatankhah (2014) examined high-performance work systems (HPWPs), job embeddedness, the creative performance (CP), and the extra-role customer service (ERCS) and concluded that HPWPs enhance the mediation effect of job embeddedness. Under the effect of job embeddedness, a flight attendant's CP and ERCS would increase. Lee et al. (2004) classified job embeddedness into two types, namely job embeddedness in the work and job embeddedness out of the work, and separately explored the behavior of employees' leaving their jobs within and out of the work. Sablinski, Mitchell, Lee, Burton, and Holtom (2002) divided job embeddedness into two levels: organization and community. They discussed employees' engagement behavior in terms of the perspective of the organization and community. According to Sablinski et al. (2002), job embeddedness includes organization (in-work) and community (out-of-work) factors, such as organizational connections, organizational adaptation, organizational sacrifice, community connections, community adaptation, and community sacrifices. The views of the aforementioned scholars are illustrated in Figure 1.

Figure 1: Dimensions of job embeddedness

Source: Holtom and Inderrieden (2006) and Mitchell et al. (2001)

According to the studies mentioned in this section, this study defines work mosaic as 'the closeness of the network of relationships between employees and all work-related situations inside and outside the organization.'

2.2. Job Satisfaction

The concept of job satisfaction originates from the Hawthorne Experiment conducted by Mayo (1927-1932), which defines employees' emotion and evaluation regarding their job, and the theory of Mayo (1927-1932) by Hoppock (1935). Most scholars have conducted their further research according to these two theories. Considerable research has been conducted on the topic of job satisfaction for more than 80 years.

Locke (1976) referred to job satisfaction as employees' positive or negative attitude toward their jobs. The higher the job satisfaction, the more positive is the employees' attitude toward their job. Moreover, according to Locke, four factors influence employees' job satisfaction: a challenging job; a fair salary; promotion prospects; and a good working environment with cordial colleagues and directors.

Spector (1977) viewed job satisfaction to be the overall attitude that an employee holds regarding their job. Usually, we can directly ask people's opinion on their jobs to evaluate their job satisfaction. Because there exist other factors related to the job, such as the superiors, colleagues, and salary, job satisfaction is currently mainly measured by five factors: the job characteristics, superiors, colleagues, salary, and overall organization. Buitendach and Witte (2005) believed that job satisfaction is used by employees to evaluate their job according to important factors that they value, which involve various feelings about their jobs. Crossley et al. (2007) indicated that compared with variants such as organizational commitment and job satisfaction, which scholars used previously, job embeddedness can better explain employees' intention to leave. Currently, scholars propose that job satisfaction includes various factors, such as the job itself, promotion rules, salary, satisfaction with superiors, and colleagues (Prosen, 2015). The definition of job satisfaction is also diversified into three dimensions: overall satisfaction, expectation discrepancy, and reference structure. Overall satisfaction is generated from the employees' attitude and feeling toward the job and job environment. It does not consider the level, reason, and process of job satisfaction (Prosen, 2015).

According to the aforementioned scholars' opinions, this study defines job satisfaction as employees' pleasure in understanding an individual's work achievements or the possibility that an individual's important value to the work can be realized.

2.3. Intention to Stay

Retention can be classified as organization retention and professional retention. Organization retention refers to employees continuing to work in the same organization, and professional retention refers to employees continuing to work in a specific professional field (Genevieve, 1990). Price (2001) indicated organization retention occurs because employees are willing to continue to work with their colleagues. In some studies, on the intention to stay, scholars have examined the factors that influence the resignation intention. Superficially, the resignation intention contradicts the intention to stay. A low resignation intention indicates to some extent a high intention to stay, and vice versa. However, the resignation intention cannot completely explain the intention to stay, and the two factors contain the inclusion relation to some extent. In essence, the resignation intention is a behavior tendency, whereas the intention to stay includes emotional option and expectation in addition to the behavior tendency. Hence, we regard the intention to stay as a degree of expectation after individuals perform a thorough consideration of their membership identity.

According to Kruat (1975), the intention to stay can be effectively used in predicting employees' resignation behavior. Therefore, the intention to stay and the factors affecting it require increased attention and discussion.

Abelson (1986) believed that turnover is a continuous process. At first, the employees' job satisfaction declines. They then tend to search for other job opportunities, assess the advantages and disadvantages of a new job compared with the current job, and make their final decision on whether to stay with or to leave the organization. According to Abelson, turnover is comprehensively influenced by the individual, organization, job, and environment. For example, a study on salespeople's resignation tendency indicated that employees would leave if they are unsatisfied with their jobs (Babakus, Emin, Cravens, Johnston, & Moncrief, 1999; Bhuian, Menguc, & Borsboom, 2005).

Cotton and Tuttle (1986) spent 5 years collecting a wide range of studies on job turnover. They used integrated analysis to analyze and sort out the reasons for employees' turnover, which mainly include external, work-related, and personal factors. Cotton and Tuttle confirmed that variables such as age, seniority, salary, overall job satisfaction, and perception of external job opportunities exhibited a very stable and consistent relationship with the turnover in each considered study. Thus, salary and benefits are very important factors affecting employee turnover. In this study, we examine whether these two factors affect the resignation or retention of auditing personnel of certification bodies.

3. Research Framework and Hypotheses

In this study, job embeddedness was set as the independent variable, the intention to stay was set as the dependent variable and job satisfaction was set as the mediator. The research structure is illustrated in Figure 2.

Figure 2: Research Framework

Table 1 presents the research hypotheses in this study.

Hypothesis		Content
H1	+	Positive effects of job embeddedness on the intention to stay
H2	+	Positive effects of job embeddedness on job satisfaction
H3	+	Positive effects of job satisfaction on the intention to stay
H4	M	Mediating effects of job satisfaction on job embeddedness and the intention to stay

Table 1: Research Hypotheses

4. Methodologies

4.1. Research Sampling

The Certification Body is a kind of the B2B Technology Service Industry which provide management systems are mainly engaged in the areas of quality, environment, information safety, food safety, vocational security, and resources...etc. According to the statistics of the Taiwan Accreditation Foundation (TAF), there are 22 certification body exist in Taiwan, among which the large-scale ones include SGS, BSI, TUV Rheinland, DNV-GL, LRQA, and BV... etc., And approximately 400 auditors work in certification body.

The samples were obtained from two sources: The International Register of Certificated Auditors (IRCA), which is a well-known English auditors' register, and the Taiwan Accreditation Foundation (TAF), which is a member of the International Accreditation Forum. The Taiwan Accreditation Foundation is a nonprofit third-party accreditation body whose operation conforms to ISO/IEC 17011. It accepts international peer assessment to ensure fair, objective, and independent service and is the most authoritative Accreditation Body in Taiwan.

In this research, the relevant questionnaires were collected in the paper format and online questionnaires. The research process involved visiting colleagues and business consultants or sending them letters.

4.2. Measurement

Questionnaires were used to collect field data in this study. <file:///C:/Users/vicky/AppData/Local/youdao/dict/Application/7.5.0.0/resultui/dict/?keyword=>

The 48 items of the questionnaire were divided into four parts. The first part comprised the job embeddedness scale with 22 questions. This study defines embeddedness as the 'closeness of the network of relationships between employees and all work-related contexts within and outside the organization.' The job embeddedness scale was based on a scale compiled by Mitchell et al. (2001) and Lee, Mitchell, Sablinski, Burton, and Holtom (2004) (Appendix 1). The second part comprised the job satisfaction scale with 12 questions (Appendix 2). Job satisfaction refers to the 'pleasant feelings that employees have toward their personal work achievements or the potential for personal realization of their work.' The job satisfaction scale was based on the Minnesota Satisfaction Questionnaire (MSQ) compiled by Weiss and Davis (1967). The MSQ scale is widely used by researchers. A total of 12 items were used in this study to test the internal job satisfaction. The third part comprised the intention to stay scale with four questions (Appendix 3). In this study, the intention to stay refers to 'the attitude and behavioral tendency of technical staffs to remain in their B2B technology service companies.' The questionnaire on the intention to stay was a revised form of the 'Employee Retention Scale' proposed by Turnley and Feldman (1998). The fourth part consisted of 12 questions on the personal basic information of the respondents, such as gender, age, marital status, housing status, family status, spouse's working status, working years, and seniority as a technical staff.

Except for the demographic variables, the other latent variables were measured using Likert's six-point scale. The six-point scale was used to avoid the tendency of questionnaire respondents to have a moderate response. <file:///C:/Users/vicky/AppData/Local/youdao/dict/Application/7.5.0.0/resultui/dict/?keyword=> respondents to have a moderate response.

5. Results

In this study, methods such as factor analysis, descriptive statistical analysis, reliability and validity analysis, correlation analysis, and regression analysis were applied to verify whether the proposed hypotheses were supported and to analyze and explain the research results.

5.1. Sample

In total, 250 questionnaires were distributed in this study, and 176 questionnaires were collected. After examination, nine invalid questionnaires were eliminated. A total of 167 valid questionnaires and 9 invalid questionnaires were obtained, and the effective return rate was 66.8 %.

According to the respondents' demographics, 124 of the 167 valid questionnaires were obtained from males (74.3%). The majority of the technical staffs were between the ages of 36 and 55 and were married (86.2%). Most technical staff had their own houses (88%). A total of 52.1% of the technical staff owned houses by taking bank loans, and 35.9% of the technical staff owned houses without taking bank loans.

We found that the percentage of full-time technical staff was 85.0%, and 40.2% of the technical staffs had worked for 11–20 years. However, approximately half of the technical staffs (53.3%) had worked in audit industry for less than 10 years. Most technical staffs in the sample were Lead Auditor (72.5%). Almost all the technical staffs had obtained professional qualifications. Only 4.8% of the technical staffs had not yet obtained professional qualifications. Some technical staffs (33.9%) also owned an international professional license.

5.2. Validity and Reliability Analysis

After collecting the data, the KMO and Bartlett tests, factor analysis, and reliability analysis were performed to determine for job embeddedness, job satisfaction, and the intention to stay.

5.2.1. KMO and Bartlett Tests

Factor analysis is not a universal method for all types of variables. Therefore, to determine the research variables of this study suitable for factor analysis, KMO sampling and Bartlett's sphericity test were used. KMO sampling is acceptable only when the KMO measure is equal to or higher than 0.6. Bartlett's sphericity test is mainly used to examine whether the correlation matrix has a common factor. When the result reaches a significant level, the variables are suitable for factor analysis.

As presented in Table 2, the KMO measure values for job embeddedness, job satisfaction, and the intention to stay were 0.889, 0.922, and 0.756, respectively, which are close to 1. The results of the Bartlett test also reached a significant level. Therefore, the aforementioned variables were suitable for factor analysis.

Job Embeddedness	KMO Measure of Sampling Adequacy		.889
	Bartlett Test	chi-squared test	1973.433
		df	231
		Significance	.000
Job Satisfaction	KMO measure of sampling adequacy		.922
	Bartlett Test	chi-squared test	1333.697
		df	66
		Significance	.000
Intention to Stay	KMO measure of sampling adequacy		.756
	Bartlett Test	chi-squared test	190.798
		df	6
		Significance	.000

Table 2: Results of KMO Sampling and the Bartlett Test

5.2.2. Factor Analysis

In this study, principal component analysis was used to analyze factors with the varimax (maximum variance) method and to extract important factors for the spinning axis. The criteria for determining the number of factors were as follows: the characteristic value is higher than 1, the factor load is higher than 0.45, and the cumulative explanatory variance of the variables is more than 50%.

After the 22 items of the work embeddedness scale were analyzed, four factors were found with eigenvalues higher than 1. The factor load of each item was higher than 0.45, and the cumulative interpretation variation reached 60.975%. Thus, the validity of the four factors was acceptable. The first factor was named 'work adaptation,' the second factor was named 'environmental adaptation,' the third factor was named 'work link,' and the fourth factor was named 'work sacrifice' (Appendix 1).

After the 12 items of the job satisfaction scale were analyzed, one factor was extracted, with an eigenvalue higher than 1, each item having a load higher than 0.45, and a cumulative explanatory variation of 58.867% (Appendix 2).

After the four items of the intention to stay scale were analyzed, one factor was extracted, with an eigenvalue higher than 1, each item having a load higher than 0.45, a cumulative explanatory variation of 60.051% or higher were extracted (Appendix 3).

5.2.3. Reliability Analysis

The reliability analysis in this study was based on the Cronbach's α coefficient proposed by Cronbach (1951). The reliability analysis results for the questionnaire are presented in Table 3. The values of Cronbach's α for the three scales (job embeddedness, job satisfaction, and the intention to stay) were above 0.7 except for the dimension of job link (0.527) and job sacrifice (0.573). The results indicated that the internal consistency between the scales and items was high and that the reliability was acceptable.

Scale	Dimension	ItemNo.	Dimension Cronbach α	Scale Cronbach α
Job Embeddedness	Job Adaptation	13	.931	.908
	Environmental Adaptation	5	.745	
	Job Link	2	.527*	
	Job Sacrifice	2	.573*	
Job Satisfaction	Job Satisfaction	12	.926	.926
Intention to Stay	Intention to Stay	4	.758	.758

Table 3: Reliability Analysis

*Notes: This Dimension Only Includes Two Items, and the Value of Cronbach A Is Relatively Low

5.3. Correlation Analysis

Pearson's correlation coefficient was used to test the three scales of job embeddedness, job satisfaction, and the intention to stay. The correlation degree of each variable is summarized in Table 4.

Dimension		1	2	3	4	5	6
Job Embeddedness	1.Job Adaptation	(.931)					
	2.Environmental Adaptation	.462**	(.745)				
	3.Job Link	.234**	.207**	(.527)			
	4.Job Sacrifice	.331**	.218**	.148	(.573)		
Job Satisfaction	5.Job Satisfaction	.755**	.464**	.298**	.337**	(.926)	
Intention to Stay	6.Intention to Stay	.644**	.261**	.130	.352**	.579**	(.758)

Table 4: Correlation Analysis Results

Notes: * $p < .05$; ** $p < .01$

According to the correlation matrix, job adaptation has a significant positive correlation with job satisfaction and the intention to stay, with correlation coefficients of 0.755 ($p < .01$) and 0.644 ($p < .01$), respectively. In the dimension of environmental adaptation, the correlation coefficients for job satisfaction and the intention to stay were 0.464 ($p < .01$) and 0.261 ($p < .01$), which indicates positive relations to environmental adaptation for both job satisfaction and the intention to stay. Job link is positively correlated with job satisfaction and the intention to stay. Job sacrifice is also positively related with job satisfaction and the intention to stay, with correlation coefficients of 0.337 ($p < .01$) and 0.352 ($p < .01$), respectively. Thus, the higher the degree of technical staffs' job embeddedness, the higher is the willingness to stay. Job satisfaction has a significant positive correlation with the intention to stay [correlation coefficient is 0.579 ($p < .01$)], which indicates that the higher the job satisfaction of technical staffs, the higher is the willingness to stay.

5.4. Regression Analysis

Single linear regression analysis was performed to explore the relationship among job embeddedness, job satisfaction, and the intention to stay for understanding the effect of the independent variables on the dependent variables and the level of their explanatory power or predictive ability. The results of regression analysis for each variable are presented in Tables 5–7.

The test results in Table 5 indicate that work embeddedness has a positive and significant influence on the intention to stay ($\beta=0.619$, $t=10.136$). In Model 1, job embeddedness was regarded as an independent variable and the intention to stay was regarded as the dependent variable. The regression analysis results for Model 1 provide evidence that the higher the level of a technical staff's job embeddedness, the higher is the degree of willingness to stay. Therefore, Hypothesis 1 is supported.

Model	Dependent Variable	Independent Variable	β	t value	R^2	F
1	Intention to Stay	Job Embeddedness	.619**	10.136	.384	102.739

Table 5: Regression Analysis of Job Embeddedness on the Intention to Stay

Notes: * $p < .05$; ** $p < .01$

The test results in Table 6 indicate that job embeddedness and job satisfaction are positively related. Job embeddedness has a positive and significant effect on job satisfaction ($\beta= 0.774$, $t=15.696$). In other words, job

embeddedness has explanatory power for job satisfaction. Thus, the higher the level of a technical staff's job embeddedness, the higher is the degree of job satisfaction. Consequently, Hypothesis 2 is supported.

Model	Dependent Variable	Independent Variable	β	t value	R^2	F
2	Job Satisfaction	Job Embeddedness	.774**	15.696	.599	246.374

Table 6: Regression Analysis of Job Embeddedness on Job Satisfaction

Notes: * $p < .05$; ** $p < .01$

The test results in Table 7 indicate that job satisfaction has a positive and significant influence on and strong explanatory power for intention to stay ($\beta = 0.579$, $t = 9.114$). The results also indicate that the higher the degree of job satisfaction perceived by the auditing staff, the higher is the willingness to stay. Thus, Hypothesis 3 is supported.

Model	Dependent Variable	Independent Variable	β	t value	R^2	F
3	Intention to Stay	Job Satisfaction	.579**	9.114	.335	83.067

Table 7: Regression Analysis of Job Satisfaction on the Intention to Stay

Notes: * $p < 0.05$; ** $p < 0.01$

5.5. Mediating Effect of Job Satisfaction

To explore the mediating effect of job satisfaction on job embeddedness, we conducted path analysis and regression analysis. The multiple regression model was used for analysis with job embeddedness and job satisfaction as the independent variables and the intention to stay as the dependent variable (Table 8). The results of the F-test indicated that the effects of the two independent variables on the dependent variable reached a significant level, which could explain the 40% variability.

Model		Non-Standardization Coefficient		Standardization coefficient	t	Significance
		B	SD	β		
4		.072	.398		.182	.856
	Job Embeddedness	.589	.131	.428**	4.512	.000
	Job Satisfaction	.327	.125	.248**	2.610	.000

Table 8: Regression Analysis for the Mediator

a. Dependent Variable: Intention to Stay; ** $p < .001$

Three paths influenced the analysis results of the intention to stay (Figure 3). The single regression model of job embeddedness and the intention to stay exhibited a standardization coefficient of 0.619 (Table 9), whereas in Model 4, the standardization coefficient of job embeddedness decreased to 0.428 (Table 12), which indicated the mediating effect of job satisfaction (Baron & Kenny, 1986). Therefore, Hypothesis 4 is supported.

Figure 3: Paths of Mediating Effect

6. Conclusion and Discussion

6.1. Empirical Contribution

Relevant academic papers and journals regarding job embeddedness have mostly focused on B2C industries, including nurses in community hospitals and staff of chain stores and banks. In Taiwan, studies on job embeddedness have mostly focused on personnel working in the field of financial insurance. No research has yet been conducted on the

relationship between job embeddedness and the intention to stay for technical staffs of certification body. In addition, to develop and complement some theoretical results on job embeddedness and the intention to stay, this research provides some recommendations to retain talented technical staffs in the B2B technology service industry.

This research results prove the following hypotheses: (1) The higher a technical staffs degree of job embeddedness is, the higher is the technical staff's intention to stay; (2) the higher a technical staffs degree of job embeddedness is, the higher is the technical staff's job satisfaction; (3) the higher a technical staffs' job satisfaction is, the higher is the technical staff's intention to stay; and (4) job satisfaction exerts an intermediate effect on job embeddedness and the intention to stay. The research hypotheses and verification results are summarized in Table 9.

	Research Hypotheses	Verification Results
Hypothesis 1	Job embeddedness positively influences the intention to stay	Supported
Hypothesis 2	Job embeddedness positively influences job satisfaction	Supported
Hypothesis 3	Job satisfaction positively influences the intention to stay	Supported
Hypothesis 4	Job satisfaction has an intermediate effect on job embeddedness and the intention to stay	Supported

Table 9: Research Hypotheses and Verification Results

According to the aforementioned research conclusions, the following suggestions are proposed. The B2B technology service industry can take measures to improve the degree of technical staffs' job embeddedness. These measures can include creating a harmonious working environment for technical staffs, building up colleague relationships under a strong atmosphere of humanism, providing technical staffs a feeling of home, making career development plans for technical staffs, caring about technical staffs' families, and offering strong aid and emotional assistance when a technical staffs' families experience difficulties. Through these measures, B2B technology service industry can increase the degree of technical staffs' job embeddedness. Technical staffs' intention to stay and their loyalty to the organization can be effectively enhanced through emotion, salary, and institution-related improvements. The B2B technology service industry can also adopt suitable measures to improve technical staffs' job satisfaction. Chou, C. M. (2014) research results showed that perceived value and value drivers are significantly different among services for the semiconductor manufacturing service providers. Line services have a more significant influence on customer satisfaction than support services. And we all know that job satisfaction directly influences customer satisfaction.

Many factors influence job satisfaction, such as a sense of fulfillment, self-identity, the job itself, promotion prospects, the salary, the working environment, the superiors, welfare, colleague relationships, the organization atmosphere, teamwork, self-esteem, personal values, the job pressure, and autonomy. The B2B technology service industry can implement improvement measures related to the working environment, interpersonal relationships, leadership, the salary, welfare, and career development to enhance technical staffs' job satisfaction in accordance with their traits. The B2B technology service industry should combine job satisfaction with job embeddedness to retain employees because job satisfaction can strengthen the weakening effect of job embeddedness on resignation willingness. The factors that influence job satisfaction are strongly linked with job embeddedness (Huang et al., 2017) the higher the job satisfaction is, the higher is the customer satisfaction and loyalty. Therefore, when struggles are encountered in improving technical staffs' job satisfaction, job embeddedness should also be strengthened simultaneously. The B2B technology service industry should emphasize job satisfaction and job embeddedness and build up an enterprise centered on employees, which can make the Technical Staffs feel cared about. The intention to stay can increase considerably only when employees' sense of belonging and loyalty improve.

6.2. Managerial Insights

In this study, the job embeddedness of technical staffs in Taiwan B2B technology service industry was analyzed. The aim of the discussion on practical managerial insights is mainly to help Taiwan B2B technology service industry to shape an environment that allows technical staffs to stay for a long time and grow with the organization. To retain the most talented technical staffs, B2B technology service industry must care for the technical staffs that they employ, treat Technical Staffs as the most important asset in the organization, and provide various types of compensation that meet the requirements of their technical staffs. The B2B technology service industry can use a welfare system to attract and retain talented technical staffs. Although moderate mobility can promote the metabolism of the organization and help improve efficiency, if the resignation rate is too high, the brain drain would result in the company suffering losses, low morale, insufficient labor, declining quality, and customer churn.

7. Limitations and Suggestions for Further Research

In this research, across-sectional investigation was used to analyze technical staffs' intention to stay and their performance in the B2B technology service industry. Therefore, the collected materials can only be used to understand the relationship among research variants in a certain period of time. The collected materials cannot be used to discuss the differences or causes and effects of phenomena in different periods.

The study participants evaluated questionnaire items on factors such as job embeddedness, job satisfaction, and the intention to stay in accordance with their cognition and experience, which may cause the problem of homologous

deviation. In future research, different material sources or research methods can be used to solve the problem created by homologous deviation.

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- lxxiv. International Organization for Standardization:<https://www.iso.org/home.html>

Appendix 1

Item	Sub item	No	Questions	Factor Loading	Eigenvalue	Variance Explained (%)	Total Variance Explained (%)
Job embeddedness	Job adaptation	18	This company has good welfare measures	0.823	6.869	31.223	31.223
		19	I believe the prospect of staying in this company is good	0.813			
		17	I am very satisfied with the salary I have received for my current job performance	0.808			
		16	I have a good promotion opportunity in this company	0.783			
		12	The allowance provided by this company outside the salary is very good	0.783			
		8	I am very suitable for the corporate culture of this company	0.751			
		6	Working at this company makes me feel that I am very valuable	0.747			
		9	I like my current assignment and responsibility in the company	0.716			
		13	I feel that my colleagues in the company respect me	0.656			
		5	I think that this company is very suitable for me	0.644			
		4	My work involves using my skills and talents	0.574			
		7	I like the current work schedule,including the job flexibility and commute time	0.546			
		22	I have a lot of flexibility in	0.504			

			the work space to decide what to do to achieve my goals				
Environm ental adaptation	2		The community environment I live in is very suitable for me	0.863	3.119	14.179	45.402
	1		I really like the place where I live now	0.821			
	3		My current living community has my favorite leisure activities, such as outdoor activities and art activities	0.625			
	11		There exists good security near the area where I currently live	0.617			
	10		It is very difficult for me to move to the current residential area	0.489			
Job link	20		I usually need to work with different work teams, such as QMS and EMS	0.798	1.758	7.991	53.393
	21		I often need to interact with different colleagues or clients during my normal work	0.771			
Job sacrifice	14		If you open this company, I will sacrifice a lot, such as salary, insurance, and pensions	0.736	1.668	7.582	60.975
	15		If you open this company, I will not face considerable loss	0.708			

Table 10: Job Embeddedness Scale and Factor Loading Analysis Result
Data Source: Mitchell Et Al. (2001) and Lee Et Al. (2004). R Stands For Reverse Coded Items

Appendix 2

Item	No.	Questions	Factor Loading	Eigenvalue	Variance Explained (%)	Total Variance Explained (%)
Job satisfaction	1	I feel that the current audit work is busy...	0.469	7.064	58.867	58.867
	2	The audit work gives me the opportunity to express my ability alone. I feel...	0.779			
	3	The audit work allows me to try different things. I feel...	0.784			
	4	The audit work allows me to get good evaluation and recognition among my colleagues. I feel...	0.733			
	5	The audit work will not violate my moral principles. I feel...	0.768			
	6	The audit work can provide me with a stable job opportunity. I feel...	0.794			
	7	The audit work provides the opportunity to serve others. I feel...	0.773			
	8	The audit work provides the opportunity to guide others. I feel...	0.771			
	9	The audit work provides me the opportunity to apply my professional auditing ability. I feel...	0.839			
	10	I am free to use my discretion in the audit work. I feel...	0.833			
	11	I can handle things in my own way in the audit work. I feel...	0.811			
	12	I feel a sense of accomplishment in the audit work. I feel...	0.803			

Table 11: Job Satisfaction Scale and Factor Loading Analysis Result
Data Source: The MSQ Scale

Appendix 3

Item	No	Questions	Factor Loading	Eigenvalue	Variance Explained (%)	Total Variance Explained (%)
Intention to stay	1	I will continue to work on the current audit	0.852	2.402	60.051	60.051
	2	If there are other job opportunities, I will consider leaving the current audit work (R)	0.844			
	3	I have never considered leaving this company	0.771			
	4	I am definitely not looking for a new job next year	0.608			

*Table 12: Intention to Stay Scale and Factor Loading Analysis Result**Data Source: Scales of Employees' Intention to Stay By Turnley and Feldman (1998). R Stands for Reverse Coded Items*