Job Embeddedness: An Exploratory study in selected Banking Industry in India

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Abstract
Retaining talent is a key success factor for a people-oriented business like banking in India. This sector is witnessing increased competition between domestic players and from foreign banks that are expanding their presence in the Indian market. In the present study job embeddedness as a useful retention construct is used and its antecedents like age, gender, qualification, community tenure and personality dispositional like need for achievement are studied using hierarchical linear regressions analysis. The major findings of the study are many like males reported greater on the job embeddedness than females and highly qualified employees were less embedded on the job. Further, the measure of Need for achievement was significantly related to on the job embeddedness. Similarly, long tenured employees with the city and older employees are embedded in the community more than the young employees and the less tenured city employees. From the study it is also found that need for achievement was significantly related to off-the-job embeddedness. Thus, it can be concluded that organizations have to select and manage people in a way that will lead to a higher probability that they will become embedded in the organization and community.

Key Words: Banking Industry, Tenure, On-the-Job Embeddedness, Off-the-Job Embeddedness, Need for Achievement

Introduction
The liberalization of Indian economy in 1991 witnessed sustained high-growth business. In a rapidly growing economy like India, acquiring, managing, and retaining talent are major issues (Som, 2010; Budhwar & Verma, 2010). There is a skewed demand-supply of talent which has caused severe competition among Indian corporations and multinational companies (MNCs) (Society for Human Resource Management [SHRM], 2008). The availability of such persons is far exceeded by the need for them. The main reason for this shortage of qualified applicants is its education system. In spite of the policy thrust on universalisation of primary education, less than 50% of secondary school students continue their college education and less than 10% of the relevant age group is enrolled in higher education, leading to a large unemployable population. More than 60% of Indian universities and 90% of colleges are of below-average standard where they teach curriculums lacking in business orientation. Colleges and universities that offer high standards have limited seating capacities as a result students face an uncertain future in terms of their employability (Rao & Verghese, 2009). Large discrepancy exists in the level of education at universities and colleges across the country. While some have an excellent reputation, others provide inadequate education expertise to prepare students, which makes them ineligible for organizational jobs. Consequently, foreign and local firms compete for the few highly qualified people, who have multiple jobs offers by different employers (Holtbrugge, Friedmann & Puck, 2010).
The young employees are neither engaged nor committed due to multiple offers in hand. The success indicators are high salaries, managerial roles, and ability to climb the corporate ladder. Therefore the stakes for Indian corporations to attract develop and retrain talent has become very high. Holtbrugge, Friedmann and Puck’s study (2010, as cited in Joshi, 2007, p. 6) “The challenge is not only to get the people in, but to keep them in”. (As cited in Brockett, 2006, p. 14) Both the foreign and domestic companies struggle equally with high rates of attrition, because Indian workers are aspirational and individualistic said Devyani Vaishampayan, regional human resources director for Asia-Pacific and the Middle East at BG Group. Consequently, retention is a key success factor of MNCs in India and of their HRM strategies in particular (Holtbrugge, Friedmann & Puck, 2010). Banking offers exciting career opportunities is the newspaper article adopted from the “Hindu Business Line” in April 11, 2011 is the on-line. The details of the article has been provided in the reference section.

Literature Review

Turnover models

For over 50 years, the ideas of March and Simon (1958) have been the basis for researchers and practitioners for studying the concept of turnover. They argued that voluntary employee departure results from a decision to participate, which was theorized to derive from two sub decisions about the perceived ease and desirability of movement (Lee, Mitchell, Wise & Fireman, 1996). Typically, researchers have studied the perceived ease of movement as the perceived number and type of job alternatives and have defined the perceived desirability of movement as an individual’s level of job satisfaction. The empirical evidence indicates a modest relationship between levels of satisfaction and turnover but an inconsistent relationship between the perceived number and type of alternatives and turnover. More recently, the prevailing theory and research on turnover have focused on quitting induced by lower levels of job satisfaction, with the intention to leave viewed as quitting’s immediate antecedent. Meta-analyses have indicated that the proportion of variance shared by levels of satisfaction and turnover is 3.6 percent, and the proportion shared by intention to leave and actual leaving is 12 percent (Hom & Griffeth, 1995). There have been many attempts to create a model to explain the process through which employees voluntarily leave an organization (Hulin, Roznowski, & Hachiya, 1985; Lee & Mitchell, 1994; Mitchell et al., 2001; Mobley, 1977) with only modest prediction in turnover, typically accounting for less than 5% to 25% of its variance (Hom & Griffeth, 1995).

1Banking offers exciting career opportunities is the newspaper article adopted from the “Hindu Business Line” in April 11, 2011 is the on-line. The details of the article has been provided in the reference section.
Management researchers have and are still investigating the reasons as to why people decide to stay in an organization. Mitchell, Holtom, Lee, Sablynski, and Erez (2001) have tried to answer why people stay by introducing the concept of JE. JE is a broad cluster of ideas along with accumulated, affective, and non-affective reasons that influence an employee’s choice to remain in a job (Holtom & O’Neill, 2004). Job embeddedness as a construct is still in its early stages of development. The present research contributes by filling the theoretical gap regarding antecedents to job embeddedness by conceptualizing, categorizing, and testing predictors. Second, it predicts and tests differential outcomes related to the antecedents of the two contextual sub-dimensions of the construct.

Job embeddedness

The term “embeddedness” has been used in the sociological literature to explain the process by which social relations influence and constrain economic action. This process reflects the idea of social networks as a constraint or “stuckness. It integrates many forces that binds a person to his job. The forces represented by the measure of job embeddedness are fairly heterogenous and the items are formative i.e the items cause embeddedness. Items under each dimension aggregate to form on the job and off the job aspects of one’s current state, and the dimensions in turn combine to become “Job Embeddedness” (Yao, Lee, Mitchell, Burton, & Sablynski, 2004). According to Holtom and O’Neil (2004) the key mediating construct between specific on the job and off the job factors and employee retention is job embeddedness. It focuses on the accumulated, affective and non affective reasons of employees remaining in the organization.

The critical aspects of job embeddedness are (1) the extent to which people have links to other people or activities, (2) the extent to which their jobs and communities are similar to or fit with the other aspects in their life spaces, and, (3) the ease with which links can be broken—what they would give up if they left, especially if they had to physically move to other cities or homes. There are three dimensions “links,” “fit,” and “sacrifice,” and they are important both on and off the job. The critical aspects of job embeddedness are a three-by-two matrix that suggests six dimensions: links, fit, and sacrifice associated with an individual’s organization and with his or her community. Links are characterized as formal or informal connections between a person and institutions or other people. Embeddedness suggests that a number of strands connect an employee and his or her family in a social, psychological, and financial web that includes work and non-work friends, groups, and the community and the physical environment in which he or she lives. The more the links are important between the person and the web, the more she or he is bound to job and organization. Fit is defined as an employee’s perceived compatibility or comfort with an organization and with his or her environment. Sacrifice captures the perceived cost of material or psychological benefits that may be forfeited by leaving a job. The more an employee would give up when leaving, the more difficult it will be for him or her to sever employment with the organization.

Holtom and Inderrieden (2006) drawing from their study of a sample of 5790 Graduate Management Admission Test Registrant Survey. The shock induced leavers have a statistically significant higher level of overall job embeddedness than non shock induced leavers and job embeddedness among stayers were higher than for both the shock induced leavers and for non shock induced leavers. The authors has called for future research in doing a robust test of the buffering effect of job embeddedness. Zatzick and Iverson (2006) found that off the job embeddedness decreases turnover, especially among women (Holtom et al., 2008). Interesting work by Allen (2006) was done which was tested on a sample consists of 259 employees of a large financial services organization. Results revealed that socialization tactics enable organizations to actively embed new employees. All six socialization tactics were positively correlated with on-the-job embeddedness, whereas none correlated with off-the-job embeddedness, possibly because off-the-job embeddedness is substantially related to employee retention only when turnover requires employees to leave a community. Investiture and serial tactics correlated negatively with turnover. On-
the job embeddedness partially mediated the effects of investiture socialization tactics on turnover. Embeddedness does not appear to mediate the relationship between serial tactics and turnover. Mallol, Holtom and Lee, (2007) did a study at two leading southeast Florida banks and found that while Hispanics exhibit different levels of job embeddedness from Caucasian workers, the job embeddedness model is a reliable predictor of employee retention in the organization is a statistically significant predictor of voluntary turnover among respondents of all races. Crossley, Bernett, Jex and Burnfield (2007) extended the research on Job embeddedness by examining how job embeddedness integrated into a traditional model of turnover. They did a survey on 306 cross section of employees and developed a global measure of Job embeddedness. Their findings suggested that decision process may be prohibited by J.E that often precede volitional separation and can be meaningfully integrate into traditional models of turnover.

A number of studies have argued that job embeddedness is a direct antecedent both of intent to quit and voluntary turnover and has found that job embeddedness has gone beyond job satisfaction and organizational commitment in predicting variance in individual turnover (Allen, 2006; Lee , Mitchell, Sablynski, Burton & Holtom, 2004 ; Mitchell et al., 2001; Ramesh & Gelfand,2010; Holtom & O’Neill, 2004:).

Ramesh and Gelfand (2010) demonstrated that different dimensions of job embeddedness predicted turnover in the United States and India. On the basis of individualism– collectivism theory, person–job fit was a significant predictor of lower turnover in the United States, whereas person– organization fit, organization links, and community links were significant predictors of lower turnover in India. The authors further found that family embeddedness predicts turnover above and beyond job embeddedness and found initial support for its utility in both the United States and India. Giosan Holtom and Watson (2005) in their study conceptualized and categorized the antecedents to job embeddedness. They used Griffeth , Hom & Gaertner (2000) comprehensive meta analysis as a guide and grouped the potential predictors as four broad categories namely demographic, personality and external environment. Since job embeddedness is subjective in nature the influence of personal characteristics and personality dispositional can really predict the true impact of embeddedness.

Personal Characteristics and Job Embeddedness

Age
Younger employees are more likely to take risks at the beginning of their careers. They are also more likely to accept positions that are below their abilities and expectations at the beginning of their career and move on to better jobs when those jobs become available. Meta-analytic research supports the negative age-turnover relationship (Griffeth et al. 2000).

Hypothesis 1(a) : Age is negatively related on and off the job embeddedness

Gender
Female workers traditionally have been seen as having a lower attachment to the labour force than men. However, in their meta-analysis, Griffeth et al. (2000) show only a negligible difference between men and women in terms of turnover (women are slightly more likely to leave their jobs than men).

Hypothesis 1(b) : Men are more strongly related to on and off the job embeddedness than women.

Education
Higher levels of education are likely to increase an individual’s turnover likelihood by increasing his/her opportunities. Moreover, an unobservable characteristic that could be associated with higher levels of education may be labeled ‘career mindedness’ (Royalty 1998). A career-minded individual would be more likely to take the risk of changing a job for potential improvements in his/her career.

Hypothesis 1(c) : Education is negatively correlated to on and off the job embeddedness.
Community tenure

While age may be a factor related to embeddedness, there will be cases in which a person, irrespective of age, has recently relocated. As such, his links with the community will not be well established, and the person would not be highly embedded. Time spent in the community, rather than age per se, may better predict embeddedness in such a case.

Hypothesis 1(d): Community tenure is positively correlated to on the and off the job embeddedness.

Personality dispositional

Need for Achievement:

Crossley et al. (2005) suggested that individual differences like need for achievement should be studied to relate impressions of being embedded. Yao et al. (2004) has recommended that the importance of different aspects of job embeddedness depend on characteristics of the group of people under investigation and by the interest of the investigator. Some potential variables for distinguishing groups qualified for different weights are industry, job complexity, general self-efficacy, need for achievement, personality (e.g., conscientiousness), and so forth.

NFA is one of three types of personality-based needs identified by McClelland (1953), with the others being need for affiliation and need for power. (Amyx & Alford, 2005). People with aroused achievement motives will act in ways that will help them to outperform someone else (who has a skill level the person hopes to attain), meet or surpass some standard of excellence, or do something unique. Definitions of what constitutes achievement differ by age, sex and culture, but what is constant across these groupings is the notion of doing something better (Schmidt & Frieze, 1997). NFA was found to be a significant and positive influence on organizational commitment among hospital employees, scientists, and engineers (Steers, 1977). A study was done by Morris and Snyder (1979) on 262 sample of employees holding permanent, nonacademic jobs at a Western University, where they found that NFA added value as an independent predictor of organizational commitment. A personality trait such as NFA taps into the motivation of people that may manifest through excelling at work or in an organization, NFA may influence multiple organizational outcomes, such as performance, goal acceptance, or organizational commitment. The researcher posits that need for achievement should correlate with job embeddedness. Steers (1977) have propagated that individuals come to organization with certain needs and desires, skills and so forth with an expectation that organization will utilize their abilities and satisfy the basic skills. People who has high need for achievement excel at work and organization thereby getting more recognition (both formal, e.g., salary, and informal, e.g. praise). They are satisfied, when they utilize their capacity to succeed and be judged by oneself and others on this success and base their self-regard on the successful development and utilization of talents and skills, which, in turn, should lead to increased sense of fit with the organization as well as a larger perceived sacrifice in leaving the organization.

Hypothesis 2: Need for achievement is positively correlated to on the and off the job embeddedness.

Method

Participants:

We surveyed full-time managerial cadre in the retail banking industry. Data was collected from 19 leading Indian banks (regional head offices only) which comprised of 9 Public Sector Undertaking (PSU) banks and 10 Private Sector banks. Survey invitations were circulated among 1056 employees, and responses were obtained from 550 employees (52% response rate). Surveys with missing data were dropped from the sample for a final sample size of 501. The first author circulated questionnaires to the employees personally. Confidentiality of responses was guaranteed by a letter on university letterhead.
Measures

Education was measured using nominal scale. Gender has been coded (1 = male and 0 = female). Tenure in the city and age was measured using simple fill in the blank questions.

Job Embeddedness

To assess job embeddedness the researcher used a 21-item measure of job embeddedness developed and validated by Holtom et al. (2006). In their measure of scale development study, the product-moment correlation showed a strong relationship between the original long form and the revised short form ($r = .92$) where after controlling for job satisfaction, the long-form measure of individual job embeddedness significantly predicted voluntary turnover ($p \leq .001$), as did the short-form measure ($p \leq .001$). Further, there was no difference for variance in turnover explained by the two forms of the instrument (Felps et al., 2009). The researcher have used the version used by Felps et al. (2009) where they have made changes in the dimension of link organization only, for measuring link organization instead of fill in the blanks item Likert scale was used ,this was done to ask questions with the same format as the others. This increases reliability for the subscale and overall scale (B.C. Holtom, personal communication, August 2011). The respondents indicated on a five-point scale the extent to which they agreed with the 18 items out of the 21 items, which were measured using 5-point Likert-type scales (1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree) and the other 3 items involved yes or no answers. Following Mitchell et al. (2001), the researcher created Z-scores for the yes and no questions. As did Lee and colleagues (2004), the researcher averaged items for on- and off-the-job embeddedness over their three sub dimensions into composite scores. ($\alpha$'s = .83 and .74, respectively). Thus, the composite equally weights the influence of the distinct dimensions. As explained by Tanova and Holtom (P.1560) ‘Job embeddedness is an aggregate multidimensional construct formed from its six dimensions. More specifically, its indicators are causes of embeddedness and not reflections.’ Thus, the measures that will be used to model job embeddedness are causal (and not effect) indicators. As quoted by Felps et al., 2009, p. 550 “Because individual job embeddedness is a formative (or indicator) construct, high internal consistency (e.g., as measured by coefficient alpha) and unidimensionality (e.g., as shown by one-factor-model superiority) are not the standards by which construct validity should be judged”. However, for descriptive purposes, the researcher notes that coefficient alpha was high.

Need for Achievement

Nine items developed and validated by (Eisenberger et al, 2005) was used to assess Need for achievement. In their measure of scale development study, a principal components analysis and screen plot on the need for achievement items indicated that the items formed a single factor that accounted for 49% of the total variance. Some of the items were as follows “I am pleased when I can take on added job responsibilities, “I am always looking for opportunities to improve my skills on the job.” “I want frequent feedback on how I am doing on the job.” “I get the most satisfaction when completing job assignments that are fairly difficult”. The items were measured with Likert-type items (1 = strongly disagree to 5 = strongly agree). The alpha reliability (using all the items) for the overall measure was ($\alpha$= .87 ). CFA results (table-1) showed that this variable is uni-dimensional.
Table 1: Factor structure of Need for Achievement (NFA)

<table>
<thead>
<tr>
<th>Items</th>
<th>Rotated Factor Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am pleased when I can take on added job responsibilities.</td>
<td>0.68</td>
</tr>
<tr>
<td>I am always looking for opportunities to improve my skills on the job</td>
<td>0.79</td>
</tr>
<tr>
<td>I like to set challenging goals for myself on the job</td>
<td>0.82</td>
</tr>
<tr>
<td>I enjoy situations at work where I am personally responsible for finding solutions to problems.</td>
<td>0.78</td>
</tr>
<tr>
<td>I try very hard to improve on my past performance at work.</td>
<td>0.77</td>
</tr>
<tr>
<td>I get the most satisfaction when completing job assignments that are fairly difficult</td>
<td>0.74</td>
</tr>
<tr>
<td>I want frequent feedback on how I am doing on the job.</td>
<td>0.57</td>
</tr>
<tr>
<td>I do my best work when my job assignments are fairly difficult.</td>
<td>0.70</td>
</tr>
<tr>
<td>I believe in taking moderate risks to get ahead at work.</td>
<td>0.55</td>
</tr>
<tr>
<td>Eigen values</td>
<td>4.62</td>
</tr>
<tr>
<td>Explained variance (%)</td>
<td>51.30</td>
</tr>
</tbody>
</table>

Table 2: Means, Standard Deviations, and Correlations of measures

<table>
<thead>
<tr>
<th>Sl No.</th>
<th>Variables</th>
<th>Mean</th>
<th>S. D</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Age</td>
<td>37.99</td>
<td>10.8</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Gender</td>
<td>0.82</td>
<td>0.39</td>
<td>0.32*</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>City tenure</td>
<td>7.49</td>
<td>9.59</td>
<td>-0.03</td>
<td>-0.02</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Education</td>
<td>3.70</td>
<td>0.50</td>
<td>-0.12*</td>
<td>-0.10*</td>
<td>-0.05</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>On the job</td>
<td>11.70</td>
<td>2.09</td>
<td>0.08</td>
<td>0.13*</td>
<td>0.05</td>
<td>0.16*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Off the job</td>
<td>8.64</td>
<td>1.92</td>
<td>0.22*</td>
<td>0.08</td>
<td>0.13*</td>
<td>0.00</td>
<td>0.47*</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Need for achievement</td>
<td>4.28</td>
<td>0.61</td>
<td>0.06</td>
<td>0.07</td>
<td>0.04</td>
<td>0.03</td>
<td>0.40*</td>
<td>0.26*</td>
</tr>
</tbody>
</table>
Results

Table 1 reports the means, standard deviations, and correlations of all variables. In general, our results showed significant correlations between dependent and independent variables.

Hypothesis 1 posits that demographic such as age is negatively related, males are more embedded than females education is negatively correlated and community tenure is positively related to on-the and off-the job embeddedness. As noted in Table 1 the product-moment correlation between demographic variables like age and on the job embeddedness is \((r=0.08, \text{n.s})\), gender and on the job embeddedness \((r = 0.13**, p<.01)\), education and on the job embeddedness \((r = -0.16**, p<.01)\) and community tenure and on the job embeddedness \((r=0.05, \text{n.s})\) and personality dispositional variable like Need for achievement and on the job embeddedness \((r = 0.40**, p<.01)\). Table 2 presents the results for hypothesis 1 viz. the relationship between demographic variables and on the job embeddedness. Hierarchical linear regressions were used, the statistical significance of the relationship between the demographic variable and the dependent variable on the Job embeddedness was \((R^2= 0.04)\). Although the variance was not significant the beta coefficient for gender and qualification was significant such that males reported greater on the job embeddedness than females and highly qualified employees were less embedded on the job. In the second step as proposed by hypothesis 2 Need for achievement was added and it was found to be significant \((R^2=.19)\). An additional 19.06 percent of the relationship was explained by Need for achievement. We found that the measure of Need for achievement was significantly related to on the job embeddedness \((\beta= .39, p <.001)\).

As noted in Table 1 the product-moment correlation between demographic variables like age and on the job embeddedness is \((r=0.08, \text{n.s})\), gender and on the job embeddedness \((r = 0.13**, p<.01)\), education and on the job embeddedness \((r = -0.16**, p<.01)\) and community tenure and on the job embeddedness \((r=0.05, \text{n.s})\) and personality dispositional variable like Need for achievement and on the job embeddedness \((r = 0.40**, p<.01)\). For off-the job embeddedness, the demographic variables control variables step 1 was \((R^2= 0.07)\), the coefficient for age, community tenure was significant such that long tenured employees with the city and older employees are embedded in the community more than the young employees and the less tenured city employees. In the second step as posited by hypothesis 2 Need for achievement was added and it was found to be significant \((R^2=.25, p < .001)\). An additional 24.03 percent of the relationship was explained by Need for achievement. We found that measure of Need for achievement was significantly related to off-the-job embeddedness \((\beta=.25, p <.001)\). Thus, data partially supports hypothesis 1 and fully supports Hypothesis 2.
Table 3 : Results of Regression Analyses Predicting Job Embeddedness

<table>
<thead>
<tr>
<th>Predictors</th>
<th>On-the-job embeddedness</th>
<th>Off-the-job embeddedness</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Model 1</td>
<td>Model 2</td>
</tr>
<tr>
<td>Gender</td>
<td>0.11*</td>
<td>0.08</td>
</tr>
<tr>
<td>Age</td>
<td>0.04</td>
<td>0.02</td>
</tr>
<tr>
<td>Tenure in the city</td>
<td>0.04</td>
<td>-.01</td>
</tr>
<tr>
<td>Education</td>
<td>-.14**</td>
<td>-.08**</td>
</tr>
<tr>
<td>Need for achievement</td>
<td></td>
<td>.39***</td>
</tr>
<tr>
<td>$R^2$</td>
<td>.04</td>
<td>.20</td>
</tr>
<tr>
<td>$\Delta R^2$</td>
<td>.03</td>
<td>.19</td>
</tr>
<tr>
<td>F</td>
<td>5.28***</td>
<td>23.96***</td>
</tr>
</tbody>
</table>

Notes: N= 501; * Standardized coefficients are shown
* $p < .05$, ** $p < .01$, *** $p < .001$

Discussion

This study highlights the importance of job embeddedness, not only as a predictor of turnover, but also as a guide to managers on retention policies. This research provides information on job embeddedness not previously available regarding the role played by need for achievement and the demographic variables like age, education, gender and community tenure.

The researcher concludes from the results of the analyses that stable individual factors that are sometimes used in organizational selection procedure are positively correlated with the job embeddedness in the organization. Thus, these findings provide added incentive for organizations to consider personality factors such as need for achievement. Personality dispositional variable like Need for achievement is helping to build both on- the and off- the job embeddedness. In competitive sectors like banking, it is desirable that managers possess the need for achievement attribute in adequate measures, and those possessing more of this attribute will perform well and produce better results for their organizations.

Contrary to Giosan et al. (2005), our study revealed that community tenure predicted off- the- job embeddedness. The finding implies that when an employee spends more time in a particular city he/she is enmeshed with the place because of non-work friends, they might love the weather, amenities, entertainment facilities or general culture of the location. Those with more links are likely to incur greater costs—whether financial, emotional, or psychological—in leaving their current place. (Mitchell et al., 2001; Holtom & O’Neill, 2004). However, the study did not find any significant relationship between community tenure and on- the job embeddedness, which implies that long tenure with the organization is not building friendship with the colleagues outside the organization. The results show that higher levels of education decreases organization embeddedness. This may be because higher levels of education is associated with career minded individual who is more likely to take the risk of changing a job for potential improvements in his/her career (Tanova and Holtom, 2008).

Older workers were found to be more embedded within their jobs than younger employees. Because they are more enmeshed with a lower need to change jobs, and are in general more committed to their organisations than younger workers (Cohen, 1991, 1993; Feldman, 2007). Moreover, they experience more difficulties in finding new jobs because they suffer from negative stereotyping and age discrimination (Posthuma & Campion, 2009). They also have better emotion regulation skills (Gross, Carstensen, Pasupathi, Tsai, Skorpen, & Hsu, 1997) and fewer alternatives on the labor market. Male were found to be more embedded on- the job than females which may be as explained.
By Donohue (1988), women’s higher quit rates were contingent on tenure, and suggested family-related reasons like pregnancy as an explanation for the increasing turnover hazard early in the tenure of their first job. Royalty (1998) found that the higher average turnover rate of women was largely due to the high turnover rate of less educated women (e.g., high school or less).

Limitations and Future Research Directions

Although the results of this study are promising, some caveats are in order. The scales used in this study were taken from the context of western countries. Our results are likely to be affected by our modification of these scales, which were made to conduct research on banking industry in India. Although we made minor changes to the scales to situate the research more firmly in the Indian context, we have to admit that more of an effort to develop indigenous scales is urgently needed for future research in India.

The results showed that Need for achievement and demographic variables like age, gender, education and community tenure related differently to on-the-job and off-the-job embeddedness, providing some evidence that responses are not merely the result of common method variance. Another limitation arises from the fact that we tested our model on a medium-sized sample drawn solely from banking enterprises in India, particularly from eastern India. Although we expect our findings to hold when applied to other industries and other countries, our exclusive focus on one industry and our moderate sample size remain a problem. Future research should employ larger sample sizes and examine other types of industries to cross-validate our model in different settings.

Despite these limitations, the study provides a new explanation for the relationship between demographic variables and personality dispositional variable like NFA that leads to specific employee behavior such as intention to quit, that in turn lead to specific employee behaviors beneficial to effectively implementing a given business strategy.

Conclusion

As job embeddedness is a useful retention construct, it is practical to study factors that will allow organizations to select and manage people in a way that will lead to a higher probability that they will become embedded in the organization and community. On the basis of this and prior research, we expect this to lead to a number of beneficial organizational outcomes such as lower intent to leave. In sum, the results presented herein suggest that by better understanding the antecedents to job embeddedness, organizations may be able to recruit and select people with a higher propensity to become job embedded.

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