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## Factors affecting job embeddedness of employees in IT sector: A review study

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### Abstract

The aim of the study is to learn about the several factors affecting job embeddedness of employees in IT sector of Northern India. The study uses existing literature review to learn about the job embeddedness and factors influenced it. This study focuses on job satisfaction, high performance work practices and intention to quit of employees working in IT sector. This review paper is based on the reviews of different studies, authors about to find out the various dimensions and factors influencing of the job embeddedness. The study has also explored some influencing demographic variables of job embeddedness such as age, gender, earning, education, employment, marital status, family type, etc. The findings of the study revealed that an employee who he/she is acquiescent with his current work is delineated by his soul of dedication for the fulfillment or achieving goals. This paper is based on various review papers.

**Keywords:** Employees, job embeddedness

### 1. Introduction

The term embeddedness was first used by Granovetter (1985) [7] which emphasized on the social relationship effect on the economic activities in sociology. Job Embeddedness refers to an exhaustive making conceptualized as the mixed various forces which keep an employee away from quitting his/her job (Burton *et al.* 2003) [28]. It is stated as a net or a web in which an individual can become stuck to the job (Mitchell *et al.* 2001) [16]. In these various intricate systems like commitment, organizational behaviour, interpersonal trust, and employees stay in their present jobs are also conditioned to the management as well as organization to explain the various continuous changing the management approach (Allen, 2006). According to Mitchell *et al.* (2001) [16] introduced by the job embeddedness model is appertinented with main three dimensions are represent the sum of organization and community factors of an individual. There are main three factors which affects the job embeddedness such as links, fit, and sacrifice. Furthermore these three sub-dimensions are recognized in the main two over-arching dimensions is employee's organization i.e. On-the-job and another is community i.e. Off-the-job are generative another six dimensions of the job embeddedness build: Links-community, links-organization, fit-community, fit-organization, sacrifice-community and sacrifice-organization. Mostly theories of voluntary turnover explain the reason of people quitting the organizations and job embeddedness explains the reasons of people staying at organizations. The term Embeddedness can also be appraised in relation to the community off-the-job embeddedness or an organization on-the-job embeddedness.

#### 1.1 Link

The term link is the connection between people or activities. Organization link and community link are the two factors of link. If the link is higher then, it represents high job embeddedness and vice-versa.

#### 1.2 Fit

The concept fit means how well the job and working environment suit an employee. It is referred as an employee perceive the congruence or amenities within an organization and also with the environment (Mitchell *et al.*) it is separated into two main factors: organization fit and community fit. More the individual's values, goals and personal views are aligned with the community or/and organization cultures, the higher the possibility an employee feel personally and professionally embedded in the any organization (Mitchell *et al.*, 2001) [16].

### 1.3 Sacrifice

The concept sacrifice is the third main factor of job embeddedness. It is referred as the psychological and fixing benefits which an employees can be let slip at any given time if he or she chooses to quit the any organization. It is the divided into two main factors: organizational sacrifice and community sacrifice. According to the (Shaw *et al.*, 1998) greater the organizational sacrifice, more arduous will be the decision to quit the organization.

## 2. Literature Review

### 2.1 Factors affecting Job Embeddedness

Employees perform a very significant role and facing various challenges in the IT sector. There is a spacious gap

in our understanding about how several factors influenced the job embeddedness. The main point of this review paper is how the factors influenced job embeddedness which enables the employees to behave in an innovator way. Several factors of job embeddedness such as job-related factors (i.e., complexity and autonomy), an individual factors (i.e., motivation and personality) (June *et al.*, 2013), and several factors (i.e., leadership and supervisor support) (Bruce and Scott, 1994, Ramamoorthy *et al.*, 2005; Yasir *et al.*, 2018) [24, 22, 29]. The present study is inceptive to overcome this huge interlude through examining the various factors influenced job embeddedness within in the community and in the organization.

**Table 1:** Factors affecting Job Embeddedness

Author(s) (Year), Country	Research Method	Demographic Variables	Factors of job embeddedness
Dechawatanapaisal, D. (2018) [4] Thailand	Empirical	Gender, Age and tenure	HR Practices i.e. Information sharing; Performance management, Career development, Rewards, Employee involvement, Training; Job satisfaction, Organizational job embeddedness; Quit intention
Heymans M., and Claes R. (2008) [23] Belgium	Empirical	Age of older workers	Human Resource practice such as recruitment, selection, training, evaluation, industrial relations, diversity management
Seymour J. and Gould-Williams (2016) [25] UK	Theoretical paper		High performance, High commitment, High involvement
Prieto I.M. and Santana M.P.P. (2013) Spain	Empirical	Number of employees, Years, company experience	HR practices (i.e. Staffing, Training, Compensation, Performance Appraisal, Job design, Participation); Supportive work environment (i.e. Management Support, Co-workers Support); Innovative work behaviour
Choi J.H. and Lee K.P., (2013) [2] Republic of Korea	Empirical	Age, Marital status, Education level, Monthly income, Gender	Job satisfaction, Perceived effectiveness, HR practices (HPWSs), Union presence, return on assets (ROA)
Molina D.C. <i>et al.</i> (2018) [19] Spain	Empirical	Gender, Tenure, Education,	Ability enhancing (Training, Personnel selection), Motivation enhancing (Internal promotion, Equity in fixed salary, Salary incentives, Assessment), Opportunity Enhancing (Job design, Teamwork Participation)
Fontinha R., <i>et al.</i> (2012) [6]	Exploratory, Confirmatory and Empirical.	-	Tenure client company, Tenure outsourcing company, Control focused HR Attributions, Commitment focused HR Attributions, Commitment client company, Commitment outsourcing company
Maden C. (2014) [12] Turkey	Empirical	Tenure, work experience, Education	Empowerment, Competence development, Information sharing, Recognition Fair reward
Tews M.J., <i>et al.</i> (2014) [15] USA	Empirical	Age, tenure, female and Caucasian, experience	Embeddedness, Fun activities, Manager support for Fun, Fun job responsibilities, Fun job responsibilities, Co-worker socializing, Weekend work, Praise and rewards, Perceived career opportunities
Dechawatanapaisal D. (2017) [3] Thailand	Empirical	Age, tenure	Generation, Job embeddedness, LMX quality, Self-efficacy, Turnover intention, Turnover behavior
Huang S.Y.B., and Lee C.J. (2019) [11] Taiwan	Empirical	Gender, Tenure, Education	Ethical Leadership, Job Embeddedness behavior development, Social Capital behavior development, Human Capital behavior development, Sales Performance
Lee H., <i>et al.</i> (2016) [8]	Empirical	-	Human resource practices i.e., Performance appraisal, Benefits, Compensation, Training and development) Organizational culture i.e., Vision, Innovation, Openness, Communication, Customer-focused, Work-life balance, Growth-oriented; organizational Commitment,
Katou A.A. (2015) [9] Greece	Empirical	Gender, Age, Size, experience, Seniority, Position,	Psychological contract, Employee promises, organizational performance, HRM climate
Obeidat S.M., <i>et al.</i> (2016) [20] Australia	Empirical	Working employees, company age, company ownership, Sector, turnover, absence.	Organizational Performance; Ability-enhancing Practices, Motivation enhancing Practices, Opportunity enhancing Practices HR-related responsibility
Xiu L., <i>et al.</i> (2017)	Empirical	CEO Gender, Years, Firm age, Number of employees, personalities	Organizational Strategic Flexibility, Firm Performance, Innovative HR practice, CSR accountability, CSR strategy
Renzo M.D., <i>et al.</i>	Empirical	Men, Age, Rank, Marital	Marine identity, Intra-unit relations, Turnover intention, Inter-

(2017) <sup>[5]</sup>		status	unit relations, Military activities, Embeddedness
Singh R. (2020) <sup>[27]</sup>	Empirical	Age, Gender and job tenure	Organisational trust, Perceived organisational support, Organisational embeddedness, Workplace deviance.
Mazidi A. K., <i>et al.</i> (2020) <sup>[14]</sup>	Empirical	-	Web browsing, Interacting, E-mailing, Cyber loafing, Job satisfaction, Internet addiction
Rahimnia F., <i>et al.</i> (2019) <sup>[21]</sup>	Empirical	-	Perceived job flexibility, Creative performance, Perceived job security, Job embeddedness
Martdianty F. <i>et al.</i> (2020) <sup>[13]</sup>	Empirical	Job role, Tenure, Gender, Age, Education,	managerial informality, cultural factors

### 3. Discussion

Through an extensive review of literature, one thing comes to know that the appraisal of an employee job embeddedness is a very intricate occurrence as it involves various factors that are to be itemized with. All the factors be relevant to the job have some important role to play in the fixation of employee embeddedness on-the job and off-the job. And also the level of satisfaction are varies in accordance with the different category of employees, income groups, levels of management, educational level, gender groups, age groups, and work experience and marital status and furthermore. If an employee is not satisfied with his present work then both the quantity and quality of his output will endure. The term of job-satisfaction gives happiness, effectively as well as efficiency and success in one's professional-activity in the organization as well as community. The main key of job embeddedness are truly motivate an employee's satisfaction in the work that they currently perform during the job in any organization and any institution.

#### 3.1 Job Embeddedness and Turnover Intention

The three main dimensions of job embeddedness which are embedded employees into their present jobs and keep away them from quitting the any institution or any organizations Mitchell *et al.* (2001) <sup>[17]</sup>. According to Mitchell *et al.*, 2001) <sup>[17]</sup> firstly the higher links or number of connections people has with other supervisors, team members, and others in the institution, the more she/he is limit to the organization as well as job, and so less likely to quit. Secondly, the most people career goals and objectives, personal values, as well as plans for the future fit with the environment and requisition of his or her straightaway job such as abilities, job related knowledge and skills, the greater that an employee will be feels personally as well as professionally tied to any institution or any organizations therefore less likely to quit (Mitchell *et al.*, 2001) <sup>[18]</sup>. Third, more fixing and psychological benefits such as bonuses, salary, pension, promotional opportunities, colleagues and friends) an employee would be sacrifice by quitting the most difficult task it will be for her or him to break the employment within any institution or any organizations (Mitchell *et al.*, 2001; Jenkins, & Gupta, Shaw, Delery, 1998) <sup>[18, 26]</sup>. Moreover, there would be a negative relationship between the term of job embeddedness and an employee intention to leave in any organizations as well as any institutions. An employee which are highly embedded in their present jobs, therefore the little likely they are to quit. Only because of connexion and employees have with other friends and colleagues in the organization i.e., links, or because of the congruence an employee acceded with their current jobs and any organization i.e., fit, or because of the benefits employees have to give up if leaving i.e., sacrifice, which enmeshed people into their current jobs and keep them away from

quitting the any organization. As per the results, therefore, revalidates the important role of job embeddedness in influenced an employee voluntary turnover in a country.

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