A STUDY ON THE LEVEL OF JOB EMBEDDEDNESS AMONG THE EMPLOYEES OF AN IT TRAINING FIRM

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ABSTRACT

Job Embeddedness (JE) theory is a relatively new perspective in turnover research. Although theoretical and empirical implications are encouraging, the construct of Job Embeddedness is still under development. The reason to take this up was because of the challenges that the topic was still under research and that it could help in exploring more. The objective of the study is to determine the factors that have contributed towards job embeddedness. The research was purely qualitative wherein surveys were conducted with samples consisting of employees from the organization. Retention factors such as relevancy in job, links to the organization and community, sacrifices that have to be made while making a job shift have significant contribution towards job embeddedness. Out of all the factors, organizational fit, organizational sacrifice and community fit have topped the list as predictor of the employees' sense of job embeddedness.

Key Words: *Job Embeddedness (JE), Organizational Fit (OF), Organizational Link (OL), Organizational Sacrifice (OS), Community Fit (CF), Community Link (CL).*

1. INTRODUCTION

Job Embeddedness (JE) represents a broad constellation of influences on employee retention. The critical aspects of job embeddedness are (a) the extent to which people have links to other people or activities, (b) the extent to which their job and community are similar to or fit with the other aspects in their life space and, (c) the ease with which links can be broken—what they would give up if they left, especially if they had to physically move to another city or home. These three dimensions are called links, fit and sacrifice and they are important both on and off the job. This 3 x 2 matrix suggests 6 dimensions: link, fit and sacrifice in the organization and in the 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, the community, and the physical environment in which he or she lives. The higher the number of links between the person and the web, the more an employee is bound to the job and the organization.

Fit is defined as an employee's perceived compatibility or comfort with an organization and with his or her environment. An employee's personal values, career goals and plans for the future must "fit" with the larger corporate culture and the demands of his or her immediate job (Job knowledge, Skills and Abilities).

Sacrifice captures the perceived cost of material or psychological benefits that may be forfeited by leaving one's job. For example, leaving an organization likely promises personal losses (e.g., giving up colleagues, interesting projects or pleasant perks). The more an employee gives up when leaving, the more difficult it is to sever employment with the organization.

2. OBJECTIVES OF THE STUDY

- To determine the level of job embeddedness among the employees of an IT Training firm

- To confirm the factors that contributes towards job embeddedness

- To know whether demographic variables have their impact on Job Embeddedness

3. LITERATURE REVIEW

Terence R. Mitchell et al in his paper "Why People Stay: Using Job Embeddedness to Predict Voluntary Turnover" has assessed the factors from on and off the job about job embeddedness. It includes an individual's (a) links to other people, teams and groups, (b) perception of their fit with their job, organization and community and (c) what they would have to sacrifice if they left their job. Data were collected from two different organizations such as a grocery store chain and a community based hospital. At Grocery Store Chain, surveys were distributed to 700 randomly selected grocery employees from 8 stores in March 1998. But, 177 valid responses were only analyzed. For Hospitals, 500 surveys were sent and 208 valid responses were received for analysis with a response rate of 46.4%. Results showed that there is a negative correlation between job embeddedness and intention to leave the organization or voluntary turnover. Also, job embeddedness significantly improves the prediction of turnover. In summary, this study suggested some new ways to think about employee retention.

4. METHOD

4.1 Profile of the Respondents

The employees of the organization have been taken for the study. Majority of the respondents falls under the age group of 18 to 25 years (40.3 percent) followed by 26 to 35 years (36.4 percent). In gender classification male (53.9 percent) takes a higher response. It shows their interest towards their job. In salary classification, respondents who earn 1 to 2 lakhs p.a are high (33.1 percent) followed by the respondents who earn 2 to 3 lakhs pa. (29.9 percent). It clearly indicates that the salary is also an indicator for job embeddedness. While considering living, most of the respondents (57.1) donot own the home they live and it indicates that there are other factors that influence those employees to stay in their organization. Also, while looking at the experience classification, the respondents who have experience of 1 to 2 years are high (47.4 percent), followed by respondents who have less than an year of experience (37.0 percent). This study results are based on demographic variables. It still have scope for other variables also.

Table – 1: Profile of the respondents

Characteristics	Percentage n=154		Characteristics	Percentage n=154
Gender			**Salary (in lakhs pa)**	
Male	53.9		<1	11.0
Female	46.1		1-2	33.1
			2-3	29.9
			Above 3	26.0
Age (in years)			**Experience (in years)**	
18-25	40.3		<1	37.0
26-35	36.4		1-2	47.4
36-45	14.9		2-3	14.3
46 & Above	8.4		Above 3	1.3

4.2 Survey Instrument

To guide our investigation, we have done a descriptive research. The questionnaire used in this study is finalized after doing a pilot study with 30 respondents. The first section consisted 11 items of demographic data such as gender, age, years of experience, marital status, salary, etc. The second section consisted 20 items to capture the various factors that influence job embeddedness. The question were mostly placed in 5 point Likert Scale.

4.3 Samples Design

With relevant to the objective of the study, the employees of an IT Training Sector were selected as the study area. The census method was adopted for the purpose of data collection. Since the population size of the organization is itself less, the whole population size has been taken for the study, which results in the census method. The number of respondents was 154 and the questionnaire was distributed for the same.

4.4 Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) is a multivariate statistical procedure that is used to test how well the measured variables represent the number of constructs. In Confirmatory Factor Analysis, researchers can specify the number of factors required in the data and which measured variable is related to which latent variable. CFA is a tool that is used to confirm or reject the measurement theory.

The general purposes of CFA are

- Defining individual construct
- Developing the overall measurement model theory
- Designing a study to produce the empirical results
- Assessing the measurement model validity

Among these purposes, assessing the measurement model validity is the most considered purpose in this study. Assessing the measurement model validity occurs when the theoretical measurement model is compared with the reality model to see how well the data fits. To check the measurement model validity, a number of statistics like RMR, GFI, NFI, RMSEA are used. The various statistical software used for CFA are AMOS, LISREL, EQS and

SAS. In this study, AMOS software is used, in which visual paths are manually drawn on the graphic window and analysis is performed.

4.4.1 Confirmatory Factor Analysis for this study

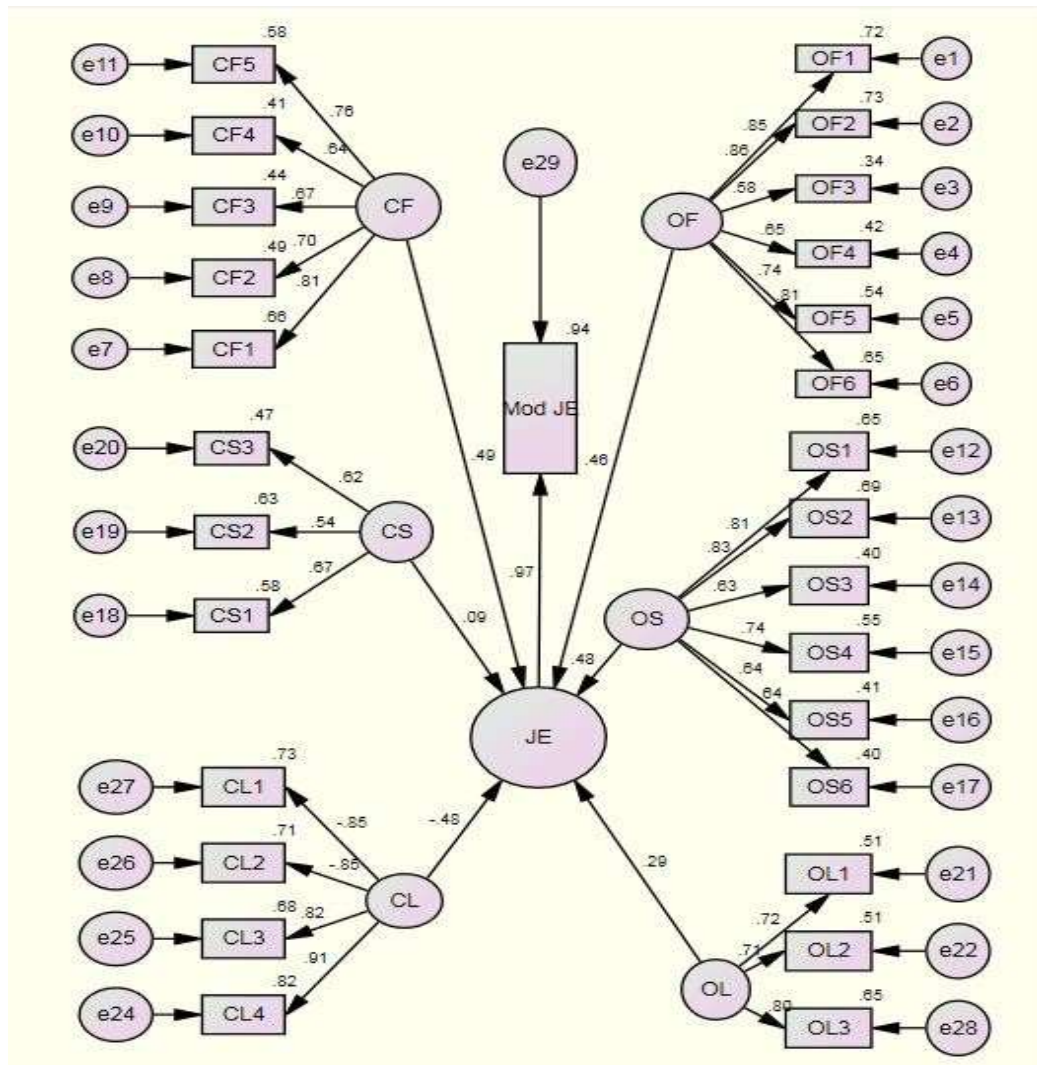The AMOS output for the Confirmatory Factor Analysis is shown in the below figure.

Fig - 1: AMOS output for CFA

4.5 Discussion and Implications

From the above diagram (4.6), it could be inferred that, the null hypothesis of good fit is not accepted. The fit indices are OK. GFI value (0.931) exceeds 0.9, CFI value (0.941) does not quite reach the 0.95 standard, and RMSEA value (.06) is between good (.05) and adequate (.08). Hence through confirmatory factor analysis, the six

factors (Organizational Fit, Community Fit, Organizational Sacrifice, Community Sacrifice, Organizational Link and Community Link) that contribute towards job embeddedness are found to be fit with the model.

This study has clearly shown that the female employees of the studied firm are found to have low level of job embeddedness when compared to male employees. Hence, the management can initiate steps to improve the job embeddedness of female employees. It can be achieved through providing additional non-statutory benefits. It can be provision of crèches, family get-together and maternity leave.

5. CONCLUSION

From the entire study, it is evidently proven that job embeddedness is a strong factor to measure the employees' attachment towards their organization. On the other hand, the management can also measure the other hidden factors, such as employee attendance, retention and performance. Job embeddedness covers a broad range of ideas that influence employee retention. Gender has a major influence on the overall job embeddedness.

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