

HRD Role In increasing Employment Opportunity

Dr.C.Muralikumar*

Abstract

Employees are the key resources of organizational success. Developing and maintaining job embeddedness is a cornerstone success in the workplace. The purpose of this research study is to analyze selected antecedents of job embeddedness. role ambiguity, training, and demographics (age groups, gender and education) were identified from the extant literature as the selected antecedents for this study. An in-depth statistical analysis of the job embeddedness sub-dimensions was conducted in relation to the selected antecedents. Questionnaires were administered among the employees working in the private banks in Egypt. results revealed a negative relationship between role ambiguity and job embeddedness, a positive relationship between training and job embeddedness, elder employees held higher level of embeddedness compared to young employees, females possessed higher level of embeddedness compared to males, and no significant differences among the various education levels and job embeddedness.

KeyWords: Job embeddedness, role ambiguity, training, gender differences

Introduction

Why do employees leave their jobs? What makes them willing to stay? What ties them to the organization? What pushes them away? researchers are still wondering and investigating the reasons behind employees' decisions to leave or to stay. costs incurred by organizations as a result of employees leaving their jobs are aggregate. Employees depart organizations carrying the knowledge and experience with them. Accordingly, the costs of workforce mobility are becoming a major issue of concern. Organizations are exerting collective efforts towards the retention of talented and qualified workforce. of employees quitting their jobs are direct and indirect as; recruitment, selection, training and above all the losses of know-how acquired through the learning curves of work processes. retaining talent is a key success indicator not only for people oriented organizations but also to all organizations. Employers seize every opportunity to save the direct and the indirect costs of employees' leaving the organization. Qualified and talented workforce is the organizational critical resource through which competitive advantage is developed. As such uncontrolled employees' leaves interrupt social and communication networks as well as reducing the level of commitment and unity of those who stay (moblely, 1982; Staw 1980). study explores selected antecedents of job embeddedness literature namely; role ambiguity, training, and demographics (age groups, gender and education). Private Banks

* Assistant Professor, Department of Business Administration, Annamalai University

in Egypt were targeted and self-administered questionnaires were distributed among employees working in the head offices of these banks. results and discussion as well as managerial implications were addressed.

Literature Review

JOB EMBEDDEDNESS

The origins of job embeddedness was first addressed by Granovetter (1985) as an emphasis of how social interactions influence economic activities in sociology literature. Sociologists viewed job embeddedness as the process by which social relations influence and constrain economic action (Granovetter, 1985; Uzzi, 1997). According to this perspective, it is a binding barrier that restricts and constraints employees from leaving the organization. it is the tie up force that could keep employees away from leaving the organization. On the contrary, job embeddedness in the Organization Behavior literature focuses on employees staying on the job with the potential of decreasing the opportunity to leave. Job embeddedness is “a broad set of influences on employee’s decision to stay on the job” (Holtom & inderrieden, 2006a, p.319). Job embeddedness represents a mix of variables that influence an employee’s decision to remain or leave the organization. it is like a high dam that keeps employees far away from leaving or quitting the organization. in the original conceptualization of job embeddedness (mitchell, Holtom, Lee, Sablynski & Erez, 2001) expressed the influences of job embeddedness as a web or a net in which a person gets stuck and identified two main sub- dimensions namely; work-related forces that tie an individual to the organization (link, fit, sacrifice) and community-related factors that bind the employee to his/her surrounding community. This 2x3 matrix generated six dimensions of job embeddedness construct (links – organization, fit – organization, sacrifice – organization) and (links – community, fit – community, sacrifice – community). The three dimensions; link, fit and sacrifice determine the extent to which employees are connected to their organizations and community (Oyler, 2007). Shocks were addressed by (mitchell et.al. 2001a) as the events and the reasons behind employees leaving their jobs. The readiness to leave the organization when a “shock-event” occurs relies mainly on the level of employee’s attachment to the organization and the degree of satisfaction that he/she finds. The researcher defines job embeddedness as a multi-dimensional construct that promotes an employee’s retention to the organization. The three main dimensions/influences that constitute job embeddedness are links; fit and sacrifice are explained hereafter.

- **Links:** “formal or informal connections between an employee and institutions or people” (Holtom et al., 2006a, p.319). Links are the employees’ formal and informal ties to other individual or groups at work. These ties hold them back from departing (mitchelle et al., 2001). The job links include links that may foster staying (Allen, 2006); through the adoption of normative pressures (maertz, Stevens & Campion, 2003). Employees suffer from costs of rearrangement of links upon leaving their jobs as they suffer in their homes and lives. Examples of links include; close relationships with family and friends, marital status, number of children who require care, hobbies, tenure in the organization, degree of workplace friendship, and tenure in the current position.

- **Fit:** represents the sense of feeling compatible with the job and the working environment. Oyer (2007) addressed fit as the degree of harmony between the individual and the organization. A better fit means a higher level of satisfaction and commitment (Holtom, Mitchell & Lee, 2006b). In this respect, employees' convictions, career plans and goals as well as future orientation must be consistent with organization culture, job knowledge and skills.
- **Sacrifice:** "the perceived costs of material or psychological benefits that are forfeited by organizational departure (Holtom et al., 2006a, p.319-320). Sacrifice is what holds employees from departing as they are likely to encounter loss of physical and psychological benefits by leaving the organizations or communities. Sacrifice includes personal loss of leaving good connections, compensation offerings, the things that employees give up on like loss of travel opportunities, overseas training, and a supportive boss (Shaw, Delery, Jenkins & Gupta, 1998). Several outcomes of job embeddedness have been addressed in the literature as organization citizenship behavior (Lee, Mitchell, Sablinski, Burton & Holtom, 2004; Sekiguchi, Burton & Sablinski, 2008; Wijayanto & Kismono, 2004), job performance (Holtom et al., 2006a), in-role and extra-role performance, counterproductive behavior and absenteeism (Lee, Burch & Mitchell, 2014; Lee et al., 2004; Ng & Feldman, 2009), perceived organizational support and supervisor support (Giosan, Holtom & Watson, 2005). It is worth mentioning that intention to leave has been conceptualized as one of the significant outcomes of job embeddedness (Holtom & O'Neil, 2004; Lee et al., 2004; Sun, Zhao, Yang, & Fan, 2012).

ROLE AMBIGUITY

Role ambiguity is the absence of clear, organized and consistent information to a certain job inside the organization to execute tasks and responsibilities effectively (Kahn, Wolfe, Quinn, Snoek & Rosenthal, 1964). Role ambiguity is a lack of transparency and clarity of an employee's expected outcomes and behavioral requirements to fulfill these outcomes (Rizzo, House & Lirtzman, 1970). It has been found that role ambiguity is connected directly with anxiety (Katz & Kahn, 1978). Research results showed that lack of role clarity. This in return would result in frustrated employees as they tend to feel lost among the required tasks and duties could trap employees into trial and error behavior patterns to meet the desired targets leading to lower levels of performance (Rizzo et al., 1970).

TRAINING

Training presents a prime opportunity to expand the knowledge base of all employees. Training is an indicator of management commitment to quality performance (Babakus, Yavas, Karatepe & Avci, 2003; Karatepe & Karadas, 2012). Training has been always viewed as the organization continued attempt to enhance the development of its employees on both the personal and the organizational perspectives. It is a common strategy for retention and stability (Shaw, Delery, Jenkins & Gupta, 1998). Providing the necessary training creates knowledgeable staff that possesses new skills which in return improve production, reduce production costs, reduce mistakes, build confidence, and create a better working environment.

Research Methodology

Research Objective

Study aims to analyze the antecedents of job embeddedness construct namely; role ambiguity, training and demographics (age, gender and education).

Procedure

researcher collected data from employees working in the head offices of the private banks in Cairo, Giza and Alexandria governorates, Egypt. The management heads of these banks were contacted through a signed letter that elaborated the purpose of the study and requested the permission of data collection through the questionnaires. Top management agreed to distribute the questionnaires electronically over the emails. in order to minimize the common method variance (CmV) issues, (Podsakoff, mackenzie & Podsakoff, 2012; Podsakoff, macKenzie, Lee & Podsakoff, 2003) ex-ante procedural remedies were adopted. CmV remedies included stating on the questionnaire clearly the reassurance of anonymity and confidentiality of collected information, all the statements were positively stated in order to reduce apprehension, mixing the order of questionnaire questions, and improving the scale items by providing examples and illustrations.

Participants

private banks were the selected sector for the purpose of the study as it represents one of the most significant sectors to the Egyptian economy. An insight on previously published data about private banks revealed that most of the employees working in this sector share a relative degree of homogeneity particularly in the educational background as well as relatively similar salaries and compensation packages. The total numbers of employees working in the head offices in Cairo, Giza and Alexandria governorates is 3500 employees. Due to the inability to reach the total population, proportion stratified random sample was used. A number of 800 questionnaires were distributed.

returned complete and valid responses were 600 questionnaires with a response rate 75 %.

Research Measures

All the research constructs were measured by well-established scales used in the extant research. Job embeddedness was measured by (Holtom et al., 2006a) composite scale that combines separate empirical indicators into a single measure. This scale was selected for the purpose of the study as composite measures are good reflectors of complex concepts more adequately than single indicators. Training was measured by (Boshoff & Allen, 2000) scale. While, role ambiguity was assessed by (rizzo et al., 1970) scale.

Research Hypotheses

research hypotheses were developed based on previous studies findings and direction for future research. Griffeth, Hom and Gaertner's (2000), meta-analysis study identified four broad categories of job embeddedness antecedents namely; demographic, personality, organizational and external environment. review of current literature revealed a paucity of studies exploring the antecedents of job embeddedness and demographics specifically in Egypt. selected antecedents for this study are demographics (age, gender, and education), organizational (training and role ambiguity). study focuses on analyzing these selected antecedents of job embeddedness and its subdimensions.

AGE

Wang and Shi (2007) studied the relationship between age and job embeddedness and found that employees aged (41-50) possessed the lowest levels of job embeddedness, while (Griffeth et al., 2010) found that young people are more likely to enjoy a high level of risk-taking than elder people thus, they hold a lower level of job embeddedness towards their organizations. The researcher agrees with the research findings of (Griffeth et al., 2010); hence the first hypothesis is developed as:

GENDER

females have been viewed to be less attached to their organizations than males. Griffeth et al. (2000) found no significant differences held among males and females in terms of the level of job embeddedness they possessed. Ng and Feldman (2011) found that women had higher perceptions of organizational embeddedness than men. The researcher perceives the findings of (Ng & Feldman, 2011) to be more applicable on the Egyptian organizations; hence the second hypothesis is posed as:

H2: It is expected females will enjoy a higher level of job embeddedness than males

EDUCATION

Employees who possessed high levels of education tend to be less attached to their jobs. This is attributed to the likelihood of increasing their opportunities of open career gates. Royalty (1998) explained that education creates broad-minded and career driven employees that in return reduces the level of attachment and ties to a given organization.

H3: It is expected that there will be a negative relationship between education and job embeddedness.

ROLE AMBIGUITY

Role ambiguity is one of the factors that could lead to exasperated employees with a sense of feeling unaware of the expected outcomes. It has been shown to be negatively related to turnover and job embeddedness (Griffeth et al., 2000) specifically the organizational dimension of job embeddedness.

H4: It is expected that there will be a negative relationship between role ambiguity and job embeddedness.

TRAINING

Training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job. Training process molds the thinking of employees and leads to enhancing their quality performance. It is a continuous and never-ending process in nature. Previous studies showed a positive relationship between training and job embeddedness (Bergiel, Nguyen, Clenney & Taylor, 2009; Davidson, McPhail & Barry, 2011; Poulston, 2008; Yang, Wan & Fu, 2012).

STATISTICAL RESULTS AND ANALYSIS

This section presents the statistical results of the research hypotheses. All the research hypotheses are analyzed with regard to the dimensions of job embeddedness (fit, Link and Sacrifice).

SCALE VALIDITY AND RELIABILITY: A pilot study was conducted on a number of 50 participants to check the validity and reliability of the scales. Results revealed that all the selected scales are valid and reliable with Cronbach Alpha (0.872-0.957) at 0.01 level of significance, and that they are appropriate for the purpose of the study.

Demographic Characteristics: Table 1 shows the collected demographic characteristics of the research sample.

Table 1: Demographic characteristics of the study

Demographic Variables	Details	Frequency	%
Gender	Male	405	67.5
	Female	195	32.5
Age Groups	20- 29	152	25.3
	30- 39	276	46
	40- 49	127	21.2
	Above 50	45	7.5
Education Level	University Graduate	427	71.2
	Professional Diploma Holder	132	22
	MBA Holder	16	2.7
	DBA Holder	25	4.2

Hypothesis Number One: It is expected that young employees will hold a lower level of job embeddedness compared to elder employees.

One-way ANOVA test results are presented in the Table 2:

Table 2. results of one-way ANOVA (Age groups and job embeddedness)

Age Group	Age Groups			
	20-	30-	40-	Above 50
20-	3.700 ₁ (0.073) ₂	0.141 ₃	0.218 ₃	0.263 ₃
30-		3.529 ₁ (0.063) ₂	0.358 ₄	0.405 ₄
40-			3.887 ₁ (0.098) ₂	0.047 ₃
Above 50				3.934 ₁ (0.162) ₂
F-ratio= 4.577, dF=(3,596) Sig=0.003, Sig at 0.01, p<0.01				

1: denote the mean value for each group

2: denote the standard error (S.E) for each group

3: Denote the mean differences between two intersected groups

4: Denote the existing differences between two groups

- Based on the above results and through running Tukey test, differences among the different age groups are seen specifically within the groups (40-) and (Above 50) with regard to the level of job embeddedness held among them.

Results of Age Groups and Job Embeddedness-Fit Sub-dimension

Table 3: results of one-way ANOVA (Age groups and job embeddedness-fit)

Fit Sub-Dimension	Age Group	Age Groups				F - ratio (df)	Sig. F
		20-	30-	40-	Above 50		
Fit - Organization	20-	3.594, (0.094) ₂	0.030, 0.069	0.351, 0.381 ₁	0.420, 0.451 ₁	4.879 (3,596)	0.002 p<0.01
	30-			3.945 (0.096)	0.069		
	40-				4.015 (0.158)		
	Above 50						
Fit - Community	20-	3.811 (0.078)	0.245, 0.069	0.092, 0.336 ₁	0.122, 0.367 ₁	3.816 (3,596)	0.010 p <0.01
	30-			3.903 (0.103)	0.03		
	40-				3.933 (0.169)		
	Above 50						
Fit	20-	3.703 (0.076)	0.137, 0.064	0.221, 0.359 ₁	0.271, 0.409 ₁	4.501 (3,596)	0.004 p <0.01
	30-			3.924 (0.098)	0.05		
	40-				3.974 (0.162)		
	Above 50						

1: Denote the mean value for each group

2: Denote the standard error (S.E) for each group

3: Denote the mean differences between two intersected groups

4: Denote the existing differences between two groups

- Based on the above results and through running Tukey test, differences among the different age groups are seen specifically within the groups elder age specifically the fit-organization dimension with respect to the age group

(above 50)

Results of Age Groups and Job Embeddedness-Links Sub-dimension

Table 4: results of one-way ANOVA (Age groups and job embeddedness-links)

Links Sub-Dimension	Age Group	Age Groups				F - ratio (df)	Sig. F
		20-	30-	40-	Above 50		
Links - Organization	20-	3.674 ₁	0.161 ₂	0.241 ₃	0.298 ₄	5.080 (3,596)	0.002 p<0.01
		(0.082) ₂					
	30-		3.514 ₁	0.402 ₂	0.458 ₃		
		(0.069) ₂					
40-			3.915 ₁	0.057 ₂			
	(0.100) ₂						
Above 50				3.972 ₁	(0.166) ₂		
Links - Community	20-	3.489 ₁	0.055 ₂	0.291 ₃	0.328 ₄	4.376 (3,596)	0.005 p <0.01
		(0.081) ₂					
	30-		3.433 ₁	0.347 ₂	0.384 ₃		
		(0.064) ₂					
40-			3.780 ₁	0.037 ₂			
	(0.094) ₂						
Above 50				3.817 ₁	(0.153) ₂		
Links	20-	3.581 ₁	0.108 ₂	0.266 ₃	0.313 ₄	4.963 (3,596)	0.002 p <0.01
		(0.078) ₂					
	30-		3.473 ₁	0.374 ₂	0.421 ₃		
		(0.063) ₂					
40-			3.847 ₁	0.047 ₂			
	(0.096) ₂						
Above 50				3.894 ₁	(0.158) ₂		

1: Denote the mean value for each group

2: Denote the standard error (S.E) for each group

3: Denote the mean differences between two intersected groups

4: Denote the existing differences between two groups

- Based on the above results and through running Tukey test, differences among the different age groups are present specifically within the groups (40- and above 50)

Conclusion

Research study aimed at analysing selected antecedents of job embeddedness in the private banking sector in Cairo, Egypt. Questionnaires were distributed relying on previously published scales. Statistical analysis were conducted and results revealed a negative relationship between role ambiguity and job embeddedness, a positive relationship between training and job embeddedness, elder employees held higher level of embeddedness compared to young employees, females possessed higher level of embeddedness compared to males, and no significant differences among the various education levels. Discussion and managerial implications were developed based on the research findings.

References

- Allen, D. G. (2006). Do organizational socialization tactics influence newcomer embeddedness and turnover?. *Journal of Management*, 32(2), 237-256. Doi: 10.1177/0149206305280103
- Babakus, E., Yavas, U., Karatepe, O. m., & Avci, T. (2003). The effect of management commitment to service quality on employees' affective and performance outcomes. *Journal of the Academy of Marketing Science*, 31(3), 272-286. DOI: 10.1177/0092070303031003005
- Bergiel, E. B., Nguyen, V. Q., Clenney, B. f., & Stephen Taylor, G. (2009). Human resource practices, job embeddedness and intention to quit. *Management Research News*, 32(3), 205-219. Doi: 10.1108/01409170910943084
- Boshoff, C., & Allen, J. (2000). The influence of selected antecedents on frontline staff's perceptions of service recovery performance. *International Journal of Service Industry Management*, 11(1), 63-90. Doi: 10.1108/09564230010310295
- CG Davidson, m., mcPhail, r., & Barry, S. (2011). Hospitality Hrm: past, present and the future. *International Journal of Contemporary Hospitality Management*, 23(4), 498-516. Doi: 10.1108/095961111111130001
- Giosan, C., Holtom, B., & Watson, m. (2005). Antecedents to job embeddedness: The role of individual, organizational and market factors. *Journal of Organizational Psychology*, 5(1), 31-44.
- Granovetter, m. (1985). Economic action and social structure: The problem of embeddedness. *American Journal of Sociology*, 91(3), 481-510. Doi: 10.1086/228311
- Griffeth, r. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26(3), 463-488. Doi: 10.1177/014920630002600305
- Holtom, B. C & O'Neill, B.S. (2004). Job embeddedness: A theoretical foundation for developing a comprehensive nurse retention plan. *Journal of Nursing Administration*, 34(5), 216-227. DOI: 10.1097/00005110-20040500000005
- Holtom, B. C., mitchell, T. r., Lee, T., & Tidd, S. (2006, August). Less is more: Validation of a short form of the job embeddedness measure and theoretical extensions. in *Annual meeting of the Academy of Management, Atlanta*
- Holtom, B. C., & inderrieden, E. J. (2006). integrating the unfolding model and job embeddedness model to better understand voluntary turnover. *Journal of Managerial Issues*, 18(4), 435-452.
- Kahn, r. L., Wolfe, D. m., Quinn, r. P., Snoek, J. D., & rosenthal, r. A. (1964). *Organizational stress: Studies in role conflict and ambiguity*. New York, Wiley.
- Karatepe, O. m., & Karadas, G. (2012). The effect of management commitment to service quality on job embeddedness and performance outcomes. *Journal of Business Economics and Management*, 13(4), 614-636. Doi: 10.3846/16111699.2011.620159
- Katz, D., & Kahn, r. L. (1978). *The social psychology of organizations* (Vol. 2). New York: Wiley.

- Lee, T. W., mitchell, T. r., Sablynski, C. J., Burton, J. P., & Holtom, B. C. (2004). The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover. *Academy of Management Journal*, 47(5), 711-722. Doi: 10.2307/20159613
- Lee, T.W., Burch, T.C., and mitchell, T.r. (2014). The story of why we stay: A review of job embeddedness. *Annual Review of Organizational Psychology and Organizational Behavior* 1(1), 199–216.
- maertz, C. P., Stevens, m. J., & Campion, m. A. (2003). A turnover model for the mexican maquiladoras. *Journal of Vocational Behavior*, 63(1), 111-135. Doi: 10.1016/S0001-8791(02)00023-4
- mitchell, T. r., Holtom, B. C., Lee, T. W., Sablynski, C. J., & Erez, m. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44(6), 1102-1121. Doi: 10.2307/3069391
- mobley, W. H. (1982). Some unanswered questions in turnover and withdrawal research. *Academy of Management Review*, 7(1), 111-116. Doi: 10.5465/Amr.1982.4285493
- Ng, T. W., & feldman, D. C. (2009). Occupational embeddedness and job performance. *Journal of Organizational Behavior*, 30(7), 863-891. Doi:10.1002/job.580
- Ng, T. W., & feldman, D. C. (2011). Locus of control and organizational embeddedness. *Journal of Occupational and Organizational Psychology*, 84(1), 173-190. Doi: 10.1348/096317910X494197
- Oyler, J. D. (2007). *Core Self-Evaluations and Job Satisfaction: The Role of Organizational and Community Embeddedness*. faculty of Virginia Polytechnic institute and State University. Unpublished Doctoral Dissertation
- Podsakoff, P.m., mackenzie, S.B. and Podsakoff, N.P. (2012) Sources of method Bias in Social Science research and recommendations on How to Control it. *Annual Review of Psychology*, 63, 539-569. <http://dx.doi.org/10.1146/annurev-psych-120710-100452>
- Podsakoff, P.m., macKenzie, S.B., Lee, J.Y., & Podsakoff, N.P. (2003). Common method Biases in Behavioral research: A Critical review of the Literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903. DOI:10.1037/0021-9010.88.5.879
- Poulston, J. (2008). Hospitality workplace problems and poor training: a close relationship. *International Journal of Contemporary Hospitality Management*, 20(4), 412-427. Doi: /10.1108/09596110810873525
- rizzo, J. r., House, r. J., & Lirtzman, S. i. (1970). role conflict and ambiguity in complex organizations. *Administrative Science Quarterly*, 15(2), 150-163. Doi: 10.2307/2391486
- royalty, A. B. (1998). Job-to-job and job-to-Non employment turnover by gender and education level. *Journal of Labor Economics*, 16(2), 392-433. Doi: 10.1086/209894
- Sekiguchi, T., Burton, J. P., & Sablynski, C. J. (2008). The role of job embeddedness on employee performance: the interactive effects with leader–member exchange and organization based self esteem. *Personnel Psychology*, 61(4), 761-792. Doi: 10.1111/j.1744-6570.2008.00130.x
- Shaw, J. D., Delery, J. E., Jenkins, G. D., & Gupta, N. (1998). An organization-level analysis of voluntary and involuntary turnover. *Academy of Management Journal*, 41(5), 511-525. Doi: 10.2307/256939

- Staw, B. m. (1980). The consequences of turnover. *Journal of occupational Behaviour*, 1(4), 253-273.
- Sun, T., Zhao, X. W., Yang, L. B., & fan, L. H. (2012). The impact of psychological capital on job embeddedness and job performance among nurses: a structural equation approach. *Journal of Advanced Nursing*, 68(1), 69-79. DOI: 10.1111/j.1365-2648.2011.05715.x
- Uzzi, B. (1997). Social structure and competition in interfirm networks: The paradox of embeddedness. *Administrative Science Quarterly*, 42(1), 35-67. Doi: 10.2307/2393808
- Wijayanto, B.r., and Kismono, G. (2004). The Effect of Job Embeddedness on Organizational Citizenship Behaviour: mediating role of Sense of responsibility. *Gadjah Mada International Journal of Business*, 6(3), 335-354.
- Yang, J. T., Wan, C. S., & fu, Y. J. (2012). Qualitative examination of employee turnover and retention strategies in international tourist hotels in Taiwan. *International Journal of Hospitality Management*, 31(3), 837-848. Doi: 10.1016/j.ijhm.2011.10.001