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## Performance of work practices in job embeddedness in IT sector employees

Sapna Ahlawat and Dr. Sapna

### Abstract

The study highlighted the participation of IT sector employees in the performance of work practices and examine the intention of employees working in the IT sector. The study has also explored some influencing demographic variables of job embeddedness such as age, gender, educational qualification, and salary, etc. the objective of the study is to explore the participation of IT sector employees in the performance of work practices through genuine effort, identify the learning outcomes of job-related skills, and formal training sessions, explore the management involvement in elaborating decisions and examine the performance judgment is based on objective, quantifiable results. Found that the opinion of the respondents remains the same when analysis on the basis of learn job-related skills, new employees are given formal training sessions, and my performance judgment are based on objective, quantifiable results.

**Keywords:** job embeddedness, IT sector employees, performance of work practices.

### Introduction

Nowadays, information technology is one of today's fast-growing career fields sector. The IT sector in India is a vast sector comprising information technology services, outsourcing, and consulting. The Information Technology Sector of Northern India contributes a massive ratio to the national economy. One of the economic regions in the nation with the quickest growth is Delhi NCR. One of India's critical economic regions is Delhi NCR. One of the industries with the most incredible rate of growth in the world, information technology offers a wide range of positions with great potential for career advancement. the expansion of numerous IT industries around the nation, including those in Bangalore, Hyderabad, Pune, and the National Capital Region (NCR) in Delhi. Despite the structural obstacles the Indian IT industry faces, Delhi NCR is home to a vibrant and well-functioning ecosystem that attracts investors, decision-makers from the government, competent workers, etc.

### Job Embeddedness

Karatepe (2012) <sup>[8]</sup> states that most research on the idea of employment embeddedness has carried place in western nations. The concept of job embeddedness refers to embedded factors that perplex a worker in a specific position (Mitchell *et al.*, 2001) <sup>[9]</sup>. It is effective both inside and outside of the organization. According to Rubenstein *et al.* (2020) <sup>[12]</sup>, it is typically regarded as a conceptual perspective for evaluating employee retention, even though it has the potential to forecast occasionally atypical behavioral outcomes. It also indicates the factors influencing employee retention in any firm, according to Mitchell *et al.* (2001) <sup>[9]</sup>. According to Reitz and Anderson (2011) <sup>[11]</sup>, this idea should also be distinct from turnover because it focuses more on various components that keep a person on the job than on the psychological process of leaving. This relates to a counterforce that keeps people in their current positions and discourages them from leaving any company (Mitchell *et al.*, 2001) <sup>[9]</sup>. As a result, the three dimensions of links, fit, and sacrifice are used to describe job embeddedness. These three dimensions are sub-dimensions of both on-the-job (organization) and off-the-job (community) components. According to William *et al.* (2014) <sup>[15]</sup>, it is characterized six-dimensional and includes community linkages, community fit, community sacrifice, and organizational sacrifice. In other words, it is separated into organizational and community embeddedness, according to Mitchell *et al.* (2001) <sup>[9]</sup>. Organizational embeddedness is defined as a collection of employment limitations that perplex a worker

inside a particular position. According to Harris *et al.* (2011)<sup>[5]</sup>, the term community embeddedness refers to a group of external pressures that keep employees in their current positions.

### Job satisfaction

The concept of job satisfaction is the most important term for an organization in the long run because it will not only improve employees' physical, economic, and social conditions but also increase their job satisfaction. According to Harris *et al.* (2011)<sup>[5]</sup>, job embeddedness has acted as a mediator between the quality of an employer and employee interaction and its effect on job satisfaction. It can also be described as a worker's response to the circumstances and surroundings at work.

### Reviews of Related Literature

Decha (2018)<sup>[3]</sup> stated that the rapport among job satisfaction, organizational job embeddedness, turnover intention, human resource practices, and confirmation were favorable human resource approaches perceived by employees motivate and job satisfaction were an essential relationship between embeddedness and quit intention.

Marasi, Cox, and Bennett, (2016)<sup>[13]</sup> proposed that participants who experienced low organizational trust and high job embeddedness were found to be more deviant in the workplace than those who experienced low organizational trust and low job embeddedness. In this study, an online survey was opted to collect the data, and 353 valid responses were considered for the study, and the data were analyzed with the help of hierarchical regression.

George (2014)<sup>[11]</sup> identified that the study's factor analysis validated the two-factor structure's split of the retention variables into organizational and job levels. According to the findings, the ratings on two subscales predicted whether or not certain employees would stay with their company. This study to the standing of various factors in the retention of professional workers.

Urbanaviciute and Jurgita (2018)<sup>[7]</sup> revealed the provision of the fundamental psychological requirements for autonomy, competence, and relatedness was a mediator in the relationship between qualitative work insecurity and turnover intention. In the private sector, the indirect connections were also more obvious. This study added to the body of knowledge by providing a replication on the idea that job insecurity and employee outcomes can be mediated by fundamental need satisfaction. Through a survey, the data were collected through a cross-sectional field. In total, 358 valid responses (from 178 private sectors and 180 public sectors) and further recorded on five points Likert scale. The convenience sampling method was used to analyze the collected data.

Nivethitha *et al.* (2017)<sup>[10]</sup> examined to influence of employee turnover intentions (i.e., Selection, training, and compensation practices). Furthermore, it was also founded that psychological contract breach were enhanced employee turnover intentions, despite the implementation of effective human resource management practices. A survey was done among frontline employees and successfully collected 294 valid responses. These responses are stored on five-points Likert scale. Multiple regression analysis techniques were used to analyze the data.

Yunlu *et al.* (2018)<sup>[4]</sup> highlighted that Expatriate community embeddedness, which is associated with stronger retention cognitions, positively influenced community relationship-building behaviours. Furthermore, this research revealed that community embeddedness was especially important for individuals with lower levels of organizational identification. A Survey data were used from 127 expatriates in the USA were recorded on Five points Likert scale were found reliable enough to take it further for data analyzed. Moreover, multiple hierarchical regression analysis and simple slope analysis techniques were also carried out.

Shehawy *et al.* (2018)<sup>[16]</sup> indicated that supervisor support and employee advocacy were found to have significant effects on job embeddedness. Furthermore, it was revealed that job embeddedness had a significant influence on organizational commitment and intention to quit, implying that the better the job embeddedness, the greater the employees' commitment to their current organizations. 870 valid questionnaires were gathered and analyzed using Warp PLS 6.0 structural equation modelling. And in this study, a survey was administered to a sample of frontline employees working in Egypt's airline industry. For further analysis, data were collected on a five-point Likert scale.

Michael *et al.* (2000) explored the moderating effects of national culture and organizational climate on training transfer to the workplace. Work on a broad range of factors, such as uncertainty avoidance, moderated the transfer of safety training in reducing accidents and injuries. The researchers found that trainees in these cultures were at risk of failing to acquire safety knowledge beyond the conditions outlined in safety protocols and skills that would allow them to anticipate and respond to change.

Puad and Hazwan (2015)<sup>[17]</sup> identified the most important skills that recent graduates should possess to obtain employment in a competitive job market, and revealed the importance of training programs for improving skills, reducing unemployment, and developing Malaysia's workforce. According to the study, employers believe that employability skills training programs do not improve skills, reduce unemployment, or develop the workforce.

Smidt *et al.* (2009)<sup>[18]</sup> explored that if the effectiveness of training in practical outcomes is not established, staff may be unfairly blamed for failing to follow the behavior residents, who may be considered intractable, and resources may be wasted.

Boahin *et al.* (2010)<sup>[19]</sup> revealed that almost half of the graduates (43.8%) undertake quality-based training to either improve their job skills and knowledge or learn new skills to overcome deficiencies in their skill training.

### Research Methodology

#### The objectives of the Study

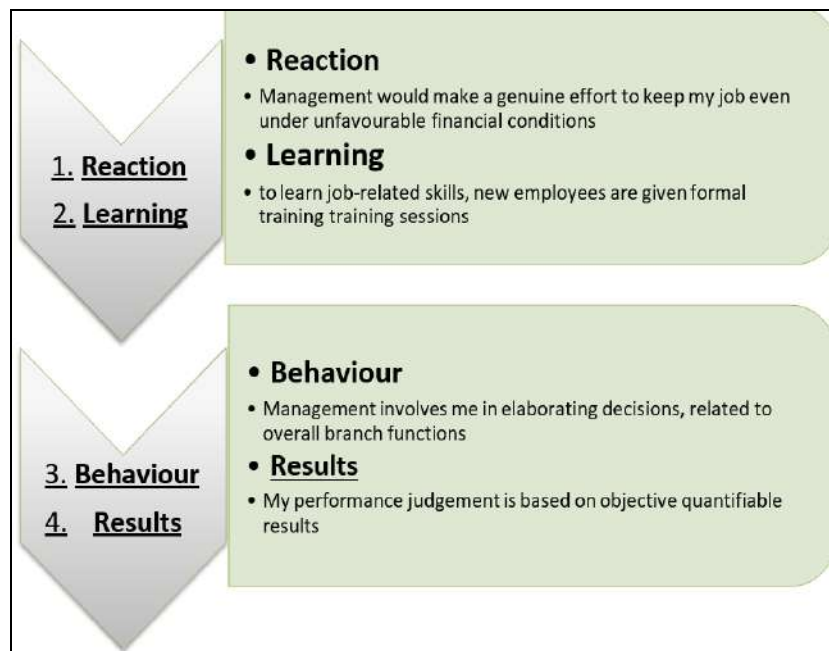
1. To explore the participation of IT sector employees in the performance of work practices through genuine effort
2. To identify the learning outcomes of job-related skills and formal training sessions
3. To explore the management involvement in elaborating decisions.

4. To examine the performance judgment is based on objective quantifiable results.

#### Kirkpatrick Model of Training and Development

The Kirkpatrick model is to be followed: four levels are to be major, the first level of reaction- management would make a genuine effort to keep my job even under

unfavorable financial conditions, level two is learning- to learn job-related skills, new employees are given formal training, level three is behavior- management involves me in elaborating decisions, related to overall branch functions level four is results explore my performance judgment is based on objective quantifiable results



Sources: Researcher Calculation

**Sample size-** the researchers select the sample size of 100 respondents of participation of IT sector employees in the performance of work practices.

**Table 1** define the descriptive statistics of employees as per demographic it includes 65 percent of male respondents and 35 percent of female respondents. When expressed as per the age of the respondents then contains 35 percent of the respondents belong to the age of 18-30, 43 percent of the respondents belong to the age of 31-40, 21 percent of the respondents belong to the age of 41-50 and only 01 percent

respondents belong to above 50 years. When categories based on educational qualification, then find out that 47 percent of respondents are post-graduate, 49 percent of the respondents are graduate, 03 percent are professional, and only 01 percent are other qualifications. When categories based on age then find out that 11 percent of the respondents belong to a salary below 30k, 22 percent of the respondent's salary belongs to 30k- 45k, 31 percent of the respondents' salary belongs to 45k-60k, and 36 percent of the respondents' salary is above 60k.

**Table 1:** Descriptive Statistics of Employees as per Demographic

Job Roles	No. of employees	Percent	Cumulative Percent
<b>Gender</b>			
Male	65	65.0	65.0
Female	35	35.0	100.0
Total	100	100	
<b>Age</b>			
18-30	35	35.0	35.0
31-40	43	43.0	78.0
41-50	21	21.0	99.0
Above 50	01	1.0	100
Total	100	100	
<b>Education</b>			
Post graduate	47	47.0	47.0
Graduate	49	49.0	96.0
Professional	03	03.0	99.0
Others	01	1.0	100
Total	100	100	
Below 30 k	11	11.0	11.0
30 k -45 k	22	22.0	33.0

45 k- 60k	31	31.0	64.0
Above 60k	36	36.0	100.0
	100	100	

Sources: Questionnaire

### Data Analysis and Interpretation

#### Objective-1 Management would make a genuine effort to keep my job even under unfavorable financial conditions

Table 2 indicates that 35 (04 strongly agree+31 agree) respondents out of 100 judged are consistent with the proposed dimension and agreed that the management would genuinely try to keep my job even under unfavorable

financial conditions. (t-test 1.660, DF=98,  $P < 0.100$ ), is insignificant in case of gender, (P-value 0.656, DF=3,  $P < 0.581$ ), is insignificant in case of age, (P-value 0.076, DF=3,  $P < 0.973$ ), is insignificant in case of qualification, (P-value 0.862, DF=3,  $P < 0.464$ ), is also insignificant in case of salary then reject the null hypothesis overall basis.

**Table 2:** Management would make a Genuine effort to Keep my Job even under Unfavorable Financial Conditions

	Employees categories	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Mean	S.D.
Gender	Male	03	05	38	17	02	65	3.15	0.795
	Female	01	01	17	14	02	35	3.43	0.778
	Total	04	06	55	31	04	100	3.25	0.796
	Independent sample t-test	t-test= 1.660, df= 98, p-value= 0.100							
Age	18-30	01	03	17	11	03	35	3.34	0.873
	31-40	02	02	22	16	01	43	3.28	0.797
	41-50	01	01	15	04	00	21	3.05	0.669
	Above 50	00	00	01	00	00	01	3.00	0.000
	Total	04	06	55	31	04	100	3.25	0.796
	Analysis of variance	F-value= 0.656, df= 3, p value=0.581							
Education	Post-graduate	03	03	22	16	03	47	3.28	0.926
	Graduate	01	03	30	14	01	49	3.22	0.685
	Professional	00	00	02	01	00	03	3.33	0.577
	Others	00	00	01	00	00	01	3.00	0.000
	Total	04	06	55	31	04	100	3.25	0.796
	Analysis of variance	F-value= 0.076, df= 3, p value=0.973							
Salary	Below 30k	01	01	04	05	00	11	3.18	0.982
	30k-45k	00	01	14	07	00	22	3.27	0.550
	45k-60k	00	02	16	11	02	31	3.42	0.720
	Above 60k	03	02	21	08	02	36	3.11	0.919
	Total	04	06	55	31	04	100	3.25	0.796
	Analysis of variance	F-value= 0.862, df= 3, p value=0.464							

Sources: Questionnaire

#### Objective-2 to learn job-related skills, new employees are given formal training sessions

Table 3 indicates that 61 (11 strongly agree+50 agree) respondents out of 100 judged are consistent with the proposed dimension and agreed to learn job-related skills, new employees are given formal training sessions (t-test-

0.152, DF=98,  $P < 0.879$ ), is insignificant in case of gender, (P-value 1.275, DF=3,  $P < 0.287$ ), is insignificant in case of age, (P-value= 0.105, DF=3,  $P < 0.957$ ), is insignificant in case of qualification, (P-value=1.555, DF=3,  $P < 0.205$ ), is also insignificant in case of salary then reject the null hypothesis overall basis.

**Table 3:** To learn job-related skills, new employees are given formal training sessions

	Employees categories	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Mean	S.D.
Gender	Male	01	02	21	35	06	65	3.66	0.756
	Female	00	01	14	15	05	35	3.69	0.758
	Total	01	03	35	50	11	100	3.67	0.753
	Independent sample t-test	t-test = 0.152, df= 98, p value=0.879							
Age	18-30	00	01	14	14	06	35	3.71	0.789
	31-40	01	01	10	26	05	43	3.77	0.782
	41-50	00	01	10	10	00	21	3.43	0.598
	Above 50	00	00	01	00	00	01	3.00	0.000
	Total	01	03	35	50	11	100	3.67	0.753
	Analysis of variance	F-value= 1.275, df= 3, p value=0.287							
Education	Post-graduate	00	01	20	21	05	47	3.64	0.705
	Graduate	01	02	13	28	05	49	3.69	0.796
	Professional	00	00	02	00	01	03	3.67	1.155
	Others	00	00	00	01	00	01	4.00	0.000
	Total	01	03	35	50	11	100	3.67	0.753
	Analysis of variance	F-value= 0.105, df= 3, p value=0.957							

Salary	Below 30k	00	01	05	04	01	11	3.45	0.820
	30k-45k	00	00	05	14	03	22	3.91	0.610
	45k-60k	01	00	14	14	02	31	3.52	0.769
	Above 60k	00	02	11	18	05	36	3.72	0.779
	Total	01	03	35	50	11	100	3.67	0.753
Analysis of variance		F-value= 1.555, df= 3, p value=0.205							

Sources: Questionnaire

### Objective - 3 Management involves me in elaborating decisions related to overall branch functions

Table 4 indicates that 45 (05 strongly agree+40 agree) respondents out of 100 judged are consistent with the proposed dimension and agreed that the management involves me in elaborating decisions related to overall branch functions (t-test 1.016, DF=98,  $P < 0.312$ ), is

insignificant in case of gender, (P-value 2.056, DF=3,  $P < 0.111$ ), is insignificant in case of age, (P-value 3.826, DF=3,  $P < 0.012$ ), is significant in case of qualification, (P-value 0.539, DF=3,  $P < 0.657$ ), is also insignificant in case of salary then reject the null hypothesis on the basis of gender, qualification, and salary and accept on the basis of age.

**Table 4:** Management involves me in elaborating decisions, related to overall branch functions

	Employees categories	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Mean	S.D.
Gender	Male	02	03	33	24	03	65	3.35	0.779
	Female	00	02	15	16	02	35	3.51	0.702
	Total	02	05	48	40	05	100	3.41	0.753
	Independent sample t-test	t-test = 1.016, df= 98, p value=0.312							
Age	18-30	00	04	09	18	04	35	3.63	0.843
	31-40	02	01	26	13	01	43	3.23	0.751
	41-50	00	00	13	08	00	21	3.38	0.498
	Above 50	00	00	00	01	00	01	4.00	0.000
	Total	02	05	48	40	05	100	3.41	0.753
	Analysis of variance	F-value= 2.056, df= 3, p value=0.111							
Education	Post-graduate	01	03	22	18	03	47	3.40	0.798
	Graduate	00	02	24	21	02	49	3.47	0.649
	Professional	00	00	02	01	00	03	3.33	0.577
	Others	01	00	00	00	00	01	1.00	0.000
	Total	02	05	48	40	05	100	3.41	0.753
	Analysis of variance	F-value= 3.826, df= 3, p value=0.012							
Salary	Below 30k	01	01	04	04	01	11	3.27	1.104
	30k-45k	00	01	14	07	00	22	3.27	0.550
	45k-60k	00	01	16	12	02	31	3.48	0.677
	Above 60k	01	02	14	17	02	36	3.47	0.810
	Total	02	05	48	40	05	100	3.41	0.753
	Analysis of variance	F-value= 0.539, df= 3, p value=0.657							

Sources: Questionnaire

### Objective - 4 My performance judgment is based on objective, quantifiable results

Table 5 indicates that 09 (00 strongly agree+00 agree) respondents out of 100 judged are consistent with the proposed dimension and agreed that my performance judgment is based on objective, quantifiable results. (t-test

0.427, DF=98,  $P < 0.670$ ), is insignificant in case of gender, (P-value 1.657, DF=3,  $P < 0.181$ ), is insignificant in case of age, (P-value 0.699, DF=3,  $P < 0.555$ ), is insignificant in case of qualification, (P-value 1.097, DF=3,  $P < 0.354$ ), is also insignificant in case of salary then reject the null hypothesis overall basis.

**Table 5:** My Performance Judgement is based on Objective Quantifiable Results

	Employees categories	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Mean	S.D.
Gender	Male	06	29	25	05	00	65	3.45	0.771
	Female	01	19	11	04	00	35	3.51	0.742
	Total	07	40	36	09	00	100	3.47	0.758
	Independent sample t-test	t-test= 0.427, df= 98, p value=0.670							
Age	18-30	01	14	15	05	00	35	3.69	0.758
	31-40	05	20	14	04	00	43	3.40	0.821
	41-50	01	13	07	00	00	21	3.29	0.561
	Above 50	00	01	00	00	00	01	3.00	0.000
	Total	07	40	36	09	00	100	3.47	0.758
	Analysis of variance	F-value= 1.657, df= 3, p value=0.181							
Education	Post-graduate	04	24	14	05	00	47	3.43	0.801
	Graduate	02	23	20	04	00	49	3.53	0.710
	Professional	01	01	01	00	00	03	3.00	1.000



	Others	00	00	01	00	00	01	4.00	0.000
	Total	07	40	36	09	00	100	3.47	0.758
	Analysis of variance	F-value= 0.699, df= 3, p value=0.555							
Salary	Below 30k	02	06	01	02	00	11	3.27	1.009
	30k-45k	00	10	11	01	00	22	3.59	0.590
	45k-60k	03	16	11	01	00	31	3.32	0.702
	Above 60k	02	16	13	05	00	36	3.58	0.806
	Total	07	40	36	09	00	100	3.47	0.758
	Analysis of variance	F-value= 1.097, df= 3, p value=0.354							

Sources: Questionnaire

### Findings and conclusion

When examining the participation of IT sector employees in the performance of work practices, then consider the management would make a genuine effort to keep my job even under unfavorable financial conditions then there are no significant effects in case of gender, age, educational qualification, and salary. The respondents' opinion remains the same when analyzing based on learning job-related skills, new employees are given formal training sessions, and my performance judgment is based on objective, quantifiable results. The opinion of the respondent changes in the case of educational qualification when analysis on the basis of management involves me in elaborating decisions related to overall branch functions.

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