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Job Embeddedness: A Conceptualization Link Through Social Capital Theory

HRM

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ABSTRACT

This conceptual investigation extends job embeddedness theory, is to understand the perspective on why people stay in the organization. The enquiry made drawing social capital theory to analyze the phenomenon of an employee stay or quit from the organization. The dimension made for the discussion is on-the-job and off the job, which distinguish the influencing factors of internal and external of employee in the organization. On-the-job factors are considered under the organizational perspective, where off-the-job is under community. It becomes more vital to be aware of antecedents of the employees to quit from the organization by keeping social capital theory as a moderator. Such practical intelligence aids attrition management and help organization to encourage job embeddedness. In conclusion, we recommended a quantity of ways and means to make employee to stay in the organization.

INTRODUCTION

At the turn of the century, organizational scientists increased their research on why job incumbent remains (Holtom, Mitchell, Lee, & Eberly, 2008; Hom & Xiao, 2011). As most of the researcher discussed enough concerning the attrition of the employees, in the recent days they have begun to pay attention on why people stay in their job where opportunities are available elsewhere. This enquiry closes a noticeable gap in understanding organizational participation (March & Simon, 1958) for prevalent, explains the disparate psychological processes and motives behind staying. To redress this imbalance, Mitchell et al. (2001) publicize "job embeddedness" to symbolize three distinct forces binding people to jobs namely fit, links and sacrifice. The fit is what a person's job meshes with or matches, in his or her life. Link is an extent person ties with others and activities at work. Sacrifice is what people have to give up if they plan to quit from the current job. Based on this Mitchell et al.'s (2001) theory is illuminating why people become embedded in occupations, colleges, or host-countries during expatriation. Based on the embeddedness and motivational forces (Maertz & Campion, 2004; Mitchell & Lee, 2001), it has a common facet on-the-job (Organization) and off-the-job (Community) for the three forces of fit, link and sacrifice. Embeddedness theory and work indicate the internal and external links contribute independently and differently towards embedding incumbents (Hom et al., 2011; T.W. Lee et al., 2004). In this context, we additional subdivide links based on the social capital they provide the networks to create impact on employee to stay or quit. The social capital theory is emphasis on social relations which facilitate collective action. Here the collective action is staying in job ie job embeddedness. The paper is about, how far these social capital elements like family, friends etc., are influencing the employee to stay or quit from the job. This understanding will help us to embed the employee in the job.

SOCIAL CAPITAL

Social capital is expected collective or economic benefits delivered due to privileged treatment and cooperation between individuals and groups. For the reason that, the strong bond and central network positions, can strengthen the employee staying in the organization (Feeley & Barnett, 1997; Hom & Xiao, 2011. However employee leaving on social influence due to inquiries into why collectivists exit (Wasti, 2003), expatriates repatriate (Bhaskar-Shrinivas, Harrison, Shaffer, & Luk, 2005), and spouses quit to follow partner relocates or due to some family care duties (Shafer, 2011). The recent embeddedness studies found that employee quits the job due family demands. (Ramesh & Gelfand, 2010).

ORGANIZATION AND COMMUNITY

Organizational based characteristics in the model by including facets of the organization such as work-related groups or individuals that are deemed important enough to have some influence in stay and assumed in Embeddedness model. Social capital research on career success and newcomer socialization (Morrison, 2002), we therefore distinguish between workplace advisors and friends, who provide information versus emotional support, respectively. Internal links are, if an advisor or friends, quitting can also influence one to leave by depriving them of expressive or instrumental resources (Ballinger et al., 2010; Felps et al., 2009; Shah, 2000). Community is an external links; we further make a distinction family, community friends, and professional contacts outside the organization. Social capital theory and work on job attainment (Lin, 2001) and career development (Higgins & Kram, 2001) propose that such contacts offer job leads and career advice about staying or leaving.

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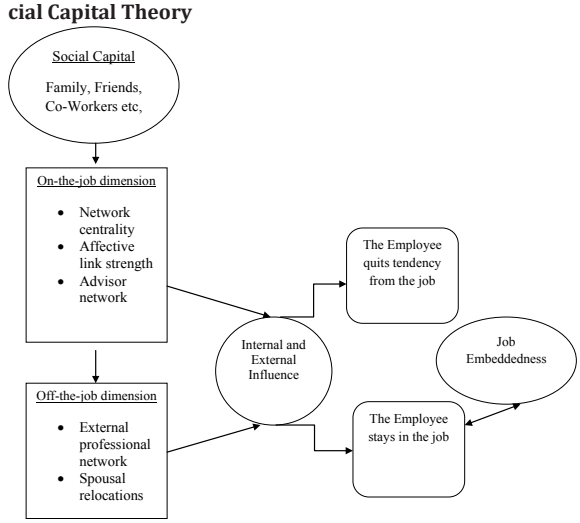

NETWORK CENTRALITY

The authors of social capital submit network centrality or being centrally located in social networks (Feeley, 2000) offers structural advantages, like support power and resources (Sparrow, Liden, Wayne, & Kraimer, 2001). By getting sufficient resources, central network participants compared with "'fall off' the edges of the social network" (Feeley & Barnett, 1997; p. 374). In addition, the central network participant obtains information earlier than those on a network's margin (Mehra, Dixon, Brass, & Roberstson, 2006). As an effect, they can execute their work more effectively, earning more rewards and credit that attracts them to stay (Hom & Griffeth, 1995).

AFFECTIVE LINK STRENGTH

Researchers further propose emotional closeness to organizational elements as another link dimension as embeddedness theorists recently acknowledged that "the quality of the ties [may] determine which ones will be more important in making a quitting decision" (Holtom et al., 2008; p.257). Social capital research suggests the strong links will deliver the loyalty as they are more expressive and instrumental resources. Morrison (2002) in his research found that deeper emotional ties to coworkers and supervisors will enhance newcomers. Social integration, researchers observed that close ties to develop job

satisfaction. The social integration and job satisfaction should promote one to stay (Hom & Griffeth, 1995). Feeley et al. (2008) accounted that employees make friends with many coworkers tend to stay in the organization.

ADVISOR NETWORK

Apart from the friend's network, we also consider the advisors who play as instrumental resources by giving advice and information that helps to improve work and career efficiency (Morrison, 2002). In comparison with friends' networks, advice networks generate more social capital ("structural holes," Burt, 1992, 2005). As Podolny and Baron (1997: 679) put it, "the most valuable mentor tie would be an alter who is not tied to ego's other contacts." The members in sparse networks can get unique information and the interests are shown best to others to take valued boundary spanning roles (Higgins & Thomas, 2001). Network scholarship can avail structural benefits like increase in pay and promotions (Podolny & Baron, 1997). Such encouragements may increase loyalty according to the turnover theory (Hom & Griffeth, 1995).

EXTERNAL PROFESSIONAL NETWORK

Closure in professional contact networks relates to incumbents' networks of external professional contact ((e.g., a former boss or teacher, family; (Bian, 2002)) can increase quit tendency. Granovetter (1983) says that incumbent bridging different social circle gives information about job openings (especially in new industries; Brown & Konrad, 2001). Higgins and Kram (2001) declares the same that ties straddling wide-ranging and disconnected social systems gives career and job changes through information and various resources. When incumbent bridging external contacts, they receive diverse job leads and clues. When learning about better options that enables and motivate them to quit. (Griffeth, Steel, Allen, & Bryan, 2005). To support this, Higgins & Kram (2001) in his research found that MBA graduates whose career advisors come from diverse relationship contexts switch careers, while those whose advisors are disconnected more often switch jobs.

SPOUSAL RELOCATIONS

Turnover, expatriation, and family-migration researchers have noted how spouses' geographical move can prompt their life partners to quit (T.H. Lee, Gerhart, Weller, & Trevor, 2008; T.W. Lee, Mitchell, Wise, & Fireman, 1996; Shaffer & Harrison, 2001; Taylor, 2007). In fact, Lee et al (1996) describing model formally recognizes spousal relocation as a turnover-inducing shock. While noting how community links promote staying, customary embeddedness views understate how their desertion puts at risk staying. To preserve their marriage, maintain the family's standard of living or advance their partners' careers, spouses may quit and fellow partners moving domestically or abroad (Shaffer, 2011).

CONCLUSION

As per the above discussion there are various factors in terms of network influence connected to social capital theory formulating the employee to stay or quit. Rather merely increasing the number of links (Mitchell et al., 2001), the employee can concentrate also to strengthen links. It is necessary to have little a close relationship in the organization for retention and engaged in job (Gallup studies; Harter, Schmidt, & Keyes, 2003). To promote friendship network in the organization mangers should attend the employees by designing the work in teams, arranging the workplace which can promote interaction and rise up the opportunities for socializing. There has been pressure always from the friends and families were most related to withdrawal tendency. To overcome this propensity employer can build network ties between organization and community to enhance the external reputation. The family perception can also strengthen by help finding employee spouses new or better job when spousal relocation becomes a centric problem (Holtom et al., 2006). An organization can encourage their referral program to recruit from the employee's community friend and relatives, which capitalize on incumbents more firmly to the job. Likewise, acknowledging the influence of external links, employer should give priority to the neighborhoods of their location of the employment (Holtom et al., 2006).

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