

## Why you Leave? An approach to understand Job Embeddedness, Staffing & Employee Performance

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**Abstract:** The worldwide labor force has undergone substantial changes in the last century. These changes are mostly dependent on the level of job embeddedness and the variety of staffing strategies that businesses employ. Our current reality necessitates uniqueness, adaptability, and creativity. It goes without saying that companies will need to modify their thought processes to keep up with this shift, as well as their staff retention management protocols. This study looked at the impact of job embeddedness as an independent factor on employee performance as well as the relationship between staffing practices and performance. The hypothesis was accepted since there was a strong and positive association between staffing and employee performance. However, the effect of work embeddedness on employee performance was not supported by statistics and the hypothesis was not maintained. Policymakers in human resources will find this research to be very helpful.

Keywords: Staffing, Job Embeddedness, Employee performance.

### 1. Introduction

Over the past century, there have been significant shifts in the temperament of the global workforce. The intensity of job embeddedness and the range of staffing strategies used by companies are having a significant impact on these dramatic shifts. The world in which we live demands innovation, flexibility, and originality. It is obvious that businesses will need to adapt their methods of thinking in order to keep up with this change, as well as their management procedures pertaining to employee retention. Lack of knowledge about staffing and job embeddedness—two crucial HRM functions—has led to problems like high turnover and low job satisfaction, particularly in Pakistan's labor market. This study's primary goal is to determine and clarify how job embeddedness affects worker performance. In this sense, job embeddedness is one of the newest topics in the literature on human resources management. According to Mitchell et al. (2001, p. 1104), the term "broad spectrum of determinants on employee retention" refers to the job embeddedness hypothesis. This research has the capacity to make multiple contributions to the current body of literature. Initially, it could broaden the conceptual framework and provide a clearer understanding of how staffing and job embedding affect worker performance. Second, it is noteworthy in that no similar study has been done in the setting of Pakistan; all previous studies on the subject have been carried out in other nations. The research has observed the constraints and limitation of the study of Pahos & Galanki (2018), and extended his model with theoretical support in the context of Pakistan to fill the research gap.

**Problem Statement:**

"Lack of awareness regarding the impact of staffing practices and job embeddedness on employee performance" is the problem statement that this study seeks to solve.

**2. LITERATURE REVIEW:****Theoretical Framework:****Abilities-Motivation-Opportunities (AMO) Theory:**

We can use the abilities-motivation-opportunities (AMO) theory to examine employee performance. According to this hypothesis, workers perform better when they are motivated to use their abilities and possess such abilities. According to Sarmiento et al. (2007), employee success is the result of two factors: an employee's drive to apply their skills and talents and their own abilities. However, in this particular context, Campbell et al. (1993) contend that although workers carry out their activities in accordance with job requirements, Performance is more easily seen and quantified in terms of skills and talents, with less focus on organizational results. According to McConnell (2003), a job's or employee's performance is their accomplishment and quantifiable, practical contribution. Furthermore, Ployhart (2006, p. 868) states that "staffing can be broadly defined as the procedure of hiring, choosing, and engaging qualified people to achieve organizational goals" when discussing staffing. Previous research has demonstrated a positive correlation between organizational success and an efficient staffing procedure. In essence, staffing is how businesses find and choose candidates who possess more general and superior human capital (Schmitt and Chan, 1998). We can define recruiting and selection as the two stages of staffing in this sense. Previous research has demonstrated a positive correlation between organizational effectiveness and an efficient staffing procedure (Delery and Doty, 1996).

**Theory of Job Embeddedness**

Community and Organization embeddedness are two characteristics that make up the core idea of job embeddedness. The foundation of this study is organizational embeddedness. Fit, relationships, and sacrifice are the three other components that make up these dimensions. These relationships are the institutional and informal ties that a person has with other organizations and people, according to Karatepe (2006). Fit is characterized as an employee's sense of adaptation or comfort in their workplace or social surroundings (Karatepe and Karadas, 2012; Karatepe, 2016). Sacrifice, the third element of job embeddedness, is the material cost and anticipated psychological effects of quitting the job. The notion of job embeddedness states that employees will exhibit a higher degree of job embeddedness the more resources they give up by quitting their employment.

**Empirical Studies:****Employee Staffing and Performance:**

The social exchange theories and the abilities-motivation-opportunities theory (Appelbaum, 2000) can be used to explain the relationship of study factors. These theories predict that these two variables will have a favorable association. According to the AMO theory, HRM procedures may have an impact on workers' drive, ability, and performance opportunities. Staffing and employee performance have a favorable correlation, according to empirical research on the subject. In a study on the relationship between staffing techniques and employee performance in a Greek society, (Pahos et al. 2018) found that a variety of staffing practices significantly improved employee performance.

H1. Staffing will have a positive impact on employee performance.

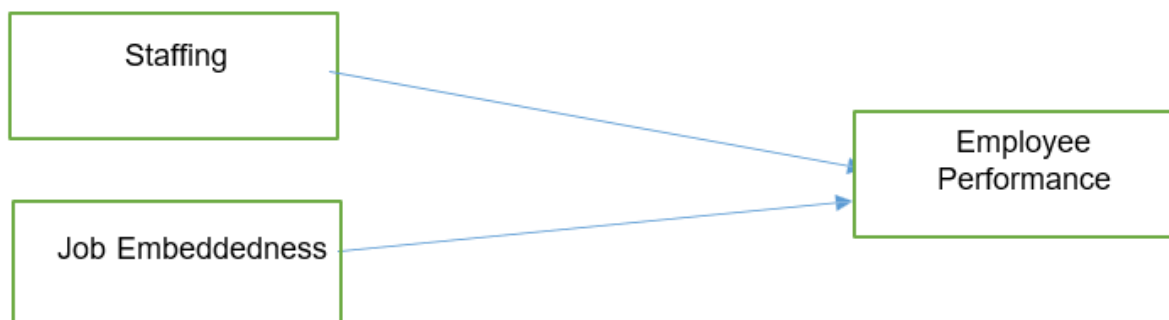
**Effect of job embeddedness on employee performance:**

The job embeddedness theory explains the relationship between job embeddedness and employee performance. It states that employees with high job embeddedness levels frequently engage in the business responsibilities of the organization and form relationships with other individuals. This leads to the facilitation of knowledge sharing, which in turn leads to higher levels of creativity (Karatepe, 2016). Ultimately, this results in increased job performance. Anambra state's chosen commercial banks were the subject of a study on job embeddedness and employee performance (Onyeizugbe & Aseiegbu, 2017). The data analysis was made by using multiple regression and a correlational survey methodology. The findings showed that job fit accounted for 94% of the difference in employee satisfaction. Furthermore, according to Uzochukwu, Obiageli, Jonathan, and Olohi (2018), there is a strong correlation between community fit and employee retention. According to this study, job embeddedness, or fit, would boost worker and organizational performance. A different study (Qian, Yuan, Niu & Liu, 2018) looked at the relationship between job performance and job insecurity and the moderating effect of job embeddedness.

The results of this study showed a strong and favorable relationship between job embeddedness and worker performance. In the context of Iran, research on the mediating function of work embeddedness has been conducted by Rahimia, Eslami, and Nostari (2018). Based on the available literature this study has constructed below theoretical model:

H2. The employees' job embeddedness has a positive impact on their job performance.

#### CONCEPTUAL/THEORETICAL FRAMEWORK:



H1. Staffing will have a positive impact on employee performance.

H2. The employees' job embeddedness has a positive impact on their job performance

### 3. METHODOLOGY:

#### Measures

A questionnaire serving as the study tool asked questions about demographics (e.g., gender, age, and work experience) as well as views on employee performance, staffing procedures, and job embeddedness. Welbourne et al., (1998) scale was employed in the study to measure employee performance. The 20-item survey was designed to find out how participants felt about their own job performance. The five roles that RBPS recommends are job seeker, innovator, team member, and organization member. A Likert-type scale with 1 representing "needs much improvement," 2 for "requires some improvement," 3 for "satisfactory," 4 for "outstanding," and 5 for "exceptional" was used to rank the responses.

The scale of Sun et al., (2007) was used by the study to measure staffing. It measures eight practices: internal mobility, clear job descriptions, results-oriented appraisal, incentive rewards, participation, extensive training, and employment security. We only examined staffing for the purposes of this study, using a five-point Likert scale that ranged from strongly disagree to strongly agree. The global measure of job embeddedness, which was created by Crossley et al. (2007) and included seven components, was utilized as the measure of job embeddedness. Five-point Likert scales, from strongly disagree to strongly agree, were used to rate these items.

#### Sampling Technique and size:

The data was collected from the faculty members of public sector universities in Sukkur City, Aror University, Sukkur IBA University, and Begum Nusrat Bhutto University. Total Faculty members working in these universities are 279 (2023). Sample size was determined by using the Table of Saunders' et al. 2009 which is 76 respondents.

#### Measurement Chart:

Variable	No. of items	Source
Emp employee Performance (EP)	20	(Welbourne. et al, 1998)
Staffing (ST)	27	(Sun. et al, 2007)
Job Embeddedness	7	Crossley et al. (2007)

### 4. RESULTS:

#### Descriptive Profile of the data:

Table 1 Composition of the data (N=76)

Variable	Category	Frequency	Percentage
Age	22-32	16	21.1
	33-42	32	42.1

	43-52	18	23.7
	53-60	10	13.2
	Total	76	100.0
Gender	Male	55	72.4
	Female	21	27.6
	Total	76	100.0
Work Experience	Less than 1 year	48	63.2
	1-5 years	21	27.6
	6-16 years	5	6.6
	17 years & above	2	2.6
	Total	76	100.0

The descriptive profile is provided in Table 1. Twenty-one (12.1%) of the 76 responses are in the 22–32 age range. While 42.1% of respondents were in the 33–42 age group, 23.7% were in the 43–52 age group, and 13.2% were in the 53–60 age group. Further data analysis shows that whereas 27.6% of responders were female, 72.4% of the population was male. Apart from that our data revealed that 63.2% respondents had less than 1 year, whereas people having 1-5 years of work experience were 27.6%, 6-16 years of work experience were 6.6% and people having work experience of 17 years & above were only 2.6 %.

#### Descriptive Statistics

Table 2 Descriptive Statistics

Variable	Mean	SD	Skewness	Kurtosis	EP	ST	JE
EP	3.6283	0.62307	-0.137	-0.107	1	0.652**	0.231*
ST	3.5843	0.45972	-0.162	0.377	0.652**	1	0.272*
JE	3.4605	0.64168	-0.166	0.574	0.231*	0.272*	1

Overall Cronbach alpha's Reliability of the measuring scale = 0.921

\*\*Correlation is significant at the 0.01 level (2-tailed)

\*Correlation is significant at the 0.05 level (2-tailed)

Notes: EP=Employee Performance, ST=Staffing, JE=Job Embeddedness

Table 2 shows that comprehensive descriptive outputs. It includes the measures of dispersions and reliabilities. The results confirm the reliability and validity of the data. Specially, the skewness and kurtosis bounds are very smooth which is good to have good model fitness.

#### Regression Model:

As discussed before, the data was checked for missing values, normality and outliers. Following is the regression equation after reviewing the literature and analyzing all the variables.

$$EP = \alpha + \beta_1 (ST) + \beta_2 (JE) + \varepsilon$$

Where, EP represents Employee Performance, ST represents Staffing, JE represents Job Embeddedness and  $\varepsilon$  represents error term.

#### Regression Analysis & Model Significance:

Table 3 Model Summary<sup>b</sup>

Model	R	R-square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.654 <sup>a</sup>	0.428	0.412	0.47777	2.067

Table 4 ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.454	2	6.227	27.279	0.000 <sup>b</sup>
	Residual	16.663	73	0.228		
	Total	29.117	75			

a. Dependent Variable: EP

b. Predictors: (Constant), JE, ST

The coefficient (R) of 65.4% indicates a moderate to above-average correlation between the dependent variable (employee performance) and the independent variables (staffing and job embeddedness). The model summary above shows an adjusted R square of 0.412, which indicates that variations in IVs account for 41.2% of the variation in the DV. The ANOVA test results show that the overall model is significant and categorically acceptable with a value of  $f=27.279$ ,  $p=.000$ .

Table 5 Coefficients<sup>a</sup>

	Unstandardized Coefficient		Standardized Coefficients			Collinearity Statistics		
	Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
	Constant	0.345	0.472		0.731	0.467		
1	ST	0.862	0.125	0.636	6.912	0.000	0.926	1.080
	JE	0.056	0.089	0.058	0.626	0.533	0.926	1.080

a. Dependent Variable: EP

Staffing has significant impact on employee performance and is considered significant predictor, while on the other hand Job Embeddedness doesn't have significant impact on employee performance. Since all VIF values are less than 9 and the tolerance is greater than the threshold of 0.3, there is no multicollinearity problem (Hair et al., 2009).

## 5. Conclusion:

This study demonstrates how AMO and human capital theory can be used to analyze employee performance. The positive correlation between staffing and recruitment and selection practices demonstrates that these strategies can be an effective investment for businesses as they can enhance individual performance by introducing highly competent and motivated individuals to the workforce. According to the social exchange hypothesis, when recruiting policies are implemented and employees receive favorable treatment, they give back to the company by being productive at work (Takeuchi et al., 2007).

This study also aimed to investigate the beneficial effect of job embeddedness on worker performance. Since the relationship's hypothesis was not substantial, it was disproved. The discussion section of this chapter goes over several potential explanations for why this hypothesis might be rejected. In addition, given the importance of staffing procedures in the organizations, the study's conclusions have important practical ramifications. Organizations ought to allocate more resources towards their recruiting and selection procedures, given that the implementation of those methods improves employee performance. HR managers also need to understand that experienced workers are a valuable asset that should be retained.

## 6. Discussion

This study looked at the impact of job embeddedness as an independent factor on employee performance as well as the relationship between staffing practices and performance. Thus, the hypothesis was accepted and there was a strong and positive relationship between staffing and employee performance. However, the notion was disproved when discussing how job embeddedness affects employee performance. The following section discusses potential explanations for the hypothesis' rejection.

It is observed in the literature that a very little research was done considering the factors like embeddedness and performance in the context of Pakistan.

The relationship the study factors has not always been clearly demonstrated in previous research; however, in a study conducted in Sekiguchi, Burton, and Sablynksi (2008) discovered that job embeddedness has a negligible effect on employee performance. Furthermore, a different study (Lee et al., 2004) came to the conclusion that work embeddedness has a more complicated effect on employee performance than a direct one. The Pakistani culture may also have contributed to the hypothesis's denial, as people there do not see themselves to be job embedded, mostly as a result of organizational structure and work environment.

## 7. Limitations

Future research should take into consideration the potential limitations of this study. Initially, a self-rating, subjective employee performance research tool was used to gauge employee performance. On the other hand, a rating system that involves additional people, like supervisor appraisal ratings, may be used in future studies. Furthermore, in the future, studies may integrate objectively based employee performance assessments with subjective ratings. By doing this, the measurement's reliability would rise.

The study also looked at staffing levels and how they affect workers' productivity. Research on the effects of other HRM tasks on employee performance, however, would be more beneficial. For instance, as previously mentioned (Wright and Geory, 2011), training is an essential HRM function that can boost performance by enhancing abilities.

Furthermore, only Sukkur was used for data collecting. Expanding the research to encompass additional cities inside Pakistan may enable more broadly applicable conclusions, and the job embeddedness hypothesis could potentially be validated.

### **8. Future Recommendations:**

Professionals in human resource management should concentrate on implementing transparent recruitment and selection procedures that are based on merit because when workers believe that their company has fair hiring practices, their motivation levels rise, which in turn improves performance as a whole. Additionally, businesses ought to spend a lot of money on selecting the best candidate for each position. They want to concentrate on innovative and creative hiring techniques so that the process demonstrates the effort a company does in selecting the best candidate. Furthermore, given the paucity of research on work embeddedness in conjunction with other HRM functions, job embeddedness may be included in future studies of HRM functions.

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