



The Relationship Between Job Embeddedness and Career Success

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Abstract. Background and Aim: The need to manage personnel in today's highly competitive and volatile workplace has made retention research relevant and vital. A fundamental topic in management research is what dynamic and adaptive behaviours of managers motivate employees to stay with their company. In this study, we proposed that job embeddedness may actually strengthen employees' career success. Therefore, this study argued that the relationship between job embeddedness and career success in service organizations.

Materials and Methods: Three different scales were combined in order to collect data from the sample of 469 employees of Turkish service organizations. The results were analysed using moderated structural equation modelling (path analysis) with the Amos program.

Findings: The findings indicated that job embeddedness was positively and significantly related to career success.

Conclusion: The findings broaden the management field by providing new perspectives into how workers' job embeddedness impacts career success. The study contributed to the existing research to point out the importance of workers' career success and development needs in the management field and practice. Improving work environments and policies to meet workers' developing career success needs and job embeddedness may be critical to sustaining employee–organization communication and encouraging them.

Research limitations/implications: The findings of the research contribute to a better understanding of the relationship between employee job embeddedness and career success. The limitation lies in the data from service organizations in Turkey.

Keywords: Job embeddedness · Career success · Management · Service organization

1 Introduction

Over the last decade, there has been a surge in study interest in embeddedness, the concept that people may get so involved in their surroundings or environment that it is difficult to detach oneself from them [1]. The concept of embeddedness has been examined in a

variety of situations, and academics have investigated many forms. Embeddedness refers to the concept that people may get so entangled in their surroundings and situations that they find it difficult to separate from them [2]. Job embeddedness has received substantial interest in business management since it is a relatively new and helpful theory for explaining how an employee's connection with his or her surroundings impacts the person's attitudes and behaviors. Mitchell et al., first theorized job embeddedness, [1] and since then, it has been researched in different fields to test its impact on work-related behaviors such as turnover, performance, and citizenship behaviors [2]. Career success denotes the result of an individual's career experiences and desirable work-related outcomes at any point in a work practice [3], it is the arrangement of a person's work experiences by degrees [4].

Prior empirical researches have built up that job embeddedness has advantageous impacts on other organizational and individual results. For instance, Lee et al. identified that job embeddedness was positively related to attendance at work [5]. Nonappearance or absence from work may be a withdrawal build [6] whereas job embeddedness can be a maintenance or anti-withdrawal build [1] and, in this way, there were altogether fewer absences among work embedded people. Correspondingly, these early inquiries and findings show that the factors job embeddedness was composed of, such as the general fits workers have with the organizations, would surrender positive results [7]. Linder detected the existence of a positive relationship between expatriates' organizational embeddedness and their career contentment [8], whereas Cakmak-Otluoglu and Burton identified organizational embeddedness to be a mediator for the relationship between employability and career satisfaction [9].

Prior researches on career success and job embeddedness have also been examined with different variables but limited researches have checked the relationship between career success and job embeddedness. Therefore, it is plausible to assume that job embeddedness would affect career success.

The studies above present the link between work embeddedness and career success, according to the studies above. As a result, we predicted that job embeddedness had a substantial impact on career success, and is significant for career advancement. Therefore, we proposed the hypothesis below:

- **H₁**: Job embeddedness has a positive effect on career success.

2 Literature

2.1 Theoretical Background: Job Embeddedness

Back to 1954 Lewin defined job embeddedness as a system of determinants influencing turnover inside the companies. As people vary, there exist several dimensions the environment can affect their lives [10].

Although, embeddedness is not only related to the work environment [11, 12] it still influences on employee retention. That is why business literature defined job embeddedness as the anti-resignation concept [13]. Organizational trust is the one that influences job embeddedness, since the more the employee trusts the company the more devoted s/he is [14]. As job embeddedness is on-and-off concept, that comprises job and community at the same time it is more influential on employee behaviour [12].

2.2 Theoretical Background: Career Success

Some of the theories suggest career success as the perceived concept relied on job satisfaction, wages and promotion. These are called objective (salary and promotion) and subjective (satisfaction) career success [15]. However, career success has many more interpretations, since it can be assessed through other contexts as well [16].

2.3 The Relationship Between Job Embeddedness and Career Success

Job embeddedness is comprised of three dimensions: the joins employees have towards others, the fit with the organization and community, and the value (material or emotional) losses of altering occupations [1]. There are two kinds of career success: objective and subjective. The measurement instruments for the objective career success are income, promotions, while the subjective one is measured according to the personal criteria of the individual for career advancement [17].

Employees, who are integrated are more likely to achieve work–life balance and are generally happier in their jobs [1]. Low embeddedness can be the signal for managers that the employees could quit any time; thus managers should turn on different activities for the retention, which could be performance improvement of the employees [18]. The factors that keep one from quitting a job are referred to as job embeddedness, and these forces become stronger as one's career progresses, making it even more difficult to leave. However, according to another theory job embeddedness requires quite delicate approach, since it might also have negative context. In combination with organizational trust, if both are high it is beneficial for the company, however, if organizational trust is low and job embeddedness on the contrary there exists threat of apathy [14].

A high level of job embeddedness indicates that an employee may form stronger social relationships with others and have more social chances. Employees frequently think that the amount of effort required to quit their current job or company is excessive. When a person is involved in both his/her profession and the company, it implies that career progression is far more satisfying. Employees are more likely to engage in job-search activities [19]. Employees weigh the costs and advantages of employment embeddedness, and when the expense of quitting outweighs the benefits of staying in their present position, they opt to stay in their jobs. They want to keep and protect valuable resources such as professional accomplishments rather than lose them [20].

3 Methods

3.1 Data Collection and Procedures

Data were collected from 469 employees of Turkish service organizations by three different scales. The analysis was executed using structural equation modelling (path analysis) with the Amos program. Characteristics of participants are as follows: the mean of age is 28.4; 40.9% (192) of the respondents were above 28 years, while 59.1% (277) were less than 28 years. 64.4% (302) of respondents were female, 35.6% (167) identified themselves as male. 39.0% (183) had high school degrees, 43.9% (206) had bachelor's degrees, while 17.1% had a master's or Ph.D. degree.

3.2 Measures

The questionnaire had 3 sections: the first section was regarding sample characteristics of the participants, such as gender, age, level of education, etc. The second scale was about job embeddedness developed by Crossley et al. [21]. It included 7 statements. The third section is about perceived career success developed by Li et al. [22]. It consisted of 11 statements. The tool for collecting data was chosen to be a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.3 Analytical Method

Statistical analysis was performed using Structural Equation Modelling-SEM (path analysis) with Amos program.

3.4 Data Analysis and Results

How does employee career success is affected by job embeddedness among service firms? This question is not clear enough in the literature. Even each of these variables is often studied with a different variable, however the relationships between them are rarely examined. Therefore, we explored the effects on job embeddedness and career success. Figure 1 shows that the direct effect of job embeddedness on career success is significant. In other words, job embeddedness has impact on career success ($p < 0.05$). Therefore, current research hypothesis is accepted.

Figure 1 shows that the value of beta coefficient linking job embeddedness to career success is 0.56. In this case, job embeddedness had s significant direct effect on career success. Value for CMIN (χ^2) is 2.49; p 0.000; RMSEA 0.056; RMR 0.62; CFI 0.907; IFI 0.908 and GFI is 0.925. These values are in acceptable range (see Table 1).

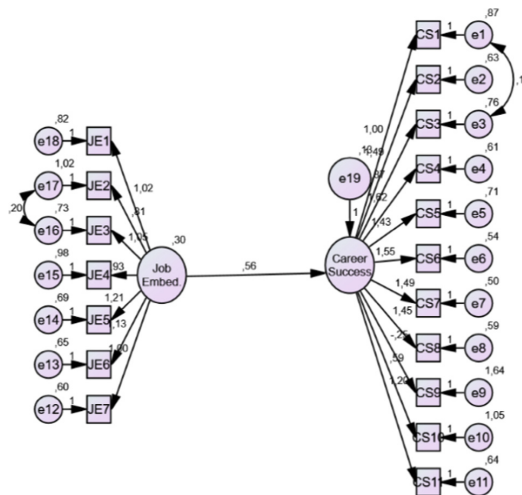


Fig. 1. Job embeddedness influence on perceived career success.

Table 1. Direct effect of job embeddedness on career success

	Estimate	S.E.	C.R.	P	CMIN/DF	CFI	GFI	IFI	RMSEA	RM
H1: Career Success ← Job embeddedness	,555	,081	6,878	***	2,486	907	925	908	,056	,062

As seen in the Table 1, it can be stated after that the chi square value/degree of freedom is 2.486 and less than 3, which shows the good adaptation. CFI, GFI, IFI values change between 0 and 1. These values must be more than 90, in which case value is accepted as the most convenient [23]. Table 1 shows that these values are more than 90. It is expected to have RMSEA and RMR value close to 0 and less than 0.05 accepted as the adopted values [24]. Table 1 shows that these values are less than 0.05. Therefore, it can be stated that current research model is significant and the values are in acceptable range.

4 Discussion

The need to manage personnel in today’s highly competitive and volatile workplace has made retention research relevant and vital. A fundamental topic in management research is what dynamic and adaptive behaviors of managers motivate employees to stay with their company. In this study, we researched the relationship between job embeddedness and career success in service organizations. For this research data were collected from a sample of 469 employees of Turkish service organizations using a combination of different scales. The results of path analysis showed that job embeddedness was positively and significantly related to career success. These findings were supported by some researches in literature. For example, Stumpf [25] resulted that workers with higher job embeddedness were less inclined to move jobs or organizations and were more successful in their career development. Dechawatanapaisal [26] discovered that leaders who exhibit high-quality behaviors can influence job embeddedness. According to the findings of the current study, embedded workers think their careers are moving in the right direction, and as a consequence, they are satisfied with their career achievements. This finding was supported by several other studies in literature [20, 25].

5 Conclusion

Career development has become one of the most important management activities in organizations today [27]. Interest in investigating career success has expanded during recent years, and this is often due to the increase in the number of graduates from universities [28]. This is one of the important reasons why supervisors and managers should keep up an interface between the college and their previous understudies since the quality of their preparation is related to their career success in their organizations

[29]. As a result, by expanding the notion of work embeddedness and employing it as an active concept to improve organizational performance rather than just as a passive concept to urge employees to stay with the business, job embeddedness may be a very effective and valuable tool for organizations.

Job Embeddedness theory suggests that employee's personal values and desirable future in terms of career should be in coincidence with the company values and requirements regarding the skills [11]. Work-related experience affects employee's perception regarding career success in the long run [16].

Finally, we can state that the findings broaden the management field by providing new perspectives into how workers' job embeddedness impacts career success. The study contributes to the existing research and points out the importance of workers' career success and development needs in the management field and practice. Improving work environments and policies to meet workers' developing career success needs and job embeddedness may be critical to sustaining employee-organization communication and encouraging them.

The research has its limitations. The findings are helpful to strengthen the comprehension of connection between employee job embeddedness and career success. The findings are limited to the data from service organizations in Turkey.

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