APPENDIX

APPENDIX 1

QUESTIONNAIRE USED FOR PILOT STUDY

Dear Respondent,

I request you to kindly fill this questionnaire which measures various factors regarding Job Embeddedness. I assure you that this is completely for academic purpose and will be kept purely confidential. Your valuable time and co-operation is kindly solicited.

Instruction:

You are requested to tick the appropriate box in Part A, B and C. It is assured that the responses will be kept confidential.

Thank you.

With respect,
P. Senthil Prakash,
Coimbatore.

PART – A

Kindly tick whichever is applicable

1   Gender   1. Male   2. Female

2   Age   1. <18   2. 18 - 24   3. 25-30   4. >30

3   Qualification   1. Post Graduate   2. Graduate   3.Diploma   4. Higher secondary

4   Income Level/month   1. <15,000   2. 15,000 - 20,000   3. 20,001 -25,000   4. > 25,000

LC1	Are you currently married?		1. Yes	2. No	
LC2	If you are married, does your spouse work outside the home?		1. Yes	2. No	
LC3	Do you own the home you live in?		1. Yes	2. No	
LC4	My family roots are in the community where I live.		1. Yes	2. No	
LO1	How long have you been in your present position?	<1Yr	1- 2Yrs	2-3Yrs	3Yrs+
LO2	How long have you worked for this organization?	<1Yr	1- 2Yrs	2-3Yrs	3Yrs+
LO3	How long have you worked in the industry?	<1Yr	1- 2Yrs	2-3Yrs	3Yrs+
LO4	How many co-workers do you interact with regularly?	<10	10- 20	20-30	>30
LO5	How many co-workers are highly dependent on you?	<10	10- 20	20-30	>30
LO6	How many work teams are you on?	1	2	3	>3
LO7	How many work committees are you on?	1	2	3	>3

PART – B

Kindly give your opinion regarding the following statements. Please Tick as per following key:

5	4	3	2	1	
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	

FC1	I really love the place where I live.	5	4	3	2	1
FC2	I like the family-oriented environment of my community.	5	4	3	2	1
FC3	This community I live in is a good match for me.	5	4	3	2	1
FC4	I think of the community where I live as home.	5	4	3	2	1
FC5	The area where I live offer the leisure activities that I like.	5	4	3	2	1
FO1	My job utilizes my skills and talents well.	5	4	3	2	1
FO2	I feel like I am a good match for this organization.	5	4	3	2	1
FO3	I feel personally valued by (name of the organization).	5	4	3	2	1
FO4	I like my work schedule (e.g., flexitime, shift).	5	4	3	2	1
FO5	I fit with this organization's culture.	5	4	3	2	1
FO6	I like the authority and responsibility	5	4	3	2	1
SC1	Leaving this community would be very hard.	5	4	3	2	1
SC2	People respect me a lot in my community.	5	4	3	2	1
SC3	My neighbourhood is safe.	5	4	3	2	1
SO1	I have a lot of freedom on this job to decide how to pursue my goals.	5	4	3	2	1
SO2	The perks on this job are outstanding.	5	4	3	2	1
SO3	I feel that people at work respect me a great deal.	5	4	3	2	1
SO4	I would incur very few costs if I left this organization.	5	4	3	2	1

SO5	I would sacrifice a lot if I left this job.	5	4	3	2	1
SO6	My promotional opportunities are excellent here.	5	4	3	2	1
SO7	I am well compensated for my level of performance.	5	4	3	2	1
SO8	The benefits are good on this job.	5	4	3	2	1
SO9	I believe the prospects for continuing employment with this company are excellent.	5	4	3	2	1

These questions are related to the various factors influencing your work

EP1	Work timing helps me to spent time with my family	5	4	3	2	1
EP2	I have job security	5	4	3	2	1
EP3	I am in reasonably well paying job	5	4	3	2	1
EP4	I am paid salary on time	5	4	3	2	1
EP5	In my job my voice is heard and experience is valued	5	4	3	2	1
EP6	My company is reasonable brand name in the market	5	4	3	2	1
EP7	In my company I have employee welfare oriented schemes	5	4	3	2	1
EP8	I have free and frank two sided performance appraisals	5	4	3	2	1
EP9	During appraisal my areas ofimprovement are identified	5	4	3	2	1
OP1	Our management hierarchy is clear	5	4	3	2	1
OP2	Our management has clear policies	5	4	3	2	1
OP3	Our management has transparency and accountability in each level	5	4	3	2	1
OP4	I have systematic delegation of task/activities	5	4	3	2	1
OP5	I have systematic method in my place to work	5	4	3	2	1
OP6	I get materials available on time	5	4	3	2	1
OP7	I work withoutany interruption	5	4	3	2	1

OP8	I paid for overtime for work done beyond normal working hours	5	4	3	2	1
OP9	I have instant cash award schemes	5	4	3	2	1
OP10	As an employee I was treated fairly in my organization	5	4	3	2	1
OP11	My supervisor is competent enough	5	4	3	2	1
OP12	My supervisor poses leadership skills	5	4	3	2	1
OP13	I was set with goals and targets	5	4	3	2	1
OP14	I get rewards on achievement of the same	5	4	3	2	1
OP15	I get non-financial incentives	5	4	3	2	1
OP16	I was told how and what to do about my work	5	4	3	2	1
IP1	I poses individual personal skills	5	4	3	2	1
IP2	My team has overall work group/team skills	5	4	3	2	1
IP3	I have self-initiative and competence	5	4	3	2	1
IP4	I have knowledge of work I do	5	4	3	2	1
IP5	I was transmit among the teams	5	4	3	2	1
IP6	My work allocation changes frequently	5	4	3	2	1
IP7	I was given reasonable/achievable targets	5	4	3	2	1
PP1	I was technicallyqualified/educated for the work	5	4	3	2	1
PP2	I build up my work through training	5	4	3	2	1
PP3	My previous experience helps me in current job	5	4	3	2	1
PP4	Ihave overall competence of operative	5	4	3	2	1
PP5	I have attitude towards my work	5	4	3	2	1
PP6	I believe age of person influence the productivity	5	4	3	2	1
PP7	I have creativity thought towards my work	5	4	3	2	1
PP8	I am motivated to the work	5	4	3	2	1
PP9	I have overall job satisfaction	5	4	3	2	1
PP10	I have overall communal feeling/belongingness towards my company	5	4	3	2	1

PART – C

LOC1	I determine what matters to me in an organization	5	4	3	2	1
LOC2	The course of my career depends on me	5	4	3	2	1
LOC3	My success or failure depends on the amount of effort I exert	5	4	3	2	1
LOC4	The people who are important control matters in the organization	5	4	3	2	1
LOC5	My career depends on my seniors	5	4	3	2	1
LOC6	My effectiveness in an organization is determined by senior people	5	4	3	2	1
LOC7	The organization a person joins or the job he or she takes is an accidental occurrence	5	4	3	2	1
LOC8	A person's career is a matter of chance	5	4	3	2	1
LOC9	A person's success depends on the breaks or chances he or she receives	5	4	3	2	1
LOC10	Successful completion of my assignments is due to my detailed planning and hard work	5	4	3	2	1
LOC11	Being liked by my seniors or making good impressions on them influences promotion decisions	5	4	3	2	1
LOC12	Receiving rewards in the organization is a matter of luck	5	4	3	2	1
LOC13	The success of my plans is a matter of luck	5	4	3	2	1
LOC14	Receiving a promotion depends on being I the right place at the right time	5	4	3	2	1
LOC15	Preferences of seniors determine who will be rewarded in an organization	5	4	3	2	1
LOC16	My success depends on my competence and hard work	5	4	3	2	1
LOC17	How much I am liking in an organization depends on my seniors	5	4	3	2	1

LOC18	Getting people in an organization to listen to me is a matter of luck	5	4	3	2	1
LOC19	If my seniors do not like me, I will not succeed in this organization	5	4	3	2	1
LOC20	The way I work determines whether or not I receive rewards	5	4	3	2	1
LOC21	My success or failure in an organization is a matter of luck	5	4	3	2	1
LOC22	My success or failure depends on those who work with me	5	4	3	2	1
LOC23	Any promotion I receive will be due to my ability and effort	5	4	3	2	1
LOC24	Most things in an organization are beyond the control of the people who work there	5	4	3	2	1
LOC25	The quality of my work influences decisions on my suggestions in this organization	5	4	3	2	1
LOC26	The reason I am acceptable to others in an organization is a matter of luck	5	4	3	2	1
LOC27	I determine what happens to me in the organization	5	4	3	2	1
LOC28	The degree to which I am acceptable to others in this organization depends on my behavior with them	5	4	3	2	1
LOC29	My ideas are accepted if I make them fit with the desires of my seniors	5	4	3	2	1
LOC30	Pressure groups in this organization are more powerful than individual employees are, and they control more things than individuals do	5	4	3	2	1

APPENDIX 2

PERSPECTIVES OF JOB EMBEDDEDNESS WITHLOCUS OF CONTROL AS MODERATOR AMONG BANK EXECUTIVES

Dear Sir/Madam,

I am carrying out research in analysing the various perspectives of job embeddedness by keeping locus of control as a moderator in banking industry. I request you to kindly fill in the following questionnaire sparing 5 to 10 minutes of your valuable time.

Instruction:

You are requested to tick the appropriate box in Part - A, and kindly tick or encircle a number which is close to your self-perception for Part - B and Part - C. It is assured that the responses will be kept confidential.

Thank you.

With respect,

P. Senthil Prakash,

Coimbatore.

PART – A

Kindly tick or encircle whichever is applicable

1   Gender   1. Male   2. Female

2   Age   1. <18   2. 18 - 24   3. 25-30   4. >30

3   Qualification   1. Post Graduate   2. Graduate   3.Diploma   4. Higher secondary

4   Income   1. <15,000   2. 15,000 - 20,000   3. 20,001 -25,000   4. > 25,000
    Level/month

5   Are you currently married?   1. Yes   2. No

6   If you are married, does your spouse work outside the
    home?   1. Yes   2. No

7   Do you own the home you live in?   1. Yes   2. No

8   My family roots are in the community where I live. 1. Yes   2. No

9   How long have you been in your present   <1Yr   1- 2Yrs   2-3Yrs   3Yrs+
    position?

10 How long have you worked for this   <1Yr   1- 2Yrs   2-3Yrs   3Yrs+
    organization?

11 How long have you worked in the   <1Yr   1- 2Yrs   2-3Yrs   3Yrs+
    industry?

12 How many co-workers do you interact   <10   10- 20   20-30   >30
    with regularly?

13 How many co-workers are highly   <10   10- 20   20-30   >30
    dependent on you?

14 How many work teams are you on?   1   2   3   >3

15 How many work committees are you on?   1   2   3   >3

PART – B

Kindly give your opinion regarding the following statements.

Please tick as per following key:

5	4	3	2	1	
Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**	

These questions are related to your comfort in social life and work life

16	I really love the place where I live.	5	4	3	2	1
17	I like the family-oriented environment of my community.	5	4	3	2	1
18	This community I live in is a good match for me.	5	4	3	2	1
19	I think of the community where I live as home.	5	4	3	2	1
20	The area where I live offer the leisure activities that I like.	5	4	3	2	1
21	My job utilizes my skills and talents well.	5	4	3	2	1
22	I feel like I am a good match for this organization.	5	4	3	2	1
23	I feel personally valued by (name of the organization).	5	4	3	2	1
24	I like my work schedule (e.g., flexitime, shift).	5	4	3	2	1
25	I fit with this organization's culture.	5	4	3	2	1
26	Leaving this community would be very hard.	5	4	3	2	1
27	People respect me a lot in my community.	5	4	3	2	1
28	My neighborhood is safe.	5	4	3	2	1
29	I have a lot of freedom on this job to decide how to pursue my goals.	5	4	3	2	1
30	The perks of this job are outstanding.	5	4	3	2	1
31	I feel that people at work respect me a great deal.	5	4	3	2	1
32	I would incur very few costs if I left this organization.	5	4	3	2	1
33	I would sacrifice a lot if I left this job.	5	4	3	2	1

34	My promotional opportunities are excellent here.	5	4	3	2	1
35	I am well compensated for my level of performance.	5	4	3	2	1
36	The benefits are good at this job.	5	4	3	2	1
37	I believe the prospects for continuing employment with this company are excellent.	5	4	3	2	1

These questions relate to the various factors influencing your work

38	I have job security	5	4	3	2	1
39	I am in reasonably well paying job	5	4	3	2	1
40	I am paid a salary on time	5	4	3	2	1
41	In my job, my voice is heard and experience is valued	5	4	3	2	1
42	My company is reasonable brand name in the market	5	4	3	2	1
43	In my company I have employee welfare oriented schemes	5	4	3	2	1
44	I have free and frank two sided performance appraisals	5	4	3	2	1
45	During appraisal my areas ofimprovement are identified	5	4	3	2	1
46	Our management hierarchy is clear	5	4	3	2	1
47	Our management has clear policies	5	4	3	2	1
48	Our management has transparency and accountability in each level	5	4	3	2	1
49	I have a systematic delegation of task/activities	5	4	3	2	1
50	I have a systematic method in my place to work	5	4	3	2	1
51	I get materials available on time	5	4	3	2	1
52	I work withoutany interruption	5	4	3	2	1
53	I paid for overtime for work done beyond normal working hours	5	4	3	2	1
54	I have instant cash award schemes	5	4	3	2	1

55	As an employee I was treated fairly in my organization	5	4	3	2	1
56	My supervisor is competent enough	5	4	3	2	1
57	My supervisor possesses leadership skills	5	4	3	2	1
58	I was set with goals and targets	5	4	3	2	1
59	I get rewards on achievement of the same	5	4	3	2	1
60	I get non-financial incentives	5	4	3	2	1
61	I was told how and what to do about my work	5	4	3	2	1
62	My team has overall workgroup/team skills	5	4	3	2	1
63	I have self-initiative and competence	5	4	3	2	1
64	I have knowledge of work I do	5	4	3	2	1
65	I was transmit among the teams	5	4	3	2	1
66	My work allocation changes frequently	5	4	3	2	1
67	I was given reasonable/achievable targets	5	4	3	2	1
68	I was technicallyqualified/educated for the work	5	4	3	2	1
69	I build up my work through training	5	4	3	2	1
70	My previous experience helps me in current job	5	4	3	2	1
71	Ihave the overall competence of operative	5	4	3	2	1
72	I have an attitude towards my work	5	4	3	2	1
73	I believe age of person influence the productivity	5	4	3	2	1
74	I have a creative thought towards my work	5	4	3	2	1
75	I am motivated in the work	5	4	3	2	1
76	I have overall job satisfaction	5	4	3	2	1

PART – C

These questions are related to the control towards your work

77	I determine what matters to me in an organization	5	4	3	2	1
78	The course of my career depends on me	5	4	3	2	1
79	My success or failure depends on the amount of effort I exert	5	4	3	2	1
80	The people who are important to control matters in the organization	5	4	3	2	1
81	My career depends on my seniors	5	4	3	2	1
82	My effectiveness in an organization is determined by senior people	5	4	3	2	1
83	The organization a person joins or the job he or she takes is an accidental occurrence	5	4	3	2	1
84	A person's career is a matter of chance	5	4	3	2	1
85	A person's success depends on the breaks or chances he or she receives	5	4	3	2	1
86	Successful completion of my assignments is due to my detailed planning and hard work	5	4	3	2	1
87	Being liked by my seniors are making good impressions on them influences promotion decisions	5	4	3	2	1
88	Receiving rewards in the organization are a matter of luck	5	4	3	2	1
89	The success of my plans is a matter of luck	5	4	3	2	1
90	Receiving a promotion depends on being I the right place at the right time	5	4	3	2	1
91	Preferences of seniors determine who will be rewarded in an organization	5	4	3	2	1
92	My success depends on my competence and hard work	5	4	3	2	1

93	How much I am liking in an organization depends on my seniors	5	4	3	2	1
94	Getting people in an organization to listen to me is a matter of luck	5	4	3	2	1
95	If my seniors do not like me, I will not succeed in this organization	5	4	3	2	1
96	The way I work determines whether or not I receive rewards	5	4	3	2	1
97	My success or failure in an organization is a matter of luck	5	4	3	2	1
98	My success or failure depends on those who work with me	5	4	3	2	1
99	Any promotion I receive will be due to my ability and effort	5	4	3	2	1
100	Most things in an organization are beyond the control of the people who work there	5	4	3	2	1
101	The quality of my work influences decisions on my suggestions in this organization	5	4	3	2	1
102	The reason I am acceptable to others in an organization is a matter of luck	5	4	3	2	1
103	I determine what happens to me in the organization	5	4	3	2	1
104	The degree to which I am acceptable to others in this organization depends on my behavior with them	5	4	3	2	1
105	My ideas are accepted if I make them fit with the desires of my seniors	5	4	3	2	1
106	Pressure groups in this organization are more powerful than individual employees are, and they control more things than individuals do	5	4	3	2	1

LOCUS OF CONTROL INVENTORY

By

Udai Pareek

Information: Within psychology, Locus of Control is considered to be an important aspect of personality. The concept was developed originally Julian Rotter in the 1950s (Rotter, 1966). Locus of Control refers to an individual's perception about the underlying main causes of events in his/her life. Or, to put it simpler you can ask the question: Do you believe that your destiny is controlled by yourself or by external forces (such as fate, or powerful others)?

Instructions: The following thirty statements represent employee's attitudes toward their work in an organisation. Read each statement carefully, then indicate the extent to which you agree with it by writing a number in the blank space provided. There are no right or a wrong choice, the one that is right for you is the correct answer. If the responses do not adequately indicate your own opinion, use the number closest to the way you feel.

I hereby give my informed consent to participate in the study

Biographical information
Race:
Gender:
Age:
Language:
Use the following key
Strongly Agree -5
Generally Agree -4
Agree somewhat - 3
Agree only slightly - 2
Seldom or never Agree -1

1	I determine what matters to me in an organization	5	4	3	2	1
2	The course of my career depends on me	5	4	3	2	1
3	My success or failure depends on the amount of effort I exert	5	4	3	2	1
4	The people who are important to control matters in the organization	5	4	3	2	1
5	My career depends on my seniors	5	4	3	2	1
6	My effectiveness in an organization is determined by senior people	5	4	3	2	1
7	The organization a person joins or the job he or she takes is an accidental occurrence	5	4	3	2	1
8	A person's career is a matter of chance	5	4	3	2	1
9	A person's success depends on the breaks or chances he or she receives	5	4	3	2	1
10	Successful completion of my assignments is due to my detailed planning and hard work	5	4	3	2	1
11	Being liked by my seniors are making good impressions on them influences promotion decisions	5	4	3	2	1
12	Receiving rewards in the organization are a matter of luck	5	4	3	2	1
13	The success of my plans is a matter of luck	5	4	3	2	1
14	Receiving a promotion depends on being I the right place at the right time	5	4	3	2	1
15	Preferences of seniors determine who will be rewarded in an organization	5	4	3	2	1
16	My success depends on my competence and hard work	5	4	3	2	1
17	How much I am liking in an organization depends on my seniors	5	4	3	2	1
18	Getting people in an organization to listen to me is a matter of luck	5	4	3	2	1

19	If my seniors do not like me, I will not succeed in this organization	5	4	3	2	1
20	The way I work determines whether or not I receive rewards	5	4	3	2	1
21	My success or failure in an organization is a matter of luck	5	4	3	2	1
22	My success or failure depends on those who work with me	5	4	3	2	1
23	Any promotion I receive will be due to my ability and effort	5	4	3	2	1
24	Most things in an organization are beyond the control of the people who work there	5	4	3	2	1
25	The quality of my work influences decisions on my suggestions in this organization	5	4	3	2	1
26	The reason I am acceptable to others in an organization is a matter of luck	5	4	3	2	1
27	I determine what happens to me in the organization	5	4	3	2	1
28	The degree to which I am acceptable to others in this organization depends on my behavior with them	5	4	3	2	1
29	My ideas are accepted if I make them fit with the desires of my seniors	5	4	3	2	1
30	Pressure groups in this organization are more powerful than individual employees are, and they control more things than individuals do	5	4	3	2	1

LOCUS OF CONTROL INVENTORY

SCORING SHEET

Instructions: The numbers below correspond to the numbers of the items in the locus of Control Inventory. Please transfer the numbers you assigned by writing them n the appropriate blanks below. Then total the numbers you transferred to each column.

Item Number	Number You Assigned	Item Number	Number You Assigned	Item Number	Number You Assigned
1		4		7	
2		5		8	
3		6		9	
10		11		12	
16		15		13	
20		17		14	
23		19		18	
25		22		21	
27		29		24	
28		30		26	
Column Total		Column Total		Column Total	
I		**EO**		**EC**	

LOCUS OF CONTROL INVENTORY

INTERPRETATION SHEET

The following information will be helpful in interpreting your scores. These scores represent the way you view what happens in your organization: therefore, no score has to be permanent. If you are happy with the why you have marked the answers, you may create an action plan that will help to change the way you look at things. Select the column with the highest total. Then read the section below that pertains to that column. Next read the section pertaining to your lowest total. Then read the remaining section. The paragraph on rations may also be helpful.

I (Internal)

A person with an internal orientation believes that his or her future is controlled from within. A total I score of 33 or above indicates a very high internality tendency. It represents self confidence in a person s ability to control what happens to him or her n an organization. However, this person may sometimes eb unrealistic in assessing difficulties and may ascribe personal failure to situations over which he or she had no control.

A score from 29 to 32 shows high trust in one s ability and effort and is likely to lead to effective use of these. A score of 18 to 21 indicates that the individual lacks such self trust and needs to examine his or her strengths by using feedback from others. A low score: 17 or less, in this area represents little self confidence and could hinder a person from utilizing his or her potential.

EO (External – others)

A person with an external-others orientation believes that his or her future is controlled by powerful others. Very high EO scores (30 or higher) indicate dysfunctional dependence on significant other people for achieving one s goals. A score of 21 to 29 reflects a realistic dependence on supervisors, peers and subordinates. A score of 17 to 20 shows an independence orientation and a score below 17 indicates counter dependence.

EC (External – Chance)

A person with an external- chance orientation believes that his or her future is controlled primarily by luck or chance. To an extent, the lower the EC score, the better, because a person with a low EC orientation is more likely to utilize another potential in trying to achieve goals. However, a score of 10 or below may reflect problems in coping with frustrations when unforeseen factors prevent achievement of goals.

Ratios of Scores

The ratio of your, I and E scores can also provide information about your orientation. If you re I / total E ration is more than one, this means if you're I score is greater than the total of your E scores, you have an internal orientation. If your EO ration is more than one, you have more internality than externality –other. If you're I/ EC ratio is greater than one, you are more internal and external chance. Rations greater than one is beneficial, and action plans can be created to change ratios that are lower than desired.

List of Publications

Anitha J and P Senthil Prakash (2015) "Job Embeddedness – A Study on Existence and Difference in the Level of Fit, Link and Sacrifice" ISSN: 2249-7137, Academicia: An International Multidisciplinary Research Journal (A Double Blind Refereed & Reviewed International Journal) Vol. 5, Issue 8, August 2015, Impact Factor: 5.099

Anitha J and Senthil Prakash P (2014) "Environmental Factors and Job Embeddedness: a study on the relationship with Locus of Control as moderator" ISBN: 978-93-83302-01-7

P Senthil Prakash (2014), 'Job Embeddedness: A Conceptualization Link Through Social Capital Theory', International Journal of Scientific Research (*Peer Reviewed& Referred*). ISSN: 2277-8179, Volume 3, April 2014.

Anitha J and Senthil Prakash P (2013), 'Gender Discrimination and Wage Gap: A Literature Review', C.A.R.E. Journal of Management. ISSN: 2249-2216, Volume 3, November 2013.

Conference Presentations

3rd International Conference on Managing Human Resource at Work Place at SDMIMD, Mysore
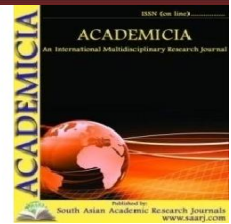
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JOB EMBEDDEDNESS – A STUDY ON EXISTENCE AND DIFFERENCEIN THE LEVEL OF FIT, LINK AND SACRIFICE

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ABSTRACT

The purpose of this research is to examine the existence and difference in the level of fit, link and sacrifice which are considered as major components of job embeddedness. Job embeddedness is when people stay in their job even when opportunities are available elsewhere. This study is made to give more empirical evidence, which helps to understand the nature of the existence and difference in the levels among the components of job embeddedness that is fit, link and sacrifice. To adapt the research design and methodology, the subjects were drawn from a pool of professionals who completed a questionnaire made up of valid and reliable instruments that measured each of the variables studied. The study has implication for enhancing job embeddedness. This study is done among the executives working in banking industry.

Job Embeddedness – A study on existence and difference in the level of fit, link and sacrifice

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INTRODUCTION

Job Embeddedness as one of the central elements of human resource management. Attracting, developing and retaining the employees are critical issues in the organization. In this, retaining the employees becomes a greater challenge for the modern organizations. From the organizational perspective, employee turnover creates both tangible and intangible cost. Because the replacement cost for an employee can be higher than the salary of the employee quitting. There are quite a number of research studies on attrition that have identified the motives for quitting, why people quit from the organization. But, it's time to understand why people stay in the organization. This may help to address the organizational problem of attrition by keeping employee to stay for longer duration in the organization. Job embeddedness is the concept which most of the corporation is keenly concentrating in the recent days. Why people stay in the organization is the construct from the study of Mitchell, Holtom, Lee,Sablynski, and Erez, (2001).

Job embeddedness is when people stay in their job even when opportunities are available elsewhere. Job embeddedness research has considered the web of associations that join a single person in their work association. Observational confirmation proposes that high JE is identified with decreased turnover and enhanced individual errand execution. Researchers have additionally recommended the potential for negative ramifications of JE when the web of associations serves to keep the single person in the association.

According to Crossley, Bennett, Jex, and Burnfield (2007, p. 1031), "whereas quitting is often proceded by some degree of mental consideration, remaining with an organization may simply be the result of maintaining the status quo". There are three strong components which construct the job embeddedness they are fit, link and sacrifice. In this paper we would like to understand the level and the difference of fit, link and sacrifice of job embeddedness.

FIT

Fit alludes to a employee apparent similarity with the association and encompassing group (Mitchell et al., 2001). It orientates how an employee sees their similarity or solace with an association and their surroundings. Individual qualities, learning, vocation yearnings, abilities, and capacities ought to fit with organization society and occupation necessities. At the point when hierarchical and individual qualities, needs, and requests are adjusted, job embeddedness is much stronger. Enmeshment in the previously stated web is critical when individual qualities are as per the workplace. Notwithstanding work, fit alludes to a singularpersonality with their non-work group. This can include elements like the political and religious atmosphere, accessible excitement choices, and climate. Job embeddedness hypothesis except that the better the fit between an individual, their association, and their group, the stronger their bids will be for that association. Expert and individual binds to an association will make leaving a vocation significantly more troublesome, and moving expenses will be huge. In considering voluntary turnover, for instance, Caldwell, Chatman and O'reilly (1990) observed that a rebel employee against the organizational values ended marginally quicker than to fit into the organization. Chatman (1991) later reported that when an organization produces poor organization fit, employees are prone to leave the organization.

LINK

Link are formal or casual associations between an individual, foundations, or other individuals (Mitchell et al., 2001). Employees, and frequently their families, are connected with associations and their group. The web of connections incorporates social, mental, and budgetary associations. Individuals fused with work companions, non-work

companions, their group, distinctive gatherings, and the physical environment where they live and/or work. There are a few connections that are most essential, contingent upon the individual. In any case, all connections are a piece of the web that join individuals to their association and group. The more prominent number and quality of the connections between an individual and the web they are a piece of, the more the worker will feel bound to his/her occupation. A mixed bag of exploration streams recommends that there is standardizing weights to stay on a job, which gets from family, colleagues and other members (Maertz, et.al., 1996; Prestholdt, Lane & Mathews, 1987). O'Reilly, Caldwell and Barnett (1989) utilize the term social integration to depict the at-work part of the link process.

SACRIFICE

Sacrifice is the apparent mental, social, or material expense of abandoning one's organization and one's community (Mitchell et al., 2001). Employment related misfortunes incorporate, yet are not constrained to, surrendering satisfying work ventures, leaving well known partners, and prior collected and merited profits. Group related misfortunes could incorporate surrendering a short drive, needing to leave close companions, and losing season tickets that took years to get. The more a employee needs to surrender when leaving work, the more improbable they will be to separate their association with an organization. While it might be conceivable to win the same (or even a greater salary) in new position, there are different profits that must be forgone like collected vacation time and employee stock options. At the point when individuals leave union participation employments, they frequently start at the base of the chain of command in their new position in light of the fact that unions esteem rank and various levelled structure. Discard from one organization for an alternate obliges individuals to sacrifice both personally and professionally. Work security and growth are two ideas we accept to be incredibly gainful, and they both are regularly invalidated when leaving an organization. The more a worker gives up when leaving, the more troublesome it is to separate job with the organization (Shaw, et al, 1998). These recent components have been indicated to be identified with turnover (Gupta & Jenkins, 1980).

ORGANIZATION AND COMMUNITY

The above said components of fit, link, sacrifice basically divides under two major construct called 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 (Felps et al., 2009). 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.

NEED FOR THE STUDY

This research is focus shift – from employee attrition to retention. This connects to the recent focus on why people stay in their job when opportunities are available elsewhere. The attrition rate in the banking industry is expected to "hover around 18 percent in 2014".In "A study on overview of employee attrition rate in India" by Rashmi Farkiya the general findings of why people leave the organization are mentioned below.

The most widely recognized explanations behind which employees leave a workplace is compensation or pay. Most employees who have been in the same organization for some time hope to be made up for their diligent work and experience. In the event that they feel that they are not being compensated or even considered for a pay hike, then all the time looks to move someplace else where they can get a higher compensation. This research may help the organizations minimize the attrition and encourage the employees for the longest tenure. The purpose of this research is to identify the existing level and the difference between the three important components of job embeddedness i.e., fit, link and sacrifice.

OBJECTIVE OF THE STUDY

This research is conducted based on three objectives as follows

1. To explore the existing level of fit community, fit organization, sacrifice community and sacrifice organization aspects in the respondents.

2. To understand whether the faith community and sacrifice community aspects differ based on link attributes

3. To understand whether fit organization and sacrifice organization aspects differ based on link attributes

RESEARCH METHODOLOGY

The research is a Causal study, an instrument was developed and validated. The reliability of the instrument is tested and the coefficient value is 0.771. The respondents are sales executives of private banks. The multistage random sampling was used and the sample size is 250. The descriptive research design has been employed in the present study.

ANALYSIS AND INTERPRETATION

The existing level of fit community, fit organization, sacrifice community and sacrifice organization aspects among the employees

Table 1

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Fit Community	253	1.20	5.00	3.3415	.88733
Fit Organisation	251	1.40	5.00	3.3896	.91567
Sacrifice Community	250	1.00	5.00	3.2653	.93392
Sacrifice Organisation	253	1.00	5.00	3.2714	.92068
Valid N (listwise)	248				

It can infer that from the **Table 1** the mean value of the fit community and fit organization are more than 3.3 on a scale of 1 to 5, which indicates a higher score given by employees perception on fit community, fit organization, sacrifice community and sacrifice organization towards their job. This shows that the fit community and fit organization high towards their job.

Table 2

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Fit Community	253	1.20	5.00	3.3415	.88733
Fit Organisation	251	1.40	5.00	3.3896	.91567
Sacrifice Community	250	1.00	5.00	3.2653	.93392
Sacrifice Organisation	253	1.00	5.00	3.2714	.92068
Valid N (listwise)	248				

It can be also observed from the **Table 2** that the standard deviation is highest for sacrifice community that indicates that the perception of employees towards the factor highly varying than the other dimensions and there is a less variation with respect to fit community. This may be due to that they are not so clear with the fit towards their organization.

Difference among the employees in their level of fit community and sacrifice community based on the link attribute

One of the objectives of the study is to identify whether the employees' level on fit community and sacrifice community differ based on the link attributes, this would help the researcher in knowinghow fit community and sacrifice community varies between the employees based on their link attributes.

One way ANOVA between the employee level of fit community with their link attributes score

Table 3

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Fit Community	Between Groups	49.449	9	5.494	8.963	.000
	Within Groups	148.965	243	.613		
	Total	198.414	252			
Sacrifice Community	Between Groups	39.537	9	4.393	5.935	.000
	Within Groups	177.640	240	.740		
	Total	217.177	249			

From the **Table 3** it clearly understood that there exist a difference in the employee level on fit community and link attributes, the F value (8.963) statistically significant at the 5 percent level of significance. Therefore the null hypothesis that 'there is no significance difference in the mean fit community of the employees based on their link attributes is rejected.

One way ANOVA between the employee level of sacrifice community with their link attributes scores.

Table 4

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Fit community	Between Groups	49.449	9	5.494	8.963	.000
	Within Groups	148.965	243	.613		
	Total	198.414	252			
Sacrifice Community	Between Groups	39.537	9	4.393	5.935	.000
	Within Groups	177.640	240	.740		
	Total	217.177	249			

From the **Table 4** it clearly understood that there exist a difference in the employee level on sacrifice community and link attributes, the F value (5.935) statistically significant at the 5 percent level of significance. Therefore the null hypothesis that 'there is no significance difference in the mean sacrifice community of the employees based on their link attributes is rejected.

Difference among the employees in their level of fit organization and sacrifice organization based on link attributes

One of the objectives of the study is to identify whether the employees' level on fit organization and sacrifice organization differ based on the link attributes, this would help the researcher in knowinghow fit organization and sacrifice organization varies between the employees based on their link attributes.

One way ANOVA between the employee level of fit organization with their link attributes scores

Table 5

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Fit Organisation	Between Groups	36.411	20	1.821	2.418	.001
	Within Groups	173.202	230	.753		
	Total	209.613	250			
Sacrifice Organisation	Between Groups	51.446	20	2.572	3.680	.000
	Within Groups	162.164	232	.699		
	Total	213.610	252			

From the **Table 5** it clearly understood that there exist a difference in the employee level on fit organization and link attributes, the F value (2.418) statistically significant at the 5 percent level of significance. Therefore the null hypothesis that 'there is no significance difference in the mean fit organization of the employees based on their link attributes is rejected.

One way ANOVA between the employee level of sacrifice organization with their link attributes scores

Table 6

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Fit Organisation	Between Groups	36.411	20	1.821	2.418	.001
	Within Groups	173.202	230	.753		
	Total	209.613	250			
Sacrifice Organisation	Between Groups	51.446	20	2.572	3.680	.000
	Within Groups	162.164	232	.699		
	Total	213.610	252			

From the **Table 6** it clearly understood that there exist a difference in the employee level on sacrifice organization and link attributes, the F value (3.680) statistically significant at the 5 percent level of significance. Therefore the null hypothesis that 'there is no significance difference in the mean sacrifice organization of the employees based on their link attributes is rejected.

CONCLUSION

As the title mentioned, the intention of this research is to find the existence and the difference in the level of fit, link and sacrifice of Job Embeddedness towards the executives working in the banking industry.

The following are the major findings of the research

Theemployees perception is high on the fit community and fit organization high towards their job.

Since the standard deviation is highest for sacrifice community that indicates that the perception of employees towards the factor highly varying than the other dimensions and

there is a less variation with respect to fit community. This may be due to that they are not so clear with the fit towards their organization.

The difference exist in the employee level on fit community and link attributes.

The difference isexists in the employee level on sacrifice community and link attributes.

The difference is exists in the employee level on fit organization and link attributes.

The difference is exists in the employee level on sacrifice organization and link attributes.

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