CHAPTER 1

INTRODUCTION OF THE STUDY

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1.1 Introduction

Human Resource is thought to be the focal point of all improvement process of economy and society. Be that as it may, today's aggressive business situation is breaking down social status of HR, henceforth bringing about employee turnover. As indicated by Price (1977) employee turnover is the proportion of the quantity of authoritative individuals who have left amid the period being viewed as separated by the normal number of individuals in that organization amid the period. The "seeds" or introductory reasons for turnover, emerging out of the dissatisfaction identified with spending plan cutting, employing stops, cutbacks, and absence of improvement assets and opportunities, will probably be shown at such times. After autonomy, the year 1991 was the stamped as the critical year for the Indian banking sector. In year 1969 after nationalization of 14 noteworthy banks an awesome change emerged in the banking industry. Taken after by globalization, liberalization and other worldwide occasions lead managing an account division in India to change and conform to achieve an aggressive edge in multinational environment. Keeping in mind the end goal to adapt to the changing pattern to give compelling and productive support of the client execution of development innovation has changed the substance of managing an account. Establishment of ATM machines, e-Banking, PC usage and parcel numerous inputs have changed the work pattern of the bank representatives. Straightforwardly or by implication these changes in arrangement and innovation in the banking sector has disintegrated the social, financial and psychological sphere of influence of the bank representatives in India.

"Employee turnover is a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees" (Agnes, 1999). Turnover indicates to the measure of development of employees all through an organization, regularly introduce regarding the turnover rate (Chruden and Sherman, 1972). Mobley et al. (1979) proposed two variables that identify with the movement of employees through progressive phases of withdrawal. One variable reflects the employee's assessment of the organization's future expected quality and the strain

connected with the employee's available work conditions. In turnover process everybody for the most part calls attention to one component for their turnover decision, however, there are constantly more variables in the back hand that fills in as push-truck or main motivation for that factor (Jaffari, 2011). In spite of the fact that, there is no standard structure for comprehension the employee turnover process as entire, an extensive variety of elements have been discovered helpful in interpreting employee turnover (Kevin et al. 2004). Consequently remembering the Indian financial setting taking after few elements was contemplated with a specific end goal to get to employee turnover in banks.

The nature of administration impacts the employee's perception toward the organization (Gregory and Henry, 2005). A poor organization with the administration can be an essential purpose behind the employees to leave their employment. It is generally uncommon for individuals to leave the occupations in which they are cheerful even offered by higher compensation somewhere else (Shamsuzzoh and Sumon, 2010). Employer - employee relationship assumes an essential part on turnover. The supervision is an extraneous element and a "dissatisfied" and also a "demotivate" simply like pay. This has an account of employees have a tendency to perform better when they have less supervision and flexibility to practice activities, judgment and the self-way to deal with work (Mbah S. E., 2012).

It's inferred that high rates of mergers, acquisitions, expanding financial association among nations because of globalization, mechanical improvement, and rebuilding have changed the hierarchical work.In the most recent couple of decades have brought about time pressure, over the top work demand, role clashes, ergonomic deficiencies and tricky client relationship are reasons for stress. Additionally, considering to the stress it is an ecological boost to a man, or a peculiarity in the middle of individual and environment. The experience of occupation related stress (occupation stretch), the extent considers that prompt occupation related anxiety, absence of duty in the organization; and employment disappointment make employee quit (Firth et al., 2004). Larson (2004) says profession advancement makes weight on employee's understandings of the value of his or her vocation prospects. Impediments invocation improvement can show up whenever amid an employee's livelihood period, which serves a stress for them. These stresses can incorporate a variety of issues like being stuck in a position, with no

trusts of advancement or dangers of scaling back (Smith and Cooper, 1994). Profession development is significantly more imperative than compensation in Europe or America, yet it is included proportionate to pay an Asian connection (Europhia, 2008). "Moving up or Moving Out" considers career development as fundamental for turnover (Europhia, 2008). High employee turnover could likewise be because of no potential open door for progressions or advancements. Employees lean toward different organizations which may furnish them with higher posts and expanded remuneration bundles (Rampur, 2009).

In a research by Firth et al., (2004), one normal reason for high employee turnover rates is low pay and employee benefits. At the point when an employee is utilized in a low-paid position with constrained advantages, there is minimally stimulated to stay if a comparative manager offers even a somewhat higher rate of pay. "While lower paying job roles experience an overall higher average of employee turnover, they tend to cost companies less per replacement employee than do higher paying job roles. However, they incur the cost more often. For these reasons, most companies focus on employee retention strategies, regardless of pay levels (Beam, 2009)". Workers who make all the more, however, whose compensations miss the mark concerning the going business sector rate, may feel underestimated at their present organizations and search for an organization that will pay them what they're worth. To contend that employees quit organization due financial reasons. The most well-known explanation behind employee turnover rate being so high is the pay scale on the grounds that representatives are more often than not looking for occupations that pay well. Low pay is justifiable reason in respect to why an employee may be inadequate in execution. Unequal or substandard pay structures fall under this classification also. "When two or more employees perform similar work and have similar responsibilities, differences in pay rate can drive lower paid employees to quit. Ina like vein, if you pay less than other employers for similar work, employees are likely to jump ship for higher pay, if other factors are relatively equal" (Handelsman, 2009).

If working conditions are substandard or the work environment needs essential amenities, for example, appropriate lighting, furniture, restrooms and other wellbeing and security procurements, representatives won't be willing to endure the hindrance for a long time. Organizational unsteadiness has been appeared to have a high level of turnover.

Signs are that employee will probably stay when there is an anticipated workplace and the other way around). In an organization where there was an abnormal state of inadequacy there was additionally an abnormal state of employee turnover. A primary driver of Turnover are Salaries, Working environment and job security. Turnover especially emerges from sadness from the work place. In opposite employee additionally pushed to leave work because of the disappointment in their present work environment (Shamsuzzoh and Sumon, 2010). "Organizations in India must give serious thought to what drives employee commitment," says Mohinish Sinha, leadership and talent practice leader, Hay Group India. "The best insurance against attrition is not to hope for lack of opportunities outside, but to build strong internal conditions which act like a glue to employees," says Divakar Kaza, president, HR, Lupin Pharma.

Why Do People Leave Job?:According to the study by Rashmi Farkiya (2014) the following are the general findings was mentioned in the paper regarding why people leave the organization.

- The most well-known descriptions behind which employee leaves an organization is paying or remuneration. Most employees who have been in the same organization for some time hope to be adjusted for their diligent work and experience. On the off chance that they feel that they are not being remunerated or even considered for an increase, them all the time hope to move elsewhere where they can get a higher pay.

- Employer has to remember that beyond a point, an employee's essential need has less to do with how he is dealt with and how esteemed he feels. The first time through an employee may not leave, but rather an idea has been planted, the second time that idea gets reinforced. The third time he begins searching for other employment.

- Another component which may provoke a worker to leave an association may be the interpersonal connections. Quite a bit of this depends straightforwardly on the prompt supervisors.

- Employee decides to distinct himself from the organization because of personal reason such as, health issues, longing to come back to the local spot for family

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reasons. The life partner is exchanged and the present association has no branch in the new area et cetera. In the Indian connection ladies may need to surrender their occupations, post marriage to resettle somewhere else in the nation or even post-pregnancy.

- A worker leaves an association if the decency of the framework does not move his certainty. An association which pays inadequate respects towards representative wellbeing and care will likewise need to confront the mounting wearing down a level.

- High levels of anxiety and absence of work life equalization organizations in their energy to crush out each and every ounce of efficiency from their representatives and further expand benefit may select less number of representatives. In the quick connection, it may deliver tangible results. However, over the long haul point of view, anxiety level may take off as workers moan under the heaviness of over the top workload.

- Employee's own life will likewise go for a hurl because of alarmingly abnormal state of work with. Worker wears out and soak fall in efficiency are the undeniable aftermath. Sooner than later representatives will be obliged to re-examine their needs and join an association that guarantees a casual pace of work and a breathing space.

- Sometimes representatives need to particular from an association, as they have not finished their probation period effectively or they are being laid off for need of work or their arrangement was just on a provisional premise. Truth be told, it is this part of a detachment that is most unsavory since the prior once examined were instances of detachment which were representative stated.

- Care must be taken by the associations to guarantee that the above be done as easily as could be expected under the circumstances else, this could make a great deal of negative impressions about the organization which could be impeding for the associations picture over the long haul. One significant outcome of this kind of division is that it influences the spirit of the workers everywhere and makes a sentimental frailty when all is said in done. Consequently, maintenance of ability pool is one of the greatest tests in front.

This thesis mainly focuses on Job Embeddedness which is considered as one of the central elements of human resource management. Attracting, developing and retaining employees are critical issues in an organization. Now, 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 organization's problem of attrition by retaining the employee to stay for a longer duration in the organization. Fitz-enz (1990) recognized that employee retention is not influenced by a single factor, but there is a host of factors which are responsible for retaining employees in an 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).

1.2 Job Embeddedness

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 a single person in the association. According to Crossley, Bennett, Jex, and Burnfield (2007, p. 1031), "whereas quitting is often preceded by some degree of mental consideration, remaining with an organization may simply be the result of maintaining the status quo". Early research on Job Embeddedness clarifies more reasons in purpose to leave and voluntary turnover (Allen, 2006; Crossley, et al., 2007; Felps, et al., 2009; Trevor & Nyberg, 2008) than satisfaction, commitment, job alternatives, and job search (Mitchell, et al., 2001). According to Lee, Mitchell and Sablynski (2004), the decision to perform should be related to job embeddedness via motivational effects. They affirm that high job embeddedness expands motivation to perform on the grounds that exceptionally installed

representatives are associated with individuals and ventures, feel they fit with their employments, and append a high cost to cutting out. Job embeddedness then, fortifies the negative relationship in the middle of execution and turnover as a result of the worry that low execution may risk the parts of the workplace environment that make a connection or lead to embeddedness.

Even though the exact confirmation supporting the positive effects of JE, negative impacts of job embeddedness have additionally been proposed. "Employees with high job embeddedness may feel 'stuck' in their current job and organization believes that it is not easy to escape from the poor social exchange relationship with their supervisors" (Sekiguchi, et al., 2008). In essence, because of their fit, link, and sacrifice levels, highly embedded individuals may be inclined to be more concerned about short performance for fear of "(endangering their) status of being employed and/or attached to their jobs" (Lee, et al., 2004). Researchers have urged future exploration to investigate the negative outcomes of job embeddedness (Crossley, et al., 2007; Sekiguchi, et al., 2008). There are various research on cause of turnover was performed actively, but there is seldom research about the reasons for the employee to stay in the organization. When research is performed the employee may remain within the organization. Therefore, this research intends to focus on some causes to solidify competitive power, which in turn will aid the organization to retain the talented human resource. This helps the organizations to minimize the attrition and encourage the employees for the longest tenure. The purpose of this research is to examine the influence of aspects like environmental, organizational, personal and interpersonal factors on job embeddedness. The relationship is also studied with positioning locus of control as a moderator. Locus of Control (LOC) is where a person places the primary causation of events in his or her life. Basically, the causation classifies into two, namely internal and external locus of control.This research describes that it is considered to be the first study to examine the relationship between job embeddedness and environmental factors, organizational factors, personal and interpersonal factors with locus of control as moderator in Indian banking industry. Mitchell et al., (2001) describes the job as "a net or web in which an individual can become stuck". The Employees who are highly embedded have many thoroughly connected ties in both the community and the organization. These employees are more

likely to remain at a current job. Job embeddedness as originally introduced is conceptualized as having three components called Fit, Link and Sacrifice. Figure 1.1 presents the dimensions of Job Embeddedness.

Component of Job Embeddedness – Fit

Fit gives an idea about an employee appearing intimacy with the organization and work 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 a point when hierarchical and individual qualities, needs, and requests are adjusted, job embeddedness is much stronger. They are interwoven as previously stated the web is critical when individual qualities are as per the workplace. Notwithstanding work, fit alludes to an individual personality with their non-work group. This can include elements like the political and religious atmosphere, accessible excitement choices, and climate. Job embeddedness hypothesis accepts 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 significantly more troublesome, and moving expenses will be huge.

Component of Job Embeddedness – 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 groups. 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.

Component of Job Embeddedness – 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 an employee needs to surrender the existing amenities like colleagues, worthwhile projects and job-related perks when leaving work, with more improbability they have 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 a point when individuals leave the organization, 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 leveled structures. 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.

Origin of Job Embeddedness

Job embeddedness was initially termed by Granoveter in 1985 as another idea for how well an individual was socially enmeshed inside his/her association. In spite of the fact that the exploration on the thought of job embeddedness is still in its early stages. March & Simon (1958) expressed that voluntary employee turnover was an impression of the level in which an employee chose to share in exercises in their association (Le et al., 2004). This knowledge appeared to demonstrate that there was a refinement between the idea of support and execution of work. Be that as it may, to further create the investigation of working environment responsibility, Hulin (1991), Lee & Mitchell (2001) joined both participation and performance into a widely inclusive perspective of voluntary employee turnover and observed that its one or alternate, as well as a greater amount of a general withdrawal from the organization. A number of studies have tried to define the concept since 2006. Table 1.1 presents few prominent dimensions and descriptions related to Job Embeddedness.
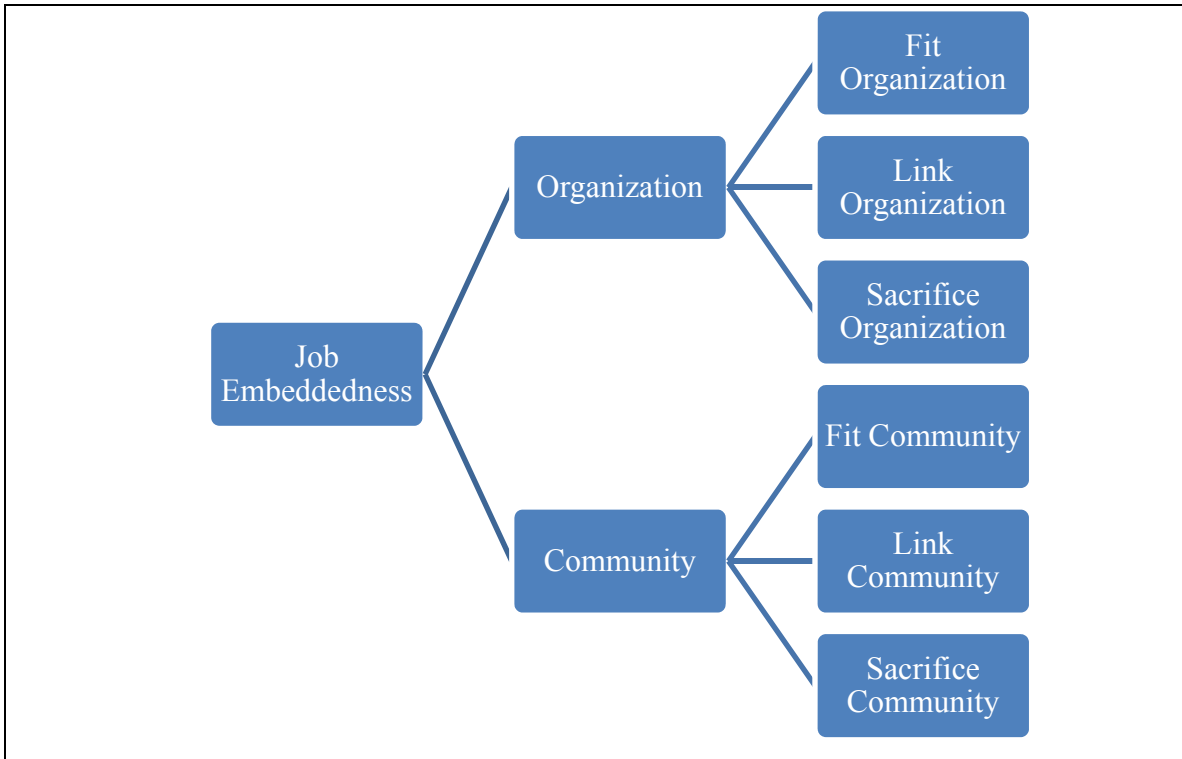
Figure: 1.1 Dimensions of Job Embeddedness

Table: 1.1 Description of concepts comprising Job Embeddedness

CONCEPT	DESCRIPTION
Job embeddedness	Job embeddedness represents a broad series of influential factors for employee retention. The key of job embeddedness is as follows: (1) the degree of similarity or fitting of job, community and other aspects of individual living; (2) the degree of connection of individuals and others or activities; (3) loss of personnel turnover.
Fit-organization	Fit-organization reflects the compatibility with the organization or comfort perceived by an employee. The values of an individual, his/her career target and career plan in the future ought to fit with the current job requirements and even the mainstream culture of the enterprise (such as knowledge, skill and competence).
Fit-community	Fit-community refers to the degree of fitting with the community and the surrounding environment perceived by an individual. The weather of the residential area of the individual, the domestic installation and the general culture can all be related to the perceived fit-community.

CONCEPT	DESCRIPTION
Links-organization	Links-organization includes the formal and informal links between employees and others or the group within the organization.
Links-community	Links-community refers to links between employees and others and the group within the community. Links-community reflects the great influences exerted on individuals and their decision making by the family and other social institutions.
Sacrifice-organization	Sacrifice-organization refers to the perceived material profits and psychologically anticipated profits, lost due to personnel turnover. For example, leaving an organization might mean loss of an individual (such as, loss of colleagues, a project or special treatment). The more an employee loses as a result of his/her turnover, the more difficult it is for him/her to separate with the organization.
Sacrifice-community	Turnover relocation is a primary problem with sacrifice-community. Usually, people are not willing to move from an attractive, safe and respectable community. Of course, an employee may dismiss without moving away. However, even so, a lot of amenities, such as the convenience of rush hour traffic and flexible working hours may also be lost with turnover.

(Holtom, Mitchell, Lee, 2006)

Perspectives

The study focuses on different perspectives of respondents with respect to their retention in the organization. Apart from the individual perception, the approach towards embedding with the job, may have different lookouts when it comes to observing a comprehensive view. Therefore, the study has included interpersonal perspective that includes the ones in relationship with others at work; organizational perspective that explains the approach towards job embeddedness when in organizational settings; and environmental perspective that takes into account of the job atmosphere inside the organization. Hence, in this study the term perspective refers to personal, interpersonal, organizational and environmental aspects that the employee observes with respect to retaining in the job. Here, in this research the term perspective is used to understand the viewpoint of the respondent under four dimensions of personal, interpersonal,

organizational and environmental.Job Embeddedness is analyzed from the personal perspective, organizational perspective, interpersonal perspective and environmental perspective, to extract the wholesome understanding of the concept.

Personal Perspective

There is a need to consider personal perspectives in considering employee retention towards organization: (i) compensation and appreciation of the performed work, (ii) provision of challenging work, (iii) chances to be promoted and to learn, (iv) invitational atmosphere within the organization, (v) positive relations with colleagues, (vi) a healthy balance between the professional and personal life, and (viii) good communications. These recommend an arrangement of work environment standards and practices that may encourage employee engagement. Hytter (2007) found that the individual's faithfulness, trust, responsibility, and connection with the organization affects employee retention. She additionally exhibited that working environment variables, for example, rewards, authority style, vocation opportunities, the preparation and improvement of abilities, physical working conditions, and the harmony in the middle of expert and individual life have an aberrant impact (Hytter 2007). Besides, Tang et al. (2000) observed that gaining more cash has just an aberrant impact on employee retention; it is of impact when the occupation fulfillment of an employee is low. Some researcher affirm that successful preparing and chances to learn and create employee retention (Arnold 2005; Herman 2005; Hiltrop 1999). High respectability and contribution with respect to the supervisor, strengthening, obligation, and new potential outcomes/difficulties are likewise critical to employee retention (Birt et al. 2004).

The relationship of diverse individual variables, for example, age, sex, number of kids, and level of training to employee retention have yet to be completely examined. Be that as it may, a reasonable negative relationship has been found between the level of training and hierarchical responsibility (Angle and Perry 1983; Glisson and Durick 1988). Desires are that the level of instruction will identify with worker, maintenance in a comparable way, since authoritative duty is an imperative positive marker for employee retention (Curtis and Wright 2001).

Interpersonal Perspective

Constructive interpersonal connections at work advantageously affect both organizational and individual variables. Previous researches have shown that friendships at work can enhance employee's states of mind, for example, job satisfaction, commitment, engagement and organizational support (Cherniss, 1991; Ellingwood, 2001; Jehn and Shah, 1997). Similarly, employees' negative attitude can be moderated when colleagues talk unpleasant experience at work place (Anderson and Martin, 1995; Fine, 1986; Morrison, 2009). But, esteemed work relationship can impact the output by expanding organizational participation, setting up strong and innovative atmospheres, expanding the profitability and indirectly it reduce the intention of turnover (Berman, West, Richter, and Maurice, 2002; Crabtree, 2004; Riordan and Griffeth, 1995).

Organizational Perspective

Past exploration has recognized a few variables that have an impact on employee retention. A first imperative marker of employee retention is their authoritative responsibility (Curtis and Wright 2001). Representatives with a high hierarchical responsibility are the individuals who have an in number distinguishing proof with the organization, esteem the feeling as part of the organization.Employee retention: authoritative and individual points of view concur with its aims and value system, are prone to stay in it and encourage for a longer duration (Curtis and Wright 2001, p. 60). In an organization with a "gap" approach regarding organization development (i.e., a gap between the abilities required and those accessible in the work environment), change and advancement happen in light of the fact that an issue should be eliminated (Verheijen 2005). This gap methodology underscores what isn't right or what does not capacity well in the organization. It depends on the belief that organization are machines and broken parts can be altered or succeeded.

To take care of issues employees are retrained from less talented to more talented, so that the organizational objectives which were figured ahead of time can be satisfied. It is expected that everybody can turn out to be to some degree of skill in just about everything, and that work focuses give the most chances to develop (Verheijen 2005). Issues can be settled by taking after an orderly arrangement comprising of four sections

(Visser 2001). Firstly, an issue is recognized; a genuine need must be experienced. Besides, an intensive investigation of the conceivable reasons is embraced. Thirdly, conceivable arrangements are investigated, and, at last, an activity arrangement is produced. Visser (2001) states this methodology frequently prompts transient arrangements and regularly misses critical themes, accordingly creating new issues and intensifying the startling circumstance (Visser 2001). Subsequently, a shortfall attributed to expertise deficiencies is to be changed by a straight sound way to deal with aptitude improvement concentrating on abilities as opposed to the employees' jobs, as Dewey (1916) would have favored.

It is a fellow focused methodology, maybe more with regards to what Dewey (1916) proposed and is rather than the whole approach, which accept that powerless focuses can be changed into solid focuses. The grateful methodology concentrates on positive themes (Van der Haar and Hosking 2004). Employees seem to take an interest a great deal all the more completely and effort fully when they can accomplish a greater amount of what they are great at (Bouwmans 2006), and are occupied with. In applying a thankful methodology, a sentiment progression is planned to emerge in ways that stay away from negative responses and lack of interest.

Visser (2001) and Rowden (2002) state that when workers are straightforwardly included in organizational progress, their cooperation is prone to increase. This interest adds to the strong character of the organizational improvement and may emerge from a persistent dialog between employees concerning their common future, which upgrades collaboration and cooperation (Hoogenboom 2002).This perseverance is affected by the organization's standards and practices, particularly the work atmosphere (Kaliprasad 2006), and is not working specific (Bashaw and Grant 1994). Beside organization responsibility, individual commitment and the consistence with corresponding obligations are critical (Hytter 2007).

Environmental Perspective

Environmental perspective refers to the environment in the organization, that is work environment. Whether working states would substandard alternately those work environment fails to offer imperative offices, for example, such that correct lighting, furniture, restrooms

and different wellbeing and safety provisions, representatives won't make eager to set dependent upon for the disservice to long time(Shamsuzzoh & Sumon, 2010) authoritative precariousness need is demonstrated should bring a degree of turnover. The fundamental reason for turnover need aid Salaries attempting earth and security for the occupation.

Turnover especially arises starting with unhappiness from occupation spot. Previously, opposite representative also pushed to take-off work because of the disappointment to their present working environment. (Shamsuzzoh & Sumon, 2010). The organizational structure and policies incorporates the administration or leadership and the decision making procedure. Also included the activities, roles and occupying positions. Unified choice making and employment formalization results in view of absence of support, self-governance and clarity. Ineffectively supervision may make diminished assurance, self-governance, and also diminished nature of organization with colleagues and supervisor. For instance, nursing profession is considered transmission structures (primary versus team nursing) might likewise impact work stresses and attendants' occupation behaviors (Moos and Schaefer, 1987). The total of the individual characteristics (the super personal environment) partially shapes the subculture that structures in a gathering assurance and conduct of its individuals (Moos and Schaefer, 1987). The expert qualities and the normal level of the medical caretaker's instruction impact the work atmosphere. The sharpness level of the patients will likewise impact the work atmosphere and the obligations of the employees.
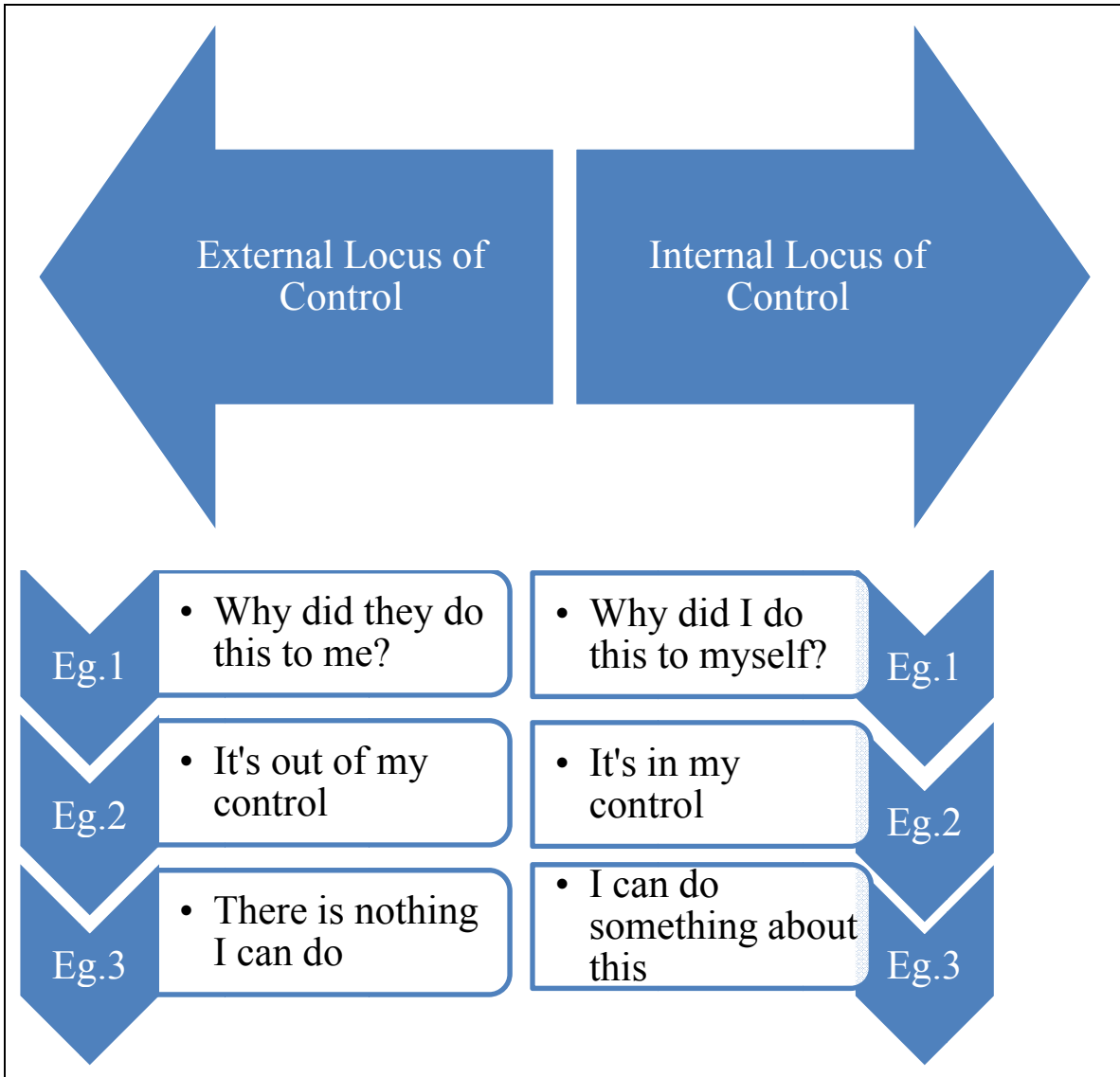
Locus of Control

Devoted toward the organization is voluntary and is based on individual decisions to remain in or leave the organization. Organizational policies and practices do affect rates of employee retention and organizations are far from helpless when it comes to creating the job and environments that attract or prevent employees. Retention rates are the collective result of individual decisions. If retention programs are to work they must work for each employee in the organization. The belief that the elements affecting retention are ultimately with the control of individual and that individual psychological processforming the foundation for retention decisions. The term control is an easy word to apprehend yet a puzzling word to actually deal with. Control can be defined as the influence to regulate the results by influencing the actions, people and events.

It could be seen that there is no possibility to control everything in our lives. It's not that one cannot control anything, all an individual needs to do is step back and really analyze what he/she can and cannot control. The word 'control' is even more exciting when we have the term locus, before it. Locus is defined as a position, point or place, or more specifically, a location where something occurs. In personality psychology, locus of control denotes to the level to which individuals have faith in them, that they can control the events affecting them. This concept of locus of control was developed by Julian B. Rotter in the year 1954. A person's locus of control may be internal or external. The degree to which people trust they have control over events in their lives is internal locus of control. The People believe that control over events in their lives by outside forces is external locus of control. In this research, the researcher has brought locus of control as a moderator to understand how far one's level of LOC influences job embeddedness.

Figure 1.2 presents few examples for internal and external locus of control. There is one more dimension was added under the locus of control which is external chance. A person with an external- chance considers that his or her future is controlled primarily by luck or chance.

Figure: 1.2 Locus of Control

External Locus of Control

Eg.1 • Why did they do this to me?

Eg.2 • It's out of my control

Eg.3 • There is nothing I can do

Internal Locus of Control

Eg.1 • Why did I do this to myself?

Eg.2 • It's in my control

Eg.3 • I can do something about this

1.2 Need for the Study

This research is a focus shift – from employee attrition to employee retention. This connects to the recent focus on why people stay in their job when opportunities are available elsewhere. According to a recent Kelly Workforce Index survey titled "What talent wants" in 2013, the attrition rate in the banking industry is expected to "hover around 18 percent in 2014". The report further noted that as many as 43% frequently think about quitting their current job. In "A study on overview of employee attrition rate in India" by Rashmi Farkiya (2014) the general findings of why people leave the organization are mentioned below.

The most widely recognized explanations behind why employees leave a workplace is compensation or pay. Most employees who have been in the same organization for some time feel that they are delivering diligent work and experience to the organization. In the event that they feel that they are not compensated well or even considered for a pay hike, then they look to move someplace else where they can get a higher compensation.

Management dependably remember that, an employee's essential need has less to do with how he is dealt with and how esteemed he feels. In the initial stage an employee may not leave, if management continues to be the same, second time that thought gets reinforced. The third time he/she begins searching for an alternate employment. An alternate element which may incite an employee to leave an organization may be the interpersonal connections. Quite a bit of this depends straightforwardly on the immediate supervisor. Different supervisors create different issues for the subordinates in distinctive ways by being too authoritative, excessive selfishness, however, they fail to remember that employees are not fixed assets for an organization.

The employee decides to quit from the employment on account of personalreasons, for example, sick wellbeing, longing to come back to the native for family reasons. The spouse is transferred and the current organization has no extension in the new area. In the Indian context, female employees may need to surrender their employments post marriage to resettle somewhere else in the nation or even post-pregnancy.

This research may help the organizations minimize the attrition and encourage the employees for the longest tenure. The purpose of this research is to build upon and add to the value of the current framework of job embeddedness theory by examining whether or not this construct is related to environmental, organizational, personal and interpersonal factors by keeping locus of control as a moderator.

1.3 Statement of Problem

The researcher is interested in studying the aspects involved in job embeddedness by keeping locus of control as a moderator in the banking industry.A study directed by the Boston Consulting Group demonstrates that new private banks exploit sales executives on contract or in different terms resulting high attrition with seven out of ten

employees quitting within a year. On account of one private bank sales executive last just for a couple of months with a turnover of 180% (Stuti & Dhruv, 2014). The need for the study raised due to the huge attrition level existing in the banking industry.

The employee turnover is high, due to which the researcher would like to understand the perspectives involved in an employee to stay in an organization for the longest tenure. Based on the extensive literature review it's been understood that personal, interpersonal, organizational and environmental perspectives need to be considered to test the job embeddedness on the employees. Also, it's important to understand the employee's possibilities to control the event of quitting or staying in the organization for the longer period. For that locus of control is brought in as moderator in this research.This made the researcher to fit into the concept of job embeddedness. The desired future state findings and suggestions would help to resolve the problem of attrition and make the employee to stay for longer tenure.

1.4 Research Questions

The following are the research questions to be addressed in this research

- Why people stay in an organization when opportunities are available elsewhere?

- What are the factors influencing the job embeddedness?

- How the employee's level of locus of control contributes to job embeddedness?

- Is it possible to reduce the employee turnover by encouraging job embeddedness?

- What are the demographic factors which influence the job embeddedness?

- What are the ways and means to control attrition and to encourage the job embeddedness?

- Which factor is influencing more toward job embeddedness?

- How one's LOC level contributes toward job embeddedness?

- On what way the organization can encourage the job embeddedness and discourage the attrition?

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1.5 Significance of the Study

An employee leaves an organization if the organizational framework does not influence his confidence. Management which pays less attention toward employee wellbeing and consideration will additionally need to face increasing attrition level. Abnormal amounts of anxiety and absence of work life balance in organizations, ruins the energy to crush out every assistance from their employees and further may settle for less number of manpower. In the prompt setting, it may deliver substantial results. At the same time over the long time perspective, stress or anxiety level may take off, as workers moan under the weight of unreasonable workload.

Employee's personal life will be tainted because of alarmingly abnormal state of work load. This reflects on one's wear out and steep fall in productivity is undeniable. Sooner than later employees will be compelled to reconsider their needs and join an association that guarantees a free pace of work and breathing space. Now and then employees need to be discrete from an association, as they have not finished their probation period effectively or they are being laid off for need of work or their appointment was just on a temporary basis. Actually, most of the time employees initiate for separation due to the earlier unpleasant situation which happened in the organization. Care must be taken by the management to guarantee that the above be done as easily as could be expected under the circumstances else, this could make a ton of negative impressions about the organization which could be a negative picture for the longest period. One real consequence of this kind of attrition is that it influences the morale of the employees everywhere and makes an inclination of insecurity by and large. Henceforth maintenance of human resource is one of the greatest challenges in today's organization.

The identification of the factors influencing job embeddedness of bank employees would be helpful to address the problem of attrition in the banking industry. Bringing locus of control as moderator would pave the way to improve the job embeddedness of employees by understanding the cause internal, external or external chance. This would help the bank to retain the valuable talents.