

CHAPTER 2

LITERATURE REVIEW

CHAPTER II

REVIEW OF LITERATURE

A literature review is a form of text that aims to review the acute points of existing information and or procedural approaches on a particular topic. A well-structured review of literature is characterized by an analytical flow of ideas; current and relevant references with constant, right referencing style; proper use of vocabulary and an unbiased and comprehensive view of the previous research on the topic. A detailed review of literature has been made to find out the research gap and to identify the relevant researchable issues for the study.

2.1 Job Embeddedness

At the turn of the century, organizational scientists increased their research on why job incumbent remains (Holtom et.al. 2008; Hom, 2011) rather than why they leave. As most of the researchers discussed enough concerning the attrition of the employees, in the recent days they have begun to pay attention on why people stay in their job when opportunities are available elsewhere. This inquiry closes a noticeable gap in understanding organizational contribution (March & Simon, 1958) with major employees, explains the disparate psychological processes and motives behind staying (Mitchell et.al. 2001; Steel & Lounsbury, 2009). Job embeddedness was initially reported in the study about voluntary turnover (Mitchell et al, 2001), focusing on components that urge employee to stay with an organization. They set forward on this idea depended on Lewin's "Field theory" and the inserted figures of psychology, joined with the new turnover theory framed by Mitchell's "Unfolding Model", and referenced to the research finishes of non-work elements and other organization focused indicator which connected with retaining the employees and their attrition. Mitchell et al. (2001), understood that the range of elements which from the organization and community may make person "embed" into their work. In this manner, they portrayed job embeddedness as a net or a web in which an individual can get to be attentive.

The person who is profoundly inserted has numerous social connections that are near one another, and afterward impact the retention behavior of an employee, these lines can clarify the employee's turnover choice. Job embeddedness proposes that there are

various components that make the employees to bond with his or her family in a social, physical, and money related web that incorporates work and non-work friends, teams, community and the physical environment in which he or she lives (Mitchell et al, 2001).

To redress this imbalance, Mitchell et al. (2001) publicized “job embeddedness” to symbolize three distinct forces binding people to jobs namely fit, links and sacrifice. The fit is what a person’s job interconnects with or matches, in his or her life. Link is an extent to which a person ties with others and activities at work. Sacrifice is what people have to give up if they plan to quit from the current job. Based on this Mitchell et al.’s (2001) theory is illuminating why people become embedded in occupations or with the host-countries during expatriation (Allen & Moffitt, 2004; Ng & Feldman, 2009; Tharenou & Caulfield, 2010). Based on the embeddedness and motivational forces (Maertz & Campion, 2004; Mitchell & Lee, 2001), it has a common facet on-the-job (Organization) and off-the-job (Community) for the three forces of fit, link and sacrifice. Embeddedness theory and work indicate the internal and external links contribute independently and differently towards embedding incumbents (Hom et al., 2009; T.W. Lee et al., 2004). The origins of Job Embeddedness are the concept first termed by Granoveter in the year 1985. The concept is all about how well a person is socially enmeshed with the organization.

Human Resource Management has never been a new theory for the banking industry. But, this industry is observing huge change across the world, especially in Indian banking industry. The following subtitle talks about Human Resource Management which connects the concept with job embeddedness. This is important to discuss to derive the various perspectives of the employees towards the job embeddedness that helps to identify the reasons to stay in the organization. The following points will discuss about the advents, dimensions and networks of the job embeddedness.

Organization and Community

Organizational based characteristics includes the 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. In the social capital research on career success (Siebert et al., 2001) and in the newcomer socialization (Morrison, 2002),

it has mentioned distinguishing features/differences between workplace advisors (e.g., superiors, veteran colleagues) and friends, who provide information versus emotional support, respectively. Internal links are, an advisor or friend, quitting can also influence one to live by depriving them of expressive or instrumental resources (Ballinger et al., 2010; Felps et al., 2009; Shah, 2000).

Community is an external link; we further make a distinction with family, community friends, and professional contacts outside the organization. Social capital theory and work on job attainment (Lin, 2001) and career development (Higgins, 2001) propose that such contacts offer job leads and career advice about staying or leaving (Burt, 1997b; Higgins & Thomas, 2001). Family and friends often represent the most influential in-groups, especially in collectivist cultures whose participation, readily pay attention (Ramesh & Gelfand, 2010; Wasti, 2003), while spouses relocating domestically or abroad may induce partners to quit and follow them (Makela, Kansala and Suutari, 2011; Shaffer & Harrison, 2001; Shaumann, 2010).

On and Off-the-Job Dimensions

Based on the embeddedness and motivational forces (Maertz and champion, 2004; Mitchell and Lee, 2001), it has a common facet on-the job (organization) and off-the-job (community). This is considered as a two prime source, one is relationship structure and the second is resources (Fang et al., 2011; Higgins & Thomas, 2001; Siebert et al., 2001). Friedman and Holtom's (2002) stance that "the more connected a person is professionally and socially at work, the more likely it is that they will stay in their organizations" because the person is well connected when he drives into the network resources. The above mentioned networks, within the organization will be considered as on-the-job and outside of the organization that is from the community is an off-the-job dimension. This network can classify on various aspects related to the incumbents.

Many researchers suggest that many off-the-job factors are also important for attachment and embeddedness concept. The original turnover models mention "non-work" influences and they include family attachments or conflicts between work and family roles. More recent research on spill over models explains how family and work lives are related. It was stated that how non-work commitments like family, hobbies and religious influence job attitudes and attachment.

Affective Link Strength

Researchers like Holtom, Higgins and others further propose emotional closeness to organizational elements as another link dimension as embeddedness theorists recently acknowledged that “the quality of the ties [may] determine which ones will be more important in making a quitting decision” (Holtom et al., 2008; p.257). Social capital research suggests that strong links will deliver loyalty as they are more expressive and instrumental resources. Morrison (2002) in his research found that deeper emotional ties to co-workers and supervisors will enhance newcomers. Higgins and Thomas (2001) observed that the employee with strong Social integration (Friedman & Holtom, 2002), tries to develop job satisfaction. The social integration and job satisfaction should promote one to stay (Hom & Griffeth, 1995). Feeley et al. (2008) accounted that employees who make friends with many co-workers tend to stay in the organization.

Friendship Network

Podolny and Baron (1997) hypothesize “smaller networks that display high closure and cohesiveness, not large networks full of structure holes” (p. 674). The closure networking, always expressive resources by stimulating the bonds and providing emotional needs. They embed those needs on others. Such ties turn out to be strong and robust as “repeated contact is more likely between people with many mutual friends and acquaintances” (Burt, 2001, p. 622), on building trust (Burt, 2007). The network closure enlarges the flow of expressive resources to members, in turn committing them to their cohesive network community (Balkundi & Harrison, 2006) and the organization in which the network is nested (Sluss & Ashforth, 2008).

Advisor Network

Apart from the friend’s network, we also consider the advisors who play as instrumental resources by giving advice and information that helps to improve work and career efficiency (Burt, 1997b; Morrison, 2002; Podolny & Baron, 1997). In comparison with friends’ networks, advice, networks generate more social capital (Burt, 1992, 2005). As Podolny and Baron (1997: 679) put it, “the most valuable mentor tie would be alter who is not tied to ego’s other contacts”. The members in sparse networks can get unique information and the interests are shown best to others to take valued boundary spanning

roles (Higgins & Thomas, 2001; Siebert et al., 2001). Network scholarship can avail structural benefits like increase in pay and promotions (Burt, 1997a; Higgins & Thomas, 2001; Podolny & Baron, 1997). Such encouragements may increase loyalty, according to the turnover theory (Hom & Griffeth, 1995).

External Professional Network

Attached, in professional contact networks relates to employee's networks of external professional contact (e.g., a former boss or teacher, family) (Bian, 2002; Burt, 1997b) can increase quit tendency. Granovetter (1983) says that incumbent bridging in different social circles give information about job openings (especially in new industries; Brown & Konrad, 2001). Higgins and Kram (2001) declare the same ties that straddling wide-ranging and disconnected social systems give career and job changes through information and various resources. When incumbent bridge, external contacts, they receive diverse job leads and clues. Learning about better options enables and motivate them to quit. (Griffeth, Steel, Allen, & Bryan, 2005). To support this, Higgins (2001) in his research found that MBA graduates whose career advisors come from diverse relationship contexts switch careers, while those whose advisors are disconnected more often switch jobs.

Spousal Relocations

Turnover, expatriation, and family-migration researchers have noted how spouses' geographical move can prompt their life partners to quit (T.H. Lee, Gerhart, Weller, & Trevor, 2008; T.W. Lee, Mitchell, Wise, & Fireman, 1996; Makela et al., 2011; Shaffer & Harrison, 2001; Shauman, 2010; Taylor, 2007). In fact, Lee and Mitchell's (1994) describing model formally recognizes spousal relocation as a turnover-inducing shock. While noting how community links (e.g., spousal employment) promote staying, customary embeddedness views understate how their desertion puts at risk staying. To preserve their marriage, maintain the family's standard of living (if relocating spouses, most contribute to the household income), or advance their partners' careers, spouses may quit (even incurring unemployment and career setbacks) and fellow partners moving domestically or abroad (Makela et al., 2011; Shaffer & Harrison, 2001; Shauman, 2010).

Fit

Fit is characterized as an employee's apparent similarity or solace with an association, more with his or her surroundings. As per the theory, an employee's personal values, career goals and plans for the future must "fit" with the larger business culture and the demands of his or her direct job (e.g., job knowledge, skills and abilities). Furthermore, an individual will consider how well he or she fits the group and encompassing environment. The better the fit, the higher the probability that a worker will feel professional and actually attached to the organization. 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.

Chan (1996) recommends that will ones' personal qualities fit with one's occupation may reduce turnover, and Villanova et.al (1994) found that absence of work compatibility anticipated the turnover. Cable and Parsons (1999) say that individuals select toward employment focused around quality and that employers attempt to contract on that premise. All the more particularly, initial employment decision and socialization are identified with perceived fit which thus influences turnover. In this manner, an individual's fit with the occupation and organization identifies with connections to the organization. We accept that there are comparable community measurements to fit too. The climate, facilities and general society, the culture of the area in which one lives are further illustrations.

To value add, outdoor works (e.g., fishing, skiing), political and religious atmospheres, and amusement activities change drastically by region and location. Most critically, these appraisals of fit may be autonomous of employment or organization fit (for e.g.: I love HCL, I hate Delhi). Relocation would obviously force change of fit, yet considerably another employment without development could frustrate one's general illustration with a diverse drive.

Link

The higher the quantity of connections between the individual and the web, the more an employee is bound to the employment and the organization. We perceive that certain connections may be more imperative than others and that these distinctions may be more applicable to most of the common people. Then again, given our expansive based conceptualization, we characterize interfaces extensively as perceivable associations. A mixed bag of exploration streams recommends that there is standardizing weights to stay on a job, 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. Moreover, a study by Abelson (1987) evaluated variables identified with both on and off-the-job link. He found that individuals who are older, are married, have more tenure and/or have children, obliging consideration is more prone to stay than to clear out. Cohen (1995), in addition, particularly says diversions and church-related exercises are variables that can impact duty. Accordingly, individuals have numerous connections among the different parts of their lives. Leaving their employment and maybe their home can disjoin or require the revamp of some of these connections.

Sacrifice

Sacrifice catches the apparent expense of material or mental profits that may be relinquished by abandoning one's employment. For instance, leaving an organization is likely to guarantee individual losses for e.g., giving up colleagues, interesting projects or pleasant perks. The more a worker gives up when leaving, the more troublesome it is to separate job with the organization (Shaw, et.al, 1998). Despite the fact that compensation and benefits may be effectively found in an environment of low unemployment, the exchanging expenses (e.g. New medicinal services or annuity arrangements) are genuine and pertinent. Also, non-compact advantages like investment opportunities or characterized profit annuities may include presenting. These recent components have been indicated to be identified with turnover (Gupta & Jenkins, 1980).

Less obvious, yet at the same time imperative, potential tributes acquired by leaving an organization bring in the open doors for employment security and advancement

(Shaw et al., 1998). The group presents (and also links and fit to some degree) are basically an issue if one needs to migrate. Leaving a community that is appealing, secure and where one is preferred or regarded can be hard. Obviously, one can change employments yet stay in the same home. Be that as it may and, after all is said and done, different accommodations like a simple drive or the capacity to be at home amid sure times due to flextime (e.g., when children return from school) may be lost by evolving occupations.

Perquisite impact one's private life, for example, vacation or vehicles given by the organization might likewise vanish. Though off-the-job embeddedness may be more critical when migration is included, we think it will be critical actually for circumstances like a change in jobs. Moreover, if people are installing the thought of sacrifice, they may evacuate work choices that make moving from the set of occupation alternatives they consider. However, job embeddedness has not been researched in a comprehensive way that includes personal, interpersonal, organizational and environmental perspectives. The following literature summarizes the four perspectives of job embeddedness.

Four Perspectives of Job Embeddedness

From that point forward, Yao, Lee, Mitchell, Burton & Sablynski (2004) characterized job embeddedness as “the combined forces that keep a person from leaving his or her job”, including marital status, work tenure and different components. Their perspectives completely mirrored the thought about the significance of work and non-work factors, and clarified question which troubled the employer, the questions are “Why do a lot of employees who are satisfied with their present job exert turnover behavior” and “Why do some employees who are dissatisfied with their present job choose to stay in the organization”. To address the above questions the possible factors are classified into four perspectives, namely personal, interpersonal, organizational and environmental perspectives.

2.2 Personal Perspective

Apart from the work related characteristics some personal characteristics such as age, marital status and race also influences employee efficiency (Shack-Marquez, 1984). For instance experience is an important characteristic required for increased productivity.

The research conducted by Adebayo (2004) found that schooling plays a vital role in labor market participation and inducing the growth in market productivity. Spending additional years of postsecondary education, influence the rise in productivity and the same reflects on wage hike. There are various research done globally by using different methodology and data set to support this hypothesis on education, training and human capital theory (Mincer, 1958, Spencer, 1973, Bloch and Sharon, 1977, Jones and Long, 1979, Killingsworth 1983, Killingsworth & Heckman 1986, Khandker, 1987). Job characteristic is the required attribute to complete the task given. This can be gained through experience, education, etc. According to Steinberg (1984) each job requires different skill sets and responsibility. This creates the difference in pay “in productivity related job- content characteristics”. The productivity difference crops up due to the variations in characteristics such as education, skill set, training and development.

Education

Level of scholastic accomplishment or training assumes an imperative part in accomplishing the task. It begins by giving the first and shared view for communication between individuals. Even though the scholastic level is imperative in employee performance yet it is not generally a conclusive component on how well the employee executes the experience together with gathered training, together decides capability of an individual. Eysenck et al. (1972) defined “achievement as a general term for the successful attainment of some goal requiring certain effect or degree of success attained in the task. Academic achievement in this sense will mean in learning the contents of books taught in the school”. However, there is no relationship between turnover and education as highlighted by Horner et al. (1979) and Price (1977). But, higher levels of education are likely to increase an individual’s turnover because of an increase in his or her opportunities. Moreover, an unobservable characteristic that could be associated with higher levels of education may be labelled ‘career mindedness’ (Royalty 1998). A career-minded individual would be more likely to take the risk of changing a job for potential improvements in their career.

Past Experience

Expert administration firms with a decent record for taking capable individuals normally put a higher esteem on fundamental ability and attitude of the psyche than on particular specialized technical abilities (Smith, 2004, pg. 166). Then again, this does not undermine at all the past experience of the employee which includes skills, knowledge and situational familiarity. According to Hom & Griffeth (1995) the decision to quit from the present organization is often the final outcome of an individual's experience in an organization.

Age

Age assumes a critical part in the performance. By and large there is a direct relationship between age and execution, accepting that we learn something consistently and get to be more encountered consistently. On the other hand, we must note that with some particular occupations that need physical qualities the execution is for the most part contrarily identified with age. Age also represses aspiration and could make a man self-satisfied. It was found, for example, that there is a consistent negative relationship between age and turnover. Most youth workers have a higher likelihood of leaving the organization (Porter and Steers, 1973; Price, 1977; Horner et al., 1979). Younger employees have more options, lower family obligation, and no lost chances in the current organization. Comparative in age, length of administration is adding to turn over the choice. It was found that, the shorter the time of employment, the higher is the turnover. Mangione (1973), in a multivariate study, found that length of employment is one of the best indicators of turnover.

Gender

Male and female contrast in turnover in compassionate segment have similarly been a subject of study. Griffeth, Hom, and Gaertner (2000) explains, there is no significant difference among the men and women employees regarding turnover (women are a bit more apt to leave their employments than men). Further, Royalty (1998) found that gender differences in turnover are a direct result of the conduct of less educated women. Accordingly, he adds the educated women and men are similar in their turnover conduct.

Marital Status

Cotton and Tuttle (1986) performed a meta-investigation on the relationship between employee's marital status and turnover in the organization. They found that married respondents exhibited a negative relationship to turnover. Viscusi (1980) in his research also found that married employees exhibited a lower level from quitting the organization. A study by Abelson (1987) broke down variables identified with both on and off job links. Abelson found that individuals who are more aged, are married, have more vintage in the organization and/or have children are more prone to stay than to quit.

Income

As an employee's salary from an occupation expands, the likelihood of their leaving the employment reduces. This outcome has been shown across in various occupations, demographic groups, and gender-wise. In spite of the fact that the impact is commonly modest (Griffeth et al. 2000). Gardner et al., (2004) the perspective that pays is considered as a motivator and also a technique to retain the employee. Milkovich and Newman (2004) have obviously expressed that among a wide range of prize, money related pay is viewed as a standout amongst the most essential and critical element in retention. In a research by Moncraz, Zhao and Kay (2009) it was reasoned that despite the fact that the pay was not one of the top components impacting the turnover however remuneration can go about as a discriminating variable in diminishing.

2.3 Interpersonal Perspective

Constructive interpersonal connections at work develop an assortment of helpful results for employees and employer. Research has demonstrated that friendships at work can advance employee attitudes such as job satisfaction, job commitment, engagement and perceived organizational support (Cherniss, 1991; Zagenczyk, Scott, Gibney, Murrell, & Thatcher, 2010). Many theories support the proposition that demographic characteristics impact social relationships between individuals (Sacco & Schmitt, 2005). Social classification (Tajfel, 1981; Turner, 1987) and social identity theories (Tajfel & Turner, 1986; Turner, 1982) put forth that people classify themselves and others into in-groups and out-groups according to salient characteristics, including race and sex. Testing a full model of the considerable number of theories empowered us to

recognize esteemed interpersonal connections as a middle person variable of the relationship in the middle of identity and interpersonal citizenship conduct. The factors that affect productivity can be related to how motivated the employee fails to do his job in the most capable manner in a given set of circumstances for the person and his team (Nabil, Kassim and Noel). Working in teams or a group does not mean that overshadowing the individual or personal skill, whereas it helps to enhance one's individual skills. It is very important for every individual to know about their team to create a win-win situation.

Group/Team Structure

Working in a team or a group does not mean overshadowing individual or individual talents, but instead improving them by incorporating them with other people's abilities. A work group is two or more individuals in a work setting with a typical objective (Gordon, 1999, pg. 165). There is an inconspicuous, yet different distinction between a gathering and a group. At the point when a work gathering underscores cooperation to accomplish its expressed objectives, then it turns into a team. In a research its been examined that less involvement with teams being a disincentive for people to leave (Cohen & Bailey, 1997).

Individual Competency

Ability (abilities) and individual engagement (heart and psyche) is presently turning into a key differentiator for some organizations in the viability of the employment relationship (Sparrow, 2003, pg. 155). However Maslow says it is critical to recognize extraordinary ability, imagination and self-realizing creativeness (Maslow, 1987, pg. 160). The group of individual competency helps to create a potential interpersonal relationship.

Nature of Work/Assignment

The nature of the employment and the kind of task given to an employee has much to do with his execution. Dewey (1939) and Thorn Dike (1940) have focused on one essential part of motivation that has been totally disregarded by most analysts, to be specific possibility. All in all, we long deliberately for that which may possibly be really accomplished (as in Maslow, 1987, pg. 12). Consequently, setting feasible targets is vital. According to Reichheld (1996) there are three criteria that have an impact upon how hard

employees are working. They work hard when: (1) they have job pride, (2) when they find their jobs interesting and meaningful, and (3) when they are recognized for their work and benefit from the work they have accomplished.

Demography of Team / Nationalities

The Asian workforce inside the organization originates from India, Pakistan, and Bangladesh – i.e. nations which have battled wars with one another. Despite the fact that there is no genuine hatred between basic individuals, there are inconspicuous suggestions, comments, remarks which offend individuals at work and this could be a variable which could impact the conduct and execution at work.

2.4 Organisation Perspective

An effective organization will have a culture of involving employees in decision making, target setting or problem solving. As a result this consequently reflects in employee performance (Hellriegel, Slocum & Woodman, 1998). Promoting of employee efficiency becomes a common objective for the management and unions, which makes both parties to converge.

Goal Setting and Target

According to the job demands-resource model (JD-R model) (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), there are two types of work characteristics inherent in any type of job: job resources and job demands. Job resources are characterized as “aspects of a job that are functional in achieving work goals, may reduce job demands and the associated physiological and psychological costs, and stimulate personal growth, learning and development” (Mauno, Kinnunen, Makikangas, & Feldt, 2010, p. 112).

Delegation

It is comprehensively acknowledged that delegation prompts success and legitimate extension of the organizations. Organizations that are estimated by human abilities stay restricted paying little heed to the capacities of that man or his lethargic team members (Rosinski, 2003, pg. 120), whereas, a hierarchical introduction can fit the setting on one-sided choices and proficiency in managing an emergency circumstance, introductory program will commonly cause supervisors to cultivate cooperation and an individual feeling of self-governance and obligation.

Reward Schemes

Reward plans play an imperative part in an employee's performance and accomplishment of consideration and reasonable treatment. The role of organization, equity in the reward given to employees plays an essential truth in representative/organization relationship. It gives an encouragement to the employee's perception of reasonable or unjustifiable treatment and resulting work conduct and execution (Sparrow, 2003, pg. 96). Rewards motivate the employees and has a powerful effect on getting employees involvement in the organization. (Thomas G. Cummings 2009).

Competencies of Supervisors/Seniors/Managers

During much of the time superiors speak to the case to be trailed by the subordinates or give an illustration of the level of accomplishment one can reach. The level of ability of the managers and superior shape from multiple points of view the workers executor whether positive or negative. The greater part of the experts at all levels have a tendency to be apathetic about being overseen. They like to do things in their own particular manner without reference to the thoughts and perspective of the partners (Smith, 2004), much relies upon the abilities of bosses/ seniors/directors in enhancing the representative's execution by encouraging how to attain the objectives and setting the case. Besides a decent successful, superior will know the members potency and weaknesses and utilize this information to get the best out of his group. Eisenberger and associates (1990) suggested that employee's perception regarding an organization is strongly influenced by their relationship with the supervisor.

Management Involvement and Awareness

Management contribution and awareness can be valuable or ruinous in the meantime, contingent upon the degree and sort of involvement. It assumes a productive part, if played to display commitment and think about the organization and the member of staff, yet can be ruinous if played in such an approach to detain activity, innovativeness and new systems for operation without legitimate communication. Balanced Scorecard Institute "Strategic planning is an organizational management undertaking that is used to set main concerns, aims, power and assets, reinforce

operations, ensure that employees and other stakeholders are employed toward common goals, set up affirmation round proposed outcomes/results, and assess and adjust the organization's direction in answer to an altering environment.

2.5. Environmental Perspective

The environment intimates the organization refers to occasions, variables, individuals, frameworks, structures and conditions inside the association that are for the most part under the control of the organization. The organization's statement of purpose, hierarchical culture and style of authority are elements ordinarily connected with the inner environment of an association. All things considered, it is the inside environment that will impact hierarchical exercises, choices and employee attitude and behavior. Changes in the initiative style, the association's central goal or society can have an impressive effect on the organization. Wells & Thelen (2002) have expressed in their study that associations which have liberal HR policies, have a decent opportunity to fulfill and hold employees by giving them a proper level of protection and sound control on a workplace which improves the inspiration levels to commit with the employer for a long period.

Work Timings and Working Hours

A party is attempting to exist between the paid work that workers perform and the lives that they hold outside their occupation. (Sparrow, 2003, pg. 215). Tylor in his book the Future of Work Life Balance (Tylor, 2002, pg. 217) express foes that the statement "balance" infers the presence of a settled harmony that can be achievable between paid work and a life outside the occupation. A balance of work timings and work hours sets minds very still and empower individuals to perform better. In the business sectors such as banking, management and finance, where positions are mostly full-time, specific and operate during traditional business hours (i.e. 9am- 5pm), the hospitality workforce is labor intensive, and characterized by high levels of socialization, diverse skill requirement from unskilled to highly specialized employees, customer contact oriented, and 24 hours seven days per week operation. Some of the causes of high turnover are contributed by the low-skill requirement of entry-level positions and demand, seasonality, which requires flexibility, temporary and casual workforce, allowing many workers to enter and exit organizations, freely (Barron & Anastasiadou, 2009; Milman & Ricci, 2004; Taylor & Finley, 2009).

Safety and Job Security

Safety and security are among the fundamental prerequisites and needs of individuals. Once the fundamental physiological needs are moderately decently satisfied, then as indicated by Maslow's Hierarchy of Needs, another set of necessities develops, which we may order generally as the safety needs (Maslow, 1987, pg. 18). A great part of the job security lies in the hands of the management, particularly assembling certainty about the future desires of job security and advancing dynamic human asset strategies and practices (Guest, 2000, pg. 144). The critical aspects of job embeddedness are the extent to which the job is similar to, or fits with the other aspects of his or her life, the extent to which the person has links to other people or activities, and what he or she would give up by leaving – the perks, benefits and other aspects of the job they value, such as a safe or pleasant work environment.

Welfare Schemes

Welfare plans are one of the numerous instruments that control the relationship between the employee and the organization. They help in creating a feeling of having a place and the way that you are decently taken care. Saks (2006) found that employees will decide to attach themselves to fluctuating degrees and according to the resources they get from their employer. Bringing oneself all the more completely into one's job and giving more noteworthy measures of cognitive, emotional, and resources is an exceptionally significant route for people to react to an organization's activities.

Appraisal Schemes

While appraisal plans are essentially useful for associations to empower the management to remunerate capable employees or enhance their work conditions, they are similarly critical to the worker – if completed legitimately – would provide for him the confirmation of reasonable treatment and a chance to enhance his weaker areas. At the individual level the most imperative element to worker would be the impression of fairness and the desire for equity (Rosinski, 2003, pg. 202). A quality performance appraisal framework discourages employee turnover (Peterson 2004; Brown, Hyatt and Benson 2010); a low-quality performance appraisal framework builds the aim to leave (Brown et al. 2010).

Timely Payment of Salaries

The possibility of being paid month to month – rather a known wellspring of income rests one's brain about the capacity to satisfy his and his family's necessities at the privilege time. Dalessio et al, (1986) has stressed that more concern ought to be given on goal to stay as opposed to turnover, as an employee quit, results in the association causing an expense as enrollment and support of another employee.

A study embraced on "Showing Loads and Compensation for Lecturers", College of Liberal Arts and Sciences (LAS), Iowa State University (ISU), 1 January 2010 likewise uncovers the way that

1. Remuneration is the most powerful figure that brings in faculty satisfaction and their goal to stay with the establishment.
2. Both individual and expert variables influence the personnel's goal to stay in the present foundation of work.

Overall Well Being in the Company

The learning that you are working for a good organization and a return acknowledgement from your partners and companions inspires a person to try his hardest. In short, that is his commitment to the organization. Kahn (1990) in his research found that importance, wellbeing, and accessibility were fundamentally identified with engagement. They likewise discovered work development and job fit to be definite indicators of significance; appreciating the colleague and strong administrator relations were sure indicators of wellbeing, while adherence to collaborator standards and hesitance were negative indicators for turnover.

2.6 Locus of Control

Locus of control refers to the source of influence over the events in his or her life. This factor symbolizes one's belief about the cause and effect on the events in life (Rotter, 1966). "The locus of control notion states that work behavior can be explained whether employees perceive outcomes as controlled internally or externally" (Wheatley, Armstrong, and Maddox, 1989). Locus of control of an individual can be categorized into two, one is internal locus of control and the two is external locus of

control. An individual with an internal locus of control has a greater control on the events, while the events are influenced due to fate or other power source in the case of external locus of control (Brown & Trevino, 2006). Internal locus of control where individuals control the events by their internal motives, habits and values, feel that they can affect the events and results. External locus of control is external, believes that outside forces like fate, luck or possibility determinants of behavior (Rotter, 1966). Rotter (1966) developed and evaluated a self-report assessment instrument to measure locus of control. The implement is called I-E scale, which differentiate the person who are controlled by internal forces, i.e. within and those who are controlled and influenced by external forces.

Several researches have been performed by researchers by keeping locus of control as a moderator, to find the relationship between various factors with LOC. To illustrate some, Algattan, (1983) investigated the relationships between leader behaviour and subordinates' satisfaction (with job and supervision) and performance as moderated by subordinates' tasks, growth need strength, and locus of control. Podsakoff (1984) studied that locus of control participate as positive moderators of the contingent punishment-work satisfaction relationship. According to Udai Pareek's locus of control inventory, outcome of one's locus of control is categorised into three, namely internal, external others and external chance.

Internal LOC:

A person with internal orientation believes his or her future is controlled within. Internal – LOC refers to an individuals beliefs that she or he has control over events (Ritchie & Phares, 1969; Rotter, 1975; Terborg, 1985). Internals generally believe they are primarily responsible for and in control of what happens to them.

External LOC:

A person with external-others orientation believes his or her future is controlled by others. Externals generally believe mainly other people or forces beyond themselves determine major events in their lives

External Chance:

External chance – A person with external- chance orientation believes his or her future is controlled by luck or chance. In various study, locus of control was used as moderator to find the impact on variables. Few examples are as follows.

LOC and Work Family Conflict:

Locus of control, the generalized belief on the part of the individual concerning the extent to which outcomes are determined by internal factors (such as personal effort and ability) as opposed to external ones (such as fate, chance or powerful others), is chosen as the personality variable of interest in this study. Past studies in the areas of both work and general life stresses have indicated the beneficial effect of internal control beliefs on well-being (Frese, 1989). Following from this reasoning, a sense of control should be associated with less work-family conflict. While control is a personality trait, it may also reflect the degree to which individuals actually does have control over the environment. An individual learns through social interaction and personal experiences whether his/her actions and efforts affect outcomes or not. In addition, locus of control has been shown to moderate the relationship between stress and mental health outcomes (Spector & O'Connell, 1994). The review by Cohen and Edwards (1989) concluded that locus of control is the personality characteristic that provides the most consistent and the strongest evidence of stress-moderation. In this case, external control was found to act as a vulnerability factor. Having supportive workplace policies offers workers the opportunities to exercise initiative and independent judgment, giving them a sense of autonomy and control within the workplace. A sense of control originating within the workplace may promote feelings of efficacy and effectiveness in coping with the environment leading to less work-family conflict being experienced.

LOC and coping stress:

In the approach to stress coping, people do not approach each coping context anew, but bring a preferred set of coping strategies that remains relatively fixed across time and circumstances. Certain personality dispositions in fact, such as internal LC, constructive thinking, self-confidence, learned resourcefulness, self-efficacy, optimism, a desire for mastery, and hardiness all appear related to certain coping styles (Lazarus, 1993) that will

be discussed later. These facets of personality affect a variety of factors in the coping situation to include range of coping responses considered, interpretation of the stressful event, and effort expended on coping.

As per the theoretical aspect on locus of control Internal LC individuals possess a pervasive, enduring feeling of confidence that one's internal and external environments are predictable and that there is a high probability that all things will work out as well as can be expected dependent on their own efforts (Kobassa, &Puccetti, 1983). Internal LC individuals also tend to have higher achievement motivation, be more purposeful and goaldirected, be more extroverted, sociable, active, and less neurotic and dogmatic than externals (Ormel, &Schaufeli, 1991). LC is a strong positive correlate of mental strain. Externals tend to report more negative moods when faced with stressful events. Internals tend to perceive less stress, and have better coping skills (Arsenault, Dolan &Ameringen, 1991). Previous research (e.g., Harari, Jones, &Sek, 1988; Kirkcaldy & Cooper, 1992; Spector & O_Connell, 1994) showed that internals tended to report more stressors and strains than internals.

2.7 Current Banking Scenario in India

The banking industry in India has been a witness to several regulatory changes in the last few decades, which have not only facilitated the entry of private and foreign banks, but also have enhanced the expectations of the customers with regards to service delivery in banks. Global competition has further forced the banks to explore the trade-off between winning new customers and retaining old ones, thus focusing on customer relationship management. Today, banking is also seen as a business related to information on financial transactions, since Information Technology (IT) has been pivotal to effective customer service at lower costs. For example, IT-based services such as automated teller machines (ATM), electronic fund transfer, anywhere-anytime banking, smart cards, net banking, etc. are now very common to Indian customers. However, the diffusion of technology is somewhat slow in public sector banks when compared to private sector banks and foreign banks. In the case of private sector banks, bank automation has been far easier as their size is small and they also started their operations afresh. The foreign banks do already have the advantage of good automation experience in several banking applications, yet their transactions are confined to a few major cities in India.

As the Indian Banking limps towards the new millennium, banking consultants feel that this could be the end of the road of poor Banking Services. No industry in the service sector can afford to ignore its customers. Banks in the nationalized, private, cooperative and multinational sectors vie with each other for the attention of the customers who are becoming increasingly discerning as well as demanding. As service industries continue to grow in importance, while at the same time service quality is generally perceived to be declining. If one were to go by the experiences of customers in their daily interactions with banks or by the impressionistic accounts given by the media, there appears to be little choice except to agree that the customer orientation of the banking industry falls far short of rising customer expectations. The observable symptom of customer unrest is decreasing quality in what has been termed the “Service Encounter” or the moment of interaction between the customer and the firm.

Transformation of Indian banking industry

The Indian banking sector is no more an institution which accepts deposits and lending loans only. It has become a hub for entire financial transaction or a “financial supermarket”, which is driven to make a profit (Mohanty, 2008: 116; Uppal and Kaur, 2006; Vyas and Math, 2006). The more extensive effect of Indian private banks has been through expanding and orienting the client in managing an account part. The capacity to offer an extensive variety of services with an abnormal state of value is turning into the most well-known plan utilized by banks to fulfil their clients and empower them to win a specialty in the area encompassed by solid competition, since according to banks, quality service to the client could help their positive discernment and also perpetually enduring impression and image of the banks, bringing about the improvement of a feeling of support (Khan et al., 2010). It is, hence, a challenge for administration of private banks to encourage their employees to render the quality service to meet customer satisfaction.

Among the last few years, the private banks in India have seen huge development and now this sector is one of the essential income generators in the service industry. However, with it the cases for employee difference and disappointment have seen a heavy flow at private banks in India. In spite of giving hefty pay and good working environment, private banks are not able to withhold their employees. In Maslow’s

hierarchy the higher level needs are not linked to the money or monetary rewards it's only with psychological health (Becchetti et al., 2012). Employee retention is currently the greatest challenge for private banks.

Attrition in global and Indian banking industry

According to Hay group study in India one in four employees in the organized sector is situated to switch employments, the highest attrition rate globally. According to a study 'Preparing for Take-Off' (2013), conducted in association with the Centre for Economics and Business Research, the employee turnover was predicted to rise to 26.9% in 2013 with an employee base of 3 crore compared with 26% in 2010 with an employee base of 2.8 crore. It covered 700 million employees in 19 countries. Worldwide attrition is predicted at 21.2% in 2013 on an employee base of 71.6 crore compared with 20.3% in 2010 on an employee base of 64.4 crore.

In India the new players, especially in banking and infrastructure are entering the field and grabbing employees. Nearly \$1 trillion of investment has been planned in infrastructure by the year 2018. In this, half of this is expected from private financing, which encourage the demand of employees in India's banking, insurance and construction industry, which encourage the attrition in these sectors (Stuti & Dhruv, 2014).

The new era private banks include of ICICI Bank and HDFC Bank, have generally a huge extent of their employees devoted to sales. These incorporate those included in cross selling of other companies, products, for example, insurance and mutual fund. As indicated by the report, arranged by Boston Consulting Group (BCG), banks have the capacity to survive in attrition because of the high employee turnover in sales and they are not involved in operations. "However, the employees interacting with customers during the sales process do not have a long term stake in the business. This creates a challenge in ensuring that proper promises are made to customers while soliciting business and that customers are on boarded well at the time of sale" the report said.

Intra Industrial Comparisons of Public Sector Banks and Private Sector Banks

Throughout the decade, Nationalized banks entrusted good fortune – with individuals. The human resources process and execute a portion new period ideas.

This sort of chance should convert HR methods is once-in-a-lifetime window which, on legitimately utilized, might help our banks take titan strides. On the different hand, the individuals who miss those transports might slack behind. Those sorts about HR progressions required are a colossal challenge also good fortune at the same the long haul. Managing an account industry needs some new plans should make those banks future - ready.

Table 2.1 Staff expenses (Payments and Provisions for employees) of Public Sector Banks versus Private Sector Banks

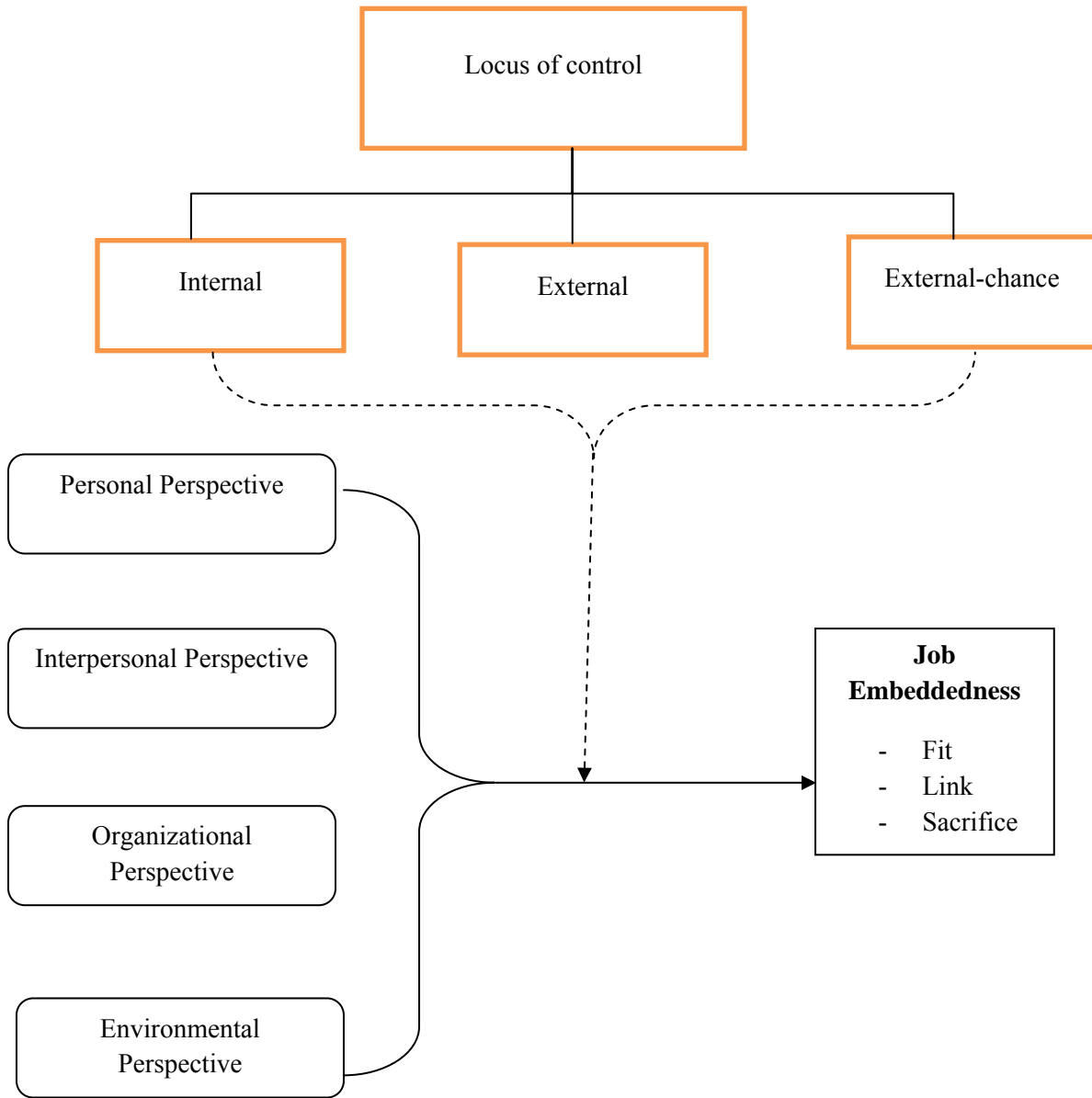
Year	Public Sector Banks		Private Sector Banks	
	<i>No. of Staff</i>	<i>Cost per employee (Rupees)</i>	<i>No. of Staff</i>	<i>Cost per employee (Rupees)</i>
1998-99	8,83,648	1,67,940	60,777	1,69,307
2002-03	7,57,251	2,70,426	59,374	3,54,532
2003-04	7,52,627	2,97,903	81,120	3,17,308
2006-07	7,28,878	3,81,449	1,37,284	3,83,439
2007-08	7,15,408	4,00,611	1,58,823	4,47,920
2008-09	7,31,524	4,72,493	1,76,339	4,83,501
2009-10	7,39,646	5,55,874	1,82,520	5,16,491
2010-11	7,57,535	7,15,914	2,18,679	5,63,154

Source: Reserve Bank of India (website)

2.8 Theoretical Framework

Based on the above need, a number of studies were reviewed by Job Embeddedness and different perspectives of employees on employee retention and locus of control. A theoretical framework was constructed in order to explain and predict the influence of personal, interpersonal, organizational and environmental perspectives on job embeddedness with locus of control acting as a moderator in this relationship which is represented in figure 2.1.

Figure 2.1 Conceptual frame work of the study



2.9 Objective of the Study

The primary objective of the study is to understand the perspectives influencing job embeddedness by keeping locus of control as a moderator. And, the secondary objectives are though supplementary they contribute a major portion to meet the primary objective.

The following are the primary and secondary objectives of the study.

The main objective of the study is to find out the extent of influence of personal, interpersonal, organizational and environmental perspectives on job embeddedness and studying the effect of locus of control as a moderator in this relationship. In order to investigate this relationship, the study focuses on the following objectives:

1. To study the existing level of various perspectives, namely personal perspective, interpersonal perspective, organizational perspective and environmental perspective among the respondents towards their job
2. To explore the existing level of fit community, fit organization, sacrifice community and sacrifice organization aspects of the respondents
3. To explore whether the fit community and sacrifice community aspects differ based on the following link attributes
 - 3.1. Live in own house
 - 3.2. Family roots are in the community they live in
4. To explore whether fit organization and sacrifice organization aspects differ based on work committees
5. To identify the existing level of locus of control among the respondents in terms of LOC - internal, LOC - external and LOC - external chance
6. To study if there is a significant association between the four perspectives, namely, personal, interpersonal, organizational and environmental perspectives of employee retention.
7. To study the impact of locus of control as a moderator in the relationship between the four factors and job embeddedness.
8. To identify the items of locus of control that discriminate respondents with high or low job embeddedness.
9. To estimate the model relating the four perspectives with job embeddedness and the moderating effect of locus of control in this relationship.

2.10. Hypothesis of the Study

The four perspectives in terms of personal, interpersonal, organizational and environmental may have significant influence on job embeddedness towards the job. Keeping in view of the wider theoretical framework and the above objectives of the study, the researcher has formulated the following hypothesis.

- H_{01/a}:** There is no significant difference in perceiving fit community and sacrifice community, based on link attribute of “living in own house or not”
- H_{01/b}:** There is no significant difference in perceiving fit community and sacrifice community, based on link attribute of living with “Family roots are in the community they live in”
- H₀₂:** There is no significant difference in perceiving fit organization and sacrifice organization based on “no. of work committees”
- H₀₃:** There is no significant association between the four perspectives of personal, interpersonal, organizational and environment.
- H₀₄:** There is no significant impact of the personal, interpersonal, organizational and environmental perspectives on job embeddedness.
- H₀₅:** There is no significant impact of locus of control as a moderator in the relationship between the four perspectives and job embeddedness
- H₀₆:** The components of locus of control do not significantly discriminate the respondents with high or low job embeddedness

From the extensive literature review, the gaps were identified and these are carried out in the present research. With the help of critical reviews of earlier research studies, the appropriate objectives and hypotheses have been formulated for the present research.