

## Examining the relationship between on-the-job embeddedness and work performance: A study among nurses in Malappuram district-Kerala.

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**Abstract**-Human resources for health (HRH) are an important building block for a well-functioning healthcare system. Nurses as part of the health workforce are required not just for the tertiary and critical care units but also for the secondary and primary health care functions. They are trained to not only perform critical-care functions, handle vital information, administer care, and ensure standards of care but at the same time, bridge the gap between the doctor, patient, and his/ her family members. Out of 8,500 nurses who graduate in Kerala in a year, more than 60-70% go abroad within a year" was reported by Times of India (2022). Employee turnover is a serious issue in Kerala, especially among nursing employees. The nursing shortage is a common problem encountered by some countries, so turnover is a popular topic in nursing research. Job embeddedness is a new construct developed to capture a more comprehensive view of the employee-employer relationship than is typically reflected by attitudinal measures such as satisfaction or commitment. It is an overall construct capturing the combined forces that keep people from leaving their job. When a person become embedded in his/her work satisfaction and performance of work also affect (Inayat Wasaf et.al (2021)). This study with the help of primary data, this study uses a descriptive research design and a quantitative research approach. The data is collected through a questionnaire survey among 53 nurses who worked in various hospitals in the Malappuram district. Descriptive statistics, correlation analysis, and multiple linear regression analysis are used for the statistical analysis. The study found that there is a positive relationship between job embeddedness and work performance. This study aims to explore the relationship between job embeddedness and employee work performance of nurses in the Malappuram district and identify the factors affecting job embeddedness and work performance of the nurses. Data are collected through a questionnaire survey from 60 nurses in various hospitals in Malappuram. The hypothesis was tested and analysed by means of factor analysis and multiple regression.

**Keywords**-Job embeddedness, work performance

### Introduction

There has been increasing interest in nursing performance research, specifically on phenomena that surface after summarizing the independent variables of nursing performance. Nurse's performance has been negatively affected by several independent variables. These include stress, dissatisfaction, anxiety, depression, emotional exhaustion, and turnover intention (Parker & Kulik 1995, Edwards et al. 2000, McVicar 2003, Kanai-Pak et al. 2008, Brady & Cummings 2010, Kowalski et al. 2010). The nursing shortage is a common problem encountered by some countries, so turnover is a popular topic in nursing research. The concept of job embeddedness is a new approach to understanding the employee-

employer relationship that goes beyond attitudinal measures such as satisfaction or commitment. This is a construct that captures the various factors that prevent people from leaving their jobs. According to Holtom et al. (2006), it represents the psychological, personal, and professional factors that keep people employed. It represents a broad array of influences on employee retention (Mitchell et al. 2001b) and its three dimensions include fit, links, and sacrifice. Crossley et al. (2007) developed and tested a global and reflective measure of job embeddedness that overcame important limitations and served as a companion to the original composite measure. As a result of being embedded in one's work, work satisfaction and performance are also affected (Inayat Wasaf et.al (2021)). Nursing job performance reflects the

quality of delivered care and consequently, patient outcomes, and poor job performance is considered a risk factor for patient safety (Huda M. Al-Makhaita).

The study investigates the relationship between job embeddedness and the work performance of nurses in the Malappuram district to extend job embeddedness research. To achieve the study's objective a quantitative survey was conducted with 53 nurses. The next session provides detailed literature for the research, leading to hypothesis development. The research methodology and the sample are presented, and the result is then analyzed and discussed.

### ***Job embeddedness (JE)***

The foundation of JE (Mitchell et al., 2001; Mitchell and Lee, 2001) is the field theory (Lewin, 1951), which contends that a person's behaviour is a result of both their environment and themselves. People are described as existing in a "perceptual [field or] life space where aspects of their lives are represented and connected" (Mitchell et al., 2001). The links, which may be few or numerous, may come together to form a web that "sticks" the person to a particular setting or occupation. Since this can happen in a variety of ways, one can get embedded in a variety of ways, as Mitchell et al. (2001) indicate, since this can occur in a variety of ways, one can get ingrained in a variety of ways. The anti-withdrawal construct JE, according to Lee et al. (2004), has three dimensions: Links are connections with other individuals, groups, and/or activities that can be informal or formal; sacrifice is the perceived loss of rewards that might be material or psychological (Mitchell and Lee, 2001). Fit: with colleagues, teams, jobs, the business, and culture. When compared to other constructs that are more focused on attitudes, feelings, and moods, the JE construct, which assesses the degree of similarity across several variables, performs less well. JE originally considered two major foci: on-the-JE (e.g. organization) and off-the-JE (e.g. community, family). As job and organizational characteristics are seen as more salient in the motivation to perform (Lee et al., 2004, p. 714), the focus of the current study will be on-the-JE.

### ***work performance***

Task performance and contextual performance were considered in one significant conception of job performance (Borman and Motowidlo, 1993). Task performance, also known as in-role behaviour, is expected, or required, forms the basis of consistent and ongoing job performance (Van Dyne and Le Pine, 1998; Katz, 1964), and satisfies official job descriptions and prescribed duties (Williams and Anderson, 1991). According to Katz and Kahn (1978), contextual performance involves choice-making and supports the larger organisational, social, and psychological context that the technological core must operate in (Motowidlo & Van Scotter, 1994). Organisational spontaneity (George and Brief, 1992), organisational citizenship (Organ, 1988), and pro-social behaviour, including extra-role behaviour (Van Dyne and LePine, 1998; Brief and Motowidlo, 1986) are concepts that are related to contextual performance. Studies (Whiting et al., 2008; Borman and Motowidlo, 1993) support the idea that raters define work performance more broadly than task performance and value discretionary behaviour. Control over a particular work circumstance or environmental factor that elicits an emotional response is a crucial aspect of discretionary behaviour (Spector and Fox, 2002, p. 283). The discretionary behaviours linked to contextual performance, such as job dedication (working hard, taking initiative, following rules), and interpersonal facilitation (cooperative, considerate, helpful acts), become important as these behaviours may manifest themselves in various types of withdrawal as the current study seeks to explore circumstances under which JE might negatively affect performance. Related to employment relationships, Kamdar and Van Dyne (2007) investigated the impact on helping/volunteer behaviors and found that the perceived quality of the exchange influences employee willingness to engage in citizenship behavior. The behaviors that Kamdar and Van Dyne (2007) studied are comparable to the dimensions of contextual performance, adding to their appropriateness as the dependent variables in the current study.

**JE and job performance**

The conservation of resources (COR) theory (Hobfoll, 2001, 1989), which states that the value placed on intrinsic (sacrifices) or instrumental (fit and links) resources influence the decision to stay with an organisation, has been introduced by JE theorists (Kiazad et al., 2015) to explain the relationship between JE and work outcomes. The COR hypothesis states that people try to reduce the net loss of resources and create resource surpluses to counteract potential future losses (Hobfoll, 1989, p. 517). The core concept of the COR theory is that people work hard to acquire, hold onto, safeguard, and cultivate the things they value (Hobfoll, 2001, p. 341). There are two principles at the heart of everything. The first principle is known as "the primacy of resource loss," according to which resource loss is disproportionately more conspicuous than resource gain and elicits higher affective reactions. According to Principle second "resource investment," humans must invest resources in order to defend against resource loss, make up for losses, and acquire resources (Kiazad et al., 2015; Hobfoll, 2001). People remain with an organisation based on these principles to protect against the loss of intrinsic or instrumental resources, hence reducing stress and worry. They do well because they have the necessary resources to carry out their duties and gain new resources (Kiazad et al., 2015).

Based on the above review, two hypotheses are proposed:

Ho. on JE (Job embeddedness) positively influences task performance and contextual performance.

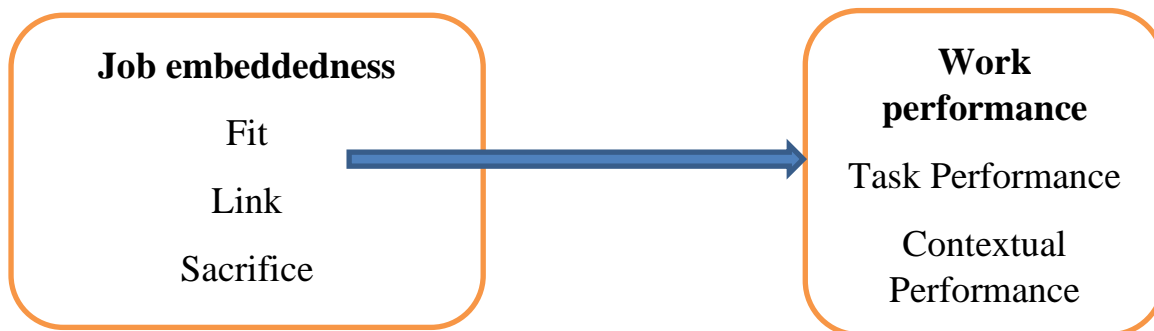
H1. on JE (Job embeddedness) negatively influences task performance and contextual performance.

**Objectives of study**

1. To know the factors affecting the job embeddedness of nurses in Kerala
2. To explore the relationship between organizational embeddedness(on-the-job embeddedness) and work performance
3. To identify which type of organizational embeddedness factors impact work performance.

**Conceptual Study**

In this study, the researcher trying to study the relationship between Job embeddedness and work performance (Figure 1). Job embeddedness consists of three variables fit, link, and sacrifice. Fit consists of the compatibility or comfort ort an employee with the current organizational culture and the surrounding community. Links refer to the employee's connection within the organization or with an external community. Sacrifice describes the level of opportunity cost that an employee has when leaving the job



**Research Methods & Materials**

Research methodology is a primary principle that guides your research, according to Dawson (2019). It becomes the general approach in researching your topic and determines what research method you will use. Researchers used the positivist approach for this study as its

epistemological positioning allows for legitimate ways of generating primary data, such as interacting with people, asking questions, and recording their responses. (Ampofo et.al, 2017).

With the help of primary data, the study uses a descriptive research design and a quantitative research approach. The data is collected through

a questionnaire survey among 53 nurses who worked in various hospitals in the Malappuram district. Descriptive statistics, correlation analysis, and multiple linear regression analysis are used for the statistical analysis. here the researcher used MS Excel and SPSS 20.

**Instruments**

in A scale adapted from Mitchell et al. (2001) job embeddedness scale was used to measure organizational embeddedness (on-the-job embeddedness).26 items along with a five-point Likert scale is designed to measure the job embeddedness in the nursing sector. for measuring work performance 17 items scale was adopted from Linda Koopmans (2014.)

**Analysis and Interpretations**

**Table 4.1. Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Organization Fit	53	2.40	5.00	4.1547	.65708
Organization Link	53	3.00	5.00	3.9137	.52961
Organization Sacrifice	53	2.60	5.00	3.7887	.72155
Work Performance	53	3.11	4.78	4.0449	.43916
Valid N (listwise)	53				

*(Source: SPSS Primary data analysis output)*

From the results evidenced through the descriptive statistics analysis, the study shows that all the organizational factors related to the job embeddedness are effectively working among the employees of the organization. Those factors have an average of above 3.5 score on the five-point Likert scale. It means that the organization fit which relates to the employees' perceived compatibility with the organization is having a great positive average value in the results. The other two organizational factors

such as organization link and sacrifice which means the formal and informal connection exist between the workers and the organization, and the level of give up nature by the employees for the organizations respectively also shown a better positive remark from the respondents. The overall work performance of the employees is also signature that there exists a better favorable working ambience among the employees to do their best.

**Table 4.2. Correlations output**

		Organization Fit	Organization Link	Organization Sacrifice	Work Performance
Organization Fit	Pearson Correlation	1	.375**	.624**	.554**
	Sig. (2-tailed)		.006	.000	.000
	N	53	53	53	53
Organization Link	Pearson Correlation	.375**	1	.575**	.653**
	Sig. (2-tailed)	.006		.000	.000
	N	53	53	53	53
Organization Sacrifice	Pearson Correlation	.624**	.575**	1	.515**
	Sig. (2-tailed)	.000	.000		.000
	N	53	53	53	53
Work Performance	Pearson Correlation	.554**	.653**	.515**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	53	53	53	53

\*\* Correlation is significant at the 0.01 level (2-tailed). (Source: SPSS Primary data analysis output)

Table 4.2. correlation results related to the study variables show that there is a significant positive relationship existing between all the study variables with a good level of correlation

three organizational job embeddedness factors are having an important positive relationship between the variables and job performance as well.

**Table 4.3. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.733 <sup>a</sup>	.538	.510	.30752	.538	19.016	3	49	.000

a. Predictors: (Constant), Organization Sacrifice, Organization Link, Organization Fit

(Source: SPSS Primary data analysis output)

As a result of the multiple linear regression analysis, the above model summary table will appear to provide an overall impact of the independent variables (predictors- which means Organization Sacrifice, Organization Link, and Organization Fit on the dependent variable (i.e., Work performance). Here the adjusted value of .510 represents that, overall, the independent variables are explaining 51% of changes or

variations in the job performance of the employees in their respective companies. It is a notable impact by the selected study variables, which are associated with the job embeddedness on the work performance of the employees. It also supports the results of previous studies conducted in different sectors (Fasbender et al., 2019; Yang et al., 2020; Qian et al., 2022).

**Table 4.4. Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.360	.360		3.777	.000
	Organization Fit	.245	.083	<b>.367</b>	2.952	<b>.005</b>
	Organization Link	.435	.098	<b>.525</b>	4.421	<b>.000</b>
	Organization Sacrifice	-.010	.086	<b>-.016</b>	-.115	<b>.909</b>

a. Dependent Variable: Work Performance

The above multiple regression analysis coefficients table reveals that how far the independent variables individually impacting the dependent variable for the tested model. Here the results indicates that the organization fit and the organization link having a great significant positive impact on the work performance (Significance value/p value less than 0.05. Those are .367 and .525 (standardized beta), which means that one-unit positive change organization fit and organization link will contribute .367- and .525-units positive changes

in work performance. Whereas the organization fit doesn't shows any important role in this study model that explains the contribution of the three study variables on the job performance. Since the organization sacrifice has a relationship with the work performance, the overall model shows the sacrifice factor didn't make any important changes in the work performance of the employees.

Overall, the study resulted that among the three relevant organizational Job embeddedness

factors, organization link showing a greater impact on the work performance of the employees then it is followed by the organization fit and finally organization sacrifice. Descriptive statistics, correlation analysis, and multiple linear regression analysis are used for the statistical analysis.

The link and fit dimension of organizational embeddedness is really affecting the work performance of nurses and the study suggests that organization should focus on the sacrifice variable in their nurturing strategies to embed young teachers in their working space in the future. This paper contributes to the existing literature by providing exploratory answers to the challenging questions put forward at the beginning "What can make nurses perform and stay?" embeddedness decision is so important in the area of nurses staying in a particular organization for the development of our health system.

### **Study findings**

This study contributes to the literature on on-the-job embeddedness theory by demonstrating the relationships among factors of job embeddedness and work performance. There is three key findings area of JE of nurses.

The first objective of the study is to know the factors affecting the job embeddedness of nurses in the Malappuram District. The study finds that organizational embeddedness (fit, link, sacrifice) and demographic factors (Age, gender, etc.) affecting the work performance of nurses. by exploring the relationship between organizational embeddedness (on-the-job embeddedness) and work performance through correlation analysis its evident that all three major organizational job embeddedness factors (fit, link, sacrifice) have an important positive relationship between the variables and the performance. Regarding the organizational embeddedness (on-the-job embeddedness) factor the regression analysis shows that organization sacrifice doesn't show any important role in this study model that explains the contribution of the three study variables on job performance. Since the organization sacrifice has a relationship with work performance, the

overall model shows the sacrifice factor didn't make any important changes in the work performance of the employees. Through this study the researcher accepts the alternative hypothesis that there is a relationship between on-the-job embeddedness and work performance. And reject the null hypothesis.

### **The implication of the study**

In the context of nurses working in hospitals, empirical data demonstrates the extrapolative validity of organisational- and community-embeddedness. 2011 (Tao Sun, Xiao Wen Zhao). Given that embeddedness is a new topic of study, researchers are still looking for appropriate standards based on various embeddedness classifications (Dechawatanapaisal, 2018). This study serves as a starting point for research on organisational JE sub-dimensions' effects on job performance. As a result, the embeddedness criteria might be extended to various other fields where organisations are having problems with employee performance and turnover. The results of this study show several applications for businesses looking to create strong retention strategies. Specifically, this study suggests that organizations should focus on organizational fit, and link sacrifice-constructs nurturing strategies to embed nurses in their academic hospitals. This study proposes that monetary rewards only are relatively ineffective to improve retention. Hence, hospitals should facilitate meaningful contributions from nurses in creative work and provide opportunities for social interactions and personal development (Holtom et al., 2019). The findings also suggest that management should pay closer attention to individual embeddedness strategies. A communal approach might not always work, since individual embeddedness practices are idiosyncratic in nature, and might show a different impact on employee work performance. A series of high-performance organizational practices could enhance embeddedness, thus increasing work performance and controlling employee turnover. First, skill upgrading is the practice of improving employees' knowledge, skills, and abilities. A combination of resources, such as training, tuition reimbursement, and socialization, can increase employee embeddedness in work,

organization, or career. Second, opportunity enhancement involves individuals in the organization and their work, provides them with resources, and enables them to expand decision-making power, independent team cooperation, and dispute resolution. Third, encouraging and enhancing the staff vitality helps staff to pursue their work goals. Through the implementation of such practices, the organization can link work efforts with external compensation, thereby improving on-the-job and off-the-job embeddedness.

### **Conclusion**

Nurses are the most valuable assets in health care and research. When an experienced and competent nurse shows an intention to leave his\her current job, productivity, and performance decrease. this study explores the different dimensions of on-the-job embeddedness (Organizational embeddedness), which play an important role in work performance and reducing turnover in nurses.

In this study a comprehensive questionnaire was designed for the proposed model and data were collected through a questionnaire survey. The nurses working in different hospitals in the Malappuram district (Kerala) were asked to mark their responses.

### **Limitations of the study**

The findings of this research should be viewed in the light of certain limitations in the research design, methodology, and model development of the study. This study used a sample of nurses in a particular area in Kerala. However, future research might include a sample from different organizations in the services sector to check the generalizability of the findings of this study. It is highly important to explore the extended version of JE constructs as suggested by Peltokorpjet al. (2017). Future research may be extended to examine Job embeddedness, and work performance through qualitative research to draw more rich and varied information and opinion.

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