

## **Information Technology (IT) Sector Workers' Execution of Work Practices in Job Embeddedness**

**\*Sapna Ahlawat**

### **Abstract**

*The research emphasized the involvement of workers in the IT sector in carrying out work procedures and looked at the goals of IT workers. The research has also investigated many demographic factors that influence work embeddedness, including age, gender, educational attainment, wage, and so forth. The study's goals are to determine the learning outcomes of job-related skills and formal training sessions, investigate how well IT sector employees participate in work practices through sincere effort, investigate how management participates in decision-making, and investigate how performance evaluations are based on objective, quantifiable results. When job-related skills are learned, formal training sessions are provided to new hires, and my performance evaluation is based on measurable, objective outcomes, I discovered that respondents' opinions stay the same.*

**Keywords:** *Job embeddedness, IT sector employees, Job Satisfaction, High-performance of work practices.*

---

\*Research Scholar, Institute of Management Studies and Research, Maharshi Dayanand University, Rohtak, India Haryana.

## **1. Introduction**

One of the industries with the fastest job growth nowadays is information technology. Information technology services, outsourcing, and consulting are all part of India's enormous IT industry. A significant portion of Northern India's GDP comes from the information technology sector. Delhi NCR has experienced some of the fastest economic growth in the country. Delhi NCR is one of India's key economic areas. Information technology, one of the sectors with the fastest growth rates in the world, provides a variety of jobs with excellent career advancement opportunities. the growth of several IT sectors across the country, particularly those in Delhi's National Capital Region (NCR), Bangalore, Hyderabad, and Pune. Notwithstanding the systemic challenges the Indian IT sector faces, Delhi NCR is home to a thriving and efficient ecosystem that draws in investors, government decision-makers, skilled labourers, etc.

## **2. Job Embeddedness**

Karatepe (2012) argues that the majority of studies on the concept of employment embeddedness have been conducted in Western countries. Work embeddedness, as defined by Mitchell et al. (2001), is the term used to describe embedded variables that confuse employees in a certain role. Both within and without the company, it works well. Although it can predict aberrant behavioral results on occasion, Rubenstein et al. (2020) state that it is generally considered a conceptual approach for employee retention evaluation. As stated by Mitchell et al. (2001), it also shows the elements impacting staff retention in any company. This concept should be distinguished from turnover as well, according to Reitz and Anderson (2011), since it places more emphasis on the different factors that keep an employee on the job rather than the psychological process of quitting. This has to do with a counterforce that prevents people from quitting their jobs and maintains them in their existing roles (Mitchell et al., 2001). Thus, employment embeddedness is described using the three dimensions of linkages, fit, and sacrifice. Sub-dimensions of both the off-the-job (community) and on-the-job (organization) components are these three dimensions. It is described as six-dimensional by William et al. (2014) and comprises community links,

sacrifice made by the community, the organization, and the community fit. Put differently, Mitchell et al. (2001) distinguish between organizational and community embeddedness. A set of job restrictions that confound an employee in a specific role is known as organizational embeddedness. The phrase "community embeddedness" describes a set of outside forces that maintain employees in their existing roles, according to Harris et al. (2011).

### **3. Job satisfaction**

In the long run, an organization's most crucial idea is work satisfaction since it will not only enhance the social, economic, and physical conditions of its employees but also raise their level of job happiness. Job embeddedness has served as a mediator between the calibre of an employer-employee relationship and its impact on job satisfaction, claim Harris et al. (2011). It may also be defined as an employee's reaction to the environment and conditions at work. The rapport between an individual and their employers is a matter of concern. Satisfaction is defined as feeling that a goal has been accomplished. Unhappiness with one's job causes one to become unmotivated at work. According to Hoppock (1935), a combination of physiological, psychological, and environmental elements might lead to a person experiencing true job satisfaction. When someone asserts that their degree of job satisfaction determines their degree of happiness or contentment at work, they are referring to the positive psychological reactions they experience to their work. Good lighting, ventilation, access to urinals, favourable circumstances, flexible scheduling, clean water availability, and positive working relationships with peers, superiors, and subordinates are all factors that impact job happiness. Employees are encouraged to provide the organization with higher-quality work by all of these conveniences. A contented employee exhibits the proper mindset, strong morale, and enthusiasm for their work.

### **4. High-Performance Work Practices**

Any organization needs high performance to function, and the goal of high-performance work practices (HPWPs) is to simulate organizational and employee performance through human resource management techniques. High-performance work practices, or HPWPs, are personnel management techniques that increase an organization's output and profitability. The job embeddedness theory proposed that job embeddedness is a key mediator between employees' job happiness and performance in the relationship between organizational characteristics and employee retention in the organization (Mitchell et al., 2001). An examination of the literature indicates that there are still a lot of theoretical issues with comprehending high-performance work practices. When these strategies are gradually and evenly

applied across the entire organization, they boost high-level performance and productivity, foster employee engagement, and ultimately boost revenues. As a result, it is anticipated that employee intent to leave the company will be reduced. A general strategy for managing organizations that seek to promote more effective employee involvement and commitment to reach a high degree of performance is known as high-performance working.

## **5. Reviews of Related Literature**

**Aftab (2022)** investigated the relationships that mediate the relationships between worker engagement, job embeddedness, turnover intention, and organisational citizenship conduct. demonstrates how on-the-job embeddedness affects organisational citizenship behaviour and turnover goals, and it primarily emphasises how an organisation can increase employee engagement and job satisfaction (Ali et al., 2020; Kahn, 1990). 213 respondents made up the study sample, which was then measured using a five-point Likert scale and subjected to comparable analysis using SPSS version 23.

**Fuchs (2022)** revealed the high-performance work practices and how they affect employees' aspirations to quit, and information was gathered from 211 respondents. It was discovered that the sacrifice measurement served as a means of ensuring that companies valued their workforce while also ceasing to exist for Generation Y.

**Merve (2022)** investigated the relationship between manager assistance, servicing efficacy, and job happiness. Information from 421 frontline employees was gathered. It was discovered that a worker who reported superior manager guidance and service efficacy would be happier with their assignment.

**Zhou (2022)** determined the reasons of organisational networking behaviour and examined the substantial relationship between moral leadership and this behaviour. The results showed that statistics expands our knowledge of how emotional behaviour affects organisational networking fitness attitude in novel ways.

**Treuren (2021)** investigated how work depth and embeddedness affect employee working conditions. 385 adult employees' worth of data were gathered from primary sources. It was discovered that higher brain storming approaches were linked to improved labour intensity tiers. Furthermore, they suggested a correlation between increased worker pressure and worker intensity.

**Mehmood (2021)** examined how the organisational justice process affects unproductive employee behaviour. It was discovered that psychological ownership, organisational embeddedness, and organisational fairness had a huge worldwide impact on reducing unproductive work behaviour.

**Huning (2020)** examined the relationship between the intention to depart and the perception of organisational support, activity enjoyment, worker leadership, and job embeddedness. Therefore, it was approved to offer preliminary evidence in support of the hypothesis that worker management influences stable and prosperous business results via embeddedness and point-of-sale (POS) as underlying processes.

**Urbanaviciute and Jurgita (2018)** indicated the association between qualitative job insecurity and turnover intention was mediated by the provision of the basic psychological prerequisites for relatedness, competence, and autonomy. Indirect links were also easier to see in the private sector. By reproducing the notion that basic need satisfaction can operate as a mediating factor between job insecurity and employee outcomes, this study contributed to the body of knowledge. The information was gathered using a cross-sectional field survey. 358 valid responses in all, representing 180 public and 178 private sectors, were further recorded on a five-point Likert scale. The data that was gathered was examined using the convenience sample approach.

**Decha (2018)** outlined the relationships between job satisfaction, organizational job embeddedness, turnover intention, human resource practices, and confirmation that employees found positive HR approaches to be motivating, and that job satisfaction was a crucial factor in the relationship between job embeddedness and quit intention.

**Yunlu et al. (2018)** demonstrated how community relationship-building actions were significantly impacted by expat community embeddedness, which is linked to stronger retention cognitions. Moreover, the results of this study indicated that community embeddedness was particularly significant for people who identified with fewer organizations. A Five-point Likert scale survey responses from 127 foreign nationals living in the United States were used, and the results were deemed trustworthy enough to be further examined. Additionally, straightforward slope analysis methods and numerous hierarchical regression analyses were performed.

**Shehawy et al. (2018)** showed that employee advocacy and supervisor support had a substantial impact on work embeddedness. Additionally, it was found that job embeddedness significantly influenced both intention to quit and organizational commitment, suggesting that employees would be more committed to their existing organizations if their job embeddedness was higher. 870 valid questionnaires were collected, and structural equation modelling with WarpPLS 6.0 was used for analysis. Additionally, a sample of frontline workers in Egypt's airline industry was given a survey as part of this study. A five-

point Likert scale was used to collect data for additional study.

**Nivethitha et al. (2017)** investigated to determine the impact of employee turnover intentions (i.e., practices related to selection, training, and remuneration). It was also discovered that, even in the face of the application of efficient HRM techniques, employee turnover intentions were elevated by psychological contract breaches. 294 valid replies to a survey conducted among frontline staff were successfully obtained. The Likert scale with five points is used to record these answers. The data was analyzed using multiple regression analysis techniques.

**Marasi, Cox, and Bennett, (2016)** suggested that those with high job embeddedness and poor organizational trust were found to be more deviant at work than those with low job embeddedness and low organizational trust. Hierarchical regression was used to analyze the data from the online survey that was used to gather the data for this study. A total of 353 valid responses were taken into consideration.

**Puad and Hazwan (2015)** determined the most crucial competencies that fresh graduates should have to land a job in a cutthroat industry. It also highlighted the value of training initiatives in terms of enhancing competencies, lowering unemployment, and growing Malaysia's labour force. Employers feel employability skills training programmes don't increase workforce development, lower unemployment, or improve skills, according to the survey.

**George (2014)** found that the division of the retention variables into organizational and job levels by the two-factor structure was verified by the study's factor analysis. The results showed that whether or not certain employees will stay with their firm was predicted by the ratings on two subscales. This study examines the role that different factors play in keeping professionals in their jobs.

**Boahin et al. (2010)** showed that nearly half of the graduates (43.8%) participate in high-quality training to either acquire new skills to make up for gaps in existing skill training or enhance their employment abilities and knowledge.

**Smidt et al. (2009)** investigated the possibility that staff would be unjustly criticized for not adhering to residents' behaviour, which might be viewed as unmanageable, and that money might be squandered if the efficacy of training in real-world outcomes is not proven.

**Michael et al. (2000)** investigated how organizational climate and country culture affect training transfer to the workplace in a moderating way. Focus on a variety of aspects, The transfer of safety instruction in lowering accidents and injuries was modulated by strategies like uncertainty avoidance. The researchers discovered that trainees in these cultures ran the danger of not

learning the skills and safety knowledge necessary to anticipate and adapt to change, beyond what was specified in safety protocols.

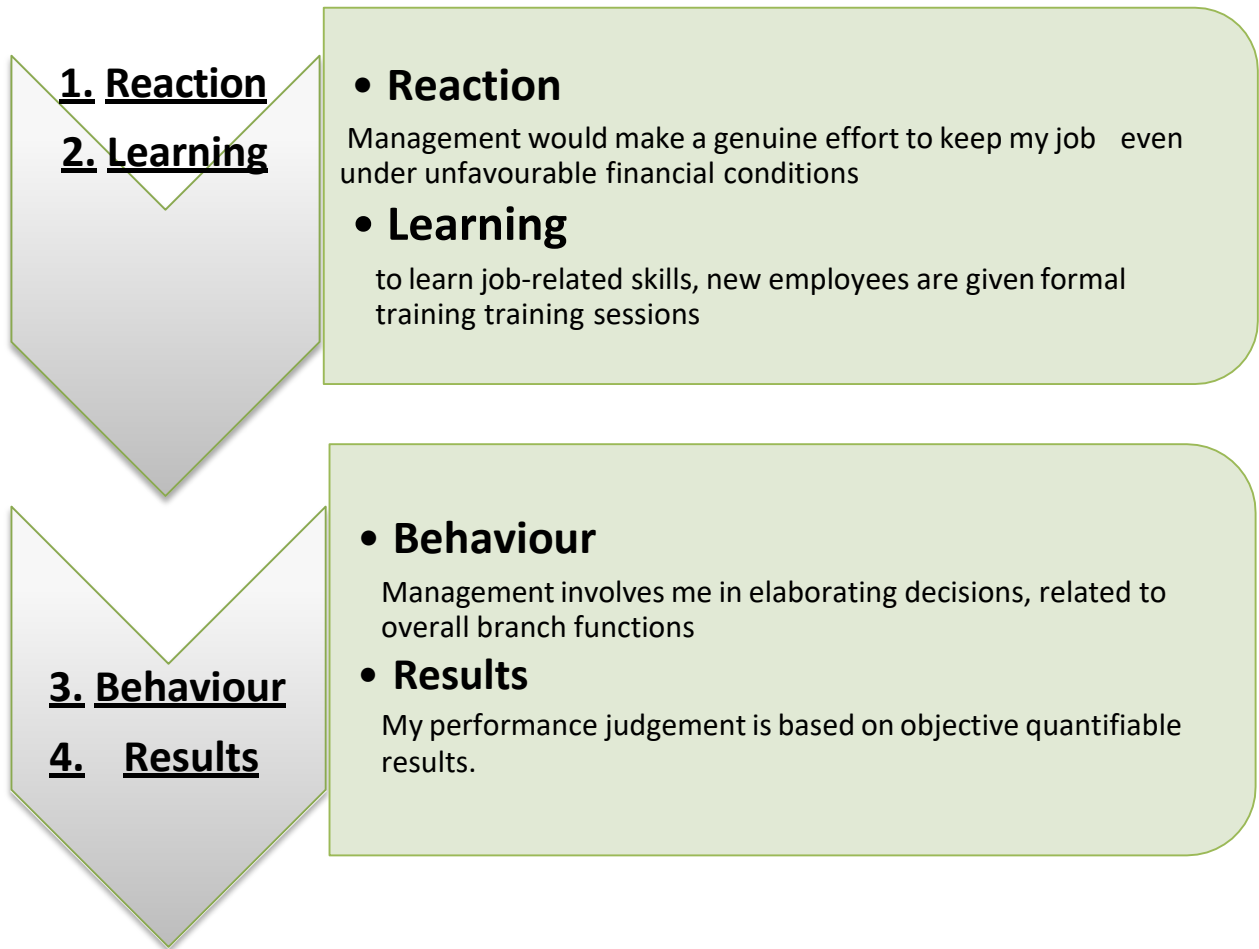
## 6. Research Methodology

### ➤ The objectives of the Study

1. To investigate how motivated IT industry workers are to participate in the execution of work practices
2. To determine the objectives of formal training sessions and job-related skills
3. To investigate how management contributes to decision-making.
4. The performance evaluation is predicated on measurable, objective outcomes.

### ➤ The Kirkpatrick Model of Instruction and Training

The model to be followed is the Kirkpatrick one: There will be four main levels: level one is a reaction, where management will genuinely try to keep me employed even in difficult financial times; level two is learning, where new hires receive official Level three of training is behaviour management, which has me making detailed judgments on general branch functions. Level Four is results exploration; my evaluation of my work is predicated on measurable, objective results.





**Sources: Researcher Calculation**

**Sample size:** One hundred employees of the IT sector who participated in work activities were chosen by the researchers as the sample size.

Table 1.1 presents the demographic descriptive statistics of the employees, with 65 percent of the respondents being male and 35 percent being female. If the respondents' ages are taken into consideration, 35 percent of them are between the ages of 18 and 30, 43 percent are between the ages of 31 and 40, and 21 percent are between the ages of 41–50, while just 1 percent of responders are older than 50. According to groups based on educational background, 47 percent of respondents have a post-graduate degree, 49 percent have a graduate degree, 3 percent have a professional degree, and just 1 percent have other qualifications. It is discovered that, when age-based categories are used, 11 percent of respondents earn less than 30,000, 22 percent earn between 30,000 and 45k, 31 percent earn between 45 and 60,000, and 36 percent earn more than 60,000 annually.

**Table 1.1 Descriptive Statistics of Employees as per Demographic**

Job Roles	No. of employees	Percent	Cumulative Percent
<b>Gender</b>			
Male	65	65.0	65.0
Female	35	35.0	100.0
<b>Total</b>	<b>100</b>	<b>100</b>	
<b>Age</b>			
18-30	35	35.0	35.0
31-40	43	43.0	78.0
41-50	21	21.0	99.0
Above 50	01	1.0	100
<b>Total</b>	<b>100</b>	<b>100</b>	
<b>Education</b>			
Postgraduate	47	47.0	47.0
Graduate	49	49.0	96.0
Professional	03	03.0	99.0
Others	01	1.0	100
<b>Total</b>	<b>100</b>	<b>100</b>	
Below 30 k	11	11.0	11.0
30 k -45 k	22	22.0	33.0
45 k- 60k	31	31.0	64.0

Above 60k	36	36.0	100.0
	<b>100</b>	<b>100</b>	

Sources: Questionnaire

## 7. Data Analysis and Interpretation

### Objective-1 Management would make a work-practices to keep my job even under unfavorable financial conditions

Table 1.2 shows that out of 100 respondents, 35 (04 strongly agree + 31 agree) agreed that the management would sincerely attempt to maintain my employment despite difficult financial circumstances. The overall null hypothesis is rejected because (t-test 1.660, DF=98,  $P < 0.100$ ), is insignificant in the case of gender (P-value 0.656, DF=3,  $P < 0.581$ ), is insignificant in the case of age (P-value 0.076, DF=3,  $P < 0.973$ ), is insignificant in the case of qualification (P-value 0.862, DF=3,  $P < 0.464$ ), and is also insignificant in the case of salary.

**Table 1.2 Management would make a work-practices to Keep my Job even under Unfavorable Financial Conditions**

	Employees categories	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Mean	S.D.
Gender	Male	03	05	38	17	02	65	3.15	0.795
	Female	01	01	17	14	02	35	3.43	0.778
	<b>Total</b>	<b>04</b>	<b>06</b>	<b>55</b>	<b>31</b>	<b>04</b>	<b>100</b>	<b>3.25</b>	<b>0.796</b>
	<b>Independent sample t-test</b>	<b>t-test= 1.660, df= 98, p-value= 0.100</b>							
Age	18-30	01	03	17	11	03	35	3.34	0.873
	31-40	02	02	22	16	01	43	3.28	0.797
	41-50	01	01	15	04	00	21	3.05	0.669
	Above 50	00	00	01	00	00	01	3.00	0.000
	<b>Total</b>	<b>04</b>	<b>06</b>	<b>55</b>	<b>31</b>	<b>04</b>	<b>100</b>	<b>3.25</b>	<b>0.796</b>
	<b>Analysis of variance</b>	<b>F-value= 0.656, df= 3, p value=0.581</b>							
Education	Post-graduate	03	03	22	16	03	47	3.28	0.926
	Graduate	01	03	30	14	01	49	3.22	0.685
	Professional	00	00	02	01	00	03	3.33	0.577
	Others	00	00	01	00	00	01	3.00	0.000
	<b>Total</b>	<b>04</b>	<b>06</b>	<b>55</b>	<b>31</b>	<b>04</b>	<b>100</b>	<b>3.25</b>	<b>0.796</b>
	<b>Analysis of variance</b>	<b>F-value= 0.076, df= 3, p value=0.973</b>							
Salary	Below 30k	01	01	04	05	00	11	3.18	0.982
	30k-45k	00	01	14	07	00	22	3.27	0.550
	45k-60k	00	02	16	11	02	31	3.42	0.720

Above 60k	03	02	21	08	02	36	3.11	0.919
<b>Total</b>	<b>04</b>	<b>06</b>	<b>55</b>	<b>31</b>	<b>04</b>	<b>100</b>	<b>3.25</b>	<b>0.796</b>
<b>Analysis of variance</b>	<b>F-value= 0.862, df= 3, p value=0.464</b>							

Sources: Questionnaire

**Objective 2 to learn job-related skills, new employees are given formal training sessions**

According to Table 1.3, out of 100 respondents, 61 (11 strongly agree+50 agree) agreed to acquire job-related skills and considered the proposed dimension to be consistent. Formal training sessions are provided to new hires (t-test-0.152, DF=98,  $P < 0.879$ ), and gender is not significant. (P-value 1.275, DF=3,  $P < 0.287$ ), is not significant when it comes to age (P-value = 0.105, DF=3,  $P < 0.957$ ), is not significant when it comes to qualification (P-value = 1.555, DF=3,  $P < 0.205$ ), and is not significant when it comes to pay. Based on these findings, the null hypothesis is rejected overall.

**Table 1.3 to learn job-related skills, new employees are given formal training sessions**

	Employees categories	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Mean	S.D.
<b>Gender</b>	Male	01	02	21	35	06	65	3.66	0.756
	Female	00	01	14	15	05	35	3.69	0.758
	<b>Total</b>	<b>01</b>	<b>03</b>	<b>35</b>	<b>50</b>	<b>11</b>	<b>100</b>	<b>3.67</b>	<b>0.753</b>
	<b>Independent sample t-test</b>	<b>t-test = 0.152, df= 98, p value=0.879</b>							
<b>Age</b>	18-30	00	01	14	14	06	35	3.71	0.789
	31-40	01	01	10	26	05	43	3.77	0.782
	41-50	00	01	10	10	00	21	3.43	0.598
	Above 50	00	00	01	00	00	01	3.00	0.000
	<b>Total</b>	<b>01</b>	<b>03</b>	<b>35</b>	<b>50</b>	<b>11</b>	<b>100</b>	<b>3.67</b>	<b>0.753</b>
<b>Analysis of variance</b>	<b>F-value= 1.275, df= 3, p value=0.287</b>								
<b>Education</b>	Post-graduate	00	01	20	21	05	47	3.64	0.705
	Graduate	01	02	13	28	05	49	3.69	0.796
	Professional	00	00	02	00	01	03	3.67	1.155
	Others	00	00	00	01	00	01	4.00	0.000
	<b>Total</b>	<b>01</b>	<b>03</b>	<b>35</b>	<b>50</b>	<b>11</b>	<b>100</b>	<b>3.67</b>	<b>0.753</b>
<b>Analysis of variance</b>	<b>F-value= 0.105, df= 3, p value=0.957</b>								
<b>Salary</b>	Below 30k	00	01	05	04	01	11	3.45	0.820
	30k-45k	00	00	05	14	03	22	3.91	0.610
	45k-60k	01	00	14	14	02	31	3.52	0.769
	Above 60k	00	02	11	18	05	36	3.72	0.779
	<b>Total</b>	<b>01</b>	<b>03</b>	<b>35</b>	<b>50</b>	<b>11</b>	<b>100</b>	<b>3.67</b>	<b>0.753</b>

<b>Analysis of variance</b>	<b>F-value= 1.555, df= 3, p value=0.205</b>
-----------------------------	---------------------------------------------

Sources: Questionnaire

### Objective-3 Management involves me in elaborating decisions related to overall branch functions

Table 1.4 shows that out of 100 respondents, 45 (05 strongly agree+40 agree) agreed that the management involves me in elaborating decisions linked to overall branch functions. That is compatible with the proposed dimension. This means that the null hypothesis should be rejected based on gender, qualification, and salary and accepted based on age. Gender, qualification, and salary are all insignificant in this case (P-value 2.056, DF=3,  $P < 0.111$ ), age is insignificant (P-value 3.826, DF=3,  $P < 0.012$ ), and salary is also insignificant.

**Table 1.4 Management involves me in Elaborating Decisions, related to Overall Branch Functions**

	Employees categories	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Mean	S.D.
<b>Gender</b>	Male	02	03	33	24	03	65	3.35	0.779
	Female	00	02	15	16	02	35	3.51	0.702
	<b>Total</b>	<b>02</b>	<b>05</b>	<b>48</b>	<b>40</b>	<b>05</b>	<b>100</b>	<b>3.41</b>	<b>0.753</b>
	<b>Independent sample t-test</b>	<b>t-test = 1.016, df= 98, p value=0.312</b>							
<b>Age</b>	18-30	00	04	09	18	04	35	3.63	0.843
	31-40	02	01	26	13	01	43	3.23	0.751
	41-50	00	00	13	08	00	21	3.38	0.498
	Above 50	00	00	00	01	00	01	4.00	0.000
	<b>Total</b>	<b>02</b>	<b>05</b>	<b>48</b>	<b>40</b>	<b>05</b>	<b>100</b>	<b>3.41</b>	<b>0.753</b>
	<b>Analysis of variance</b>	<b>F-value= 2.056, df= 3, p value=0.111</b>							
<b>Education</b>	Post-graduate	01	03	22	18	03	47	3.40	0.798
	Graduate	00	02	24	21	02	49	3.47	0.649
	Professional	00	00	02	01	00	03	3.33	0.577
	Others	01	00	00	00	00	01	1.00	0.000
	<b>Total</b>	<b>02</b>	<b>05</b>	<b>48</b>	<b>40</b>	<b>05</b>	<b>100</b>	<b>3.41</b>	<b>0.753</b>
	<b>Analysis of variance</b>	<b>F-value= 3.826, df= 3, p value=0.012</b>							
<b>Salary</b>	Below 30k	01	01	04	04	01	11	3.27	1.104
	30k-45k	00	01	14	07	00	22	3.27	0.550
	45k-60k	00	01	16	12	02	31	3.48	0.677
	Above 60k	01	02	14	17	02	36	3.47	0.810
	<b>Total</b>	<b>02</b>	<b>05</b>	<b>48</b>	<b>40</b>	<b>05</b>	<b>100</b>	<b>3.41</b>	<b>0.753</b>

<b>Analysis of variance</b>	<b>F-value= 0.539, df= 3, p value=0.657</b>
-----------------------------	---------------------------------------------

Sources: Questionnaire

**Objective -4 My performance evaluation is predicated on objective, measurable results**

Out of 100 respondents, Table 1.5 shows that 09 (00 strongly agree+00 agree) agreed that my performance judgement is based on objective, quantifiable results, which is compatible with the proposed dimension. (t-test 0.427, DF=98,  $P < 0.670$ ) shows no statistical significance concerning gender. The null hypothesis is rejected on the whole basis of (P-value 1.657, DF=3,  $P < 0.0.181$ ) is insignificant in the case of age, (P-value 0.699, DF=3,  $P < 0.555$ ), is negligible in the case of qualification, (P-value 1.097, DF=3,  $P < 0.354$ ), and is likewise insignificant in the case of salary.

**Table 1.5 My Performance Evaluation is predicated on Objective measurable Results**

	Employees categories	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Mean	S.D.
<b>Gender</b>	Male	06	29	25	05	00	65	3.45	0.771
	Female	01	19	11	04	00	35	3.51	0.742
	<b>Total</b>	<b>07</b>	<b>40</b>	<b>36</b>	<b>09</b>	<b>00</b>	<b>100</b>	<b>3.47</b>	<b>0.758</b>
	<b>Independent sample t-test</b>	<b>t-test= 0.427, df= 98, p value=0.670</b>							
<b>Age</b>	18-30	01	14	15	05	00	35	3.69	0.758
	31-40	05	20	14	04	00	43	3.40	0.821
	41-50	01	13	07	00	00	21	3.29	0.561
	Above 50	00	01	00	00	00	01	3.00	0.000
	<b>Total</b>	<b>07</b>	<b>40</b>	<b>36</b>	<b>09</b>	<b>00</b>	<b>100</b>	<b>3.47</b>	<b>0.758</b>
	<b>Analysis of variance</b>	<b>F-value= 1.657, df= 3, p value=0.181</b>							
<b>Education</b>	Post-graduate	04	24	14	05	00	47	3.43	0.801
	Graduate	02	23	20	04	00	49	3.53	0.710
	Professional	01	01	01	00	00	03	3.00	1.000
	Others	00	00	01	00	00	01	4.00	0.000
	<b>Total</b>	<b>07</b>	<b>40</b>	<b>36</b>	<b>09</b>	<b>00</b>	<b>100</b>	<b>3.47</b>	<b>0.758</b>
	<b>Analysis of variance</b>	<b>F-value= 0.699, df= 3, p value=0.555</b>							
<b>Salary</b>	Below 30k	02	06	01	02	00	11	3.27	1.009
	30k-45k	00	10	11	01	00	22	3.59	0.590
	45k-60k	03	16	11	01	00	31	3.32	0.702
	Above 60k	02	16	13	05	00	36	3.58	0.806
	<b>Total</b>	<b>07</b>	<b>40</b>	<b>36</b>	<b>09</b>	<b>00</b>	<b>100</b>	<b>3.47</b>	<b>0.758</b>
	<b>Analysis of variance</b>	<b>F-value= 1.097, df= 3, p value=0.354</b>							

**Sources:** Questionnaire

## 7. Discussion and Conclusion

Investigating the extent to which employees in the IT sector participate in work practices, one can conclude that if management is genuinely committed to maintaining employee employment, even in the face of adverse financial circumstances, then gender, age, educational background, and salary are not significantly impacted. The respondents' viewpoint does not change after analysis new hires receive formal training sessions focused on job-related abilities, and my performance evaluation is based on measurable, objective outcomes. When an analysis based on management requires me to elaborate on decisions pertaining to overall branch functions, the respondent's perspective shifts in the case of educational qualification.

## Implications for Additional Research

The NCR region of India is the sole topic of the paper "IT Sector Workers' Execution of Work Practices in Job Embeddedness". The study might potentially be conducted in other Indian towns that have a high density of IT companies. Research on the topic of job embeddedness across several industries is feasible. Research can be done expressly to learn more in-depth information about the topic in the private, health, education, and other information technology sectors.

## References

- Aftab M., Bokhari S.A.A., Ali M., (2022) "An empirical study on individual performance and turnover intention among university employees: a multiple mediation model". *Asia-Pacific Journal of Business Administration* © Emerald Publishing Limited 1757-4323.
- Christeen George, (2015) "What makes them stay?" *Employee Relations* Vol. 37 No. 1, 2015 pp. 102-121.
- Coetzer, A., Inma, C. and Poisat, P. (2017), "The job embeddedness-turnover relationship: effects of organization size and work group cohesion", *Personnel Review*, Vol. 46 No. 6, pp. 1070-1088.
- Dechawatanapaisal D., (2018) "Examining the relationships between HR practices, organizational job embeddedness, job satisfaction, and quit intention: Evidence from Thai accountants," *Asia-Pacific Journal of Business Administration*, Vol. 10 Issue: 2/3, pp.130-148.
- Dilek G. Yunlu, Hong Ren, Katherine Mohler Fodchuk, Margaret Shaffer, (2018) "Home away

- from home: community embeddedness and expatriate retention cognitions," *Journal of Global Mobility: The Home of Expatriate Management Research*, Vol. 6 Issue: 2, pp.194-208, for evaluating training outcomes. *Journal Of Intellectual & development disability*, 34 (3), 266-274
- Harris, K.J., Wheeler, A.R. and Kacmar, M. (2011), "The mediating role of organizational job embeddedness in the LMX–outcomes relationships," *The Leadership Quarterly*, Vol. 22 No. 2, pp. 271-281.
  - Holtom, B.C., and Inderrieden, E.J. (2006), "Integrating the unfolding model and job embeddedness model to better understand voluntary turnover," *Journal of Managerial Issues*, Vol. 18 No. 4, pp. 435-452.
  - Hoppock, R. (1935). *Job satisfaction*. Harper.
  - IevaUrbanaviciute and JurgitaLazauskaite-Zabielske, Tinne Vander Elst, Hans De Witte (2018) "Qualitative job insecurity and turnover intention the mediating role of basic psychological needs in public and private sectors." *Career Development International* Vol. 23 No. 3, 2018 pp. 274-290, 1362-0436
  - Karatepe, O.M., Babakus, E. and Yavas, U. (2012), "Affectivity and organizational politics as antecedents of burnout among frontline hotel employees," *International Journal of HospitalityManagement*, Vol. 31 No. 1, pp. 66-75.
  - Mehmood S.A., Malik A.R., Nadarajah D., Akhtar M.S., (2021)"A moderated mediation model of counterproductive work behaviour, organisational justice, organisational embeddedness and psychological ownership". *Personnel Review* © Emerald Publishing Limited 0048-3486.
  - Merve €Oks€uz, Hikmet Tosyalı, Furkan Tosyalı, (2022)"The link between supervisors support, servicing efficacy and job satisfaction among frontline hotel employees: an investigation in Turkey". *Personnel Review* © Emerald Publishing Limited 0048-3486.
  - Mitchell, T.R., Holtom, B.C., Wee, T.W., Sabliskyi, C.J. and Erez, M. (2001), "Why people stay: using job embeddedness to predict voluntary turnover. (Statistical data included)", *Academy of Management Journal*, Vol. 44 No. 6, p. 1102
  - Mohd Puad, Mohd Hazwan, "The role of employability skills training programs in the workforce of Malaysia" (2015). *Open Access Dissertations*.520. /520 Andy Smidt, Susan

Balandin, Jeff Sigafos, and Vicki A. Reed (2009). The Kirkpatrick model: a useful tool for evaluating training outcomes. *Journal Of Intellectual & development disability*, 34 (3), 266-274



- Nivethitha Santhanam, Kamalanabhan T.J. and Lata Dyaram, Hans Ziegler, (2017) “Impact of human resource management practices on employee turnover intentions Moderating role of psychological contract breach.” *Journal of Indian Business Research* Vol. 9 No. 3, 2017 pp. 212-228.
- Peter Boahin, Jose Eggink & Adriaan Hofman (2014) Competency-based training in international perspective: comparing the implementation processes towards the achievement of employability, *Journal of Curriculum Studies*, 839-858.
- Reitz, O.E. and Anderson, M.A. (2011), “An overview of job embeddedness,” *Journal of Professional Nursing*, Vol. 27 No. 5, pp. 320-327.
- Rosa Mar\_ia Fuchs, (2022)“Links, fit or sacrifice:job embeddedness and intention toquit among Generation Y”. *European Journal of Management and Business Economics* Vol. 31 No. 2, 2022pp. 160-175Emerald Publishing Limitede-ISSN:2444-8494p-ISSN: 2444- 8451.
- Rubenstein, A.L., Peltokorpi, V. and Allen, D.G. (2020), “Work-home and home-work conflict and voluntary turnover: a conservation of resources explanation for contrasting moderation effects of on-and off-the-job embeddedness,” *Journal of Vocational Behavior*, Vol. 119.
- Shelly Marasi, Susie S. Cox, Rebecca J Bennett, (2016) "Job embeddedness: is it always a good thing?", *Journal of Managerial Psychology*, Vol. 31 Issue: 1, pp.141-153.
- Tariq, H. and Ding, D. (2018), “Why am I still doing this job? The examination of family motivation on employees’ work behaviors under abusive supervision”, *Personnel Review*, Vol. 47 No. 2, pp. 378-402.
- William, L.T., Burch, T.C. and Mitchell, T.R. (2014), “The story of why we stay: a review of job embeddedness,” *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 1 No. 1, pp. 199-216.
- Yasser MoustafaShehawy, Ahmed Elbaz, Gomaa M. Agag, (2018) "Factors affecting employees’ job embeddedness in the Egyptian airline industry," *Tourism Review*, Vol. 73 Issue: 4, pp.548-571
- Zhou H., Liu S., He Y., and QianX., (2022) “Linking ethical leadership toemployees’ emotional exhaustion:a chain mediation model”. *Leadership & OrganizationDevelopment Journal*Vol. 43 No. 5, 2022pp. 734-749© Emerald Publishing Limited0143-7739.

- Huning T.M., Hurt K.J., Frieder R.E.,(2020) “The effect of servant leadership,perceived organizational support,job satisfaction and jobembeddedness onturnover intentionsAn empirical investigation”. *Evidence-based HRM: a Global Forum for Empirical Scholarship*Vol. 8 No. 2, 2020pp. 177-194© Emerald Publishing Limited2049-3983.
- Treuren G.J.M., Fein E. C., (2021)“Off-the-job embeddednessmoderates work intensity onemployee stress”. *Evidence-based HRM: a Global Forum for EmpiricalScholarship*Vol. 10 No. 1, 2022pp. 103-118© Emerald Publishing Limited2049- 3983.