

How to Retain Employees? Commitment based Human Resource Practices as an Underpinning Trait that Promotes Job Embeddedness

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Abstract

The objective of this study is to examine the retention of competent employees in the organization by implementing bundle commitment-based HR practices and explores its impact on employees' job embeddedness. Data was collected from a sample of 110 responses through purposive sampling from software house of Karachi. The method of confirmatory factor analysis was employed to evaluate the reliability and fitness of the measurement model and structural equation modelling was applied to test the proposed hypotheses. The empirical findings supported the hypothesized relationships between commitment-based HR practices and job embeddedness. Furthermore, the result reveals that CBHRP are the core drivers that stimulates employees' job embeddedness. Due to short span of two months cross-sectional data is used. Longitudinal data provide various benefits while tracing variations over time, hence such type of data depicts an enhanced demonstration of the constructs understudied. Moreover, five important CBHRPs are studied, but in future research other important CBHRPs should be considered. Managers can use this model to identify the imbalances that prevail within the firm. Thus, those practices should be used that can be adjusted according to the business' needs along with the increase in JE that will consequently increase the willingness of employees to contribute. This study can be beneficial for the organizations to comprehend the strategic significance and critical impact of CBHRP to increase employees' Job embeddedness. Despite the fact that HR practices should be adjusted according to organization's need, this study will guide supervisors with a more profound understanding of CBHRP and its potential contribution to job embeddedness.

Keywords: Commitment-Based Human Resource Practices, Job Embeddedness, Structure Equation Modelling.

1. Introduction

For the last few decades the retention and acquisition of high performing employees seems to be very critical and a pressing challenge for organizational success. Job embeddedness has become a burgeoning area of interest because of a number of factors, including high cost to be paid for the employee turnover not only in the form of hiring and training of new employees but also as a loss of an experienced employee. Moreover, a study conducted by Hay Group indicates 50-60% of an employee's annual salary as replacement cost (Mitchell et al., 2001). Therefore, every firm stresses over the embeddedness of its high functioning employees for a long period of time. Thus, the question that arises is that "Why do employees leave?" and "Why do they stay?" This conundrum is well answered by Coleman (2001) that "Employees don't leave companies, they leave managers and supervisors".

The most recent and upcoming research studies look forward to justify the relation between HPHRM and overall performance of organization, which includes the performance of individuals and organization itself. Furthermore, strategic Human Resource Management (SHRM) research studies analyzed not only the increase in performance of the organizations that applied SHRM but also the decrease in employee turnover (Afsar & Badar, 2016).

Arthur (1994) studied the difference between the SHRM perspectives and concluded that Commitment based Human resource practices show greater and significant impact on organizational performance, as they are more prone towards "committing" the HR of the organization rather than "controlling" them. However, our knowledge towards the mechanism through which Commitment Based Human Resource Management stimulates the employees' job embeddedness is quite limited (Karatepe, 2013, Williams & Mohamed, 2010). CBHRPs basically, work towards mutual and long term exchange relationships. As a system these practices tend to increase employees' skills, knowledge and abilities (Guthrie, 2001). Usually researchers study CBHRPs at organizational level (Sun et al., 2007), but there are many researchers like Guchait and Cho, 2010; William and Mohamed, 2010) analyzed that the system

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through which commitment Based Human Resource Practices stimulates retention of competent employees at the individual level warrants greater attention. Moreover, CBHRP stimulates positive employee attitudes and behaviors by building a strong bond between employee and the organization to achieve its goals.

CBHRP aims at the development of committed and hardworking employee that is able to contribute skillfully in the progress of the organization (Arthur, 1994). Because of this reason it is significant to profoundly comprehend the role of Commitment Based Human Resource Practices in building of critical psychological link between employees and organization. Based on the revised employee retention theory that forces to focus on employee Job Embeddedness, it can be extracted that one of many mechanisms through which CBHRP stimulates the employees' decision to retain is Job Embeddedness. It gives a panorama of employee-employer relationship by describing the psychological link between both the parties and how employees embed themselves in the internal and external environment of organization (Wheeler et al., 2010).

Till date, there are only two research studies that examined the relationship between Human Resource Management and Job Embeddedness. The first research conducted by Bergiel, Nguyen, Clenney, and Taylor (2009) analyzed that HR practices are less effective when applied individually than when applied collectively such as, growth opportunities, compensation, and supervisory support have positive influence on Job Embeddedness. The second research study is by Wheeler (2010) in which he analyzed the influence of general HR practices on Job Embeddedness but didn't propose any specific combination of Human Resource practices.

However, HRM scholars are yet to investigate the mechanism through which SHRM influences Job Embeddedness, that can be further utilized as a mean to build a critical psychological link between employees and organization (Bergiel et al., 2009; Wheeler et al., 2010). The existing researches on SHRM are basically based on the data from manufacturing organizations (Sun et al., 2007). According to Batt (2002) because of distinct characteristics of manufacturing and service sector, there are some caveats that doesn't permit the manufacturing sector data to be applicable in service sector. These differences may include different types of customers, technical workers, employees and technologies. However, according to Combs et al., (2006) there is still lack of research in the field of specific bundles of Commitment Based Human Resource practices (CBHRP) that can be favorable for the service sector.

Considering this research gap this study focuses on the explanation of the employees' perceptions about CBHRP that fosters their Job Embeddedness. First testable hypothesis is developed, based on social exchange theory and literature review of JE and CBHRP; the model that represents the hypothesis is given in Fig. 1. The influence of both these variables are clearly shown in this model. Furthermore, to test these hypotheses the data was collected from the service sector.

2 Literature Review

2.1 Theoretical Background

Blau (1964) and Gouldner (1960) proposed that employees put forward maximum efforts at work when they perceive to obtain organizational benefits in return. Thus, this action of organization of providing benefits tends to raise the sense of obligation to reciprocate in employees. The Social Exchange Theory indicates that there is a positive effect of HRM practices on employee-employer relationship and results in the desired employee attitudes and behaviors. Commitment, extra-role performance, sincerity, and fulfillment of responsibility are the examples of such behaviors and attitudes.

According to Blau (1964) Social Exchange Theory proposes that exchange relationship between both the parties causes the sense of obligation to reciprocate in the means of returning the gratitude in the equivalent valency. More specifically, the fulfillment of well-employment activities causes the rise of sense of reciprocity to return with valuable contributions. Moreover, Hannah and Iverson (2004), put forward their view that HR practices in accordance with employees is the personalized commitment from the organization towards them, and employees reciprocate this gratitude through positive behavior and attitude. Hence, in employer's point of view the employees are expected to reciprocate in terms of positive and affective job commitment and practice of job discretion in return of organizational benefits such as, suitable wage, training and development, autonomy, etc. The provided empirical justification of the value of employment proposition

has facilitated the idea of employee-employer relationship and the fulfillment of organizational employment activities increases commitment responses, job performances, extra-role behaviors, whereas decreases absenteeism and turnover ratios (Innocent et al., 2011; Meyer et al., 2002). Therefore, employees tend to reciprocate by means of putting forward extra effort and loyalty towards organization for satisfying job conditions and suitable work environment.

Therefore, the social exchange theory (SET) is most appropriate to this study in the sense that it can guide manager how to increase job embeddedness of their employees, as these employees are obliged and thus put extra efforts to pay back their organization for their kindness and consideration (Aselage & Eisenberger, 2003).

2.2 Empirical Studies

2.2.1 Commitment Based Human Resource Practices

Commitment based human resource practices identifies relational view theory of employment relationship that emphasize on long term investments in employees. This kind of relationship obligates the employees to render their best services that would contribute in the organization's success (Sun et al., 2007). The selection of HRM functions that would formulate CBHRP has been a debatable topic. Different variables of CBHRP including selection, training, communication, career opportunities, compensation and team work have been adopted by many scholars across different studies. (Collins & Smith, 2006) However, the measures of CBHRP that we have used in our study is the amalgamation five HR practices that include employee selection practices that help to assess best fit employee to the organization; compensation practices that fosters employees motivation and organizational performance, training and development practices to enhance their skills and upgrade their knowledge, performance appraisal for long term growth and employee's participation encourages them to be industrious to achieve organization's objective.

Organizations have always gained competitive advantage who have considered their employees an asset for the firm. It is CBHRM that has come up with the ideal model for administering employees in the firm. Walton (1985), explained that organization in highly dynamic and volatile environment, can achieve performance to the optimum level through sincere employee commitment which can be achieved by implementing bundle practices named "Commitment-Based Human Resource Practices". Wood & Albanese (1995) also came with the same idea but named it as High Commitment Management.

The reason for these researchers to use the word commitment is, they have firm believe that higher productivity and discretionary behaviors of the employees are the result of high commitment. High-performance work system is another term used for commitment-based human resource practices (Appelbaum, Bailey, Berg, and Kalleberg, 2000). Guthrie, (2001) named commitment-based HRM as high-involvement work practices. All these names are used conversely for explaining commitment based human resource practices. Several researches has shown positive impact of HR practices on firm's performance (Huselid, 1995). However, few studies have investigated this relationship at individual level. (Wright & Boswell 2002). It is observed that the impact of CBHRP on organization performance will increase the individual discretionary efforts. A research was conducted on UK local government employees, to explore the influence of HR practices on trust and organizational outcomes. The result reveals that trust have significant negative effect on organizational performance whereas discretionary efforts results were contrary to prediction which calls for future research. There is much debate on the selection of HRM practices which firm's adopt as it greatly influences employee's perception.

2.2.2 Job Embeddedness

JE is considered as a constraining force that keep employees ingrained or nested in their present job. It is aimed with the concept of why people stay in the organization (employee retention) rather than the traditional turn over model which investigates why employee leave. (Holtom & O'Neill, 2004). The more embedded an employee in the organization, the more likely he will retain in his organization.

Despite knowing the fact from many different studies that JE has gone far beyond explaining organizational commitment and job satisfaction in predicting variance in employee's turnover, the overlap occurs between the job embeddedness and traditional turnover model. This overlap is found mostly in area of organizational commitment and job satisfaction especially with one dimension of continuance

commitment. The reason is, both continuance commitment and job embeddedness has some conceptual aspects similar to each other. (Jiang et al., 2012; Ramesh & Gelfand, 2010; Wheeler et al., 2010).

Mitchell et al (2001) identified, the conceptual difference between continuance commitment and job embeddedness lies in three major aspects. First, continuance commitment only highlights organizational issues and secondly it fails to include any item that can determine job alternative. Lastly, job embeddedness determines specific benefits such as freedom and future that they would have to sacrifice if they join some other organization. Job embeddedness defining attributes comprises of three dimensions: fit, links, and sacrifice. Job embeddedness can be measured by assessing these dimensions (Holtom & O'Neill, 2004; Mitchell et al., 2001).

2.2.1 Fit

Fit is the first attribute of job embeddedness which indicates the comfort level of an employee with an organization and community as perceived by him. An important aspect of the fit between an organization and an employee is his future career related goals and demand of his current job i.e. KSA (knowledge, skills and abilities). If employee's career aspirations, personal aspiration and KSA's compatible matches with his job requirement then good person-organization fit occurs.

2.2.2 Link

Link is the second critical attribute of job embeddedness that has been characterized as formal connections between the employee and the current organization. Formal connections include team members, colleague's. Employee will have high degree of job embeddedness if he has strong links and connections in the organization. Longer tenured employees are highly job embedded as they are more willing to stay in the organization because of stronger connections and links in the firm (Tai, Bame & Robinson 1998).

2.2.3 Sacrifice

The third and the final attribute of job embeddedness is sacrifice. It is characterized as the costs of material or psychological benefits that are lost when leaving a job; such as losses in career advancement, an employer-based retirement program and opportunities for job stability (Mitchell et al., 2001). Organization sacrifice include giving up interesting projects, colleagues, desirable benefits and career advancement. Therefore, it is observed that while leaving the firm, the more an employee is reluctant to give up; more it will be arduous for him to dissociate his employment with the organization.

2.3.1 The Relationship between CBHRP and JE

To achieve organizational goals there are many different human resource practices. Arthur (1994) was the first scholar who came up with the idea of commitment based human resource practice. According to him, CBHRP purpose is to support employees to achieve organizational goals by investing in their long term interest. SHRM specialists propagate that it is commitment based human resource practices that result in higher productivity, lower employee turnover, greater job satisfaction and good decision making as it empower and motivate their employees by leveraging their KSAs for the company's success (Combs et al., 2006). CBHRP encourage in building up the fit measurement of JE by selecting individuals who are best fit with the organization rather than particular job requirement. At the point when more fitted workers are chosen they might likewise create fit with the organization concerning their career objectives, and building corporate image in the society. At the point when employees see that organizational values reflect their identity, this creates a positive feeling of belongingness with the company that would make leaving more painful and tough regardless of the possibility of better options elsewhere.

In addition, employees who share their values and belief with each other ought to discover it simpler and easy to work. Moreover, by communicating with employees of the organization will further establish and fortify their bond and make it problematic for them to quit (Cable & DeRue, 2002). CBHRP empower the execution of incentives, for example, bonus to be awarded on the basis of employees' good performance. Such practices result in better fit as these practices align employees' goals with organizational goals (Evans & Davis, 2005). CBHRP concentrate on extensive training that concentrate on enhancing knowledge skills and abilities to foster greater fit (Evans & Davis, 2005). It is CBHRP that encourages strong links through job rotation, mentoring and team building. Such practices make employees participate with and

offer their associates, some assistance with offering proposals to administration, and join quality change. It is job rotation that empower them to foster their KSA by developing various skills and diverse relationship which further result in embedding with social connections (Evans and Davis, 2005).

CBHRP energize team-based work plan, organization based rewards and compensation which motivate employees to concentrate on organizational and team achievements in light of organization performance, hence expanding the pervasiveness of organizational objectives (Collins & Smith, 2006). Moreover, this builds up unity among workers which makes them more firmly embedded in the company. Hence, reassuring group achievements gives an opportunity to communicate, interact and social learning thus, framing unified communities (Collins & Clark, 2003). The links created because of such associations might prompt ties of fellowship and different connections outside the organization. Employees when quit these type of companies; suffer from the fear of losing old, trustworthy peers, career opportunities and strong link which they had built over a period of time.

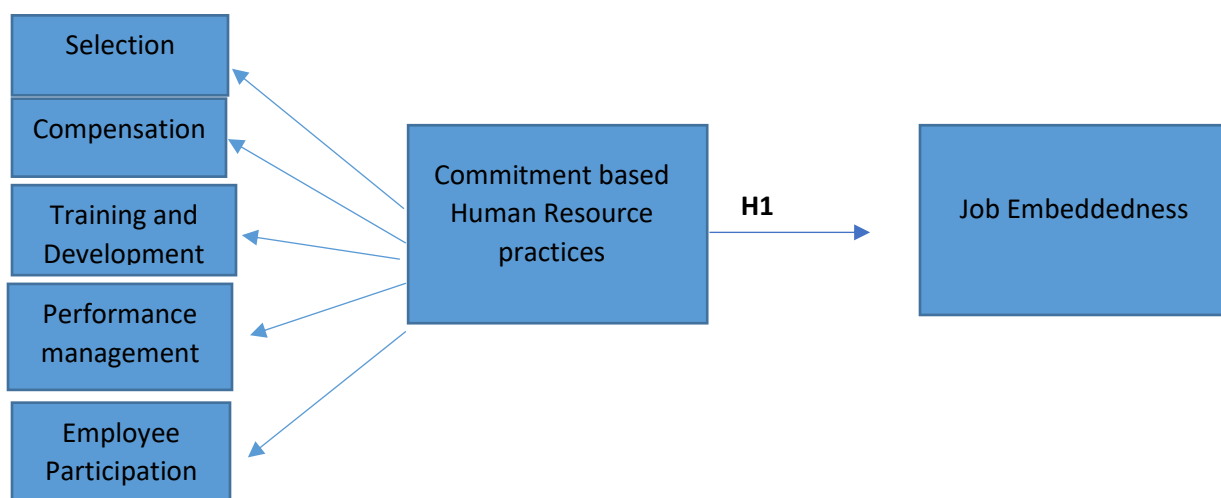
By reinforcing the sacrifice variable, commitment based human resource practice motivates competitive organization based remuneration and rewards which guarantee that invaluable workers are decently remunerated and diminish the view of subjectivity, as the methods for analyzing the promotions are fair and unbiased. Organizations that ensures that their employees are well invested in career development exhibit internal development opportunities, for example mentoring, cross training and internal promotion. These practices encourage workers to upgrade their aptitudes/learning, skills and perform at levels that will escalate their opportunity to understand their career objectives (Wang, Bruning, & Peng, 2007).

CBHRP motivate the workers to enhance their skills that will upgrade their efficiency and productivity with the current employer. At the point when organization execute CBHRP they offer an expanded thought of a worker's wellbeing and an investment of the individual's career development inside the firm, thus fostering a feeling of commitment for the organization. If an employee leave the organization by severing the relationship, this would be considered as a sacrifice. This would result in readiness to study organization particular abilities and regard firm's rationale as essential key employment obligations, furthermore, helping associates while working in team which in turn leads to competitive advantage. Organization's prescribed skills assist workers to devote more inside the organization where their aptitudes are esteemed and valued than anywhere else. CBHR practices for example, groups coaching and training facilitate workers with favorable circumstances to learn new skill and disseminate information and knowledge (Jiang et al., 2012a, 2012b). If an employee leave the organization by severing the relationship, this would be considered as a sacrifice. Thus, we hypothesize that:

H1a: Commitment based Human Resource Practices have significant positive impact on Job embeddedness of employees.

3. Research Method

Figure 1: Hypothesized Research Model



3.1 Theoretical Framework

The aim of this research is to explore employees' job embeddedness. In this study, the research design was cross-sectional, and the primary data was collected from software engineers of Pakistan. The nature of this study is quantitative since it is the most appropriate method of measuring the relationship between the constructs.

3.2 Sample

Our target population for this research are software engineers. A sample of 110 responses was collected in the form of structured questionnaire written in English. Data was collected from a sample of 110 responses through purposive sampling from software house of Karachi. A list of contact of software houses from the members' directory of PASHA is developed for data collection purposes. The study used structured and close ended survey questionnaire. The respondents were requested to read each statement carefully and select the option that best describe their response. This study uses cross-sectional data collection approach in which the respondents are approached only once. The measurement instrument consist of survey questions that has been adopted from various research papers. To evaluate all the items of questionnaire, Likert scale has been used.

3.3 Measures

3.3.1 Commitment Based Human Resource Practices

It is used as an exogenous variable. To measure the construct of CBHRP, the study has used five variables namely,

- Selection
- Compensation
- Training and development
- Performance management
- Employees Participation

3.3.2 Job Embeddedness

This variable is used as endogenous variable in the study .Crossley et al. (2007) items have been adapted to measure Job embeddedness variable. All 7 items are rated on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

Table 1: Variables and Scales

Latent construct	No of Items	Scales Adopted
<u>Commitment based Human Resource Practices</u>		
Selection	4	Collins and Smith, (2006)
Compensation	3	Boslie ,(2001)
Training and development	3	Boslie,(2001)
Performance management	4	Collins and Smith ,(2006)
Employee Participation	4	Boslie, (2001)
<u>Job Embeddedness</u>		
Job embeddedness	7	Crossley et al.(2007)

4. Data Analysis and Results

In PLS-SEM, we get two types of models, one that shows relationship of indicators with their measures and is used to assess reliability and validity, known as outer or measurement model. The other, that shows relationship among variables and is used for assessment of structural links, is termed as inner or structural model (Cheah, Memon, Chuah, Ting, & Ramayah, 2018; Wong, 2013). Moreover, we have used hierarchical component model (HCM) with two-stage measurement approach, in which the latent scores of the first order constructs (Selection, Compensation, Training, Performance management, Employee participation) are used to measure second order construct .i.e CBHRP (Hair et al., 2016).

4.1 Measurement Model

Outer model is analyzed for psychometric properties evaluation. Reliability was assessed from Cronbach's alpha value and composite reliability (CR) (Hair et al., 2011). Alpha values in this model ranged from 0.722 to 0.816, well above the benchmark value of 0.7 (Bagozzi & Yi, 1988). Similarly CR values were also above the minimum required value of 0.7, assuring the measures as reliable (Hair et al., 2016). Also, the use of Dijkstra-Henseler's rho (rhoA) as opposed to Cronbach's alpha and Composite Reliability generates a more precise estimation of data consistency. Here, the values denote reliability of the items loaded on each construct (Ringle et al., 2017).

For assurance of validity, multiple criteria were used. Convergent validity, that describes cohesiveness of indicators with their relevant measure, was assured from the values of outer loadings, and average variance extracted (Wong, 2013). All the values of outer loadings that measure indicators reliability, were above benchmark value of 0.6, except Je4, Je5, and Je6 (Ab Hamid, Sami, & Sidek, 2017). These items were dropped from further analysis. Values of third measure of convergent validity, AVE are above minimum required values of 0.5 (Bagozzi & Yi, 1988). All the values of outer and inner model along with their significance appear in table 1.

Table 2: Measurement Model

Construct	Items	Loadings	Cronbach's Alpha	rhoA	CR	AVE	
Selection	S1	0.790	0.803	0.804	0.871	0.629	
	S2	0.821					
	S3	0.777					
	S4	0.783					
Compensation	C1	0.792	0.802	0.818	0.883	0.716	
	C2	0.878					
	C3	0.865					
Commitment Based Human Resource Practices	Training and Development	T1	0.826	0.796	0.807	0.880	0.709
		T2	0.842				
		T3	0.858				
	Performance Appraisal	P1	0.823	0.816	0.822	0.879	0.647
		P2	0.874				
		P3	0.707				
		P4	0.805				
	Employee Participation	EP1	0.815	0.809	0.813	0.875	0.636
		EP2	0.791				
		EP3	0.828				
EP4		0.755					
Job Embeddedness	JE1	0.790	0.722	0.742	0.827	0.547	
	JE2	0.825					
	JE3	0.699					
	JE7	0.629					

4.2 Discriminant Validity

Divergent or discriminant validity, measures how much the construct is empirically distinct and unique from other construct(s) (Franke & Sarstedt, 2018; Hair et al., 2016). To hinder multi-collinearity, the validity is required to be established when latent variables are used (Ab Hamid et al., 2017). In this study, it is assessed by using three criteria i.e., cross loadings, Fornell-Larcker Criterion and Heterotrait Monotrait ratio (Franke & Sarstedt, 2018; Hair et al., 2016). All the indicators in the study load higher on their own construct as compared to other constructs assuring discriminant validity first criteria. The second measure is Fornell-Larcker criterion. According to that, the square root of AVE of each construct should be higher than the inter construct correlation (Fornell & Larcker, 1981). In this study, the values in bold, showing square

roots of AVE, are higher than the values in rows and columns showing their correlations as shown in table 2.

Table 3: Fornell-Larcker Criterion

	C	CBHRP	EP	JE	P	S	T
C	0.846						
CBHRP	0.672	0.652					
EP	0.410	0.848	0.797				
JE	0.513	0.651	0.611	0.740			
P	0.509	0.885	0.708	0.555	0.804		
S	0.383	0.780	0.561	0.421	0.653	0.793	
T	0.525	0.790	0.623	0.497	0.581	0.479	0.842

Third measure of discriminant validity is HTMT, expressing the ratio of within the trait and between the trait correlations (Henseler, Ringle, & Sarstedt, 2015). In this study, HTMT criterion is met as all the values are below 0.85 ceiling value (Ab Hamid et al., 2017; Henseler et al., 2015). (See Table 4)

Table 4: HTMT Criterion

	C	CBHRP	EP	JE	P	S	T
C							
CBHRP	0.787						
EP	0.492	0.772					
JE	0.663	0.790	0.784				
P	0.619	0.613	0.871	0.721			
S	0.465	0.813	0.687	0.548	0.797		
T	0.635	0.713	0.763	0.632	0.711	0.590	

4.3 Structural Model

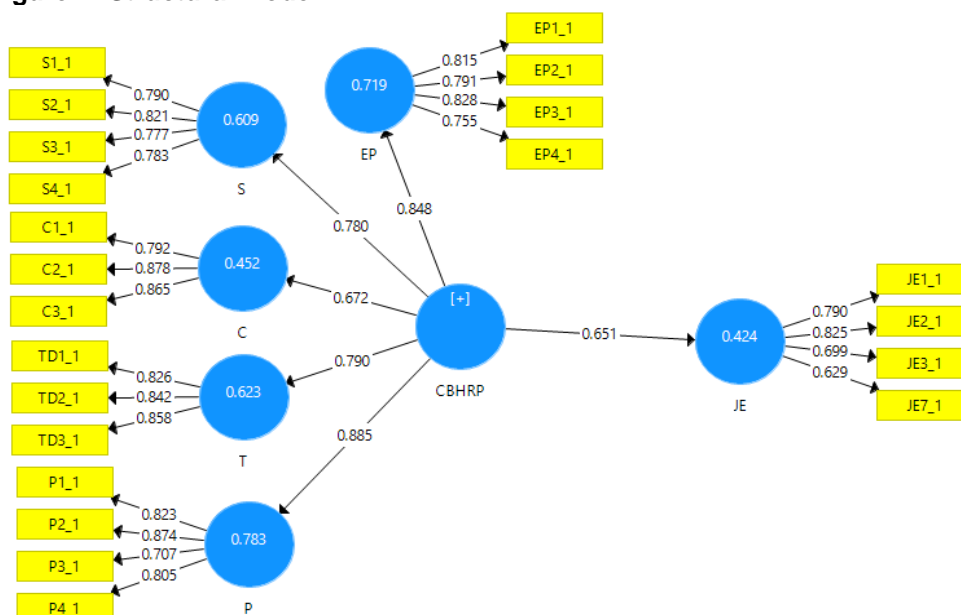
Inner model is assessed from values of R-square, path coefficients, f-square effect size, Q-square predictive relevance t-statistics and p-values (Hair et al., 2016). Collinearity assessment between the constructs was also conducted to examine the possible collinearity. The VIF values assure the model's results for policy implication. Since all VIF values are less than 5, the data do not have issues of collinearity (Hair et al., 2013, 2014). Values of co-efficient of determination (R²) that express the variance's degree explained in each dependent variable and the model's predictive accuracy of. In general, R² values ≥ 0.75 are substantial, ≥ 0.50 are moderate and ≥ 0.25 are weak (Chin 1998; Hair et al. 2014; Mihail & Kloutsiniotis, 2016). The R² value of endogenous variable JE is 0.419. Based on (Hair et al., 2016), this demonstrates a structural model with a good strength.

Next is f-square effect size, it is verified by effect size values, expressing importance of each path in terms of f^2 values. The values of f^2 show medium to large effect (Cohen, 1988). Values of Q² also shows good predictive relevance of the model, as all the values are above zero (Hair et al., 2016).

Table 5: Path Coefficients

Structural path	Beta Value	Standard Deviation (STDEV)	f ²	R ²	Q ²	T Statistics	P values	Result
CBHRP -> JE	0.848	0.029	0.737	0.419	0.215	29.381	0.000	Supported

Figure 2: Structural Model



4.4 Final Model with Standardized Path Coefficient and R2 Value

Finally, the computation of Q2 employed the technique of blindfolding (SmartPLS-3). Following the use of the blindfolding technique at omission distance 7, the Q2 outcomes became stable and were noticeably higher than zero (Henseler & Sarstedt, 2013; Mihail and Kloutsiniotis 2015). As the R2 and Q2 results are positive and significant, the structured model can be regarded as strong and of good quality (Ali & Park, 2016) (Figure 2). The outcomes fully affirmed this study's expectations on the impact of Commitment based human resource practices on as predictors of Job embeddedness. In particular, the standardized path coefficients highlighted in Table 4 assure a significant positive linkage between CBHRP and JE in particular, $\beta = 0.848$, p -value < 0.05 , with a t -value of 29.381. Thus, accepting our Hypothesis

5 Discussion and Conclusion

5.1 Discussion

This study advances job embeddedness literature in several ways. First, we have identified new antecedents of job embeddedness specifically in IT industry. This study found that selection, training, compensation, performance management and employees participation increase IT employee's social links, fit, and sacrifices in the organization, thereby embedding him/her to a greater extent. Secondly, organizations relying on CBHRP's have shown a considerable improvement in the job embeddedness of their employees (Karatepe, 2013). When employees are embedded strongly in their organizations, they find it tough to quit the organization as leaving the organization incurs heavy losses (Jiang et al., 2012).

Moreover, it is important for software houses to retain employees and control actual turnover, and in order to do so, effective commitment based human resource practices can help to increase JE. So, CBHRP can embed employees in their organizations, and retain them. Through JE, organizations are able to retain quality employees because of reduction in turnover (Jiang et al., 2012). If organization invest in effective human resource practices, they would be able to achieve higher retention rates and lower turnover ratios. If the main purpose of the firms is to retain competent employees then it is very imperative to adopt CBHRPs. If manager wishes to promote job embeddedness then these CBHRPs are to be implemented simultaneously. For instance job embeddedness won't increase if employees are allowed to participate and are empowered to make decision but at the same time they lack professional training or have biased compensation practices. Likewise, if firms invest on professional training programs with the aim to upgrade their KSA but simultaneously fail to implement adequate compensation practices and participatory practices then there is no question of job embeddedness to increase.

Therefore, managers can use this model to identify the imbalances that prevail within the firm. Thus, those practices should be used that can be adjusted according to the business' needs along with the increase

in JE that will consequently increase the willingness of employees to contribute. Moreover, this study can be beneficial for the organizations to comprehend the strategic significance and critical impact of CBHRP to increase employees' Job embeddedness. Despite the fact that HR practices should be adjusted according to organization's need, this study will guide supervisors of the organization with a more profound understanding of CBHRP and its potential contribution to job embeddedness.

5.2 Conclusion

The objective of this study is to investigate the impact of Commitment based human resource practices on job embeddedness. Data was collected from IT industry as this industry is highly agile. Because of long working hours, few growth opportunities and low wages high turnover rate is usually found in this industry (O'Neill and Davis, 2011). The empirical findings also supported our hypotheses and added to the discussion of the relationship between CBHRP and JE. This study treated CBHRP (Selection, Compensation, Training, Performance Management and Employee participation) as the antecedents of Job Embeddedness based on social exchange theory. The empirical findings reveal that CBHRP has significant positive impact on JE. Moreover, the findings of the study reveals that 41.9% percent of the variance in Job embeddedness has been significantly explained by the independent variables. Thus, we can say that organizations that aim to retain their experienced and talented employees should take into consideration these CBHRPs —and design the programs with them in mind, placing special emphasis on selection, training, compensation, performance management and employees participation.

5.3 Research Limitations and Future Implications

Even though the results of this study are sound and justifiable but still there are some limitations that should be taken into consideration. Firstly, the use of cross-sectional data restricts the researchers to portray the entire materialization of both CBHRP and JE. This is because the short-time span could not provide sufficient time to analyze CBHRP and JE and materialize their full effects. According to Cooper and Schindler (2014), longitudinal data provide various benefits while tracing variations over time, hence such type of data depicts an enhanced demonstration of the constructs understudied. Considering this, longitudinal method of collecting data is considered more appropriate. Secondly, we studied five important CBHRPs, but in future research other important CBHRPs such as information sharing and supervisors support, should be considered. Third, the research was conducted in short span of two months, due to time constraint, small sample size has been used.

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