

Impact Of Job Embeddedness On Employee Well-Being: The Mediating Roles Of Career Adaptability

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ABSTRACT

This study extends the theory of job embeddedness by disclosing the link between job embeddedness and employee well-being with a mediating role of career adaptability under the lens conservation of resource theory. This study collected data through two-time lags from 206 subordinates who work in Pakistan's electrical/electronic industry technological sector to avoid self-service bias. The quantitative research method under the deductive approach was applied. The data was analyzed through the SMART-PLS. As hypothesized, regression analyses showed that job embeddedness significantly predicted its subsequent "career adaptability." Also, as hypothesized, job embeddedness was significantly predictive of employee well-being. This study addresses the research gap by providing empirical evidence for a relationship between job embeddedness and employee well-being under a psychological mediating mechanism of career adaptability. Additionally, theoretical and practical implications are discussed under the application of the COR in the unique context of an underdeveloped country.

Keywords: job embeddedness, career adaptability, employee well-being.

INTRODUCTION

Over the last few decades, with technological advancement and rapid economic changes, organizations focused more on retaining productive individuals to improve business performance (Tomer & Sharma, 2022). Numerous studies have described factors determining why employees voluntarily stay or quit their jobs (Yam et al., 2018; Speer et al., 2019). This interest has directed scholars to introduce a relatively unique theory called job embeddedness (Allen et al., 2016) which explains the degree of combined forces by which employees stay in their job or presents a new perspective on "why employees stay" (Mitchell et al., 2001). As a result, studies are developing and testing frameworks to determine why people stay (Lee et al., 2004; Fasbender et al., 2019; Zhang et al., 2019).

Although, job embeddedness-related studies received considerable attention regarding employee turnover (Porter et al., 2019; Peltokorpi et al., 2022; Lee et al., 2004). Scholars also examine associations between job embeddedness and a wide range of non-turnover consequences (Coetzer et al., 2018; Ramaite et al., 2022). Including high work engagement (Karatepe & Ngeche, 2012; Ampofo et al., 2022), extra-role job performance (Park et al., 2021), and innovation-based behavior (Coetzer et al., 2018; Ng & Feldman, 2010). Despite the relevance of job embeddedness and work-related outcomes, limited literature still reflects the influence of job embeddedness on non-work experiences (Dechawatanapaisal, 2018; Ampofo et al., 2018). Ampofo et al. (2022) argued that applying job embeddedness in non-work domains might improve managerial effectiveness. This research

fills the gap by identifying empirically how job embeddedness predicts employee well-being. Examining said association through a mediator is important because organizations will likely benefit from embedded employees' and their well-being (Yu et al., 2020). For example, it decreases employee turnover (Ramaite et al., 2022) and improves productivity (Sun et al., 2012).

The effect of job embeddedness on employee well-being can be explained with the help of COR theory (Ampofo et al., 2018). According to COR theory, employees who struggle to obtain, protect and preserve their valuable resources are also threatened by actual or potential loss (Hobfoll, 2011). Studies examine that employees with a high level of job-embeddedness are better able to restore their valuable resources (i.e., improves social network, enhances a sense of belonging, and primacy loss of resources) (Mitchell et al., 2001). Which positively influences their well-being (Ampofo et al., 2018; Ampofo et al., 2022). However, Dechawatanapaisal (2018) proposes that mediating mechanism is required to improve the systematic understanding of the relationship between job embeddedness and employee well-being. This study expands a framework by examining that job embeddedness influences well-being through career adaptability. It refers to

a person's abilities and knowledge about how to confront the career-related problems that they experience in one's career (Johnston, 2018). Employee well-being has various determinants, including perceived job satisfaction (Rivera et al., 2021), adaptive behavior (Hirschi & Valero, 2015), and career success (Strauser et al., 2008). Also, career adaptability is a fundamental dimension that positively influences employee well-being (Yang et al., 2019). Moreover, job embeddedness allows employees to manage career-related challenges and changes (Al-Ghazali, 2020). Which subsequently improves career adaptability and well-being (Ferreira et al., 2013).

This study benefits organizations in two essential domains: firstly, job embeddedness helps dexterous employees from the technological sector develop their well-being and cope with environmental changes (Ryan & Harden 2014). Secondly, it provides a complete insight into how career adaptability improves embedded employee's well-being and answers the research call by Zacher et al. (2015). Since career adaptability increases mobility within the individual and provides a willingness to take advantage of individual strengths that leads employees toward well-being (Yousefi et al., 2011).

THEORETICAL FRAMEWORK

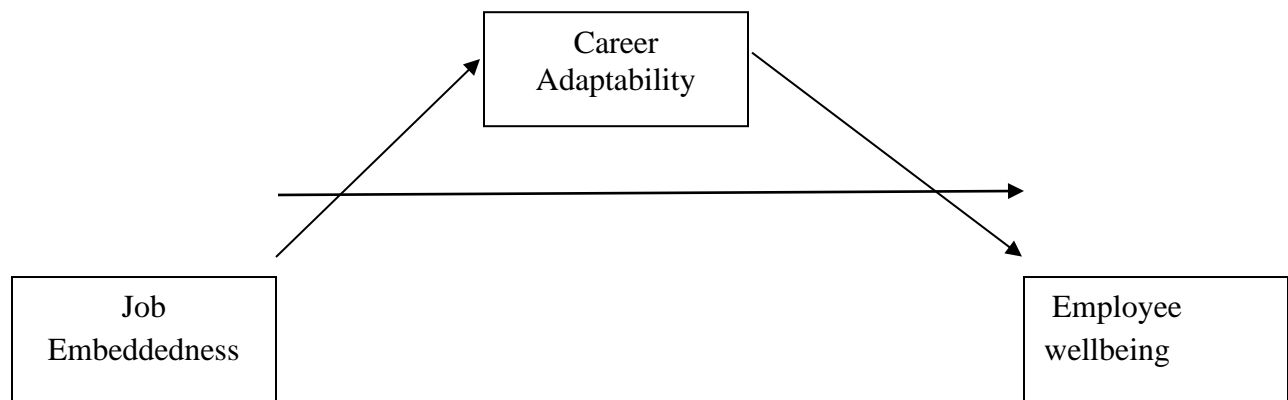


Figure 1. Research model

LITERATURE REVIEW

Job embeddedness

Job embeddedness describes as a broad set of sociocultural, financial, and physiological elements that affect people's decisions to keep their existing jobs (Al-Ghazali, 2020; Collins & Mossholder, 2017). It is frequently viewed as a web of conditions that drive people to become stuck in his/her work (Crossley et al., 2007). Moreover, in the lens of job embeddedness theory, an employee was embedded because of both on and off-the-job factors (Fasbender et al., 2019). It included embeddedness due to a specific organization or community (Ampofo & Karatepe, 2021). Mitchell et al. (2001) categorized forces that embed employees in their institutions and communities into three major sub dimensions: links, suitable, and compromise.

Links or connections refer to employee official and unofficial relationships with other persons or different aspects of their organizations and community (Ghosh & Gurunathan, 2015). Such as social bonds with peers and managers or relationships with family and social circles (Peltokorpi, 2013). The better individuals' connections with others result in more reluctance to leave their jobs (Fasbender et al., 2019).

Fit is defined as employees' perceived similarity with their workplace or community (Ramesh & Gelfand, 2010). Individuals have been embedded in the workplace because their skill sets, career aspirations, and personal beliefs match the job description (Crossley et al., 2007). Accordingly, people view a great fit in their community only when political factors and spiritual environments align with one's preferences (Kiazad et al., 2015). Studies also explained that job embeddedness due to fit increases employee sense of belongingness in their organizations (Peltokorpi, 2013). The

sacrifice aspect of job embeddedness represents the high emotional or expensive resource losses if an employee withdraws from their organization and community (Mitchell et al., 2001). Sacrifices have been made for expected or current gains that an individual may lose if they leave the organization (Ampofo et al., 2018). Such gains include interesting assignments, favorable relations with colleagues, and administrative support (Mitchell et al., 2001).

Job embeddedness has minimized the risk of employee withdrawal (Lee et al., 2004). Moreover, highly embedded workers show a low counterproductive work behavior (Avey et al., 2015), high engagement (Karatepe & Ngeche, 2012), and a better ability to craft jobs (Arachie et al., 2021).

Employee well-being

The number of scholars defines the term well-being in different ways because it is an umbrella term in literature (Tuzovic & Kabadayi, 2018). In general, employee well-being is defined as an individual's quality of personal experience and functioning in the workplace (Aboobaker et al., 2019). Well-being is a combination of positive or negative emotions and a set of individuals resource (Terry & Jimmieson, 1999). This study included two main predictors of well-being: job satisfaction and perceived health because these are more comprehensive yet critical facets of well-being (Danielsson & Bodin, 2008). Job satisfaction is understood as employee evaluation of their job (Hoppock, 1935). It is an overall cognitive assessment of satisfaction with one's job in the workplace (Ćulibrk et al., 2018). On the other hand, perceived health is defined as employee perception of their overall health status (Khoreva & Wechtler 2018). It is comprehensive thinking about physical, mental, and social adaptation (Danielsson & Bodin, 2008). Employee well-being significantly contributes to a business's survival, as it is also a strong determinant of employee productive output,

disengagement, and turnover (Wu et al., 2017; Cúlibrk et al., 2018; Danielsson & Bodin, 2008).

Job embeddedness and employee well-being

Job embeddedness has a unique characteristic of the link, fit, and sacrifices that produce many positive outcomes for employees and their organizations (Mitchell et al., 2001). As a result, several studies have investigated the consequences of employee job embeddedness (Mallol et al., 2007), including low absenteeism (Lee et al., 2004), OCB (Kapil, & Rastogi, 2018), and innovative behavior (Susomrith, & Amankwaa, 2019). Furthermore, this study identifies the gap between job embeddedness and employee well-being (Sudibjo & Suwarli, 2020). Ampofo & Karatepe (2021) proposed that job embeddedness positively correlates with employee job satisfaction. Similarly, working and nonworking events such as rewards, growth opportunities, and social networks predict employee health. Studies also argued that when employees have a stronger fitted perception of their organization, it positively impacts their performance. Because it improves employee physical and mental health (Lee et al., 2014), job satisfaction (Ampofo & Karatepe, 2021), and well-being. Moreover, employees who are highly involved in social events are likely to improve their family and friend support, which enhances well-being.

However, as per the conservation of resources (COR) theory, employees are motivated to keep and store their existing pool of valuable resources (Hobfoll, 2002). Accordingly, highly embedded individuals create opportunities to expand their job resources and are encouraged to preserve their valuable resources further to stay satisfied and healthy (Qian et al., 2022). Employee links and good fit in an organization produce pleasurable feelings in organizations, which, in turn, are initiated significant predictors of their well-being (Saether, 2019).

Thus, there are two main constraints to study up on these associations among job embeddedness and non-turnover consequences. First, different relationship theories have been quite underwhelming (Lee et al., 2014). Second, relatively little research explores the impacts of job embeddedness on individual work-related outcomes. The current study sought to address these limitations. Therefore, this study suggests that employees with high job embeddedness will experience a more excellent range of well-being as their working environment provides an opportunity to preserve their valuable resources within a job. With the help of the above discussion, it can be argued following hypothesis. **H1:** Job embeddedness will be positively related to employee well-being.

Career adaptability as a mediator

A meta-analysis by Holtom & Darabi (2018) specified that job embeddedness is associated with career and employment-related success (Dunwoodie et al., 2020), career competencies (Holtom & Darabi, 2018), and career self-efficacy (Kim & Kim, 2019). In addition, job embeddedness has enhanced a sense of responsibility within one's career and assists in modifying challenging social networks in the workplace (Dunwoodie et al., 2020; Charlier et al., 2016). Past studies also suggested that job embeddedness plays a vital role in career progress (Savickas, 1997; Ferreira et al., 2013). Because when individuals can fulfill their career goals, they successfully develop career adaptability and competencies (Al-Ghazali, 2020; Kim & Kim, 2019).

Career adaptability refers to a persons' capabilities, knowledge, skills, and resources in dealing with the emotional trauma, shifts, and career-related problems individuals face throughout their careers (Savickas, 1997). Recently, the career adaptability meta-review includes four aspects of self-regulation approaches (Stead et al., 2022; Hartung &

Cadaret, 2017). First, dimension is a concern as the degree to which employees give attention and shape their occupation-related future (Stead et al., 2022; Savickas, 1997; Rudolph et al., 2017). The second is a control that includes employee beliefs to be prepared and control their occupational-related future career (Vashisht et al., 2021; Kim & Kim, 2019). The third dimension is curiosity refers to an employee's ability to identify new professional environments for career enrichment (Bollmann et al., 2019; Dunwoodie et al., 2020). However, the last aspect is the confidence which comprises employee self-efficacy to solve career-related problems or remove obstacles and challenges within the occupation (Haibo et al., 2018).

Al-Ghazali (2020) suggested that highly embedded employees can control their career advancement dynamically. Additionally, according to career construction theory (Savickas, 2013), job embeddedness improves employee careers by exploring their professional network (Al-Ghazali, 2020) or appealing to growth programs (Dunwoodie et al., 2020; Ferreira et al., 2013). Thus embedded employees might be better able to interpret proactive career-related behaviors that initiate enhanced career adaptability.

In addition, career adaptabilities act as valuable personal resources that activate a motivational pathway in employee behavioral-related actions (Taber & Blankemeyer, 2015). Individual motivational resources are directly associated with self-confidence and control of the challenging occupational environment, including self-efficacy (Holtom & Darabi, 2018) and curiosity (Gupta, 2019). With the foundation of COR theory, motivational-related individual resources increase personal development that defends and raise employee well-being (Yoo & Lee, 2019). Yen et al. (2019) suggested that career adaptability is closely related to unique resources that protect employees against emotional exhaustion, increasing job satisfaction.

In addition, Xu et al. (2020) verified that career adaptability is a personal resource related to self-efficacy and confidence, leading to decreased health-related issues. Thus, the study argues that job embeddedness motivates career-related adaptabilities (such as career confidence, controls, and curiosity). Consecutively, career adaptability as a motivational resource that is connected through improved self-regulation and leads to increased well-being.

H2: Career adaptability mediates a relationship between job embeddedness and employee well-being.

METHOD

Population and sample

The population of this research study included employees from Pakistan's electrical/electronic industry technological sector, i.e., Haier, LG, and Samsung, from different cities of Pakistan. The target sample comprised middle-level employees who are experienced in dealing with clients and other levels of employees. The nonprobability convenience sampling technique was applied to approach target respondents, duly reflecting the population.

Data collection

Around 300 individuals were approached for data collection. Out of them, 206 individuals responded. There were pencil-paper questionnaires filled. The response rate was 69%. This study executed a two-wave time-lagged approach. Participants' views about job embeddedness and employee career adaptability were estimated with the Time 1 survey wave, and employees' well-being was estimated with the Time 2 wave, around three months. Isolating the measures into free and result factors by time keeps away from common method biases (Podsakoff et al., 2012).

The Time 1 wave of the survey was first distributed through personal contacts to

corresponding target participants working in different good standard retail stores. A total of 300 questionnaires were circulated to the respondents. A total of 249 (83 %) completed responses were returned from the respondents' sample. Specific code numbers were allotted to each questionnaire on its receipt from the respondents and a name list was also maintained so that the same respondent could be contacted at Time 2. So similar method was used for the Time 2 wave, which was circulated to the employee who responded to the Time 1 surveys, of which 236 (89 %) were returned. After coordinating the data, and utilizing distinguishing proof codes, the final sample comprised 206 out of 300 (70 %) after exempted invalid questionnaires.

Instrumentation

The nature of all the items included in the questionnaire is that all the variables i.e. Job, embeddedness, employee well-being and career adaptability were to be filled by the employees. All the items in the questionnaire were responded to using a 5-point Likert scale where 1 (strongly disagree) to 5 (strongly agree) unless otherwise stated.

Job embeddedness: Job embeddedness was measured by a seven-item scale developed by Crossley, (2007). The sample item includes "I feel attached to this organization." The alpha coefficient value of the measure was 0.93.

Career adaptability: Career adaptability was measured by the twenty-four-item scale developed by Porfeli & Savickas (2012). The sample items include "I am concerned about my career." The alpha coefficient value of the measure was 0.83

Employee well-being: Employee well- beings was measured four-item scale. Three items correspond to job satisfaction by Price & Mueller (1986), and one item was assessed by perceived

health by DeSalvo et al. (2009). The sample of job satisfaction items includes "I am satisfied with my current work." The alpha coefficient value of the measure was .79.

Results

Data analysis

The statistical package for social sciences software (process micro 3.2) was utilized to test preliminary analysis, including CMB, correlation, and descriptive analysis. This research applied partial least squares based on structural equation modeling (PLS-SEM) to examine the study hypotheses. This technique is widely used because of its reliability and robustness (Ringle et al., 2015; Hair et al., 2014). PLS-SEM has the benefit of enabling strong predictive ability and therefore is more effective in using resampling methods during significance analysis. (Hair et al., 2014). SmartPLS software version 3.2.7 was used to test the data. (Ringle et al., 2015). A two-stage approach relies on Anderson and Gerbing (1988) to evaluate the research model. Initially, the measuring model was examined using reliability and validity estimates, and then the structural model was scrutinized.

Demographics analysis

In the current study, demographic variables include gender, qualification, age, marital status, and experience in the questionnaire to know about the sample. The majority of respondents in the current study are male (79.9%), and their qualification is diploma (45.1%) and bachelor's degree (30.9%). Most of the respondent's ages vary in the limit of 18 to 31 years (75.5%), whereas approximately 75% of respondents were married. The experiences of samples were 1 to 5 years (48.3%) and 6 to 10 years (33.2%) in the current study.

Descriptive statistics and correlation

Table 1 presents the descriptive statistics and correlations for the variables in the study. Correlational analysis tells the relation between the constructs along with their significance value. Results indicate that job embeddedness and

career adaptability are positively and significantly related to employee well-being in table 1

Table 1. Descriptive statistics and correlation.

Variable	Mean	SD	1	2	3
Job embeddedness (1)	3.72	0.79	1		
Career adaptability (2)	3.87	0.71	0.251**	1	
Job crafting(3)	3.61	0.81	0.532**	0.441**	1

Note: **Correlation is significant at the 0.01 level (2-tailed); * Correlation is significant at the 0.05 level (2-tailed).

The measurement model

SmartPLS has been used to evaluate the measurement model of the study. Items loading, rho_A AVE, VIF, and discriminant validity were measured. The results show that all item's factor loadings are generally greater than 0.60, which satisfies the reliability. Still, two items of career adaptability out of twenty-four were removed due to loading value <0.60, as reported in Figure 2.

Minimum 0.70 reliability value is achieved of all composite indicators as benchmark suggested by Henseler (2017a). The latent variables also meet the standard requirement of convergent validity because of their discriminant validity values, respectively. The values of VIF are below the threshold (<5.00), which confirms the absence of multicollinearity (Table 2).

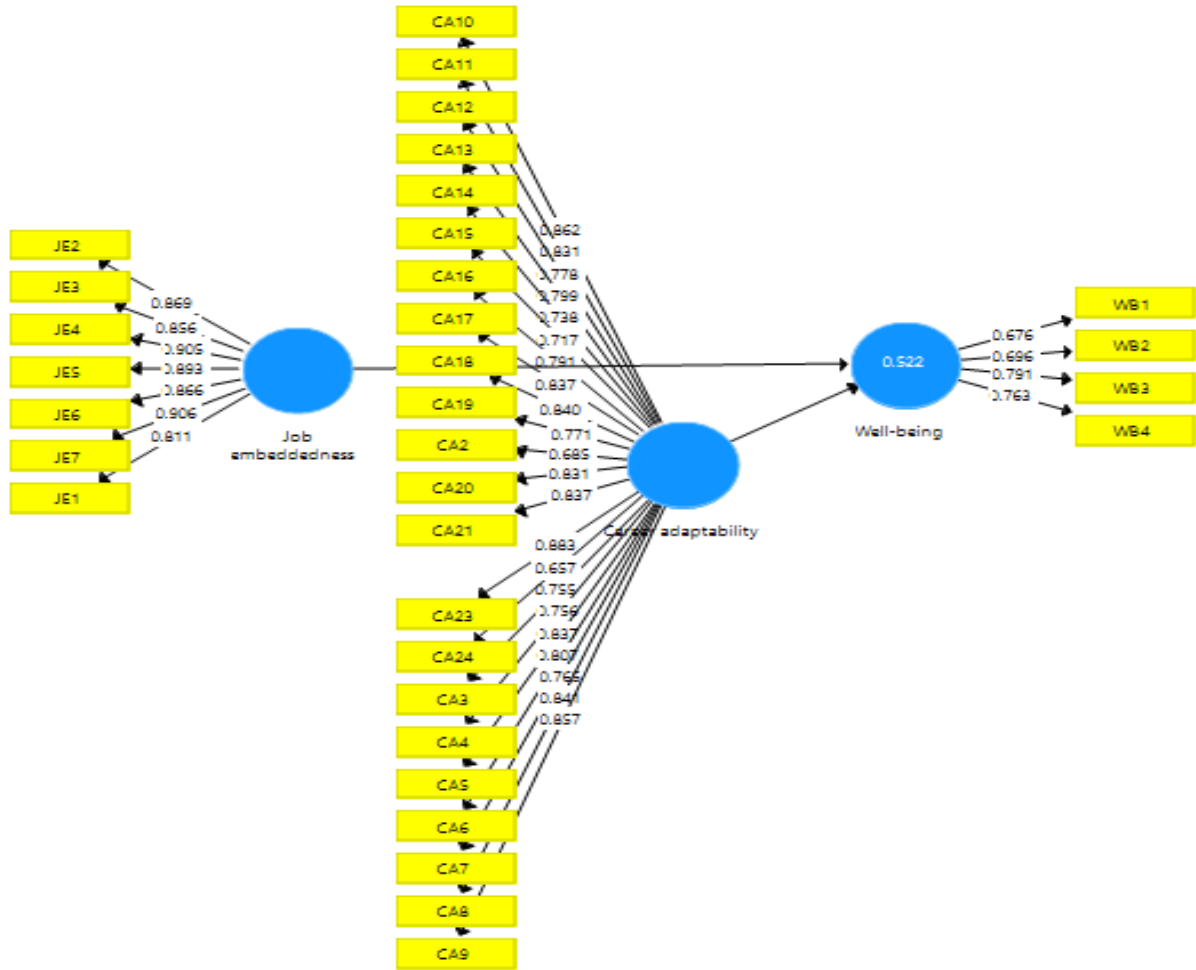


Figure 2: SmartPLS Output

Table 2: Measurement model.

Variable	VIF	CR	Rho_A	AVE
Job embeddedness	2.024	0.953	0.922	0.762
Career adaptability	2.470	0.856	0.818	0.659
Well-being	1.232	0.858	0.780	0.501

All loadings are significant at 0.001 level (2-tailed); rho_A, Dijkstra-Henseler's rho indicators; VIF, Variance Inflation Factor.

Furthermore, discriminant validity indicates that the model's constructs are distinct from one another. The fornell larcker criteria were used for this study to prove discriminant

validity. According to table 3, the values on the diagonally exceed every previous value in the matrix's rows and columns. Also, the square root of the AVE of every construct is higher than its correlation with other constructs. As a result, it implies that discriminant validity has been demonstrated (Hair et al., 2014).

Table 3: discriminant validity.

S.No	Variable	1	2	3
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1	Job embeddedness	0.76		
2	Career adaptability	0.44	0.72	
3	Well-being	0.65	0.46	0.78

Hypothesis testing

To estimate the model, the bootstrapping procedure was used through 500 randomly drawn subsamples with replacement at a 0.05% level of significance. The execution of bootstrapping

provides a confidence interval and standard errors to assess the statistical significance of the variables of interest (Henseler et al., 2017). Table 4 presents the estimated values of path coefficients. Figure 3 shows the direct impact of independent variables on dependent variables.

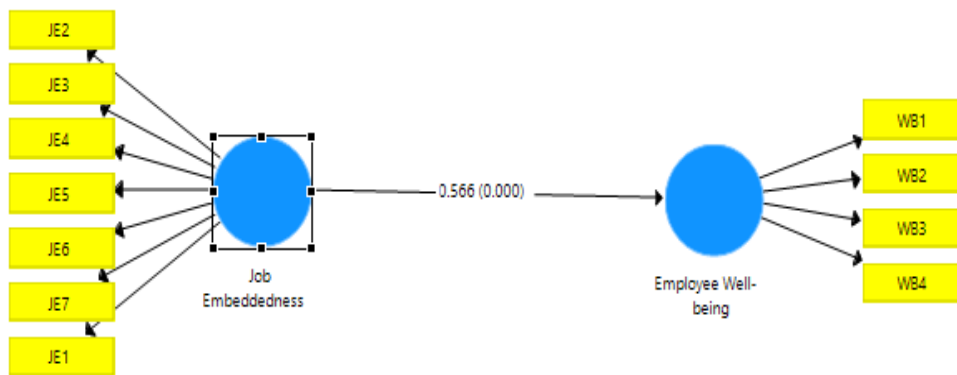


Figure 3: Direct analysis

Table 4: Path coefficients for a direct relationship with job crafting

Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job embeddedness -> well-being	0.562	0.572	0.037	16.45	0.000

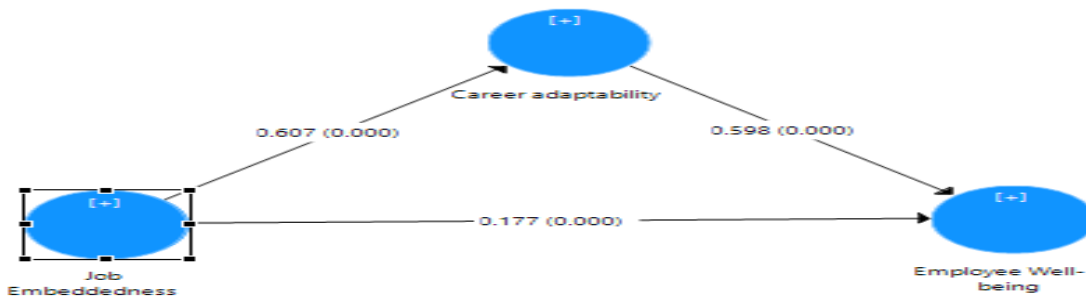


Figure 4: A mediation analysis

Table 5 and figure 4 show the indirect relation between job embeddedness and employee well-

being, as beta value is reduced compared to the direct effect, confirming the partial mediating

role of career adaptability. Thus, results show that career adaptability mediates between job embeddedness and employee well-being.

Hypotheses 2 are accepted. The results are given below.

Table 5: Path coefficients for mediation

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job embeddedness > Career adaptability > Well-being	0.363	0.363	0.038	9.568	0.000

DISCUSSION

Job embeddedness has been viewed as a critical organizational issue that warrants more study (Fasbender et al., 2019). Utilizing two-wave data gathered in Pakistan, job embeddedness directly affects employee well-being, which straightens with past studies, likewise directed in the eastern setting, e.g., China (Ramesh, & Gelfand, 2010). The positive and significant associations between job embeddedness toward employees incline to utilize retaliatory performance, and one is employee well-being. These activities are not only limited to a particular sample of any occupation; rather, wherever subordinates face turnover intention, they will react with some form of negativity. Meanwhile, embedded subordinates perceive their knowledge as valuable, leading to positive behaviors (Arasli et al., 2017) and well-being.

Our research on the fundamental issue proposes that the mediating impact of career adaptability between job embeddedness and employee well-being supports H2. Due to job embeddedness, subordinates define opportunities in their jobs and feel more comfortable with career development. Furthermore, with the four combinations of positive forces that include career adaptability, individuals also want to store their motivational recourses by using adaptability and giving career growth to stay within the organization, which tends to improve employee well-being. Thus, when employees are embedded, they prefer a career adaptability

approach and have a habit of well-being as revenge.

THEORETICAL CONTRIBUTION

The results of this study contribute to the job embeddedness literature in a few ways. The current study provides significant results regarding all the proposed relationships of a conceptual model. Firstly, the finding of this study contributes to the growing research in the conservation of recourse theory (COR) by reviewing job embeddedness and its effect on employee well-being. Job embeddedness enhances the subordinates' valuable resources, which brings heightened employee well-being. Well-being is specifically energizing to the organization due to its productive board effect (Price & Mueller, 1986). So this study additionally embraced the current literature with the results of Xu et al. (2020). Associated with displaced COR, embedded employee well-being is positive behavior likely to reinstate their limited resources (Ampofo et al., 2022).

Secondly, previous research has related subordinates' embeddedness view with their consequent on life satisfaction (Ampofo et al., 2018) and well-being. But the psychological factors through which job embeddedness influences non-work-related experience have been less studied (Dirican & Erdil 2020). Our finding is a knowledgeable expansion to explore career adaptability as mediating variable between the association of job embeddedness and

employee well-being (Zacher et al., 2015). The results are also significant regarding career construction theory (Al-Ghazali 2020), which further explains that the embedded employee in any form of life experiences goes behavior modification may in the form of adaptability in career or leading toward well-being.

MANAGERIAL IMPLICATIONS

This empirical research has numerous implications for a manager of any type of organization. First, career adaptability is an expensive burden on technological and organizational profitability ((Holtom & Darabi, 2018; Gupta, 2019) because employee well-being capitalizes on the ability of organizations to transmit novelty. This research supports that the administration improves individual performance by recognizing that job embeddedness can successfully help to achieve their goal (Arachie et al., 2021). Secondly, organizations consider different plans of training sections for leaders and subordinates to build confidence and better well-being. Moreover, organizations must focus on those sources, enhancing well-being. Once people look at career development in the workplace, they reply with extra consideration and learning search for career growth opportunities within their organization through career adaptability. Hence, providing bonuses or other tangible benefits can aid in exchanging valued information for embedded subordinates to improve career adaptability and lead to well-being.

LIMITATIONS

Regardless of whether this study has significantly contributed to the literature, several limitations are also associated with the findings. First, this study may have generalizability issues as sample data were obtained from the electronic sector in Pakistan. In the future, getting data from different sectors can improve generalizability issues. Second, although data were collected in time lag,

it involves a single source, such as employees, which may raise CMB threats. Future research should collect data on dyads (leaders and their employees) to reduce the CMB problem. Third, this research focuses on career adaptability as a mediating variable between job embeddedness and employee well-being; still, other motivational resources (meaningfulness) can mediate such a relationship.

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