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**УПРАВЛЕНИЕ ПРИВЛЕЧЕНИЕМ И УДЕРЖАНИЕМ РАБОЧЕЙ  
СИЛЫ: ИССЛЕДОВАНИЕ НА ПРИМЕРЕ РОССИИ**

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**Аннотация**

Старение российской рабочей силы, интегрированное с наличием дефицита квалифицированных рабочих в критических секторах, определяет необходимость исследования важной стратегической задачи - управление трудовыми ресурсами. В последние годы иностранные работники привлекаются в России как на конкретные рабочие места, так на отдельные виды работ. Закрепление конкретного вида работы за работником фиксирует его личную привязанность к заданию, однако имеет риски разрыва трудовых отношений, невыполнения задания, непонимание целей и взаимосвязей. С другой стороны, трудовое взаимодействие - это позитивное состояние сознания, характеризующееся поглощением, самоотверженностью и энергией. В статье исследуются факторы, которые удерживают иностранных рабочих в зарубежных странах. Иностранные рабочие в России - это граждане других государств, перемещающихся из своей страны происхождения в Россию с целью получения заработка. Основной вопрос, поднимаемый в исследовании - почему иностранные сотрудники покидают свои родные страны и остаются работать за границей, в частности в России.

**Ключевые слова:** занятость населения, привлечение рабочей силы, удержание рабочей силы, трудовые ресурсы, производительность

# ***MANAGING RETENTION VIA JOB EMBEDDEDNESS: A CASE STUDY IN RUSSIA***

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## **Abstract**

The aging of the Russian workforce integrated with the existing deficit of skilled workers in critical sectors make retention and attraction of the skilled workers a significant strategic issue in human resource management. Both job embeddedness and work engagement have seen dramatic growth regarding research over recent years. Job embeddedness captures the personal attachment to a job consisting of the sacrifice of quitting a job, perception environment fit and the links. On the other hand, work engagement is a positive, state of mind fulfillment characterized by absorption, dedication, and vigor. This study intends to investigate the determinants that retain foreign workers in foreign countries. The foreign workers in Russia include non-Russian citizens moving from their country of origin to a foreign country. The primary research question for this study is why the foreign employees leave their native countries and stay abroad (Russia).

**Keywords:** Job embeddedness, intention to leave, retention, work engagement, turnover, performance

## **Problem Statement**

Job embeddedness is one of the small conversation among researchers. Recent research has shown that most of the foreign employees working in Russia prefer retaining their jobs and stay abroad than stay in their host countries. This study explains those determinates that leads to job retention through embeddedness; host country embeddedness, dissatisfaction, job search and intention to stay.

## **Purpose of the Study**

The purpose of the study is to investigate the determinants that cause employees to leave their native country and stay abroad.

### **Research Questions**

For the study, the following questions were addressed:

- 1) Why the foreign employees leave their native country and stay abroad?
- 2) Why some employees that experience high embeddedness leave their organizations and others do not?
- 3) Do employee value orientations and demographic characteristics moderate the relationship between turnover intentions and job embeddedness?

### **Hypothesis**

- 1) Value orientations and demographic characteristics moderate the relationship between turnover intentions and job embeddedness.
- 2) Demographic characteristics are the key reasons why foreign employees leave their native country and stay abroad.
- 3) Employees that experience high embeddedness leaves their organizations.

### **Theoretical Framework**

In comparison to research on voluntary turnover and traditional theories focusing negative attitude as the primary cause of leaving their native countries, the theory of organizational embeddedness explains why employees choose to remain in their organizations [5]. The psychology of staying differs from that of leaving. Preoccupation with leaving provides an incomplete understanding of embeddedness [10]. Theory of embeddedness explains that individuals are tied to an organization through aggregation of different types of appraisals, investments, and links that create a web or constellation of restraining forces.

Sacrifice, links and fit are the three interrelated dimensions that organizational embeddedness constitute. Links refer to informal and formal connections between the employee and an institution or other people. When an employee has more links to the employing organization, it means they are less likely and more embedded to exit their organizations [8]. The fit is the employee's comfort or compatibility with the employ-

ing organization. High embeddedness results when the employee's career goals and values fit with the demand of the job and organizational culture. The theory of organizational embeddedness iterates that sacrifices, fit and links create a formative embeddedness index, an aggregate construct that matters instead of the individual components. The three dimensions represent both inertia and attachment because more embedded employees are less likely to leave their organizations.

The theory of organizational embeddedness has mainly been developed and validated in the USA and Europe. Its applicability and functionality are explored in Russia. Various factors affect turnover and job embeddedness in Russia. For instance, long-term employment practices and internal promotion practices may explain why the Russia has lower separation rates [8]. The overall experience of stuckness that is associated with embeddedness will restrain withdrawal in Russia.

### **Literature Review**

Job embeddedness is ‘... the combined forces that keep a person from leaving his or her job’ [9]. Job embeddedness has two dimensions, community, and organizational embeddedness. In this study, there is a restriction of job embeddedness investigation to the organizational dimensions. Tanova & Holtom argues that research has shown that when job relocation isn’t a factor, organization dimension predicts employee retention than community dimension [9].

According to Lee and Michelle, the significant characteristics of embeddedness relate to links that individuals fit with their jobs, have on the job and what they have sacrifice if they consider leaving their jobs [10]. The embeddedness link aspects are informal or formal connections between entities and employees on the job. There is a great likelihood that as the link number increases, an employee is likely to stay in the host nation.

Friedman and Holtom [2], illustrate that many individuals stay abroad because of the connections they have to other people (network groups or co-workers), projects involved and community sponsored engagement activities. People who are socially and professionally connected are more likely to stay in their respective jobs. Leaving a job needs a sacrifice or giving up perks, social networks, and routines in projects

which they have grown become familiar. Those people who are not embedded in their jobs are more likely to leave their jobs than those embedded in their jobs.

William Lee, Burch & Mitchell examines the development and history of job embeddedness, beginning with the original empirical structure as the primary predictor of voluntary turnover, theoretical foundation and the story of idea's conception [10]. We then consider the recent expansions in the empirical measurement of job embeddedness and theoretical structure, exploring embeddedness as a casual reflective model versus indicator model [10]. William et al. describes how embeddedness affects the organizational outcomes beyond turnover, including the development of human and social capital, innovation, organizational citizenship behavior and job performance [10].

According to Reiche, Kraimer & Harzing, organizational embeddedness perspective is applied to examine the retention of international assignees with the organization [7]. Reiche, Kraimer & Harzing, hypothesized that the assignee's social ties and their perceived fit with the host relate to sacrifices on leaving the organization: perceived career prospects and the firm-specific learning in the organization [7]. The hypotheses are tested using 143 inpatriates in 10 German multinationals, with the retention measured a 2-4 year later. The perceived career prospects mediate the indirect relationship between those inpatriate trusting HQ with their retention, and direct relationship to those inpatriates fit with HQ and the inpatriate retention.

According to Linder [4], the job embeddedness theory is concerned with those forces that keep an employee from leaving their job, while bending them to the organization, issues at work, people and the location. Linder argued that scholars pay attention to the job embeddedness of the expatriates to explain retention in the foreign countries. The vein of research has brought insights that are very difficult to overview, more specifically where the relative stable general patterns in the research field cannot be easily understood. Linder applied the stylized facts method to identify the reproducible and stable results of preliminary results [4]. Linder aggregated and built five stylized facts: job embeddedness increases retention in the foreign organization, increases the careers expectations of the expatriates, native country decrease expatri-

ate retention, expatriates trust and build relationships with co-workers increasing job embeddedness, provides and increases incorporation of the international self-concept.

Narayanan argues that in the current business scenario, talent management is a popular strategy for the talented employees [5]. It is unexplored terrain how talent management results in higher retention of employees. The present article, theoretical framework introduces embeddedness as a variable for exploring how talent management influences the intention of employees to stay [5]. The multiple propositions provide human resource practitioners with the insights to work for retention of the talented by focusing on several initiatives through talent management that increases sacrifice, fit and link dimensions of embeddedness.

### **Methodology**

Moderating effects of the demographic characteristics (gender and age) of employees and value orientations (risk aversion and individualism) are examined between turnover intention and job embeddedness.

Empirical research was designed for this study. Two resources were used to collect data for this study; online and face to face paper questionnaires. Paper questionnaires were administered face to face to full-time employees from abroad who are working in Russia.

Job embeddedness theory is extended through the suggestion that individuals can be embedded in different ways and they responded in various ways to the view of being embedded [2]. There can be systematic differences in how individuals respond and experience to “stuckness” perception. Scholars argue that job embeddedness theoretical development depends on moderator exploration and explains the conditions in which embeddedness becomes more or less strongly related to withdrawal [10].

To explain the differences, job embeddedness theory is drawn and extended to develop a hypothesis that concerns how employee demographic characteristics such as gender and age and the value orientations (risk aversion and individualism) moderate the relationship between turnover intentions and embeddedness [6]. Voluntary turnover theory, research, and job embeddedness are integrated to examine the effect of four overlooked but relevant moderators between turnover intentions and embed-

dedness [6]. These moderators' inclusion helps to provide the boundary conditions to the embeddedness theory. The moderating effect of risk aversion between turnover intentions and embeddedness, especially given the role of sacrifice in embeddedness conceptualization.

The focus of the study and potential moderators were shifted to the individual level, particularly emphasized embeddedness on individual stuckness in a particular country. All countries are subject to variations in the individual level orientations[6]. Furthermore, the theory of job embeddedness has been developed and applied to the USA, its functionality and applicability are explored in Russia

### **Research Design**

The proposed research design of the study were online and face to face paper questionnaires. Online was used to solicit information from the respondents because most people were far away. Moreover, interview was also conducted to solicit respondent view. This was done because they were very close to the researcher.

### **Sampling**

Data was collected through online. The collected data from employees composed of 50% percent quota of women and 50% men with a median age of 35. The second method used to collect data was face to face interviews and survey that involved the use of questionnaires.

Tenure measured in years is controlled by employees with long tenure have a low propensity for voluntary turnover and high propensity for organizational embeddedness. Job alternatives are also controlled. The alternatives affect turnover intentions.

### **Significance of the Study**

The findings of the study can provide suggestion and recommendation to organizations in Russia to pay closer attention of how the individual characteristics shape the responses to embeddedness. Through taking into account the findings, organizations and other managers will be advised to pay attention to particular aspects. The findings present the employee retention strategies based on individual differences in risk aversion.

## **Limitations of the study**

This study has several limitations. These limitations provide exciting possibilities for the academic field when it comes to future research. Online data collection through a research company enables the access to a diverse sample of respondents, but a critical concern of using online surveys is whether extrinsic rewards motivate the respondents. At times, in an experimental setting, different amounts and types of incentives given in online surveys using experimental designs do not affect the quality of the response.

All measures in this kind of study are collected through self-reports that may increase the standard method bias. The data collected within the 6-month periods may not show an awareness to the participants that all the surveys are used and related to one study.

Since voluntary turnover, turnover intentions and organizational embeddedness are affected by other additional factors; future results should integrate more antecedents that can explain the constructs.

## **Discussion**

Risk aversion and gender have essential interactive effects on turnover intentions and job embeddedness. Voluntary turnover linkage and embeddedness turnover intentions are affected by employee satisfaction [10], value orientation and demographic characteristics, hence provide boundaries for the theory of job embeddedness.

The findings show that the previous research indicates that embeddedness help firms to retain employees better [3]. Embedding the crucial employees is significant to any organization because the costs related to selecting, recruitment and new employee training can exceed 100% of the annual salary for those position being filled. Retention is also crucial for those key employees because of the potential loss of abilities, knowledge and valuable skills [3]. The multinational companies benefit from the understanding that job embeddedness matters in the context of multiple national.

There is little research focused on job embeddedness and risk aversion. Therefore, decision making is tuned to consideration on how risk aversion can influence



the responses to embeddedness. Risk aversion is inspected to play little role in Russia in case of high embeddedness. In this context, profoundly embedded employees are unlikely to quit their organizations based on perceptions of embeddedness despite their risk aversion [6].

Employee turnover creates both intangible and tangible costs from the perspective of the organization. The substantial costs include costs of agency temporary staff/workers, service quality problems, possible product, selection, training, and recruitment (*Handbook of principles of organizational behavior*, 2013). The intangible costs may be significant than the substantial costs involving the effect of turnover on organizational memory, social capital, employee morale and organizational culture. For an individual, turnover including involuntary and voluntary means making a break will an adjustment process, the stress of a new environment and with the existing social networks [3]. Job embeddedness as a new construct is conceptualized to play a critical role in the decision to remain through the links level a person has to other activities and people, the extent that the person's community and job are congruent with other aspects of life and the sacrifices made in the process of leaving their employment.

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