JOB EMBEDDEDNESS: AN ANTECEDENT FOR EMPLOYEE RETENTION -A BIBLIOMETRIC SURVEY

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Abstract:

Purpose- The present study aims at providing a comprehensive bibliometric overview of the research conducted on job embeddedness and thereby summarizing different components and antecedents of job embeddedness which can be implemented to enhance employee retention in today's dynamic world.

Design/methodology/approach-The study investigated the findings of previous studies carried out on job embeddedness. More than 1,000 journal articles published in Scopus are analyzed using bibliographic and network analysis technique to arrive at various bibliometric pointers.

Findings- Analysis shows there are 1,742 articles published on job embeddedness from 1970 to 2024 predominantly in English language. The highest numbers of publications are in the year 2023. The USA is the most productive country followed by India and Malaysia in terms of publication. Karatepe, O.M. is the most productive author followed by Holtom, B.C. Job Embeddedness, Turnover Intentions and Employee Retention are the most occurred keywords.

Practical implications- Study brings out a bibliometric analysis of significant and up to date literature on job embeddedness published in the most known repository Scopus. The analysis categorizes the information using bibliometric indicators like number of articles per year, territorial analysis, 10 most productive authors, analysis by subject area and co-occurrence of keywords which would facilitate better understanding of current research status in the field of job embeddedness and its development over a duration of 5 decades.

Originality/value - This is the comprehensive bibliometric survey of publications on job embeddedness using Scopus database. The findings from this study may serve as a basis for future research endeavors, facilitating systematic literature reviews and the development of a theoretical framework aimed at elucidating the correlation between job embeddedness and employee retention.

Keywords – Job Embeddedness, Employee Retention, Turnover Intention

1.   Introduction

Retention of employees is a major focus for organizations seeking to retain a skilled and competitive workforce. (Hazem et.al., 2024). Work Embeddedness has arisen as a significant structure for figuring out the elements that impact representative maintenance past conventional work fulfilment and hierarchical responsibility (Felps et al., 2009). This study investigates the current exploration on Job Embeddedness by means of the mechanism of writing survey and bibliometric examination.

Job embeddedness is the combination of influences that bind employees to their jobs and communities, making them less likely to leave an organization (Malalage & Perera, 2025). Job embeddedness is an idea inside hierarchical brain science and HR the executives that alludes to how much a singular feels associated with and incorporated into their work and association (Mi-Soon et al., 2024). It encloses different elements that impact a individual's connection to their work beyond conventional work attributes or remuneration (Kim, 2021) .

2. Literature Review on Job Embeddedness

2.1 Outline of Job Embeddedness

Literature states Job Embeddedness as a multidimensional theory that captures the extent to which individuals feel allied to their jobs, organizations, and communities (Liu, *et al.*, 2022). It consist of three components: links, fit, and sacrifice. Links denote the relationships individuals establish with their colleagues, supervisors, and other members within the organization. (Kiazad *et al.,* 2015). Fit states the affinity between an employee's values, skills, and aims and those of the association (Chun, 2024). Sacrifice represents the perceived costs allied with leaving one's present job, such as loss of benefits, relationships, and career opportunities (Crossley *et al.,* 2007).

2.2 Theoretical Frameworks

Several theoretical frameworks underpin the concept of job embeddedness:

Social Exchange Theory: This theory posits that individuals form attachments to their jobs and organizations through reciprocal exchanges of possessions, such as social support, recognition, and prospects for advancement (Qamar *et al.,* 2023)

Organizational Embeddedness Theory: As per Mitchell *et al.,* (2001) this theory, which proposes that personnel turns embedded in both the company and the community, thereby increasing the costs associated with leaving.

Person-Environment Fit Theory: This theory states that Job embeddedness can also be understood through the lens of person-environment fit, which emphasizes the compatibility between individuals and their work environments in determining job satisfaction and commitment (Ha-My Le & Yu-Qian, 2024)

2.3 Components of Job Embeddedness

According to Mitchell *et al.,* (2001) Job embeddedness comprises of several interrelated components. Each component represents different aspects of an employee's connect with their job and organization.

Links: Links states the connections an employee fostered with other individuals or groups within the organization, as well as with the surrounding community. These connections

encompass relationships with colleagues, supervisors, mentors, and other stakeholders. Robust links enhance an employee's feeling of belonging and support within the organization. (Fuch, 2022).

Fit: Fit signifies the compatibility between the employee and various aspects of their job and organization, including cultural fit, job fit, and values fit. When an employee feels that their personal values, skills, and goals are in line with those of the organization, they are more presumably embedded in their job and less likely to consider leaving (Bergiel *et al.,* 2009).

Sacrifice: Sacrifice discusses the perceived costs linked with leaving the job or organization. These costs can be tangible, for instance financial investments in the form of retirement benefits or relocation expenses, as well as intangible, such as the loss of social connections or career opportunities. The more significant the perceived sacrifice, the more probable it is that an employee will remain in their current role. (Adams *et al.,* 2010).

2.4 Antecedents of Job Embeddedness
Several factors influence an individual's level of job embeddedness:

Job Satisfaction: High levels of job satisfaction have been consistently associated with greater job embeddedness (Rombaut & Guerry, 2018).

Organizational Support: Support from managers, colleagues and the organization itself contributes to employees' sense of belonging and attachment (Zhang *et al.,* 2012)

Job Characteristics: Factors such as autonomy, task variety, and meaningful work enhance job embeddedness by increasing employees' engagement and commitment (Peltokorpi, 2013)

Social Integration: Strong social ties and networks within the workplace foster job embeddedness by providing emotional support and a sense of belonging (Seibert *et al.,* 2001)

Personal Factors: Individual characteristics, including personality traits, values, and tenure in the organization, also influence job embeddedness (Lee & Mitchell, 1994)

2.5 Consequences of Job Embeddedness
Job embeddedness has several important consequences for both individuals and organizations:
Employee Retention: Higher degree of job embeddedness is connected with reduced turnover intentions along with lower actual turnover rates (Tian *et al.,* 2016)

Job Performance: Embedded employees tend to exhibit increased levels of satisfaction with their job, engagement, and performance compared to their less embedded counterparts (Felps *et al.,* 2009).

Organizational Citizenship Behaviour: Embedded employees tends to engage in discretionary behaviours that benefit the organization, such as helping co-workers or volunteering for additional tasks (Haque, Fernando , & Caputi, 2019).

Well-being: Job embeddedness shows positive correlation with the employee's psychological and emotional well-being, as embedded individuals experience greater job security and satisfaction (Shaw *et al.,* 2005).

2.6 Existing Research on Job Embeddedness
Abundant studies have premeditated the antecedents and outcomes of Job Embeddedness. Job embeddedness has become a key component in understanding employee retention (Dimri A. *et*

al., 2024) Research has identified several factors contributing to individuals' sense of embeddedness in their respective jobs, including social relationships, organizational culture, job characteristics, and community ties (Carmeli & Weisberg, 2006). Moreover, Job Embeddedness is associated with significant organizational outcomes, such as turnover intentions, actual turnover, and job performance (Reitz & Anderson , 2011). For instance, Mitchell *et al.,* (2001) found that employees with higher levels of Job Embeddedness were less likely to leave their organizations voluntarily.

Job embeddedness is a notion that encompasses various aspects that tie employees to their occupations and organizations, impacting their retention (Nguyen et al., 2023). It goes beyond traditional retention factors like job satisfaction and organizational commitment to include elements such as community ties, organizational fit, and personal sacrifices that employees have made (Yoon et al., 2022). Turnover intentions are strongly influenced by elements such as experience, autonomy, sense of belonging, and organization-person cultural fit (Liu M. , et al., 2024). Here's a literature review discussing the impact of job embeddedness on employee retention, along with references to relevant studies:

2.7 Job Embeddedness and Employee Retention

When employees have strong job embeddedness, they are more likely to stay with their current employer. This is because they feel a strong sense of belonging and attachment to their job, organization, and community, making it difficult for them to depart (Hom *et al.*, 2012).

As stated by (Mujajati *et al.,* 2024) "Employee retention refers to an organization's ability to keep its employees for a certain period of time". Job embeddedness is crucial in employee retention because employees who are enormously embedded in their job are less probable to leave voluntarily (Al-Suraihi *et al.,* 2021). Organizations can enhance employee retention by fostering job embeddedness through various strategies such as:

- Building strong relationships among employees and between employees and supervisors (Mobley, 1983).

- Ensuring that there is a good fit between the organization's culture, goals and values and those of the employees (Alhamwan & Mat, 2015).

- Providing opportunities for employees to develop novel skills and progress in their careers within the organization (Burton *et al.,* 2010).

- Offering competitive compensation and benefits packages that make it less appealing for employees to quit (Huhtala *et al.,* 2015).

Through understanding and also by addressing the factors that contribute to job embeddedness, organizations can improve employee retention rates and create a more stable and committed workforce. These studies collectively highlight the significance of job embeddedness as a predictor of employee retention. They provide insights into how factors such as community ties, fit within the organization, and perceived sacrifices impact employees' decisions to remain with their current employer

3.   Research Methodology & Data Collection-

This section of the paper highlights research methodology and data collection about job embeddedness allied publications followed by thorough bibliometric analysis. This study is an effort to survey the research trends over last 5 decades in the field of Job embeddedness with the assistance of bibliometric pointers. Broadus (1987), has given the definition of bibliometrics as "a quantitative study of physical published units or of bibliographic units, or of the surrogates for either." Term bibliometrics was invented by Pritchard in the year 1969. He has characterized it as the utilization of mathematical principles and statistical techniques applied to literature and various forms of media. Research articles are retrieved from Scopus. Data is collected in April 2024. Keywords used for retrieving the articles were job embeddedness, employee retention, turnover intentions. To arrive at more precise data, filtration standards were executed like – Articles published in English, Articles published in Journals. Post filtration 1742 articles were finally considered for this study.
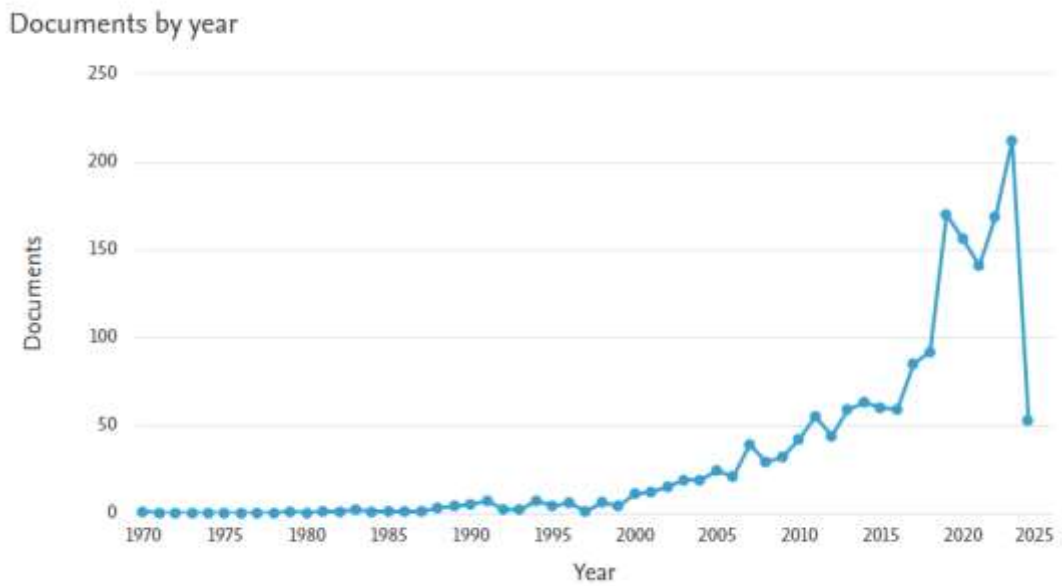
4.   Bibliometric Plotting –

4.1 Yearly Publication –

Journal articles published on job embeddedness since 1997 till date presented in the Table 1 and Figure 1. It is evident that year 2023 ranks first in publications having 211 publications.
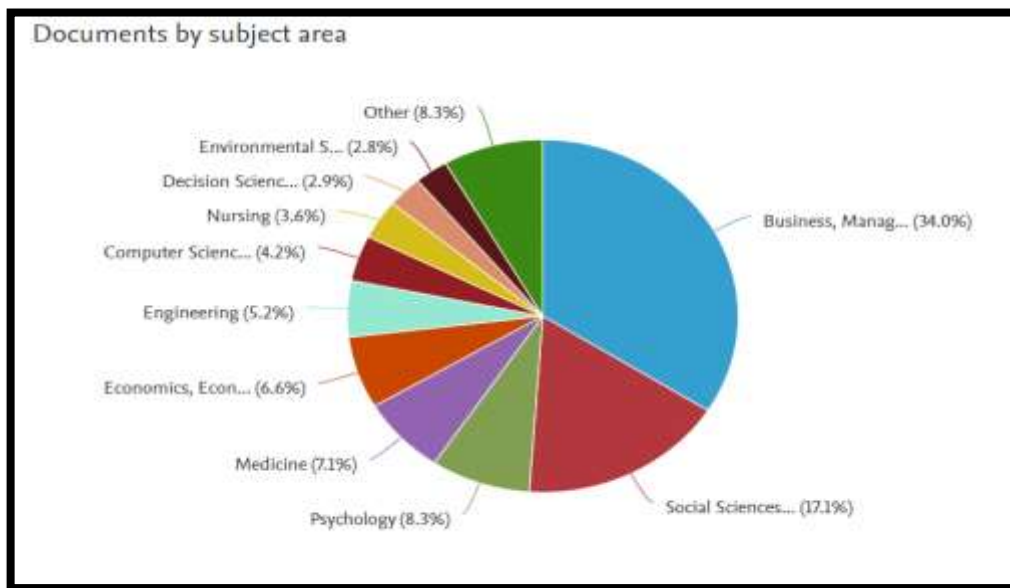
Table1: Trends for annual publishing

Sr. No	Year	No. of Publications	Sr. No	Year	No. of Publications
1	2024	55	15	2010	42
2	2023	211	16	2009	32
3	2022	168	17	2008	29
4	2021	141	18	2007	39
5	2020	156	19	2006	21
6	2019	170	20	2005	24
7	2018	92	21	2004	19
8	2017	85	22	2003	19
9	2016	59	23	2002	15
10	2015	60	24	2001	12
11	2014	63	25	2000	11
12	2013	59	26	1999	4
13	2012	44	27	1998	6
14	2011	55	28	1997	1

Source: http://www.scopus.com (fetched on 6th December 2025)
Figure 1: Annual publishing trends

4.2 Analysis by Subject Area

Fig 2 shows diagrammatic representation of top 10 subject areas having literature on job embeddedness in Scopus. It is evident that in Scopus, Business, Management and Accounting discipline ranks first having 993 articles on job embeddedness which constitutes 34%.

Source: http://www.scopus.com (fetched on 6th December 2025)
Figure 2: Analysis by Subject Area

4.3 Ten most productive authors

Highlighted in Figure 3, are the top ten influential authors considering the count of papers authored or co-authored by them in related research. It is clear from the illustration that Karatepe O. M. ranks first by publishing 19 articles followed by Holtom B. C. and Lee T. W. 14 articles each.

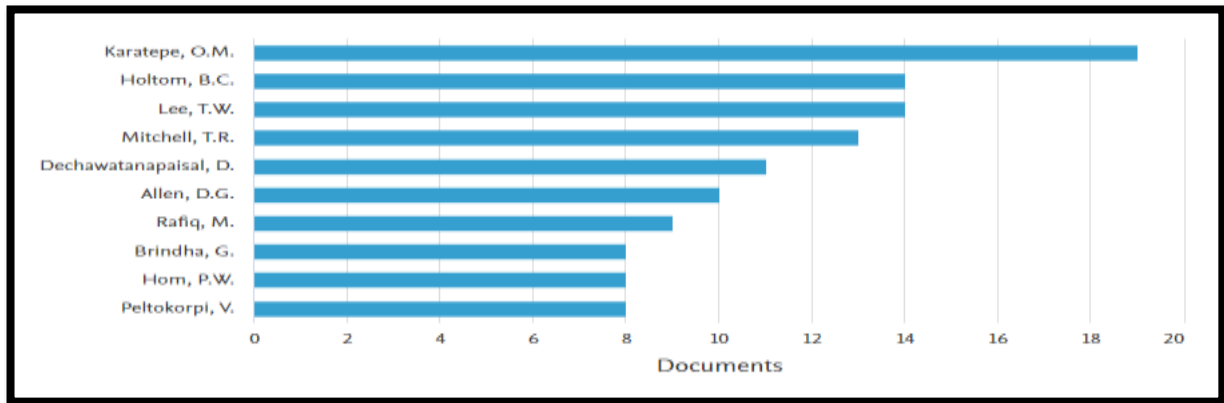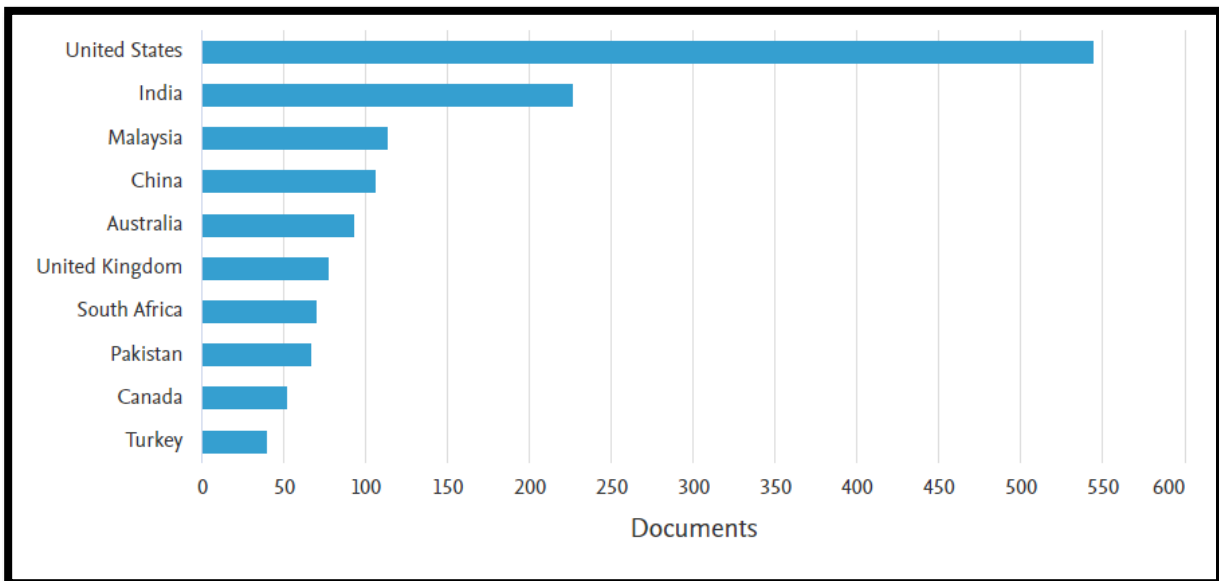*Source: http://www.scopus.com (fetched on 6th December 2025)*

Figure 3: Most Productive Author

4.4 Documents by country or Territory

United States is emerged to be the most productive country for job embeddedness research. The next productive country is India with 226 publications followed by Malaysia with 113 publications. The same is exhibited in the geographical map created using imapbuilder and figure 4 and 5.

Source: http://www.scopus.com (fetched on 6th December 2025)
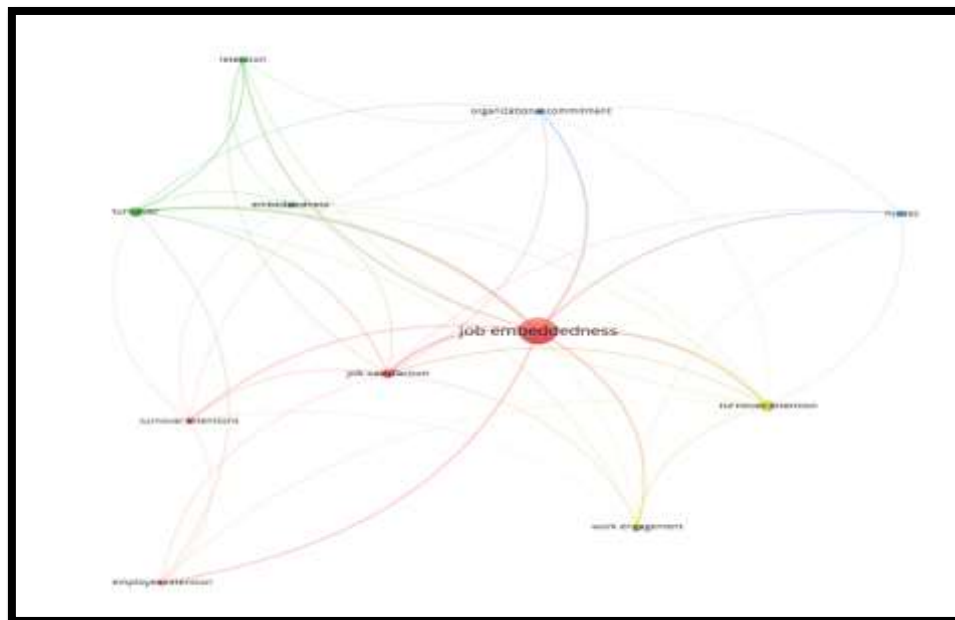
Figure 4: Territorial Analysis

Source: http://www.scopus.com (fetched on 6th December 2025)
Figure 5: Geographical analysis of publications in job embeddedness

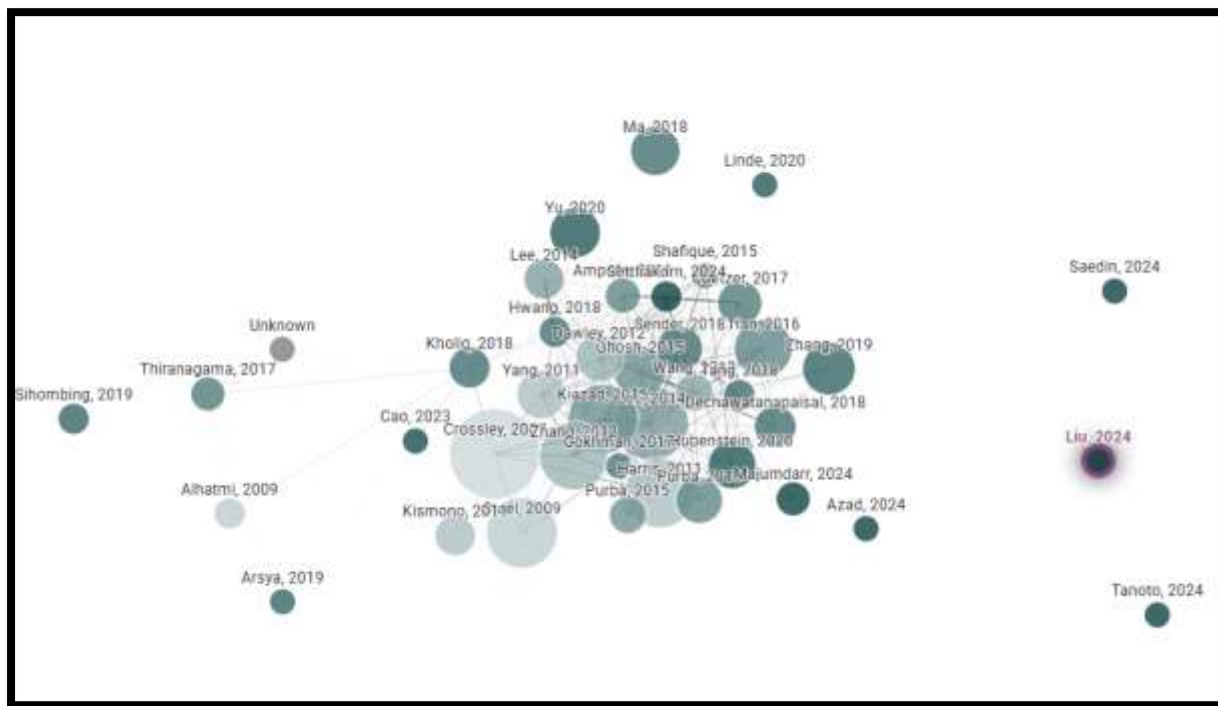## 4.5 Network analysis for keywords

In this section, most powerful keywords in the study of job embeddedness are selected from Scopus. Network analysis of the keywords is exhibited by using VOSviewer, which is the most frequently used information visualization software. Fig. 6 shows the connected network of the most powerful keywords indexed in Scopus. It is evident that job embeddedness is the most co- occurred keyword.

Source: http://www.scopus.com (fetched on 6th December 2025)
Figure 6: Map visualizing keywords co-occurring in research on job embeddedness.

4.6 Connected papers

Graph of connected papers related to job embeddedness and employee retention is represented in Fi. 7. Graph is developed using connectedpapers.com keeping the paper titled "The Relationship of Organizational Embeddedness and Employees' Retention: A General Review" as a base paper which is recently published.

Figure 7: Map showing connected papers

5.   Discussion

In summary, job embeddedness is instrumental in retention of employee by cultivating a sense of belonging, commitment, and engagement within the organization. By promoting job embeddedness, organizations can reduce turnover, enhance productivity, and form a positive work environment favourable to long-term success. It is clear from the bibliometric review that United States is the most productive country for job embeddedness research. Most productive author is Karatepe O. M. having 19 publications. Most commonly used key word for the job embeddedness is "Job Embeddedness". Year 2023 is the most productive year for the research related to job embeddedness.

6.   Research Gap

While research on Job Embeddedness has grown significantly in recent years, several gaps in the literature warrant further investigation:

Theoretical Integration: Despite its widespread adoption, Job Embeddedness lacks a unified theoretical framework. Future research should explore how Job Embeddedness relates to existing theories of employee turnover, such as organizational support theory and social

exchange theory. Additionally, there is a need to develop more nuanced conceptualizations of the components of Job Embeddedness and their interrelationships.

Contextual Factors: Most existing research on Job Embeddedness have been conducted in Western, predominantly individualistic cultures. There is a need to examine how cultural differences influence the antecedents and outcomes of Job Embeddedness. Moreover, research should explore how contextual factors such as industry type, organizational size, and geographic location impact individuals' sense of embeddedness in their jobs and organizations.

Temporal Dynamics: Job Embeddedness is inherently dynamic, yet most research has adopted a cross-sectional design. Longitudinal studies are needed to understand how individuals' levels of embeddedness change over time and how these changes relate to turnover behavior. Additionally, research should investigate the role of life events and transitions in shaping individuals' perceptions of Job Embeddedness.

Methodological Considerations -

The majority of exploration into Job Embeddedness has relied on self-report studies, which might be dependent upon normal technique predisposition and social allure inclination. Future examinations ought to utilize different strategic methodologies, including subjective meetings, observational procedures, and exploratory plans, to give a more complete comprehension of Job Embeddedness.

7.   Practical Implications and Future Directions

Understanding job embeddedness has significant implications for organizational practice:

Organizational Strategies: Organizations can enhance job embeddedness through targeted interventions, such as promoting a positive organizational culture, providing opportunities for social integration, and offering career development programs (Mitchell et al., 2001).

Employee Engagement: Managers can foster job embeddedness by knowing and also rewarding employees' contributions, providing opportunities for skill development and advancement, and fostering a supportive work environment (Seibert et al., 2001).

Future exploration ought to investigate the effect of arising patterns, like remote work, gig economy plans and worldwide portability, on job embeddedness, as well as its ramifications for different labour force populaces (Crossley et al., 2007).

8.   Conclusion

This study provides a comprehensive structure for a literature review on job embeddedness, covering theoretical frameworks, components, antecedents, consequences, methodological considerations, practical implications, and future research directions. Researchers conducting such a review would delve into relevant studies and synthesize findings to contribute to the understanding of this important concept in organizational behaviour. In conclusion, job embeddedness is a multifaceted construct that encompasses various individual, organizational, and contextual aspects influencing employees' attachment to their jobs and organizations (Joubert *et al.,* 2023). By understanding the precursors and outcomes of job embeddedness enables organizations to formulate strategies that boost employee retention, performance, and well-being, thereby fostering organizational success.

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