

## Impact of Job Embeddedness on Organizational Citizenship Behavior and Organization Effectiveness with Special Reference to the IT Sector



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**ABSTRACT:** The study aims to provide an in-depth analysis of the factors that influence the inter-relationships and implications for organizational performance and employee behavior. Job embeddedness (JE) is positioned as a profound influence towards enhancing Organizational Citizenship Behavior (OCB) and the general organizational performance, especially from the framework of the Indian IT industry which is highly volatile. The findings indicate a synergistic framework of JE and OCB for the organization. The combination is vital given the context of addressing the challenges of high employee turnover and rapidly changing demands in the project-based work environment, typical of IT firms. The study points towards the dimensions of JE-value attachments-linking (connections in the organization), fit (agreement with the culture and values of the organization), and sacrifice (perceived cost of leaving)-combined to foster discretionary behaviors conducive to organizational goals. The findings of the study should thus motivate researchers to employ a longitudinal approach for JE research. Such an approach towards advancing the changing nature of JE gives promise for employing its positive effects to know better the demands of the IT industry in India. Since the sector shifts at rapid speeds and experiences ever-challenging problems, the strategic interventions inspired through JE could positively anchor solidifying organizational stability and better performance overall.

**KEYWORDS:** Job Embeddedness (JE), Organizational Citizenship Behavior (OCB), Organizational Effectiveness, Employee Retention, Employee Engagement

### I. INTRODUCTION

The historical overview of the Information Technology (IT) sector's competitive landscape and workforce dynamics indicates the sector's phenomenal transformation by fast-paced technology and evolving workforce demands. The IT sector came into being as a small field that concentrated on simple computing and data management at the beginning. But the digital revolution led upon the advent of the internet has dramatically changed this landscape by giving birth to new disciplines like web development, cybersecurity, and data analytics. Each of these areas required special skills, and, therefore, collaboration among educational institutions with industry was reiterated and reinforced. Such cooperation then focused on practical experience and lifelong learning, laying the foundation for a more flexible workforce. The technological progress has gone hand in hand with new technologies emerging in the sectors including artificial intelligence (AI), machine learning (ML), and the Internet of Things (IoT) to foster changes within the IT industry. Innovations piloted in an era of new job roles necessitating continuous upskilling and reskilling of the existing workforce. Organizations started comprehending the necessity for a technically competent yet flexible workforce capable of keeping pace with the changing environment; thus, flexible learning pathways were born-from online courses to industry certifications- to allow IT workforce to keep updated with technical advancements (Ajayi & Udeh, 2024).

Job embeddedness is found to be a major determinant for enacting Organizational Citizenship Behavior (OCB) and overall organizational effectiveness. Job embeddedness means the extent to which employees feel a part of their organization and community, including the links to their coworkers, fit into an organizational culture, and the sacrifices they have to make to leave the job. In a competitive IT scenario, with retention of talent at a premium, a high sense of job embeddedness can boost organizational citizenship behavior leading to further collaboration, innovation, and productivity. As organizations compete for a competitive edge, the process of trying to bring together organizational culture and the engagement of the workforce becomes central for realizing a resilient and effective IT workforce. This historic view reinforces the need for adaptive strategies in

## **Impact of Job Embeddedness on Organizational Citizenship Behavior and Organization Effectiveness with Special Reference to the IT Sector**

workforce development concerning upskilling; along with meeting the exigent needs of technology, organizations must create a culture that encourages engagement and commitment from their employees. In fostering job embeddedness, IT organizations will show greater effectiveness and navigate through the dynamism of the digital space, thus facilitating sectoral growth and innovation. (Afsar & Badir 2016).

### ***A. Job Embeddedness, Organizational Citizenship Behavior (OCB), and Effectiveness: The Pillars of Success***

The significance of job embeddedness, OCB, and organizational effectiveness in the IT sector cannot be overemphasized in this era marked by fast-paced technology and fierce talent competition. Job embeddedness provides an important lens through which to view how workers become attached to their organizations, as well as to the community in general. Job embeddedness has three dimensions: links, fit, and sacrifice. Links refer to the relationships an employee has with co-workers or the organization, fit refers to the fit between an employee's values and the organization's culture, and sacrifice refers to the perceived costs if an employee left his or her organization. An employee with strong embeddedness on the job is also likely to display OCB-some voluntary behaviors that contribute to the overall running and management of the organization like helping their team member, taking initiative for work-related goals, and attempting to mentor others to create a good workplace (Sharma & Mishra, 2023).

According to the context of the IT sector, where collaboration and innovation trend tops, OCB plays a vital role in enhancing team dynamics and driving project success. OCB not only enhances the individual performance of employees but also raises the work performance of their colleagues, thereby cultivating a culture of collaboration and shared responsibility. More importantly, in IT, the nature of many projects requires cross-functional collaboration and complex skill set integration. Therefore, it becomes a norm for organizations to endorse job embeddedness for an increase in OCB leading to enhanced organizational effectiveness (Lalitha, 2024). It has been discovered that work attachment, a term that describes elements that affect morale among workers, has a positive association with "organizational citizenship behavior (OCB). Job embeddedness and OCB" were shown to be significantly positively correlated in research on the financial institution personnel. Previous ideas of work fulfillment and dissatisfaction serve as the foundation for the idea of work attachment. (Fira Fudhla et al., 2022).

### ***B. The Retention Dilemma: Tackling Workforce Challenges in Information Technology (IT)***

As the IT sector continues to grow and expand, most organizations are finding it difficult to find the right balance between maintaining a productive workforce and retaining people with the right skills. One of the most obvious challenges is the staggering levels of employee turnover that have reached record highs with reports suggesting an increase to 21% in 2021 from 12.9% of the previous year. This worrying phenomenon is increasingly noticeable in various sectors and is all but propelled by the existing job market, which forces workers to move from one place of work to another to look for better compensation, hence the loss of talents and institutional memories. Moreover, a loss of senior team members interferes with the seamless functioning of teams and involves high logistical costs as new employees have to be recruited, trained, and made to fit into the team and the existing structures, which consumes time and money (Rajput, 2022).

Many organizations find it hard to carry out retention strategies that meet the needs of employees. Shortcomings in areas such as growth opportunities, recognition, and work-life balance have played a part in employee dissatisfaction and disillusionment. Furthermore, the challenge in retention is heightened as IT companies are required to respond to ever-growing global demands, which include working within cultural barriers and differing expectations on remuneration, job levels as well as job satisfaction. Consequently, their attention must not only be directed toward providing enhanced pay but also toward developing an environment capable of ensuring employer and employee loyalty. This is because turnover cannot be avoided and productivity will be low, even among the employees who have engaged themselves fully in the activities of the organization's mission and vision. (Haque, 2023).

The last thing to note is that the retention of employees in IT organizations involves a lot of complexities, which calls for a deliberate focus on understanding employee needs, professionalism in the implementation of retention policies as well as the need to build engagement in the workplace. By tackling these issues, organizations are able to develop a more reliable and stable grouping of employees, eventually improving efficiency and retaining a competitive edge within the industry (Cloutier, O., et.al, 2015).

### ***C. Driving Success Through OCB in the IT Landscape***

"OCB or Organizational Citizenship Behavior" means the responsibilities and commitments that an individual views as overlaying his or her job, but which are not a part of a formal job description. This is a positive behavioral tendency that is used by employees who are committed with their work and management. According to studies, "OCB" helps to improve the productivity of an organization. It refers to behaviors that build the emotional core of an organization and help in the relations among its

## **Impact of Job Embeddedness on Organizational Citizenship Behavior and Organization Effectiveness with Special Reference to the IT Sector**

members. For this reason “OCB” is considered as both positive and necessary for organizations. There are several variables that lead to “OCB” among the employees. Nevertheless, in the recent past, the focus has been more on how and why facilities for the engagement of employees are designed, constructed, and interconnected which is an interesting and new perspective on “OCB” (Yilmaz, 2020).

This emphasizes the importance of comprehending the relationship between the causes of “OCB” and its consequences. In order to understand the importance of employee engagement manifested through “OCB,” “organizational effectiveness” is also incorporated, which has been given less emphasis in prior studies. The understanding of motivational frameworks and behavioral processes is pursued and will drive managers’ engagement in “OCB” which will be instrumental to both academic and practice-oriented organizational development. Indeed, it is a common understanding depending on the region of the world among organizational leaders that employed enthusiasm, in addition to trust, dependability, and engagement, as one of the key ingredients to organizational success (Klotz, A. C., et.al, 2018).

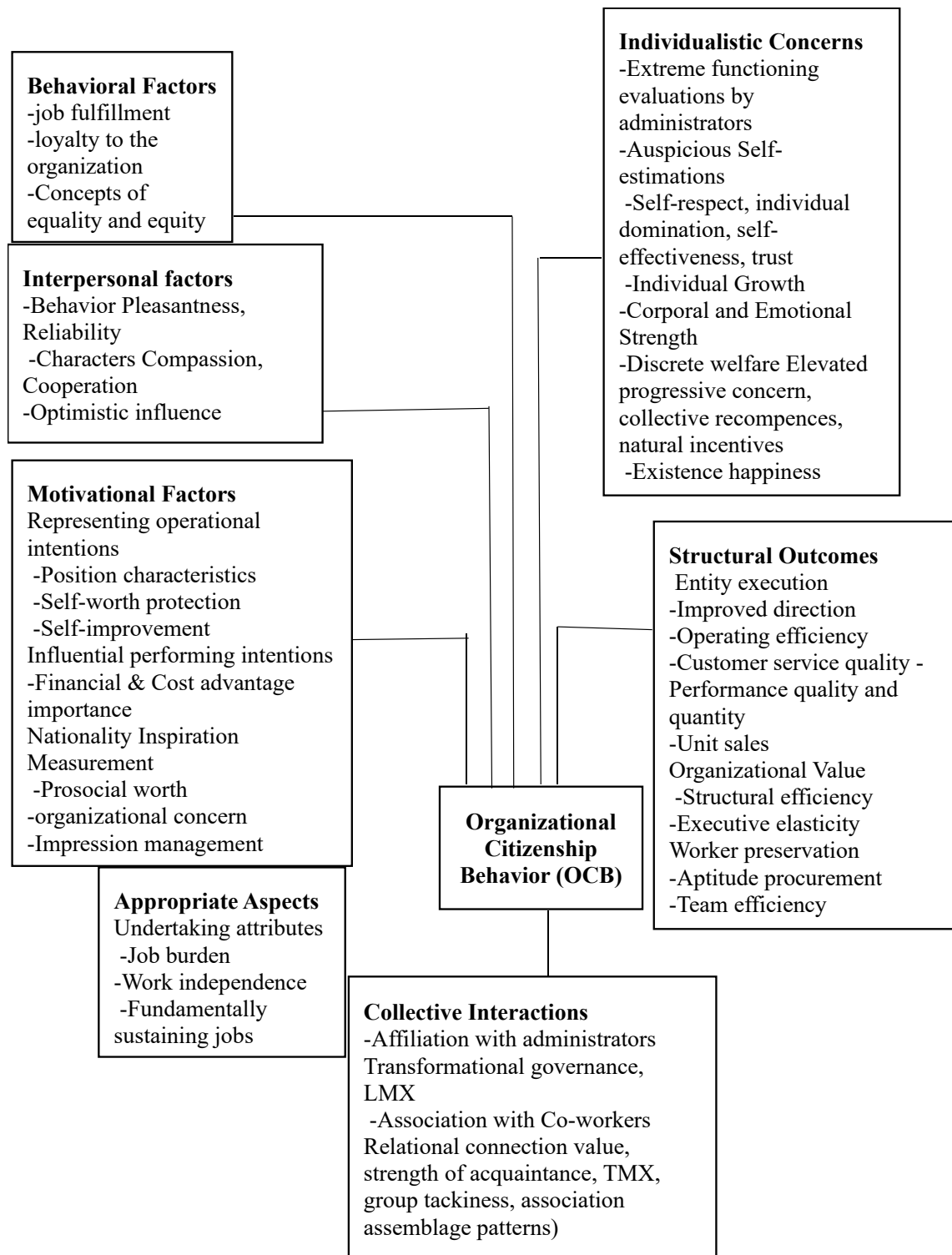
Dedicated staff bring their physiological, mental, and spiritual capabilities to their jobs. In this regard, interpersonal interactions seem to be important and required for the worker to devote his or her own motivation to the execution of their job. This idea also led to the conception of three cognitive circumstances: a) significance (detection with one's job/creative and demanding labor, liberty, etc.); b) stability (community structure components); and c) accessibility (feeling of having intellectual and physical capabilities). In this case, it is assumed that involvement would benefit people as well as businesses. The companies require workers who are enthusiastic, committed and engrossed in their jobs. This is because worker dedication is commonly conceptualized as a significant degree of individual involvement that consists of intellectual, physical, and psychological forces in activities carried out on a job. Due to its broad applicability in a significant number of nations worldwide, “Schaufeli's three-factor model”—which describes involvement regarding energy, devotion, and absorbing components has been one of the most often used metrics (Wefald et al., 2011).

As the IT industry is characterized by rapid change and intense competition, job embeddedness becomes an important driver of OCB and organizational effectiveness. Job embeddedness is the connection of an employee to an organization, an occupation, and factors such as links to other peoples, the cultural fit to the organization, and aspects that would make it difficult to leave the job. Employees who are based well in their roles are likely to exhibit OCB since they feel attached and committed to the organization. That commitment results in behaviors that are beneficial to the organization such as assisting others, engaging in teams, and helping to build a favorable environment in the organization (Mishra, et.al, 2022).

In addition, given the nature of information technology, most of the sectors rely on new ideas and making changes which makes OCB enormously important to the success of any organization. Employees who exhibit OCB will tend to be more knowledgeable, active mentors to coworkers, and willing to assist in addressing challenges - all of which are important in keeping an organization competitive. The relationship that exists between job embeddedness, OCB, and organizational effectiveness is such that it is mutually reinforcing countries and institutions that emphasize job embeddedness can foster high employee engagement, which in turn leads to high OCB. Therefore, this contributes to better organizational performance, since when employees are engaged, they tend to be more productive, as well as supporting a culture of continuous improvement and excellence (Muzanhenamo, 2016).

Workers who love their work tend to be highly engrossed in their work, find their duties interesting and can focus on them without distractions. Therefore, involvement is seen as an advantage as a whole, with favorable outcomes for the company, including a great deal of dedication, task competency, reduced tardiness and resignations, greater efficiency, and ultimately, enhanced competence. Achievement, dedication, and participation by staff members are all closely related to the business's objectives. If firms establish a healthy mental environment, decent circumstances for working, employment opportunities, and managerial assistance to motivate staff to go above and beyond to improve the efficient operation of the company, enthusiastic employees will make a significant impact. Additionally, when workers encounter favorable organizational practices, such as being handled with dignity, given chances to advance their careers, receiving sufficient compensation and acknowledgment for exceptional work, etc., they function effectively. In actuality, workers want to feel good regarding their employment activities that extend beyond general sentiments of dedication or fulfillment with work. As a result, it is an ongoing endeavor, and companies must work hard to foster and capitalize the involvement. In the current situation, it is crucial to provide workers with a favourable atmosphere at work where they may invest and so aid their firm in succeeding (Sonnentag, 2017).

## Impact of Job Embeddedness on Organizational Citizenship Behavior and Organization Effectiveness with Special Reference to the IT Sector



**Figure 1:** Direct or Indirect Sources and Consequences of OCB

**Source:** Self-Preparation by Author

There are several major reasons why it is important to investigate employee behaviors such as Organizational Citizenship Behavior (OCB), job embeddedness, and their intermediate relations vis-a-vis organizational performance in the IT industry. First of all, the IT sector is changing every minute in a bid to increase productivity and satisfaction and as such, it can produce new products and services within a very short duration of time. In this case, the voluntary behavior of the employees, which in this case is referred to as Organizational Citizenship Behavior becomes critical in enabling teamwork, sharing of information, and even resolving challenges creatively. Employees who can be classified as engaged and show OCB are most probably going to be involved

## **Impact of Job Embeddedness on Organizational Citizenship Behavior and Organization Effectiveness with Special Reference to the IT Sector**

in the aspects of teamwork and culture which in turn leads to innovative processes and sustaining the position of the organization in the current market (Zhao & Zhou, 2019).

Additionally, the Information Technology sector has a high turnover in employment which affects the carrying out of projects as well as increases the costs related to recruiting new employees and retraining the current ones. Therefore, it is important to appreciate the concept of job embeddedness in retaining employees. Employees with an emotional and or physical attachment to their jobs tend to stay in their workplaces and hence a steady workforce. This consistency helps to retain organizational memory, helps to form and strengthen workgroups, and improves the output of the organization (Mboule, 2022).

Moreover, the structure of jobs in the Information Technologies field mostly entails sophisticated related works that require the members to sit down collectively and work. OCB is imperative in this case, as individuals who practice OCB are likely to help their peers, provide them with information, or back team efforts. In analyzing such relationships, organizations will seek ways of enhancing engagement and citizenship as a way of improving project performance and general organization effectiveness. Most importantly, the IT industry now appreciates the fact that the well-being and job satisfaction of employees are elements whose performance must be encouraged. When studying the impact on organizational effectiveness and OCB, job embeddedness can be seen as a factor easily connected to the development of strategies designed to improve employee engagement and satisfaction. Such an approach to management positively affects the employees while at the same time taking care of the organization's strategic plan and hence is beneficial to both parties (Farmer, et.al, 2015).

## **II. LITERATURE REVIEW**

Yuwono, W., & Qamari, I. N. (2024) investigated the intermediary function of the staff involvement approach regarding occupational and familial disputes, career overloading, and job integration, as well as the elements that could improve job integration. The study also identified that the replacement percentage was substantial at accredited private colleges. Prolonged workdays, a lot of paperwork, hostile customers, anxiety levels, awkward scheduling, and various other occupational problems that were frequently encountered by staff members at these establishments exacerbated the workforce problem. Teamwork and job integration were key principles for dealing with this workforce dilemma. The study employed "Structural Equation Modeling Partial Least Squares (SEM PLS)" as the analytical tool in this empirical investigation. The study encountered 205 instructors from private colleges who participated in the survey as participants. The study showed that employment integration and staff loyalty approach were significantly impacted negatively by overwork and conflict between family and work. On the other hand, work integration was enhanced by employee retention strategies. Additionally, the association between job retention, familial disputes, and work overloading was mediated by the staff participation methodology.

Tayal, R., et.al, (2023) explored the role of "Organizational citizenship behavior (OCB)" as an intermediary in the link among "self-efficacy (SE), job embeddedness (JE), and organizational effectiveness (OE)". The study also confirmed the reduced impact of emotional attachment on the link between "JE, SE, and OE". The study employed anonymous survey responses from "568 workers from 89 bank offices in Northern and the center of India" to gather the data for the study. The study used structured equivalence modeling to analyze the gathered data. The results of the study validated that "JE, SE, and OE" were positively correlated. The findings further implied that the relationship between the two categories of variables was mediated by "OCB". The study also observed that the link between "OCB and OE were moderated by affective commitment (AC)" and consequences for practice. The findings of this study helped the staff members to understand the core of "OCB" and focus their efforts on JE.

Hidayat, W., & Tannady, H. (2023) assessed "Organizational citizenship behavior's effects (OCB), work stress, work communication, and work atmosphere on employee performance and turnover intention at "PT. Bank Tabungan Negara (Persero) Tbk. Cabang Gresik". The study concluded that Productivity was strongly impacted by the organization's "organizational citizenship behavior, or OCB". The study identified that the pressure of the job had little effect on productivity and interactions at work significantly impacted productivity. Job performance was greatly impacted by the atmosphere of the company. "Organizational citizenship behavior (OCB)" greatly impacted plans to quit the firm. The influence of stress at work was substantial. Interaction within the workplace had little effect on the decision to leave. The workplace setting had little effect on staff turnover aspirations.

Pratidhina, P. H. (2023) assessed the impact of workplace atmosphere, career satisfaction, and dedication to the company on worker's productivity. The study identified that coordinating workers with varying requirements and incentives in a fast-paced workplace was an endeavor for the organization. The study examined the actions of organizations in relation to "Unilever Companies' human resource management". The study performed empirical analysis by utilizing conversations with a few "Unilever Companies management" and workers. The study found that workers at "Unilever Companies" enjoyed working together, a substantial amount of enthusiasm, and great institutional dedication as well as job happiness. The outcomes of the study suggested that managerial conduct in the businesses was significantly influenced by these characteristics. The study concluded



## **Impact of Job Embeddedness on Organizational Citizenship Behavior and Organization Effectiveness with Special Reference to the IT Sector**

that “Unilever’s” achievement and profitability might be positively impacted by comprehending and controlling elements like enthusiasm, happiness on the job, loyalty to the company, and teamwork atmosphere.

Sutianingsih, S., & Agustina, S. (2022) investigated that a company's success was mostly dependent on the caliber and output of its personnel, as its workforce was crucial to its sustainability. The study examined the effects of “organizational citizenship behavior”, rewards, and penalties on the efficiency of team members. The study used “Multiple linear regression analysis” and statistics processing using “SPSS 24.0 for Windows”. The study performed analysis on “101 persons who worked for the Cahaya Sentosa Cooperative in Purwodadi by using saturated sampling methods in the sample procedure and assessments that had undergone quality and dependability testing”. The study found that worker efficiency was favorably and greatly affected by both positive and negative factors, but teamwork was unaffected by “organizational citizenship behavior”. The biggest (inherited) impact on team member productivity was retribution.

Yadav, A., & Singh, K. (2022) analyzed that only dedicated and skilled employees could help a business to reach its level of performance, relationship building specialists had shown a great deal of curiosity in identifying the factors that increased employee happiness and commitment to the company. The study also examined work dedication as a facilitator in the interaction between job satisfaction, organizational commitment, and ambiance of organizational performance. The study used a straightforward survey method and prepared interviews with a Likert scale with seven points and collected the data from 581 participants in the IT industry. The study showed that productivity was strongly correlated with work contentment and organizational atmosphere. Engagement of workers, workplace atmosphere, and performance operated as full mediators in building the relationship between work accomplishment and efficiency. In addition to addressing concerns about job fulfillment among staff members and a positive work environment, the study had consequences for IT industry executives looking to increase efficiency.

Wu, L., et.al, (2021) analyzed that work embeddedness had drawn a lot of interest from academics and professionals in recent years as a fresh way to articulate workforce choice of job and persistence. The study thoroughly examined the effects of employment embeddedness which was carried out according to analytical views, qualitative analysis, and possible future developments after 176 publications from both local and global sources were examined using qualitative methods. Thus, six academic explanations—“the contagion process model, work-role attachment theory, planned behavior theory, social capital theory, conservation of resources theory, and future time perspective” were compiled. The study demonstrated the trend of work integration and its multi-perspective effects by using text analysis. The study emphasized to develop a theoretical structure for cooperative job integration. The study also underlined its two-sided impact, concentrated on the impact of spillovers while comparing cultures, and stressed the distinguishing implications of its subdivisions.

Wang, T., et.al, (2018) examined the changing consequences of “Organizational citizenship behavior (OCB)” using an integrated fluid framework to help megaproject efficiency. The study also investigated the complex systems that might be used to simulate the managerial decisions and success of megaprojects, with probable consequences for “OCB’s” societal and operational adoption. The study used a stock-flow chart and four correlated communication channels that were created to show the continually changing impacting process, and three different strategies to statistically evaluate the potential effects of “OCB” modifications on the framework in general and the efficiency of the megaproject in particular. The study found that enhancements in “OCB” and the achievement of megaprojects were significantly impacted by a rise in the “AIRPP (actual growing rate of potential promotion)”. In the multi-policy situation, the “OCB” and efficiency increased with the “AIRPP”.

Kiazad, K., et.al, (2015) examined the theoretical foundation of the conservation of resources (COR) theory for a multifaceted model of job embeddedness (JE). The study based on COR theory, proposed the reason for the integration of workers. The integration of workers might be explained by their drive to obtain and safeguard resources. The study used the COR-based JE model to highlight the ambient determinants that elucidated how workers get rooted among various emphases. Additionally, the study through its multifocal analytical prism demonstrated how various types of job-focused roots impacted job results differently and collaborated with nonwork foci in determining those results. The study further discussed the philosophical as well as practical consequences of the holistic framework.

Andresen, M. (2015) The study investigated work integration as an analytical predictor of immigrants, their work ethic, and “organizational citizenship behaviors (OCBs)”. The study employed “multivariate regressions” to account for potential causes and “bivariate analysis” to evaluate the predictions. The study prepared a questionnaire in English that was sent to connected exile communities, resulted in the recruitment of “194 expatriates from 39 different countries”. The study showed that performance at work was strongly correlated with social integration, and “OCBs” had a positive correlation with both institutional and communal attachment. Furthermore, there was a favorable correlation between organizational and societal attachment. Additionally, both the beneficial link between communal attachment and “OCBs” and the beneficial correlation between

## **Impact of Job Embeddedness on Organizational Citizenship Behavior and Organization Effectiveness with Special Reference to the IT Sector**

communal attachment and job achievement for administrative immigrants were moderately modulated by administrative attachment.

### **III. RESEARCH OBJECTIVES**

- To examine the relationship between job embeddedness and organizational citizenship behavior (OCB) among employees in the IT sector in India.
- To analyze the impact of job embeddedness on organizational effectiveness within the Indian IT sector.
- To explore strategies for enhancing job embeddedness to improve organizational citizenship behavior (OCB) and organizational effectiveness in IT organizations.

### **IV. RESEARCH QUESTIONS**

- What is the nature of the relationship between job embeddedness and organizational citizenship behavior (OCB) among employees in the Indian IT sector?
- How does job embeddedness influence organizational effectiveness in the Indian IT sector?
- What strategies are currently employed by Indian IT organizations to enhance job embeddedness among employees, and how effective are these strategies in improving OCB?

### **V. RESEARCH METHODOLOGY**

The Research Methodology adopted for the study on the Impact of Job Embeddedness on Organizational Citizenship Behavior (OCB) and Organizational Effectiveness in the IT Sector is descriptive in nature. The study uses predominantly secondary sources such as books, scholarly articles, industry reports, and live case studies to answer and analyze these relationships with a focus beyond surface factors. The qualitative method emphasizes thorough examination and synthesis of pre-existing knowledge and views. The results and findings of the study are derived solely from secondary sources, including peer-reviewed scholarly articles and industry reports. The scholarly articles provide the foundation for the contemporary nature of job embeddedness, OCB, and organizational effectiveness. The industry reports provide a broader picture of employee engagement and organizational performance trends in the IT sector. Although the case studies put up real-life applications and demonstrate a contextual understanding of how these variables interact within IT organizations. To maintain the relevance and quality of the data gathered, certain inclusion and exclusion criteria apply. The inclusion criteria are thus studies published in peer-reviewed journals, research focusing on the IT sector either directly or potentially transferable, and studies published within the last 12 years so that current relevance can be ascertained. Other criteria are that those studies include at least one of the major variables like job embeddedness, OCB, and organizational effectiveness. Exclusion criteria will resolve out studies not related to organizational dynamics or the IT sector, non-peer-reviewed sources with questionable credibility, articles published before 2013 unless the articles contain seminal insights, and studies not grounded in sufficient empirical or theoretical reasoning. This study will aim to provide an in-depth analysis of the factors that influence these inter-relationships and their implications for organizational performance and employee behavior. Achievements in these domains, their constraints, and areas for improvement are also intended to recommend IT organizations concerning the retention of employees, OCB, and organizational effectiveness. The study aspires to enable the development of strategies to cultivate organizational viability and employee well-being in the highly competitive environment of the IT sector.

### **VI. DISCUSSION**

- **To examine the relationship between job embeddedness and organizational citizenship behavior (OCB) among employees in the IT sector in India**

Many studies contend that job embeddedness (JE) is a significant contributor to organizational citizenship behavior (OCB). JE and its dimensions of links, fit, and sacrifice foster strong belongingness and commitment among employees. According to Sharma and Mishra (2023), employees who have strong JE are more likely to help colleagues and take initiative, which are the behaviors considered OCB. Interestingly, while some research focuses on the effect of JE regarding morale and discretionary behaviors (Fira Fudhla et al., 2022), others delve into cultural importance, for example, Andresen's (2015) look at communal attachment among expatriates. A persistent finding appears to be that of a positive correlation between JE and OCB across some industries, e.g., the IT sector. A commonality is noted concerning JE's role in encouraging cooperation and joint responsibility. Yet, differences begin to appear on which dimension of OCB is given emphasis: studies from the West often focus on altruism, while studies from India accentuate cultural fit and loyalty, clearly pointing to regional preferences. The findings support the conservation of resources

## **Impact of Job Embeddedness on Organizational Citizenship Behavior and Organization Effectiveness with Special Reference to the IT Sector**

(COR) theory. It asserts that employees tend to work at keeping valuable relationships and roles. Practically, IT organizations should look to strengthen JE through various team-building programs and alignment in the organization to increase OCB. One challenge will be to understand how accurately JE impacts several specific dimensions of OCB because altruistic behavior may be culture-bound. Also, with the dynamic nature of IT projects, JE's impact on OCB must be periodically reassessed.

- **To analyze the impact of job embeddedness on organizational effectiveness within the Indian IT sector**

The study has shown that job embeddedness increases organizational effectiveness through reduced turnover, enhanced engagement, and increased productivity. Muzanenhamo (2016) argued that high job embeddedness may lead to employee engagement as a precursor to organizational success. In the same view, Tayal et al., (2023) confirmed that OCB mediated the relationship between JE and organizational outcomes. However, while some studies, like those of Sutianingsih and Agustina (2022), concentrate on productivity at the team level, others, including Mboule (2022), focus on job stability, which is a long-term benefit. The prevalent pattern is that job embeddedness reinforces organizational effectiveness on a reciprocal basis. Employees embedded in their roles habitually contribute to innovation and knowledge sharing, themselves essential in IT projects. Unfortunately, the high turnover rates in IT pose challenges that militate against sustaining job embeddedness and subsequently achieving long-term effectiveness. From a theoretical point of view, these findings reaffirm the significance of resource retention, particularly human resources, in the widespread achievement of organizational objectives. The problem of high attrition continues to exist, constituting an enormous barrier against achieving long-term effectiveness. Contributing to the dilemma, the pressures from external factors, like global demand and cross-cultural expectations, compound the challenge of furthering the application and practices of job embeddedness in multinational firms in the IT sector.

- **To explore strategies for enhancing job embeddedness to improve organizational citizenship behavior (OCB) and organizational effectiveness in IT organizations**

The strategies for enhancing job embedment include mentorship programs, value alignment initiatives, and flexible work policies. While work-life balance has been accentuated by Kiazad et al. (2015), the betterment of the workplace environment is the main objective for Yadav and Singh (2022). Such strategies infuse not only JE but also OCB and, hence, organizational effectiveness. Some studies, however, such as Hidayat and Tannady (2023), insist upon contextualization, especially in IT when dealing with dynamically varying project demands. While environmental support to employer-employee value alignment in reducing turnover and cultivating cooperation is a commonality, the variations remain in priority; some strategies pay attention to intrinsic motivators such as career growth, while others focus on extrinsic forces like cash benefits. Such strategies would accord with motivation and employee engagement theories, by creating an environment conducive to discretionary behaviors being performed. Practical implications for IT firms would relate to the need to develop personalized career development plans and/or foster an environment for talent recognition that could be a means to retain talent for productivity. Implementation of such strategies might be resource-consuming and resistant leadership and HR that have been traditionally trained would find it objectionable. Thereafter contextualization at level of culture and organization could be problematic.

This discussion emphasizes the role of job embedment within the theoretical frameworks espoused in battle against OCB and organizational effectiveness within the IT sector. Creating effective relationships, as well as developing adequate strategies, can help IT organizations with high turnover and demands for project rotation. The study recommends the proposal of a longitudinal study using JE to enhance its strengths while attending to the needs of the sector, particularly that of the fast-moving Indian IT industry endowed with many challenges.

## **VII. CONCLUSION AND RECOMMENDATIONS FOR FURTHER RESEARCH**

The study highlights the major role of job embeddedness (JE) in influencing organizational citizenship behavior (OCB) and organizational effectiveness, especially in the Indian IT sector. Positive interrelations between JE and OCB, in general, are highlighted, with the dimensions of links, fit, and sacrifice positively impacting discretionary behaviors fiduciary to the organization. JE also directly enhances organizational effectiveness through low turnover rates, engagement, and the facilitation of knowledge sharing and innovation. The findings stress that JE, OCB, and organizational outcomes reinforce one another, designing thereupon an effective and ameliorative framing where high attrition and dynamic project demands scratch IT firms. From a theoretical perspective, the research aligns with the Conservation of Resources (COR) theory, reinforcing that employees get motivated to conserve valued resources like relationships and roles. Practically, there is a possibility to engender JE to reap benefits by providing collaborative environments to bring about job satisfaction and enhance motivation. This is further marred by challenges such as cross-cultural diversification, attrition, and resistance to change within the organizations, where it becomes a formidable task to maximize the prospects of JE.



## **RECOMMENDATIONS**

By adopting a multi-faceted approach, IT organizations will seek to enhance job embeddedness (JE), organizational citizenship behavior (OCB), and thereby organizational effectiveness. First, structured mentoring programs can help solidify interpersonal links, as well as foster collaborative behaviors such as teamwork and altruism. In addition, policies and activities aligned to promote value alignment by bringing employee aspirations in closer alignment with organizational goals may lead to a sense of fit within employees and offer them the avenue to commit rather than exit. Organizations should implement flexible work arrangements such as remote or hybrid modes-within their overall packages to pave the way for enhanced work-life balance and in turn, increase job satisfaction and embeddedness. In addition, career plans that will include enhanced skills training and pathways to leadership can serve the aspirations for growth while minimizing turnover. A consistent and transparent system for identifying and rewarding OCB behavior will spur employees to surpass the formal limits of their work and foster a collaborative and innovative culture.

Future research could further explore longitudinal research to assess the long-term effects of JE on OCB and organizational performance in constantly changing IT environments. A cross-cultural study is also needed that investigates how cultural variances shape the effectiveness of JE strategies as well as their implications for OCB. Future research should also investigate how JE strategies can be executed that respect the unique requirements posed by high-pressure IT projects and multinational teams. Other things to consider include the role that technology may play in optimizing JE initiatives, including perhaps virtual mentoring platforms or AI-driven career planning. These strategies supported by complementary research will help to address employee retention issues, enhance productivity, and sustain competitive advantage within the global marketplace.

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