

Relationship Between Commitment Based Human Resource Practices and Intention to quit:

The mediating Role of Job Embeddedness

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Abstract

Commitment based Human Resource Practices (CBHRP) is typically identified as a macro-level activity (Arthur 1994; Batt 2002; collins and clark 2006), and as a result, the relationship between CBHRP from an employee's perspective and attitude has rarely been explored empirically. (Levinson1965;Guthrie 2001). Mitchell. Terence, Holtom , Lee, Sablynski and Erez (2001) have introduced the concept of job embeddedness that influence an employee's choice to remain in a job . Research says that human resources policies is likely to have an impact on embeddedness (Gioson , Holtom and Watson, 2005; Holtom, Mitchell, Lee and Tidd ,2006),but to date no study investigating the role of organizational factors such as Strategic Human resource practices on embeddedness has been done .

We answer this call by developing Hypotheses, backed by sound theoretical explanation and mediation (baron and Kenny,1986), with a sample of 501 employees from nineteen different financial services organizations. Results reveal that Perceived Commitment based human resource practices composed of three sub dimensions namely selection policies, Incentive, Training and Development are positively related to on the job embeddedness thereby enabling organizations to actively embed employees. Results also indicate that on job embeddedness is negatively related to intention to quit and partially mediates the relationships between perceived CBHRP and Intention to quit.

Managers can look for several strategies and tactics from CBHRP in order to build deeper links, make better fits, and create greater potential sacrifices for employees should they decide to look for or pursue other employment opportunities. Building on social exchange theory, employees' perception of Commitment based human resource practices (CBHRP) influence employees' intention to quit by fostering workplace ties. under CBHRP the organisation considers an employee's well-being as well as an investment in the employee's career within the firm. In exchange, the employee contributes by working on job assignments that fall outside their prior agreements or expertise and learns firm-specific skills because he or she the mutual investment. Such Characteristics of high-quality relational systems enmesh individuals within a relational web embedding employees more extensively into the organization.