

# International Journal of Knowledge Processing Studies (KPS)



Homepage: <http://kps.artahub.ir/>



## ORIGINAL RESEARCH ARTICLE

### Organizational Embeddedness Model Based on Knowledge Application

Noorolla Majidian Dehkordi<sup>1</sup>, Mohammadreza Dalvi Esfahan<sup>2,\*</sup>, Sayyed Rasool Aghadavood<sup>3</sup>

<sup>1</sup> Ph.D. candidate of Public Management, Human Resources, Department of Management, Dehaghan Branch, Islamic Azad University, Dehaghan, Iran. [noorollamajidiandehkordi@gmail.com](mailto:noorollamajidiandehkordi@gmail.com), 0000-0003-3863-8328

<sup>2</sup> Associate Professor, Department of Management, Faculty of Human Resource, Azad University, Dehaghan, Iran. (Corresponding Author) [m\\_dalvi53@yahoo.com](mailto:m_dalvi53@yahoo.com), 0000-0003-1262-8818

<sup>3</sup> Assistant Professor, Department of Management, Faculty of Human Resource, Azad University, Dehaghan, Iran. [rasool\\_ghadavood@yahoo.com](mailto:rasool_ghadavood@yahoo.com), 0000-0002-6927-7484

#### ARTICLE INFO

##### Article History:

Received: 2022/09/11

Revised: 2022/09/17

Accepted: 2023/01/15

Published: 2023/05/25

##### Keywords:

Organizational Embeddedness

Job Quit

Employee Turnover

Job Satisfaction

Central Bank of Iran

Number of Reference: 0

Number of Figures: 1

Number of Tables: 9

##### DOI:

10.22034/kps.2023.365327.1060



Publisher:

Ayande Amoozan -e- ATA (AAA)

#### ABSTRACT

This fundamental-applied research aims to design and test the organizational embeddedness model based on the knowledge application with a mixed approach using grounded theory (GT). In the qualitative section, data is derived from in-depth interviews conducted with 25 high-ranking and experienced managers of the Central Bank, who were selected based on snowball sampling. In the quantitative section, according to Cochran's formula, 346 out of 3500 people were selected by stratified random method. Qualitative data analysis was done using the grounded theory analysis method and quantitative data was analyzed by confirmatory factor analysis method with AMOS and SPSS software. The results showed that the dimensions and components of organizational embeddedness in the Central Bank can be classified into 24 main dimensions and 51 components, which include 6 main groups: causal conditions, core category, strategies, consequences, contextual conditions, and intervening conditions. Each group has 4 dimensions: individuals, group, organizational and environmental. The results indicated that paying attention to the financial needs of employees in order to create motivation, maintain their job position, and encourage families can be considered as a general solution. ©authors

► **Citation:** Majidian Dehkordi, N., Dalvi Esfahan, M., & Aghadavood, R. (2023). Knowledge Extraction as an Emerging Discipline: A Bibliographic Analysis. International Journal of Knowledge Processing Studies (KPS), 3(3): 1-16. Doi: 10.22034/kps.2023.365327.1060

## 1. Introduction

Globalization and restructuring towards information and knowledge society are driving forces that have changed business structures in the 21st century (Gong et al, 2021). Knowledge has become important due to the new environmental conditions that affect organizations, and traditional factors of production are placed in the background (Kong et al, 2018). Today's organizations are dealing with changing customer needs, shorter product life cycles, and complex systems and processes (Lee et al, 2014).

All these things force people and organizations to constantly think, innovate and perform better. It seems that organizations have turned to a knowledge-based economy by giving more importance to their knowledge than other traditional resources and assets (Ng et al, 2014). In the meantime, banks, which play a remarkably significant role in the economy of any country, have shown special attention to knowledge management and have realized the necessity of using their experience and intellectual assets to respond better to the changes in the business environment (Permarupan et al, 2020).

Application of knowledge in the banking industry is similar to other industries, but the increasing complexity of the banking environment makes its implementation more difficult (Rathert et al, 2020). Although the importance of knowledge application in organizations is increasingly recognized, there is no single framework that can guide organizations in formally implementing a knowledge management process (Schermyly et al, 2016).

Any knowledge management framework adopted by a specific organization can be successful only if it is appropriate for that organization, otherwise, it must be modified and developed by users (Simonet et al, 2015).

As one of the most vital organizations in the country, the Central Bank has an influential and prominent role in promotion of country's economy and industrial growth goals (Tajarlo & Khodabakhsh, 2022). The Department of Economic Statistics is one of

the branches of this bank, which reports on the economic development data by collecting accurate statistics from the given community. It reports the monthly and annual inflation rates based on the and the economic and inflation indicators and presents them to the senior officials of the country. It can be viewed as a full-length mirror against the economic measures of the statesmen (Zhou & Chen et al, 2021). A common concern in all industries is employee retention. Although various factors may contribute to employee turnover, recent research may shed light on practical ways to improve retention and reduce costs associated with excessive employee turnover. Experienced and skilled employees in this department and the central bank in general play a significant role in providing correct and accurate statistics (Baybordi et al, 2022). This cannot be achieved except in the presence of motivated and efficient human resources who have a sense of belonging to the organization and perform their duties with love and passion, and gain experience in the few years serving in the central bank and perform his specialized work optimally and not think about moving or leaving his job (Singh et al, 2018).

Job Embeddedness is a set of forces that influence employee retention. It is different from turnover; because its emphasis is on all the factors that keep an employee on the job, rather than on the psychological process that the individual goes through while having the job. In the other words, it is referred to staying in the job or in an organization (Bahrainian, 2015).

Banks should pay attention to the key competitive components and effectiveness in the market. They should fulfill their obligations and social contributions, create value for society and themselves, integrate existing services, create and provide new services faster than competitors. Of course, in relation to customers, they should also pay attention to satisfying the customer's demands and needs and provide them with unique values.

Banks also need to invest in making customers loyal and creating a positive

mindset for them. So that they can eventually enter into the market and increase and satisfy their customers in order to develop their financial performance. Achieving the appropriate knowledge application in the banking industry provides opportunities for learning and developing new practices. In addition, the knowledge application in banks increases communication and cooperation between people, and this communication leads to the flow of knowledge among employees. It makes employees cooperate, learn and share information. In fact, knowledge application in the banking industry will support the knowledge flow among bank employees (Lee et al, 2022). Also, when customer relationship management is implemented, the knowledge management program can expand the knowledge flow related to the customer. Knowledge management provides tools, processes, and databases to share knowledge with customers and employees. Therefore, knowledge flow is necessary for any organization to survive and have dynamism of that organization (Fürstenau et al, 2019).

The banking industry is no exception to this rule; therefore, knowledge management and knowledge flow can enhance organizational vitality in the banking system, which in turn can lead to customer satisfaction. Consequently, the banking system can achieve a stable competitive advantage in communication of information and knowledge (Baybordi et al., 2022).

The term "embeddedness" is sometimes used instead of "retention" (Chen & Shaffer, 2017). Human resource professionals can gain a lot of insight from the best retention practices by learning about job retention and its outcomes (Mehdad et al., 2018). A more nuanced approach to employee retention than the traditional measures such as employee job satisfaction, job retention theory is a multifaceted tool for identifying and addressing challenges that can potentially lead to unwanted turnover in their organization (Wihler et al, 2017).

In fact, embeddedness can be a kind of force that keeps working people in their current job that have no desire to leave their job or change jobs (Rubenstein et al, 2020).

Increasing organizational loyalty and strengthening the sense of duty among employees will lead to employees becoming established in their current jobs (Boxu et al, 2022).

The absence of three effective factors which are appropriateness, communication, and dedication can be observed in an organization (Amankwaa et al, 2022). The goal of knowledge acquisition is to achieve radical innovation through the accumulation of new and non-overlapping knowledge, while the goal of exploitation is to use the bulk of knowledge in order to achieve greater efficiency and improvements that mainly lead to incremental innovation. This is because companies with an ambidextrous orientation are more likely to succeed in overcoming the trade-off between retention and organizational persistence through better management of external and internal knowledge. This process improves organizational sustainability. Therefore, through the construction and development of knowledge networks and knowledge application procedures, organizations gain access to resources and competencies such as employee retention, loyalty, and organizational stability.

The main research objective is developing a suitable model for the organizational embeddedness based on knowledge application in the Central Bank of the Islamic Republic of Iran.

## 2. Literature Review

### *Knowledge Application*

To gain a competitive advantage, organizations are required to effectively manage their knowledge resources (Vaghefi et al, 2018). In general, knowledge application is a process through which organizations generate value from their intellectual capital and knowledge-based assets (Lendzion, 2015). The purpose of the knowledge management process is to support innovation and encourage the free flow of ideas throughout the organization.

The most important activity in the application of knowledge is to ensure the transfer of knowledge within the

organization and also between organizations. Therefore, knowledge transfer is considered one of the main components of knowledge application processes. A successful transfer is recognized as the most necessary and best way to use organizational knowledge (to create core competencies and develop strategic advantages in the organization) (Chauvel, 2016). However, the implementation of knowledge transfer in organizations can be challenging for managers. For the effective transfer of knowledge, there is a need to better identify the factors and obstacles that affect the flow of knowledge exchange. In fact, it is claimed that we are facing a lack of a systematic approach to understand the factors and mechanisms influencing knowledge transfer (Ayad et al, 2020).

*Organizational embeddedness*

In the field of social sciences, Karl Polanyi is usually regarded as the "father" of the concept of embeddedness. However, many theorists (for example, Marx, Weber, Schumpeter, and Parsons) tried to use broader and more comprehensive frameworks to introduce embeddedness in

economics and sociology (Kwiringira et al, 2021). Granovetter's classic article titled 'a stimulus for modern research on sustainability' is regarded as an economic agent in the ongoing patterns of social relations (Mohan et al, 2021), and instead of settling down, he argues about the primacy of both individual and social characteristics. The author emphasizes attention to the interaction between social structures and economic activity in industrialized societies (Fürstenau et al, 2019). According to Parsons, entrenchment can still be usefully and accurately viewed as a broad effort to expose and correct the shortcomings of the neoclassical economic tradition and to eliminate the desire of economists and others to modernize or determinize the market system. These definitions were formed in opposition to the specific market concepts that exist in neoclassical economics. Embeddedness can also refer to the continuous exchange of economic activities in social structures (Gemici, 2008). Some of the studies conducted on the subject of the research and its background are shown in Table No. 1.

**Table 1.** An overview of the background of the research

Researcher	Title	Results
Boxu et al (2022)	The effect of organizational embeddedness on innovation performance	Organizational and structural embeddedness has a positive effect on innovation performance
Ramaite et al (2022)	Profiles of job embeddedness: relationship with supervisor, job satisfaction, and work enthusiasm	The existence of 4 latent profiles of communication-based job embeddedness, balanced-high job embeddedness, moderate-communication-based, fit-based job embeddedness, and dedication-based job embeddedness was discovered.
Balyohere & Lowton	Engaging informal institutions through corporate political activism: Organizational embeddedness capabilities in emerging economies	Some organizations subtly involve them in their activities through communication with non-official institutions and cause these institutions to support the company's employees and increase their embeddedness.
Dechawatana paisal (2022)	Is it important to not keep the promise? The effect of contract violations on nurses' job stability and their job attitudes	Contract violations have a negative effect on the three dimensions of organizational commitment (fitness, communication, and dedication). And they weaken organizational embeddedness.
Dogantekin et al (2022).	The effect of job quality insecurity, burnout on hotel employees' job retention: the role of perceived organizational support	In conditions of weak organizational support, the impact of low job quality on employees' mental and emotional burnout is greater
Akgunduz et al (2022).	How the leader-follower relationship affects employee retention through employee support.	The leader-supervisor relationship and the support of the employees at its highest level increase the job embeddedness and job commitment of the employees. And employee support has a moderating role in influencing the leader-follower relationship on job satisfaction.
Stewart et al (2021)	Is the supervisor's gender, the moderating role of job embeddedness effective in the leader-follower relationship and job satisfaction?	Job persistence has an effect on the relationship between the four dimensions of the leader-follower relationship and job satisfaction, but the supervisor's gender has no effect on the four dimensions of the leader-follower relationship and job embeddedness.
YuTeng et al (2021)	Does work training increase persistence? Job passion model and mismanagement	Harmonious and normal enthusiasm has no effect on job retention, but intense and crazy enthusiasm has a positive effect on retention, and both normal and intense types have an effect on retention through the employee's interest in work.

Researcher	Title	Results
Yang & Chen (2021)	The effects of work dedication on job retention: The role of family-work conflicts and job flexibility	Devoting yourself to work has a positive effect on job and family conflicts, and these conflicts have a negative effect on job stability, and job compatibility has a positive relationship with job stability.
Dechawatana paisal (2020a)	Effects of leader-follower relationship on work attitudes	There is a direct relationship between the leader-follower relationship and job persistence and job commitment. Also, in difficult working conditions, organizational stability strengthens the effect of bilateral relationships with job commitment
Dechawatana paisal (2020b)	Meaningful work on job satisfaction: A modified model of job embeddedness and work-based social support	Meaningful work and job satisfaction are related to each other due to organizational commitment. Knowing about the support of the supervisor and colleagues has a positive effect on meaningful work and job stability.
Al-Ghazali (2020)	Transformational leadership, job adaptability, job embeddedness and perceived job success	The results show that transformational leaders increase perceived career success. In addition, transformational leadership and perceived career success are related to job adaptability and job embeddedness.

### 3. Methodology

This research is applied in terms of its objectives and follows a descriptive and fundamental-exploratory approach. Data were collected using library and field studies (using semi-structured interviews and questionnaires) it uses a mixed methods approach that employed the grounded theory (GT) in the qualitative part and exploratory factor analysis in the quantitative one. The population in the qualitative part comprises high-ranking and long-term managers of the Central Bank of Iran. Which were recruited through purposive sampling.

In the qualitative section, the statistical population included the senior managers of the Central Bank of Iran, recruited using the snowball method. Twenty five experts were identified as the statistical sample of the qualitative section and participated in the interview process. In this way, by coding the

first 7 interviews, the initial conceptual framework was framed and by conducting subsequent interviews new codes were obtained that were used to further develop the framework. Data were analyzed using the grounded theory techniques which includes three main stages of open coding, central coding, and selective coding. The initial findings provided the possibility of formulating hypotheses and how the variables of the organizational embeddedness model are influenced. In order to assure validity and reliability, 4 criteria including believability, reliability, transferability, and verifiability were considered (Lincoln & Guba,1985).

The demographic information of the interviewees is displayed in table2. The table shows that the work experience of all the interviewees is above 14 years indicating enough experience of the participants in this field.

**Table 2.** Interviewees' demographic information

No	gender	Education	work experience	No	gender	Organizational position	Education	Organizational position	work experience
1	Man	Ph.D.	18	14	Man	Head Director	M.A	Head Director	21
2	Woman	M.A	21	15	Man	Head Director	M.A	Head Director	18
3	Man	M.A	15	16	Woman	Head Director	B.A	Head Director	13
4	Man	Ph.D.	13	17	Man	Deputy Director	B.A	Head Director	12
5	Woman	M.A	16	18	Man	Head Director	B.A	Head Director	18
6	Man	B.A	22	19	Woman	Head Director	Ph.D.	Head Director	22
7	Man	B.A	16	20	Man	Head Director	B.A	Head Director	27
8	Woman	M.A	19	21	Man	Deputy Director	M.A	Head Director	20
9	Man	M.A	18	22	Woman	Head Director	Ph.D.	Head Director	19
10	Woman	M.A	24	23	Man	Head Director	M.A	Head Director	14
11	Man	Ph.D.	25	24	Man	Head Director	B.A	Head Director	16
12	Woman	M.A	21	25	Woman	Head Director	B.A	Head Director	21
13	Woman	Ph.D.	19	No		Head Director			

In this research, using Strauss and Corbin's strategy in the qualitative section, the phenomenon of organizational embeddedness was as the central

phenomenon with explanation of causal conditions, contextual conditions, intervening conditions, strategies and finally

consequences of embeddedness in the central bank were determined.

The coding validity of 0.79 was obtained using Cohen's kappa index.,

Table 3 presents an example of the identified codes from the interviews based on the GT analysis.

*Causal conditions*

Causal conditions of events are events and happenings that lead to the occurrence or expansion of the desired phenomenon.

Causal conditions in data are often expressed with words such as when, while, since, because of, and due to. Even when there are no such identifiers, the researcher can find the causal conditions by considering the phenomenon itself and by regularly looking at the data and reviewing the events that precede the phenomenon in terms of time.

**Table 3. Identified causal conditions**

Dimensions	Concepts (Axial Coding)	Category (selective coding)
Individual	Fanatic - automatic Good financial situation - no need Job with class - good image Good mood - career motivation	work bias Financial needs job prestige Mental and psychological strengthening
Group	Friendship of colleagues - interaction Work vitality - healthy competition Honesty - flawless work Preference of colleagues	A sense of friendship and connection An increase in cheerful people Raising honesty Raising the sense of sacrifice
Organization	Successful organization - welfare superiority Associate manager - popular manager Orderly organization - fixed rules Equal vision - proportional rights	A sense of organizational superiority Encourage managers Law-abiding No discrimination
Environment	Persuasion of the family - a positive view Agreeing parties - Prosperous people - rich country Information - people's awareness	Encouraging persistence environment The political environment The economic situation of the environment Reporting on social media

*Central Category*

In this research, the central category of organizational embeddedness has been

selected. As it was said, traces of this category can be seen throughout the data and they are almost mentioned in all the interviews and play a central role.

**Table 5. Identified categories**

Dimensions	Concepts (Axial Coding)	Category (selective coding)
Individual	Worthy manager - associate manager Specialists - promotion test Timely promotion Incentives - motivation for promotion	Meritocracy talent search promotion Employee incentives
Group	mutual understanding Appropriate treatment - respect Participation Information - legality	Existing of empathy Reducing tension Teamwork culture Explanation of the rules
Organization	Education - modeling Transfer of experience - relevant training Rating - Create a post Related matters	Improving the scientific level Experts Low level classification outsourcing
Environment	Excellent education - professors Social skills - knowledge Encouraging the mind - a gifted job Course training - new content	Communication with the university Non-occupational training Family encouragement

*Strategy*

Strategies or actions are purposeful actions that provide solutions for the desired phenomenon. Strategies are a set of actions

that individuals, teams, and organizations take in response to the causal conditions and context and considering the intervening factors in order to achieve a category-oriented approach.

**Table 6. Identified strategies**

Dimensions	Concepts (Axial Coding)	Category (selective coding)
Individual	Official employment - employment provision Provision of livelihood - benefits Sightseeing and educational facilities Working class - occupational pride	Job security salary and benefits welfare amenities job position
Group	Sympathy - solving problems Group orienting – team orienting Working group - effort Group encouragement-orientation	Understanding Coordination between employees Interaction Teamwork motivation
Organization	Education - improving knowledge Adaptation of education and occupation Specialization - elites	Education Courses Meritocracy Suitability of education and job training specialist
Environment	Urban spaces - parks Good treatment - peace Facilities for all - prosperity Encouraging - creating motivation	Environmental vitality De-stressing elimination of discrimination Motivate growth

*Contextual conditions*

Contextual conditions are a set of conditions that provide the background for the central phenomenon and influence behaviors and actions. The background conditions affect the central category and its results. In other

words, a series of special conditions in which strategies and mutual actions are carried out to manage, control, and respond to the phenomenon. Distinguishing underlying conditions from causal conditions is difficult because some factors might play roles in both conditions.

**Table 7. Identified Contextual conditions**

Dimensions	Concepts (Axial Coding)	Category (selective coding)
Individual	Willingness to work - self-esteem Related training - Mentoring Free mind - work enthusiasm Interest in work - becoming an expert	A person's genetic inclination to do work Increasing the academic level in accordance with the current job Mental health Suitability of job and employee and capabilities
Group	Communication - focus group Loyalty - group and team Happiness - group and team Healthy competition - ethics	Interaction of employee groups Not destroying and strengthening relationships Group dynamics and teamwork spirit Lack of jealousy and promotion of competition
Organization	Appreciation - reward Financial well-being - benefits according to inflation Equal opportunity - justice People's awareness - performance report	Optimal reward system Funding employees according to society Organizational Justice Performance reporting on social media
Environment	Effectiveness - mutual influence Support people - commitment Prominent role - people's awareness Pleasantness - appropriate treatment	Interaction between organization and environment Increasing the popularity of the organization in society Raising social capital Dealing with the customer properly

*Intervening conditions*

Intervening conditions are factors that facilitate the causal conditions, or interfere

and prevent them due to certain conditions. In other words, intervening conditions alone do not lead to behavior, but they can affect behavior due to causal conditions.

**Table 8. Identified intervening conditions**

Dimensions	Concepts (Coding Axial)	Category (selective coding)
Individual	Periodic transfer - mandatory transfer Prosperity - life for work Unnecessary pride - selfishness Not seeing a competitor - lack of competition	Periodic transfer of employees money worship selfishness The superior self

Dimensions	Concepts (Coding Axial)	Category (selective coding)
Group	Complaining - not having hope Lack of flexibility - failure to respect co-workers Non-compliance - objecting to decisions Inappropriate pattern - belittling colleagues	Negative attitudes Not understanding the situation Unnecessary interference in group decisions Unnecessary comparison
Organization	Non-arrival of information - information audit Incompetent manager - wrong management Inequality - unequal opportunity Unanswered requests - ignoring	classification of information Mismanagement favoritism Not paying attention to the demands of lower level employees
Environment	Political parties - inflation A soulless society - a stagnant society Few relations - lack of help Small environment - unsuitable environment	Unsuitable political and economic conditions of the environment Static and boring environment Lack of space for interaction Inappropriate physical work environment

*Consequences*

Consequences are results of strategies or actions. In other words, whenever a person chooses to perform or not to perform a certain action in response to an issue or

problem in order to manage or maintain a situation, consequences arise. Some consequences may be desirable but some are unwanted.

**Table 9. Identified consequences**

Dimensions	Concepts (Axial Coding)	Category (selective coding)
Individual	Increase attachment-encouragement Performance - knowledge of the future Happy life - dynamic life The desire to excel - the desire to upgrade	Increase motivation Ensuring the future Live happily Individual development
Group	Group problems solving - Understanding problems Relations - continuation of friendship Deepening friendship - expanding the range of friendships Teamwork - progress	Collaborate to solve problems Increase interaction Increase communication Growth in the shadow of teamwork
Organization	Greater efficiency and effectiveness Reducing the cost of training and employment Cultivation of expert-skills Gaining experience - the role of mentoring	Improving the productivity of the organization Reducing costs of leaving the job Job specialization Transfer experience
Environment	The effect of the organization - the effect of the environment Attracting public opinion Role transparency - social rank The degree of impact in society - the most important role in the environment	Interaction between organization and environment General acceptance social position The key role of the organization

By analyzing the data collected in the research, in the initial stage (open coding), concepts were extracted from the transcribed content of the interviews. Axial coding and selective coding were also done. Among the identified factors, the axial coding paradigm was performed and based on that, the linear relationship between the research categories

including causal conditions, central categories, background conditions, intervening conditions, strategies and consequences was determined. Figure 1 displays the outline of the coding paradigm that led to, the model of the qualitative d process.



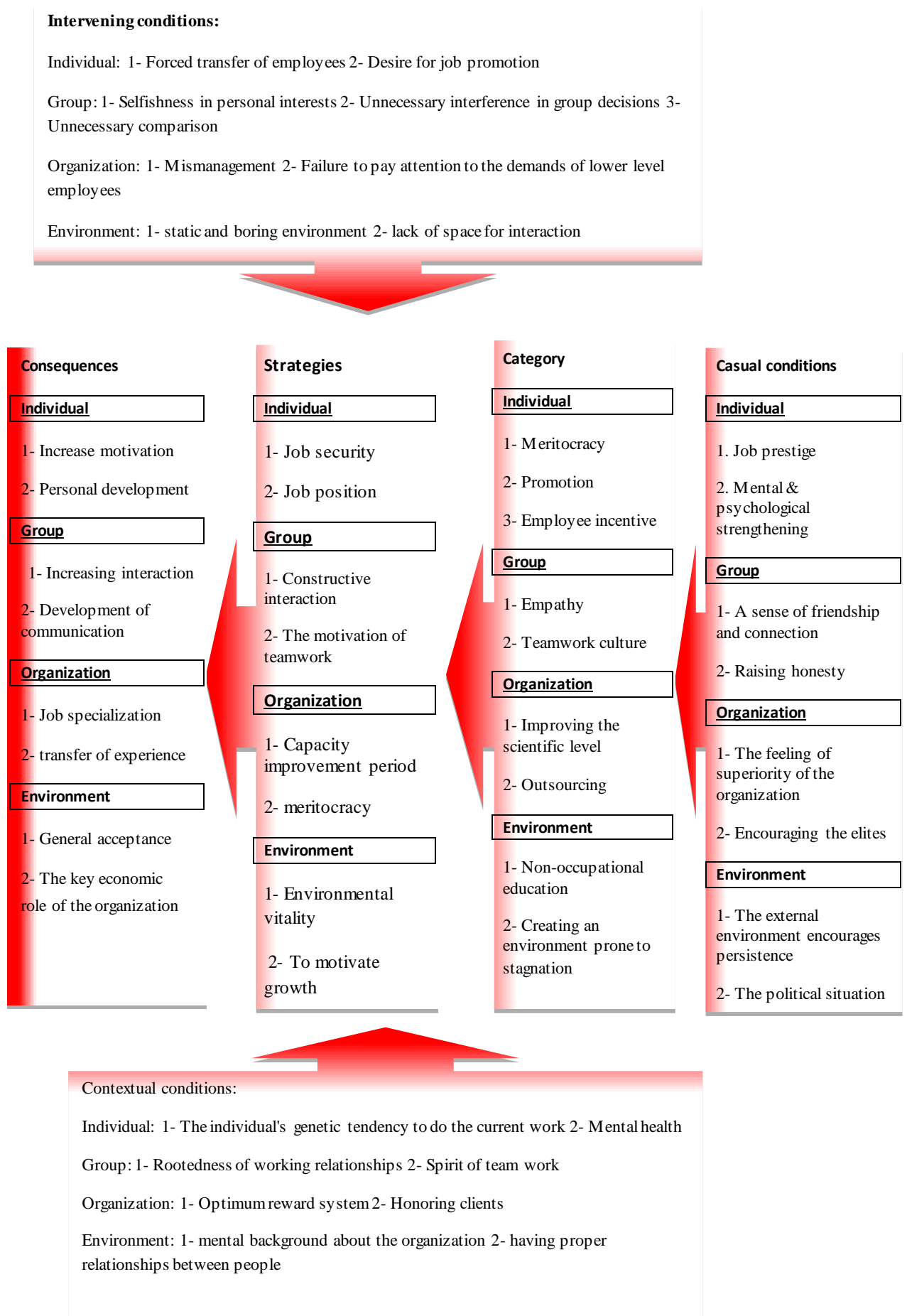


Figure 1. The final model of the research

**Quantitative section**

Using exploratory factor analysis and confirmatory factor analysis, each of the indicators was checked separately, which was done by using SPSS and Amos software,

and finally, the results of the tests were compared in a table. These results are shown separately in Table No. 9.

**Table 9.** Results of exploratory and confirmatory factor analysis Source: SPSS and AMOS software

	Dimensions	Variable	Confirmatory factor analysis	Exploratory factor analysis	Questions	Result
Causal conditions	Individual	work bias	0.68	0.84	q1	confirmation
		Financial needs	0.60	0.94	q2	confirmation
		job prestige	0.60	0.59	q3	confirmation
		Mental and psychological strengthening	0.61	0.82	q4	confirmation
	group	A sense of friendship and connection	0.62	0.86	q5	confirmation
		An increase in cheerful people	0.58	0.55	q6	confirmation
		Raising honesty	0.53	0.78	q7	confirmation
		Raising the sense of sacrifice	0.52	0.89	q8	confirmation
	Organization	A sense of organizational superiority	0.56	0.72	q9	confirmation
		Encourage managers	0.67	0.91	q10	confirmation
		Law-abiding	0.63	0.79	q11	confirmation
		No discrimination	0.69	0.45	q12	confirmation
	Environment	Encouraging persistence environment	0.50	0.68	q13	confirmation
		The political environment	0.80	0.78	q14	confirmation
		The economic situation of the environment	0.61	0.52	q15	confirmation
		Reporting on social media	0.65	0.72	q16	confirmation
The central category	Individual	Meritocracy	0.79	0.83	q17	confirmation
		talent search	0.70	0.84	q18	confirmation
		promotion	0.80	0.73	q19	confirmation
		Employee incentive	0.49	0.68	q20	confirmation
	Group	The presence of empathy	0.58	0.84	q21	confirmation
		Reduce tension	0.49	0.76	q22	confirmation
		Teamwork culture	0.43	0.76	q23	confirmation
		Explanation of the rules	0.50	0.70	q24	confirmation
	Organization	Improving the scientific level	0.64	0.71	q25	confirmation
		Low level classification	0.64	0.71	q26	confirmation
		Experts	0.58	0.56	q27	confirmation
		outsourcing	0.55	0.70	q28	confirmation
	Environment	Communication with the university	0.65	0.81	q29	confirmation
		Non-occupational training	0.75	0.86	q30	confirmation
Family encouragement		0.66	0.98	q31	confirmation	
Strategies	Individual	Job security	0.57	0.82	q32	confirmation
		salary and benefits	0.62	0.82	q33	confirmation
		welfare amenities	0.71	0.75	q34	confirmation
		job position	0.72	0.96	q35	confirmation
	Group	Understanding	0.43	0.85	q36	confirmation
		Coordination between	0.67	0.67	q37	confirmation

	Dimensions	Variable	Confirmatory factor analysis	Exploratory factor analysis	Questions	Result	
		employees					
		Interaction	0.61	0.87	q38	confirmation	
		Teamwork motivation	0.67	0.84	q39	confirmation	
	Organization	Education Courses	0.46	0.70	q40	confirmation	
		Meritocracy	0.69	0.93	q41	confirmation	
		Suitability of education and job	0.62	0.94	q42	confirmation	
	Environment	Environmental vitality	0.54	0.88	q43	confirmation	
		De-stressing	0.61	0.88	q44	confirmation	
		elimination of discrimination	0.77	0.73	q45	confirmation	
		Motivate growth	0.63	0.95	q46	confirmation	
	Intervening conditions	Individual	Periodic transfer of employees	0.51	0.63	q47	confirmation
			money worship	0.68	0.69	q48	confirmation
			selfishness	0.49	0.63	q49	confirmation
The superior self			0.70	0.95	q50	confirmation	
Group		Negative attitudes towards the group	0.43	0.86	q51	confirmation	
		Not understanding the conditions of the group	0.97	0.81	q52	confirmation	
		Unnecessary interference in group decisions	0.51	0.95	q53	confirmation	
		Unnecessary comparison	0.99	0.96	q54	confirmation	
Organization		Unnecessary classification of information	0.98	0.89	q55	confirmation	
		Mismanagement	0.91	0.85	q56	confirmation	
		favoritism	0.44	0.71	q57	confirmation	
Environment		Not paying attention to the demands of lower level employees	0.51	0.95	q58	confirmation	
		Unsuitable political and economic conditions of the environment	0.55	0.92	q59	confirmation	
	Static and boring environment	0.98	0.70	q60	confirmation		
	Lack of space for interaction	0.94	0.71	q61	confirmation		
Background conditions	Individual	Inappropriate physical work environment	0.87	0.92	q62	confirmation	
		A person's genetic inclination to do work	0.98	0.90	q63	confirmation	
		Increasing the academic level in accordance with the current job	0.97	0.96	q64	confirmation	
		Mental health	0.41	0.63	q65	confirmation	
	group	Suitability of job and employee	0.96	0.91	q66	confirmation	
		Interaction of employee groups	0.86	0.983	q67	confirmation	
		Not destroying and strengthening relationships	0.92	0.85	q68	confirmation	
		Group dynamics	0.97	0.86	q69	confirmation	
	Organization	Promote competition	0.96	0.73	q70	confirmation	
		Optimal reward system	0.98	0.83	q71	confirmation	
		Funding employees according to society	0.47	0.82	q72	confirmation	
		Organizational Justice	0.45	0.86	q73	confirmation	

	Dimensions	Variable	Confirmatory factor analysis	Exploratory factor analysis	Questions	Result
consequences	Environment	Performance reporting on social media	0.47	0.92	q74	confirmation
		Interaction between organization and environment	0.74	0.69	q75	confirmation
		Increasing the popularity of the organization in society	0.96	0.80	q76	confirmation
		Raising social capital	0.78	0.89	q77	confirmation
		Dealing with the customer properly	0.67	0.90	q78	confirmation
	Individual	Increase motivation	0.87	0.82	q79	confirmation
		Ensuring the future	0.73	0.78	q80	confirmation
		Live happily	0.83	0.86	q81	confirmation
		Individual development	0.57	0.96	q82	confirmation
	group	Collaborate to solve problems	0.47	0.87	q83	confirmation
		Increase interaction	0.77	0.86	q8	confirmation
		Increase communication	0.82	0.66	q85	confirmation
		Growth in the shadow of teamwork	0.49	0.96	q86	confirmation
	Organization	Improving the productivity of the organization	0.69	0.72	q87	confirmation
Reducing costs of leaving the job		0.87	0.99	q88	confirmation	
Job specialization		0.63	0.85	q89	confirmation	
Transfer experience		0.68	0.83	q90	confirmation	
Environment Dimensions Individual	Interaction between organization and environment	0.62	0.92	q91	confirmation	
	General acceptance	0.75	0.81	q92	confirmation	
	social position	0.47	0.78	q93	confirmation	
	The key role of the organization	0.68	0.85	q94	confirmation	

All factor loadings in both exploratory and confirmatory analyzes are higher than 0.4 and all indicators are confirmed in both analyses. After checking through exploratory and confirmatory analyses, the indicators with the highest loadings were selected and the final model was formed.

### 5. Discussion

This research aimed to provide a model for the organizational embeddedness based on the application of knowledge in Iran's central bank. From a practical point of view, the present research can be a good solution for managers to for employee retention and enhanced productivity. t, and they can increase the In the proposed model, the causal conditions refer to the factors that require the implementation of the human resource management process in employee

retention, and the existence of these conditions is the factor that creates the need to design the model. Background conditions indicate internal and external factors for employees to settle in their current jobs. Conditions must be taken into consideration to successfully implement the process of settling in the current job. These conditions can improve the sustainability of job employees. On the other hand, interfering conditions have a negative effect on the process of embedding and can disrupt the implementation of embedding. In this process, the main factor in creating the embeddedness model is considered a central phenomenon. although it may be considered the most important factor in retention, if not taken into account, the human resource management process will face problems in retaining employees. The strategic factor of

the model makes it easier to reach a permanent employee and creates value for the organization and employees, and finally, the results provide the expected results of the implementation of the permanent model in the organization. Collaborative relationships can provide access to internal processes used by other organizations and allow the company to learn their application in different contexts. Knowledge extraction can facilitate this collaboration through the effective and efficient acquisition of skills and knowledge to improve sustainability. In fact, it shows how managers should recognize that the effort and resources invested in acquiring knowledge from outside the company will lead to organizational embeddedness if they create appropriate and effective knowledge management tools, platforms, and processes internally.

## 6. Conclusion

Considering the role of human resources in improving productivity and transferring experiences to the next generation and as a result, increasing accuracy and skill, it is necessary to recruit and encourage employees with varying experience levels.

In this way, employees with less experience will have enough motivation to stay in their current job when they are encouraged to work along with more experienced employees. Although organizations vary greatly across industries, there are many ways that HR departments can seek to improve job embedding. It is important to attend to the common factors that contribute to employee burnout. Attention should also be paid to the predictors of employee retention and how an organization can use this information to achieve its goals. Bahrainian (2014) showed that organizational belonging and organizational adherence are important consequences of organizational commitment. Baybordi et al. (2022) showed the importance of relationships in the organization to improve organizational stability.

Regarding the recruitment of employees, indicators should be considered so that employees who are fully suited to the job in

terms of knowledge and specialized abilities are hired and assured that they will get fixed employed if they keep up to the rating standards every year. They need to be provided with sufficient rights and benefits and suitable services.

Necessary training suitable to the job and ways to succeed in the current job should be provided to the employees so that they are can get promotion in their current jobs. Competent employees should be encouraged.

Organizations should conduct their recruitment processes through appropriate competency assessments and avoid any discrimination among the applicants.

## Funding

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

## Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

## Reference

- Akgunduz, Y., Turksoy, S. S., & Nisari, M. A. (2023). How leader–member exchange affects job embeddedness and job dedication through employee advocacy. *Journal of Hospitality and Tourism Insights*, 6(2), 492-508. <https://doi.org/10.1108/JHTI-08-2021-0230>.
- Al-Ghazali, B. M. (2020). Transformational leadership, career adaptability, job embeddedness and perceived career success: a serial mediation model. *Leadership & Organization Development Journal*, 41(8), 993-1013. <https://doi.org/10.1108/LODJ-10-2019-0455>
- Amankwaa, A., Seet, P. S., & Susomrith, P. (2022). Tackling hotel employees' turnover: A moderated-mediation analysis of transformational leadership, organisational embeddedness, and community embeddedness. *Journal of Hospitality and Tourism Management*, 51, 67-78. <https://doi.org/10.1016/j.jhtm.2022.02.029>
- Ayad, A., Matthews, R., & Vitanov, I. (2020). Evaluation of Knowledge Flow from

- Developed to Developing Countries in Small Satellite Collaborative Projects: The Case of Algeria. *Space Policy*, 52, 1-30. <https://doi.org/10.1016/j.spacepol.2019.101360>
- Bahrainian, M. (2015). *The relationship between organizational embeddedness, organizational commitment, organizational adherence to psychological contracts and the perception of work-family conflict*. Master's thesis, University of Educational Sciences and Psychology, Isfahan Islamic Azad University. [in Persian]
- Baybordi, A., Bahri Sales, J., Jabbarzadeh Kangarloo, S., & Zavari Rezayi, A. (2022). Fuzzy Delphi algorithm and fuzzy DEMITEL in Designing and explanation of Relational capital in Banks. *Journal of Governmental Accounting*, 8(2), 81-90. [in Persian]
- Boxu, Y., Xingguang, L., & Kou, K. (2022). Research on the influence of network embeddedness on innovation performance: Evidence from China's listed firms. *Journal of Innovation & Knowledge*, 7(3), 100210. <https://doi.org/10.1016/j.jik.2022.100210>
- Chauvel, D. (2016). Knowledge as both flows and processes. Proposed by GeCSO 2013 conference committee. *Knowledge Management Research & Practice*, 14(1), 1-3. <https://doi.org/10.1057/kmrp.2016.1>
- Chen, Y. P., & Shaffer, M. A. (2017). The influences of perceived organizational support and motivation on self-initiated expatriates' organizational and community embeddedness. *Journal of World Business*, 52(2), 197-208. <https://doi.org/10.1016/j.jwb.2016.12.001>
- Dechawatanapaisal, D. (2021a). Effects of leader-member exchange ambivalence on work attitudes: a moderated mediation model. *Journal of Management Development*, 40(1), 35-51. <https://doi.org/10.1108/JMD-07-2020-0233>
- Dechawatanapaisal, D. (2021b). Meaningful work on career satisfaction: a moderated mediation model of job embeddedness and work-based social support. *Management Research Review*, 44(6), 889-908. <https://doi.org/10.1108/MRR-06-2020-0308>
- Dechawatanapaisal, D. (2022). Do broken promises matter? The effects of psychological contract breach on job embeddedness and nurses' work attitudes. *International Journal of Workplace Health Management*, (ahead-of-print). <https://doi.org/10.1108/IJWHM-07-2021-0143>
- Dogantekin, A., Secilmis, C., & Karatepe, O. M. (2022). Qualitative job insecurity, emotional exhaustion and their effects on hotel employees' job embeddedness: The moderating role of perceived organizational support. *International Journal of Hospitality Management*, 105, 103270. <https://doi.org/10.1016/j.ijhm.2022.103270>
- Fürstenauf, D., Baiyere, A., & Kliever, N. (2019). A dynamic model of embeddedness in digital infrastructures. *Information Systems Research*, 30(4), 1319-1342. <https://doi.org/10.1287/isre.2019.0864>
- Gemici, K. (2008). Karl Polanyi and the antinomies of embeddedness. *Socio-economic review*, 6(1), 5-33. <https://doi.org/10.1093/ser/mw1034>
- Gong, Z., Li, M., & Niu, X. (2021). The role of psychological empowerment in reducing job burnout among police officers: a variable-centered and person-centered approach. *SAGE Open*, 11(1), 2158244020983305. <https://doi.org/10.1177/2158244020983305>
- Kong, D. T., & Ho, V. T. (2018). The performance implication of obsessive work passion: Unpacking the moderating and mediating mechanisms from a conservation of resources perspective. *European Journal of Work and Organizational Psychology*, 27(2), 269-279. <https://doi.org/10.1080/1359432X.2018.1440211>
- Kwiringira, J. N., Kabumbuli, R., Zakumumpa, H., Mugisha, J., Akugizibwe, M., Ariho, P., & Rujumba, J. (2021). Re-conceptualizing sustainable urban sanitation in Uganda: why the roots of
- Lee, J., Oh, S. H., & Park, S. (2020). Effects of organizational embeddedness on unethical pro-organizational behavior: Roles of perceived status and ethical leadership. *Journal of Business Ethics*, 1-15. <https://doi.org/10.1007/s10551-020-04661-8>
- Lendzion, J. P. (2015). Human resources management in the system of

- organizational knowledge management. *Procedia Manufacturing*, 3, 674-680.  
<https://doi.org/10.1016/j.promfg.2015.07.303>
- Mbalyohere, C., & Lawton, T. C. (2022). Engaging informal institutions through corporate political activity: Capabilities for subnational embeddedness in emerging economies. *International business review*, 31(2), 101927.  
<https://doi.org/10.1016/j.ibusrev.2021.101927>
- Mehdad, A., Hossam Ghasemi, H., Ghafouri, M. (2019). The effect of organizational loyalty and organizational commitment on adaptive performance: the moderating role of conscientiousness. *Studies in Organizational Behavior*, 29: 25-47. [in Persian]
- Mohan, D., Sekhani, R., Agarwal, S., Tokas, S., Singh, M., & Dixit, P. (2022). Viewing embeddedness and ethnic-solidarity in economics of exchange: reflections from economic and cultural practices of tibetan community in India. *Asian Ethnicity*, 23(2), 335-351.  
<https://doi.org/10.1080/14631369.2020.1792764>
- Ng, T. W., & Feldman, D. C. (2014). Community embeddedness and work outcomes: The mediating role of organizational embeddedness. *Human Relations*, 67(1), 71-103.  
<https://doi.org/10.1177/0018726713486946>
- Permarupan, P. Y., Al Mamun, A., Samy, N. K., Saufi, R. A., & Hayat, N. (2020). Predicting nurses' burnout through quality of work life and psychological empowerment: A study towards sustainable healthcare services in Malaysia. *Sustainability*, 12(1), 388.  
<https://doi.org/10.3390/su12010388>
- Ramaite, M., Rothmann, S., & van der Vaart, L. (2022). Job embeddedness profiles: Associations with supervisor relations, job satisfaction, and work engagement. *Cogent Psychology*, 9(1), 2080322.  
<https://doi.org/10.1080/23311908.2022.2080322>
- Rathert, C., Ishqaidef, G., & Porter, T. H. (2022). Caring work environments and clinician emotional exhaustion: Empirical test of an exploratory model. *Health Care Management Review*, 47(1), 58-65.  
<https://doi.org/10.1080/23311908.2022.2080322>
- Rubenstein, A. L., Peltokorpi, V., & Allen, D. G. (2020). Work-home and home-work conflict and voluntary turnover: A conservation of resources explanation for contrasting moderation effects of on-and off-the-job embeddedness. *Journal of Vocational Behavior*, 119, 103413.  
<https://doi.org/10.1016/j.jvb.2020.103413>
- Schermuly, C. C., & Meyer, B. (2016). Good relationships at work: The effects of Leader–Member Exchange and Team–Member Exchange on psychological empowerment, emotional exhaustion, and depression. *Journal of Organizational Behavior*, 37(5), 673-691.  
<https://doi.org/10.1002/job.2060>
- Simonet, D. V., Narayan, A., & Nelson, C. A. (2015). A social-cognitive moderated mediated model of psychological safety and empowerment. *The Journal of psychology*, 149(8), 818-845.  
<https://doi.org/10.1080/00223980.2014.981496>
- Singh, B., Shaffer, M. A., & Selvarajan, T. T. (2018). Antecedents of organizational and community embeddedness: The roles of support, psychological safety, and need to belong. *Journal of Organizational Behavior*, 39(3), 339-354.  
<https://doi.org/10.1002/job.2223>
- Stewart, J. L., & Wiener, K. K. K. (2021). Does supervisor gender moderate the mediation of job embeddedness between LMX and job satisfaction?. *Gender in Management: An International Journal*, 36(4), 536-552.  
<https://doi.org/10.1108/GM-07-2019-0137>
- Tajarlo, R., & Khodabakhsh, R. (2022). Iran's securities market's monitoring of private banks from the perspective of transparency and efficiency as principles of public law. *Public Law Studies*, 52: 857-876. [in Persian]
- Teng, H. Y., Cheng, L. Y., & Chen, C. Y. (2021). Does job passion enhance job embeddedness? A moderated mediation model of work engagement and abusive supervision. *International Journal of Hospitality Management*, 95, 102913.  
<https://doi.org/10.1016/j.ijhm.2021.102913>
- Vaghefi, I., Lapointe, L., & Shahbaznezhad, H. (2018). A multilevel process view of organizational knowledge transfer: enablers versus barriers. *Journal of Management Analytics*, 5(1), 1-17.  
<https://doi.org/10.1080/23270012.2018.1424572>

- Wihler, A., Meurs, J. A., Wiesmann, D., Troll, L., & Blickle, G. (2017). Extraversion and adaptive performance: Integrating trait activation and socioanalytic personality theories at work. *Personality and Individual Differences*, 116, 133-138. <https://doi.org/10.1016/j.paid.2017.04.034>
- William Lee, T., Burch, T. C., & Mitchell, T. R. (2014). The story of why we stay: A review of job embeddedness. *Annu. Rev. Organ. Psychol. Organ. Behav.*, 1(1), 199-216. <https://doi.org/10.1146/annurev-orgpsych-031413-091244>
- Yang, C., & Chen, A. (2020). The double-edged sword effects of career calling on occupational embeddedness: mediating roles of work–family conflict and career adaptability. *Asian nursing research*, 14(5), 338-344. <https://doi.org/10.1016/j.anr.2020.09.005>
- Zhou, H., & Chen, J. (2021). How does psychological empowerment prevent emotional exhaustion? psychological safety and organizational embeddedness as mediators. *Frontiers in psychology*, 2945. <https://doi.org/10.3389/fpsyg.2021.546687>