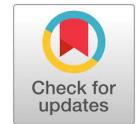




Research Article

Does Positive Organizational Climate Embed Employees? Evidence from Pakistan



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ABSTRACT

The primary objective of the current study has been to assess the impact of a positive organizational climate on organizational embeddedness. It intends to foresee whether the following elements of organizational climate i.e. perceived organizational support, trust, and procedural justice result in fostering organizational embeddedness or not. For this, data was collected from employees of different organizations in Pakistan, particularly Karachi. The sample size for the study is 411 while only those employees who have spent at least a year in the current organisation had been contacted. Moreover, the data from employees have been gathered through a questionnaire and then the results have been assessed using SPSS and Smart PLS. The results depict a positive relationship between organizational climate and organizational embeddedness. Thus, the study implies that if organisations want to embed their employees, then they should ensure the provision of support, trust, and procedural justice.

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INTRODUCTION

Background of the Study

Job embeddedness is defined as the intricate network of connections formed by employees within both the organizational and community spheres, influencing their commitment to remain in their

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current occupation (Mitchell, et al., 2001). The factors tied to the workplace, contributing to employees' decision to stay, are labelled as organizational embeddedness (OE), while those associated with the broader community or off-the-job context are termed community embeddedness (CE). Research consistently shows that job embeddedness is a robust negative predictor of voluntary turnover (Halbesleben & Wheeler, 2008; Mitchell et al., 2001; Allen, et al., 2016; Lee et al., 2004). The current study intends to elaborate the work of Shariq and Siddiqui (2021) with respect to OE. The current study revolves around OE which is a sub-dimension of JE.

The Social Exchange Theory (SET) takes a prominent position by asserting that “the greater

the exchange of benefits between individuals and their organization, the greater the mutual trust, interdependence, and social bond" (Rahimnia, et al., 2022, p. 2). Thus, as the current study focuses on causes of embeddedness as it is important to identify ways through which embeddedness is increased. Embeddedness has been used as a general attachment construct and COR and SET is used to explain its linkage with other organizational variables. Limited research has been conducted to examine the factors that lead to embeddedness (Singh, 2016).

In the context of smaller nations, the significance of organizational embeddedness in determining favourable organizational outcomes is more pronounced than that of community embeddedness (Lee et al., 2004). Studies indicate that in smaller countries, employees generally display less inclination toward changing or relocating their "communities" (Singh, et al., 2018). Consequently, organizations often adopt a positive perspective on embeddedness, a viewpoint supported by much of the existing research. But the novelty of this study is quite evident from the problem it intends to assess. It determines the role of positive organizational climate on embeddedness (Khana, et al., 2021). Not only this, there are many organisations in Pakistan and abroad where employees believe that organisations are only working for their own benefits and not for the benefits of the employees (Singh, et al., 2018). Also, unjust application of rules and policies is also observed in firms (Singh, 2019). Therefore, it is a common problem existing in organisations as high employee turnover is a common problem faced by many organisations of Pakistan and by embedding employees, it is likely that organizations become successful in retaining large number of employees for a longer duration of time.

Gap Analysis

Majority of the studies done on the idea of organizational embeddedness focuses on its mediation or moderation effect. Hom et al. (2009) conducted a study in which organizational embeddedness has been used as a mediator. Therefore, there are very limited studies that primarily focuses on the antecedents of embeddedness. The theories that have been used in order to assess relationship between antecedents of OE are COR theory and SET (which has not been addressed in the literature) (Harris et al., 2011). Secondly, the three variables i.e. POS, OT and PJ (the three independent variables) are the ones that are considered in Organizational Climate. These three variables have not been used in any other research on

OE. Thirdly, this holistic model of OE has been applied in the context of developing country i.e. Pakistan. It hasn't been done previously in any research.

There are two theories that have been used in this study (1) conservation of resource theory (Hobfoll, 1989) and (2) social exchange (Blau, 1964). Conservation of resource theory explains the relationship between organizational support and embeddedness. Social exchange reflects linkage between organizational support, trust, procedural justice and embeddedness. The model of research has been shown in Figure 1.

Research Objectives

The objectives of the study are mentioned as under:

- To study the concept and various dimensions of organizational climate and organizational embeddedness.
- To analyse role of organizational climate in building embeddedness.
- To uncover causes of organizational embeddedness in the context of developing country, Pakistan.
- To provide recommendations to organizations related to building of positive organizational climate and embeddedness.

Research Questions

The research questions for the study are mentioned as under:

- What is the concept and various dimensions of organizational climate and organizational embeddedness?
- What is the role of organizational climate in building embeddedness?
- What are the causes of organizational embeddedness in the context of developing country, Pakistan?
- What are the recommendations for organizations related to building of positive organizational climate and embeddedness?

LITERATURE REVIEW

Organizational Embeddedness

Mitchell et al. (2001) sensed lacking in the traditional turnover theory which formed the basis for the introduction of the idea of job embeddedness (JE). Unlike the traditional turnover literature, JE put light on the forces that compel individuals to stay within

the organization (Mitchell et al., 2001). Uniqueness in the idea of JE is based on the premise that it includes both community embeddedness and organizational embeddedness. The aforementioned factors cover multiples reasons for employee retention (Gonzalez et al., 2018). The term 'community embeddedness' refers to 'the binding forces for individuals to stay in the community'. It is further bifurcated into three sub-types i.e. community fit, community link and community sacrifice. Furthermore, Organization fit, organizational links, and organizational sacrifice make up organizational embeddedness. Organizational fit is the idea of feeling comfortable and compatible with the job and the organization (Holtom & Inderrieden, 2006). Any connections between a person and his or her coworkers or the organization, whether formal or informal, are referred to as "organization links" (Mitchell et al., 2001). The perceived expense of quitting a job and an organization is called organization sacrifice. This expense is usually in the form of psychological and economic benefits gained by the employee while working within the firm (Holtom & Inderrieden, 2006).

Organizational embeddedness accounts for on-the-job or organizational element of job embeddedness theory. In a broader picture, the theory focuses on on-the-job as well as off-the-job components. The concept of embeddedness is based on three sub-dimensions i.e. links, fits and sacrifice. With the passage of time, the aforementioned dimensions get mature resulting in the development of a "web of organizational connections" that entangle employees in their jobs (Mitchell et al., 2001). The strength of these aforementioned elements directly affects the strength of organizational embeddedness (Hom et al., 2009; Mitchell et al., 2001). The phenomenon of employees remaining in their positions and organizations benefiting from reduced costs associated with training, voluntary turnover, and recruitment is attributed to "stuckness inertia." Moreover, from a sociological standpoint, employees who perceive themselves as deeply integrated into the organization are compelled to stay (Singh, et al., 2018). This engenders increasing levels of frustration over time, ultimately leading to a state of "reactance." Consequently, the focus of these investigations is on the adverse outcomes associated with organizational embeddedness. Researchers have found that organizational embeddedness does not invariably yield positive effects on employee behaviour and perceptions; in certain instances, it can provoke negative behaviours (Allen, et al., 2016).

Organizational Climate

Perceived Organizational Support

Ideas are formulated by employees with respect to the value given by the organization to their contribution (Roemer & Harris, 2018). They are also concerned that whether the organization is thinking about their well-being or not (Allen, et al., 2003). This determines the basis of organizational support perceptions developed by employees for their workplace (Eisenberger et al., 1986). Social exchange theory clearly depicts the idea of perceived organizational support (Blau, 1964). The aforementioned theory suggests that two-way relationship is present between employees and their organization. When employees feel that their organization supports them then ultimately, they will feel that it's their responsibility to think about organizational well-being. It forms the basis for reciprocal exchange relationships (Eisenberger, et al., 1990; Roemer & Harris, 2018)

Perceived Organizational Trust

The idea of organizational trust is considered as the expectations employees keep for present and future organizational actions to be favourable for them in a way that it fosters their interest (Shariq & Siddiqui, 2021). The idea of social exchange theory extends to the concept of trust (Blau, 1964). It is considered as the true spirit of social exchange and the exchange relationship formed between and among people helps in fostering organizational trust. It is the quality of such social interactions that compel people to work as per organizational interest (Engelbrecht & Samuel, 2019). Refer to Shariq and Siddiqui (2021) for detailed discussion on OT.

Perceived Procedural Justice

The idea of organizational justice is highly influenced by the equity theory presented by Adam in 1963 (Cook & Parcel, 1977). The primary concept of the theory revolved around the perception of individuals related to the perceived fairness in policies and procedures, outcome allocation and in their interaction with colleagues and supervisors. Individuals compare their perceived rewards and allocations to their perceived contributions and efforts. Colquitt developed the most well-known model, illuminating the three aspects of organizational justice—interactional, procedural, and distributive justice—that affect employees' perceptions of fairness and injustice at work. The term "procedural justice" refers to the fair application of rules, laws, and policies inside an organization as well as the process of performance evaluation (Hashish, 2020).

Equity restoration was described by Greenberg and Cropanzano (1993) as an effort to raise the degree of reward in order to make up for a result that was merited but not received. Later, academics expanded the concept of justice by thoroughly researching procedural justice. Individuals' opinions of the fairness of the formal processes used to make decisions are the focus of procedural justice, which represents the process component of justice (Hashish, 2020).

Organizational Embeddedness and Organizational Climate

Conservation of Resource Theory

COR theory states that people desire to acquire, keep, and safeguard resources that are symbolic of who they are (Hobfoll, 1989). Resources are any elements, physical, emotional, social, or environmental—that help in achieving objectives, lowering expectations, or promoting one's own personal development. (Singh, et al., 2018). (Hobfoll, 2002) asserts that resources can either be instrumental (i.e., serve as a way of obtaining additional resources or favourable results) or intrinsic (i.e., they are seen as being valuable in and of themselves). Hobfoll (2001) defined a number of significant resources, including conscience, self-esteem, enthusiasm, and social support, in order to avoid classifying anything that is beneficial as a resource. Social support serves as an instrumental resource that helps in increasing embeddedness either directly or indirectly. In this study, we take into account, the role of perceived organizational support in fostering embeddedness. Hence, it is proposed that to foster organizational engagement among individuals with low levels of intrinsic belongingness, social support resources emerge as particularly beneficial resources. Thus, the first hypothesis of the research is based on the aforementioned theoretical idea:

H1: Perceived Organizational Support is positively related to Organizational Embeddedness.

Social Exchange Theory

When workers foster positive impressions of organizational support, taking into account the SET point of view and building on reciprocity, employees will feel obligated to care about the organization's health and as a consequence, endeavour to achieve its goals (Karatepe, et al., 2019). Thus, it is evident that H1 is not only supported by COR Theory but it is also supported by SET. According to SET, when subordinates trust their bosses and a sense of duty to return the favor develops, a high-quality connection

is present. Subordinates feel obliged to respond with a higher degree of dedication to keep up the trade connections and make an attempt to perform effectively at work as a consequence of the rewards they received from their superiors (Afsar, et al., 2018). This notion supports H2 of the study which is mentioned below:

H2: Perceived Organizational Trust is positively related to Organizational Embeddedness.

According to earlier study on organizational justice, employees' perceptions of organizational justice have a positive impact on their psychological outcomes at work. A worker's concept of justice may enhance their sense of affiliation with a company and their shared membership with coworkers (Jiang & Lou, 2018). Additionally, a study conducted by Gulluce and Kahyaoglu (2016) shows a favourable correlation between organizational embeddedness and justice. The employee has to feel appreciated and valued in order to have faith in the company and display good attitudes and actions.

This study asserts, in accordance with the SET, that workers' perceptions of justice in the provision of resources (such as help from coworkers and supervisors) and in formal processes pertaining to relational treatment and behaviours, as well as learning about treatments, are anticipated to promote and enhance staff members' trust in the workplace. As a result, they may improve their embeddedness since they are less inclined to anticipate leaving the company (Arici, et al., 2021). Out of three different dimensions of organizational justice, the current study focuses on perceived procedural justice. It ultimately gives rise to H3 of the study which is mentioned as follows:

H3: Perceived Procedural Justice is positively related to Organizational Embeddedness.

Research Framework

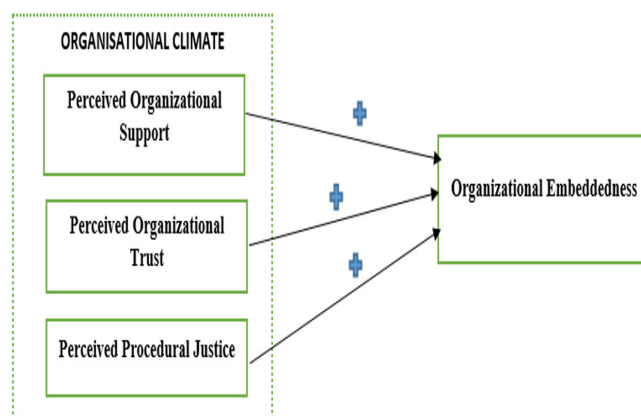


Fig. 1: Research Model

METHODOLOGY

Target Population

The target population for the study are all the people who are employed in various organizations of Pakistan. Moreover, this study is primarily considering employees who have served the current organization for a minimum of 1 year. It is important to consider experienced candidates as Organizational Embeddedness develops over a period of time. It is not developed overnight. Furthermore, as far as the research under consideration is concerned, the accessible population for the study are the employees working in different organizations of Karachi. As the researcher is based in Karachi therefore, the employees working in various firms located in the Karachi are accessible for the researcher.

Sample Size and Technique

In simple words, a sample is a subset of the population (Berndt, 2020). Thus, the sample for the study has been drawn from accessible population. The sample size for this research is 500 as 500 questionnaires were distributed among staff members of different organizations. Out of 500, 411 questionnaires were useable. Therefore, the response rate was 82.2%. The sample for the current study has been deduced through 'Convenience Sampling Technique' which is a type of non-probability sampling (Berndt, 2020). The researcher contacted employees of different companies who were easily accessible and who have a minimum experience of 1 year within the company. As the respondents were selected as per the convenience of the researcher therefore, convenience sampling technique is the most suitable.

Instrument of Data Collection

The instrument which is used for the current study is 'questionnaire'. Participants were provided with statements related to the variables and they had to make choice on the Likert Scale. Furthermore, the questions for Perceived Organisational Support have been adopted from the study by Eisenberger et al.,

(1986), for Perceived Organisational Trust from the study by Robinson (1996), for Perceived Procedural Justice from the study by Moorman (1991) and for Organisational Embeddedness from the study by Clinton et al., (2012).

Statistical Technique

The data for the current study has been analysed using SPSS and Smart PLS both. The demographic of the respondents has been analysed using SPSS. Frequency tables have been attached in the following chapter. Furthermore, SmartPLS is the most commonly used method for variance-based structured equation modelling (SEM) using the partial least squares path modelling method. The reason for choosing two different software for data analysis is that SPSS has certain limitations when it comes to SEM. Therefore, SPSS is only used for demographics while Smart PLS is used for SEM.

DATA ANALYSIS & RESULTS

Demographics of the Respondents

Majority of the participants of the study were females i.e. 219 while on the contrary, males were 192. Moreover, the data has been gathered from the people ranging from the age group between 21 to above 50. The table clearly shows that the least number of people belonged to the age bracket of more than 50 years while most of the participants were in between 21 to 30 years. As far as education level is concerned, majority (381) were graduates while only 6 were intermediates. The participants had diverse designations. 201 belonged to managerial level, 54 were supervisors, 78 were executives, and 72 were officers while 6 were trainees. Lastly, the minimum experience level that was considered for the study is 1 year. Therefore, majority of the participants (225) of the study had more than 3 years of experience while 186 had experience between 1-3 years.

Descriptive Statistic

The descriptive statistics for all the variables have been given below.

Table 1
Descriptive Statistics

Variables and Factors	Descriptive Stats		Confirmatory Factor Analysis			
	Questions	Mean	Standard deviation	Outer Loading	T Stats	P Values
Perceived Organisational Support	1	3.689	1.0594	0.854	39.761	0.000
	2	2.786	1.1844	-0.161	1.559	0.119
	3	2.599	1.0829	-0.158	1.676	0.094
	4	3.727	.9772	0.831	31.388	0.000
	5	2.662	1.1043	-0.318	2.971	0.003
	6	3.652	1.0537	0.785	21.225	0.000
	7	2.808	1.1664	-0.256	2.347	0.019
	8	3.630	1.0310	0.789	31.350	0.000
Perceived Organisational Trust	1	3.350	1.0679	0.590	10.776	0.000
	2	3.433	1.0156	0.807	25.377	0.000
	3	3.007	1.1380	-0.239	2.284	0.022
	4	3.642	.9376	0.844	40.822	0.000
	5	2.954	1.3030	-0.341	3.415	0.001
	6	3.443	1.0768	0.775	24.817	0.000
	7	2.976	1.1912	-0.341	3.415	0.001
Perceived Procedural Justice	1	3.557	.9870	0.749	21.925	0.000
	2	3.511	1.0783	0.831	34.940	0.000
	3	3.328	1.1160	0.718	15.732	0.000
	4	3.212	1.0295	0.738	22.526	0.000
	5	3.273	1.1407	0.706	16.346	0.000
Organisational Embeddedness	1	3.516	1.1398	0.721	21.870	0.000
	2	3.725	1.0591	0.867	50.735	0.000
	3	2.788	1.2558	0.138	1.699	0.089
	4	3.662	1.0265	0.880	48.625	0.000
	5	3.667	1.0722	0.793	23.802	0.000
	6	3.462	1.0956	0.652	15.605	0.000

PLS-SEM Results

Smart PLS has been used as a software for Structural Equation Modelling (SEM). It has a graphical user interface and is commonly used for variance-based SEM through partial least squares path modelling method. SEM views the research model from two dimensions i.e. quality and interrelationship. Quality is measured in Measurement Model while interrelationship is measured in Structural Model (Purwanto, 2021). Both of these models have been discussed in this chapter.

Measurement Model Assessment

Factor Loadings

The Table 2 demonstrates that the factor loadings for all items are greater than or equal to 0.7. Items with factor loadings below 0.7 were excluded from the model, specifically POS2, POS3, POS7, OT1, OT3, OT5, OT7, OE1, OE3, and OE6. This implies that every item incorporated in the model effectively elucidates the respective constructs.

Table 2
Loadings, Reliability and Validity

	POS	OT	PJ	OE
POS1	0.854			
POS4	0.831			
POS6	0.785			
POS8	0.789			
OT2		0.809		
OT4		0.844		
OT6		0.775		
PJ1			0.749	
PJ2			0.831	
PJ3			0.718	
PJ4			0.738	
PJ5			0.706	
PJ1			0.749	
OE2				0.867
OE4				0.880
OE5				0.793

Indicator Multicollinearity

Hair et al. (2016) state that multicollinearity is not a concern when the VIF value is less than 5. The Table 3 provided displays the VIF values for the variables, clearly indicating that each variable's VIF value falls below the recommended threshold.

Table 3
Multicollinearity Statistics (VIF) for indicators

	VIF
POS1	1.934
POS4	2.421
POS6	2.110
POS8	1.580
OT2	1.669
OT4	1.472
OT6	1.400
PJ1	1.691
PJ2	2.262
PJ3	1.693
PJ4	1.757
PJ5	1.795
OE2	1.700
OE4	2.064
OE5	1.673

Reliability Analysis

According to Hair et al (2016), Cronbach Alpha and Composite Reliability (CR) is usually used for reliability analysis. The results for both Cronbach Alpha and Composite Reliability have been shown in Table 4. The threshold value for both the statistics is 0.7 (Sarstedt, et al., 2023). Hence it is evident that construct reliability has been established.

Table 4

Reliability Analysis

	Cronbach's Alpha	Composite Reliability
POS	0.834	0.888
OT	0.742	0.851
PJ	0.808	0.865
OE	0.806	0.884

Construct Validity

Statistically using PLS-SEM, construct validity is established when there is convergent validity and discriminant validity.

Convergent Validity

When the AVE value is greater than or equal to the recommended value of 0.50, items converge to measure the underlying construct and hence convergent validity is established (Fornell & Larcker, 1981). Convergent validity results based on the AVE statistics in the current study shows that all the values of AVE are greater than the threshold value i.e. 0.5 as shown in Table 5. Hence, it clearly depicts that convergent validity is established.

Table 5

Construct Convergent Validity (AVE)

	Average Variance Extracted (AVE)
POS	0.665
OT	0.656
PJ	0.562
OE	0.718

Discriminant Validity

Fornell and Larcker Criterion

According to Fornell and Larcker (1981), discriminant validity is established when the square root of AVE for a construct is greater than its correlation with all other constructs. With reference to the Table 6, strong support for the establishment of discriminant validity has been presented.

Table 6

Discriminant Validity-Fornell and Larcker Criterion

	OE	POS	OT	PJ
OE	0.848			
POS	0.480	0.815		
OT	0.478	0.466	0.810	
PJ	0.384	0.409	0.520	0.750

Goodness of Fit (Model's predictive capabilities)

In order to ascertain the goodness of fit, the coefficient of determination (R²), predictive relevance measure (Q²) and Standardized Root Mean Square Residual (SRMR) were assessed in the present study.

The results of the analysis reveal R² value of OE is 0.323. This shows that 32.3% variance in OE can be accredited to POS, OT and PJ. With regards to the recommended cutoff value of 0.10, results indicated that our model obtained acceptable R² statistics for dependent variable is substantial.

The Effect size (Q²) for predictive relevance for OE shown in Table 7 is greater than 0 (Hair et al., 2016). Therefore, it can surely be said that the model has predictive relevance.

Apart from the mentioned statistics, Standardized Root Mean Square Residual (SRMR) can also be used as a measure of fit. A value less than 0.10 or 0.08 is considered a good fit. The value of SRMR in the present study is 0.076.

Table 7

Effect Size for Independent Variables

	Q ² Predict
OE	0.304

Structural Model

The next step in structured equation modelling is assessment of the hypothesized relationship to substantiate the proposed hypotheses (Table 8).

Table 8

Direct Relationship Results

	Beta Coefficients	Standard error	T values	P values	Status
H1: POS -> OE	0.304	0.050	6.104	0.000	Accepted
H2: OT-> OE	0.276	0.057	4.822	0.000	Accepted
H3: PJ-> OE	0.116	0.056	2.080	0.038	Accepted
OE	0.718				

Hypothesis Testing

H1: Perceived Organizational Support is positively related to Organizational Embeddedness.

H1 evaluates whether POS is positively related to OE. The results revealed that POS has a significant effect on OE ($\beta=0.304$, $t=6.104$, $p=0.000$). Hence H1 has been supported.

H2: Perceived Organization Trust is positively related to Organizational Embeddedness.

H2 evaluates whether OT is positively related to OE. The results revealed that OT has a significant effect on OE ($\beta=0.276$, $t=4.822$, $p=0.000$). Hence H2 has been supported.

H3: Perceived Procedural Justice is positively related to Organizational Embeddedness.

H3 evaluates whether PJ is positively related to OE. The results revealed that PJ has a significant effect on OE ($\beta=0.116$, $t=2.080$, $p=0.038$). Hence H3 has been supported.

Discussion

H1 of the study had been concerned about the relationship between perceived organizational support and organizational embeddedness. Social exchange theory clearly depicts the idea of perceived organizational support (Blau, 1964). The aforementioned theory suggests that when employees feel that their organization supports them then ultimately, they will feel that it's their responsibility to think about organizational well-being. It forms the basis for reciprocal exchange relationships (Eisenberger, et al., 1990). It is clearly visible that the consequences of perceived organizational support are not only desired by the employee but also by the organization (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002; Roemer & Harris, 2018).

On the other hand, in order to explain why people stay in their jobs, Mitchell et al. (2001) developed the JE theory, which drew inspiration from field theory and the idea of embedded figures. Uniqueness in the idea of JE is based on the premise that it includes both community embeddedness and organizational embeddedness (Holtom & Inderrieden, 2006; Martdianty et al., 2020). Thus, it is clearly evident that the conceptual understanding of perceived organizational support and organizational embeddedness is in lined with first research question of the study.

As far as the relationship between the variables is concerned, it has been explained with the help of 'Conservation of Resource Theory' and 'Social Exchange Theory'. COR theory (Hobfoll, 1989) states that people desire to acquire, keep, and safeguard resources that are symbolic of who they are (Hobfoll, 1989). Another idea stresses a proactive reaction in which people invest money to obtain valuable resources, recoup from damages, and prevent resource loss (Hobfoll & Shirom, 2000; Singh, et al., 2018). It is argued that social support is a social asset that assists people become rooted in their respective domains in the organizational contexts. The COR theory's resource acquisition precept states that people who believe they are lacking in resources are more prone to seek out additional resources (Hobfoll, 1989; Hobfoll, 2002; Singh, et al., 2018). Therefore, it is suggested that in order to embed individuals into their organizations when they have low levels of a desire to belong, social support resources become more beneficial resource.

According to Social Exchange Theory (SET), when two parties interact with each other than obligations emerge (Karatepe, et al, 2019). These exchanges frequently depend on the behaviour of

a counterpart (Blau, 1964). When workers foster positive impressions of organizational support, taking into account the SET point of view and building on reciprocity, employees will feel obligated to care about the organization's health and as a consequence, endeavour to achieve its goals (Rahimnia, et al., 2022). Building reciprocal interactions using POS would make it simpler for employees and the company to share information and skills, which would boost employee's organizational embeddedness and help them fit in with their existing jobs and organizations (Rahimnia, et al., 2022). Thus, both theories clearly justify acceptance of the H1 of the study. Moreover, it is also in lined with second research question of the study which is focusing on the linkage between the variables.

H2 of the study tests the relationship between perceived organizational trust and organizational embeddedness. The idea of social exchange theory extends to the concept of trust (Blau, 1964). Low levels of trust among a subordinate and their manager make it less likely that a subordinate will put in the effort necessary to perform better, participate in extra-role conduct, or be motivated to do so. Therefore, when employees feel that future actions of the firm will be in favor of employees and that organizational objectives are in lined with employee objectives then it is likely that they become more embedded in the firm (Afsar, et al., 2018). Thus, the acceptance of H2 is clearly visible from the application of social exchange theory. Also, the discussion of H2 undertaken is completely in lined with first and second research question of the study.

H3 of the study prophesize the relationship between perceived procedural justice and organizational embeddedness. In order to explain the relationship between perceived procedural justice and OE, 'Social Exchange Theory' has been applied. A worker's concept of justice may enhance their sense of affiliation with a company and their shared membership with coworkers (Jiang & Law, 2018). To ensure that all activities are completed fairly and correctly in the workplace, justice must exist (Arici, et al., 2021). The writers go through how organizational embeddedness is cultivated by justice. A social and emotional resource that is offered by fair processes and strengthens workers' organizational attachment is to be appreciated and respected team members who have trust in their interactions with others, through creating psychological and behavioral ties to the business through coworkers and managers (Cloutier, et al., 2018). Similarly, according to SET, a study conducted by (Gulluce & Kahyaoglu, 2016; Arici, et al., 2021) shows a favourable correlation

between organizational embeddedness and justice. Thus, application of SET clearly justifies the acceptance of third hypothesis. As the concept of perceived procedural justice and its relationship with OE is quite clear therefore, first and second research questions has been catered successfully.

CONCLUSION

In this study, the three independent variables that form organizational climate are perceived organizational support, trust and procedural justice while the dependent variable is Organisational Embeddedness. The data for the study has been gathered with the help of questionnaire distributed among different employees working in various organizational of Pakistan. The results depict that positive organizational climate helps in enhancing organizational embeddedness. It means that in Pakistani context, the more the organizational will provide support, build trust and maintain procedural justice, the more the employees will be embedded in the firm.

Theoretical Implications

This study is quite significant from theoretical view point as it is catering multiples gaps present in the literature. Firstly, in the Pakistani context, insufficient work has been done in order to identify the antecedents of embeddedness as in majority of the studies it has been considered either as a mediator or a moderator. Secondly, unlike past research, embeddedness has not been used as a mediator or a moderator rather it is considered as a direct dependent variable.

Practical Implications

This study is quite important from practical view point as it is useful for different organizations working in Pakistan. Firstly, managers have to keep a check if embeddedness is causing frustration among employees or not. It has to be managed properly in order to yield good results from positive organizational climate. Secondly, organizations must maintain work-life balance to so that positive organizational climate can be developed and embeddedness can be established. Thirdly, counselling sessions must be arranged for those who seems to be frustrated from their lives for establishing mental well-being. Fourth, SMEs as well as large firms working in Pakistan can use this study to bring positive changes in their practices as the sample of the study is gathered from different organizations belonging to diverse industries and also

the variables of the study are easily generalizable.

Limitations of the Study

The limitations of the study are that multiple other variables can be used to define Organisational Climate. The sample size for the study is limited due to resource constraints of the researcher. The model can be applied on large data set to check if results are still valid. The study is undertaken generically on different organizations of Pakistan, it can be applied to specific industries to see validity of the results.

Competing Interests

The authors has declared that no competing interests exist.

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