



Optimization of Core Talent Ecological Environment in an Enterprise Based on Job Embeddedness

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How to retain core talents and bring them into full use pertain to enterprise survival. The degree of job embeddedness and talent ecological environment are two most important factors in core talent management in an enterprise. At this point, the paper constructed eco-environmental factors of corporate core talents, proposed an assessment index system to evaluate the degree of job embeddedness for core talents, and also empirically analyzed the influential mechanism of ecological environment on job embeddedness. The analysis results showed that four indices of core talent ecological environment in an enterprise impact on the three dimensions of core talent job embeddedness significantly. In this connection, the paper offered proposals of core talent ecological environment optimization from both on- and off-the-job embeddedness levels.

1. Introduction

Against the backdrop of economic globalization, competition among enterprises is more competition of human resources than that of capital factors. Among it, core talent competition holds the balance still further. In order to realize corporate development, an enterprise has to embed the competent, skill and knowledge of key employees together with network resources into organizational networks aiming to function to the fullest. The analysis results of what influences job embeddedness of core talents from the individual level can act as basis for a company to establish strategies of job embeddedness and to build up well-run human resource retention systems as well; to consider core talent management from the organization level means to necessarily strengthen construction of core talent ecological environment in an enterprise. Whether an enterprise can retain core talents depends on whether it is able to provide reliable ecological environment for the core talents to grow up and achieve career development.

2. Construction of an assessment index system for core talent ecological environment

2.1 Definition of core talent ecological environment

The survival and growth of a talent is closely related to his/her work environment and living environment. The talent ecological environment is a sum of ecological factors that influence the generation, survival and growth of a talent either directly or indirectly (Li, 2012), determining the height a talent grows to. Based on different effects on talent growth, the talent ecological environment can be classified into three levels: fundamental environment, incentive environment, and dominant environment. Among them, the fundamental environment provides basis guarantee for talents to develop; the dominant environment supplies talents with stages to grow; and the incentive environment denotes conditions and situations of talent motivation in an area, in a department, or in a corporation.

2.2 Principles of constructing an assessment index system for core talent ecological environment

In order to construct a scientific assessment index system for core talent ecological environment in an enterprise, the priority shall be given to determining index selection principles.

2.2.1 Scientific principle

It is necessary to absorb fully the knowledge of marketing management, economy and sociology, to learn from current talent ecological environment construction in China, and to refer to corresponding research achievement on talent ecological environment assessment that conforms to an enterprise's real needs for core

development.

2.2.2 Operability

An enterprise shall base itself on reality, seeking for feasible and easy-to-operate assessment index systems. Too simple or too complicated systems will fail to conduct effective evaluation on the complex core talent ecological environment in the enterprise.

2.2.3 Comparability

An enterprise is required to unearth common issues in terms of human resource management. Only this can help compare various assessment factors quantitatively and horizontally to the advantage of objectively reflecting current situations of core talent ecological environment.

2.2.4 Dynamic principle

Due to uncertainty of core talent ecological environment in an enterprise, each assessment index exerts different impacts at different stages. Therefore, the assessment index system shall be subject to dynamic adjustment.

2.3 Construction of an assessment index system for core talent ecological environment

According to the above analysis, the paper suggested to construct the assessment index system for core talent ecological environment from four aspects: working environment, economic environment, institutional environment, and cultural environment (specifically shown in Table 1).

Table 1: The assessment index system for core talent ecological environment in an enterprise

First-level index	Second-level index
working environment	Office space
	Office and experimental facilities
	Information resource
economic environment	Wage level
	Benefit and medical care
	Scientific research fund
institutional environment	Evaluation mechanism
	Incentive mechanism
	Cultivation mechanism
cultural environment	Cultural construction
	Leadership trait
	Interpersonal relationship

3. Construction of an assessment index system for core talent job embeddedness

3.1 Connotation of job embeddedness

From the perspective of the social reality of networked individuals, Prof. Mitchell and Prof. Lee from the Washington University, America initiated the theory of job embeddedness in 2001, describing it as a net or web in which an individual can become stuck. Those who are highly embedded have many closely connected ties in the community. These organization embeddedness or communal embeddedness encompasses a broad range of relation combination (Mitchell et al., 2001). Job embeddedness is conceptualized as having two indices of community and organization, and three components of link, fit and sacrifice. It has broadened traditional insights of employee turnover, and explains and predicts turnover well.

3.2 Analysis of influential factors of the degree of core talent job embeddedness

3.2.1 Links

Links denote the number of connections that a person has with the surrounding community, the organization itself, and other people, and are composed of organization link and community link. Links between the employee and the organization may include connections (formal or informal) with other people or groups in the organization, covering the factors of length of service, corporate development prospect, interpersonal relationship, work approval, and organizational environment. More organization links between the employee and the organization mean the person being more enmeshed in the organization with closer interest-based relationship. Whereas community links denote the number of non-work connections that a person has with the

surrounding community. These community connections range from age and marriage status, property right, relationships with family members and non-work friends, to the degree of closeness with clients and suppliers. Despite no seemingly direct relations with the enterprise the employee works for, according to existing studies, this broad range of connections will indeed exert influence on employee turnover and creativity development of employees.

3.2.2 Fit

Fit is defined as an employee's compatibility or comfort with the organization, the community and other people. It is divided into organization fit and community fit. By referring to organization fit, one means the suitability between an employee's expectation from the organization and what the organization expects from the employee as well as can provide for the employee as the working environment. The organization fit shows how matched the job skills and competence of an employee are to the following six factors: post, corporate culture, work requirements, remuneration expectation, growth space, and demands for training. The higher degree of organization fit means more coincident employee requirement with organization requirement together with lower probability of employee turnover. Community fit denotes an employee's compatibility and fitness with the environment, resources and ambient of his or her community. It shows how matched an employee is to the environment, resources and ambient of his or her community. Research results show that the satisfaction of an employee with his or her community and dwelling is related to his or her intention to leave and creativity development.

3.2.3 Sacrifice

Sacrifice denotes the cost of material or psychological benefits that one may forfeit by leaving one's job or community. It includes organization sacrifice and community sacrifice. The former one means the potential loss of remuneration, job stability, professional advantage, and contacts one may forfeit by leaving one's job. The greater the loss is, the more difficultly an employee leaves his or her job. If the turnover sacrifice is beyond what one may get as returns by leaving his or her job, the employee would prefer to stay entrenched in the organization (Crossley et al., 2011). The community sacrifice refers to the cost of community status, daily life stability, education for kids, and career development of family members one may pay for by leaving one's community.

4. Empirical research on the relations between ecological environment and job embeddedness for core talents

4.1 Research methods

4.1.1 Research objectives

The paper chose core talents from different private enterprises in Wenzhou as research objectives. The enterprises encompassed a broad range from apparel manufacture, food and beverages, to training agents, with no less than five valid employee samples for each of the enterprise. The total 672 randomized employee samples included 420 men and 252 women, as large as 43.15% of whose ages were within the range of 26-35. Among them, 358 samples were undergraduates (53.27%) and 102 samples were bachelors or above (15.03%).

4.1.2 Variable measurement

a: core talent ecological environment assessment

The AHP-FCE fuzzy analytic hierarchy comprehensive assessment method was used for calculation in the paper (Ma et al., 2009). First, the assessment indices were weighed with the help of analytic hierarchy process, aiming to quantize every fuzzy detail and fuzzy concept of the indices. Then, on the above basis, the paper used the fuzzy comprehensive assessment method B1-B5 and expert scoring to obtain the total score of core talent ecological environment assessment for each enterprise. Likert scaling was used for scoring, namely: 5-excellent, 4-good, 3-average, 2-relatively poor, and 1-poorest.

b: core talent job embeddedness assessment

For core talent job embeddedness assessment, a questionnaire was designed in reference to the aforementioned assessment index system, aiming to evaluate job embeddedness by means of questionnaire survey. Before the survey was conducted, the paper tested the effectiveness and reliability of the questionnaire. Test results showed that the fitness of samples in the Bartlett spherical test was 0.815, and that the internal consistency Cronbach' coefficients of the three indices in the Likert scaling were 0.879, 0.811, and 0.799, respectively. This proved that the designed questionnaire in the paper had high effectiveness and reliability.

c: statistical analysis

SPSS18.0 software package was applied to data processing. The methods of statistical analysis contained variance analysis and regression analysis. The tested result was $\alpha=0.05$.

4.2 Results and analysis

4.2.1 Variable description

Table 2 shows the mean value, standard deviation, and relative coefficients concerning the proposed variables in the paper. That all the Cronbach's α coefficients in the sub tables fell in the range of 0.778-0.926 proved a good reliability of these sub tables. Meanwhile, the three dimensions of job embeddedness were shown to be connected closely to various indices of core talent ecological environment.

Table 2: Matrix of the mean value, standard deviation, and relative coefficients concerning the proposed variables in the paper (N=672)

	E1	E2	E3	H1	H2	H3	H4
M	10.990	13.654	10.150	10.284	18.251	11.251	9.258
SD	3.258	4.258	3.158	4.269	5.281	4.158	5.128
E1 links							
E2 fit	0.258*						
E3 sacrifice	0.687*	0.248*					
H1 working environment	0.428*	0.658*	0.658*				
H2 economic environment	0.597*	0.98*	0.425*	0.758*			
H3 institutional environment	0.628*	0.258*	0.458*	0.514*	0.218*		
H4 cultural environment	0.275*	0.283*	0.291*	0.259*	0.412*	0.617*	

* denoted that $p < 0.05$, two-sided tests, diagonal data denoted Cronbach's α coefficients in the scaling.

4.2.2 The influence of core talent ecological environment on job embeddedness

With multi-element stepwise regression technology, the paper researched on the influence of the four indices of core talent ecological environment as independent variables on the three dimensions of core talent job embeddedness. The results are shown in Table 3

Table 3: The regression coefficients and corresponding tested values for each variable (N=672)

	E1 link		E2 fit		E3 sacrifice	
	β	P	β	P	β	P
H1 working environment	0.895	0.000	0.438	0.011	0.258	0.021
H2 economic environment	0.782	0.000	0.752	0.000	0.897	0.000
H3 institutional environment	0.587	0.012	0.872	0.000	0.742	0.015
H4 cultural environment	0.258	0.026	0.358	0.021	0.682	0.002

Table 3 shows that the four indices of core talent ecological environment exert great positive influence ($p < 0.05$) on the three dimensions of core talent job embeddedness.

Working environment and economic environment are mainly reflected in remuneration, profit, and resources, which are just important aspects of organization fit, organization links, and organization sacrifice. All in all, better working environment and economic environment mean higher cost the employee will pay for by leaving the organization and higher degree of the employee being enmeshed in the organization.

The institutional environment and cultural environment of an enterprise determine the chance for core talents of skill improvement, knowledge increase, promotion, and training on the one hand and the comfort in the

organization on the other hand. Obviously, as one of the most emphasized treasures for core employees, skills and knowledge are important contents of organization fit. Organization links can also be seen from skills and knowledge; promotion means resource occupation and upgrading social status, and the organization sacrifice of resource disappearance and social status impairment will arise from employee turnover; training chances mean extensive learning and communication, during which fitting cultural atmosphere, namely community links, may potentially appears.

5. Suggestions for optimization of core talent ecological environment in an enterprise based on job embeddedness

5.1 On-the-job embeddedness level

5.1.1 Establish flexible salary incentive systems

To serve for employee retention, a corporation should pay attention to comprehensive execution of salary incentive systems to the advantage of going hand in hand with employees. On the one hand, the corporation should establish the system that matches employees' expectation on salaries, through which positions and salaries are commensurate with competence and contributions; if conditions permit, share incentive mechanism can be enforced gradually so that the benefit of employees and that of the enterprise can be connected closely. On the other hand, the enterprise is supposed to provide welfare projects by category, with clear-cut coverages for free choice. In addition, the corporation shall emphasize on spiritual motivation for core employees, change the operation and decision mechanism, and create opportunities for core employees to participate in strategic decision as well. The corporation should also build up flexible management strategies such as flexible working, thus providing comfort working environment for core employees.

5.1.2 Improve corporate cultural recognition of core talents

Corporate culture is a pool of employees' common value. Good culture can spur corporate personnel to be initiative and innovative. In order to improve cultural recognition of employees, an enterprise should first deepen the people-oriented idea, and establish people-oriented culture. The company is supposed to improve its strategic goal, development idea, and salary mechanism aiming to generate long lasting effective safeguard mechanism. Second, with full use of publicity means, a corporation shall make its strategic goal being adequately understood and supported, striving to build up organizational, changing, and innovative corporate culture. Third, a company shall seek to enrich the employee's non-work lives by organizing recreational activities and sports for example. This measure helps guarantee their physical and mental health, and strengthen their sense of belonging. If conditions allowed, invitation can be expanded to the employees' children and spouses.

5.1.3 Satisfy the needs of career development for core talents

Core talents emphasize more on self-value realization and aspiration for achievements at work. An excellent corporation is supposed to care for their career development and help them set career goals to the advantage of effective matching between core employees and positions. What's more, the establishment of rational, effective training mechanism is necessary to accommodate the employees' further study and growth. A corporation should address their specific demands by conducting management practice training or diploma education. It can also organize study groups between core talents, and provide guarantee for their promotion and training with respect to corporate system design as well (Yang et al., 2014).

5.1.4 Enhance communication with core talents

Communication is an important approach to harmonizing leader-member relationship. Employees shall be informed of organizational information, and be a member in enterprise decision-making concerning their own interests. By this means, employees will be clear about what the company strives for, and their sense of control can be further increased as a counteraction to potential perturbation of corporate prospects. If conditions permitted, the corporation can alternatively strengthen cooperation with universities and research institutes as a way to enhancing the staff's confidence. The means of earnest talks, tea parties, in-company workshops, if carried out, can pull into the distance between them and the corporation, and prevent them from misunderstandings about the enterprise due to information asymmetry.

5.2 Off-the-job embeddedness level

5.2.1 Strengthen community links

To strengthen community links is to tighten the connections between the employees and non-work factors. Given high housing prices, a corporation can provide practical housing policies with different preferential terms suitable for different employees. Leaders may concern about education of the employees' children, and tackle corresponding problems of local schooling actively. The enterprise may fund or hold various non-work activities

for core employees, visit them on holidays to deliver blessings or goods and materials. In this way, the enterprise can be more linked to the employee and his or her family members, thus promoting community links.

5.2.2 Strengthen community fit

To strengthen community fit is to improve the employee's compatibility and fitness with the environment, resources and ambient of his or her community. According to different places the core talents come from, the enterprise develops tourisms or study tours for them to learn local politics, economy, and culture better. Cooperation can be established with gyms or fitness clubs that then send community resource handbook to the core talents in the company at their convenience. By creating flexible working systems, the corporation can provide chances for employees to fit in the community and to introduce the corporate culture to the community at the same time.

5.2.3 Increase off-the-job sacrifice for core talents

Along with improvement of economic conditions and demands for family bonds, core employees have an ascending requirements for community participation. It is suggested that the enterprise can use the aforementioned measures concerning strengthening community links and community fits to help increase community sacrifice of employee turnover.

6. Conclusions

In short, the stability of core personnel will affect cohesiveness and competition of the entire staff team directly for enterprises. However, based on demands of work environment, economic environment, institutional environment and the humanistic environment, an integrated talents ecological environment establishment should start from stabilizing the core personnel and optimizing the talent ecological environment, which is very imperative. Positive effect relationships between talent ecological environment and core talent work embedded three-dimensional integration are demonstrated through empirical research, and based on the conclusion, a number of recommendations to optimize the ecological environment from key personnel are proposed from the aspect of extraction of internal and external work embedded with two levels, which has played an important role on implications of enterprise talent team construction. However, this study has some limitations. For example, the cultural background from the American work environment is embedded in the concept of the introduction of Chinese occupation. So we still need to consider the applicability of the Sino-US cultural differences in the workplace dimension of its research projects. Also future research will expand the study sample of industry type and quantity in order to ensure more accurate and effective research results.

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