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Original Research

Modeling organizational Embeddedness in Digital Infrastructures of Banking Industry (A Case Study of Central Bank of Islamic Republic of Iran)

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Abstract

Purpose: Most of the reasons that result in high staff turnover and cost a lot of money on new employees are rooted in the lack of current job embeddedness and finding a way to keep employees in their current job has always been a concern for Central Bank managers. So the question is how to find a suitable model of human resource management in this regard?

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Method: Developmental research was designed with a qualitative approach and the strategy of the ground theory. Data were collected from in-depth interviews conducted with 25 expert managers of the Central Bank based on purposeful sampling and continued until reaching theoretical saturation. Using data analysis and coding, the initial conceptual model was created using the opinions of experts. In the quantitative section, 346 lower-ranking employees were selected by stratified random sampling method to answer the questionnaire. Qualitative data analysis was done using the thematic analysis method. Quantitative data analysis by using confirmatory factor analysis was analyzed and coded with the help of SPSS, and AMOS software. Each of them was evaluated separately, based on the systematic method of Strauss and Corbin.

Findings: Eventually, a model was created for organization embeddedness that could be helpful for the organization to reduce costs and increase employee productivity.

Conclusion: Organizations and the community should hire staff only by holding exams and obtaining the necessary quorum for this aim. They should not discriminate against applicants and all should be in the same conditions to qualify and compete so do best to succeed in own job.

Keywords: Organizational Embeddedness, Organizational Structure, Learning Organization, Perceived Organizational Support, Grounded Theory.

1. Introduction

In the human resource management literature, William Tracy defines human resources as "the people who move the organization around in the performance of their duties (Lee et al, 2022). Human resources are one of the most important assets of any organization and

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organizations to achieve their goals and implement their strategies must take effective measures in the field of human resource management (Zeraatkar et al, 2020). In today's organizations, the unique role of the human factor as a strategic resource, designer, and implementer of systems is in a much higher position than in the past (Hanelt et al, 2021). Advanced organizational thinking of man as the most important resource and asset for the organization. In the current situation where we are facing a shortage of resources, every organization is trying to increase productivity by establishing new theories to make the most of the minimum facilities (Quinones et al, 2021). Now, we should increase the efficiency of our organization by identifying issues that are out of sight. One of these issues is the organization embeddedness, which little research has been done on it in Iran while it has a great impact on the performance of employees (Garg, 2016). Identifying established employees and taking measures against them can be effective in the employee turnover rate job embeddedness is a way for employees to connect to the workplace and the community in three different forms, such as link, fit, and sacrifice, and stay in their current job. To explain why people, do not change organizations even when it is in their best interest, Michelle proposed a new structure in 2001 called "job embeddedness". Since then, we have defined job embeddedness as the totality of the forces that keep people in their current job, which includes: fit, link, and sacrifice (Marasi et al, 2016).

Factors that increase embedding will vary as they become apparent over time (Erkutlua & Chafrab, 2015). Super's Life-Span and Life-Space theory provide a theoretical basis for explaining the embedding process. The Super’s model shows people experience several stages of career advancement such as exploring, growth, establishment, maintenance, and decline during their lifetime. Individual differences and social maps have largely guided progress through these career stages. Super also points out the possibility of different career stages that may occur at different ages for different people, and some people (especially those who change organizations and careers) may go through the work process more than once in their lifetime. Super's Life-Span, Life-Space Theory also claims that the number of roles individuals play and the prominence of these roles

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vary between career stages (Ng and Feldman, 2007). Organizational promotion factors may vary in the career process. As people progress in their careers, they are likely to have different roles at work (e.g., bodyguard, mentor, manager, leader, retirees) and outside of work (e.g., child, spouse, community leader). As the patterns and prominences associated with those maps change, so does the set of forces that embed people in their organization and their jobs

In the organization under review, especially the Office of Economic Statistics, which has the largest number of employees, there is a great demand for a job transfer and relocation to the extent that most of the employees working there get out of their job commitment as soon as committing to Central Bank at the beginning of employment. They request for transfer to other departments of the bank. This is not only non-beneficial for the employees, but also creates problems for the relevant organization, which is the Central Bank. New training imposes additional costs on the organization, and it loses its experienced employees in a department and has to replace them with inexperienced young men who will decrease the quality of work. So, the lack of embeddedness in this section is quite obvious. Therefore, the general purpose of this research is to design and test a model for organizational embeddedness in the Central Bank of the Islamic Republic of Iran, and the present study seeks to answer the following question: what are the factors affecting the organizational embeddedness in the Central Bank of the Islamic Republic of Iran?

2. Literature Review

Karl Polanyi introduced the term "embeddedness" as a major development, and he is often regarded as the inventor of the concept of embeddedness (Gemici, 2008). However, many theorists (e.g., Marx, Weber, Schumpeter, and Parsons) tried to use more comprehensive frameworks to introduce embedding in the study of economics and sociology. Granovetter's classic paper is cited as a stimulus for modern research on embedding (Jiménez & Zheng, 2018). He presented as an economic activist in the ongoing patterns of social relations; instead of discussing embeddedness, he continues to

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discuss the priority of both individual and social traits, using the overall results of the conflict of the role and personal interest as the only guide to avoiding leaving work. He argues for paying attention to the interaction between social structures and economic activity in industrial societies because all market processes tend to sociological analysis, and these internal analyzes, which are not environmental, reveal the characteristics of these processes. In a thoughtful interpretation of the term itself, Parsons Points out that embeddedness can still be valuable and accurate as a broad effort to expose and correct the shortcomings of the neoclassical traditions of economics.

Moreover, it is considered to eliminate the tendency of economists and others to renew or finalize the market system (Amankwah-Amoah, & Hinson, 2019). These definitions formed in contrast to the specific market concepts exist in neoclassical economics. Embeddedness can also indicate the continuous exchange of economic activities in social structures. Two dimensions of digital embeddedness considered by this study are digital aptitude and digital attitude.

To operationalize digital aptitude, we draw from prior studies that measure skills in using digital technologies (Graham et al., 2019). Drawing on an entrenched view of interconnectedness and rich empirical evidence of a longitudinal study of mixed methods in a recycling company, our paper concludes three Integration processes in digital infrastructure: parallel, competitive and expansive. The enactment of these processes contributes to the emergence of digital infrastructure (Furstenau et al., 2019). This is called the Dynamic Model of Integration in Digital Infrastructures. The model describes how the three processes, when taken together, provide a theoretical explanation of how different forms of digital infrastructures emerge. With this understanding, we propose that the underlying integration process of a digital infrastructure can determine whether the infrastructure will be siloed, regenerated, or unified (Caride, 2016).

Studies on the research topic and its background are given in Table 1.

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Table 1: Research background

Row	Researcher	Year	Title	Results
1	Lee et al.	2022	Effects of Organizational Embeddedness on Unethical Pro-organizational Behavior: Roles of Perceived Status and Ethical Leadership	Drawing from social identity theory and self-affirmation theory, we propose that deeply embedded employees may engage in UPB as a way of promoting or maintaining their status in the organization
2	Quinones et al	2021	Embeddedness of digital start-ups in development contexts: field experience from Latin America	They find digital start-ups have multiple, hybrid embeddedness: in product and digital sector regimes, in local and global industry regimes, and in their economic and socio-political environment.
3	Mahdad et al	2018	The effect of organizational loyalty on adaptive performance: the role of moderator and conscientiousness	Organizational loyalty and organizational well-being and conscientiousness have a significant effect on adaptive performance
4	Akgunduz and Sunli	2017	The Impact of Employee Support and Perceived Organizational Support on Job embeddedness and Workflow in Hotels	When employees are supported, they will be loyal to the organization and show the impact of employee advocacy and perceived organizational support on job embeddedness and willingness to relocate
5	Chen and Shaffer	2017	The Impact of Perceived Organizational Support and Incentives on arbitrary migration	Expresses the importance of incentives as a tool for a source of support in order to embed the elites
6	Garg	2016	Impact of digital embeddedness on organizational purchase behaviors	They find that more digitally embedded individuals are less brand sensitive, less susceptible to peer influence, more risk tolerant, and more demanding of innovation from products they buy.
7	Hashim, Ishak, Hilmi	2015	The effect of organizational climate on the job embeddedness of the disabled	It shows that the organizational climate precedes the job embeddedness of the disabled and is important because it is the basis of how the disabled employees fit into their current job.
8	Zeng et	2015	The role of embeddness in	Identifies the essential role of

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Row	Researcher	Year	Title	Results
	al		organizational transformation equipped with information technology	embeddedness in achieving organizational transformation equipped with information technology
9	Tranmer et al.	2016	Embeddedness of organizational performance	Provide MMMC model to investigate the performance of low-level units embeddedness in multi-stage network
10	Kanten et al.	2015	The effect of organizational structures and learning organizations on organizational embeddedness and individual adaptive performance	Organizations need to add structures to their vision and values, depending on whether they are mechanical or organic.
11	Pilbeam	2013	Coordination of Interim Organizations in International Development through Temporal and Social Embeddedness	The 4-step model shows how strangers come together in unfamiliar situations to present a complex product or output in a short time.
12	Harris et al.	2011	The mediating role of organizational embeddedness in the output relations of manager-staff turnover	Leader-Member Exchange (LMX) is considered prior to organizational job embeddedness, and job embeddedness is an explanatory mechanism that mediates the relationship between LMX and job satisfaction and the actual relocation and relocation desire.
13	Nell et al.	2011	MNC as an organization that is embedded outside the organization	A model for why NMC provides interfering communications for affiliate networks even if they have grown out of the startup stage
14	Ng & Feldman	2007	Organizational and job embeddedness in job stages theoretical framework	It draws researchers' attention to the compensatory force of embeddedness and the parallel or distinct stages with which individuals embed into their current organization or occupation.
15	Dacin et al.	1999	Organizational embeddedness, conversations and instructions	Organizational embeddedness pushes organizational practice toward relational theories and discussions - provides opportunities to conceptualize and measure complex environments - helps focus research on dynamic and

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Row	Researcher	Year	Title	Results
				ongoing social activity components

3. Methodology

This research is applied in terms of purpose, descriptive research, and exploratory approach in terms of research strategy. The data collection was collected by both the library method and field research (using semi-structured interviews and questionnaires). This research approach is a combination of qualitative and quantitative methods (i.e. mixed method, grounded theory) in which appropriate qualitative methods have been used to extract components and research metrics and quantitative methods are used to confirm measurement patterns and test the conceptual modelThe statistical population of the study is in the qualitative part was the heads of the central bank departments, and in the quantitative part were several aware employees in the lower levels of the central bank.

3.1. Qualitative method

The qualitative population includes 25 experts of the Central Bank of Iran that participated in the interview. Sampling was done by a judgmental approach, untill reaching information saturation. First, the required information was collected to identify the factors affecting organizational maturity by the semi-structured interview method the researcher created the initial mental framework and by coding the first 7 interviews. Then he conducted subsequent interviews and used the new codes to develop the mental framework. The last 2 interviews provided theoretical adequacy. Then, systematic information was formed by grounded theory method of analyzing qualitative data, which includes three main stages of open coding, axial coding and selective coding. This initial knowledge made it possible to formulate hypotheses and how the variables of the organizational embeddedness model work. In other words, qualitative methodology allows the researcher to provide theoretical foundations of the general features of a subject that are simultaneously rooted in empirical data. In this method, in-depth interviews are conducted with a qualitative approach have a different meaning and validity. Because a qualitative interview

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is necessarily an interaction through dialogue that is dependent on the temporary situation, and the nature of the relationship cannot be exactly re-created by others. Participants in the study were the managers of departments and deputies of central bank departments, whose information are shown in Table 2

Table 2: Participants in the research (qualitative method of 25 people)

Row	Gender	Education degree	work experience	Position in Organization	row	Gender	Education rate	work experience	Organizational position
1	Male	PhD	18	Director	14	Male	P.H.D	21	Director
2	Female	PhD	21	Director	15	Male	M.A	18	Director
3	Male	M.A	15	Director	16	Female	Bachelor	13	Director
4	Male	PhD	13	Deputy	17	Male	Bachelor	12	Director
5	Female	M.A	16	Director	18	Male	P.H.D	18	Director
6	Male	B.A	22	Director	19	Female	P.H.D	22	Director
7	Male	B.A	16	Director	20	Male	Bachelor	27	Director
8	Female	PhD	19	Deputy	21	Male	M.A	20	Director
9	Male	M.A	18	Director	22	Female	P.H.D	19	Director
10	Female	M.A	24	Director	23	Male	M.A	14	Director
11	Male	PhD	25	Director	24	Male	Bachelor	16	Director
12	Female	PhD	21	Director	25	Female	Bachelor	21	Director
13	Female	PhD	19	Director					

3.2. Quantitative method

A questionnaire was designed to test the model.The sample size was 346 people according to on Cochran's formula. In this study, a stratified random sampling method was used according to the recruitment of Central Bank. Due to the dispersion of central bank staff throughout the country, staff in Tehran has been considered as the main cluster. Using quantitative research methods, i.e. path analysis, the researcher tested the data and assessed the validity of the conceptual model of the research. The reliability of the questionnaire was obtained from Cronbach's alpha, which was greater than 0.7. To determine the validity the content validity method was used.To be more specific, the designed questionnaire was validated based on

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several experts' opinions. Therefore, the questionnaire has strong validity and is confirmed.
The characteristics of the participants and their demographic information in the quantitative stage has shown in Table 3.

Table 3: Demographics iformation of respondents

		Age		Education Degree			Work experience		position in Organizational		
Gender	Number	Up to 30	Above 30	B.A	M.A	P.H.D	10 to 20	Above 20	Deputy	Director	Other
male	290	90	200	160	60	70	220	70	20	5	256
female	56	23	33	10	40	6	49	7	2	1	53
sum	346										

Findings

4.1. Qualitative part

As mentioned earlier, to analyze the qualitative data of this research, the content analysis method has been used, which includes the six-step process of Clarke and Braun's (2006) content analysis. Meanwhile, many themes were obtained by open coding.And during the round-trip process, the analysis of the initial qualitative data of all categories was confirmed. Theoretical sampling continued through interviews until theoretical saturation was reached. Based on the analysis of qualitative data and the completion of coding steps, the concepts and categories of embedding that were effective in promoting embedding have been identified, which are shown in Table 4.

Table 4: Coding, Concepts and Categories

Model	Dimensions	Category (optional coding)	Concepts (axial coding)	Open coding

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Model	Dimensions	Category (optional coding)	Concepts (axial coding)	Open coding
Casual Condition	**Individual**	Work bias Financial needs Occupational prestige Spiritual and psychological strengthening	Fanatic-automatic Good financial situation - no need Occupational prestige – a good reputation Good mood - job motivation	Automated tasks (M12) - No need for inspection (M5) - No financial need (M9) - Meeting the need for the current job (M13) - Job pride (M10) - Appropriate treatment of the client (M9) - Morale (M8) - Appropriate attitude of the boss (M5) - The attitude of colleagues (M12) - Good public image (M6) - Satisfaction of needs (M9) - Feeling of belonging to the job (M4) - Feeling of commitment to the job (M4)
	Group	Sense of friendship and connection Increase cheerful people Raise honesty Raise a sense of sacrifice	Friendship with colleagues - interaction Cheerfulness - healthy competition Being honest - working flawlessly Preference of colleagues	Strong friendships (M14) - Business relationships (M9) - Jokes with co-workers (M8) - Sense of competition (M12) - Motivation to be superior (M10) - Variety of services (M9) - Being honest (M6) - Not to go out of business (M4) - Performing the duties of colleagues (M8) - Friendship of manager and colleagues (M6) - Preference of friendships over promotion (M5)
	Organization	Feel the superiority of the organization Encourage managers Being law-abiding No discrimination	Successful organization - welfare superiority Kardan manager - popular manager Regular organization - fixed rules Same view - proportionate rights	Prominent organization (M10) - Effective organization (M19) - Money-making organization (M14) - Conscientious organization (M14) - Motivated manager (M5) - Well-mannered manager (M4) - Conscientious manager (M9) - Law enforcement (M8)) - Specific Duties (M9) - Equality (M6) - Low change (M9) - Adequate payments (M7) - Equality among employees (M7) - Wealthy organization (M6) - Superiority of criteria over relationships (M4(
	Environment	Encouragement environment Political situation of the environment Economic situation of the environment Mass media reports	Family Encouragement - Positive Vision Agree Parties - Coordinated Government Prosperous people - rich country Information - Awareness of the people	Encouraging the family (M8) - Defining friends (M6) - Positive view of the people (M5) - Parties aligned with the organization (M8) - Agreeing political decisions (M9) - Positive view of government officials (M4) - Financial situation of the country (M9) - Limitations Finance (M7) - Inflation (M18) - Dissemination of indicators (M9) - Identification of the organization (M17) - Activity report (M17) - Public information (M14) - Fair distribution of wealth (M17) - Specific role (M19)

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Model	Dimensions	Category (optional coding)	Concepts (axial coding)	Open coding
Phenomenon	**Individual**	Meritocracy Talent identification Promotional Employee incentives	Competent manager - skilled manager Specialists - upgrade test Prompt upgrades to qualified individuals Incentive pay - promotion incentive	Non-partisanship (M19) - Competent manager (M14) - Educated manager (M8) - Skilled bosses (M6) - Pre-promotion test (M6) - Demonstration of talent (M5) - Job specialization (M5) - Rightful promotion (M8) - Timely promotion (M9) - Elite leadership (M7) - Incentive rights (M9) - Elite encouragement (M4) - Motivational promotion (M5)
	Group	Existence of empathy Reduce stress Teamwork culture Explain the rules	Pain and heart - mutual understanding Appropriate treatment - respect Participation - Deputy Information - legality	Material help (M6) - Pain and heart of colleagues (M8) - Mutual understanding (M18) - Spiritual help (M9) - Problem solving (M5) - Appropriate treatment (M4) - Respect (M8) - Discourse (M5) - Deputy And participation of individuals (M8) - Using the opinion and experience of all (M4) - Transparent rules (M5) - Information rules (M4) - Law for all (M18)
	Organization	Scientific level upgrade Experts Low level rating Outsourcing	Training - pattern making Experience transfer - related training Ranking - Post creation Related matters	Training (M5) - Support for student staff (M7) - Update of training (M4) - Job-related training (M8) - Transfer of experience (M6) - Encouraging mentoring (M5) - Creating posts and encouraging promotion to lower ranks (M4) - Entrusting the work of cleaning water supply to outside the organization (M14) - Assigning part of the work (M5) - Competitive activities (M11)
	Environment	Communication with the university Non-job training Encourage family	Higher education - professors Social skills - knowledge Encourage minds - talented jobs Periodic training - new content	Higher education (M9) - Individual learning (M4) - Invitation of professors (M5) - Use of database (M4) - Knowledge development (M4) - Social skills (M5) - Empowerment (M6) - Encouragement of minds (M4) - Job popularity (M8) - Welfare (M5) - Modeling (M6) - Periodic training (M4) - New content (M7) - Communication with professors (M8) - New topics (M9) - Inviting speakers (M10)(
Active/Interaction Strategy	**Individual**	Job security salary and benefits welfare amenities Job position	Formal employment - job supply Livelihood - Benefits Excursion and educational facilities	Formal employment (M9) - Career future (M6) - Job security (M4) - Non-dismissal (M10) - Livelihood (M8) - Job benefits (M15) - Overtime (M5) - Work (M9) - Sports rights (M14) - Private club (M17) - Pool (M9) - Private schools (M18) -

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Model	Dimensions	Category (optional coding)	Concepts (axial coding)	Open coding
			work class - job pride	Private villas (M16) - Deprivation rights (M10) - Housing rights (M9) - Travel allowance (M6) - Job pride (M8) - Working class (M19) - Social status (M14) - People's view (M12) - Personal opinion (M6) - Self-confidence (M5)
	Group	Understanding Coordination between employees Interaction Motivation for teamwork	Empathy - problem solving Axis Group - Axis Team Workgroup - Effort Group Encouragement - Orientation	Empathy (M12) - Spiritual help (M9) - Problem identification(M6) - Collective problem solving(M11) - Communication(M8) - Group and team(M5) - Axis group(M8) - Workgroup(M14) - Morale(M16)) - Hard work(M6) - Empowerment(M5) - Datesh development(M4) - Group encouragement(M9) - Orientation of teamwork(M6
	Organization	Education Courses Meritocracy Proportion of education and job Specialist breeding	Education - knowledge promotion Qualification- and breeding Adaptation of education and occupation Specialization - Elites	Specialization (M9) - Education (M6) - Promotion of knowledge (M5) - Elite utilization (M5) - Capacity building (M6) - Equal opportunities (M10) - Proper promotion procedures (M9) - Job and employment adaptation (M6) - Qualification (M5) - Competence (M9) - Qualification (M6) - Appropriate training (M4) - Professionalism (M6) - Job-related training (M7) - Communication with relevant elites (M6)
	Environment	Environmental vitality De-escalation Elimination of discrimination Motivate growth	Urban spaces - parks Good attitude - calm Facilities for all - welfare Encouragement - motivation	Urban spaces (M5) - Park (M4) - Entertainment (M6) - Services (M7) - Play city (M4) - Good neighbor (M7) - Neighborhood with class (M6) - Good treatment (M4) - High level neighbors (M6) - Higher education (M7) - Facilities for all (M9) - Enjoyment of social welfare (M5) - Competition in the environment (M8) - Environmental values (M4) - Environmental atmosphere (M9) - Distribution of environmental wealth (M4) - Student presence (M7) - Environmental vitality (M6) - Calm (M5) - Encouragement (M4) - Motivation (M5)
Contextual Structure	**Individual**	A person's genetic predisposition to do work Increase the academic level in	Apt to work - self-esteem Related training - Mentoring Free mind -	Aptitude for work (M7) - Interest in work (M6) - Self-esteem (M7) - Passion (M8) - Perseverance (M8) - Seriousness (M5) - Hard work (M18) - Enthusiasm for activity and effectiveness (M7) - Education (M6) -

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Model	Dimensions	Category (optional coding)	Concepts (axial coding)	Open coding
		line with the current job Mental health Proportion of job and employment and capabilities	cheerfulness Interest in work - becoming an expert	Proportion of education and job (M12) - Commitment (M18) - Responsibility (M21) - Faith and honesty (M8) - Related education (M6) - Specialty (M4) - Theoretical preparation (M7) - Motivation (M6) - Core program (M5) - Theoretical preparation (M7) - Technical knowledge (M8) - Free mind (M9) - Interest in work (M12) - Expertise in work (M10) - Communication with the job (M8)) - The right to choose a job (M4) - Prosperity of ability (M6) - Vitality (M7) - Dynamics (M9) - Agility (M7(
	Group	Interaction of employee groups Lack of destruction and strengthening of relations Group dynamics and teamwork spirit Lack of jealousy and promotion of competition	Communication - Axis Group Loyalty - group and team Vitality - group and team Healthy competition - orbital ethics	Communication (M5) - Effective Communication (M7) - Interactions (M12) - Axis Group (M6) - Teamwork (M7) - Group and Team (M4) - Self-confidence (M14) - Loyalty (M16) - Obedience (M4) - Observance of values (M6) - Ethics (M4) - Effective communication (M8) - Horizontal communication (M4) - Vertical communication (M4) - Equal opportunities (M7) - Proper promotion procedures (M6) - Meritocracy (M4) - Healthy competition (M14) - Continuity at work (M5) - Enthusiasm for activity (M7) - Impact (M6) - Knowledge and skills (M7) - Agility (M4) - Vitality (M5) - Mobility in the group (M4)
	Organization	Optimal reward system Financing employees in accordance with the community Organizational Justice Report on performance in mass media	Appreciation Financial well-being - Benefits according to inflation Equal opportunity - justice Public Awareness - Performance Report	Reward system (M13) - Reward based on performance (M13) - Preservation of values (M14) - Explanation of values (M5) - Financial well-being (M7) - Special benefits (M7) - Livelihood (M8) - Equal opportunity (M12) - Promotion for all (M17) - No compulsion to stay in the job (M19) - Equal treatment (M4) - TV report (M5) - Public familiarity with the job (M4) - Awareness (M7) - Identifying the role of jobs in the country (M6) - Knowledge of job stages (M5) - Report on job results (M6) - Benefits of job results (M5)

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Model	Dimensions	Category (optional coding)	Concepts (axial coding)	Open coding
	Environment	Interaction of organization and environment Increasing the popularity of the organization in the community Raising social capital Proper treatment of the customer	Impact - interaction Supporting the people - Commitment Prominent role - public awareness Good manners - the right attitude	The role of the organization in the garment (M5) - The relationship of the organization with the community (M9) - Authentication of the organization in the community (M7) - The impact of the organization in the community (M7) - Commitment to the community (M6) - The organization's help to the people (M7) - Effective role In the society (M8) - Supporting individuals (N9) - Supporting vulnerable groups (M12) - Introducing the organization (M16) - Familiarity of the community with the organization (M5) - Prominent role in society (M7) - Services required by society (M7) Appropriate treatment of people (M6)
Intervening Structure	**Individual**	Periodic staff turnover Money worship You want it Self-superior nose	Periodic transfer - forced transfer Welfare - living for work Unwarranted pride - greed Not competing - no competition	Compulsory transfer (AD 16) - Periodicization of responsibilities (AD 16) - Expiry date (AD 6) - Voluntary transfer (AD 13) - Interest in more money (AD 6) - Money, standard of living (AD 6) - Living for work (AD 17) - Thinking of being promoted (M8) - Not being important to colleagues (M9) - Thinking of yourself (M5) - High income dream (M5) - Falling from the elephant's nose (M6) - Not seeing a competitor (M9) - Lack of competition (M18)) - Negative view of others (M9) - Knowing yourself better (M4) - Good gene dream (M5) - Destructive self-esteem (M4) - False pride (M5(
	Group	Negative attitudes Not understanding the situation Unnecessary interference in group decisions Unnecessary comparison	Objection - no hope Inflexibility - Lack of respect for the colleague Non-compliance - Objecting decisions Improper pattern - underestimating colleagues	Negative view (M7) - Objection (M5) - Lack of hope (M4) - Lack of trust (M4) - Negative wave (M4) - Lack of knowledge of principles (M7) - Lack of understanding of limitations (M9) - Lack of respect for colleagues (M6) - Lack of knowledge of the situation (M7) - Inflexibility (M6) - Objection to decisions (M7) - Disobedience to decisions (M5) - Inadmissibility of decisions (M5) - Incompetent objections to decisions (M4) - Interference with your right Knowing (M8) - Setting an example for others (M5) - Praising others (M6) - Underestimating teamwork (M6) - Counting a neighbor's

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Model	Dimensions	Category (optional coding)	Concepts (axial coding)	Open coding
				chicken (M8) - Comparing with others (M4)
	Organization	classification of information Mismanagement favoritism Lack of attention to the demands of lower-ranking employees	Non-receipt of information - Audit of information Incompetent manager - mismanagement Inequality - Unequal Opportunity Unanswered Requests - Ignore	Lack of information (M8) - Deficiency of lower ranks (M17) - Non-publication of staff information (M6) - Lack of circulars (M16) - Incompetent manager (M15) - Lack of proper management (M14) - Lack of knowledge of the manager (M12) - Lack of mastery of the manager (M14) - Evaluation of acquaintances (M16) - Inequality (M18) - Unequal opportunities (M19) - Lack of attention to the lower category (M21) - Underestimation of the lower category (M18) - Non-confidentiality of the category Bottom (M6) - Ignored Requests for Bottom (M18)
	Environment	Unfavorable political and economic conditions of the environment Static and boring environment Lack of interaction space Inadequate physical work environment	Political parties - inflation Soulless society - stagnant society Low communication - no help Small environment - unsuitable environment	Conflict of parties (M12) - Turbulent society (M14) - Inflation (M21) - Sanctions (M21) - Civil war (M4) - War for power (M5) - Division of society (M12) - Class differences (M5) - Unbalanced wealth (M12) - Bad conditions of people (M15) - Poor society (M5) - Soulless environment (M15) - Hard work (M5) - Bad attitudes of people (M6) - Uniform environment (M5) - Boring environment (M6) - Lack of dynamism (M7) - Environmental oppression (M4) - Lack of information exchange (M5) - Failure to help people (M4) - Lack of interaction in society (M5) - Small work environment (M6) - Undisciplined work environment (M9)) - Uniform work environment (M4) - Ugly appearance of work environment (M5) - Rental work environment (M4(
Results	**Individual**	Increase motivation Assurance of the future Lively life Individual development	Increase attachment - encouragement Fixed work - information about the future Happy life -	Self-confidence (M19) - Sense of competition (M21) - Attachment to work (M22) - Motivation (M14) - Sense of importance (M13) - Bright future (M12) - Retirement (M14) - Adequate salary (M15) - Fixed job (M12) - Job stability

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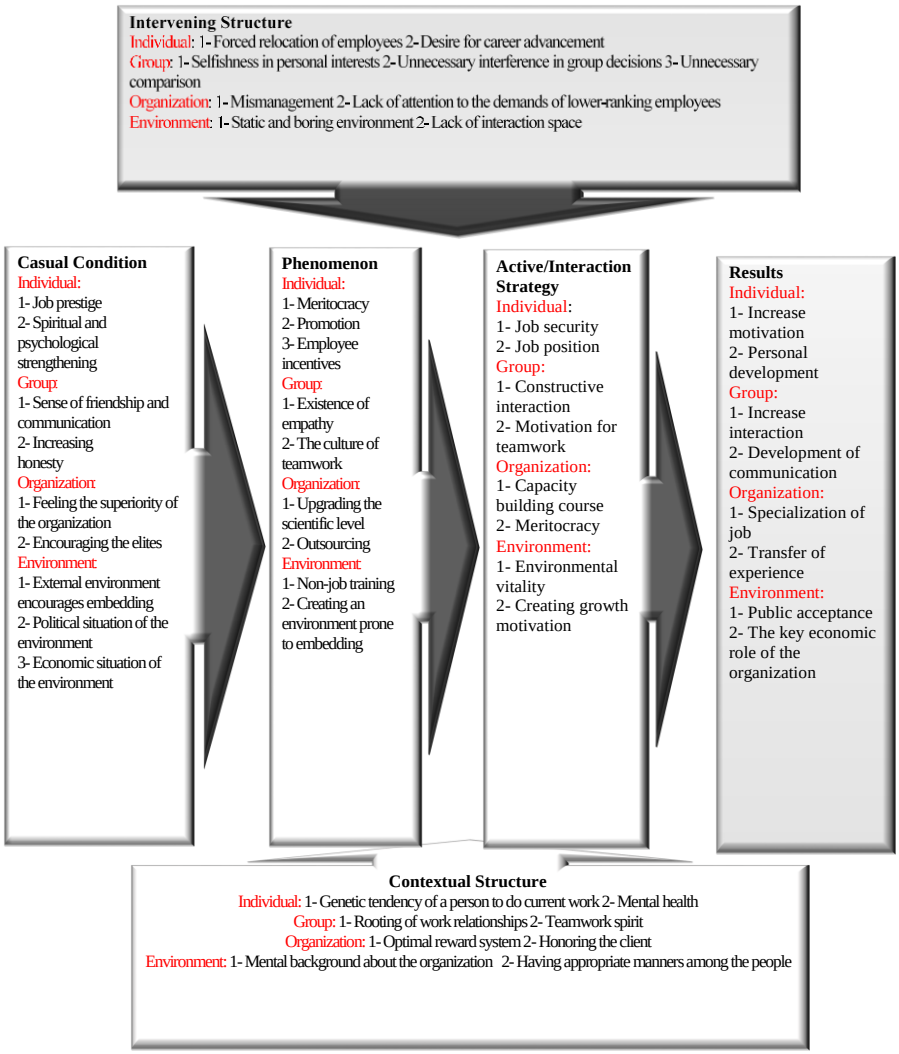
Model	Dimensions	Category (optional coding)	Concepts (axial coding)	Open coding
			dynamic life Tendency to excel - Tendency to upgrade	(M10) - Dealing with life (M12) - No job worries (M11) - Focus on personal life (M11) - Gaining experience (M4) - Becoming skilled (M5) - Tendency to improve work (M5) - Tendency to get related training (M5) - Job details (M6) - No worries about new job (M12) - Stress reduction (M16)
	Group	Collaborate to solve problems Increase interaction Increase communication Growing in the shadow of teamwork	Solve group problems - Understand problems Communication - Continuity of friendship Deepening friendship - expanding the scope of friendships Teamwork - Progress	Solving peer problems (M15) - Understanding colleagues (M18) - Considering the problems of others important (M12) - Grieving colleagues (M15) - Work friendships (M14) - Developing family friendships (M14) - Expanding relationships (M12) More friends (M5) - Deepening friendships (M13) - Problem solving in the shadow of communication (M5) - More non-working communication (M6) - More communication through friends (M4) - Teamwork experience (M5) - Reflection More (M5) - More reason (M7) - Patience (M12) - Respect for opinions (M6) - Consult (M4)
	Organization	Improve organizational productivity Reduce job leaving costs Job specialization Transfer experience	More efficiency and effectiveness Reduce the cost of training and employment Specialist training - skills Gaining experience - the role of mentoring	More profit (M15) - More efficiency (M10) - Better efficiency (M12) - Less cost (M9) - Better output (M11) - Better production (M10) - Reduced training costs (M21) - Reduced employment costs (M19) - Reduce the cost of redemption (M18) - Reduce the cost of inexperience (M4) - Specialization (M19) - Experienced (M17) - Skilled (M15) - Details (M4) - Addressing the basics after the principles (M4)) - Transfer of experience (M15) - Mentoring (M19) - Completion of the teacher-student cycle (M19) - Continuation of cooperation until retirement (M5) - Expertise in work (M6) - Knowledge and skills (M5) - Promotion of knowledge and Organizational Capability (M5(
	Environment	Interaction of organization and environment General acceptance social position	Impact of organization- Impact of environment Attracting public opinion	Dynamic community (M14) - Dynamic organization (M14) - Happy community (M12) - Organizational vitality (M12) - Effective community (M6) - Effective organization (M6) - Useful community

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Model	Dimensions	Category (optional coding)	Concepts (axial coding)	Open coding
		The key role of the organization	Role Transparency - Social Rank Impact on society - the most important role in the environment	(M9) - Useful organization (M9) - Impact on Opinions of the community (AD 10) - Addressing the desires of the people (AD 9) - Aligning with the people (AD 12) - People's officials (AD 18) - Solving the problems of society (AD 19) - Targeting the problems of society (AD 8) - People's opinion about the organization (AD 4) - The level of people's satisfaction (M8) - The rate of solving people's problems (M5) - Determining the role of the organization in solving society's problems (M5) - The extent of the organization's relationship with society's problems (M6) - The effectiveness of the organization (M6) - The strategic role of the organization) M5(

Figure 1: The final model



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4.2. Quantitative part

There are several methods to check the sample size adequacy, including Kaiser-Mir-Oaklin (KMO), the value of which always fluctuates between 0 and 1. If the KMO value is less than 0.5, the data will not be suitable for factor analysis. If the value is between 0.5 to 0.69, factor analysis can be done with more caution, and if the value is greater than 0.7 the correlations between the data will be suitable for analysis. On the other hand, we used the Bartlett'stest to ensure the appropriateness of the data. The correlation matrices that underlie the analysis are not equal to zero in the population. In other words, using Bartlett's test, sampling adequacy can be retested. The Bartlett's test examined the hypothesis that the observed correlation matrix belongs to a society with indistinguishable variables. For a factor model to be useful and meaningful, variables need to be correlated.

The Kaiser-Mir-Oaklin value was 0.736, which is greater than the recommended value (i.e. 0.7), and as a result Bartlett's test was statistically significant, which confirms the reactivity of the correlation matrix. The results of this test can be seen in Table 5.

Table 5: KMO test and Bartlett sphericity test

Tests and related indicators	level
K.M.O	0.736
X^2	1103.500
Degrees of freedom	36
Sig(Significance level)	0.00

Confirmatory factor analysis of research variables

After ensuring the adequacy of research data, to perform factor analysis it is necessary to ensure the accuracy of the model variables. Based on this, the heuristic of factor analysis and confirmatory factor analysis, each of them separately examined the accuracy of the hypothetical conceptual model, which was done by using SPSS and Amos software. Finally, the test were compared presented separately in Table 6.

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Table 6: Results of exploratory and confirmatory analysis Source: SPSS and Amos software

	Dimensions	questions	Variable	Exploratory	confirmatory	Result
Casual Condition	Individual	q1	Work bias	**0.84**	**0.68**	**confirm**
		q2	Financial needs	**0.94**	**0.60**	**confirm**
		q3	Job prestige	**0.59**	**0.60**	**confirm**
		q4	Spiritual and psychological strengthening	**0.82**	**0.61**	**confirm**
	group	q5	Sense of friendship and connection	**0.86**	**0.62**	**confirm**
		q6	Increase cheerful people	**0.55**	**0.58**	**confirm**
		q7	Increase honesty	**0.78**	**0.53**	**confirm**
		q8	Raise a sense of sacrifice	**0.89**	**0.52**	**confirm**
	Organization	q9	Feel the superiority of the organization	**0.72**	**0.56**	**confirm**
		q10	Encourage managers	**0.91**	**0.67**	**confirm**
		q11	Being law-abiding	**0.79**	**0.63**	**confirm**
		q12	No discrimination	**0.45**	**0.69**	**confirm**
	environment	q13	Encouragement environment	**0.68**	**0.50**	**confirm**
		q14	Political situation of the environment	**0.78**	**0.80**	**confirm**
		q15	Economic situation of the environment	**0.52**	**0.61**	**confirm**
		q16	Mass media reports	**0.72**	**0.65**	**confirm**
Phenomenon	**Individual**	q17	Meritocracy	**0.83**	**0.79**	**confirm**
		q18	Talent identification	**0.84**	**0.70**	**confirm**
		q19	Promotional	**0.73**	**0.80**	**confirm**
		q20	Employee incentives	**0.68**	**0.49**	**confirm**
	group	q21	Existence of empathy	**0.84**	**0.58**	**confirm**
		q22	Reduce stress	**0.76**	**0.49**	**confirm**
		q23	Teamwork culture	**0.76**	**0.40**	**confirm**
		q24	Explain the rules	**0.70**	**0.50**	**confirm**
	organization	q25	Scientific level upgrade	**0.71**	**0.64**	**confirm**
		q26	Low level rating	**0.71**	**0.64**	**confirm**
		q27	Experts	**0.56**	**0.58**	**confirm**
		q28	Outsourcing	**0.70**	**0.55**	**confirm**
	environment	q29	Communication with the university	**0.81**	**0.65**	**confirm**
		q30	Non-job training	**0.86**	**0.75**	**confirm**

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	Dimensions	questions	Variable	Exploratory	confirmatory	Result
		q31	Encourage family	**0.98**	**0.66**	**confirm**
Active/Interaction Strategy	individual	q32	Job security	**0.82**	**0.57**	**confirm**
		q33	salary and benefits	**0.82**	**0.62**	**confirm**
		q34	welfare amenities	**0.75**	**0.71**	**confirm**
		q35	Job position	**0.96**	**0.72**	**confirm**
	group	q36	Understanding	**0.85**	**0.40**	**confirm**
		q37	Coordination between employees	**0.67**	**0.67**	**confirm**
		q38	Interaction	**0.87**	**0.61**	**confirm**
		q39	Motivation for teamwork	**0.84**	**0.67**	**confirm**
	organization	q40	Education Courses	**0.70**	**0.46**	**confirm**
		q41	Meritocracy	**0.93**	**0.69**	**confirm**
		q42	Proportion of education and job	**0.94**	**0.62**	**confirm**
	environment	q43	Environmental vitality	**0.88**	**0.54**	**confirm**
		q44	De-escalation	**0.88**	**0.61**	**confirm**
		q45	Elimination of discrimination	**0.73**	**0.77**	**confirm**
		q46	Motivate growth	**0.95**	**0.63**	**confirm**
Intervening Structure	individual	q47	Periodic staff turnover	**0.63**	**0.51**	**confirm**
		q48	Money worship	**0.69**	**0.68**	**confirm**
		q49	You want it	**0.63**	**0.49**	**confirm**
		q50	Self-superior nose	**0.95**	**0.70**	**confirm**
	group	q51	Negative attitudes towards the group	**0.86**	**0.43**	**confirm**
		q52	Not understanding group conditions	**0.81**	**0.97**	**confirm**
		q53	Unnecessary interference in group decisions	**0.95**	**0.51**	**confirm**
		q54	Unnecessary comparison	**0.96**	**0.99**	**confirm**
	organization	q55	Unnecessary classification of information	**0.89**	**0.98**	**confirm**
		q56	Mismanagement	**0.85**	**0.91**	**confirm**
		q57	favoritism	**0.71**	**0.41**	**confirm**
		q58	Lack of attention to the demands of lower-ranking employees	**0.95**	**0.51**	**confirm**
	environment	q59	Unfavorable political and economic conditions of the environment	**0.92**	**0.55**	**confirm**

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	Dimensions	questions	Variable	Exploratory	confirmatory	Result
		q60	Static and boring environment	**0.70**	**0.98**	**confirm**
		q61	Lack of interaction space	**0.71**	**0.94**	**confirm**
		q62	Inadequate physical work environment	**0.92**	**0.87**	**confirm**
Contextual Structure	individual	q63	A person's genetic predisposition to do work	**0.90**	**0.98**	**confirm**
		q64	Increase the academic level in line with the current job	**0.96**	**0.97**	**confirm**
		q65	Mental health	**0.63**	**0.41**	**confirm**
		q66	Proportion of job and employed	**0.91**	**0.96**	**confirm**
	group	q67	Interaction of employee groups	**0.983**	**0.86**	**confirm**
		q68	Lack of destruction and strengthening of relations	**0.85**	**0.92**	**confirm**
		q69	Group dynamics	**0.86**	**0.97**	**confirm**
		q70	Promote competition	**0.73**	**0.96**	**confirm**
	organization	q71	Optimal reward system	**0.83**	**0.98**	**confirm**
		q72	Financing employees in accordance with the community	**0.82**	**0.47**	**confirm**
		q73	Organizational Justice	**0.86**	**0.45**	**confirm**
		q74	Report on performance in mass media	**0.92**	**0.47**	**confirm**
	environment	q75	Interaction of organization and environment	**0.69**	**0.74**	**confirm**
		q76	Increasing the popularity of the organization in the community	**0.80**	**0.96**	**confirm**
		q77	Raising social capital	**0.89**	**0.87**	**confirm**
		q78	Proper treatment of the customer	**0.90**	**0.67**	**confirm**
Results	individual	q79	Increase motivation	**0.82**	**0.87**	**confirm**
		q80	Assurance of the future	**0.87**	**0.73**	**confirm**
		q81	Lively life	**0.86**	**0.83**	**confirm**
		q82	Individual development	**0.96**	**0.57**	**confirm**

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Dimensions	questions	Variable	Exploratory	confirmatory	Result
group	q83	Collaborate to solve problems	**0.87**	**0.47**	**confirm**
	q8	Increase interaction	**0.86**	**0.77**	**confirm**
	q85	Increase communication	**0.66**	**0.82**	**confirm**
	q86	Growing in the shadow of teamwork	**0.96**	**0.49**	**confirm**
organization	q87	Improve organizational productivity	**0.72**	**0.69**	**confirm**
	q88	Reduce job leaving costs	**0.99**	**0.87**	**confirm**
	q89	Job specialization	**0.85**	**0.63**	**confirm**
	q90	Transfer experience	**0.83**	**0.68**	**confirm**
environment	q91	Interaction of organization and environment	**0.92**	**0.62**	**confirm**
	q92	General acceptance	**0.81**	**0.75**	**confirm**
	q93	social position	**0.78**	**0.47**	**confirm**
	q94	The key role of the organization	**0.85**	**0.68**	**confirm**

According to the results, the variables that were confirmed with a high percentage are shown in Figure 1.

5. Conclusion

This study aims to provide a model for central bank embeddedness, which is based on the use of the paradigm model of Strauss and Corbin. From a practical point of view, the present study can be useful for managers to manage employees and embed them and can increase human capital productivity with optimal management. In the proposed model of this research, causal conditions refer to the factors that require the embeddedness of the human resource management process and the existence of these conditions is the factor that creates the need to design such a model for the embedding of employees. Underlying conditions indicate the internal and external conditions of the organization to embed employees in their current job. Conditions must be considered to succeed in the embedding process in the current job. These conditions can improve the

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embeddedness and in fact, have a positive effect. On the other hand, the intervening conditions harm the embedding process and can disrupt the implementation of embeddedness. So they can also be called annoying conditions. In this process, the main factor in creating the embedding model is considered as a central phenomenon. Although it cannot be considered the most important factor in embeddedness, if it is ignored, the human resource management process in locating employees will face difficulties. The strategic factor of the model makes it easier to reach well-embedded employees and creates value for the organization and employees. Therefore, the consequences provide the expected results of the implementation of the embeddedness model in the organization. Consequences improve the status of human capital and management of this valuable capital in the organization, increase labor productivity and reduce problems related to staff turnover that can play an important role in the success of the organization.

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 encourage experienced and low-experienced employees based on pre-determined and agreed-upon indicators. In this way, inexperienced employees have enough motivation to stay in their current job by being encouraged by experienced employees.

In the case of hiring staff, indicators should be considered that are fully in line with the job in terms of morale and innate abilities. To assure them that if they get an acceptable rank every year, they will be hired permanently. Adequate salaries, benefits, and welfare facilities are provided to them in comparison with other sections of society.

In working groups, try to create constructive interaction between employees and less sense of boss and subordination, and instead, create mutual understanding between employees and managers, as well as the destruction of colleagues in general, obsolete and strengthen working relationships. It increases the motivation of

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teamwork and creates embeddedness between employees, both organizationally and professionally.

Necessary training relating to the job and ways to succeed in the current job should be taught to employees to be theoretically ready to progress in the current job. Managers should be chosen from talented and qualified people so that mutual understanding between them and employees can be obtained. And worthy employees should be praised to create an incentive for staff embeddedness.

Considering that when the value of work is not felt and understood by the people of the society and the employees do not see the reflection of their work, over time, that job will become worthless in the eyes of the employee. Therefore, every year, periodic reports of the organization's performance should be reflected in the mass media so that employees can see the results of their work and efforts. By dealing appropriately with relevant customers, the organization's position among the people is determined and consequently, appropriate social capital is created for employees. Therefore, employees feel the value of their work and embeddedness is established among employees

Governments can make the outside environment a calm and stress-free one by preventing economic pressure on society and maintaining peace between political parties to protect their employees and create embeddedness between them, they can hold sports competitions and cause environmental happiness. So employees can come to work with increased peace of mind and vitality and create embeddedness.

Organizations and the community should hire staff only by holding exams and obtaining the necessary quorum for this aim. They should not discriminate against applicants and all should be in the same conditions to qualify and compete so do your best to succeed in your job. Finally, this research showed that there are ambiguous points in the process of embeddedness that perhaps due to the newness of this issue less attention has been given by researchers so far.

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