

**THE IMPACT OF JOB EMBEDDEDNESS ON THE RELATIONSHIP BETWEEN  
ADVERSITY QUOTIENT AND WORK PERFORMANCE AMONG WOMEN NEWS  
PRESENTERS IN MALAYALAM VISUAL MEDIA**

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**ABSTRACT**

Visual media is an extremely powerful sector where there are lot of ups and downs among employees especially women employees. Unlike the other sectors the profile of the job is highly fluctuating in nature and the women news presenters are finding it very relevant to balance the work style along with the family affairs as well as their physical barriers. Work performance is examined in connection to both AQ and work embeddedness, which is a complex result in and of itself. It encompasses not just the productivity and effectiveness with which work is completed but also the flexibility and creativity people bring to their positions. The concepts of Adversity Quotient (AQ) and psychological resilience have garnered significant attention in psychology, organizational behaviour, and educational research. The literature review delves into the intricate relationship between these constructs, exploring their definitions, theoretical foundations, measurement methodologies, and implications for individuals' performance in various contexts. This article throws light towards the impact of job embeddedness on the relationship between adversity quotient and work performance among women news presenters in Malayalam visual media.

**Key Words:** *Visual media, women news presenters, job embeddedness adversity quotient*

**INTRODUCTION**

An extensive analysis of the complex links between job embeddedness, work performance, and Adversity Quotient (AQ) in organizational settings is presented in the chapter. In the study of organizational behaviour, these concepts are essential for comprehending how people and organizations overcome obstacles and create high- performing workplaces. The Adversity Quotient (AQ) measures a person's ability to recover back from adversity and endure difficult circumstances. It emphasizes the value of psychological resilience in the workplace by illuminating how people handle and overcome adversity. The literature's examination of Adversity Quotient shows how crucial a role it plays in shaping individual outcomes such as overall work performance, stress management, and job satisfaction. Conversely, job embeddedness explores the elements that bind a person to their company beyond the straightforward dichotomy of happiness or unhappiness. It includes a wider range of factors such

as perceived costs of quitting the job, compatibility with organizational culture, and personal relationships made at work. The topic draws attention to the complexity of staff retention and how it affects the effectiveness and stability of organizations.

Work performance is examined in connection to both AQ and work embeddedness, which is a complex result in and of itself. It encompasses not just the productivity and effectiveness with which work is completed but also the flexibility and creativity people bring to their positions. The research shows how organisational success is shaped by the dynamic interplay of performance results, organisational integration, and individual resilience. The section on methodological approaches examines the many techniques researchers have used to investigate these dimensions, including mixed-methods research, qualitative interviews, quantitative surveys and psychometric testing. This research highlights the need for novel techniques to capture the intricate reality of organizational behaviour and highlights the benefits and drawbacks of various methodologies.

### **Adversity Quotient**

Stoltz, (1999) developed AQ as a quantitative indication of how people adapt to adversity. He claimed that AQ had four core dimensions: control, ownership, reach, and endurance (CORE). These aspects determine how a person sees problems, accepts responsibility, comprehends the consequences of adversity, and perseveres. Stoltz's pioneering work proposed that AQ could be developed and improved by focused treatments, transforming it into a dynamic personality feature.

### **Adversity Quotient and Psychological Resilience**

Adversity Quotient, introduced by Stoltz, (1999), is defined as an individual's capacity to deal with adversities and their resilience in the face of challenges. AQ is posited to encompass four core dimensions: control, ownership, reach, and endurance (CORE), which collectively determine how individuals perceive, interpret, and respond to adverse situations (Stoltz, 1999). Psychological resilience, on the other hand, refers to the process of adapting well in the face of adversity, trauma, tragedy, threats, or significant sources of stress (Masten, 2001). It is considered a dynamic process that involves positive adaptation in significant adversity.

The job embeddedness idea was first presented by Mitchell, Holtom, Lee, & Sablinski, (2001). It suggests that an employee's choice to remain with a company is impacted by various intricate elements beyond simple engagement or happiness. 'On- the-job' and 'off-the-job' embeddedness are the primary categories these characteristics fall into. "Off-the-job" embeddedness is related to an individual's connections to their community and the outside world, whereas "on-the-job" embeddedness is related to an employee's relationship to their work and the organisation.

The three interconnected aspects of job embeddedness are link, fit, and sacrifice. Links are the official or unofficial ties a person has with other individuals or groups inside and outside their

place of employment. Fit is the term used to describe how comfortable or compatible a person feels with the company and their surroundings. The concept of sacrifice includes the perceived cost of the pecuniary or psychological rewards that one would forgo by quitting a job.

### **Quality of Work Life and Adversity Quotient**

Quality of Work Life is a term used to describe how satisfied a person is with their job and workplace, including factors like job security, working conditions, company culture, and growth and development chances. On the other hand, AQ gauges a person's resilience and capacity to carry on in the face of difficulty. It captures the way educators deal with difficulties, pressure, and failures in their careers.

Many organisational and psychological theories are used in QWL and AQ research. A basis for comprehending the elements that lead to QWL is provided by the Job Demand-Control (JDC) model (Karasek Jr, 1979) and the Job Demands- Resources (JD-R) model (Bakker et al., 2007). According to these theories, job satisfaction and stress levels may be considerably impacted by striking a balance between job demands, control, and accessible resources. The notion of psychological capital (PsyCap) in the context of AQ provides a framework for analysing how positive psychological traits impact work-related outcomes, with resilience being a major component (Luthans et al., 2007). Moreover, research focussing on women news presenters has identified a number of important variables that impact the quality of work life (QWL), such as student conduct, administrative assistance, workload, and the educator's sense of success and autonomy (Skaalvik & Skaalvik, 2009). Greater AQ scores are frequently associated with teachers who use more successful coping mechanisms, which promote a better work-life balance and greater QWL (Collie et al., 2012).

Work-life balance, or WLB, has become a crucial concern in educational settings as a result of the difficulties instructors encounter in juggling the responsibilities of their jobs with their personal lives. Simultaneously, AQ is an important characteristic that affects how teachers deal with the pressures that come with their jobs. Research on the relationship between Women News presenters' WLB and AQ is particularly fruitful as it provides insights into resilience mechanisms and tactics that help instructors have long and fulfilling careers.

### **Job Embeddedness**

Job Embeddedness (JE) is a construct developed by Mitchell et al. (2001) that explains why individuals stay in their jobs despite potential dissatisfaction or adversities. Unlike traditional theories of job satisfaction and organizational commitment, JE incorporates multiple factors—Fit, Link, and Sacrifice—that explain why employees remain attached to their organizations. These dimensions emphasize the significance of both personal and organizational factors in reducing turnover and enhancing commitment. The theoretical foundations of Job Embeddedness can be explored through several core theories: Person-Environment Fit Theory, Social Exchange Theory, Human Capital Theory, and the Investment Model of Commitment.

## **OBJECTIVES OF THE STUDY**

1. To study the Adversity Quotient level of women news presenters in visual media
2. To determine the relationship between Adversity Quotient (AQ) and work performance (WP) among women news presenters in visual media
3. To study the moderating effects of job embeddedness on the relationship between adversity quotient and work performance.

## **HYPOTHESES OF THE STUDY**

H01 -Control has no significant effect on Work Performance

H02 -Origin has no significant effect on Work Performance.

H03 -Reach has no significant effect on Work Performance.

H04 -Endurance has no significant effect on Work Performance.

H05 -Fit does not moderate the relationship between Adversity quotient and work performance.

## **RESEARCH METHODOLOGY**

### **Population, Sample and Sampling**

For the analysis purpose the population is defined as the complete women news presenters working with the visual news media industry. This study is being limited to leading five visual channels in Malayalam in Kerala.

### **Frequency Analysis**

Frequency analysis examines demographic variables such as age, gender, educational qualification, designation, and marital status, number of children and monthly salary of women news presenters in Malayalam Visual industry.

### **Structural Equation Modelling**

The structural equation modelling method (SEM) can test and evaluate multiple variables in complex relationships. Statistical techniques are applied to the developed theoretical model to estimate the model's fit with the data. As a set of equations, the model states how latent variables relate to observed variables.

## ANALYSIS AND INTERPRETATION

### Confirmatory Factor Analysis for Adversity quotient

Confirmatory Factor Analysis (CFA) is a statistical technique used to test whether the data fit a hypothesized measurement model. It is part of Structural Equation Modelling (SEM) and assesses the validity of constructs by evaluating how well the observed data fit the predefined factor structure. In this case, CFA is conducted using AMOS version 23 to evaluate the Adversity Quotient (AQ) model, examining its reliability, convergent validity, and discriminant validity (Byrne, 2016; Kline, 2015).

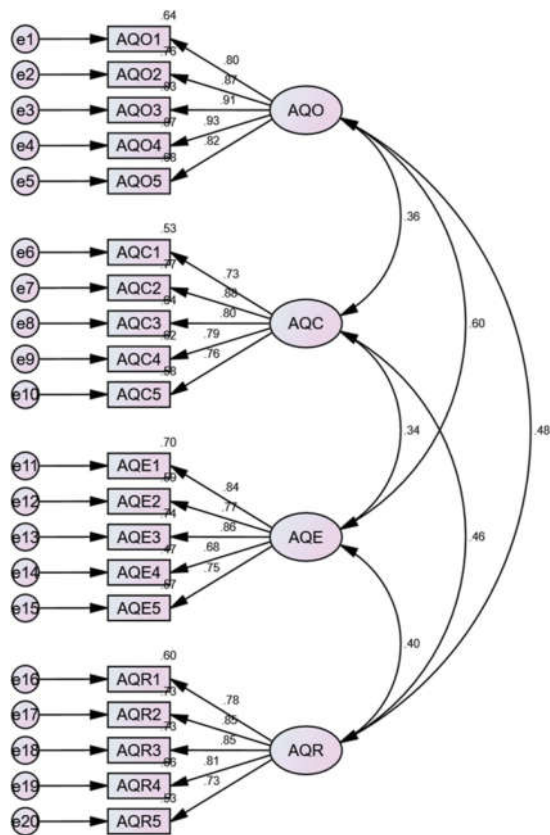
Following is the graphical representation of the CFA model of Adversity quotient followed by results.

CMIN/DF	P-VALUE	GFI	AGFI	CFI	RMSEA
3.839	0.000	.897	.868	0.941	0.072

Table 1.1 Fit Indices for Adversity Quotient CFA Model

The fit indices provided evaluate how well the Confirmatory Factor Analysis (CFA) model for Adversity Quotient aligns with the observed data. The relative Chi-square, which assesses the model's fit by considering the chi-square statistic in relation to its degrees of freedom. Since 3.839 are within this range, the model demonstrates a moderately acceptable fit. With a GFI (Goodness- of-Fit Index) = 0.897, the model has a reasonable but slightly below-ideal fit. Since AGFI (Adjusted Goodness-of-Fit Index) = 0.868, the model demonstrates a marginally acceptable fit. At CFI (Comparative Fit Index) = 0.941, the model has a strong fit, though slightly below the ideal threshold. An RMSEA (Root Mean Square Error of Approximation) = 0.072 suggests an acceptable model fit, though it is slightly above the preferred 0.05 threshold.

Figure 1.1 Confirmatory Factor Analysis for Adversity quotient



Variables/ Constructs	Items	SFL	CA	CR	AVE	MSV
Fit	F1	.787	.936	0.932	0.608	0.097
	F2	.644				
	F3	.670				
	F4	.708				
	F5	.902				
	F6	.836				
	F7	.665				
	F8	.674				

	F9	.966				
Link	L1	.936	.922	0.911	0.599	0.096
	L2	.629				
	L3	.592				
	L4	.616				
	L5	.674				
	L6	.746				
	L7	.987				
Sacrifice	S1	.749	.954	0.954	0.677	0.097
	S2	.808				
	S3	.826				
	S4	.868				
	S5	.891				
	S6	.807				
	S7	.698				
	S8	.807				
	S9	.831				
	S10	.824				

Table 1.2 SFL: Standardized Factor Loadings, CA: Cronbach Alpha, CR: Composite Reliability, AVE: Average Variance Extracted, MSV: Maximum Shared Variance

In the table, all factor loadings are greater than 0.5. Verifying the structures in question. The researcher used Cronbach's Alpha reliability test on full-scale data. Cronbach's Alpha values greater than 0.80 indicate reliable construct measurement variables. All Composite Reliability scores above 0.9 indicate good internal consistency reliability. AVE values are greater than 0.5. All constructs strongly converge. Because all parameters are advised, data and model development are appropriate.

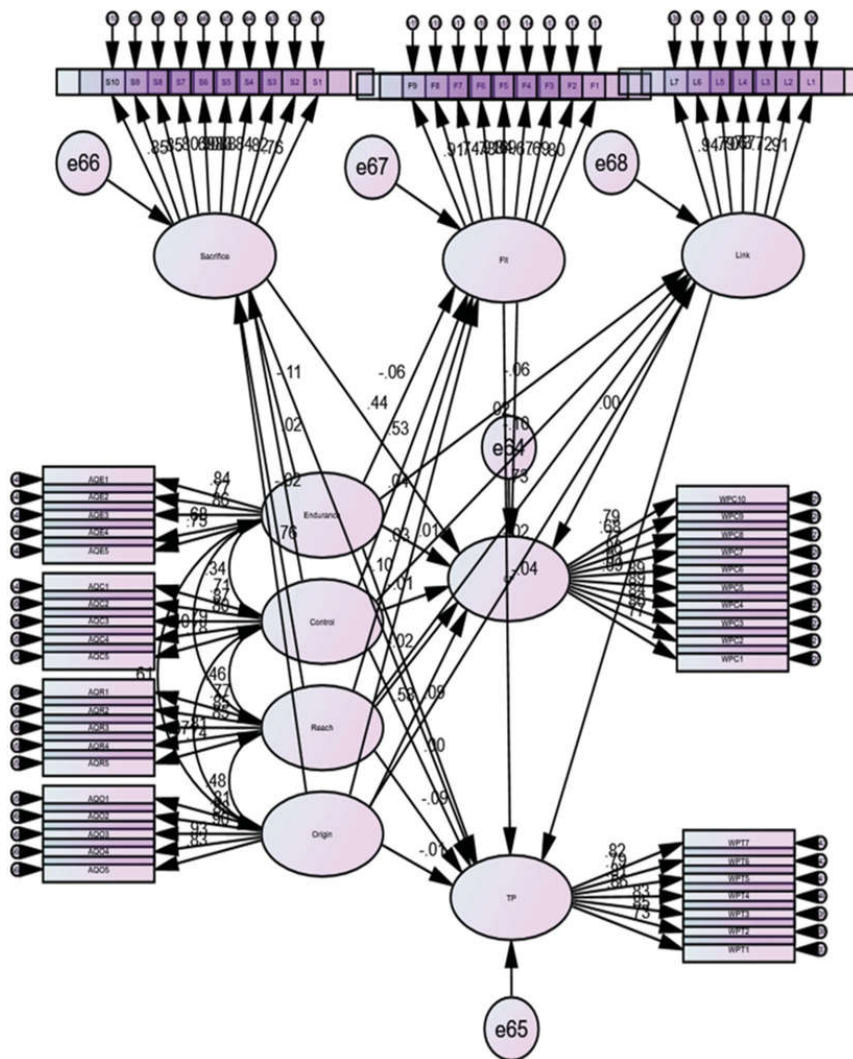
### **ANALYSIS OF SEM**

The purpose of SEM is to provide a statistical approach that allows for the analysis and estimation of complex relationships among variables (Beran, 2010). SEM allows for the simultaneous testing of multiple relationships, providing a more comprehensive understanding of the underlying structure of the data. SEM can be used to confirm or validate theoretical models by assessing how well the observed data fit the hypothesized model (Kaplan, 2001).

Interpreting an SEM diagram involves understanding the structural relationships between latent variables, the measurement of latent constructs through observed variables, and the overall fit of the model to the data. It requires considering both the theoretical framework underlying the model and the empirical findings from the data analysis.



Figure 1.2. SEM diagram

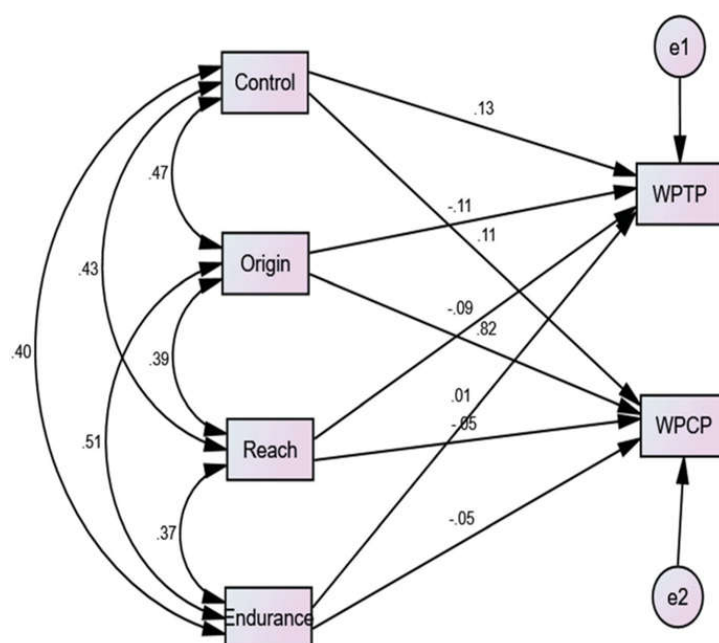


The primary objective of this study is to investigate the relationship between the Adversity Quotient (AQ) and work performance (WP) among women news presenters in Kerala. AQ, a psychological measure of an individual's resilience and ability to cope with adversity, is conceptualized through four key components: Control, Origin, Reach, and Endurance. These components are hypothesized to influence two critical dimensions of work performance—Task Performance (TP) and Contextual Performance (CP).

Standard regression analysis was conducted to explore this objective, allowing for a detailed examination of how each component of AQ influences work performance. Specific hypotheses were formulated for each AQ component. The first set of hypotheses (H01 and H02) proposes that the Control component, reflecting an individual's perception of their ability to influence outcomes, has no significant effect on TP and CP. The second set of hypotheses (H03 and H04) examines the Origin component, which assesses whether individuals attribute the cause of adversity to themselves or external factors, and its potential impact on TP and CP. The hypotheses H05 investigates the Reach component, which measures how individuals perceive adversity as affecting other areas of their life, and its relationship with TP and CP.

**To determine the relationship between Adversity Quotient (AQ) and work performance (WP) among women news presenters in visual media**

Figure 1.3 Path diagram-components of Adversity Quotient and Work Performance



Construct	Path	Construct	B Value	S.E.	C.R.	P
WTP	<---	Control	.133	.010	2.617	.009
WPCP	<---	Control	.111	.012	-2.055	.404
WTP	<---	Origin	-.109	.010	-1.913	.059

<b>WPCP</b>	<---	<b>Origin</b>	.825	.012	.274	.784
<b>WPTP</b>	<---	<b>reach</b>	-.093	.005	3.961	<0.001
<b>WPCP</b>	<---	<b>reach</b>	-.055	.006	28.197	<0.001
<b>WPTP</b>	<---	<b>endurance</b>	.014	.004	-2.028	.043
<b>WPCP</b>	<---	<b>endurance</b>	-.050	.006	-1.767	.077

Table 1.3 Summary of standard regression weight.

The regression analysis conducted to examine the relationship between Adversity Quotient (AQ), Job Embeddedness (JE), and Work Performance (WP) among women news presenters in Kerala provides significant insights into how these variables interact. The overall model is statistically significant, with an F- statistic of 60.159 and a p-value of less than 0.001. The R Square value of 0.437 indicates that approximately 43.7% of the variance in work performance can be attributed to the predictors included in the model, suggesting that the selected variables effectively explain a substantial portion of the variability in women news presenters' work performance.

## FINDINGS AND CONCLUSION

This study investigated the moderating role of Job Embeddedness (JE) on the relationship between Adversity Quotient (AQ) and Work Performance (WP) among women news presenters in Kerala. The research was grounded in the theoretical frameworks of Adversity Quotient Theory (Stoltz, 1997), Job Embeddedness Theory (Mitchell et al., 2001), and relevant organizational behaviour models such as Person- Environment Fit Theory, Social Exchange Theory, and Human Capital Theory. The study's findings provide significant insights into the complex interplay between AQ, JE, and WP within the context of media industry.

The study revealed that AQ significantly impacts WP among women news presenters. Women news presenters with a high AQ, particularly in Control and Endurance, exhibited better Task Performance (TP) and Contextual Performance (CP). Job Embeddedness was found to play a crucial moderating role in the relationship between AQ and WP. The study confirmed that the Link component of JE positively moderated the relationship between AQ and WP, enhancing TP but not CP. Women news presenters with strong social and professional connections were likelier to perform their primary responsibilities well. On the other hand, the Sacrifice

component negatively moderates WP and TP, indicating that high perceived costs of leaving the institution might create stress and reduce work efficiency. The Fit component did not moderate the relationship between AQ and WP, suggesting that alignment with institutional goals alone is insufficient to enhance performance outcomes.

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