JOB EMBEDDEDNESS IN RELATION WITH DIFFERENT SOCIO DEMOGRAPHIC CHARACTERISTICS

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Abstract: This study aims to analyze job embeddedness in terms of its relationship with demographic variables. Embeddedness in sociology refers to interaction between people whereas it refers to intent to leave or stay in organization studies. Moreover, job embeddedness refers to all the factors that lead people to stay in their organizations. In theory it is considered in three dimensions namely, fit, links and sacrifice. In this study, the job embeddedness inventory developed by Mitchell and his colleagues [5] is used. The exploratory and confirmatory factor analyses are conducted. As a result of the analysis, four factors “Organization related sacrifice”, “Fit to community & Community related sacrifice”, “Fit to organization and Management Philosophy” and “Fit to organization and task” have been revealed. As a result of analyses with demographic variables, for males “Organization related sacrifice” and for singles “Fit to community & Community related sacrifice” have been found to be more significant. Employees were found to show more “fit to community & community related sacrifice” when their family roots were in the same community. However, employees were found to show higher “job embeddedness”, “higher fit to community & community related sacrifice” and “fit to organization - management philosophy” if only a few or none of their close friends were nearby.

Keywords: Job Embeddedness, Exploratory Factor Analysis, Confirmatory Factor Analysis.

I. THEORETICAL BACKGROUND

1.1. Introduction

In order to understand the job embeddedness concept, many articles and authors have referred to the “voluntary turnover” or “intention to leave” concepts [1]. Most of the theories and research on voluntary turnover is rooted in the ideas of March and Simon [2] who related the concept with the perceived ease and desirability of leaving one’s job [3]. The perceived ease of movement is explained by different job alternatives, while the perceived desirability of movement is usually considered as job satisfaction. The traditional wisdom suggests that when people become unhappy with their current job, they search for alternatives, compare them with their present job using an expected value like decision process and intend to leave if any of these options are judged better than their current employment [4,5]. Job attitudes integrated with job alternatives predict intent to leave which is the direct antecedent to turnover.
The concept “Embeddedness” has been used in the sociology discipline to explain the process by which social relations influence and constrain economic actions [6]. Based on the sociological perspective of embeddedness, Mitchell, Holtom, Lee, Sablynski, Erez [5] first defined job embeddedness as the strength of individuals’ links to other people, team and groups. Mitchell, Holtom, Lee, Sablynski, Erez [5] also suggest that job embeddedness may associate with one’s intentions to stay or leave an organization. Specifically, job embeddedness was accepted as representing the sum of effects that keep employees in their current employment.

Two research related ideas that help in understanding the core of this construct are the embedded figures test and Kurt Lewin’s field theory. Embedded figures are immersed in their background. They are attached to it and are hard to separate. They become part of the surroundings. Similarly, [7] Lewin’s field theory asserts that people have a perceptual life space in which the conditions of their lives are represented and connected. These connections can be few or many, as well as close or distant. Job embeddedness can be accepted as a net or a web in which a person can feel “fixed”. Highly embedded individual has many links that are close together (a low level of differentiation). Moreover, the content of the parts may vary considerably, suggesting that one can be enmeshed or embedded in many different ways [5].

Mitchell et al. [5] categorized job embeddedness in three dimensions: link, fit and sacrifice. The three dimensions are important both on and off the job. These dimensions can be defined as follows:

**Links**

Links are characterized as formal or informal connections between a person and institutions or other people. Embeddedness suggests that a number of strands connect an employee and his or her family in a social, psychological, and financial web that includes work and non-work friends, groups, the community, and the physical environment in which he or she lives. The higher the number of connections between the person and the web, the more an employee is attached to the job and the organization. A variety of research results put forward that there is normative pressure to stay on a job, which derives from family, team members and other colleagues. Mitchell et al. [5] [8] use the term social integration to describe the “at-work” part of the link process. As mentioned in Mitchell et al.’s study [5] people who are older, are married, have more tenure and/or have children requiring care are more likely to stay than to leave. Thus, people have both on and off the job links among the various aspects of their lives. Leaving their job and perhaps their home can sever or require the rearrangement of some of these links.

**Fit**

Fit is defined as an employee’s perceived compatibility or comfort level with an organization and with his or her environment. An employee’s plans for his or her future in current organization, career goals and personal values are important components of the fit between an employee and the organization. Another crucial dimension of the fit between an employee and the organization includes the demands (knowledge, skill and abilities) of the current job. This attribute also concerns the fit between the employee and surrounding community. The weather, location, amenities, political or religious climate, and entertainment activities have been accepted as related parts of fit between an employee and community [9]. The weather, amenities and general culture of the location in which one resides are further examples. Most important, these assessments of fit may be independent of job or organization fit (I love IBM, I hate New York). Relocation would obviously require a recalibration of fit, but even a new job without relocation could disturb one’s general patterns with new hours of work or a different commute. Individuals with a poor person-organization fit were more likely to leave an organization than those with a good person-organization fit. Chan [10] suggests that having one’s personal attributes fit with one’s job may decrease turnover, and Villanova, Bernardin, Johnson and Dahmus [11] found that a concept related to fit, was also found to have a negative relationship to turnover. Initial job choice and socialization are related to perceived fit which in turn affects turnover. Thus, a person’s fit with the job and organization relates to attachments to the organization. There are similar community dimensions of fit as well.

**Sacrifice**

Sacrifice captures the perceived cost of material or psychological benefits that may be forfeited by leaving one’s job. For example, leaving an organization likely promises personal losses (e.g., giving up colleagues, interesting projects or pleasant perks). The more an employee gives up when leaving, the more difficult it is to sever employment with the organization [12]. Though comparable salary and benefits may be easily found in an environment of low unemployment, the switching costs (e.g., new health care or pension plans) are real and relevant. Moreover, non-portable benefits like stock options or defined benefit pensions may involve sacrifices. These latter factors have been shown to be related to turnover [5]. Less visible, but still important, potential sacrifices incurred by leaving an organization include opportunities for job stability and advancement. In addition, various advantages accrue to an individual who stays. Time in rank can determine your order in picking an office. Sabbaticals are granted after six years.
of employment at many universities. Taking a new job means giving up these accrued advantages. Community sacrifices (as well as links and fit to some extent) are mostly an issue if one has to relocate. Leaving a community that is attractive, safe and where one is liked or respected can be hard. The football tickets or ballet seats that took 20 years of seniority to obtain might be needed to be given up. Of course, one can change jobs but stay in the same home. But even then, various conveniences like an easy commute or the ability to be at home during certain times due to flextime (e.g., when kids come home from school) may be lost by changing jobs. Perks that effect one’s private life such as day care or vehicles provided by the company may also disappear. Although off the job embeddedness may be more crucial when relocation is involved, we suspect it will be important even for situations only requiring a change in jobs. In addition, if people are embedded they may remove job alternatives that require relocation from the set of job options they consider.

1.2. Factors Effecting Job Embeddedness

Non-work factors

First, a body of empirical research suggests that many off-the-job factors are important for attachment and embeddedness concept. The original turnover models mention “non-work” influences and they include family attachments or conflicts between work and family roles. More recent research on spillover models explains how family and work lives are related. It was stated that how non-work commitments like family, hobbies and church influence job attitudes and attachment. Moreover, it was found that having children at home and a spouse were better predictors of leaving a job than organizational commitment [5].

Other organization-focused predictors

Second, there are now a variety of factors that have been empirically associated with retention that are not attitudes but are organizational in nature. Inducements to stay can derive from working with groups or on certain projects that create types of commitment other than the attraction one has for his or her job or organization. For example, many companies use teams to induce attachments [13].

New turnover theory

Third, there is the research on the Unfolding Model [14]. These authors describe different ways people decide to leave organizations (i.e., four distinct paths). The interesting points are that many people who leave (1) are relatively satisfied with their job, (2) don’t search for other jobs before leaving, and (3) leave because of some sort of precipitating event (which they call a shock) rather than a negative attitude. In addition, the content or issues involved with the shock frequently occur off the job (e.g., spouse relocates). Thus, these results provide clues as to why the attitude-search models only predict modestly well who leaves. In many cases, negative attitudes or job search are simply not associated with leaving. Collectively these different and nontraditional ideas helped to develop the job embeddedness construct.

Many studies on the job embeddedness demonstrate the relation with the demographic variables such as gender, age, tenure, marital status, having children etc. It has been suggested by Schwartz [16] that women are twice as likely as men to quit their jobs. Recent research analyzing the turnover of managers in organizations demonstrated that 26% of the women left their companies while only 14% of the men departed over a two-year period [17]. Female workers traditionally have been observed as having a lower commitment to the labor force than men. However, in their meta-analysis, Griffeth, Hom, and Gaertner [18] show only an insignificant difference between men and women in terms of turnover (women are slightly more apt to leave their jobs than men). Further, Royalty [19] discovered that gender differences in turnover are because of the behavior of less educated women (many of whom leave the labor force when they leave a job). As a result, educated women and men are alike in their turnover behavior. A study by Abelson [20] analyzed variables related to both on and off the job links. Abelson [20] discovered that people who are older, are married, have more tenure and/or have children in need of care are more likely to stay than to leave. Cohen [21], on the other hand, specifically mentions hobbies and church-related activities as factors that can influence commitment. Thus, people have many links among the various facets of their lives. Younger employees are more probably to take risks at the beginning of their careers. They can accept positions that are below their abilities and expectations at the beginning of their career and when those better jobs become available they move on to these jobs. Meta-analytic research supports the negative age-turnover relationship [18]. Feldman and Tompson [22] have found that younger workers have fewer restraints and obligations in terms of moving geographically. In a study of 535 salespeople, Ornstein, Cron, and Slocum [23] have discovered that individuals who are “entering the adult world” are more willing to relocate than any other age group. Moreover, compared with those in relatively stable periods, individuals in transitional periods usually reevaluate their life goals and values, trying to build up a better life structure. Therefore, they may be more prepared to leave a company or actively look for external career opportunities when they feel less embedded in the organization and/or have a more difficult time adapting to their original environment, especially when they are at the earlier life stages [24].
Higher levels of education might lead to an increase in an individual’s turnover probability by increasing his/her opportunities. Moreover, an unobservable characteristic called “career mindedness” could be related with higher levels of education [19]. A career-minded individual might take the risk of changing a job for future improvements in his/her career.

Armknecht and Early [25] found that up to 78% of the variance in total quit rate could be explained on the basis of present and expected economic conditions. Obviously, labor markets build up the quality and quantity of alternative opportunities [26] and, thus, an individual’s behavior or even attitudes would change in times of high versus low unemployment [27].

As a person’s income from a job increases, the probability of him/her leaving the job decreases. This result has been shown in various occupations, demographic groups and across gender. Although the effect is typically moderate [18], it is enduring.

Among workers in multiple industries and job types with widely varied demographic characteristics, job embeddedness has been found to significantly improve the prediction of turnover [28].

Sup[29-31] describes an individual’s lifelong career cycle as made up of four sequential stages—trial (exploration), establishment, maintenance, and decline (disengagement)—each of which includes three substages with different career developmental concerns. A person’s career stage can strongly influence one’s social behavior and attitudes [15]. For example, individuals at the exploration stage are more willing to learn, are usually less committed and involved in their jobs, and are more flexible with changes. At the establishment stage, people are more involved in their competence and professional identity, striving to combine their skills and build specialized career niches for future promotion and growth. Individuals at the maintenance stage usually hold onto accomplishments achieved earlier and begin to reevaluate and reconsider previous career choices from a value driven perspective. Those at the disengagement stage usually psychologically move away from their current company or occupation and search for changes and new career opportunities [15,29-34]. Traditional career stage theories imply a basic assumption of long-term employment in a stable environment and a close relationship between a person’s biological age and his or her career stage. In the new career environment, however, more turbulence, job dislocation, and personal change are observed. For example, Sullivan [35] points out that most Americans change jobs every 4.5 years. Therefore, either multiple, shorter “minicycles” over the working life years or persistent exploration and trial activity throughout one’s career are observed [15], regardless of one’s chronological age or organizational tenure.

Based on the previous research findings, this study aims to analyze the job embeddedness in relation with different socio demographic characteristics such as gender, age, education, marital status, having a child, total tenure, tenure in the current organization and working sector.

II. RESEARCH DESIGN

II.1. Instrument

To measure job embeddedness Mitchell et al.’s [5] 27 item scale was used. This instrument has link, fit, and sacrifice dimensions for both on and off the job situations. Therefore, it has six factors; fit to community, fit to organization, community related sacrifice, organization related sacrifice, links to community and links to organization. However, the link dimensions consisted of demographic questions like marital status, whether the family roots are from the same community, how long the person has been working, with how many coworkers one is interacting during the day, etc. For this reason items related to link dimensions were considered separately and as a part of demographic questions. 27 item scale is made up of fit and sacrifice factors and measured on a five-point interval scale, ranging from 1=totally disagree to 5=totally agree.

Demographic questions included in the questionnaire were gender, marital status, age, level of education and working sector (public or private). Links to community questions were: “Do you own the home you live in?”, “Are your family roots in this community?”, “How many of your family members live nearby? (not at all/a few or majority)?”, and “How many of your close friends live nearby? (not at all/a few or majority)?”.

Finally, links to community questions included items, such as, “How long have you been working in your present position for this company?”.” How long have you been working for this company”, “How long have you been working in this industry?”, “How many coworkers do you interact with (none/a few or many)?”, “How many coworkers are highly dependent on you (none/a few or many)?”, “How many work teams are you on (none/a few or many)?”, and “How many work committees are you on (none/a few or many)?”.

II.2. Sampling and data collection

Data for the study were collected from employees working in public and private companies in Istanbul (37.2 % and 62.8 % respectively). Participation in the study was voluntary. 200 questionnaires were distributed and with a 78% return rate 156 questionnaires were obtained. 55.8% of the sample consisted of females and 44.2% consisted of males. Age of the sample ranged between 20 to 56 with a mean of 30.98 and a standard deviation of 8.10. One of the main advantages of this study is that it was held in Turkey and so it can provide useful results about the job embeddedness.
deviation of 8.44, respondents were highly educated (75% university graduates).

III. ANALYSES

III.1. Exploratory Factor Analysis of the Construct

As the initial step, exploratory factor analysis (EFA) was employed to identify and test the underlying structure of the job embeddedness scale, since it was applied in a different culture than where the scale was originally developed. Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett test of sphericity were conducted to test the appropriateness of data for factor analysis [36].

The results of the tests were satisfactory (KMO=0.83, χ²/Bartlett test (136)=1430.61, p=0.00). And then principal component analysis and varimax rotation were employed. Factors with eigen values over one were retained and items with factor loadings below 0.50 and items with high cross loadings were excluded [37,38].

Table 1. Exploratory and Confirmatory Factor Analyses Results of Job Embeddedness

<table>
<thead>
<tr>
<th>Job embeddedness</th>
<th>EFA load.</th>
<th>CFA load.</th>
<th>t value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fit to Organization - Management philosophy</strong> (VE=16.60; α=0.85; CR=0.84; AVE=0.58)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel good about my professional growth and development.</td>
<td>0.812</td>
<td>0.90</td>
<td>A</td>
</tr>
<tr>
<td>I have a lot freedom on this job to decide how to pursue my goals.</td>
<td>0.798</td>
<td>0.58</td>
<td>7.70**</td>
</tr>
<tr>
<td>I like the authority and responsibility I have at this company.</td>
<td>0.776</td>
<td>0.66</td>
<td>9.07***</td>
</tr>
<tr>
<td>I can reach my professional goals working for this organization</td>
<td>0.711</td>
<td>0.85</td>
<td>12.69***</td>
</tr>
<tr>
<td><strong>Fit to Organization - Task</strong> (VE=9.47; α=0.75; CR=0.75; AVE=0.60)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My job utilizes my skills and talents well.</td>
<td>0.871</td>
<td>0.73</td>
<td>A</td>
</tr>
<tr>
<td>I feel like I am a good match for this company.</td>
<td>0.851</td>
<td>0.82</td>
<td>4.62***</td>
</tr>
</tbody>
</table>

Note. α = Cronbach’s Reliability; VE= Variance Explained CR= Construct Reliability; AVE= Average variance extracted; *p< 0.05, **p<.01, ***p<.001 α=scale item fixed to 1; GFI=Goodness of Fit; AGFI=Adjusted Goodness of Fit; CFI=Comparative Fit Index; RMSEA=Root Mean Square Error Approximation

As a result of the EFA of job embeddedness scale four factors were obtained. 10 items were dropped during the factor analysis. Minimum variance extracted around 60% range with each factor explaining at least 5% of the total variance is advocated in social sciences [37,38]. Here four factors explained the 69% of the total variance where individually factors explained 9.47 to 21.80% which were satisfactory. The results of EFA, items under each factor and factor loadings are given in Table 1. Although there were some differences in the items, on the overall “fit to community” and “organization related sacrifice” dimensions were found as indicated by Mitchell et al. [5]. To test the internal consistency of factors, Cronbach’s coefficient alpha reliabilities were estimated. Reliabilities were 0.90, 0.87, 0.85 and 0.75 respectively and were over the 0.70 threshold suggested by Nunnally [39].

To validate the factors proposed by EFA and investigate the dimension structure more deeply, a confirmatory factor analysis (CFA) was conducted using AMOS program. Chi-square test statistics are usually quite sensitive to sample size [37,40], therefore, Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Comparative Fit Index (CFI) and Root Mean Square Error Approximation (RMSEA) were considered during the analysis. There is no standard for acceptable GFI and AGFI, but rule of thumb is GFI greater than .90 and AGFI greater than .80 [41] and RMSEA values of .08 and less have been advocated as indicative of acceptable fit. But some authors propose a value of 0.06 or less as desirable [41,42].
Consequently, confirmatory analysis verified the findings ($\chi^2(110, N=156)=159.01$, $p=0.00$; GFI=0.90, AGFI=0.86, CFI=0.96, RMSEA=0.05).

To check convergent and discriminant validity [43,44] Fornell and Larcker (1981), some other procedures were employed. The loadings were all significant at 0.01 level and the range of loadings seemed reasonable providing evidence for convergent validity [45]. Construct reliabilities of factors have values higher than 0.60, which is an acceptable level [37,38]. Average variance extracted (AVE) values, which reflect the overall amount of variance accounted for by the latent constructs, ranged between 0.52 to 0.62; Fornell and Larcker [44] favors level of 0.50 or above for AVE. To assess the discriminant validity of the scales Fornell and Larcker [44] criterion were checked where the discriminant validity is established when the AVE for the two constructs is greater than the squared correlation between the two constructs, and then parameter estimate for the two constructs to unity was constrained and compared with factor model where parameter is freely estimated [43]. For each pair, the constrained CFA produced an increase in the chi-square statistic ($\Delta\chi^2$ with 1 df) that was significant at $p<.01$. Findings supported both the convergent and discriminant validity.

### III.2. Analyses of the Construct by Demographic Variables

To further analyze the respondents’ job embeddedness scores a series of independent sample t-tests were conducted first with demographic and then with links to community and links to organization questions.

Results of the t-tests with demographic questions can be found in Table 2. Organization related sacrifice differs significantly by gender.

Male employees have higher organization related sacrifice scores than female employees ($\text{mean}_{\text{female}}=2.70$, $\text{mean}_{\text{male}}=3.12$, $t=-2.49$, $p=0.01$). Fit to community differed with regard to marital status. However interestingly, single employees showed higher fit to community than married employees ($\text{mean}_{\text{married}}=3.24$, $\text{mean}_{\text{single}}=3.58$, $t=-2.25$, $p=0.01$). Other dimensions did not show statistically significant differences.

When job embeddedness scores with regard to categorical links to community questions were analyzed, it was found that the number of close friends that lived nearby and the family roots being in the same community had significant effect on job embeddedness (See Table 3).

### Table 2. Results of t-test Analyses of Demographic Questions

<table>
<thead>
<tr>
<th></th>
<th>n</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>t value</th>
<th>df</th>
<th>p value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization related</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>sacrifice</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>87</td>
<td>2.70</td>
<td>1.05</td>
<td>-2.49</td>
<td>154.00</td>
<td>0.01</td>
</tr>
<tr>
<td>Male</td>
<td>69</td>
<td>3.12</td>
<td>1.07</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fit to community</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&amp; Community related</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>sacrifice</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Married</td>
<td>65</td>
<td>3.24</td>
<td>0.96</td>
<td>-2.25</td>
<td>152.00</td>
<td>0.03</td>
</tr>
<tr>
<td>Single</td>
<td>89</td>
<td>3.58</td>
<td>0.90</td>
<td></td>
<td></td>
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</tbody>
</table>

Note. N=156; *$p<.05$, **$p<.01$, ***$p<.001$

### Table 3. Results of t-test Analyses of Links to Community Questions

<table>
<thead>
<tr>
<th>How many of your close friends live</th>
<th>n</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>t value</th>
<th>df</th>
<th>p value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job embeddedness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not at all/a few</td>
<td>70</td>
<td>3.51</td>
<td>0.69</td>
<td>2.87</td>
<td>153.00</td>
<td>0.01</td>
</tr>
<tr>
<td>Majority</td>
<td>85</td>
<td>3.20</td>
<td>0.64</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fit to community &amp; Community related sacrifice</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not at all/a few</td>
<td>70</td>
<td>3.63</td>
<td>1.01</td>
<td>2.27</td>
<td>133.94</td>
<td>0.03</td>
</tr>
<tr>
<td>Majority</td>
<td>85</td>
<td>3.29</td>
<td>0.84</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fit to Organization - Management philosophy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not at all/a few</td>
<td>70</td>
<td>3.69</td>
<td>0.84</td>
<td>2.83</td>
<td>152.26</td>
<td>0.01</td>
</tr>
<tr>
<td>Majority</td>
<td>85</td>
<td>3.24</td>
<td>1.09</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Is your family roots in this community?

<table>
<thead>
<tr>
<th></th>
<th>n</th>
<th>Mean</th>
<th>Std. Dev.</th>
<th>t value</th>
<th>df</th>
<th>p value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fit to community &amp; Community related sacrifice</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>58</td>
<td>3.46</td>
<td>0.90</td>
<td>2.15</td>
<td>125.45</td>
<td>0.03</td>
</tr>
<tr>
<td>No</td>
<td>95</td>
<td>3.31</td>
<td>0.95</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note. N=156; *$p<.05$, **$p<.01$, ***$p<.001$
Employees showed higher job embeddedness if their close friends were not nearby (mean = 3.51, mean = 3.20, t = 2.87, p = 0.01). They also showed higher fit to community & community related sacrifice and fit to organization - management philosophy (mean = 3.63, mean = 3.29, t = 2.27, p = 0.03; mean = 3.49, mean = 3.24, t = 2.83, p = 0.01 respectively). However, they showed more fit to community & community related sacrifice when their family roots were in the same community (mean = 3.46, mean = 3.31, t = 2.15, p = 0.03). None of the “links to organization” questions were found to be statistically significant, so as the other “links to community” questions.

Age and some of the links to organization questions like tenure were measured with ratio scale. To find if there were relations between them and job embeddedness dimensions Pearson correlations coefficient analyses were performed, but none of the questions showed significant relations.

IV. RESULTS and DISCUSSION

In this study job embeddedness and its relation with different socio demographic characteristics is analyzed. To measure job embeddedness Mitchell et al.’s [5] construct made up of fit and sacrifice factors was used. Links to community questions were added as socio demographic characteristics with gender, marital status, age, level of education and working sector.

As the first step of the study, exploratory factor analysis (EFA) was conducted. Four factors explaining the 69 % of the total variance were obtained using principal component analysis. These factors were named “organization related sacrifice”, “fit to community & community related sacrifice”, “fit to organization - management philosophy” and “fit to organization – task”.

Then, to investigate the factor structure more deeply, a confirmatory factor analysis (CFA) was conducted. Findings obtained from exploratory factor analysis (EFA) were verified by using confirmatory factor analysis (CFA).

Moreover, independent sample t-tests were conducted with socio demographic variables and links to community and links to organization questions. According to our findings,

- organization related sacrifice differs significantly by gender while male employees have higher organization related sacrifice scores than female employees

- fit to community and community related sacrifice differs with regard to marital status while single employees having higher scores than married employees

Other factors did not show statistically significant differences.

Although, it’s not very usual to find direct studies on job embeddedness, Mitchell et al. [5] stated that job embeddedness has some similarities with job satisfaction and organizational commitment. Mitchell et al. [5] found that job embeddedness significantly predicted subsequent voluntary turnover after controlling for gender, job satisfaction, organizational commitment, job search and perceived alternatives. Additional research has demonstrated the utility of job embeddedness as a predictor of voluntary turnover [46-49].

While many demographics are related with job embeddedness in the literature [17-20], only gender and marital status indicated significant relationship in this research.

Cotton and Tuttle [50], Miller and Wheeler [51], Brush, Moch and Pooyan [52] found out that gender had an effect on intention to leave, organizational commitment and organizational fit.

Studies have shown that females are more susceptible to withdrawal behaviors due to family work concerns, inflexible work hours, and overall dissatisfaction with current work environments [53-56].

Males and females interact with their work environments differently due to the fact that women’s work lives ostensibly involve two parallel worlds, work and family. Women traditionally take care of their families in addition to working, sometimes creating a more volatile situation in regards to their ability to stay with an organization for a prolonged period of time. Women’s work behavior is often related to their family responsibilities and not the perceived work opportunities or need for career advancement or achievement [57].

Women’s employment often reflects the life stages of being single, getting married, having children, and dealing with the empty nest [17,58]. Life events, such as starting a family and getting married may play a larger role in a female leaving an organization than an attitudinal variable. Griffeth, Hom and Gaertner [18] provided results which indicate that women are more likely to remain than men as they age. However, there may be a simple economic reason for this.

Lee and Maurer [59] found that marital status and the presence of children at home were predictors of leaving than organizational commitment. Price and Mueller’s [60] notion about kinship responsibility assesses one’s marital status, number of children and
relatives living nearby. Cotton and Tuttle [50] performed a meta-analysis on the relationship between marital status and turnover. They found that married respondents demonstrated a negative correlation to turnover. Viscusi [61] also found that married participants demonstrated a lower quit probability. Martin [62] performed a study on marital status and its effect on job satisfaction. Martin [62] found marital status to be moderately correlated to job satisfaction, and had almost no correlation with intent to leave. Waters, Roach, and Waters [63] found a weak positive correlation between marital status and job satisfaction. This would suggest that married respondents are more satisfied than single respondents, and therefore marital status affects job satisfaction such that married couples are less likely to leave compared to single. This relationship will hold true between marital status and job embeddedness because of the similar relationship between job satisfaction and the organizational factors of job embeddedness.

Unlikely, in this study single employees were found to show more fit to community and community related sacrifice than married employees. This may be because of their life styles. This may also be related to other factors provided by organizations like compensation.

Number of close friends that lived nearby and the family roots being in the same community had significant effect on job embeddedness. It was found that if close friends were not nearby then employees had higher job embeddedness. Similarly, it has been observed that fit to community & community related sacrifice and fit to organization - management philosophy factors have higher scores for those whose close friends were not nearby.

Finally, employees whose family roots were in the same community had higher fit to community & community related sacrifice.

Research related to the link dimension of job embeddedness suggests that pressure from family and work colleagues are important factors that determine employees’ attachment to their job [64]. Pressure from family may include demands to keep or change jobs and may be both overt and subtle in nature [64]. Fishbein’s [5] notion about subjective norm concerns the effect of other people’s (e.g., family and coworkers) beliefs about whether one should quit.

Having close friends nearby might be important in terms of support. If the individual aims to accomplish certain goals in the organization, he might need the support of others to realize his aim. If close friends are not nearby, he might adopt to the community for self-actualization. On the other hand, this might bring the informal groups into attention. The individual might be involved more with work if not closely related to a certain group.

As an alternative to traditional attitudinal predictors of turnover intentions, job embeddedness offers a way for human resource managers and organizational leaders to consider a wider range of forces which keep individuals from leaving their current jobs and may help predict turnover better than attitudinal indicators alone.

Literature suggests that job embeddedness can be increased through a series of organizational measures, such as instituting a mentorship system or increasing the number of work teams an individual participates in [5]. Since embeddedness is directly related to actual turnover, implementing measures that increase embeddedness will have a negative effect on turnover.

It may be more beneficial for individuals and organizations to seek ways to increase the links and fit of individuals, and to highlight the sacrifices inherent in job change. Empowering individuals with special projects, creating teams, and engaging mentors are just a few of the ideas available to organizational leaders to develop links. Non-work links can be enhanced through community work and social ties [65].

For managers in general, it is helpful to think of job embeddedness as a beneficial system of connections which enhances personal and organizational well-being. Being embedded may help reduce the effect of individual stressful events or temporary dissatisfactions which may lead to snap decisions to leave an organization. Being embedded may make it more difficult to search for a new job and/or leave an organization [65]. Barney [66] suggests that managers should be accountable for their role in retention. If that is to be the case, managers should be armed with adequate knowledge about what causes turnover, and how they may work to reduce it.

REFERENCES


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