THE RELATIONSHIP BETWEEN PSYCHOLOGICAL RESILIENCE AND JOB EMBEDDEDNESS: SAMPLE OF HEALTH SECTOR EMPLOYEES*

PSİKOLOJİK DAYANIKLILIK VE İŞE GÖMÜLMÜŞLÜK İLİŞKİSİ: SAĞLIK SEKTÖRÜ ÇALIŞANLARI ÖRNEĞİ

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Abstract

Recruiting employees with psychologically strong personalities is regarded as a key issue for today's businesses in terms of possessing more strengthened sense of belonging towards the organization, increased commitment. Prevent the employees from quitting the job despite the situations that might lead them to quit and maintain the bond between the employees and the job is defined in the literature as job embeddedness. Within this context, the study aimed to examine whether the psychological resilience of the individuals has an impact on their levels of job embeddedness within a group of participants who work in the health sector where, recently, being resilient has gained more importance. Analyses carried out on the data obtained through simple random sampling from 454 employees working in medical and administrative units have revealed that being psychologically resilient has a significant impact on job embeddedness.

Keywords: Psychological Resilience, Job Embeddedness, Health Sector.

Jel Codes: M0, M10, M12

Öz

Günümüz işletmeleri için çalışanların psikolojik olarak güçlü bir kişilik yapısına sahip olmaları, işletmeye olan aidiyetlerinin güçlenmesi ve bağlılıklarının artması açısından önemli bir konu olarak görülmektedir. Bir örgütte bireyin işten ayrılmasına neden olabilecek durumlar olmasına rağmen, işten ayrılmasını engelleyen ve onu işe bağlayan faktörlerin tamamı yazında işe gömülmüşlük olarak tanımlanmaktadır. Bahsedilen konulardan yola çıkılarak araştırma kapsamında, psikolojik olarak bireylerin dayanıklı olmalarının işe gömülmüşlük düzeyleri üzerinde etkisinin olup olmadığı, dayanıklı olmanın son dönemlerde daha önemli hale geldiği sağlık sektörü çalışanları ile incelenmiştir. Basit tesadüfi yöntemle seçilen 454 tıbbi ve idari birim sağlık sektörü çalışanından elde edilen veriler ile gerçekleştirilen analizler sonucunda psikolojik olarak dayanıklı olmanın işe gömülü olma hali üzerinde anlamlı bir etkisinin olduğu sonucu elde edilmiştir.

Anahtar Kelimeler: Psikolojik Dayanıklılık, İşe Gömülmüşlük, Sağlık Sektörü.

Jel Kodları: M0, M10, M12

INTRODUCTION

Businesses can achieve sustainability as long as they keep their employees satisfied through the human resources policies that they implement and strengthen their corporate reputation thanks to happy employees with high satisfaction. Employee commitment and belonging towards the organization can be accomplished through meeting their demands and needs. Another factor which is essential for the survival of businesses is the existence of qualified employees with a high sense of belonging. The tough competitive environment around organizations in recent times has compelled businesses to possess qualified human resources. It has been observed that employees who are resilient, have the ability to cope with stress, tackle problems and come up with alternative solutions and demonstrate altruistic behaviours create added value for the success of businesses. The concept of psychological resilience draws attention as a personality trait that is considered important for individuals in the field of behavioral sciences in terms of stress management and coping with the difficulties encountered. Studies have shown that individuals with high psychological resilience have a higher commitment to the organization and a lower tendency to leave the organization (Sezgin, 2012, p.490). On the other hand, the concept of job embeddedness, is expressed as the whole of the factors that prevent an individual from leaving the job even though there are situations that may cause him to leave the job (Gong et al., 2010, p.228). In theory, these factors are; the individual's conformity with his environment, his commitment to work, and self-sacrifice (Birsel et al., 2012, p.51). In this context, the research subject has been identified as the examination of the impacts of psychological resilience on job embeddedness. The aim of the study is to reveal what needs to be done by the managerial team so that employees will become resilient individuals who are committed to the organization. Accordingly, it is also aimed in this study to develop suggestions that will contribute to the policies and regulations determined by managers through the findings of the study. Employee commitment to the organization and working in harmony with the organization increase organizational performance and enable the business to survive. Also, psychologically resilient employees can make certain sacrifices for the business when they are required to do so. Hence, assessments were made in order to determine which lines of work require employees to be resilient during the sampling process for the field study. As a result of the assessments, it was concluded that employees working in the health sector must be resilient and have strong sense of belonging to their organization.

Today, the health sector is seen as one of the most difficult sectors in terms of working conditions. Individuals who will work in this sector must have strong physical and mental

characteristics. Long work existing in the industry ıt becomes important for individuals to be resilient due to situations such as working hours, shift system, working under stress. Especially in the epidemic period we have been in for the last two years, the importance of the health sector and its employees has been better understood. In the literature review, psychological resilience and work. It is seen that there are studies on health workers related to burial. For example, being embedded in work is seen as a power and motivation variable that enables managers to retain their employees in sectors where stress is intense and working conditions are difficult, such as the health sector. As a matter of fact, in the study they conducted with nurses, Karatepe and Avcı (2019, p.7) concluded that being embedded in a job has an effect on continuing to work.

Being resilient in the health sector also affects the commitment to the business. In this direction, the physical and mental health of health sector employees becomes important in terms of their efficient work and motivation. As a result, the physical and mental endurance of the individual in the sector helps them not to experience burnout due to workload and stress. Thus, the employee does not make any attempts to quit the job or search for alternative jobs by increasing their loyalty to the institution they work for. When these results are evaluated as a whole, it is seen that it is necessary and important for managers in health institutions to develop policies and strategies that will support increasing the resilience of employees and their commitment to the institution. Indeed, the pandemic process which has been experienced by all countries in the past two years has made the importance of physical and psychological resilience of health sector employees moreclear. In accordance with these facts, the population and sample of the study were identified as hospital staff members. This study makes an effort to answer the question "Does psychological resilience have an impact on job embeddedness?" and the findings of the study are expected to serve as a resource for similar future studies thanks to its contribution to the literature. Previous studies in the literature involve those which explore the relationship between the term's psychological resilience and job embeddedness and concepts such as organizational commitment, job satisfaction, organizational citizenship, burnout, intention to quit, occupational commitment and psychological fatigue and examine whether there are individual differences depending on demographic features. Also, there are various studies conducted with health sector workers on the subjects of psychological resilience and job embeddedness.

This study analyses the impact of being psychologically resilient on the concept of job embeddedness and also the effects of the two concepts on health sector workers were discussed together and examined. The effect of the concepts on each other and the socio-demographic

characteristics of the individuals are considered important in the context of the contribution of the research. The study attempts to develop alternative solutions that will serve employers to increase individuals' psychological resilience and enable them to remain in the workplace for a longer time.

1.   Theoretical Framework

1.1.Psychological resilience

Resilience is the ability to adapt and cope with the threats and challenges in the environment successfully. Resilient individuals are generally outgoing people and they usually tend to have high self-esteem, high locus of control and ability to utilize resources effectively (Agaibi & Wilson, 2005, p.198). Resilience is referred to as an innate personality trait which is quite important in coping with problems. Therefore, children with strong mental health despite growing up in problematic families were called invincible and tough children in relevant studies (Dane, 2015, p.24). The most prominent study in the literature which analyses the dimensions of psychological resilience is Kobasa's study. Kobasa defined psychological resilience with three components which are commitment to oneself and one's job, the sense of control on individual's experiences and their results and the perception of challenging the environmental changes (Kobasa,1982). Psychological resilience has individual outcomes such as carrying out duties, achieving academic success, developing positive relationship with the social environment, abstaining from committing an offence, having a good and happy state of mind, decreased emotional problems, willingness to continue education and behaving accordingly, participation in sports activities and social cooperation events, students taking up hobbies out of school subjects, being careful about rules, being more successful in social relations and getting peer support and achieving life satisfaction (Soysal, 2016, p.24-25) and organizational outcomes such as increased work-life balance and organizational commitment and decreased intention to leave the organization (Bar, 2016, p.71; Budak, 2015, p.38). Meredith and colleagues (2011, p.3-5) classified the factors that constitute psychological resilience as individual, family related, organization related and society related factors. Individual factors are defined as the ability to cope with difficult situations, being positively affected by difficult situations, having a positive and humorous attitude towards the situation, being realistic and self-confident, the ability to control behaviours, having physical skills and altruism. Family related factors can be listed as having strong emotional bonds, good communication, having family support, close relationship with the family, adapting to change and having parents with skills that improve resilience. On the other hand, positive organizational climate, teamwork and

harmony among employees. Society related factors can be defined as sense of belonging, acting in accordance with social norms and making collective effort to achieve goals are mentioned as the society related factors that help people become psychologically resilient individuals. Individuals with high psychological resilience share different social, affective and cognitive characteristics. Resilient individuals are referred to as people who can communicate with people around them in an easy, positive and effective way, have high perception of self-esteem and self-efficacy, do not lose hope under hard circumstances, have high level of intellectual intelligence, can develop effective methods of struggle against problems and have sense of humour (Dane, 2015, p. 25-26).

1.2. Job embeddedness

Mitchell and colleagues (2001) define job embeddedness as the sum of factors which attach individuals to work and prevent them from quitting work despite circumstances that might cause them to quit. Job embeddedness comprises of three components. The first component is the social, psychological and financial connections which involve the employees, their family, social environment, friends from inside and outside the workplace and the society and the physical environment they live in. The second component refers to the perceived harmony between the individuals and the organization and environment they belong to. The third component is the benefits which the employees might lose as a result of quitting the job. The study by Mitchell and colleagues suggested that the concept of job embeddedness is composed of three dimensions which are fit, links and sacrifice. Fit dimension refers to the congruence between the individual skills, demands and expectations from the future and organizational goals and gains obtained from the organization, links dimension indicates the employees' level of connection and relationship with other individuals in the workplace sacrifice dimension refers to the tangible and intangible assets that the employees might lose if they quit the organization (Kanten et al., 2016, p.69).

Among the positive and negative factors that affect job embeddedness are listed as the family structure, personal activities or hobbies, number of children and family status, spouse that has quit the job, working on a certain project as a team, personality traits, age and seniority level, uncertainty regarding roles, motivation status, perceived organizational support, long working hours, alternative job opportunities, educational status, happiness of the individual, being satisfied with the salary, characteristics of the job, organizational policies and practices regarding human resources, organizational practices that serve as incentives for the employees, job opportunities in the sector, consistent managerial behaviours, employees' belief that gains

in the organization are fairly distributed, trust towards the manager, all employees having the chance to benefit from organizational opportunities in an equal manner, developing high quality relations and healthy communication between managers and employees (Akgündüz et al., 2016, p. 351-353-354; Bambacas & Kulik, 2013, p. 1935; Birsel et al., 2012, p. 53; Kanten et al., 2016, p. 65-66-69). Managers in the organizations should develop strategies in order to reduce turnover rate, bring harmony between employee and the organization, increase employee commitment and prevent them from quitting the job and encourage employees to stay in the organization. If these strategies help reduce intention to leave the job and look for other jobs, level of job embeddedness is affected in a positive way (Bergiel et al., 2009, p. 215). Many studies on the consequences of job embeddedness suggest the outcomes of job embeddedness as follows (Akgündüz & Cin, 2015, p. 552; Collins and Masholdar, 2014, p. 298; Kanten et al., 2016, p. 69; Kesen & Akyüz, 2016, p. 236; Lev & Koslowsky, 2012, p. 60; Mai et al., 2013, p. 509; Şanlı, 2016, p. 21; Tabak & Handy, 2016, p. 27; Tunç et al., 2016, p. 630; Van Dyk, 2011, p.50): individual and organizational performance and creativity are increased, unproductive behaviours towards the job are reduced, motivation level is higher, it is used as a tool to predict employee turnover rate, it is recommended as a mediator between individual differences and organizational outcomes, it increases individual's intention to stay in the workplace and reduces intention to leave, it increases organizational citizenship behaviour, it increases job satisfaction, it helps employees to notice opportunities in the workplace, it increases the potential of employees to become entrepreneurs, it increases employees' job commitment, it helps employees adapt to organizational culture, increases trust towards the leader, decreases voluntarily leaving work, increases collaboration among employees, decreases absenteeism and enables employees to work more rigorously.

1.3. The relationship between psychological resilience and job embeddedness

Review of the relevant literature has revealed that examples of studies on health sector employees regarding psychological resilience and job embeddedness exist. For instance, job embeddedness is considered as a variable of power and motivation which helps managers retain their employees in stressful lines of work with hard working conditions like the health sector. Karatepe & Avcı (2019, p.7) concluded in their study on nurses that job embeddedness has an influence on being present in the workplace. Moses (2012, p.63-74) carried out a study on health employees and found out that there is a relationship between job embeddedness and social and human capital. Furthermore, it was indicated that employees' attitudes towards the concept of job embeddedness cause differences in their behaviours and performances. It was also

maintained in the study that there is a strong relationship between job embeddedness and organizational identification and that this finding will make it easy for managers to identify employees who still has not identified with the organization and has not become embedded in the job. It was also noted that job embeddedness not only causes employees to exhibit different behaviours in the workplace but it brings about changes in their performances depending on their levels of identification with the organization as well. Individuals who manage to stay strong against hard and stressful situations, keep things under control and continue to struggle at all times keep on working despite negative situations in the workplace. Being psychologically resilient will affect their commitment to job in a positive way and make it stronger. It is generally observed that individuals with high psychological resilience have also high sense of belonging towards the organization. Therefore, it is thought that being resilient may increase the level of job embeddedness. In addition, psychological resilience and being embedded in the work may differ according to the age, gender, education level, income level, professional experience and seniority at the workplace, whether or not they have children, non-working status and the department they work. In accordance with this data, the research hypothesis was formed as follows;

H_1: Psychological resilience has a positive effect on job embeddedness.

   H_{1a}: Challenge/Struggle dimension of psychological resilience has an impact on job embeddedness.

   *H_{1b}: Control dimension of psychological resilience has an impact on job embeddedness.*

   H_{1c}: Pessimism dimension of psychological resilience has an impact on job embeddedness.

H_2: Employees' psychological resilience levels differ based on their demographical characteristics.

H_3: Employees' job embeddedness levels differ based on their demographical characteristics.

Figure 1. Theoretical Model
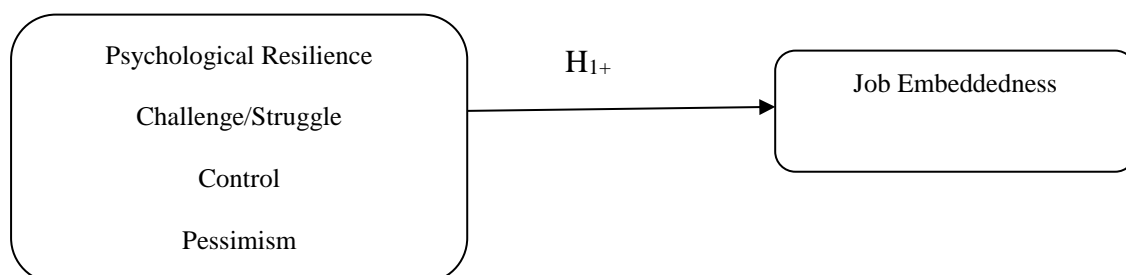
2.   Methodology

Quantitative research design was adopted in this study. The theoretical model and hypothesis of the study were created after literature review. The scales regarding the research variables were identified in line with the literature review and the questionnaire form was created as the data collection tool. The population of the study comprises of employees working in the medical and administrative units at the state hospitals that operate in Turkey. The sample of the study is composed of the medical and administrative staff working in two state hospitals in a province of Turkey. The table prepared by Gürbüz & Şahin (2015) was used during the sampling process. The number of the sample was calculated as 363 with an error margin of 0,05 at a confidence level of 95% for a population of 6500 participants (Gürbüz & Şahin, 2004, p. 128). Simple random sampling was used during the sampling process. It was concluded that the number of sample reached in the study is sufficient for representing the population. Data was obtained as a result of interviews carried out with a group of health sector employees which was determined by simple random sampling. Hospitals have become places with high risk due to the Covid-19 pandemic throughout the world. Hence, during the data collection process, the items in the questionnaire were addressed to the participants online through social media tools and personal interviews via telephone. After the data collection process was completed, totally 454 questionnaire forms were considered suitable for analysis. There was no questionnaire form that was eliminated before the analysis.

The data was analysed via SPSS and AMOS software. Hypothesis test was performed as a result of the analyses conducted using descriptive statistics, exploratory factor analysis, confirmatory factor analysis and structural equation modelling. The questionnaire form used in the study is composed of four sections. First section involves items intended to measure the psychological resilience levels of health employees. Second section includes items intended to measure work-life balance levels of health employees. Third section contains items intended to measure the job embeddedness levels of health employees. The last section involves items regarding age, gender, education, marital status, level of income, place and title of work, working time in the current organization, professional experience, working status and time of work out of office hours and number of children, which are intended to measure demographic characteristics of health employees. The questionnaires were directed at the participants through social media applications online and via phone interviews. The questionnaire form was designed using scales that were proven to be valid and reliable in previous studies. In order to measure psychological resilience, two previously-used scales were combined.

The first scale was developed by Işık (2016) in the study titled "Developing Psychological Resilience Scale: Study of Validity and Reliability" and comprises of 21 items and 3 dimensions. The second scale was developed by Smith et al. (2008), adapted and tested for validity and reliability by Akın et al. (2014) and used in the master's thesis by Zafer (2016) titled "The Study of Resilience and Self-Sabotage Levels in Fire-Fighters: A Case Study of İstanbul Fire Department" and is composed of 6 items under one dimension. In order to test the employees' levels of job embeddedness, the scale originally developed by Mitchell et al. (2001) and used by Efe (2017) in the master's thesis titled "The Effect of Psychological Empowerment and Job Embeddedness on New Product Development Performance: The Moderating Role of Organizational Justice" and comprises of 28 items and 6 dimensions. The last three items in the scale were not included in the questionnaire form as they involved demographic information (Efe, 2017). Cronbah's Alpha method was used for measuring the reliability of the scales used in the study. Internal consistency reliability with Cronbah's Alpha value is displayed. The Cronbah's Alpha value of the scales should be at least 0.70. This value can be increased up to 0.60 in scale development studies (Gürbüz and Şahin,2015, p.315-318). Reliability analysis results suggested that the Psychological Resilience Scale (0.918) comprising of 27 items and the Job Embeddedness Scale (0.936) comprising of 25 items both were highly reliable. Cronbach's Alpha scores of both scales were over 0.90 and therefore they had high level of reliability.

In order to measure the construct validity of a scale, average variance extracted (AVE) and composite reliability (CR) validity should be checked. An AVE value greater than 0.5 indicates that the scale has congruent validity. The CR coefficient should have values greater than 0.7 (Turhan et al., 2023, p.285). Within the framework of the model evaluated in this context, AVE=0.60/CR=0.77 for the challenge/struggle dimension; AVE=0.42 / CR=0.71 for control dimension; for the pessimism dimension AVE: 0.50/CR= 0.78; AVE:0.55/CR=0.74 for the sacrifice dimension; AVE:0.57/CR=0.90 for the congruence dimension; AVE:0.60/CR= 0.62 for the links dimension and AVE: 0.58/CR= 0.73 for the relationships dimension. Since adequate AVE value could not be provided in the study, factor loadings were examined and expressions for the challenge/struggle dimension with the least factor loading were 5 (0.51), expression 1(0.55), expression13(0.50); expression 8(0.59) for the sacrifice dimension was deleted. In this case, it is seen that the AVE values calculated for all dimensions are greater than 0.50 and the CR value is greater than 0.70 and convergent validity is provided. In the study, seven different people from the sector and academia who specialise in their fields were

consulted in order to test the validity of the questionnaire form and the scales. Expert opinions were taken into consideration and therefore the questionnaire form which was revised and redesigned was used in the pilot study with health employees. 45 valid forms were obtained. After the data analysis of the pilot study, the items were revised and ambiguous and vague items were made clear and understandable and the form was brought into its final shape after corrections.

3.   Data Analysis and Findings

Demographic findings regarding half of the participants are male. It can also be concluded that the number of married participants is more than twice the number of single participants and most participants belong to the 40s age group. The biggest number of participants in terms of educational status is the undergraduate level with 53%. 80% of the participants have an income level of 4000 TL and above. Most participants work in the health (medical) services (74.7%). Majority of the participants (339 people) are doctors, nurses, midwives, technicians or paramedics. Besides, this group involves health officers, medical secretaries, caregivers, pharmacists, dietitians and laboratorians. The remaining participants (115 people) are administrative staff including managers, assistant managers, security officers, janitors, data entry operators, graphic designers and job security experts. More than 50% of the participants have professional experience between 6-20 years while 60% have been working in their current workplace for 1-10 years. This situation demonstrates that majority of the participants have considerable professional experience but have low working time in their current organization. Approximately 60% of the participants indicated that they do not work outside office hours whereas the remaining participants stated that they work outside office hours at home and/or workplace at the weekend and/or in the evening. This result reveals that health employees consider shift work as regular office hour work. Participants who work outside office hours mostly work for four hours and longer. 35.9% of the participants do not have any children whereas the participants who have children mostly have 2 children.

3.1.Exploratory factor analysis for psychological resilience scale

Kaiser Meyer Olkin (KMO) coefficient was used in order to test whether the data collected from the study sample were suitable for Exploratory Factor Analysis. It is suggested in the literature that the KMO value must be higher than 0.60 so that factor analysis can be performed (Gürbüz & Şahin, 2015, p.303). It was observed in the exploratory factor analysis that the KMO value was 0.89 and it was acceptable. Bartlett's Test of Sphericity revealed a significant $\chi 2$ result ($\chi 2=3164.656$, df=136, p<0.000) and it was seen that factor analysis could be performed

on the variables. After it was concluded that factor analysis could be performed, principal axis factor analysis which is based on Oblimin rotation was carried out. As it is recommended in the literature, factor components were formed considering the items with factor loads over 0,4 as acceptable for analysis (Gürbüz & Şahin, 2015, p.304). As a result of the exploratory factor analysis for psychological resilience scale, variable which had an eigenvalue higher than 1 and represent 61.34% of the total variance were included in the analysis and the number of factor components of psychological resilience scale was calculated as 4. However, two items were observed to bring strong amount of loading on one component. Since one component must involve minimum three items and the two mentioned items are associated more closely with the challenge/struggle component, they were included in the challenge/struggle component. Psychological resilience scale consists of 17 items and 3 components in total which are "challenge/struggle" component with 9 plus additional 2 items, "control" component with 3 items and "pessimism" component with 3 items. In further analyses performed in the study, various compound variables which are generated from these components were used.

Table 1. Exploratory Factor Analysis for Psychological Resilience

Name of Component and Items	Variance			Components					
	Eigenvalue	Explained	α	1	2	3	4	5	6
Component 1: Challenge/Struggle	6.299	37.05%	0.87						
17. I enjoy trying new things.				0.833					
14. It is exciting for me to discover new things about myself.				0.761					
8. I prefer trying new things even if it is risky instead of always maintaining the same lifestyle.				0.740					
13. I usually show a strong reaction if my individual freedom is restricted.				0.667					
22. It is important for me to have something to do.				0.636					
18. I consider the important changes in my life as an opportunity for my personal development.				0.588					
9. I believe that people learn from their mistakes and develop.				0.563					
7. I think every new experience enriches my life.				0.541					

10. I believe that I can change the course of my life.		0.522	
5. I am bonded with my job/occupation at heart.		0.852	
1. I quite enjoy working.		0.721	

Component 2: Control
1.803   10.60%   0.86

23. I recover fast after I go through hard times.	0.909
25. It does not take long for me to recover after a stressful event.	0.899
27. I can overcome hard situations with a small amount of effort.	0.807

Component 3: Pessimism   1.284   7.55%   0.58

12. It takes a long time for me to overcome the misfortunes in my life.	0.881
24. I have a hard time when I am in a stressful situation.	0.643
20. What I will go through tomorrow depends on what I do today.	0.586

Extraction method: Principal Components Analysis. Rotation method: Oblimin with Kaiser Normalization, Total variance explained: 61.34%

3.1. Exploratory factor analysis for job embeddedness scale

It was observed that the KMO value was 0.91 after the exploratory factor analysis and it was considered acceptable. Bartlett's Test of Sphericity revealed a significant χ^2 result ($\chi^2=5250.940$, df=190, p<0.001) and it was concluded that factor analysis could be performed on the variables. After the exploratory factor analysis of the job embeddedness scale, the variables which have an eigenvalue of higher than 1 and represent 66.79% of the total variance were included in the analysis. As a result, job embeddedness scale had 4 factor components in total. As a result of the EFA, the scale comprised of 20 items and 4 components in total which are "sacrifice" component with 7 items, "fit" component with 6 items, "links" component with 4 items and "relations" component with 3 items.

Table 2. Exploratory Factor Analysis for Job Embeddedness

Name of Component and Items	Variance			Components				
	Eigenvalue	Explained	α	1	2	3	4	5
Component 1: Sacrifice	8.246	41.23%	0.90					
11. I get the highest amount of salary thanks to my performance.				0.819				
10. This job offers me excellent opportunities for promotion.				0.792				
13. This job offers me excellent retirement earnings.				0.785				
12. This job offers me excellent opportunities for health services.				0.759				
7. My perquisites in this job are excellent.				0.737				
9. I believe that the continuous employment (recruitment) opportunities are excellent.				0.735				
8. If I quit my job, I will give up so many advantages that I have gained here.				0.606				
Component 2: Fit	2.418	12.08%	0.85					
2. I feel I am in good harmony with my workplace.					0.764			
3. I like to take charge and responsibility in this organization.					0.749			
4. My opinions, behaviours and moral values are in harmony with those of the organization.					0.732			
1. I use my skills and abilities in an excellent way in my job.					0.726			
5. If I continue to work in my current workplace, I will be able to accomplish most of my goals.					0.723			
6. I have an adequate amount of freedom of expression in this job in order to determine how I will accomplish my goals.					0.601			

Component 3: Links	1.593	7.96%	0.82	
22. If I left the place where I live now, I would lose my neighbours.				0.878
21. If I left the community which I belong to, I would lose my friends.				0.860
20. If I left the community which I belong to, I would have too much difficulty.				0.780
19. The place where I live offers me the leisure activities (sports, cultural and art) that I like.				0.447
Component 4: Relations	1.102	5.5%	0.83	
15. I work closely with my colleagues.				0.769
16. I am usually in interaction with the members of my work group during work.				0.749
14. I am a member of an effective work group.				0.682

Extraction method: Principal Components Analysis. Rotation method: Oblimin with Kaiser Normalization, Total variance explained: 66,79%

3.2. Confirmatory factor analysis for psychological resilience scale

CFA was performed on the psychological resilience scale in order to confirm the validity and reliability of the scale. As it is recommended in the literature, it was observed whether the factor loading reached the threshold value of 0.40(Başar,2016, p.150). After the CFA of the psychological resilience scale, it was revealed that all items had an adequate level of factor loadings and had an adequate fit with the statistical model. Therefore, no items were excluded. Table 3 demonstrates the model fit index values, modelling of components and factor coefficient.

Table 3. Standardized Regression Weights of Psychological Resilience CFA Model

			Value
5. I am bonded with my job/occupation at heart.	<---	Challenge/Struggle	0.519
1. I quite enjoy working.	<---	Challenge/Struggle	0.551
10. I believe that I can change the course of my life.	<---	Challenge/Struggle	0.643

		Value
7. I think every new experience enriches my <--- life.	Challenge/Struggle	0.601
9. I believe that people learn from their mistakes <--- and develop.	Challenge/Struggle	0.676
18. I consider the important changes in my life as an opportunity for <--- my personal development.	Challenge/Struggle	0.739
22. It is important for me to have something to do. <---	Challenge/Struggle	0.675
13. I usually show a strong reaction if my individual freedom is <--- restricted.	Challenge/Struggle	0.504
17. I enjoy trying new things. <---	Challenge/Struggle	0.680
14. It is exciting for me to discover new things <--- about myself.	Challenge/Struggle	0.802
8. I prefer trying new things even if it is risky instead of always maintaining the same <--- lifestyle.	Challenge/Struggle	0.627
27. I can overcome hard situations with a small <--- amount of effort.	Control	0.732
25. It does not take long for me to recover after a <--- stressful event.	Control	0.875
23. I recover fast after I go through hard times. <---	Control	0.861
12. It takes a long time for me to overcome the <--- misfortunes in my life.	Pessimism	0.471

		Value
24. I have a hard time when I am in a stressful <--- situation.	Pessimism	0.561
20. What I will go through tomorrow depends on what I do today. <---	Pessimism	0.613

Structural Model Values

$\chi2$: 292.886 df:113 p<0.001 $\chi2$/df: 2.592 RMSEA: 0.059 GFI:0.932 AGFI:0.907 CFI:0.941 NFI:0.909

3.3. Confirmatory factor analysis for job embeddedness scale

CFA was performed on the job embeddedness scale in order to confirm the validity and reliability of the scale. As it is recommended in the literature, it was observed whether the factor loading reached the threshold value of 0.40(Başar,2016, p.150). After the CFA of the psychological resilience scale, it was revealed that all items had an adequate level of factor loadings and had an adequate fit with the statistical model.

Therefore, no items were excluded. Table 4 demonstrates the model fit index values, modelling of components and factor coefficient.

Table 4. Standardized Regression Weights of Job Embeddedness CFA Model

		Value
11. I get the highest amount of salary thanks to my <--- performance.	Sacrifice	0.905
10. This job offers me excellent opportunities for <--- promotion.	Sacrifice	0.846
9. I believe that the continuous employment (recruitment) opportunities are excellent. <---	Sacrifice	0.747
8. If I quit my job, I will give up so many advantages that I have gained here. <---	Sacrifice	0.590
7. My perquisites in this job are excellent. <---	Sacrifice	0.805

		Value
13. This job offers me excellent retirement earnings.	Sacrifice <---	0.811
12. This job offers me excellent opportunities for health services.	Sacrifice <---	0.614
5. If I continue to work in my current workplace, I will be able to accomplish most of my goals.	Fit <---	0.712
4. My opinions, behaviours and moral values are in harmony with those of the organization.	Fit	0.713
3. I like to take charge and responsibility in this organization.	Fit <---	0.682
2. I feel I am in good harmony with my workplace.	Fit <---	0.755
1. I use my skills and abilities in an excellent way in my job.	Fit <---	0.631
6. I have an adequate amount of freedom of expression in this job in order to determine how I will accomplish my goals.	Fit <---	0.712
22. If I left the place where I live now, I would lose my neighbours.	Links <---	0.676
21. If I left the community which I belong to, I would lose my friends.	Links <---	0.786
20. If I left the community which I belong to, I would have too much difficulty.	Links <---	0.781

			Value
19. The place where I live offers me the leisure activities (sports, cultural and art) that I like.	<---	Links	0.678
16. I am usually in interaction with the members of my work group during work.	<---	Relations	0.822
15. I work closely with my colleagues.	<---	Relations	0.900
14. I am a member of an effective work group.	<---	Relations	0.691

Structural Model Values

χ2: 510.098 df:156 p<0.001 χ2/df: 3.270 RMSEA: 0.071 GFI:0.898 AGFI:0.863 CFI:0.931 NFI:0.904

3.4. Correlation analysis

In order to identify the strength of the relationship between the variables, correlation analysis was performed and the correlation coefficients (r) were calculated. When the correlation table presented in Table 5 is examined, it is observed that all variables have a positive low and moderate level of relationship. It is also seen that majority of the variables have statistically meaningful (**) relationship at the 0,01 level.

Table 5. Correlation Test Results of Scale Components

	Mean	Std. Dev.	1	2	3	4	5	6	7
Challenge/Struggle	43,7841	7,06339	1						
Control	9,8965	3,03625	,449**	1					
Pessimism	10,3238	2,38344	,423**	,178**	1				
Sacrifice	18,8855	7,23891	,326**	,483**	,371**	1			
Fit	22,2952	4,77910	,602**	,420**	,310**	,554**	1		
Links	11,6608	3,99331	,227**	,315**	,456**	,558**	,405**	1	
Relations	11,5396	2,55741	,558**	,393**	,326**	,423**	,603**	,404**	1

**. Correlation is significant at $p < 0.001$ level (2-tailed).

3.5.   Structural equation model analysis

In order to test the research hypothesis which involves the relationship between psychological resilience and job embeddedness, structural equation modelling path analysis was performed. Accordingly, the model presented was designed in order to analyse the relationship between the independent variable, which is psychological resilience, and the dependent variable, which is job embeddedness (H_1). *H_1: Psychological resilience has a positive effect on job embeddedness.* In SEM path analysis, it is suggested that minimum 4 values of SEM fit indices must be taken into consideration in order to test model fit (Hair Jr et al., 2017). The result of the path analysis on the relationship between psychological resilience and job embeddedness revealed calculations of GFI (0,738), CFI (0,815), x2/df (3,936) and RMSEA (0,081). These statistics demonstrated that the threshold values were reached with this model. It was observed that the SEM model fit index value for H_1 hypothesis was at an acceptable level. Analysis results showed that there was a positive meaningful (R^2:0.52; $p<0.001$) relationship between the dependent and independent variables. Therefore, H_1 hypothesis "Psychological resilience has a positive effect on job embeddedness." was supported. As it is suggested in the literature, it was tested whether the factor loadings reached the threshold value of 0.40(Başar,2016, p.150). Two items with standardized regression values below 0.40 were excluded from the model. Table 6 demonstrates the fit index values regarding the research model.

Table 6. Goodness of Fit Indices of the Research Model

Model Fit Indices	Values
X^2 (Chi-square) value	2149.309
Degree of freedom (d.f.)	546
P (Significance level)	0.000
X^2/df	3.936
GFI (Goodness of Fit Index)	0.738
CFI (Comparative Fit Index)	0.815
RMSEA (Root Mean Square Error of Approximation)	0.081

3.6.   Multiple regression analysis

Regression analysis was performed in order to identify the effect of psychological resilience dimensions on job embeddedness. Analysis results showed that the regression model was

meaningful (F(3-454)=127.211, p<.0001). The psychological resilience dimensions challenge/struggle, control and pessimism explain 45% of the variance regarding job embeddedness (R^2: .459). Standardized regression coefficient (β) suggested that the predictor variables are listed in order of importance as control, pessimism and challenge/struggle. Analysis of the significance of regression coefficients revealed that the resilience variable has a positive and significant effect on job embeddedness.

Table 7. Results of Multiple Regression Analysis to Identify the Effect of Psychological Resilience Dimensions (Challenge/Struggle, Control and Pessimism) on Job Embeddedness

	B	S.H.	Beta	t	p
Challenge/Struggle	,512	,105	,020	4,884	,000
Control	2,236	,224	,387	9,961	,000
Pessimism	2,307	,282	,313	8,185	,000
R=.667, R^2=.459, F(3-454)=127.211 p<0.001,DW=1.656					

3.7. Tests conducted in order to determine the differences regarding demographic variables

T-test was performed in order to analyse whether the health employees' psychological resilience levels differ by demographic variables such as gender, marital status, department in the workplace and working status outside office hours. Analysis results revealed that there was no meaningful difference between health employees' psychological resilience levels and the variables of gender and working status outside office hours (t=1.35, p>.05; t=.479, p>.05). On the other hand, it was observed that psychological resilience levels differ based on the variables of marital status and department in the workplace (t=-2.09, p<.05, t=-2.62, p<.05). Based on these findings, it can be interpreted that the employees who are single and work in the department of health services have higher levels of psychological resilience compared to others (x̄=102.7746, (x̄=101.6283).

Table 8. Results of the Independent Samples T-Test Performed in order to Identify the Difference of Psychological Resilience Levels Based on Demographic Variables

Gender	N	x̄	ss	t	p

Male	233	101,4807	16,49	1.359	.175
Female	221	99,5023	14,49		
Marital Status					
Married	312	99,4904	16,14	-2,092	.037
Single	142	102,7746	14,00		
Department					
Administrative Services	115	97,2435	14,48	-2,627	.009
Health Services	339	101,6283	15,78		
Working outside Office Hours					
Yes	187	100,9358	14,81	.479	.632
No	267	100,2247	16,09		

Table 9. Results of the Independent Samples T-Test Performed in order to Identify the Difference of Job Embeddedness Levels Based on Demographic Variables

Gender	N	x̄	ss	t	p
Male	233	79,7811	18.49	2.340	.020
Female	221	75,9548	16.32		
Marital Status					
Married	312	77,7917	17.24	-.228	.820
Single	142	78.1972	18.29		
Department					
Administrative Services	115	75,3565	15,58	-1.815	.070
Health Services	339	78,7876	18,11		
Working outside Office Hours					
Yes	187	76,5936	17,41	-1.347	.179
No	267	78,8464	17,63		

T-test was used in order to analyse whether health employees' job embeddedness levels differ based on the demographic variables of gender, marital status, department in the workplace and working status outside office hours. Analysis results showed that there was no meaningful

difference between health employees' job embeddedness levels and the variables of marital status, department and working status outside office hours (t=-.228, p>.05; t=-1.815, p>.05; t=-1.347, p>.05). On the other hand, it was observed that job embeddedness levels differ based on the gender variable (t=2.340, p<.05). These findings can be interpreted as the fact that male employees are more embedded in the job than female employees ($\bar{x}$=79.7811, ($\bar{x}$=75.9548).

Table 10. Results of the Anova Test Performed in order to Identify the Difference of Psychological Resilience Levels Based on Demographic Variables

Variable	Category	n	Mean	SD	One-Way Analysis of Variance	
					Test	p
Age	Under 20	2	97.00	5.65		
	20-25	75	100.70	11.94	3,365	0.005
	26-30	96	103.01	16.72		
	31-35	86	102.74	16.24		
	36-40	88	101.75	17.07		
	41 and older	107	95.41	14.02		
Income Status	Below 2501 TL	13	101.38	10.72		
	2501 TL and above	29	101.03	6.54		
	3001 TL-4000 TL	39	101.79	12.61	0.102	0.982
	4001 TL-5000 TL	177	100.22	16.31		
	5001 TL and above	196	100.39	16.67		
Educational Status	Primary School	1	95.00	13.70		
	High School	20	100.70	14.95	1.875	0.084
	Vocational High School	16	104.87	15.22		

	Associate Degree	77	103.33	16.15		
	Undergraduate Degree	239	100.10	14.32		
	Master's Degree	74	96.44	14.47		
	Doctoral Degree	27	104.74	15.56		
Time of Work in the Organization	Less than 1 year	60	99.71	15.10		
	1-5 years	139	102.02	14.40		
	6-10 years	134	103.20	16.97	3.894	0.004
	11-20 years	78	96.96	14.10		
	21 years and longer	43	94.86	15.68		
Professional Experience	Less than 1 year	39	99.33	17.35		
	1-5 years	91	103.13	14.22		
	6-10 years	121	105.20	15.51	6.919	0.000
	11-20 years	124	98.29	16.16		
	21 years and longer	79	95.37	12.77		
Working outside Office Hours	1 hour	21	97.28	13.25		
	2 hours	27	100.03	10.80	9.039	0.000
	3 hours	36	113.86	10.84		
	4 hours and longer	108	96.99	12.04		
	I do not work outside office hours	262	100.13	16.99		
Number of Children	1 child	95	101.13	13.76	2.716	0.029

		n	Mean	SD	
2 children		126	97.80	16.47	
3 children		64	101.48	16.83	
4 children and more		6	87.50	12.56	
No children		163	102.35	15.07	

It was found out that there is statistically meaningful difference among levels of psychological resilience based on the demographic variables of age, educational level, time of work in the organization, professional experience, number of children and time of work outside office hours (p<0.05). Tukey test was performed in order to find out which groups caused the difference. Test results showed that there was a difference between employees older than 41 years old and others, between employees who worked longer than 20 years and those who worked for a shorter period of time, between employees with professional experience of more than 20 years and those who are new in the profession, and between employees who work 3 hours outside office hours and others. Psychological resilience does not differ based on employees' income status (p>0.05).

Table 11. Results of the Anova Test Performed in order to Identify the Difference of Job Embeddedness Levels Based on Demographic Variables

					One-Way Analysis of Variance	
Variable	**Category**	**n**	**Mean**	**SD**	**Test**	**p**
Age	Under 20	2	72.00	18.38		
	20-25	75	74.78	14.68		
	26-30	96	79.00	20.15	5.908	0.000
	31-35	86	82.65	17.96		
	36-40	88	82.38	17.75		
	41 and older	107	71.77	14.16		
	Below 2501 TL	13	79.69	15.36		

Income Status	2501 TL and above	29	72.65	13.98		
	3001 TL-4000 TL	39	76.07	12.27	1.235	0.295
	4001 TL-5000 TL	177	77.32	18.58		
	5001 TL and above	196	79.48	18.02		
Educational Status	Primary School	1	68.00	-		
	High School	20	77.55	17.31	1.962	0.070
	Vocational High School	16	81.68	20.36		
	Associate Degree	77	82.44	17.82		
	Undergraduate Degree	239	77.77	17.62		
	Master's Degree	74	73.16	16.13		
	Doctoral Degree	27	77.74	16.49		
Time of Work in the Organization	Less than 1 year	60	72.68	14.92		
	1-5 years	139	78.49	18.44		
	6-10 years	134	82.88	19.03	6.480	0.000
	11-20 years	78	76.56	12.97		
	21 years and longer	43	70.32	16.03		
Professional Experience	Less than 1 year	39	73.25	15.27		
	1-5 years	91	78.39	19.32	6.086	0.000
	6-10 years	121	83.38	19.08		
	11-20 years	124	77.41	15.77		
	21 years and longer	79	72.10	14.17		

Working outside Office Hours	1 hour	21	76.28	10.03		
	2 hours	27	78.48	17.26	9.685	0.000
	3 hours	36	91.13	21.16		
	4 hours and longer	108	71.45	13.20		
	I do not work outside office hours	262	78.83	17.98		
	1 child	95	78.77	15.49		
	2 children	126	76.59	17.27		
Number of Children	3 children	64	81.43	18.84	1.680	0.153
	4 children and more	6	65.33	5.31		
	No children	163	77.52	18.46		

It was found out that there is statistically meaningful difference among levels of job embeddedness based on the demographic variables of age, educational level, time of work in the organization, professional experience and time of work outside office hours (p<0.05). Tukey test was performed in order to find out which groups caused the difference. Test results showed that there was a difference between employees older than 41 years old and others, between employees who worked longer than 20 years and those who worked for a shorter period of time, between employees with professional experience of more than 20 years and those who are new in the profession, and between employees who work 3 hours outside office hours and others.

Job embeddedness does not differ based on employees' income status and number of children (p>0.05). As a result of the analyses carried out in the study, results of hypothesis tests are as follows;

Table 12. Summary of Hypothesis Test Results

H_1: Psychological resilience has a positive effect on job embeddedness.	Accepted
H_{1a}: Challenge/Struggle dimension of psychological resilience has an impact on job embeddedness.	Accepted
H_{1b}: Control dimension of psychological resilience has an impact on job embeddedness.	Accepted
H_{1c}: Pessimism dimension of psychological resilience has an impact on job embeddedness.	Accepted
H_2: Employees' psychological resilience levels differ based on their demographical characteristics.	Partly Accepted
H_3: Employees' job embeddedness levels differ based on their demographical characteristics.	Partly Accepted

4.   Discussion

In this study, the impact of psychological resilience on job embeddedness was examined. In the literature, the relationships of the mentioned terms with concepts such as intention to leave, burnout, organizational commitment, job and life satisfaction, occupational commitment, workload and psychological deprivation were studied. Furthermore, it can be observed that these concepts have been studied with employees from sectors apart from the health sector as well. The study carried out on nurses by Sun and colleagues (Sun et al., 2012, p.75) revealed that resilient individuals who have positive psychology are more easily committed to their job, more willing to continue to stay in their organization and adapt more easily to their tasks, which shows that nurses with high resilience and positive psychology are more embedded in their jobs. Another study on the subject was carried out by Eslamlou et al. on cabin crew members and it was concluded that resilience affects individuals' job embeddedness levels. In addition, resilient employees are aware of the fact that they will not be able to create the friendship relations and gain the advantages they have in their current workplace. Therefore, they do not consider quitting their jobs. Resilient employees are individuals who have healthy relationships in their workplaces and are aware of the values they will lose if they quit their jobs. Thus, resilient individuals have high level of job embeddedness (Eslamlou et al., 2021, p.13).

In Yiğit's (2022) study, health anxiety, psychological well-being, psychological resilience and hopelessness levels of healthcare professionals during the covid-19 period and health anxiety, psychological well-being, psychological resilience and hopelessness levels of adults who are not healthcare workers were compared. The psychological resilience levels of health workers were determined at a good level. In this study, it was concluded that the psychological resilience levels of health workers were in good condition. In a study conducted with nurses during the pandemic process (Korkmaz, 2023), it was observed that the psychological resilience levels of nurses vary according to age and seniority, and as age increases and professional seniority increases, psychological resilience increases. In this direction, the results obtained in the study are similar to the results of the related study. In the study conducted by Sarıgül and Uğurluoğlu (2022), with health professionals working in a family health center, it was determined that women had lower levels of psychological resilience than men, and associate and undergraduate graduates compared to postgraduate graduates. The results of the study are similar to this study. In this study, it was concluded that doctoral graduates are psychologically resilient individuals. In other studies conducted with nurses (Ünal, 2022), it was concluded that demographic variables such as gender, education status, marital status, income status, the service they worked for, choosing the profession willingly, working style, and the frequency of night shifts affect their psychological resilience levels. In the analyzes made in this study, it was determined that there were differences in the level of psychological resilience according to demographic variables. In Akan's(Akan,2022,p.71) study, a significant difference was found in terms of psychological resilience in intensive care nurses according to demographic variables such as age, marital status, working time in the profession, being satisfied with the working environment, and liking the profession. Again, in the research that Dinç conducted with health workers during the pandemic process, it was concluded that being psychologically resilient differs according to age, occupation, marital status, and whether or not to have children (Dinç,2022). In another study, it was analyzed whether the job embeddedness levels of hotel employees differ according to their demographic characteristics, and according to the results of the analysis, hotel employees job embeddedness levels of married and five-star hotel employees did not differ according to gender and age. It was concluded that the levels were higher. The level of job embeddedness varies according to the education level, monthly income and experience period of the hotel employees. It is another finding that the level of job embeddedness of accounting, sales-marketing and kitchen departments employees is higher

(Doğantekin&Seçilmiş,2021, p.1099). Elsayed et al. (Elsayed et al., 2023, p.118), in their study with nurses, determined that there is a positive relationship between the level of job satisfaction and job embeddedness. Again, in Durmuş's study (Durmuş,2023, p.60), it was concluded that being alone in work life has a negative effect on work embeddedness among health workers. In another study, the effect of organizational trust perceptions of individuals working in health institutions during the Covid-19 pandemic process on their psychological resilience levels was examined and positive relationships were determined between the concepts. According to the results obtained in the research, it has been revealed that if a health institution wants to increase the level of psychological resilience of the employee, it is necessary to increase the level of trust of the employee in the manager (Erbir, 2021, p.823). In another study conducted with physicians, nurses and health officials working in a university hospital, increased levels of psychological resilience and decreased levels of emotional exhaustion and depersonalization; On the other hand, results for relationships with an increase in personal success were obtained (Erzincan et al., 2022, p.34). Accordingly, results of previous studies bear a resemblance to the results of this study.

CONCLUSION AND RECOMMENDATIONS

The aim of this study is to identify the effect of individuals' psychological resilience on their job embeddedness. The research hypothesis was supported as a result of the analyses. The concept of psychological resilience examined in the study comprises of the components of challenge/struggle, control and pessimism. On the other hand, the concept of job embeddedness consists of the components which are sacrifice, fit, links and relations. The relationship between psychological resilience and job embeddedness was analysed through SEM. Analysis results showed that there is a positive and statistically meaningful relationship at low and moderate levels between the concepts. It was also found out that there is a relationship between psychological resilience and job embeddedness as a result of the tests conducted in the study. The field of study was determined as the health sector. The most important reason why this sector was chosen is the fact that health employees have a busy schedule, which makes it a requirement for them to be resilient both physically and mentally. The Covid-19 pandemic, which has had a great impact on humanity for the recent two years, has made the importance of health sector and health employees more clear. The working environment of the individual has become more important, especially considering the pandemic within the context of the risk factors of psychological resilience. Health sector employees continued to do their jobs under the risk of contracting the disease although they went through burnout syndrome both

psychologically and physically from time to time. This situation has frequently caused them to consider the idea of quitting the job. Considering the relationship between psychological resilience and job embeddedness found out in the study, it can be interpreted that when employees have a healthy state of mind, become resilient, show willingness to continue struggle in the risky environment, their commitment to the organization will increase. On the other hand, the policies which will be determined by the ministry and implemented by the hospital management are important as well. It is observed that, in order to increase employee performance and efficiency, it has become a requirement to improve the employees' personal rights, take precautions against violence and create a safe working environment, revise working hours and introduce practices that will consider patient satisfaction and motivate the employees and encourage them to make sacrifice for the organization. The analyses and literature review performed in this study demonstrates that health sector is a field of work which involves high amount of risk and challenging working conditions. It is observed that many studied have been carried out with health employees. Especially the employees' perceptions regarding concepts such as workload, burnout, intention to leave and organizational commitment were measured in these studies. In this study, which was conducted with the aim of measuring the attitudes of health employees towards the concepts of psychological resilience and job embeddedness, several recommendations are proposed with the intention to contribute to practical applications by hospital managements. These recommendations can be listed as follows;

- Resilient individuals continue to work in harmony with both their colleagues and managers in the organization. Practices must be introduced in order to increase the health employees' physical and psychological resilience levels such as regulations on working days and hours, leaves and limitations on the number of examined patients.

- Resilience of employees helps them to be efficient and happy, continue their commitment to the organization which they belong to and, most importantly, struggle against the stress and risks that they are confronted with. Within this context, the findings of this study will aid managers to revise and redesign their human resources policies.

- As a result of the analyzes, it was concluded that the psychological resilience levels of the individuals who are single and working in the health services unit are stronger than the others. In this direction, it would be appropriate for hospital administrations to make arrangements in their policies to increase the psychological resilience levels of married and administrative services unit employees.

- Another finding obtained as a result of the analyzes is that male healthcare workers are more engaged in work than females. In this direction, it will be beneficial for the relevant institutions to work on practices that motivate women employees and increase their commitment and belonging to the work.

- When the results of the analysis made according to demographic characteristics are examined, it has been seen that the older and longer workers in the profession are both more psychologically resilient and have a higher level of engagement than younger and less experienced workers. For this reason, it would be appropriate to develop strategies that will help young health workers with less sector experience to advance in their profession, strengthen their commitment to the institution, and increase their motivation in their work.

- During the data collection process, difficulties were confronted in terms of making face to face interviews and communicating with the participants due to the Covid-19 pandemic. Therefore, the study was conducted in one single province and with a limited number of hospital employees. For this reason, it will be more suitable if future studies are conducted with higher numbers of provinces and hospitals. In addition, it will be possible to compare the results of similar studies that will be performed after Covid-19 and this study, which was carried out during the pandemic. The results of this study reveal that psychological resilience has positive contribution to job embeddedness. The study field was determined as the health sector. One of the most important reasons why this sector was chosen is the fact that health employees work for long hours under great amount of stress. This situation makes it a requirement for them to be resilient both physically and mentally. The Covid-19 pandemic, which has had a great impact on humanity for the recent two years, and the risk and stress that employees have to face have made the importance of health sector and health employees more clear. Recently, individuals have a negative attitude towards questionnaires, do not want to fill in questionnaires, state that they do not have time for this, come across too many questionnaires and they are bored with this situation, which makes the data collection process harder and the questionnaires are not answered in a proper manner. Especially the busy schedule caused by the pandemic has brought about psychological damage and fatigue in individuals. This situation causes a negative perspective while answering the questionnaire items. Future studies with increased number of institutions conducted in an increased number of provinces with the involvement of private hospital employees will create various results.

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