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Job Embeddedness Among Hospitality Industry Employees: An Empirical Study in Alanya

Konaklama Endüstrisi Çalışanlarında İşe Gömülmüşlük: Alanya'da Ampirik Bir Çalışma

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Abstract

The purpose of this study is to analyze the hospitality industry employees' job embeddedness in the Turkish context and to determine its relationship with community, organization, and demographic variables. For this study, the questionnaire survey method was conducted on 210 employees who work at five-star hotels in Alanya. Factor analysis demonstrated as a result a three-factor structure: "organization-related sacrifice", "fit to organization" and "fit to community". The findings of this study showed that there were significant differences between the dimensions of "fit to organization" and "fit to community" and community- and organization-related questions. Among the demographic questions, job position, income level, and age were related to all dimensions of job embeddedness.

Keywords: *Job Embeddedness, Organization Sacrifice, Community Fit, Organization Fit, Turkey*

Öz

Bu çalışmanın amacı, Türkiye'deki konaklama endüstrisi çalışanlarının işe gömülmüşlüklerini analiz etmek ve işe gömülmüşlüğün topluluk, örgüt ve demografik değişkenlerle ilişkisini saptamaktır. Anket tekniğinin kullanıldığı çalışma, Alanya'daki beş yıldızlı otellerde çalışan 210 personel üzerinde gerçekleştirilmiştir. Yapılan faktör analizi sonucunda, "örgüte bağlı fedakarlık", "topluma uyum" ve "örgüte uyum" olmak üzere üç boyut elde edilmiştir. Çalışmanın bulguları, "topluma uyum" ve "örgüte uyum" boyutları ile toplum ve örgüte ilişkin sorular arasında anlamlı farklılaşmalar olduğunu göstermiştir. Demografik değişkenlerden; işyerindeki pozisyon, gelir düzeyi ve yaş ile tüm işe gömülmüşlük boyutları da ilişkilidir.

Anahtar Kelimeler: *İşe Gömülmüşlük, Örgüte Bağlı Fedakârlık, Topluma Uyum, Örgüte Uyum, Türkiye*

Introduction

Voluntary turnover is an issue that leads to major direct and indirect costs. Although job satisfaction has classically been the predominant concept that is used to explain turnover, recently a new construct, job embeddedness, has been relatively successful at helping explain additional variance in turnover beyond the traditional constructs, such as job satisfaction (Wilson, 2010). A new theory of turnover, job embeddedness, distinctly includes both on and off the job elements that affect staying or leaving (Mallol, Holtom and Lee, 2007, p.36; Mitchell *et al.*, 2001a). The job embeddedness theory, introduced by Mitchell Holtom, Lee, Sablynski and Erez (2001a), offers a method of discovering why people stay in an organization by analyzing the construct's three dimensions (links, fit, and sacrifice) within community and workplace con-

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texts (Young, 2012). Employees are spending a large part of their time in the workplace and the remaining part of it in family and social environment. So, family pressures, community commitments, and many other off-the-job variables can influence an employee's likelihood of staying within an organization (Mitchell et al., 2001b, p.102). Job embeddedness centers upon the multitude of connections an employee experiences through his or her roles, responsibilities, relationships and experiences. As these interconnections become more complex, an employee becomes more embedded within the organization and is less likely to leave (Bambacas and Kulik, 2013, p.1934).

Voluntary turnover is a great problem for many organizations, constituting a risk for some industries or groups (Mitchell, Holtom and Lee, 2001b, p.96). It is acknowledged among both researchers and practitioners that high employee turnover rate is a serious problem in tourism and especially in hospitality industry (Karatepe and Shahriari, 2012; Su et al., 2011, p.158). This is because employee turnover in hospitality industry results from low specialization of skills and limited opportunities for career progress, seasonal fluctuation in job availability, employee mainly getting tourism jobs (which are often part time, casual and/or seasonal) for an (additional) source of income, an overall dissatisfaction with the status and terms of the job (e.g. low financial rewards, working conditions, relationships with supervisors), and job motivations of the labor force. Other causes are related to an enterprise's social context (e.g. peer relationships, family relationships or labor) (Chalkiti and Sigala, 2009, p.336-337). Hence, the tourism business and management should be interested in the employees' out-of-business environment to increase their organizational commitment, personal productivity and performance.

This study aims to explore the job embeddedness in hospitality industry in Alanya. There have been several studies related to job embeddedness in the literature, but very few of them are about the tourism and hospitality industry (e.g. Felps et al., 2009; Karatepe and Shahriari, 2012; Karatepe and Karadas, 2012). There is, on the other hand, only one study related to job embeddedness conducted by Birsel, Börü, İslamoğlu and Yurtkoru (2012) in Turkey, but again it is not related to tourism. It is therefore hoped that the findings of this study will contribute to the job embeddedness literature and managerial practices in tourism.

Theoretical Background

Organizational management researchers have long been interested in understanding why people choose to participate in organizations, why they are motivated to perform and why they decide to stay or leave (Sekiguchi et al., 2008, p.761). Turnover studies have a large theoretical history in industrial psychology and organizational behavior literature (Ramesh and Gelfand, 2010, p.808). Traditional models of voluntary turnover, general model of withdrawal, leader-member exchange, organizational commitment, perceived organizational support, unfolding model and the affect of shock provide a variety of explanations for why employees leave their organizations (Holtom and Inderrieden, 2006; Holtom et al., 2005; Yam and Raybould, 2011; Lee et al., 2004). Some theories such as job satisfaction and organizational commitment measure emotions and feelings of employees' towards their jobs and attachment to their organizations; however, these measures do not include influences external to the organization such as community support, availability of recreational facilities or security of their family and neighborhood (Yam and Raybould, 2011, p.2). Mitchell, Holtom, Lee, Sablynski and Erez (2001a) found "job embeddedness" to draw inspiration from both intent to leave and voluntary turnover. The term embeddedness has been used in the sociological literature to define the process by which social relations affect and constrain economic action (Mitchell et al., 2001a; Granovetter, 1985). Job embeddedness is also rooted in the field theory which suggests that human behavior is a product of both the person and their environment (Mitchell, et al., 2001a; Fletcher, 2005).

Mitchell et al. (2001a) developed the construct called Job Embeddedness (JE), which measures the extent to which employees feel stuck, connected, attached or embedded in their jobs. JE encompasses the complex nature of modern lives and a broad array of influences on retention, by including both on-the-job and off-the-job dimensions, in organizational and community domains (as cited in Yam and Raybould, 2011, p.2). Mitchell et al. (2001a) label JE by means of three dimensions: "link", "fit" and "sacrifice". These three dimensions are important both on the job and off the job (Chen et al., 2010, p.21; Tanova and Holtom, 2008, p.1555). The critical dimensions of JE are the "links" an employee has to other people or the community, how he or she "fits" in the organization or environment, and what the employee would "sacrifice" upon leaving the organization (Mallol et al., 2007, p.36; Chen et al., 2010, p.21).

As for the elaboration of these three dimensions; "Fit" is the person's perceived compatibility with the organization and with the community. The employee's individual values and career goals need to be in line with the overall organizational culture, allowing the employee to feel connected to the organization. Furthermore, the person needs to feel a fit between his or her family and the local community (Harman et al., 2009, p.195).

"Links" vary from "fit" in that connections are related to the employee and the institution or others associated with the organization. Linked employees may be connected via formal or informal means (Watson, 2011, p.18). Links to the organization are the relationships that the person has with the organization (e.g., department, work groups) and with others at work (e.g., coworkers, mentor, and boss). Links to the community include the ties that the person has in the area especially with relatives, friends and organizations (Tanova and Holtom, 2008, p.1555).

"Sacrifice" captures the perceived cost of material or psychological benefit that may be forfeited to hold on to a job (Chen et al., 2010, p.21). Leaving an organization may cause personal losses such as losing contact with friends, personally relevant projects or benefits. The more an employee will have to give up when leaving, the more difficult it will be to sever employment with the organization. Examples include non-portable benefits, like stock options or defined benefit pensions as well as potential sacrifices incurred through leaving an organization like job stability and opportunities for advancement. Similarly, leaving a community where they are highly involved in local organizations can be difficult for employees (Holtom and Inderrieden, 2006, p.439).

Three dimensions of JE are important in the organizational and community context and these are perceived to have negative relation with the intent to leave. The more embedded an individual is, the greater the inertia, the greater the force required for inducing the person to leave (Shafique et al., 2011, p.11796). In conclusion, employees with high levels of JE are involved in and tied to projects and people (i.e., links), they feel they fit well in their jobs and can apply their skills (i.e., fit), and believe they will sacrifice valued things if they quit (i.e., sacrifice) (Sekiguchi et al., 2008, p.764).

Mitchell et al. (2001b) are the first to develop a measure of job embeddedness with the samples of grocery store and hospital employees. They concluded that job embeddedness predicts the key outcomes of both intent to leave and voluntary turnover, and also explains significant incremental variance over and above job satisfaction, organizational commitment, job alternatives and job search. Then, several researchers (e.g. Holtom and Inderrieden, 2006; Mallol et al., 2007; Tanova and Holtom, 2008; Chen et al., 2010) have studied the job embeddedness to draw inspiration from Mitchell et al. (2001a). For example, Felps et al. (2009) developed and tested a model of turnover contagion in which the job embeddedness and job search behaviors of coworkers influence employees' decisions to quit in a sample of 45 branches of a regional bank and 1038 departments of a national hospitality firm. This study's results suggest that coworkers' job embeddedness and job search behaviors play critical roles in explaining why people quit their jobs. Harman et al.'s study (2009) sought to expand the knowledge of the influence of job embeddedness using a sample of Albanian employees working in the banking industry. They stated that findings from the Albanian sample differed from previous findings in embeddedness research conducted in the US. They also concluded that demographic and cultural explanations for these findings suggest that job embeddedness may have differential effects cross-culturally. Chen et al. (2010) examined the relationships between organizational context, knowledge work team effectiveness and job embeddedness on a sample of 144 enterprises from the Taiwanese Information Service Industry. Their results revealed that open-mindedness and organizational commitment are positively related to job embeddedness. Job embeddedness also has strong relationship with knowledge work team effectiveness. Ramesh and Gelfald (2010) investigated the cross-cultural generalizability of the job embeddedness model by examining turnover in both an individualistic country (United States) and a collectivistic country (India). They revealed that although job embeddedness predicted turnover in both countries, different dimensions of job embeddedness predicted turnover in the United States and India. Van Dyk (2011) aimed to determine the relationship between organizational commitment, retention factors and job embeddedness. She also investigated whether employees from different gender, age, race, marital status, tenure and job level groups differ sig-

nificantly in their levels of organizational commitment, retention factors and perceived job embeddedness in a quantitative survey conducted on a sample of 206 medical and IT service staff in the South African client service sector. Kaseri et al. (2012) conducted a survey to identify the relationship between job embeddedness and occupational commitment to tendency to stay among 169 call center employees in Malaysia. They revealed that job embeddedness and occupational commitment were significantly correlated to tendency to stay among employees in call center outsourcing industry. Karatepe and Karadas (2012) found that training, empowerment, and rewards positively affect the job embeddedness of full-time frontline hotel employees in Romania. In this study, it was found that empowerment, rewards, and job embeddedness enhanced service recovery performance, while training and empowerment increased extra-role customer service. This study also showed that job embeddedness acts as a partial mediator of the effects of empowerment and rewards on service recovery performance. Karatepe and Shahriari (2012) examined job embeddedness as a moderator of the effects of distributive, procedural and interactional justice on turnover intentions among full-time frontline hotel employees in Iran. Their study showed that the negative effects were stronger among frontline employees with high levels of job embeddedness. Young (2012) stated that by analyzing the construct's three dimensions (links, fit, and sacrifice) within community and workplace contexts, an overall level of embeddedness was determined and then used to examine retention among 454 extension agents in the Kansas and Kentucky Extension Services systems. Bambacas and Kulik (2013) investigated the process by which human resources (HR) practices embed employees in organizations and reduce turnover intentions of 308 professional staff in China. They found the mediating effects of the organizational job embeddedness dimensions (links, fit and sacrifice) in the relationship between HR practices and employee turnover intentions. Peltokorpi (2013) investigated the JE theory's applicability and functioning in Japanese organizations through 110 interviews with managers, employees, and executive-search consultants. He stated that while the original JE theory provided a useful framework to explain the web of forces that embed people to their organizations, a distinctive set of cultural and institutional factors affected job embeddedness in Japanese organizations. Robinson, Robinson Kralj, Solnet, Goh and Callan (2014) tested a model of the embeddedness-commitment and embeddedness-turnover relationship, and concluded that the embeddedness dimensions of organizational sacrifice and community links displayed a positive relationship with organizational commitment of 327 Australian hotel frontline employees. On the other hand, a negative relationship was found between organizational sacrifice and intention to leave, while a positive relationship was found between community links and intention to leave. In the case of Turkey, there has been only one study related to job embeddedness by Birsel et al. (2012). They analyzed job embeddedness in terms of its relationship with demographic variables of 156 employees working in public and private companies in Istanbul.

Methodology

Participants and Procedure

This empirical study was carried out with a sample of hotel employees in Alanya, one of the most important tourism destinations in Turkey. Based on the information obtained from the web site of the Ministry of Culture and Tourism of Turkey, there were 51 five-star hotels in Alanya destination at the time of the research. Firstly, the researchers contacted with managements of these hotels via phone to explain the purpose of the study and to get permission for data collection. Managements of 9 five-star hotels allowed permission. A total number of 350 questionnaires were delivered to employees and 240 questionnaires were obtained. However, 30 questionnaires were eliminated due to missing information. Consequently, usable 210 questionnaires were obtained, resulting in a response rate of 60%.

The vast majority of the respondents were male (73%) and low-level employees (80%). 28% of the respondents were between the ages of 18 and 24 and 36% were aged between 25-34. The rest of the respondents were older than 35 years. The majority of the respondents were single (57%). 46% of the respondents had high school education, while 33% had primary school education. 21% of the respondents had university education. About 61% of the respondents had a monthly income of less than 1000 TL[1] and 25% had a monthly income 1001-1500 TL. The rest earned a monthly income of more than 1500 TL.

1 Turkish Lira

Table 1. Demographic Profile of the Respondents

Gender	**n**	**%**
Male	149	73
Female	56	27
Age		
< 18	10	5
18-24	58	28
25-34	74	36
35-44	42	21
45 >	20	10
Marital Status		
Married	88	43
Single	119	57
Education		
Primary school	68	33
High school	93	46
University	43	21
Position		
Lower-level employees	128	80
Mid-level employees	25	16
Senior employees	7	4
Income		
< 1000 TL	121	61
1001-1500 TL	49	25
1501 TL >	26	14

Measures

The job embeddedness (JE) inventory was developed by Mitchell et al. (2001a). To measure job embeddedness Mitchell et al.'s (2001a) 40-item scale was used in this study. This measure was also used by Crossley et al. (2007) on a mid-size organization that provided assisted living for older adults and disabled youths, by Felps *et al.* (2009) on FunCorp that has a large recreation and hospitality organization, and by Holtom and O'Neill (2004) on hospitals (nurses and administrations). In Turkey, Birsel et al. (2012) applied this measure to public and private sector employees in Istanbul.

Job Embeddedness measure has link, fit, and sacrifice dimensions for both on- and off-the-job situations (Harman et al., 2009). Therefore, it was composed of 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 were from the same community, how long the person had been working, with how many co-workers one interacted during the day, etc. For this reason, items related to link dimensions were considered separately and as part of demographic questions. The 27-item scale was made up of fit and sacrifice factors and measured on a five-point Likert scale, ranging from 1=totally disagree to 5=totally agree (Birsel et al., 2012, p.54). The questionnaire also included demographic questions, which asked for the following information: sex, age, position in the enterprise, income level, education level, etc.

Cronbach's alpha coefficient was used to evaluate the internal consistency of the scale. For the purpose of identifying and examining the underlying dimensions of the instrument, a factor analysis using principal component method was used. Analysis of variance (ANOVAs) and t-test were computed to determine differences in level of three dimensions of job embeddedness related to links to community, links to organization, and demographic questions. A post-hoc Scheffe test was used following any significant ANOVA to determine which of the groups were different. Analyses were performed using SPSS 16.

Findings

Factor and reliability analysis

A principal factor analysis was performed on items in order to identify dimensions of the instrument. Bartlett's test of sphericity with a value of 2127.29 ($p<0.001$) and the calculation of Kaiser-Meyer-Olkin statistics of 0.87 pointed out that data seemed suitable for factor analysis. Taking the distribution of the Scree-plot into consideration, principal component factors with an eigenvalue of one or greater were rotated by the varimax analysis. Items with high cross loadings and items with factor loadings below 0.50 were excepted. 9 items were dropped during the factor analysis. About 18 items from the factor analysis resulted in three factor groupings and explained 69% of the total variance.

The first factor, accounting for 27.97% of the variance, included seven items. Items loading most highly on this factor included: "I am well compensated for my level of performance" (.84); "The benefits are good on this job" (.83); "My promotional opportunities are excellent here" (.79); "The perks on this job are outstanding" (.78); "The prospects for continuing employment with this company are excellent" (.78); "The health-care benefits provided by this organization are excellent. (.77); "The retirement benefits provided by this organization are excellent" (.74). This factor was named "organization related sacrifice".

The second factor, labeled as "fit to organization" and accounting for 22.13% of the variance, included seven items. These items were as follows: "I feel like I am a good match for this company"(.80); "My job utilizes my skills and talents well" (.78); "I fit with the company's culture" (.74); "I like the members of my work group" (.71); "I like the authority and responsibility I have at this company" (.70); "My values are compatible with the organization's values" (.69); "I feel good about my professional growth and development" (.57).

The last factor, accounting for 18.37% of the variance also included four items. This factor was named "fit to community" and consisted of "The weather where I live is suitable for me" (.89); "I really love the place where I live" (.85); "This community is a good match for me" (.84); "I think of the community where I live as home" (.76).

Factor structure of the job embeddedness scale in this study was different from the factor structure of the Mitchell *et al.*'s (2001a) original form. Six-factor structures consisting of "fit to community", "fit to organization", "community-related sacrifice", "organization-related sacrifice", "links to community" and "links to organization" was proposed in the original scale, but a three-factor structure was found in this study.

Reliability analysis was evaluated by Cronbach's alpha coefficient for internal consistency. The total Cronbach's alpha value was 0.92 in this study. In addition, Cronbach's alpha values for the dimensions were found to be as follows: organization related sacrifice: 0.91; fit to organization: 0.88 and fit to community: 0.88, indicating high scale reliability. The results are presented in Table 2.

Table 2. The Factor Analysis Results

Items	Factor loading	% of variance explained	Eigenvalue	Alpha
1. Factor: Organization Related Sacrifice		27.97	5.03	0.91
I am well compensated for my level of performance.	.84			
The benefits are good on this job.	.83			
My promotional opportunities are excellent here.	.79			
The perks on this job are outstanding.	.78			
The prospects for continuing employment with this company are excellent.	.78			
The health-care benefits provided by this organization are excellent.	.77			
The retirement benefits provided by this organization are excellent.	.74			
2. Factor: Fit to Organization		22.13	3.98	0.88
I feel like I am a good match for this company.	.80			
My job utilizes my skills and talents well.	.78			
I fit with the company's culture.	.74			
I like the members of my work group.	.71			
I like the authority and responsibility I have at this company.	.70			
My values are compatible with the organization's values.	.69			
I feel good about my professional growth and development.	.57			
3. Factor: Fit to Community		18.37	3.30	0.88
The weather where I live is suitable for me.	.89			
I really love the place where I live.	.85			
This community is a good match for me.	.84			
I think of the community where I live as home.	.76			

Group Differences

The data collected for the study were analyzed by t-test and analysis of variance (ANOVA). The effect of links to community questions on the three job embeddedness dimensions was analyzed by t-test. The results of the t-test are presented in Table 3.

"Fit to organization" dimension with regard to links to community questions were analyzed. The findings indicated that house ownership, close friends and family members that lived nearby, and family roots being in the same community had significant effect on fit to organization. Participants showed higher fit to organization scores in the event that they lived in their own home, close friends and family members were nearby, and family roots were in the same community.

"Fit to community" dimension differed significantly by marital status, spouse working outside the home, family roots being in the same community, and close friends that lived nearby. Married participants had higher fit to community scores than single participants. Participants also showed higher fit to community scores in the event that spouses worked outside the home, family roots were in the same community and close friends were nearby. On the other hand, "organization-related sacrifice" dimension did not show statistically significant differences.

Table 3. Results of T-Test Analyses of Links to Community Questions

Questions		Organization Related Sacrifice	Fit to Organization	Fit to Community
Are you currently married?	**n**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**
Married	88	3.25 ± 1.05	4.08 ± .77	4.02 ± .94
Single	119	3.31 ± .93	3.98 ± .75	3.68 ± 1.00
t-test		p= 0.63 t=-.47	p= 0.31 t=1.01	**p= 0.01 t=2.46**
If you are married, does your spouse work outside the home?	**n**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**
Yes	53	3.31 ± 1.03	4.11 ± .90	4.11 ± .90
No	147	3.30 ± .95	3.97 ± .77	3.73 ± 1.01
t-test		p= 0.92 t=.10	p= 0.28 t=1.06	**p= 0.01 t=2.40**
Do you own the home you live in?	**n**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**
Yes	63	3.38 ± 1.03	4.20 ± .74	3.92 ± 1.03
No	137	3.25 ± .97	3.94 ± .77	3.78 ± .98
t-test		p= 0.40 t= .84	**p= 0.02 t=2.24**	p= 0.36 t=.90
Are your family roots in this community?	**n**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**
Yes	67	3.41 ± .83	4.19 ± .62	4.01 ± .94
No	133	3.24 ± 1.06	3.94 ± .82	3.72 ± 1.00
t-test		p= 0.22 t=1.23	**p= 0.02 t=2.20**	**p= 0.05 t=1.97**
Do your family members live nearby?	**n**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**
Yes	119	3.33 ± .95	4.12 ± .63	3.96 ± .91
No	87	3.19 ± 1.02	3.87 ± .89	3.61 ± 1.07
t-test		p= 0.29 t=1.04	**p= 0.02 t=2.34**	**p= 0.01 t=2.47**
Do your close friends live nearby?	**n**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**
Yes	148	3.34 ± .99	4.09 ± .74	3.91 ± .95
No	55	3.12 ± .90	3.80 ± .82	3.51 ± 1.08
t-test		p= 0.15 t=1.41	**p= 0.02 t=2.32**	**p= 0.01 t=2.52**

T-test and ANOVAs were computed to determine differences in means for the three dimensions of job embeddedness by links to organization questions. Results are presented in Table 4. The t-test results showed that "fit to community" dimension differs significantly with regard to participation in work groups. Participants showed higher fit to community scores if they participated in work groups.

ANOVA test was used to examine differences in means for "fit to organization" and "fit to community" dimensions by the length of service at the current position. The relationships between these two dimensions of job embeddedness and the length of service at the current position were statistically significant. A post-hoc Scheffe test was used to explore the difference of means among lengths of service at the current position, i.e. less than one, one to five, six years and over. The difference in means of fit to organization and fit to community dimensions for six years and over was statistically different and higher than one to five and less than one year.

Table 4 shows the difference in means for "fit to community" dimension by the length of service at the current company. The relationship between fit to community and the length of service at the current company was statistically significant. A post-hoc Scheffe test was used to explore the difference in means among less than one, one to three, four years

and over. The difference in means of fit to community for one to three years was statistically different and higher than less than one year. "Organization-related sacrifice" dimension did not show statistically significant differences.

ANOVA test results indicated that the relationship between "fit to organization" and "fit to community" dimensions and the length of service in tourism sector was statistically significant. A post-hoc Scheffe test was used to explore the difference in means

Table 4. Results of T-Test and Anova Analyses of Links to Organization Questions

Questions		Organization-Related Sacrifice	Fit to Organization	Fit to Community
Do you work in groups?	**n**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**
Yes	25	3.10 ± .69	3.83 ± .59	3.41 ± 1.10
No	170	3.30 ± .97	4.01 ± .80	3.85 ± .99
t-test		p=.20 t= -1.28	p=.28 t= -1.06	**p=.03** **t=-2.08**
How long have you been in your present position?	**n**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**
< 1	40	3.30 ± .88	3.76 ± .71	3.55 ± 1.18
1-5	65	3.24 ± .98	3.96 ± .89	3.66 ± .96
6 >	34	3.58 ± 1.04	4.40 ± .54	4.34 ± .77
Anova		p= 0.258 F=1.36	**p= 0.00** **F=6.49**	**p= 0.00** **F=6.97**
post-hoc		-	**3-1,2**	**3-1,2**
How long have you worked for this company?	**n**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**
< 1	89	3.18 ± .99	3.92 ± .80	3.57 ± 1.07
1-3	71	3.40 ± .96	4.03 ± .73	3.96 ± .88
4 >	30	3.37 ± 1.06	4.19 ± .88	4.06 ± .95
Anova		p=.35 F=1.04	p=.26 F=1.33	**p=.01** **F=4.35**
post-hoc		-	-	**1-2**
How long have you worked in the tourism industry?	**n**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**
< 1	47	3.18 ± .97	3.73 ± .81	3.30 ± 1.14
1-5	65	3.29 ± .93	3.94 ± .74	3.80 ± .90
6-10	29	3.12 ± 1.23	3.93 ± .95	3.74 ± .99
11 >	52	3.42 ± .89	4.40 ± .51	4.34 ± .60
Anova		p=.52 F=.74	**p=.00** **F=7.38**	**p=.00** **F=10.59**
post-hoc		-	**4-1,2**	**4-1,2,3/2-1**

among less than one, one to five, six to ten, and eleven years and over. The difference in means of fit to organization for eleven years and over was statistically different and higher than one to five and less than one year. Similarly, the difference in means of "fit to community" for eleven years and over was statistically different and higher than six to ten, one to five, and less than one year.

T-tests and ANOVAs were used to determine differences in means for the three dimensions of job embeddedness through demographic questions. The t test results showed that the current (job) position had significant effect on the three dimensions of job embeddedness. Mid-level employees had higher job embeddedness scores than low-level employees.

ANOVA was used to analyze "fit to community" dimension for any significant difference among the respondents' age groups. The relationship between fit to community and age groups is statistically significant. A post-hoc Scheffe test was used to explore the difference in means among 18-24, 25-34, and 35 and over age groups. The difference in means of fit to community for 35 and over years was statistically different and higher than 18-24 years.

The difference of means for "fit to community" dimension in terms of income level indicates in Table 5. The relationship between fit to community and income levels was statistically significant. A post-hoc Scheffe test was used to explore the difference of means among income levels, i.e. less than 1000 TL, 1001-1500 TL, 1501TL and above. The difference in means of fit to community for 1001-1500 TL was statistically different and higher than less than 1000TL.

The effect of gender on the three dimensions of job embeddedness was analyzed by t-test but no significant difference was found in the three embeddedness subscales between women and men participants. Meanwhile, ANOVA test was used to determine differences in means for the job embeddedness by educational background. No significant difference was found in the participants' educational background.

Table 5. Results of T-Test and Anova Analyses of Demographic Questions

Questions		Organization Related Sacrifice	Fit to Organization	Fit to Community
Gender	**n**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**
Female	56	3.40 ± 1.04	3.96 ± .75	3.94 ± .97
Male	149	3.22 ± .95	4.03 ± .78	3.76 ± 1.01
t-test		p= 0.23 t=1.18	p= 0.61 t= -.50	p= 0.25 t=1.14
Position in the enterprise	**n**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**
Lower-level employees	128	3.33 ± .91	4.01 ± .81	3.76 ± 1.00
Mid-level employees	32	3.72 ± .99	4.38 ± .57	4.34 ± .79
t-test		**p= 0.05 t=-2.01**	**p= 0.01 t=-2.46**	**p= 0.00 t=-3.00**
Age	**n**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**
18-24	58	3.23 ± 1.02	3.84 ± .85	3.54 ± 1.02
25-34	74	3.31 ± .99	4.14 ± .77	3.90 ± .89
35 >	62	3.36 ± 1.00	4.14 ± .63	4.09 ± 1.01
Anova		p=.78 F=.24	p=.04 F=3.24	**p=.00 F=5.01**
post-hoc		-	-	**1-3**
Educational background	**n**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**
Primary school	68	3.33 ± .942	3.98 ± .87	3.79 ± 1.04
High school	93	3.25 ± .96	4.05 ± .71	3.88 ± .94
University	43	3.21 ± 1.11	4.02 ± .68	3.77 ± .99
Anova		p= 0.80 F=.21	p= 0.86 F=.15	p= 0.79 F=.22
Income level	**n**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**	**$\bar{x}$ ± SD**
< 1000 TL	121	3.17 ± .93	3.91 ± .78	3.56 ± 1.04
1001-1500 TL	49	3.42 ± 1.03	4.16 ± .79	4.21 ± .81
1501TL >	26	3.53 ± 1.08	4.19 ± .63	4.03 ± .780
Anova		p= 0.11 F=2.16	p= 0.06 F=2.74	**p= 0.00 F=9.02**
post-hoc		-	-	**1-2**

Conclusions and Discussion

This study aimed to analyze the hotel employees' job embeddedness and to assess the impact of relationship with community and organization and of demographic variables over job embeddedness. The job embeddedness inventory developed by Mitchell et al. (2001b) was used in the study. The job embeddedness items were exposed to a principal component analysis with varimax rotation. A three-factor structure was obtained as a result of the factor analysis. The first factor was labeled organization-related sacrifice. The second was named fit to organization and the last factor was called fit to community.

The effects of links to community questions on the three dimensions of job embeddedness were analyzed. Results indicated that house ownership, close friends that lived nearby, family members that lived nearby and family roots being in the same community had significant effect on fit to organization dimension. Employees who lived in their own home, whose close friends and family members were nearby and whose family roots were in the same community had a higher level of fit to organization scores. Fit to community dimension also differed significantly according to marital status, spouse working outside the home, family roots being in the same community, and close friends that lived nearby. Married employees had higher fit to community scores than singles. Van Dyk (2011) found that married respondents scored significantly higher on person-job sacrifice. On the other hand, she revealed that single respondents scored significantly higher on person-job fit. However, Birsel et al. (2012) revealed that fit to community differed with regard to marital status as single employees had higher scores than married employees. In the current study, participants had a higher level of fit to community scores if spouses worked outside the home, family roots were in the same community and close friends were nearby. Birsel et al. (2012), on the other hand, claimed that employees showed higher job embeddedness if their close friends were not nearby. They also reported that participants showed more fit to community and community-related sacrifice when their family roots were in the same community. Links to community questions had no significant effect on organization related sacrifice dimension in the study.

Beside this, the findings of the study showed that there are significant differences between fit to organization and fit to community dimensions and links to organization questions. Fit to community dimension differs significantly by participation on work groups. Employees showed more fit to community scores when they participated on work groups. In the length of service at the current position groups; 6 years and over had significantly higher mean levels of fit to organization and fit to community than other groups. In the length of service at the current company groups; 1 to 3 years had significantly higher mean levels of fit to community than less than 1 year. Also, regarding the length of service in tourism sector groups; 11 years and over showed significantly higher mean levels of fit to organization and fit to community than other groups. Consequently, this result indicated that the greater the length of service of hotel employees, the higher level of fit to organization and society they have. Similarly, Van Dyk (2011) reported that respondents working for the organization for fifteen years or longer scored significantly higher on person-organization fit and total perceived job embeddedness. She also revealed that respondents who are involved with two to five work groups scored significantly higher on organization fit and total perceived job embeddedness.

Among the demographic questions; position in the enterprise, income level, and age was significantly related to dimensions of job embeddedness. Mid-level participants had higher level of job embeddedness scores than low-level participants. Van Dyk (2011) also revealed that respondents on senior management levels scored significantly higher on organization fit, organization sacrifice, and total perceived job embeddedness. In age groups; 35 and over years had significantly higher mean levels of fit to community than 18-24 years. As a result, older employees tended to be more embedded to the society. Similarly, Karatepe and Karadas (2012) reported that age was significantly and positively related to job embeddedness. They found that older employees had high levels of job embeddedness. In income level groups; 1001-1500 TL had significantly higher mean levels of fit to community than less than 1000 TL.

Gender and educational background were found not to be significantly related to job embeddedness as a result of this study. On the other hand, Peltokorpi (2013) found that age and gender influenced job embeddedness. Karatepe (2013) found that gender was significantly related to job embeddedness. He revealed that female employees are more embedded in their jobs. Young (2012) also found that educational background showed significant predictive ability for links to community and links to organization. He revealed that as employee education levels increased, their links to the community increased while their links to the organization decreased. Birsel et al. (2012) also reported that organization-related sacrifice differs significantly with regard to gender while male participants have higher organization related sacrifice scores than female participants. On the other hand, Van Dyk (2011) reported that females appear to score significantly lower than in terms of total perceived job embeddedness.

This study has some limitations and the findings should be generalized with caution. Firstly, the results presented here are related to only tourism industry and five star hotels in one country. Likewise, the sample size of this study is limited. In future research, studying with different variables, different industries, different sized businesses and larger samples would be useful. In addition, human resource practices can be reshaped within framework of job embeddedness theory. Managers can also have a positive effect on employees' embeddedness in business with the improvement of on- and off-the job elements (link and fit).

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