

A Research On The Relationship Between Job Embeddedness With Performance And Burnout Of Academicians In Turkey

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Abstract: In this study, the relationship between job embeddedness, performance and burnout levels of academicians working at a state university in Turkey have been investigated. According to the research findings obtained from 120 academicians, the levels of academicians have been found for job embeddedness as higher than middle (3,18), performance as high (4,11) and burnout as lower than middle (2,71). Also, it has been found that employees who have child show higher level of organization related sacrifice than those who have not a child; employees who are home owner show a higher level of organization and society related sacrifice than those who not. In addition, a positive correlation between community-related job embeddedness (off the job embeddedness) and performance (.245) and a negative correlation between organization related job embeddedness (on the job embeddedness) and burnout (-.320) was obtained.

Key words: job embeddedness, performance, burnout

I. Introduction

It is known that the individual and corporate costs of turnover are quite high. In terms of institutions, the change of the employees brings both abstract and concrete costs. New staffing, selection, training, integration period, potential service quality issues (Cunningham et al., 2005: 319; Tanova, 2007: 94), productivity losses due to vacant positions (Ringl, 2013: 1), the loss of human capital and disruption of ongoing organizational activities (Takawira et al., 2014: 3) are some of the examples of concrete costs. On the other hand, negative effects on corporate culture, employee morale, social capital and corporate memory may be included in abstract costs (Tanova, 2007: 94). In a study made by Lucas (2012) about the costs of turnover for institutions, it is claimed that when each employee whose salary is under \$ 50,000 a year turnover, his or her cost to the organization is approximately 20% of their annual income and in the case of each top executive resigns, their cost to organization is increased up to 213% of the annual income of mentioned employee. Hale (1998) has mentioned the difficulties of attracting the qualified employees and providing existing employees to stay in the organization. The 86% of employers stated that attracting new employees is difficult and 58% of them stated that it is difficult to ensure that these workers remain in the organization.

For individuals, turnover -whether mandatory or voluntary- will bring the stress of breaking away from existing social networks and adaptation to a new environment. This may also result in the loss of some current or possible rights for some employees (Griffeth et al., 2000 as cited in Tanova, 2007: 94).

Therefore, the issue of turnover has been a subject of interest for both practitioners and researchers intensively. According to a meta-analysis study conducted in 1998; it was determined that the number of studies on the issues had passed 1500 in some disciplines such as management, psychology, economics and sociology (Shaw et al., 1998). In psychological studies on the micro level, job satisfaction and organizational commitment has been the focus of research. On the macro level, research was conducted by economists to explain how market forces such as unemployment rate and job supply and demand affect turnover of employees. Sociological research, on the other hand, focuses on organizational variables such as the effects of turnover on an organization, the effects of organizational changes on turnover and the size of the organization (Cho and Son, 2012: 101).

The traditional models which were pioneered by March and Simon's (1958) study on the turnover have concentrated on the reasons for employees' turnover. The most of the traditional turnover models have taken into account the attitudinal aspects such as the ease of movement (known as perceived availability of job alternatives in today's literature) and the desirability of movement (known as job satisfaction and organizational commitment) (Besich, 2005; Moses, 2012). In simple logic, based on the traditional model, if employees are unsatisfied with their jobs, they search for alternative employment, compare their current jobs with these options and if they decide that one of the alternatives is better than their current job, they will quit. Most frequently tested attitudinal structures are job satisfaction and organizational commitment. Conducted empirical research has argued that there is a negative and significant correlation between job satisfaction and organizational commitment with the turnover (Jaros, 1997; Gül et al., 2008; Brawley and Pury, 2016; Chan et

al., 2015; Scanlan and Still, 2013). However, the explanation level of turnover of the attitudinal structures seems to be a quite low level. It was found that the variables of job satisfaction and organizational commitment explain the turnover at the level of 15-25% (Cotton and Tuttle, 1986; Griffeth et al., 2000; Lee and Mitchell, 1994; Mitchell et al., 2001; Besich, 2005) and it has also been suggested that the alternative job opportunities explain it at a lower level than 1% (Lee and Mowday, 1987).

Movement from this lack of the traditional models, researchers tend to seek answers to the question of "why employees remain in their current jobs?" instead of searching for the answer to the question of "why employees leave their work?". Finally, the separation model which is introduced by Mitchell et al. (2001) is called as job embeddedness. Job embeddedness suggests that various on the job (organizational) and off the job factors outside the traditional models may be the determinant of the turnover. There are three dimensions of the model: 1) attachment degree of individuals to other people and events, 2) familiarity or the degree of compliance between work of individuals and their communities or another point of living space and 3) especially when individuals were forced to move to another city and home, what they can waive from, do sacrifice as organizational or societal. These three dimensions are briefly called as links, fit and sacrifice. These three dimensions include both directions on the job (organizational) and off-the job (community). Therefore, it suggests six (3*2 matrix) dimensions (Mitchell et al., 2001).

One of the institutions that most severely felt the negative results of the turnover is higher education institutions. These institutions play an important role to produce the necessary information for the training of future generations and socio-economic development (Van den Berg et al., 2008). Socio-economic and political strategies implemented by governments can lead to negative effects in terms of the continued existence of talented individuals in higher education. Being aware of the factors that keep employees at their existing jobs is important to keep qualified individuals in the higher education institutions and in attracting them to these institutions (Lawler and Finegold, 2000; Michaels et al., 2001).

In recent years, the establishment of many new universities in Turkey and dissemination of private universities have made much easier to quit their jobs for academicians compared to the past. Furthermore, the personal rights of academicians in Turkey are behind the international standards and this has led academicians to turn to different business areas in the private or public sector. The report that is called as "for Quality in Higher Education" and published by the Council of Higher Education (2013) specified that the total number of teaching staff is 141 674 and while 6500 doctoral level graduated is necessary every year, but, in the current situation, this number is expressed as 3500 figures annually (www.yok.gov.tr). Therefore, it can easily be stated that there are various alternative job opportunities for academicians and they are in a period that their job satisfaction is at a low level in terms of wage levels.

In this respect, it is thought that the investigation of the effects of why academicians continue to work in their existing institutions may be meaningful in the light of the new turnover model. In addition, despite the high level of alternative job opportunities, it becomes important to understand the effects of this behavior of academicians who remain in their current jobs on their performance. The decision to stay in their existing institution may lead academicians to experience burnout and show low performance, especially if it is because of organizational and social sacrifices they may have to endure or arising in the form of a kind of obligation. In this study, it is tried to determine the level of job embeddedness, performance and burnout of academicians working at a state university. In addition, the relationship between job embeddedness with performance and burnout levels of academicians were investigated.

II. Theoretical Background

2.1. Traditional Turnover Models

The most current theories on the subject of turnover are fed from March and Simon's (1958) theory that is based on the idea of individual's desirability of movement and ease of movement. Perceived ease of movement reflects the alternative job opportunities and perceived desirability of movement means of job satisfaction. Traditional attitudes model has proposed to combine the negative attitudes with job search behavior in order to determine the turnover. Clearly, the job research process regardless the success situation depends on the employment market. Bretz et al. (1994) argued that the job search often failed. In addition, Gerhart (1990) has reached the conclusion that perceptions of the labor market (the general perception of employment opportunities) determine the turnover but job search is not important. Corsten and Spector (1997) found higher the correlation between attitude and turnover in the case of the low unemployment rates. Therefore, most of the traditional turnover models (Hom and Griffeth, 1995; March and Simon, 1958; Mobley, 1977; Price and Mueller, 1981; Steers and Mowday, 1981) put the determinant variables into two basic categories. One emphasizes attitudes such as job satisfaction and commitment and the other one emphasizes the perceived ease of movements such as job alternatives and job search behaviors (Mitchell et al. 2001: 1102-1103). Meyer and Allen (1991) also added the dimensions of organizational commitment to the turnover model (Besich, 2005: 6).

Although most of the studies have shown significant results, findings showed that attitudinal variables can explain the turnover at the level of 4-5% (Mitchell *et al.*, 2011) while Besich (2005) had claimed it at the level of 15-25%. Steel and Griffeth (1989) and Griffeth *et al.* (2000) have noted the weaker level of the effect of perceived alternative job opportunities on turnover. However, the effect of perceived job opportunities on job search has been revealed relatively stronger. Maertz and Campion (1998) have claimed that the relationships between attitude, perceived job alternatives, job search and turnover are stable but weak, and several significant factors have been ignored.

Some researchers, on the other hand, were studies that differ from the attitudes and alternative model. For example, Hulin (1991) worked on the concept of withdrawal that is determinative and provides an understanding of the criteria such as being late for work and absenteeism for the organizational commitment. Barrick and Mount (1996) and Chen (1996) also studied the effects of individual differences like honesty. A part of research move from the importance of off-the-job factors on the commitment. The original turnover models of Price and Mueller (1981), Steers and Mowday (1981), and Mobley (1982) cover off-the-job factors such as the conflict between work and family roles and family commitment. Further studies related to the external models examine how work and family lives are related. For instance, Cohen (1995) indicates that factors such as family, hobbies and religion have affected the job attitudes and commitment. Lee and Maurer (1999) have found that having children and being married are the higher level identifier of turnover in organizational commitment. There are also some non-attitudinal but organizational factors associated with staying the existing job. Factors that motivate to stay existing jobs can be derived from specific projects and working groups. These groups and projects can create more commitment than the attractions that individuals have for their job or organization. Thus, many organizations use teams to create commitment (Cohen and Bailey, 1997). Reichers (1985) has called this as "constituent commitments" which cover loyalty to unions, teams and other working groups (Mitchell and Lee, 2001: 192-193; Mitchell *et al.*, 2001: 1103).

Finally, the new turnover model - unfolding model - which is developed by Mitchell and Lee (1994) and focusing on emotional issues such as individual differences, trust and justice submit two theories on the topic about the way of turnover. The first one is the "pull theory" which focuses on external factors that cannot easily be kept under control in organizations such as unintended job offers, starting work of spouse or other family obligations. "Push theory" concentrates on similar issues that push workers out in a variety of situations. For example, an organization may want to work more by forcing their employees to choose between their work and family (Besich, 2005: 21). This theory argues that individuals decide to quit their job by taking into account four different ways. According to this approach, most of the individuals who quit their job; 1) are relatively satisfied with their work, 2) do not look for another job before quitting, 3) rather than negative attitudes, quit their job because of some triggering events that called as "shock", and 4) due to problems that confronted because of the shocking events occurring outside of work like changing the spouse's job (Mitchell and Lee, 2001: 201-203).

2.2. Job Embeddedness

The concept of embeddedness was used by Granovetter (1985) for the first time. The concept emphasizes how social relationships affect the economic activities in sociology literature. Job embeddedness which is developed as a response to traditional turnover models (Moses, 2012: 1) investigates on the job and off the job factors from a broader perspective to determine why employees continue to remain in their organization. Job embeddedness is a structure formed on the basis of Kurt Lewin's (1951) "field theory" (Oyler, 2007: 97). According to field theory, behavior is a function of the individual's living space and includes the personal and psychological environment where in these individuals. Understanding the behavior of individuals in the organization requires to examine interacting parts where he or she physically, psychologically, environmentally and socially in a wide range. Individuals are intertwined with these areas. In complex systems, interpersonal trust, organizational behavior, commitment and employees' stay in their current jobs are adapted to the management and organization literature to explain the changing management approach (Allen, 2006: 238-239).

Job embeddedness model which is proposed by Mitchell *et al.* (2001) are associated with three dimensions representing the sum of on the job and off-the job factors on the individual. These three dimensions are links, fit and sacrifice. These three dimensions are determinative to the extent that allows individuals to connect their organization and/or community (Oyler, 2007: 95).

Links are classified as the formal or non-formal links between a person and institutions or other people. Embeddedness refers to the number of channels that provide links in the social, psychological and financial networks including the physical environment and society, work and off-work friends and groups of an employee and his or her family. The greater the number of links between the person and the network are, the commitment that the person shows to his or her job or organization will be more (Mitchell *et al.*, 2001: 1104) and the possibility of making the decision to quit will be low (Allen, 2006: 240). Links which are the first dimension of job embeddedness are based on the links appearing with society and organization. Links to community cover

the extent of the relationship with close friends and family members, marital status, having a child that must have cared, hobbies and religious activities and home ownership. Conversely, organizational links cover tenure in the current title, tenure in the current organization, tenure in the current sector, the degree of interaction with colleagues and participation in the organizational committees. Oyler (2007: 95) specified that organizational links are based on the previous empirical studies conducted on normative influences (Hom and Hulin, 1981; Prestholdt et al., 1987) and kinship obligations (Price and Mueller, 1981; Turban et al., 1992). Therefore, individuals have many links at various points in their lives. A separation of job or home for an employee may require the rearrangement or lead to completely cut some of these links (Mitchell et al., 2001: 1104).

The second dimension - fit is defined as an employee's perceived harmony in connection with his or her organization or environment. According to this theory, an employee's personal values, career goals and future plans should be consistent in the demands of the current job such as organizational culture, job knowledge, skills and ability. In addition, individuals also take into account the fit with society and environment. A better fit means feeling more commitment to the organization as an employee in terms of personal and professional. There is the importance of social factors in compliance related to the individual's job. Some of the examples in this field are general culture, atmosphere, and the living comfort of the place where the individual lives. Additionally, outside activities such as fishing and skiing; political and religious environment; entertainment events such as sports, music and theater vary according to the region or area experienced. This fit assessment can be independent from the harmonization of job or organization. Reposition may make it necessary to readjust the fit. However, without resettlement, a new job may expose an employee to a big disruption such as new working hours, different travel conditions in his or her general layout (Mitchell et al., 2001: 1105). Oyler (2007: 96) has defined fit to organization as the harmony of chemistry between individuals and their organization. The chemical harmony is the way of how to interact and communicate, how to determine the objectives, how to work together for a common purpose. As a result, better fit means a higher level of satisfaction and more commitment of the employee to the organization in a professional and personal way. Therefore, turnover of individuals who are compatible with their job or organization and the community they live in will not be easy (Holtom et al., 2006 as cited in Bambacas and Kulik, 2013: 1935).

Sacrifice dimension refers to the perceived cost of financial or psychological interests that may be lost when an employee turnover. For example, to leave an organization may mean personal losses such as desist from colleagues, the interesting projects, and some fringe benefits. When an employee quits the job; the more things she or he gives up, the more difficult it will be (Shaw et al., 1998 as cited in Mitchell et al., 2001: 1105). Vanderberghe and Tremblay (2008) found that the Belgian pharmacy representatives intend to stay in their current jobs because of the idea that when they quit, some interests like vehicles allocated to them by the company and the opportunities to travel attractive places would be lost. Furthermore, the loss of a supportive organizational environment is seen as a significant cost to the employees. Financial (e.g. high wages and attractive benefits) and psychological (e.g. organizational support) losses also prevent the turnover (Bambacas and Kulik, 2013: 1935). The turnover for an employee will reveal some results that may be meant as sacrifices related community. Leaving from a community that accepted as attractive and safe and is loved and respected may be difficult (Mitchell et al., 2001: 1105).

In summary, the employees have become intertwined with their work as a function of the total power that allows them to be in their organization. Organizational and social links developed by employees, being consistent with the organization and the public, the interests that may be sacrificed are factors that motivate employees to remain in the organization (Bambacas and Kulik, 2013: 1935).

Table 1. The Dimensions of Job Embeddedness

Job Embeddedness	On-the-job embeddedness or organizational embeddedness	links to organization
		fit to organization
		Organizational related sacrifice
	Off-the-job embeddedness or community embeddedness	links to community
		fit to community
		community related sacrifice

In subsequent studies, "shocks" were also included among the factors associated with job embeddedness (Holtom and Inderrieden, 2006). According to Burton et al. (2010), shocks are defined as the "push power" on the quitting idea of an individual from his or her organization. However, job embeddedness is "pull power" that will provide to stay in the organization for individuals. Shocks are one of the components of alternative turnover model (Unfolding Model of Turnover) which is developed by Lee and Mitchell (1994). Negative shocks include negative effects on employees, such as the sudden dismissal of valuable employees in the organization, significant reduction policies and redistribution of resources (Boyd and Fischer, 2012: 7). Gong et al. (2011) have emphasized the relationship between language and job embeddedness. It has found that employees using the same languages and dialects with colleagues and managers in the workplace have a higher

level of job embeddedness. Thomson (2002) were obtained findings that leisure and entertainment activities have a significant role on the staying in the current organization. Zhao et al. (2012) have argued that there is a positive effect of work-life quality on job embeddedness. There are also some studies focusing on the relationship between job embeddedness with the following variables: workload and work-family conflict (Salami, 2014), support of colleagues (Karatepe, 2016; Asghari et al., 2013), organizational socialization tactics (Allen, 2006), empowerment (Karatepe and Karadaş, 2012), leader-member exchange (Harris et al., 2011), organizational trust (Wang et al., 2007), trust to manager (Purba et al., 2013; Akgündüz and Cin, 2015), organizational justice (Shahriari 2011; Akgündüz and Cin, 2015), innovative behavior (Ng and Feldman, 2010) and organizational cynicism (Nafei, 2015). While Bugarski (2009) has derived the form of profession embeddedness, Toumbeva (2008) has derived the concept of family embeddedness.

There are studies that show a positive relationship between job embeddedness and performance (Halbesleben and Wheeler, 2008; Li, 2010; Karatepe and Karadaş, 2012; Lee et al., 2004; Sekiguchi et al., 2008; Sun et al., 2011; Fatima et al., 2015; Nafei, 2015; Karatepe, 2016; Wijayanto and Kismono, 2004; Lev and Koslowsky, 2012). However, Greene (2012) has drawn attention that job embeddedness could be harmful to employee performance contrast to previous research. According to the research findings, there was no significant correlation between job embeddedness and performance.

The first studies on the job embeddedness have focused more on positive results. However, some of the subsequent studies have argued that job embeddedness can lead to negative consequences such as a decrease in motivation and negative workplace behaviors (Crossley et al, 2007). According to Burton's (2014) claim, employees in high-level job embeddedness are more likely to be exposed the mobbing attack. Also, according to Sekiguchi et al. (2008), if leader-member exchange and the level of organizational self-esteem is low, the high level of job embeddedness might be harmful to employee performance.

A study examining the association of job embeddedness and burnout has not been found. However, there are studies that have investigated the relationship between the components of traditional turnover models and burnout. For instance, Tekin et al. (2014) and Polatçı et al. (2014) have found a moderate negative relationship between emotional exhaustion and depersonalization with emotional and normative commitment. Karacaoğlu and Aslan (2013) proposed that while there is a negative correlation between perceived organizational support with emotional exhaustion and depersonalization, there is a positive correlation with in the sense of personal achievement. Hacıhasanoğlu ve Karaca (2014) specified a moderate and negative relationship between exhaustion and depersonalization with job satisfaction. Furthermore, Mengenci (2015) has reached the conclusion that there is a negative impact of emotional exhaustion on job satisfaction. Demir (2009) also found that there is a significant and negative impact of the emotional exhaustion and depersonalization dimensions of burnout on the extrinsic job satisfaction. Thomas et al. (2014) have stressed the importance of supportive workplace environment in the prevention of burnout. Chen et al. (2015) and Scanlan and Still (2013) have obtained the results that there is a negative and significant relationship between burnout and intention to quit the job.

Following research model and hypothesis was generated in the light of the previous research findings that mentioned above:

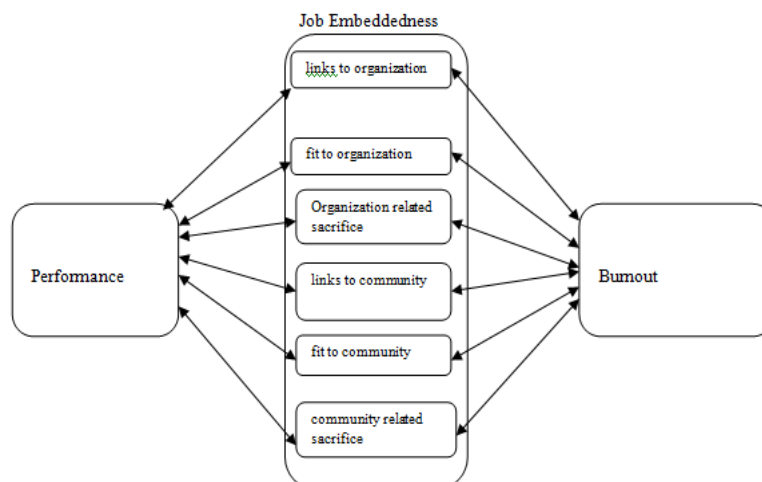


Figure 1. Research Model

Research Hypothesis;

- H1a: Links to organization are positively associated with performance.
- H1b: Fit to organization is positively associated with performance.
- H1c: Organization related sacrifice is positively associated with performance.
- H1d: Links to community are positively associated with performance.
- H1e: Fit to community is positively associated with performance.
- H1f: Community related sacrifice is positively associated with performance.
- H2a: Links to organization are negatively associated with burnout.
- H2b: Fit to organization is negatively associated with burnout.
- H2c: Organization related sacrifice is negatively associated with burnout.
- H2d: Links to community are negatively associated with burnout.
- H2e: Fit to community is negatively associated with burnout.
- H2f: Community related sacrifice is negatively associated with burnout.

III. Research Methodology

3.1.Purpose and Importance of Research

There are significant costs of turnover for institutions and individuals. Studies that last longer than half a century on turnover continue to attract the attention of researchers. However, it is seen that researchers tend to differing turnover models due to lack of the traditional turnover models to explain the turnover behaviors of employees. In this context, job embeddedness model submitted by Mitchell et al. (2001) is regarded as the last turnover model.

There are studies in different cultures and countries about job embeddedness. Most of the studies were conducted in societies that are at the forefront of individual cultures in Western countries (Mitchell et al., 2001; Bergiel et al., 2014; Besich, 2005; Burton et al., 2010; Burton, 2014; Buyarski, 2009; Clinton et al., 2012; Collins et al., 2014; Crossley et al., 2007; Cunningham et al., 2005; Dawley and Andrews, 2012; Felps et al., 2009; Greene, 2012; Halbesleben and Wheeler, 2008; Harris et al., 2011; Holmes et al., 2013; Holtom et al., 2012; Holtom and İnderrieden, 2006; Holtom and O'Neill, 2004; Kraimer et al., 2012; Malol et al., 2007; McEvoy and Henderson, 2012; Mignonac, 2014; Moses, 2012; Ng and Feldman, 2007; 2010; 2011; 2013; Oyler, 2007; 2014; Ramesh and Gelfand, 2010; Reiche et al., 2011; Reitz et al., 2010; Ringl, 2013; Stroth, 2010; Tharenou and Caulfield, 2010; Thomson, 2002; Toumbeva, 2008; Valle et al., 2006; Wheeler et al., 2010; Wilson, 2010).

The following studies were conducted in countries that can be considered as dominated by collectivist cultures; Bambacas and Kulik (2013), Gong et al. (2011), Li (2010), Liu (2011), Sun et al. (2011), Zhao et al. (2012) in China; Asgharian et al. (2013), Shahriari (2011), and Karatepe ve Shariari (2014) in Iran; Salam (2014) and Fatima et al. (2015) in Pakistan; Ferreira and Coetzee (2013a; 2013b), Pillay (2009), Takawira (2012), Takawira et al. (2014) and Van dyk et al. (2013) in South Africa; Cho and Son (2013) in South Korea; Harman et al. (2009) in Albania; Karatepe and Karadas (2012) in Romania; Karatepe and Ngeche (2012) in Cameroon; Karatepe (2013) in Nigeria; Levin and Koslowsky (2012) in Israel; Peltokorpi (2013) in Japan; Ramesh and Gelfand (2010) and Routray and Ghosh (2013) in India; Rivera et al. (2013) in Mexico; and Purba et al. (2013) in Indonesia.

The number of studies conducted through this model in Turkey is very limited. It has been studied by Akgündüz and Cin (2015), Birsal et al. (2012), and Toker and Çelik (2014). Moreover, a study on the public sector has not yet conducted.

In recent years, Turkey has increased the possibilities of alternative job opportunities for academics who work in higher education institutions because of the opening many new universities and becoming common of private universities. The disparity in wage levels that encourage them to switch to the different business areas in the public and private sector has been located in various reports (www.yok.gov.tr). In this context, it is thought to be useful to investigate the impact of the concept of job embeddedness in this decision of academicians who remain in the existing institutions.

In addition, considering the components of job embeddedness concept, another object of the research is to examine the effects of on the job and off-the job factors affecting academicians' decision to stay on their performance and burnout.

III.2.Methods of Research, Sample and Used Scales

Questionnaire technique was used in the research. Academicians work in Karamanoğlu Mehmetbey University which is a state university has constituted the universe of research. Accordingly, the universe of the research consists of 286 people. A questionnaire sent to the e-mail address of all academic staff and the returned questionnaires were evaluated. Therefore, the research sample was 120 people. The return rate for the questionnaire is 42%.

The questionnaire consists of four sections. The first chapter offers some personal characteristics such as gender and marital status. The second part consists of the 3x2 dimensional scales (links, fit and sacrifice dimensions of that place separate organizational and community aspects) of Clinton et al. (2012). This scale was chosen because it considers all dimensions of job embeddedness and it is free from the validity and reliability issues that arise from being formative of original scale (Mitchell et al., 2001). In addition, another cause of preference of the scale is that the details cannot be seen at the Global Job Embeddedness Scale developed by Crossley et al. (2007) due to the being one-dimensional and the used scale has eliminated this problem (Zhang et al., 2012: 222-223). The scale consists of 12 questions such as "My organization provides me with a way of life that suits me." and all scales used a 5-point Likert-type response with anchors ranging from (1) strongly disagree to (5) strongly agree. Therefore, it may eliminate the negative effects of the original scale because it is too long (40 questions). In addition, formative questions of the original scale (Mitchell et al., 2001) such as having dependent children, home ownership in place of residence were placed on the personal characteristics section.

The third part of the questionnaire is a one-dimensional performance scale consisting of a total of four questions. The scale is developed by Kirkman and Rosen (1999), Sigma and Pearson (2000) and it is tested on academicians by Çöl (2008) in Turkey. This scale was also structured as a 5-point Likert-type response with anchors ranging from (1) strongly disagree to (5) strongly agree. Finally, the Maslach Burnout Inventory-MBI (Maslach and Jackson, 1985) was included in the questionnaire. The scale consisting of 22 questions with a 5-point Likert-type response (1= never, 5= always) was adapted into Turkish by Engin (1992) and has used in much domestic research. The scale is composed of subgroups which are emotional exhaustion, depersonalization and reduction in the feeling of personal accomplishment. 4, 7, 9, 12, 14, 17, 18 and 19 numbered questions which are the questions of the reduction in the feeling of personal accomplishment were scored to be opposed to the other dimensions. Thus, when the scores from all sub-dimensions increases, it is considered to have increased burnout (Oruç, 2007: 47).

3.3. Analysis and Findings

With the made factor analysis by using varimax rotation method, it has been reached the conclusion that variables that make up each group have a consistent correlation with each other and they form a significant group. This situation has revealed that used scale and variables are relevant, consistent and valid in terms of content. Cronbach's α method was used to test the reliability of the scales. Factor analysis of scales and the reliability of results are shown in Table 2.

Table 2. Results of Validity and Reliability Analysis of the variables

Variables	KMO Scale Validation	Bartlett Sphericity Test Chi-square	Standard deviation	P value	Cronbach's α
Job Embeddedness	,810	724,937	66	,000	,881
Performance	,825	249,023	6	,000	,881
Burnout	,805	1337,710	231	,000	,775

Reliability tests were conducted separately for the sub-dimensions of the job embeddedness variable. Accordingly, the following values were obtained; links to organization - $\alpha=,831$; fit to organization - $\alpha=,627$; organization related sacrifice - $\alpha=,783$; links to community - $\alpha=,702$; fit to community - $\alpha=,645$; community-related sacrifice - $\alpha=,763$. Furthermore, Cronbach's α value of on-the-job embeddedness was found as ,764 and Cronbach's α value of off-the-job embeddedness was found as ,876.

As a result of the difference tests conducted to determine the relationship between the various demographics and variables;

- there is a significant difference between undergraduate and doctoral level academicians in terms of performance,
- there is a significant difference between master and doctoral level academicians in terms of burnout,
- there is a significant difference between professors and research assistants, professors and lecturers, and associate professors and lecturers in terms of fit to community,
- there is a significant difference between professors and research assistants in terms of links to community,
- there is a significant difference between associate professors and research assistants in terms of community-related sacrifice,
- there is a significant difference between associate professors and research assistants in terms of overall job embeddedness,
- there is a significant difference between professors and research assistants in terms of performance,
- there is a significant difference between lecturers and other titles, and lecturers and professors in terms of burnout,

- academicians who have child(ren) have significantly higher level of organization related sacrifice than those who not,
- academicians who are homeowners in their city of the workplace have significantly higher level of both organization and community-related sacrifice than those who not.

It was found that other variables have not shown statistically significant differences in regarding other demographic characteristics

The correlation analysis was carried out to test the hypothesis. Pearson correlation coefficients, means and standard deviations of the variables were calculated in Table 3.

Table 3. Pearson Correlation Coefficients, Means and Standard Deviations of the Variables

Variables	Mean	Std. Dev.	1	2	3	4	5	6	7	8	9	10	11
FO	3,4833	1,08452	1										
LO	3,2958	1,00523	,161	1									
SO	3,5292	1,17269	,579 **	,308 **	1								
On-JE	3,4361	,82395	,779 **	,623 **	,854 **	1							
FC	3,2458	1,11332	,374 **	,445 **	,517 **	,591 **	1						
LC	2,5792	1,19170	,242 **	,408 **	,380 **	,452 **	,682 **	1					
SC	2,9458	1,26656	,382 **	,445 **	,464 **	,568 **	,714 **	,709 **	1				
Off-JE	2,9236	1,06596	,371 **	,483 **	,505 **	,599 **	,885 **	,891 **	,909 **	1			
JE	3,1799	,84674	,613 **	,607 **	,733 **	,864 **	,844 **	,781 **	,849 **	,921 **	1		
Perf.	4,1125	,67274	,113	,104	,014	,099	,201 *	,222 *	,233 *	,245 **	,202 *	1	
Burnout	2,7125	,45866	-,350 **	-,121	-,247 **	-,320 **	-,056	,104	-,100	-,020	-,168	-,110	1

** . Correlation is significant at the 0.01 level (2-tailed). (FO=Fit to organization; LO=Links to Organization; SO=Sacrifice related to Organization)

* . Correlation is significant at the 0.05 level (2-tailed). (FC=Fit to Community; LC=Links to Community; SC=Sacrifice related to Community)

As can be seen from Table 3, in the significance level of 0.01; there is a negative correlation (-0.350) between fit to organization and burnout, and a negative correlation (-0,247) between organization related sacrifice and burnout. There was no significant correlation between links to organization, links to community, fit to community and community-related sacrifice with burnout. Therefore, while H2b and H2c hypotheses were supported; H2a, H2d, H2e, H2f hypotheses were rejected. In the significance level of 0,05, considering the sub-dimensions of job embeddedness and performance, the following correlations have been found; a positive correlation (0.222) between links to community and performance, a positive correlation (0.201) between fit to community and performance and a positive correlation (0.233) between community related sacrifice and performance. Any significant correlation between links to organization, fit to organization, organization related sacrifice with performance was not obtained. Therefore, while H1d, H1e and H1f hypotheses were supported; H1a, H1b and H1c hypotheses were not supported. The other results obtained from the research findings show that while there is a negative correlation (-0,320) between on-the-job embeddedness and burnout in the significance level of 0.01; any significant correlation has not found between off-the job embeddedness and burnout. In addition, there is a positive correlation (0,245) between on-the-job embeddedness and performance in the significance level of 0.01 but any significant correlation has not found between off-the-job embeddedness and performance. Finally, there is a positive correlation (0,202) between job embeddedness and performance in the significance level of 0.05 whilst any significant correlation have not found between job embeddedness and burnout.

Multiple regression analyzes were performed to determine the description levels of dependent variables - performance and burnout - by the sub-dimensions of job embeddedness which is our independent variables within this study. According to this;

Table 4. Regression Analysis (between on-the-JE and Performance and Burnout)

INDEPENDENT VARIABLES	DEPENDENT VARIABLES					
	PERFORMANCE			BURNOUT		
	β	t	p	β	t	p
Fit to organization	0,161	1,434	0,154	-0,313	-2,949	0,004*
Links to organization	0,113	1,177	0,242	-0,055	-0,606	0,546
Sacrifice to organization	0,114	-0,975	0,331	-0,049	-0,441	0,660
p	0,340			0,001*		
F	1,131			5,683		
R ²	0,028			0,128		
Adjusted R ²	0,003			0,106		

It has been reached the conclusion that there was no statistically significant effect of the variables of fit to organization, links to organization and organization related sacrifice that are sub-dimensions of job embeddedness (on-the-job embeddedness) on dependent - performance variable ($p > 0,05$). However, the same variables were found to have a statistically significant effect on burnout ($p < 0,05$) and these variables - all together- have explained burnout at the level of 12.8% (Table 4).

The second regression analysis was performed to determine the effects of the sub-dimensions of the off-the-job embeddedness variables on performance and burnout and their explanatory levels and its results has been showed in Table 5. According to this; any significant effect of independent variables - fit to community, links to community and community-related sacrifice - on the performance were not found ($p < 0,05$) but the same variables were found to have a statistically significant effect on burnout ($p < 0,05$) and these variables have explained burnout at the level of 7.7%.

Table 5. Regression Analysis (between off-the-JE and Performance and Burnout)

INDEPENDENT VARIABLES	DEPENDENT VARIABLES					
	PERFORMANCE			BURNOUT		
	β	t	p	β	t	p
Fit to community	0,034	0,251	0,802	-0,109	-0,796	0,428
Links to community	0,102	0,751	0,454	0,390	2,881	0,005*
Sacrifice related community	0,136	0,951	0,343	-0,299	-2,113	0,037*
p	0,061			0,026*		
F	2,523			3,207		
R ²	0,061			0,077		
Adjusted R ²	0,037			0,053		

IV. Conclusion

In this study, the relationships between job embeddedness with performance and burnout of academicians working at a state university in Turkey have been investigated. The levels of academicians have been found for job embeddedness as higher than middle ($\bar{X}=3,18$), performance as high ($\bar{X}=4,11$) and burnout as lower than middle ($\bar{X}=2,71$). According to the findings obtained from the analysis results, there is not any significant correlation between on-the-job embeddedness and performance. Conversely, the existence of a positive correlation between off-the-job embeddedness and performance was determined. Overall, a positive correlation (0,202*) was determined between job embeddedness and performance. These results indicate consistent results with literature (Lee et al., 2004; Sun et al., 2012; Karatepe, 2016, Fatima et al., 2015; Wijayanto and Kismono, 2004).

Whilst there is a moderate negative relationship (-0,320**) between on-the-job embeddedness with burnout; the presence of a significant relationship could not be identified between off-the-job embeddedness and burnout, and between job embeddedness and burnout. Considering to studies conducted in the past, there has not been any study to directly examine the relationship between job embeddedness and burnout. Therefore, it is considered that the study's most important contribution to the literature would be in this point.

Another result of this study, on-the-job embeddedness has explained the burnout level of employees by 12.8% and while off-the-job embeddedness has explained it by 7.7%. However, the explanatory level of the sub-dimensions of job embeddedness (2.8%; 6.1%) on performance was found statistically insignificant ($p > 0.05$).

Finally, the findings that employees who have child have significantly higher level of organization related sacrifice than those who not; and who are homeowners have significantly higher level of both organization and community-related sacrifice than those who not, are among the important results of this study.

In future research, the investigation of the relationships between job embeddedness with other variables over academicians from different universities may be recommended because the basic limitation of

this research is to be made on the academicians working in only one state university. Conducting the study with a larger sample, therefore, help to make the results more generalizable and may be more beneficial in the use by practitioners.

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