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<p><b>İs Job Embeddednes Affected by Human Resources Management Practices and Personnel Empowerment; A Research In Turkey and Iraq</b></p> <p>İşe Gömülmüşlük; İnsan Kaynakları Yönetimi Uygulamaları ve Personel Güçlendirmeden Etkilenir mi; Türkiye ve Irak' ta Bir Araştırma</p> <p>Video Link: <a href="https://youtu.be/JVVXuemkR4">https://youtu.be/JVVXuemkR4</a></p>	
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## İs Job Embeddednes Affected by Human Resources Management Practices and Personnel Empowerment; A Research In Turkey and Iraq \*

### Abstract

It is important that employees contribute to the organization, work at high performance, embrace the organization's goals, and adapt so that organizations can achieve their goals, secure their existence and compete strongly. Harmony between the organization and its employees can be ensured by the employee's satisfaction with his job, his integration into the organization, his commitment to his work, his contribution to the organization's goals job embeddedness. The concept of job embeddedness, which answers the question of why employees stay in the organization, can be influenced by a number of variables. Considering the importance of continuity and harmony of health workers, who bear the brunt of the pandemic process that occurred in December 2019, in health care companies, The purpose of this study is to determine the effect of human resource management practices and personnel empowerment on job embeddedness in the health sector in two different countries, compare the results, develop proposals based on the data obtained, present new data to researchers, and contribute to the relevant literature. The research was conducted through a survey of health sector company employees in Turkey and Iraq. Analyzes of the data were made with SPSS 25.0 package program. As a result of the research: The salary and reward dimensions of human resource management have an effect on job embeddedness in companies in Turkey. In the enterprises in Iraq, data were obtained that the dimensions of education and performance evaluation were effective on job embeddedness. Another finding from the research is that personnel empowerment has an impact on job embeddedness in both countries.

**Keywords:** Job Embeddedness, Human Resource Management, Personnel Empowerment, Health Sector, Türkiye, Iraq.

### İşe Gömülmüşlük; İnsan Kaynakları Yönetimi Uygulamaları ve Personel Güçlendirmeden Etkilenir mi; Türkiye ve Irak' ta Bir Araştırma \*\*

### Öz

Örgütlerin amaçlarına ulaşabilmeleri, varlıklarını sürdürebilmeleri ve yaşanan yoğun rekabette güçlü olabilmeleri için iş görenlerin örgüte katkı sunmaları önemlidir. Bu katkı iş görenlerin yüksek performans ile çalışmaları, örgütsel amaçları benimsemeleri ve örgüte uyum göstermeleri ile elde edilebilir. Örgüt- iş gören uyumu, iş görenin örgütle bütünleşmesi, işine bağlı olması, örgütsel amaçlara katkısı ve işe devamlılığı işe gömülmüş olma ile sağlanabileceği ifade edilebilir. İş görenlerin örgütte neden kaldıkları

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ve nasıl uyum sağladıkları sorusuna cevap veren işe gömülmüş olma kavramı birtakım değişkenlerden etkilenebilmektedir. Son dönemlerde yaşanan pandemi sürecinde sağlık kurumları ve iş görenleri genel sağlık hizmetlerinin verilmesinde ve sürdürülebilirliğin de mevcut önemini bir kat daha artırmıştır. Bu süreçte pandemi yükünün önemli bir kısmını sağlık kurumları ve çalışanları taşımıştır. Bu sektörde çalışan iş görenlerin örgütsel devamlılığı, uyumu, bağlılığı örgütsel başarı ve performans açısından olduğu kadar insan sağlığı açısından da kritik öneme sahip olduğu değerlendirilmektedir. Bu sektörde çalışan iş görenlerin sürekliliği, uyumu, işyerinde kalma ve çalışma istekleri ile buna etki eden değişkenlerin belirlenmesi araştırılması gereken bir konu olduğu düşünülmektedir.

Bu çalışmanın amacı; iki farklı ülkede sağlık sektöründe insan kaynakları yönetimi uygulamaları ile personel güçlendirmenin işe gömülmüşlük üzerine etkisini belirlemek, sonuçları karşılaştırmak, elde edilen veriler ışığında öneriler geliştirmek, araştırmacılara yeni veriler sunmak ve ilgili literatüre katkı sağlamaktır. Araştırma Türkiye ve Irak'ta sağlık sektöründe hizmet veren işletmelerde çalışanlara yönelik anket tekniği kullanılarak yapılmıştır. Elde edilen veriler SPSS 25.0 paket programı ile analiz edilmiştir. Araştırma sonucunda; Türkiye'de işe gömülmüşlük üzerine insan kaynakları yönetimi uygulamaları boyutu olan ücret ve ödül etkili olur iken, Irak'ta yapılan araştırmada ise eğitim ve performans değerlendirme boyutlarının etkili olduğu verisi elde edilmiştir. Araştırmada elde edilen bir diğer veri, her iki ülkede de personel güçlendirmenin işe gömülmüşlük üzerine etkili olduğu verisidir.

**Anahtar Kelimeler:** İşe Gömülmüşlük, İnsan Kaynakları Yönetimi, Personel Güçlendirme, Sağlık Sektörü, Türkiye, Irak.

## Introduction

In today's working and business world, the rapid developments and advances in technology, communication and transportation, the rapid transition to Industry 4.0, intense competition, innovative studies, the rapid change in consumer tastes and preferences, the intensive use of machines and robots in the production and service process require structural and fundamental changes in human resources management. Organizational managers are trying to bring the latest versions of technologies such as artificial intelligence, the Internet of things, three-dimensional printers, big data, cloud computing, and smart factories into their organizations to achieve their goals. In this busy environment of working life, another point that the managers of the organization emphasize in order to achieve their goals is the supply of manpower, its deployment, efficiency, effectiveness and ensuring the continuity of qualified employees in the organization. Employees who are committed to the organization and perform at high levels have a direct impact on organizational effectiveness and productivity (Zincirkıran et. al. 2015, p. 59)

Researchers working in the field of management and organization carry out various researches in order to support the managers of the organization to achieve these goals and to present the data on the subject. Researchers are trying to determine the attitudes

and behaviors and managerial practices that ensure the performance and productivity of the employees, increase their motivation, strengthen the organization in competition, or what are the behaviors and attitudes that may prevent them from reaching the goals. Kim and Lee (2015: p. 26) noted that employees represent a significant competitive advantage for their companies. Positive behavior and management practices that contribute to the achievement of organizations' goals and gain strength in competition; It has been determined that there are attitudes, behaviors and practices such as motivation, organizational commitment, organizational justice, fair wage policy, career opportunities, organizational culture, organizational trust, positive working conditions. In a study conducted on 739 workers in the People's Republic of China, organizational justice was found to have a positive impact on worker performance (Wang et al. 2010). In the study conducted by Toksöz and Seymen (2013: p. 61) it was found that there is a significant and positive relationship between organizational trust, organizational citizenship and organizational identification behavior. Altındağ and Akgün (2015: p. 291) found that rewarding employees with a transparent and fair salary policy increases their motivation.

One of the concepts that has attracted the attention of managers and researchers in the field of management and organization in recent years due to the increasing trend of positive psychological resources is the concept of job embeddedness. Job embeddedness is explained as the set of elements that enable workers to continue their work (Birsnel, et al. 2012: p. 52).

The point that makes the concept important is the desire of many managers to ensure the continuity of qualified employees in the organization and their efforts to prevent their intention to leave the job. Kanten et al. (2016: p. 69), define the concept as the set of factors that influence the employee's intention to leave or stay. Job embeddedness is a more effective and crucial variable than psychological factors such as organizational justice, organizational commitment and job satisfaction in ensuring individual participation and performance (Holtom, et al. 2006: p. 318). In this regard, job embeddedness is considered a positive work behavior.

The importance of human resource management practices, which is one of the concepts chosen to determine the variables that affect the concept of job embedding, increases even more in business life, where change, transformation and competition are experienced rapidly. Human Resources Management; It is explained as all of the studies related to the process of effectively managing the human resources of the organization in the environmental and organizational environment in a way that will be beneficial to the organization, the employee and the environment, in accordance with the law. Organizations gain a competitive advantage by developing valuable, irreplaceable, rare attributes and capabilities through human resource management practices (Sadullah, 2013: p. 3).

Personnel empowerment, which is another concept chosen with the aim of determining the variables that affect the concept of job embeddedness; It is defined as the support given to increase the decision-making authority and personal development of the employee in organizations (London et al. 1999: p. 3-4). In other words, it expresses an understanding that allows employees to be more involved in organizational decision-making and directly engaged in organizational activities, that places more responsibility on the employee to enhance organizational performance (Özgen and Türk, 1997: p. 77). It

can be stated that the concept of personnel empowerment is related to the attitudes and behaviors that employees develop towards organizations. It was found that the concept is closely related to motivation, delegation of authority and participation in decision-making (Eren, 2001: p. 439). In organizations where personnel empowerment is successfully implemented, it is evident that teams and employees are focused on organizational goals, employees are more engaged and innovative, solution-oriented investigations are conducted when performance is poor, and an open communication network is established. On the other hand, it has been found that in organizations where the empowerment process of personnel is not successfully implemented, employees avoid taking risks for fear of making mistakes, do not take their work seriously, hide or ignore mistakes and problems, disregard poor performance (Carrol,1994: p.1-18).

The continuity of the employees in the health sector and its productivity, is important for the protection of public health. However, the 2019 Covid 19 epidemic has increased the role and importance of health workers in people's lives. The covid-19 epidemic, which occurred in Wuhan, China, in December 2019 and spread to many countries in a short period of time, had numerous economic and social impacts. The fight against the virus has begun in many areas, especially in health care. Undoubtedly, health care workers bore the heaviest burden of this fight. During this time, many health care workers lost their lives. The World Health Organization announced that by May 2021, approximately 115 thousand healthcare workers will have lost their lives <https://www.dw.com/tr/>. It is noted that health care workers are affected by the process not only physiologically but also psychologically. It has been noted that the Covid 19 process creates a psychologically risky situation for health care workers and psychological problems increase in this process (Que et al.: 2020). Chirico et al (2020) state that health care workers suffer from burnout and stress disorders during the epidemic and that these workers should receive psychological support from experts. Intention to leave the workplace has been found to increase among health care workers who experience covid-19 anxiety (Elden, 2020: p. 46). In light of these findings, it is believed that the variables that affect health care workers' attitudes and behaviors toward their jobs, their retention, and their commitment to their jobs, in other words, their embeddedness in the workplace, are topics worth investigating.

In examining the studies on this topic, there has not been much discussion on whether job embeddedness is influenced by human resource management practices and personnel empowerment. This study attempts to fill this gap and examine whether job embeddedness is influenced by human resource management practices and personnel empowerment. The purpose of this study is to determine the effect of human resource management practices and personnel empowerment on job embeddedness in the health sector in two different countries, compare the results, develop proposals based on the data obtained, present new data to researchers, and contribute to the relevant literature. The study was conducted using a quantitative research method. The questionnaire method was used for data collection. The study is unique in that it addresses the concepts of job embeddedness, human resource management practices and personnel empowerment and aims to fill this gap in the relevant literature with a field study. The study was generally prepared as follows. In the introduction, the importance of the study is mentioned. In the theoretical framework, the concepts of job embeddedness, human

resource management practices and personnel empowerment were explained and attempt was made to determine the relationships between these variables, hypotheses were formed. In the next phase, information about the method used in the investigation was given, the data obtained in the investigation was explained, and the discussion part was started. In the last part, the results of the investigation were explained, some suggestions were developed and the limitations of the investigation were given.

### **Human Resource Management Practices and Job Embeddednes**

Examining the relevant literature, one finds that workplace engagement is related to and influenced by a number of variables related to human resource management. Kanten et al. (2016: p. 64) found that job importance and salary satisfaction have a significant impact on job embeddedness. Lev and Koslowsky (2012: p. 69) obtained the data that job embeddedness supports task and contextual performance as a result of the research in which 115 teachers participated in Israel. In another study, it was determined that the level of organizational citizenship is high in female employees with a high level of job embeddedness. Lev and Koslowsky (2012b: p. 91). Gong et al. (2011: p. 229) examined the relationship between personnel turnover and job embeddedness. After determining the effects of job embeddedness on commitment, job satisfaction, and job search, they concluded that it is associated with personnel turnover and intention to leave the job. Job embeddedness has a strong influence on the employee's decision to stay in the job. It is stated that it has a stronger effectiveness in reaching and obtaining organizational outputs such as employee retention, performance, turnover and continuity, than the most accepted factors in the relevant literature, such as organizational commitment and job satisfaction (Felps et al. 2009: p. 547; Holtom et al. 2006: p. 319).

Human resource management practices are of strategic importance for organizations that continue their operations in a business environment characterized by rapid change and transformation. Many studies show that human resource management practices are effective on organizational performance (Saeed et. al. 2013; Trehan and Setia, 2014; Sacchetti, Tortia and Arceiz, 2016), innovation (Tan and Nasurdin, 2011; Laursen and Foss, 2013) and job satisfaction (Nwachukwu and Chaladkova, 2017). Richard and Johnson (2001) found in their study that there is a significant relationship between human resource management, return on investment, and employee turnover (Wright and Boswell, 2002: p. 252). Gratton (1995) found that there is a strong relationship between human resource management practices and competitiveness and organizational effectiveness. Akgündüz et al. (2016; p. 358), in their study conducted using the survey technique for hotel employees in Istanbul, found that distributive justice and trust in the manager have a positive effect on job embeddedness and that distributive justice and trust in the manager increase job engagement behaviors. It can be stated that the fair and equitable implementation of human resource management practices can increase trust in the manager and the organization. The employees who trust the organization and the managers will make an effort to stay in the organization and the level of commitment may increase. The fact that salary policy, which is one of the most important tools to increase employee motivation, creates satisfaction among employees can have a positive effect on increasing motivation and the level of job embeddedness. Kesen and Akyüz (2016: p. 233) found that motivation has a positive impact on the level of job embeddedness. The increase in job satisfaction, which affects the practices of human



resource management, especially wages, and this situation, which can lead to an increase in employee motivation, is considered to increase the situation of embedding the workplace.

Considering that the concept of job embeddedness is related to or is affected by variables such as organizational citizenship, cynicism, performance, trust in the manager, organizational justice, workforce turnover, organizational commitment, job satisfaction. It is evaluated that organizational management can also be affected by the human resources management practices implemented, in other words, human resources management practices such as wage, career, communication, training, performance dimension, and reward system applied in the organizational environment can have an impact on job embeddedness. The following hypotheses were developed by evaluating that organizational commitment and job embeddedness of the employees who are satisfied with human resource management practices will increase and they will seek to remain in the organization.

H1: The reward dimension of human resource management practices has an effect on job embeddedness.

H2: The salary dimension of human resource management practices has an effect on job embeddedness.

H3: Education dimension of human resources management practices has an effect on job embeddedness.

H4: Performance evaluation dimension of human resources management applications has an effect on job embeddedness.

H5: Communication dimension of human resources management practices has an effect on job embeddedness.

### **Personel Empowerment And Job Embeddednes**

Kitapçı et al. (2013: p. 49) found that personnel empowerment dimensions have a positive effect on job satisfaction and a negative effect on intention to leave. When the process of personnel empowerment is successful, the employee's job performance is ensured, organizational goals are realized, and individual needs are met. The employee believes that he has sufficient skills in relation to his work, his self-confidence increases, and the self-confident employee is more committed to the organization. Employees who are involved in decision-making and can control their work are more interested in their work and their commitment increases. Employees' belief that they can influence organizational processes and that they believe they can help shape the system contributes to motivation (Janssen, 2004: p. 57). It is evaluated that personnel empowerment increases the positive attitudes and behaviors of employees and contributes to organizational commitment. It can be stated that employees who exhibit positive attitudes and behaviors towards the organization and have organizational commitment will strive to stay in the organization and will not think of leaving the organization. From this point of view, the following hypothesis was developed, which assumes that personnel empowerment could have an impact on job embedded.

H6: Personnel empowerment has an effect on job embeddedness.

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## Method

### Purpose and Method of Research

The purpose of this study is to determine the effect of human resource management practices and personnel empowerment on job embeddedness in the health sector in two different countries, compare the results, develop proposals based on the data obtained, present new data to researchers and contribute to the relevant literature. The research differs from other studies in that it identifies the relationship between job embeddedness, human resource management practices, and personnel empowerment and targets healthcare workers in two different countries. It is expected that the determination of the state of job embeddedness of the health workforce, whose importance for public health has been strongly confirmed, especially during and after the pandemic process, and the determination of the variables involved will lead to positive results. For this reason, the study asks the following questions: 1- Is job embeddedness influenced by the dimensions of human resource management practices, i.e. rewards, wages, communication, performance dimension and training? 2- Is job embeddedness influenced by personnel empowerment?

The research was conducted according to the quantitative method, and the survey technique was used in data collection. The questionnaire used for the research consists of four parts. The first part of the questionnaire contains information about the demographic characteristics of the participants. The second part contains a questionnaire on personnel empowerment, which consists of twelve statements. The above questionnaire was translated into Turkish by Spreitzer (1995) and Suergel et al. In the third part of the questionnaire there is a questionnaire developed by Felps et al. In the last part of the questionnaire, there is a questionnaire consisting of 22 statements and 6 dimensions to identify human resource management practices. The questionnaire mentioned above was taken from the study by Guerbuez and Pekmezci (2012: p. 25). The universe of the study consists of private healthcare companies in Mardin in Turkey and Erbil in Iraq. As a result of the research, it was found that there are a total of 137 healthcare workers in three private healthcare facilities in Erbil in Iraq. Questionnaires were distributed to all affected employees, and 127 participants gave us their opinions. Since 12 questionnaires were incomplete, 115 questionnaires were included in the study. The questionnaires were translated from Turkish to English and filled out face to face. The population of the study in Turkey consists of a total of 147 employees working in private health care facilities in Mardin province. Of the 147 questionnaires distributed to the above 147 employees, 139 were returned. 130 questionnaires were included in the analysis because 9 questionnaires contained incomplete information.

### Methods of Data Analysis

In the analysis of the data, the values of descriptive statistics and standard deviation were calculated. The Co. alpha test and factor analysis were used for reliability analysis of the scales. The Kolmogorov-Smirnov test was used to test the conformity of the scale values with the normal distribution and the scales were found to have a normal distribution ( $p > 0.05$ ). A t-test analysis was performed to examine the dimension scores after the trials. A correlation analysis was conducted to examine the relationships between employee empowerment, human resource management practices, and level of workplace



engagement. Regression analysis was used to model the relationships between dimensions. in the study p values less than 0.05 were considered significant. Analyzes with SPSS 25.0 package program has been made.

## Findings of the Research

**Table 2: Demographic Characteristics (İraq)**

		N	%
Gender	Male	72	62.6
	Woman	43	37.4
Marital status	Married	68	59.1
	Single	47	40.9
Education status	High school	26	23.0
	Associate Degree	66	57.0
	Licence	23	20.0
Years of Service	1-3 year	57	49.0
	4-6 year	34	30.0
	7-10 year	24	21.0
Age	20-25	36	31.0
	26-30	33	29.0
	31-35	24	21.0
	36-40	15	13.0
	41 and above	7	06.0

Study participants from Erbil, Iraq, are 63% men, 37 women, 59% married, and 41% single. 23% of them have a high school degree, 57% have an associate degree, and 20% have an undergraduate degree, when evaluated by years of service, 49% of them have 1-3 years, 30% of them have 4-6 years, 21% of them have 7-10 years of service. It was found that 26-30 years old, 21% 31-35 years old, 13% 36-40 years old, 6% 41 years and older.

**Table 3: Demographic Characteristics (Türkiye)**

		N	%
Gender	Male	83	64
	Woman	47	36
Marital Status	Married	88	68
	Single	42	32
Education Status	High school	29	22
	Associate Degree	35	27
	Licence	66	51

Years of Service	1-3 year	34	26
	4-6 year	52	40
	7-10 year	44	34
Age	20-25	27	20
	26-30	23	18
	31-35	33	25
	36-40	25	19
	41 and above	22	18

Of the study participants from Mardin, Turkey, 64% were male, 36% female, 68% married, and 32% single, with 51 of them having a bachelor's degree, When evaluated by years of service, 26% have 1-3 years, 40% have 4-6 years, and 34% have 7-10 years of service. It was found that 26-30 years old, 25% were 31-35 years old, 19% were 36-40 years old, and 18% were 41 and older.

**Table 4: Examination of Reliability and Validity Level**

Group	Scale	Dimension	Reliability	Explained variance	KMO	Barlet's Test	
Türkiye (n=130)	Human Resource Management Practices	Reward	0,75	16%	0,76	1563,23 (p=0,01)	
		Salary		15%			
		Training		14%			
		Performance		13%			
		Evaluation		10%			
		Communication		10%			
Iraq (n=115)	Personel Empowerment	Personel Empowerment	0,71	52%	0,74	1489,36 (p=0,01)	
		Job Embedded	0,74	56%	0,79	1502,55 (p=0,01)	
		Human Resource Management Practices	Reward	0,73	17%	0,75	1521,47 (p=0,01)
			Salary		17%		
Training	13%						
Iraq (n=115)	Personel Empowerment	Performance	0,71	10%	0,75	1468,25 (p=0,01)	
		Evaluation		9%			
		Communication		9%			
		Job Embedded		0,70			55%

The study found that expressions about employees' empowerment perceptions were combined into a single dimension after factor analysis. It was found that the variance resolution in the Turkish version of the scale was 52% and the KMO value for sampling

adequacy was 0.74. As a result of the Barlet test, it was found that the values obtained were significant. Moreover, when examining the structure where the scale has only one sub-dimension, as a result of Tukey summability test, it can be found that the expressions in a single sub-dimension can be summed. The variance explanation level of the Iraqi version of the scale was 53% and the KMO value for sampling adequacy was 0.75. The Barlet test showed that the obtained values were significant. Furthermore, when examining the structure where the scale has only one subdimension, it can be seen that the expressions can be summed in a single subdimension as a result of the Tukey summability test.

It was found that the statements on the expressions in the job embeddedness were combined into a single dimension after factor analysis. It was found that the degree of explained variance in the Turkish version of the scale was 56% and the KMO value for sampling adequacy was 0.79. As a result of the Barlet test, it was found that the values obtained were significant. Moreover, when examining the structure where the scale has only one sub-dimension, as a result of Tukey summability test, it can be found that the expressions in a single sub-dimension can be summed. It was found that the degree of explained variance in the Iraqi form of the scale was 55% and the KMO level of sampling adequacy was 0.76. Barlet test showed that the obtained values were significant. Furthermore, when examining the structure where the scale has only one sub-dimension, it can be seen that the expressions can be captured in a single sub-dimension as a result of the Tukey collectability test.

The study found that there were 5 sub-dimensions in the validity study of the Turkish form of the Human Resource management practice Scale. These were determined to be the sub-dimensions of reward, wage, training, performance and communication. It was found that the total percentage of variance explained for the five sub-dimensions in the Turkish form was 68%. It was found that the KMO sampling adequacy coefficient was 0.76 and five subdimensional structures were found to be significant as a result of the Barlet test. Looking at the dimensions, we find that the reward dimension is 16%, the wage dimension is 15%, the education dimension is 14%, the performance evaluation dimension is 13% and the communication dimension is about 10%. The study found that there were 5 sub-dimensions in the validity study of the Iraqi form of the Human Resources managent practice scale. These were determined to be the sub-dimensions of reward, wage, training, performance evaluation and communication. The total proportion of explained variance of the five sub-dimensions in the Iraqi form was found to be 66%. The KMO sampling adequacy coefficient was found to be at the 0.75 level and the five subdimensional structures were found to be significant as a result of the Barlet test. Examination of the dimensions shows that the reward dimension is 17%, the wage dimension is 17%, the education dimension is 13%, the performance dimension is 10% and the communication dimension is about 9%.

Normality: In the study, the Kolmogrov-Smirnov test was applied to examine the normality of the distributions of the dimensions and sub-dimensions of the "Human Resources", "Personnel Capability" and "Personnel Enablement" scales for the Turkish and Iraqi forms. The results show that the distribution of the scale values corresponds to the normal distribution ( $p > 0.05$ ). In addition, it was decided that due to the lack of

outliers and the large number of samples, it would be appropriate to use tests that provide the assumption of normality.

**Table 5: Comparison of Both Studies**

Dimenson	Study	n	X±s.s.	T	P
Personel Powerment	Iraq	115	3,83±0,41	4,69	0,01*
	Turkey	130	3,57±0,45		
Reward	Iraq	115	3,33±0,60	4,16	0,01*
	Turkey	130	3,01±0,61		
Salary	Iraq	115	3,38±0,80	2,75	0,01*
	Turkey	130	3,02±0,70		
Training	Iraq	115	3,14±0,75	3,08	0,01*
	Turkey	130	2,88±0,60		
Performance Evaluation	Iraq	115	3,43±0,69	3,38	0,01*
	Turkey	130	3,14±0,63		
Communication	Iraq	115	3,28±0,79	2,93	0,01*
	Turkey	130	3,01±0,64		
Job Embedded	Iraq	115	3,63±0,42	-3,88	0,01*
	Turkey	130	3,96±0,42		

\*Significant difference at the 0.05 level (in the study p values less than 0.05 were considered significant.)

The study found that the perception personnel empowerment working in Iraq and Turkey is different. It was found that the reason for the difference is the fact that the perception level of personnel empowerment was higher in Iraqi employees than in employees working in Turkey (p=0.01).

It was found that wage and salary levels in studies in Iraq and Turkey are different. The reason for this difference was found to be that the reward and salary levels of employees working in Iraq (p=0.01) were higher than those working in Turkey (p=0.01). In general, while the wages of healthcare professionals in Turkey vary between 550 dollars and 2000 dollars, this figure varies between 700 dollars and 3000 dollars in Iraq <https://www.netmaas.com>.

It was found that the perception levels of employees working in Iraq and Turkey differ in terms of education, performance, and communication. It was found that the reason for the difference is the higher perception levels of training, performance and communication of the employees working in Iraq compared to the employees working in Turkey (p=0.01).

It was found that the level of job embeddedness employment was higher among those working in Turkey (p=0.01). In a general assessment, it can be found that the perception of job embeddedness is higher among Turkish workers, and the scores for HR

management practices and personnel empowerment are higher among Iraqi workers. (p=0.01).

**Table 6: Job Embeddedness and Human Resource Management Practices- Personnel Empowerment**

	Dimenson		Personel Empowerment	Reward	Salary	Traininig	Performance Evaluation	Communicatio n
Iraq	Job Embedde dness	R	0,37*	-0,10	0,10	-0,23*	-0,25*	0,05
		P	0,01	0,26	0,29	0,01	0,01	0,57
Turkey	Job Embedde dness	R	0,39*	-0,24*	-0,28*	-0,07	0,03	0,06
		P	0,01	0,01	0,01	0,41	0,72	0,47

\*Significant correlation at the 0.05 level (in the study p values less than 0.05 were considered significant.)

To determine the relationships between the variables, the study conducted among workers working in Iraq.

There was a positive correlation between the level of job embeddedness and personnel empowerment (r=0.37, p=0.01). A higher level of personnel empowerment will also increase the level of job embeddedness.

There was a negative correlation between the level of job embeddedness and the training dimension (r=-0.23, p=0.01). Increasing training activities will decrease the degree of job embeddedness.

It was found that there was a negative correlation between the level of job embeddedness levels and performance dimenson (r=-0.23, p=0.01). Increasing the performance dimenson process will decrease the level of job embeddedness. There was no significant relationship between the levels of job embeddedness and the levels of reward, salary, and communication (p > 0.05).

To determine the relationships between the variables, the following results were obtained in the study conducted for the employees working in Turkey. It was found that there is a positive relationship between the level of job embeddedness and personnel empowerment (r=0.39, p=0.01). A higher level of personnel empowerment will also increase the level of job embeddedness.

A negative correlation was found between the degree of job embeddedness and the reward dimension (r=-0.24, p=0.01). Giving more rewards decreases the level of job embeddedness.

It was found that there is a negative relationship between the level of job embeddedness and the wage dimension (r=-0.28, p=0.01). The higher the level of the wage system, the

lower the level of job embeddedness. There was no significant relationship between the degree of job embeddedness and the dimensions of training, performance and communication ( $p > 0.05$ ).

**Table 7: Determination of Factors Influencing The Level of Job Embeddedness For Employees in Iraq.**

Dependant Variables	Independent variables			F Model	R <sup>2</sup>
	Personnel Empowerment	Training	Performance Evaluation		
	(β)	(β)	(β)		
Job Embeddedness (Y)	0,38 t=4,29 p=0,01	-0,21 t=-2,41 p=0,02	-0,23 t=-2,55 p=0,01	18,37 (p=0.01)	0,44

The result of the regression analysis performed for the data obtained in the study of the employees in Iraq shows that the levels of personnel empowerment and the sub-dimensions of human resource management - training and performance dimension - are significantly related. It was found that the sub-dimensions of reward, salary and communication did not affect the level of embeddedness.

In the study, it was found that the model found between job embeddedness behavior and personnel empowerment, training and performance dimensions was significant ( $F=18.37$ ,  $p=0.01$ ,  $p < 0.05$ ). It was found that the explanatory percentage of the model was 44% ( $R^2=0.4$ ), which was high.

Finally, the coefficients of the dimensions personnel empowerment, training and performance dimension were also found to be significant ( $p=0.01$ ,  $p < 0.05$ ). According to the results of the Durbin-Watson test, which was performed to investigate the presence of autocorrelation in the model, it was found that there was no autocorrelation in the model ( $D.W.= 1.77$ ). Consequently, the model was found to be significant. The model resulting from the analysis is as follows;

$$\text{Embedded (Y)} = (0.38) * \text{personnel empowerment} - (0.21) * \text{training} - (0.23) * \text{performance}.$$

According to the results, personnel empowerment was identified as the variable that had the highest and most positive effect on the level of job embeddedness. The effects of the dimensions of training and performance were found to be negative and at lower levels.



**Table 8: Determination of The Factors influencing The Degree of Job Embeddednes For Employees in Turkey.**

Dependent variable	Independent variables			F Model	R <sup>2</sup>
	Personnel Empowerment	Reward	Salary		
	(β)	(β)	(β)		
job Embeddedness (Y)	0,38	-0,22	-0,24	19,83	0,48
	t=4,29	t=-2,52	t=2,63,	(p=0.01)	
	p=0,01	p=0,01	p=0,01		

The result of the regression analysis made for the data from the study conducted for the employees working in Turkey shows that there is a significant relationship between job embeddedness, personnel empowerment, and wage and salary levels, which are sub-dimensions of human resource management. It was found that the training, communication, and performance evaluation subdimensions had no effect on the level of job embeddedness. Finally, it was found that the coefficients of the dimensions personnel empowerment, reward and wage were also significant ( $p=0.01, p < 0.05$ ).

According to the results of the Durbin-Watson test, performed to investigate the presence of autocorrelation in the model, it was found that there was no autocorrelation in the model (D.W.= 1.83). Consequently, the model was found to be significant. The model resulting from the analysis is as follows;

$$\text{Job Embedded (Y)} = (0.38) * \text{Personnel Empowerment} - (0.22) * \text{reward} - (0.24) * \text{Salary}$$

According to the results of the study conducted in Turkey, personnel empowerment was determined as the dimension that had the highest and positive effect on the level of job embeddedness. It has been observed that the effect of reward and wage dimensions is negative and at lower levels.

In both studies, personnel empowerment was identified as the dimension that had the highest and most positive effect on the level of job embeddedness. While the dimensions of reward and wage had a negative effect on the level of job embeddedness in the Turkish study, the dimensions of training and performance evaluation were found to have a negative effect on job embeddedness in the Iraqi study.

**Table 9: Evaluation of Hypotheses**

Hypothesis	Iraq		Turkey	
	to accept	to reject	to accept	to reject

H1: The reward dimension of human resource management practices has an Effect on job Embeddedness.	X	X
H2: The salary dimension of human resource management practices has an Effect on job Embeddedness.	X	X
H3: The training dimension of human resource management practices has an Effect on job Embeddedness.	X	X
H4: The performance evaluation dimension of human resource management practices has an Effect on job Embeddedness.	X	X
H5: The communication dimension of human resource management practices has an Effect on job Embeddedness.	X	X
H6: Personnel empowerment has an Effect on on job Embeddedness.	X	X

## Discussion and Conclusion

The result of the research is that the variable personnel empowerment has a strong and positive effect on the level of job embeddedness of employees working in both Turkey and Iraq. Personnel empowerment supports the individual development of the employee, makes his knowledgeable and experienced, provides the ability to establish stronger communication and relationships with other employees by creating self-confidence. It allows the individual to create his own environment and team in the organizational environment. In the last stage, it means making the employees stronger. (Dogan, 2006: p. 32). In the process of personnel empowerment, it can be evaluated that the employee who achieves the aforementioned gains will make an effort to stay in his job and the level of commitment to the organization may increase. It can be stated that the employee who participates in the decisions and realizes that they are taken into consideration will be motivated, own his job and as a result, the level of being embedded in the job can increase. When examining the literature, there are results that support this data. Holtom et al. (2006: p. 319) find that the empowered employee thinks more strongly and positively in the face of the problems they encounter, their motivation increases, they insist on staying on the job, and as a result, their level of engagement in the workplace increases. Librarian et al. (2013: p. 49) found that empowerment has a positive effect on job satisfaction and a negative effect on intention to leave. It can be found that the level of job embeddedness of the employee who is satisfied with his job and whose intention to leave the job decreases. Nguyen (2010: p. 4-5) concluded in his study that good organizational conditions, including personnel empowerment such as communication style, salary, leadership style, and participation in decision-making, increase the level of employee embeddedness.

One of the issues examined in the study is determining the effect of dimensions of human resource management such as rewards, salary, training, performance evaluation and

communication on job embeddedness in both countries' workplaces. As a result of the study, it was found that different dimensions affect the level of job embeddedness between workers in Turkey and those in Iraq. It was found that among workers employed in Turkey, the dimensions of human resource management, dimensions of reward and salary, have an effect on job embeddedness and a negative one. It can be concluded that the inadequacy of the organizations in meeting the expectations of employees in terms of reward and salary may have an effect on this result. Employees can expect a good wage as a reward for their efforts in performing their jobs in the organizational environment and a good reward for their high performance. Considering the healthcare professionals selected as the target group of the research, the difficulties they face both in placement in higher education institutions that provide health education and in the job they are assigned after graduation increase their wage and reward expectations. It can be concluded that the organizational commitment and motivation of employees who do not meet these expectations may decrease, their intention to leave the job may increase, they will not be too insistent on staying with the organization, and, as a result, their level of commitment may decrease. Another reason why reward and salary dimensions have a negative impact on job embeddedness is the unequal and fairness of rewards and salary. The fact that the level of salary varies especially among employees doing the same work in the organizations, the policy of equal salary for equal work is not implemented, and the distribution of awards and incentives given not to those with merit, success, and high performance, but with neopotic behavior, can negatively affect employees' commitment to the organization and their level of job embeddedness. These data are consistent with studies in the literature. El-Ghalayini (2017) in his study states that by meeting employees' expectations, human resource management practices increase employees' organizational commitment and have a positive effect on their work continuation, which can increase their job embeddedness. Can and Kavuncubaşı (2005: p. 17) found that when the applied salary system is not equal, fair, and at least at the level of labor market conditions, dissatisfaction in terms of salary and an increase in the intention to leave the job is observed among skilled workers. It can be stated that the level of embedment of the employee whose intention to leave the job increases and who is not satisfied with the salary can decrease. Panaccio et al. (2014: p. 826) found that salary satisfaction has a significant effect on the employee's decision to leave the job or stay in the organization. Kanten et al. (2016: p. 79) found that satisfaction with salary increased the level of job embeddedness. This finding suggests that employees will make an effort to stay in the organization and integrate with the organization. These data also overlap with the studies of Jung and Yoon (2015) and Bergiel et al. (2009). Agarval and Ferrat (1999: p. 27) found in their study that employees have a sense of organizational commitment and exhibit positive attitudes and behaviors toward the organization because of the rewards and incentives they receive for their success and performance. It may be noted that employees who do not receive the rewards and incentives expected as a result of success and high performance will decrease their level of staying in the organization and being embedded in the organization, so it is inevitable that they will turn to other organizations.

One of the data obtained as a result of the research concerns the workers in Iraq. It is the data that training and performance evaluation, which are among the dimensions of human resource management practices, have a negative effect on job embeddedness. The

training dimension of human resource management practices refers to the process of acquiring the knowledge, skills, and abilities needed by employees to perform current and future work in accordance with objectives. The process at issue is more than the acquisition of knowledge, skills, and abilities needed by employees. The fact that the training needs cannot be determined exactly prevents the results expected to be unplanned, unscheduled and to cover a number of formalities. However, if management does not give the necessary importance to training, does not allocate enough budget for training programs, and does not incorporate the results of training in organizational policies, such as wages, career planning, awards, and incentives, this will not be enough to meet employees' demands in this regard, and this will arouse employees' concerns and worries for the future. It can be concluded that it will not meet the expectations in terms of improving the existing skills and abilities. In their study, Tannenbaum and Yukl (1992) found that there was a significant relationship between the degree to which employees' needs and expectations were met and the organizational commitment of training practices. Gürbüz and Bekmezci (2012: p. 192) found that employees who participate in effective and productive training programs delivered by the organization's management, providing personal development feel valued, exhibit positive behaviors and attitudes toward the organization, and their emotional commitment increases. In the event that this process fails to meet needs and expectations, it may be noted that employees seek other ways to meet their needs, turn to other organizations to expand their knowledge, experience, and personal development, and as a result, the level of organizational commitment and job embeddedness may decrease.

Performance evaluation dimension of human resource management practices is: it includes measuring and evaluating the degree of implementation of planned and assigned tasks by employees, as well as the attitudes and behaviors they have developed towards the organization (Uysal, 2015: p. 33). It is very important that the performance evaluation system is fair and equal and measures the behavior of employees objectively. Failure to measure or objectively evaluate the performance of employees working in the organization may result in employees exhibiting some negative behaviors toward the organization. Nafei (2015) found that performance determined as a result of fair and objective evaluation has a positive effect on job embeddedness. Gavcar et al. (1993: p. 8-9) found in their study that the absence of a fair performance system reduces employee motivation, lowers the sense of justice, and damages the organizational communication network, consequently weakening the bond between employees and the organization. Wheeler et al. (2010) have empirically demonstrated that effective, objective, and consistent human resource management practices increase levels of job embeddedness. Bambacas and Kulik's (2013) study of 308 workers in China found that a fair and objective personnel evaluation and reward system increases organizational compliance and that job embeddedness plays a mediating role between turnover intention and human resources practices. Another reason why the performance evaluation dimension has a negative impact on the level of job embeddedness is the existence of employees whose performance is not at the desired level as a result of the evaluation. Employees who are not sufficiently successful in achieving the standards set by the organization may exhibit negative behaviors and attitudes toward the appraisal process and the organization as their situation becomes apparent as a result of the performance evaluation. Gavcar et al. (1993: p. 8-9) noted that employees who do not want to be

evaluated and criticized during the performance dimension process can damage organizational-employee relations at the end of the process. It can be found that the job embeddedness of the employee whose organizational relationships are damaged and whose communication network is weakened decreases and the commitment between the employee and the organization weakens. From the data obtained in the study, it appears that different variables influence the embedding of work in both countries. The study conducted in Turkey found that the dimensions of reward and salary have a negative effect on job embeddedness, while the study conducted in Iraq found that the dimensions of training and achievement have a negative effect. In both countries, personnel empowerment was found to have a positive effect on job embeddedness.

When these results are evaluated in relation to the workforce in Turkey, it can be stated that there are qualified and experienced health workers with higher education in the health field in Turkey compared to Iraq. Although there are higher education institutions in Iraq that provide health care education and health care facilities where qualified personnel practice, it cannot be said that the situation is better, both qualitatively and quantitatively, than the health care personnel training process in Turkey (700,114). <https://www.saglikpersonelihaber.net/>. The opening of a large part of the health facilities in the city of Erbil, where the research was conducted in particular, and in other parts of the region in general, by Turkish health workers/entrepreneurs <https://www.oyakyatirim.com.tr/>. The fact that the number of Iraqi patients coming from Iraq to different provinces of Turkey (especially Batman, Diyarbakır, Gaziantep, Mersin, Istanbul) is quite high and Iraqi patients take the first place in the number of foreign patients coming to Turkey in 2020 the materials used in the health sector are important. importing some of them from Turkey reveals the difference between the two countries (Akal, 2008: p. 277; <https://www.aydinlik.com.tr/>). For this reason, it can be stated that meeting the salary and salary expectations of better qualified and skilled workers may present some difficulties in terms of budgetary possibilities and the high number of employees working in the health sector (700, 114). In addition, it can be noted that the fact that health care professionals are at the forefront of fighting the pandemic that has occurred in recent years, and their work during labour-intensive periods, increases expectations for reward and salary. It can be noted that these employees whose expectations are not met do not remain too persistently in the organization, so the level of job embeddedness may be negatively affected by these variables. It can be seen that the Turkish Ministry of Health is aware of the reactions of the salary and reward system in order to meet the expectations and that the studies to improve this issue will be continued <https://tr.euronews.com>.

In the general evaluation of the data obtained in Iraq, the dimensions of training and performance evaluation were found to have a negative effect on job embeddedness. In the nationwide evaluation, it cannot be stated that the country has not been able to achieve administrative stability in the last thirty years and that the public administration, especially after 2003, has not yet achieved the desired order. The problems of institutionalization in the country and the obstacles in the maintenance of public order delay the establishment of general order. <https://www.aa.com.tr/tr>. Undoubtedly, these difficulties and irregularities in the public sphere are also reflected in the institutions and lead to shortcomings in the management of the institutions and especially in human

resources management. When the data obtained in Iraq are evaluated in this regard, it can be concluded that the inability of managers to apply training and performance dimension systems to employees in a fair, equal and objective manner, according to the general order, plays an important role. Especially in the northern Iraqi region where the research was conducted, it can be stated that the delays in the introduction of the said institutionalization and order, the lack of professional managers and the failure to meet the expectations of the personnel in terms of practices have led to this result. Considering the cultural difference between the two countries in the last phase of the research, it should be assumed that this aspect has led to different results.

In light of the data obtained, the following suggestions can be developed to retain qualified employees in the organization, to ensure their motivation and performance, and thus to increase the degree of job embeddedness.

- Establish a fair, equal and satisfactory salary system for employees,
- Establish a training plan that contributes to the professional development of employees, enhances their knowledge, skills and abilities and meets the needs of employees,
- Establish a performance evaluation system that objectively measures employee behavior and work, incorporating the data obtained from the performance evaluation process into the reward and salary system,
- Involving employees in decision-making processes about their own areas of responsibility,
- Supporting employees' career planning and addressing their concerns,
- Preference in hiring for employees who adapt to the organizational culture,
- Importance of social activities to ensure communication, coordination and solidarity among employees,
- Allowing employees to choose the team they want to work with,
- Establish an effective communication network between manager and employee,
- Considering that being embedded in job can be affected not only by internal organizational variables but also by external organizational variables, the employee should be provided with some social amenities such as kindergarten, school, or vacation opportunities,
- Giving some economic rewards depending on the length of service of employees.
- Like many other studies, this one is limited in time and money. In addition, some of the surveys are conducted abroad, and the additional costs involved, the shyness of survey respondents in answering the survey questionnaires, and the difficulty of reaching participants are further obstacles.
- It can be noted that researchers will contribute to the literature by examining what variables affect the concept of job embeddedness in different sectors and in different countries.



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