"The Impact of Transformational Leadership on Employees' Job Embeddedness: Pasha Bank OSCJ Case"

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Abstract

The purpose of this study is to ascertain how transformational leadership affects job embedding. Employees of the Pasha Bank OJSC were voluntarily asked to participate in a survey for this reason. IBM SPSS statistical software was used to examine the information gathered from the 72 survey participants. The study's hypotheses were tested using regression analysis and an independent sample T-test. This investigation shows that male employees are more involved than female employees, with female employees having a lower mean view on job embeddedness than male employees. To gauge the impact of transformative leadership on employee's job embeddedness, linear regression analysis was used. This study revealed that the adjusted R-squared value was 0.271. This figure indicates that transformational leadership behaviors of managers account for 27.1% of the variance in workers' job embeddedness behaviors. The impact of idealized influence, individualized care, intellectual stimulation, and inspiring motivation—the sub-dimensions of transformational leadership—on job embeddedness has been investigated. The regression study found that idealized effect explained 23.8% of job embeddedness, followed by individual attention at 14.9%, intellectual stimulation at 19.2%, and inspiring motivation at 28.3%.

Keywords: Transformational Leadership, Leadership, Job Embeddedness, Pasha Bank OJSC.

1. Introduction

Businesses that operate with the aim of meeting the needs of people directly or indirectly have to keep up with today's changing conditions and at the same time be in a continuous development for their continuity (Kohler, 2022). Technological developments and increasing competitive environment, which are the outputs of the information age, have led managers to follow different strategies. In particular, the fact that the human element is very important, not only the power it provides to the business physically, but also to be included in the decision mechanism and to show its presence in the business will push the employees to keep their existing businesses and make them spend more effort.

Democracy movements, participatory management styles, rapid increase in scientific developments, and developments in communication tools give rise to the idea that the need for leadership has decreased (Bradford & Lim, 2011). However, the need for leadership is even more important in today's complex business world. Managers are effective in the formal sense in reaching the goals of the organizations, and the leader is also naturally active. Therefore, both managers and leaders are very important for businesses. Although these two concepts differ from each other, they complement each other. While managers focus on the functioning of the current order, leaders focus on gathering individuals working in the order around a common goal and succeeding in activating them.

A lot of research has been done on leadership from past to present and different leadership approaches have been brought to the literature with different perspectives. In the studies before today's leadership approaches, studies were made on the concept of leadership with different

perspectives and effective leadership was tried to be revealed. However, it would be wrong to say that a common effective leadership has emerged for all leadership approaches from the beginning of leadership studies to the present. Studies on the concept still continue and new leadership approaches are emerging.

Transformational Leadership, which is among the modern leadership approaches, constitutes the first part of our research topic. Transformational leadership is described as a leadership approach that encourages followers to put others' needs ahead of their own by altering their attitudes, ideas, interests, and values (Avolio & Yammarino, 2013). These leaders create an emotional connection with their followers and give them a vision, boosting their awareness of and belief in greater purposes beyond their personal interests (Zagorsek, Dimovski , & Skerlavaj, 2009). It can be said that there are good relations between transformational leaders and their followers, and that the leaders provide and/or make a part of the elements not only for the development of the organization but also for the followers to be a part of this development.

When we look at the organizational behavior studies from past to present, the employees who are important for the business have started to be approached differently in the process. Previously, it was sufficient for individuals to simply perform the assigned task and receive a satisfactory salary in return. As we move towards today, the existence of not only the wage but also the existence of many elements has been evaluated by the employees. These assessments create reasons for individuals to stay or leave the job. In the literature, many studies have been conducted on this subject as "voluntary dismissal", but these studies generally include work-related elements that will affect the individual. Another concept that has emerged in the last 20

years seeks an answer to the question of why individuals prefer to stay where they really work. This concept is expressed in the literature as "embeddedness".

This study aims to answer the following research questions:

- How does the Transformational Leadership style impact job embeddedness of the bank employees?

- How does the subdimensions of the Transformational Leadership style impact job embeddedness of the bank employees?

- Does the impact of the Transformational Leadership style differ according to the gender of the bank employees?

- Does the impact of the Transformational Leadership style differ according to the marital status of the bank employees?

- Does the impact of the Transformational Leadership style differ according to the age of the bank employees?

In this study, it is thought that the behavior of the leaders in the institution studied will have a positive effect on the job embeddedness of the employees. This study, which was created in this direction, consists of three parts. In the first chapter, leadership is introduced and leadership approaches from past to present are discussed. In the second part, transformational leadership and job embeddedness, which are the subject of the research, are discussed in detail. In the third chapter, a brief introduction to the banking sector of Azerbaijan is made and the analysis and findings of the research are given.

2.   Leadership and Leadership Approaches

2.1. An Overview of the Concept of Leadership

Today, the concepts of leader and leadership have been exposed to different definitions with the contributions of different researchers. Leadership can be expressed as a process in which certain individuals and groups are managed and influenced in line with their determined personal or group goals, under certain conditions. A leader, on the other hand, is the person who influences, inspires and directs individuals in line with their goals (Avolio & Yammarino, 2013).

Here are a few definitions of leadership: "Leadership is the ability to decide what to do and then get others to want to do it," stated by the US President Dwight Eisenhower. The idea of a leader was similarly defined by Harry S. Truman as "a person who can make other people do and love something they do not want to do" (Gomes, 2014). According to Robbins and Judge, leadership is the capacity to persuade a group to carry out a vision or achieve a goal. This impact can come from a formal source, like the management level of an organization (Robbins and Judge, 2013).

Both a method and a quality are thought of as leadership. When seen from the standpoint of the process, it concentrates on what the leader does and makes use of non-coercive influences to mold the objectives of the group or organization, inspire behavior to meet these objectives, and assist in defining the culture of the group or organization. When considering leadership as a quality, the focus is on the characteristics that are ascribed to those who are viewed as leaders.

Consequently, those who have the ability to affect others' conduct without using force are seen as leaders (Griffin, Skivington, & Moorhead , 1999).

Effective leadership is essential when motivating followers. Organizational effectiveness can be achieved by internalizing goals associated with value expression and self-definition. This is about the power resources that the leader should have in organizations. "Where does power come from?", "What effect does a person or group have on others?" Questions like these have been asked for a long time. For more than 50 years, social scientists John French and Bertrand Raven (1959) have stated that there are five sources of power that they think exist within organizations, and they have been classified as legitimate, rewarding, coercive, expert, and affinity/charismatic power. Many researchers have examined these five power sources and searched for the existence of other power sources (Lunenburg, 2012).

Power does not appear unexpectedly or out of nowhere. Instead, it derives from distinct and recognizable underpinnings. Positional (legal, rewarding, and coercive) and personal power are the two basic forms of power (expert and charismatic). Position power is conferred by superiors and is based on rank in an organizational system. Personal power is built on an individual's unique traits and is supplied in part by his subordinates. The following is a brief discussion of this perspective and personal-based power sources (Riddel-Dixon, 2014):

1. Legal authority is regarded as the first sort of power and, if misused or not backed by competence, may lead to unrest and opposition. The leader will probably run into opposition if he simply depends on legitimacy.

2. If reward authority is misused, a subordinate may feel manipulated or unhappy, which can have an immediate negative impact on performance.

3. Coercive authority has a transient impact on subordinates and frequently results in negative consequences including fear, retaliation, prohibition, and estrangement.

4. The level of trust present within the company is directly tied to expert power. Compliance results from the leader's actions since it is simple to internalize. Subordinates who are intrinsically driven no longer require control through punishment and pressure.

5. An affinity or charismatic quality encourages followers to have faith in the leader and to work together harmoniously and responsibly.

Which of the aforementioned power sources is most crucial? Personal power sources are the most efficient, according to research on the question's solution. While employee satisfaction with supervision, organizational commitment, and performance are all positively correlated with expert and affinity/charismatic power, rewarding and legitimate power do not appear to be connected to these outcomes. Coercive power, which is a kind of formal power, can actually have a detrimental impact on employee happiness and loyalty (Robbins & Judge, 2013).

Therefore, it is seen that personal power sources among the mentioned power sources are more effective on employees. It is concluded that people in management and/or leadership positions can have an impact on employees with their personal powers and that positive results can arise that increase their productivity.

2.2. Leadership Approaches

Many studies have been conducted on leadership from past to present, and different studies have been conducted on how leaders affect employees. According to the results obtained from these studies, many theories have been put forward that try to explain how leaders affect other people. However, no conclusion has been reached on which leadership approach is more effective. Studies have shown that leadership effectiveness differs according to situations, and as a result, various leadership approaches on leadership have emerged (Ali, Jangga, & Mazlina, 2015).

2.2.1. Features Approach

The first studies on leadership started in the first years of the 20th century with the examination of people with special abilities and characteristics that shape societies and history. In the past, leadership was discussed mostly on the basis of curiosity, but it has not been the subject of statistical research. Considering the first leadership studies conducted by psychologists, trainers and sociologists, these studies focused on personal qualities, personality and characteristics. In this approach, it is essential to reveal the behaviors that make the leader different from other people and are thought to be unique to them.

The Great Man theory has been introduced as the oldest leadership theory. The Scottish historian Thomas Carlyle (1841), who stated that "the history of the Earth is the biography of great individuals," is actually credited with coining the phrase "Great Man Theory." According to Carlyle, the historical minds of heroes are fashioned by their vision, the excellence of their work, their leadership skill, and most crucially, their heavenly inspiration (Stringham, 2017). The theory originally tried to explain leadership. According to the basic view, what distinguishes the

leader from the followers is that they have higher quality characteristics than the others. According to this approach, leadership characteristics are inherent in the person. Therefore, according to this approach, leadership is not something to be learned later (Madanchian, Hussein, & Noordin, 2017).

Looking at the literature, "was he born as a leader?" or "later leadership traits are acquired?" research has been done on it. The view that argues that leaders have a sense of leadership from their personal characteristics is included in the literature as the Traits approach. In the 1940s and 1950s, this approach was studied intensively and today it is the subject of the studies of some researchers. The general feature of these studies is that the leader has some characteristics that distinguish himself from others.

The aim of this approach is to identify the characteristics that make the leader more effective than others and to train future leaders in this direction. In this approach, the personal or psychological characteristics of the person reveal the features that distinguish him from others. Therefore, in this approach, the opinion that the leader is born with these characteristics, that is, they will have these characteristics in any case, is the prevailing opinion of this approach (Andeweg & Van Den Berg, 2003).

Much of the early empirical work on the traits approach was in the form of investigating the differences that existed between the leader and his subordinates. It was considered reasonable for the period to have the idea that the individuals in the senior position will show more leadership characteristics compared to the individuals in the lower position. At the same time, a lot of work has been done to ensure that the leader's qualities are reliable and valid. Researchers, on the other

hand, found that only a few traits were seen between the leader and the followers. Qualities such as greatness, intelligence, extroversion, harmony, dominance and self-confidence were seen more in leaders than in non-leaders (Fleenor, 2006). Therefore, what was revealed in this approach started with the investigation of inherited qualities that distinguish leaders from non-leaders and explain their effectiveness, and subsequent studies revealed that demographic information, skills, abilities and personal characteristics predict the effectiveness of the leader (Derue & Nielsen, 2014).

According to this approach, the characteristics that leaders should have can be expressed as follows:

- Having superior physical characteristics

- Knowledge and intelligence and ability to use it

- Having a creative and honest personality

- Having the power to succeed and take responsibility

- Having a social and participatory spirit.

Early research on leadership from antiquity until the early 20th century supported the idea that leaders have specific characteristics that set them apart from non-leaders, and that these characteristics can be detected and assessed. Beginning with Stogdill (1948), "A person does not become a leader because he has some combination of traits"—in this often-quoted phrase, researchers have come to perceive that trait models for leadership are of low utility in explaining the emergence and effectiveness of the leader (Zaccaro & Marzo, 2018). This approach, in which

only the leader is taken into account in the leadership process, has been subjected to criticism, and sometimes it has been revealed that effective leaders do not have the same characteristics and that people with more than the leader's characteristics in the group cannot appear as leaders in the group. Thus, the view that other factors should be taken into account in order to understand the leadership process has emerged. One of the most important difficulties encountered in research on this approach can be said to be the difficulty in defining the characteristics of the leader in a way that can be measured and the perception of these characteristics in different ways (Kohel, 2014).

2.2.2. Behavioral Approach

Since the mid-1940s, the attention has focused on the behavior of the leaders, since the leaders did not have distinctive features. Behavioral approach in leadership is an opinion that emerges when the prominent features of leaders are not effective and efficient. Unlike the traits approach, this approach involves looking at the leader from the perspective of his followers. Behavioral leadership approach focuses not on what kind of characteristics the leader has, but on what his attitudes are towards his employees. Therefore, in this leadership approach, rather than the personality traits that make the leader successful and effective, his behaviors while leading are the basis that reveal whether he is a leader or not. Several behavioral leadership studies are mentioned in this section.

2.2.3. McGregor's X and Y theories

Mc Gregor (1970) said that there are two types of leaders that everyone knows. These are referred to as Theory X and Theory Y. The characteristics of these two leaders are different from

each other. Theory X managers think that workers are lazy, will avoid responsibility, and would rather just make a living. According to the theory X assumption, employees believe that they should be controlled by the threat of punishment. Theory Y-type managers, on the other hand, have the assumption that the workers are interested in the organization, will take responsibility and have self-control (Kopelman, Prottas , & Davis , 2008). Douglas McGregor argued that one of the factors affecting the behavior of managers is the assumptions they have towards people, and he grouped these assumptions in two ways as X and Y theory as follows.

The assumptions of theory X are as follows:

- The average person does not like to work

- The average person doesn't want to take responsibility

- For this reason, it was stated that the employees should be forced, closely supervised and the reward-punishment system should be used.

The assumptions of theory Y are as follows:

- Work is as natural to the individual as play and entertainment

- There is no inherent laziness in the individual. The reason for this is their experience

- The individual works by controlling himself for the purpose she/he has determined

- Therefore, it should create a suitable environment for the individual to develop himself and to use the energy he has in line with his goals.

Leaders who approach employees with the assumption of X will display a more authoritarian behavior, while leaders with the assumption of Y will display a more democratic leadership (Lawter & Kopelman, 2015).

2.3. Transformational Leadership

The concept of transformation may be used to describe a variety of things, including interpersonal interactions, organizations, teams, communities, and political institutions (Hacker & Roberts, 2004). The concept of transformation is a relatively new concept that has entered the leadership literature with the emergence of a concept as transformational leadership and it is accepted as the leading contemporary approaches of the leadership spiral. The concept gained importance in a short time and attracted the attention of researchers (Piccolo & Colquitt, 2006).

Transformational leadership, which builds on Burns' previous work, is an approach put forward by Bass. Bass, like Burns (1978), sees transactional leadership as the exchange of rewards for compliance. The concept incorporates two separate leadership processes. The impact a leader has on followers is how transformational leadership is defined. They are more driven than they previously anticipated and experience a sense of trust, adoration, loyalty, and respect for the leader (Corrado, 2018). Although transformational leadership may seem like a continuation of transactional leadership, it is actually different leadership approaches. While transactional leadership is about helping the organization achieve its current goals more effectively, transformational leadership is about changing the culture and strategies of the organization in order to have a better compliance with the environment (McShane, 2018).

Burns (1978) first proposed the idea of transformational leaders, who see the need for change, create a vision for the future, and organize employee involvement to produce exceptional outcomes. Transformational conduct is reliably linked to organizational, team, and leadership performance, as well as subordinate satisfaction and motivation, according to more than 100 empirical research (Hoogeboom & Wilderom, 2019). The transformative leadership required today has the capacity to motivate followers to perform to the best of their abilities and help them improve intellectually. The change leader may inspire his followers to go above and beyond what is anticipated (Alqatawenh, 2018).

Four categories are used to differentiate the actions of transformational leaders: idealized influence, inspirational motivation, intellectual stimulation, and self-evaluation (Cavazotte, 2013). By motivating followers to identify with a vision that goes beyond self-interest, leaders succeed in their endeavors. As a result of the transformational leader's efforts to elevate his followers' higher-level requirements, both leaders and followers experience an upsurge in motivation and feeling of purpose. This indicates that the desires of both parties are combined into a set of mutual objectives that they may define for themselves (Gomes, 2014).

3. Transformational Leadership and Job Embeddedness

3.1. Transformational Leadership

One of the most important features that characterize today's organizations is that change and restructuring is an element surrounding the organization. Environmental uncertainty and rapid and sudden changes confront organizations with a transformation that will result in a transformation. It can be fulfilled by visionary and innovative leaders who will realize the transformation process in organizations. These types of leaders are referred to as "Transformational Leaders". According to one definition of transformational leadership, it places an emphasis on satisfying both fundamental needs and greater aspirations while motivating followers to come up with fresher ideas and improve work environments (Ghasabeh & Provitera,).

In this section, the historical development of transformational leadership, the characteristics of transformational leaders and finally the dimensions of transformational leadership are mentioned.

3.1.1. Development of Transformational Leadership

The origins of transformational leadership, Weber's "Charismatic Leader"; Burns' "Transformative and Interactional Leadership"; and Bass and Bass and Riggio. It extends to "Transformational Leadership and Comprehensive Leadership" (Beck-Tauber, 2012). Transformational leadership style has been directly related to the charismatic leadership approach since the time of Max Weber. This approach is based on Weber's work on charismatic

leadership, and according to the approach, the authority of charismatic leaders has the notion that they have characteristics that put them before others. Examples such as Mahatma Gandhi, Martin Luther King, Hitler usually emerge in times of crisis and persuade those around them to follow them (Nikezic, 2012).

There is some controversy regarding the synonymy of Charismatic and Transformational leadership. Robert House, the founder of the charismatic leadership research of organizational behavior, claims that the two are equivalent with only minor and plausible differences (Judge et al., 2006, p. 205). Bass sees transformational leaders as different from charismatic leaders in various aspects. According to Bass, "charisma is a necessary factor of transformational leadership, but it alone is not sufficient to explain transformational leadership." Transformational leaders strive to empower and develop their followers. However, charismatic leaders instill personal loyalty to their followers rather than keeping them weak and dependent and sticking to ideas. Bass and Riggio (2006) stated in their study titled "Transformational Leadership" that Charismatic leadership and Transformational leadership share common elements, but charisma is only a part of transformational leadership.

In 1973, J. V. Dowton's sociological research used the word "transformational leadership" for the first time (Nikezi, 2012). However, the phrase's development as a significant method of leadership began with political sociologist James McGregor Burns' seminal work, "Leadership." Burns describes leaders as individuals who influence the aims of followers in an effort to connect the responsibilities of leadership and followership in his work. Burns believes that leadership cannot be isolated from followers' needs, making it distinct from the authority to guide

(Northouse, 2001). Burns defines transformational leadership as the process through which leaders and followers raise one another's moral and motivating standards (Jandaghi, 2009).

Burns divides the concept of leadership into two as interactional and transformational leadership in his studies. The leadership understandings stated in this distinction are completely different from each other and he stated that a leader can have only one of these characteristics. Transformational leadership is primarily centered on leaders altering the values, beliefs, and needs of their followers as opposed to transactional leadership, which emphasizes an exchange connection between leaders and followers (Luthans, 2008).

In the study of Bass and Avillo for Transformational leadership, the dimensions of transformational leadership and interactional leadership were combined and a model called "Comprehensive Leadership Model" was created. In this model, the "Multi-Factor Leadership Questionnaire" was started to be applied after 1980 in order to measure transformative leadership (Dikmen, 2012).

Understanding the difference between transactional and transformational leadership was essential to realizing what transformational leadership actually is. Because transactional leaders work to address the fundamental wants of their followers in order to advance their own objectives, according to Burns (2003), leaders cannot be both transactional and transformative. Contrarily, transformational leaders engage their followers in ways that meet their higher-level needs and start the process of self-growth and change in a setting that is mutually beneficial (Gomes, 2014). In contrast to Bass' (1985) approach, Burns' (1979) theory emphasizes that different leadership

philosophies are not exclusive. According to Bass, the best leaders are those who display both transformational and transactional leadership conduct (Beck-Tauber, 2012).

3.1.2. Sub-Dimensions of Transformational Leadership

Bass developed transformational leadership in three aspects as a consequence of his study on it in 1985: idealistic influence, intellectual stimulation, and individual support (Doan, 2016). Four interconnected behavioral factors make up transformative leadership, according to Bass and Avolio. Inspirational motivation consists of individual thought, idealistic influence, and intellectual stimulation. According to a number of empirical and theoretical research, leaders who display these four behaviors can motivate their followers to go above and beyond their initial performance goals by reorganizing their followers' beliefs and norms on a personal and organizational level (Jung et al., 2003).

Inspirational Motivation: Den Hartog et al. (1997) depict inspiration as the leader's capacity to act as a model for subordinates, and motivation represents the forces acting on or within a person, causing the person to act in a specific, goal-directed manner (Hellriegel, 2001). Inspirational motivation involves expressing an energizing vision. By looking optimistically towards the future and thinking it is achievable, leaders increase energy and motivation and encourage followers to achieve beyond expectations. Such leaders use symbols to communicate important goals in a simple way. In order to achieve excellence in terms of motivation, it is important to create a unique organizational culture that nurtures and inspires employees (Attar, 2014).

Idealized Influence: A role model for followers of transformational leaders. Transformational leaders are appreciated, respected, and trusted. This type of leader and followers are integrated and want to follow their leader. Leaders are viewed by their followers as individuals with extraordinary abilities, talent, and determination. For this reason, idealized influence has two aspects: the leader's behaviors are attributed by followers and others (Bass & Riggio, 2006).

Intellectual Stimulation: It is the leader's moving away from the traditional way of thinking and putting forward new ideas and expressing these ideas in a way that the followers can understand. Leaders encourage their people to be inventive and creative by providing intellectual stimulation. These leaders challenge their followers to think critically, guide them in the exploration of novel concepts and techniques, and help them see the familiar from fresh angles. They don't condemn their followers' views because they may be different from their own and eagerly anticipate fresh perspectives and inventive solutions from them (Hellriegel, 2001).

Individualized thinking: Leaders encourage their people to be inventive and creative by providing intellectual stimulation. These leaders challenge their followers to think critically, guide them in the exploration of novel concepts and techniques, and help them see the familiar from fresh angles. They don't condemn their followers' views because they may be different from their own and eagerly anticipate fresh perspectives and inventive solutions from them (Hellriegel, 2001).

The four elements each discuss characteristics that are advantageous to the "transformation" process. The four dimensions are used by managers who are effective role models, motivators,

innovators, and coaches to "transform" their partners into better, more successful people (Suresh & Rajini, 2013).

3.1.3. Characteristics of Transformational Leaders

The transformational leader inspires and motivates others around them to accomplish great things. They give attention to the issues and wants of each of their followers in terms of growth. By assisting them in rethinking past concerns, they help people become more conscious of their problems. The organization has the power to inspire, motivate, and organize its supporters to put out extra effort to accomplish their goals. Transformational leaders transform the vision of the organization in such a way that their followers adopt it as if it were their own vision. This transformation will push employees to make a collective effort beyond their own interests (Jiang & Lee, 2017). They help their followers approach classic problems in a different way and encourage them to take a higher initiative. In addition, it inspires them to think beyond their own goals and interests and to focus on goals at the larger group, organizational, national and global level, and influences them to take these goals as their own and make efforts in this direction by providing a perspective for the future. Through the coordination of staff and the integration of all system elements, these leaders may position the company in the most advantageous light (Jandaghi, 2009).

Given that transformational leadership involves a wide variety of leadership elements, there is no defined process that a manager must follow. Becoming an effective transformational leader takes time. This suggests that implementing a transformational strategy necessitates deliberate effort. By having a fundamental grasp of transformational leadership and its four sub-dimensions, the

manager may put this strategy into practice. The following traits are attributed to transformative leaders by Northouse (2001) (Suresh & Rajini, 2013):

- Empowers employees to do what is best for the organization

- He is a high-value role model

- Listens to all perspectives to build a spirit of collaboration

- Creates a vision for the organization

- Sets an example of how to initiate and implement change in the organization and acts as a change agent accordingly.

- Helps the organization by helping others to contribute to the organization.

Transformational leaders instantaneously push followers beyond self-interest by motivating them to go above and beyond what is required, being proactive, and assisting them in achieving unanticipated goals. Transformational leaders exhibit certain actions. Models of honesty and justice, they establish precise objectives, hold others to a high standard, show appreciation and support, arouse emotions, and inspire people to reach beyond their own self-interest in order to accomplish the seemingly impossible. In times of adversity and change, transformational leadership arises with an emphasis on social ideals. This kind of leadership is a crucial first step in developing the group's confidence or strength so they can succeed in challenging situations (Sadeghi & Lope Pihie, 2012). In our world where change is experienced rapidly, organizations need strong leaders who will make both the organization and their employees a part of this change in order to survive and adapt to change. Considering the above characteristics, the person

who possesses the transformational leadership characteristics undertakes the change of both the organization and its followers and makes them a part of the process in this change process. In doing so, it increases the motivation of its followers and inspires them. This type of leader makes his followers a part of this work in order for the organization to continue its work in a healthy way and to achieve greater things. Therefore, the existence of a leader with the above characteristics is important for both the organization and the employees.

3.2. The Concept and Scope of Job Embeddedness

In today's knowledge-driven economy, intellectual capital has emerged as a source of competitive advantage for enterprises. The growth of intellectual capital and personnel retention are crucial for businesses to succeed in the competitive market. The choice of employees to remain at or quit their place of employment is a crucial factor for work-related study in all fields of professional endeavor (Khan, 2018). Retaining employees is crucial for all sectors. The idea of "job embeddedness" and how it came to be will be covered in this section.

3.2.1. The Concept of Job Embeddedness and the Development Process

The idea of embeddedness is a theoretical construct that has attracted the attention of scientists from many different disciplines in recent years, and the concept means that "Economic actions and results, like all social actions and results, are affected by the actor's bilateral relations and the structure of the general network of relations" (Sandberg, 2003).

Some researchers have criticized Granovetter for a very narrow understanding of the concept of embeddedness and expanded the concept of embeddedness by introducing variants such as cognitive, cultural and political embeddedness (Sandberg, 2003). The term "embeddedness" has

been used to refer to the influence of social structure over the economic activities of people and other social units in sociology and economics literature in the past. According to Baum and Oliver (1992), the degree to which economic actors participate in relational networks will determine how embedded they are in those social structures. The involved person's economic behaviors are impacted by and constrained by these social interactions and systems (Nguyen, 2010). When "embeddedness" is seen from a sociological angle, it is defined as the factors that enable people to connect with other people, groups, and teams. It is linked to a person's decision to remain in or leave an institution. Mitchell et al. assert that sociologists and economists employ embedded structures considerably more widely than they do in terms of analytical units and dependent variables. While sociologists and economists concentrate on people, groups, and organizations engaged in a wide range of economic activities, Mitchell et al. confine their attention to those who hold down occupations (Nguyen, 2010).

A diverse constellation of employee retention impacts is represented by job embedding. Understanding the essence of this structure is aided by the "Buried Figures Test" and "Kurt Lewin's Field Theory". In psychological exams, embedded figures are used to assess an individual's psychological history. They encircle people and are hard to distinguish from buried figures. Kurt Lewin's Field theory states that each person's conduct is influenced by both dragging and hindering influences.

Many publications and writers have used the terms "voluntary turnover" or "intention to depart" to explain the idea of job embeddedness. Many of the theoretical underpinnings for psychology study on voluntary turnover were supplied by March and Simon (1958), who framed voluntary

turnover as a reflection of an employee's decision to engage in the activities of his firm (Lee, 2004). In other words, when a person is fired voluntarily, they choose to leave their position and stop their working relationship with the company. There are several causes that lead to people quitting on their own, and numerous research on the employee turnover rate have been done throughout the years.

Negative work attitudes, such as low job satisfaction, have been the subject of traditional research on staff turnover. In their significant contribution to the literature, March and Simon (1958) presented a psychological explanation for staff turnover based on the utility functions of the individual: When the outcomes (such pay or promotion possibilities) fall short of the employees' expectations, the employee feels unhappy, which raises his "want for action" and leads to him leaving the organization he works for. encourages the worker to quit. The degree of this attractiveness and the perceived ease of relocation (i.e., the perceived quantity of work choices) therefore become factors in staff turnover (Harman, 2007).

While ease of mobility pertains to real unemployment rates or perceived job alternatives, desirability of moving over time alludes to workplace attitudes like job satisfaction or organizational commitment. More specifically, the majority of personnel exchange ideas are based on the idea that when work alternatives are available, disgruntled employees will leave their positions. Voluntary mobility employment is characterized by dissatisfaction, a lack of commitment, and a focus on standard job options (Lee, 2004).

In his study on the employee turnover rate, Ongori (2007) identified organizational, job-related, and change-related variables as the main causes of employee turnover. Employees quit their jobs

due to experience of work-related stress (job stress), gap causes causing work-related stress (stress factors), lack of commitment to the company, and job discontent.

There are some factors that occur partially outside of management's control, such as the death or incapacity of a staff member. In the past, other factors, such as the need to care for children or elderly relatives, were included in the involuntary staff turnover. Organizational instability has been shown to have a high rate of staff turnover. The staff turnover rate harms organizations. The rate of change harms the well-being of organizations as it weakens financial, human and social capital as a result of an employee's knowledge, skills and social connections leaving the workplace. Change intentions, which are an important determinant of the rate of change achieved by employees, become a source of concern for organizations as they accelerate the possibility of employee loss (Heritage, 2016).

As new concepts regarding work satisfaction, commitment, and alternative job searching evolved in the 1980s and 1990s, many classic attitude theories of staff turnover did as well (Holmes, 2013). The Unfolding Model of Voluntary Turnover by Lee and Mitchell (1994) is a prominent exception to this conventional paradigm. Alternatives to voluntary turnover, or this particular viewpoint on voluntary resigning, which is unaffected by work discontent, are suggested by Rate of Change or this perspective on rate of change (Crossley, Nielsen & Hasken, 2007). According to research by Lee, Mitchell, and colleagues, many people quit their professions for a variety of reasons, including numerous triggering events as well as negative effects (such as a lack of work satisfaction, engagement, or organizational commitment). These things are referred to as shocks. Additionally, Lee and colleagues discovered that although each person lives in their own

environment, the majority of people take one of four psychological behavioral trajectories when leaving businesses (Holtom and Inderrieden, 2006).

According to Lee and Mitchell's (1994) Unfolding Model, volunteers who are not leaving their jobs out of unhappiness develop alternate strategies for change. Although quitting a job frequently precedes some level of thought, the developmental model suggests that staying in an organization might be a result of upholding the status quo. According to this theory, Mitchell et al. assert that a variety of organizational and societal variables can cause people to become "job entrenched," or stuck in their employment (Yang & Lee, 2011).

3.2.2. Dimensions of Job Embeddedness

An important issue in the management literature is why employees choose to stay in organizations and why they are motivated to perform. On this critical issue, Mitchell et al. have introduced a new concept to the literature and have conducted research on why individuals prefer to stay in the institutions where they work, and in the following years, job embeddedness has been investigated with different concepts.

Job embeddedness shows the degree of placement of the employee in the job and the organization. This concept is expressed in two dimensions, organizational and social. Each of these dimensions is gathered from three sub-components: harmony, relationship and self-sacrifice.

Figure 1. Dimensions of Perceived Job Embeddedness.

| Job Embeddedness | → | Organizational | → | RAPPORT / RELATIONSHIP / SACRIFICE |
| | | Social | → | RAPPORT / RELATIONSHIP / SACRIFICE |
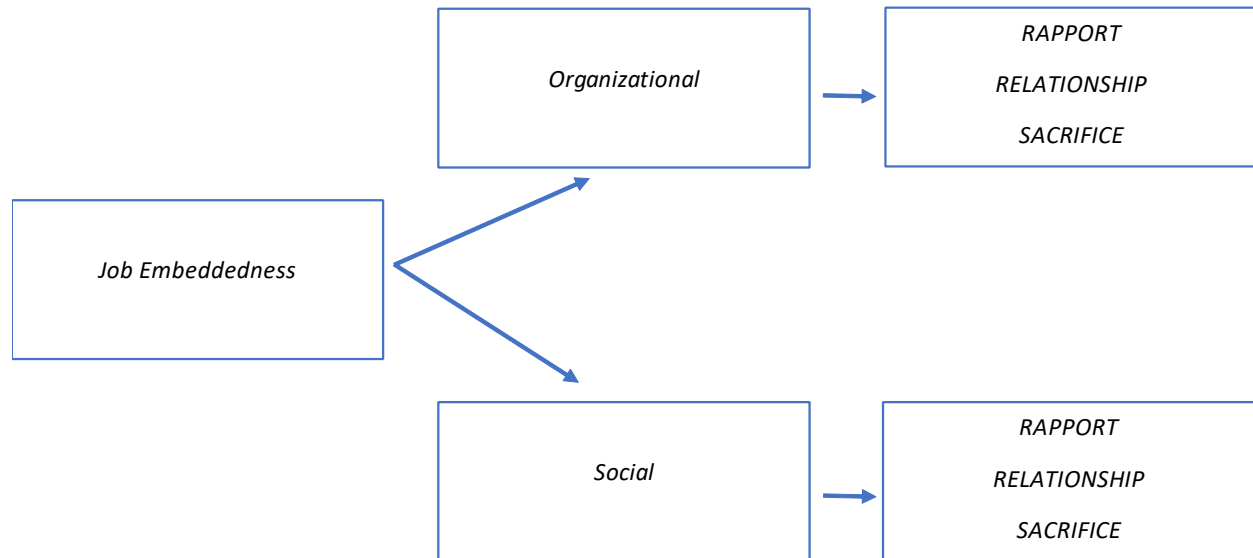
Source: Holtom and inderrieden (2006).

Cohesion is described as the sense of ease or compatibility that employees have with their workplace and surroundings. Theoretically, an employee's ideals, aspirations for their career, and future plans should "fit" with the overall culture of the business and the requirements of their position. A person will also consider his or her place in society and the environment. The idea behind job embedding is that the greater the match, the more probable it is that a worker would be personally and professionally dedicated to the company (Holtom & Inderrieden, 2006).

Relationships are the official or informal connections that people have inside their organizations and communities with other people, projects, locations, activities, and groups. The separation will be harder, and the person will be more integrated, the more closely the individual and/or their family are related to the organization and society. A person may be deeply ingrained in

social and familial ties outside of work or he may be connected to a network of contacts within an enterprise (Nafei, 2015).

To capture "the perceived cost of the pecuniary or psychological rewards that may be lost by quitting a job" is to make a sacrifice. When leaving a job, sacrifices can include a good salary, benefits, colleagues, job stability, chances for advancement, and seniority. There are also possible sacrifices when leaving one's environment. Changing jobs can mean leaving a desirable neighborhood, removing children from a good school district, or even moving to a new city (Borodin, 2017).

3.2.3. The Advantages and Disadvantage of Job Embeddedness

Job embeddedness refers to an individual's connections with other people, teams, or groups; It is a new concept that examines the perceptions of suitability for the job, the organization and the community, and the beliefs about what they have to sacrifice if they leave the workplace (Young, 2012). Job embeddedness has many effects on the individual and the organization. It is seen that this effect, which is classified as positive and negative, has important consequences for both the business and the individual:

- The fact that employees are embedded individuals affects their turnover and advancement opportunities

- It hinders the development of social and human capital

- It prevents them from benefiting from and exploring alternative career opportunities

- It reduces the retirement rate

- Enables the dissemination and implementation of innovative ideas

- It increases team success and ensures good group communication

- Helps managers control employee turnover

- Increases the production capacity of employees

- It helps individuals to act more willingly in reaching the goals of the organization for the future

- It has a motivational effect on decision making about performance

- Increases organizational cynicism

- It leads to the establishment of a good performance system.

3.2.4. Ways to Increase Job Embeddedness

Job embeddedness refers to the factors that affect employees' decisions to stay at work. As the most well-known and accepted determinant of organizational outputs such as employee participation, attendance and performance, it appears as a stronger determinant than psychological factors (such as job satisfaction, organizational commitment). Therefore, it is important for employers that employees are embedded in the work, which is important for the continuity of businesses. Holtom et al., in their study in 2006, mentioned the ways of increasing the job embeddedness of employees in both organizational and social contexts. According to this study (Holtom et al., 2006):

Organizational Cohesion:

- Providing comprehensive information to recruits regarding job opportunities within the organization

- Using realistic job previews

- Selecting employees whose values match the values of the organization

- Providing new recruits with socializing opportunities that enable them to meet and meet other employees, especially group or team members

- Encourage employees to participate in decisions that directly affect them

- Assisting employees with career planning

- Providing training and development opportunities to help employees achieve their long-term career goals

- Engaging employees in developing programs tailored to their needs.

Organizational Relationship:

- Allowing employees to choose which teams or projects to participate in

- Providing mentors to sponsor and coach new or junior employees

- Provide opportunities for knowledge sharing among employees to improve customer service and skills development.

Organizational Sacrifice:

- Providing incentives or advantages over tenure

- Providing on-site childcare

- Supporting remote working and other family-friendly working arrangements

- Offering restricted stock grants or stock options.

Social Cohesion:

- Often provide more employment in the markets/communities surrounding the facilities

- Avoiding relocating employees as much as possible

- Inform employees about community events and resources.

Social Relationship:

- Supporting employee community services, particularly projects undertaken by employee groups

- Encouraging employee participation in training (eg as a mentor)

- Encourage participation in community-based civic or professional organizations.

Social Sacrifice:

- Introducing people without the need for a transfer

- Assisting in buying a home

- Offering local transportation assistance.

3.2.5. The Impact of Transformational Leadership on Job Embeddedness

The concept of "leadership", like all social phenomena, is affected by change and finds itself in the renewal process. The development of this concept in leadership studies from the past to the present makes it normal to introduce new concepts on leadership to the literature. For this reason, the creation of a leadership understanding that will fulfill the requirements of the information age leads to the emergence of new leadership approaches in studies (Ali, Jangga, & Mazlina, 2015).

Businesses must adapt quickly to significant changes. According to estimates, firms will be forced to adjust their operations and structures as a result of the business environment's fast changes. Additionally, it is acknowledged that quick acceptance of these changes and ongoing employee and organizational renewal support firms in achieving their predetermined objectives and surviving in a cutthroat business climate. In such an order, it is important for organizations to have a leader who can respond to both the business and the employees and allows the development of both within the framework of their interests. Transformational leadership: Leader actions that alter and motivate followers to go above and beyond what is personally best for them for the sake of the company (Avolio, 2009). These leaders encourage their followers to go beyond immediate self-interest, raise their maturity, as well as show concern for the success, self-realization and well-being of their subordinates (Paolucci, 2018). It is important for transformational leaders to gain vision, renew and persuade them to change. In this way, the efforts and desires of the followers are activated and extraordinary, original ideas and studies are created.

The concept of transformational leadership does not date back to ancient times. There are many articles in national and international literature on this leadership behavior and it still maintains its importance as a subject that attracts the attention of researchers. Transformational leadership significantly affects the motivation of employees (Ahmad, 2014). According to the study of Jiang et al. (2017), transformational leadership affects the sustainable performance of the employee. More than half of this effect is mediated by organizational citizenship behavior. In addition, it has been revealed by the studies conducted in the literature that individuals with transformational leadership characteristics positively affect the organizational commitment of their employees. According to Dede's (2019) research, transformational leadership has a favorable impact on organizational commitment's sub-dimensions of continuation commitment and normative commitment. It is expected that transformational leadership, which has been shown in the literature to have good benefits on employees, will have an impact on people's job embedding.

It is known that transformational leadership has an effect on innovative work behaviors and psychological empowerment also plays a mediating role. Therefore, it can be said that such leaders support innovative behavior and direct their followers in this direction. A significant dynamic in the workplace has evolved as a result of globalization, competition, and technical advancements, and this has altered employees' perceptions of what makes for a successful firm. Organizations must offer enticing working circumstances as the world of work gets increasingly complicated and unpredictable in order to recruit and keep talented people. In other words, because human resources are viewed as the most important and strategic resources in the business world, firms are perceived as succeeding when they employ their human resources effectively and efficiently (Kanten, 2018). Employees represent one of the most important

factors for the business in terms of organizational outputs and the profitability of the organization, and it is also important in terms of providing superiority for the organization. For this reason, there is an increasing interest in the effective management of people, which is one of the most important elements of organizations, competitive advantage and organizational performance (Kanten, 2016). The fact that employees are seen as an important element for the continuity of the business has been the subject of research in the literature why they prefer to stay in the institutions where they work, and this has been brought to the literature with the concept of embeddedness. Job embeddedness is a concept that examines the factors that affect the employee's stay in the organization in a wide scope. The state of being embedded in work is a concept that deals with why the individual prefers to stay in the organization from a positivity perspective.

Retaining employees is a major challenge in organizations and affects organizations regardless of their size, location, focus or business strategy. It is very important for businesses to attract and retain employees, who are the most important assets for businesses. Leadership plays an important role in employee retention because it has an impact on job satisfaction and employee performance. Additionally, leaders influence the attitudes, drives, and actions of their followers. It establishes incentives and sanctions and is essential for keeping the best workers. The connection between the leader and the follower is crucial because of this, and it may be a factor in why some employees decide to quit the company (Sow & Johnson, 2016).

When the research on this topic is analyzed, it becomes clear that this idea is innovative work behavior (Susomrith & Amankwaa, 2019), quality of work life (Kanten , 2018), job performance,

dedication, and intention to quit (Khan, 2018), genuine leadership, and more (Erkutlu et al., 2018). Work devotion (Gokaslan, 2018), work-life quality (Dedeolu et al., 2016), and Chafra (2017) were examined. Few studies have examined the relationship between transformative leadership and job embedding, the study's focus. When the studies are taken into consideration, Maqsood et al. (2019) demonstrate that there is a significant relationship between the idealized effect, one of the sub-dimensions of transformational leadership, and job embeddedness, and that the level of job embeddedness will be high when these transformational leaders influence their followers to work hard. The relationship between intellectual stimulation, which indicates that leaders inspire their employees and provide them with creative ideas to complete their tasks, and job immersion, which may indicate that the employee was unmotivated and dissatisfied with the pay scale or their leader, has been found to be negligible. The employees were unable to gain equal opportunity. According to Khalid (2019), the association between transformative leadership and the likelihood of employee turnover is moderated by job engagement.

4. Methodology and Research Design

4.1. The Purpose of Research

The main purpose of this research is to reveal the effect of transformational leadership on the job embeddedness of bank employees. For this purpose, a questionnaire study was applied to the Pasha Bank employees taking into account the voluntary participation. As a result of the analysis

of the data obtained from the questionnaires, it was aimed to reveal whether transformational leadership has an effect on the job embeddedness of the employees.

4.2. The Importance of Research

In order to create and maintain job embeddedness in the organization, members of the organization should be informed that they are part of the organization's long-term plans (Masood & Zia-ur-Rehman, 2017, p. 5). These briefings can create an environment that can affect the way individuals think about why they want to stay in the institutions they work for. In the literature, there are studies on the factors that push individuals to stay in the institutions where they work. These elements originate from the institution or the environment. There has been limited research in the literature on whether the leadership behaviors revealed in the institution are one of the factors that affect staying at work. It is thought that the study will fill a gap in the literature and will be important as it will be a resource for future researchers, since there is no study on whether the transformational leadership, which is the subject of the current study, has an effect on the job embeddedness of the employees.

4.3. Research Model and Hypothesis

With the increasing competitive environment and changing environment, it is important for the continuity of the business that the businesses keep up with the conditions of an environment where change is inevitable. This continuity necessitates not only the physical and material improvement of the enterprises, but also a good structuring that includes the employees.

A lot of research has been done in the literature on the importance of the good functioning of the management mechanism and the existence of a good leader who will lead the employees outside

the management. Leadership is to gather individuals around the same goal and to enable them to work in the most effective way. The existence of transformational leaders, who are thought to enable the changing conditions and the use of the most effective human resources, is important for both the business and the employees. Recent studies have been conducted on the factors that push employees to work in their institutions and force/encourage them to stay. In the literature, this situation finds place as job embeddedness. Factors that affect job embeddedness include perceived organizational support, wage satisfaction, job characteristics, happiness, job commitment, distributive justice, trust in the manager, ethical leadership, self-direction, life satisfaction/satisfaction, and servant leadership. The foundations of the concept of job embeddedness have been shaped by studies on voluntary turnover/leaving intentions. When these concepts are examined in the literature, it is a mobility that generally emerges with low satisfaction and desired job alternatives of individuals. Transformational leadership creates a collaborative environment and prevents individuals from leaving their jobs and has a negative effect (Sun & Wang, 2017; Sulatan & Jabeen, 2018). Again, Donkor et al. (2021), it was found that transformational leadership has an inversely proportional relationship on employees' intention to leave. In addition, it has been found that transformational leadership is positively related to perceived leader effectiveness (Wells, 2014). Therefore, the effectiveness of leadership is important by the followers.

There is a limited number of studies in the literature on whether the leadership, which is important for the efficiency and motivation of the employees, has an effect on the job embeddedness of the employees, since the subject is new in the literature. The study by Eberly et al. (2017) revealed that transformational leadership, which is the current research topic, has an

indirect effect on increasing followers' job engagement and reducing follower turnover intentions. A high level of job embeddedness means that an individual can establish deeper social ties with others, achieve a better match between their own values and organizational values, and enjoy living in community with others (Al-Ghazali, 2020). It has been determined that the idealized effect, one of the sub-dimensions of transformational leadership, has a significant direct relationship on job embeddedness (Maqsood, 2019).

H₁: Transformational leadership has a significant and positive effect on job embeddedness.

H₁ₐ: Idealized influence, which is a sub-dimension of transformational leadership, has a significant and positive effect on job embeddedness.

H₁ᵦ: Inspirational motivation, which is a sub-dimension of transformational leadership, has a significant and positive effect on job embeddedness.

H₁꜀: Intellectual stimulation, which is a sub-dimension of transformational leadership, has a significant and positive effect on job engagement.

H₁ᵈ: Individual thinking, which is a sub-dimension of transformational leadership, has a significant and positive effect on job embeddedness.

H₂: There is a significant difference between the employees' job embeddedness according to their gender.

H₃: There is a significant difference between the employees' job embeddedness according to their marital status.

H₄: There is a significant difference between the participants' job embeddedness according to their age.

Figure 2. Conceptual Model.
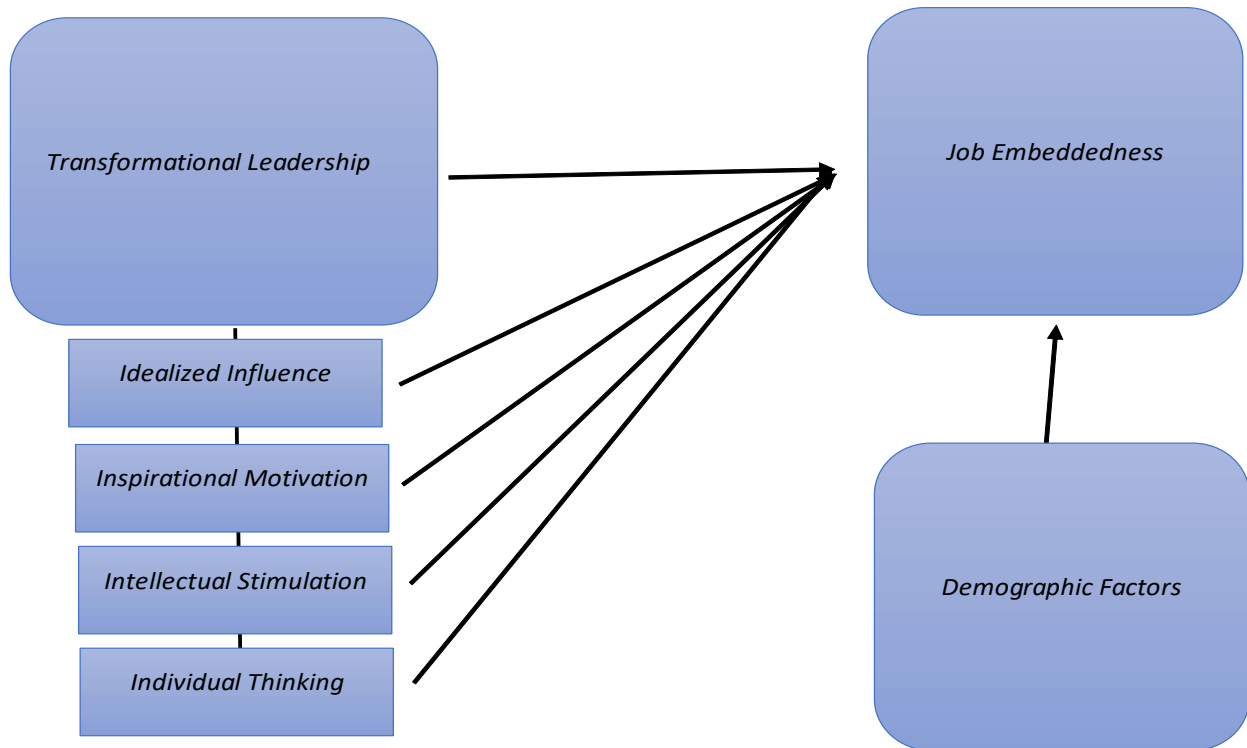
Source: Own construction.

4.4. Assumptions of the Research

The basic assumption of the research is that the bank employees participating in the survey are objective and that the survey questions are answered with sufficient time.

Convenience method of sampling from a population was selected to access participants for the research study since in this sampling method, participants are chosen based on willingness to take part and their availability and since employees from main departments or divisions, such as HR, IT, Business and Finance units of PASHA Bank OJSC had limited time, participants were selected only based on their availability and willingness to participate. Convenience sampling is commonly used method for sampling which is based on the convenience of the researcher. In this type of surveys, the respondents are usually selected because they are in a more convenient place at the right time (Acharya, 2013), For data collection method, the convenience sampling method was applied. Especially in quantitative data collection, while using convenience sampling, it is important to pay special attention that the sample can effectively represent the population.

Regarding the quantitative data collection method, an online survey was conducted consisting of Likert type questions and shared with 50-100 female/male employees of PASHA Bank OJSC from primary departments, such as Business, IT, HR, and Finance regardless of their directions and positions through email or other communication channels. The reason for choosing employees of PASHA Bank OJSC in Azerbaijan in quantitative data collection process is the fact that I am working at PASHA Bank OJSC and it is convenient to find individuals with previous experiences in various organizations in Azerbaijan and multiple skills.

4.5. Ethical Issues

Researchers should obey legal and ethical issues in the research study and be informed that confidentiality and privacy are one of the main components of the research study (Yip et al., *Ethical and legal issues in Research* 2016). As the researcher conducted a study to achieve

success in obtaining a Master's degree, short information about research questionnaire requests was sent to participants from PASHA Bank OJSC through an e-mail channel. In conducted study, the major ethical issues are anonymity, confidentiality, and privacy of research participants.

Adequate informed consent is considered a significant component in conducting research since the research participant by informed consent process approves her or his willingness to voluntarily and freely answer research questions and attend an interview (Yip et al., *Ethical and legal issues in Research* 2016). Although the notion of informed consent was mainly used in the research related to medicine or psychiatry, it is the core ethical component of the research and should always be taken into consideration. The conducted study should be based on the free will of the research subjects who are clearly informed about the processes they are being involved in, what kind of risks this study can cause them, and the overall limits to their participation in research (Sin, 2005). Since this study involved representatives of Azerbaijani private organizations- PASHA Bank OJSC, the representatives of the organizations were provided with informed consent both in oral form during the interview and written form through e-mail. The representatives of the organization were provided with short information about the purpose of the study, interview questions, and its objectives. Additionally, all participants before the interview were guaranteed their confidentiality and anonymity; consequently, collected data would be applied only for research purposes. As a result, during data analysis, sensitive personal information, such as name, surname, job grade, working unit, etc. were revealed. In the "Ethical and legal issues in Research" article, the authors claim that researchers must protect the confidentiality and privacy of the personal information of participants. The researcher should pay

attention to the anonymizing identity of participants; therefore, PASHA Bank OJSC workers' detailed personal information was not indicated in the study.

4.6. Data Supply

The data obtained in this study were evaluated with STATA statistical software program. A questionnaire was applied to n employees of Pasha Bank OJSC. Frequency and percentage distributions of demographic data are given.

The necessary sample size has been determined in the following fashion:

Necessary Sample Size = [(Z score)² x standard deviation x (1 – standard deviation)] / (margin of error)² = 69 respondents

Source: https://www.calculator.net/sample-size-calculator.html?

type=1&cl=95&ci=5&pp=5&ps=1000&x=70&y=23

, where confidence level = 95%

Margin of error = 5%

Population proportion = 5% (number of Pasha Bank OJSC's employees over the number of banking sector employees in Azerbaijan, 1000/20000) (European Banking Federation, 2020)

Population Size = 1000 (number of employees in Pasha Bank OJSC (Pasha Bank OSCJ, 2022)*).*

4.7. Data Collection Technique

Questionnaire, one of the data collection techniques created to measure the thoughts of the individuals participating in the research, was utilized. The analysis and results of the data to be obtained from the survey are very important for quantitative research. The survey consists of

three parts. The first part of the questionnaire included demographic data. In the other two sections, there are questions related to the 'Transformational Leadership' and 'Business Embedded' scales.

➢ Transformational Leadership Scale

In the literature, the MLQ (Multifactor Leadership Questionnaire) form developed by Bass and Avolio (1995) was used to measure Transformational Leadership behaviors. The scale consists of 20 questions and the statements are in 5-point Likert type with the answers "1: Never, 2: Rarely, 3: Sometimes, 4: Often, 5: Always". The scale has four sub-dimensions: "Idealized Influence/ charisma, Inspirational Motivation, Intellectual Encouragement, and Individual Thinking". The expressions are as follows:

- 1, 2, 3, 4, 5, 6 - idealized effect, (1st Dimension)

- 7, 8, 9, 10, 11 - inspirational motivation, (2nd Dimension)

- 12, 13, 14, 15, 16 - intellectual stimulation, (3rd Dimension)

- 17, 18, 19, 20 - individual attention" (4th Dimension).

In the current study, Cronbach's alpha value was checked to measure the reliability of the scale.

➢ Job Embeddedness Scale

As the subject is new in the literature, there are limited number of scales to measure Employee Embeddedness. In the research Crossley et al. (2007) "Global Measure of Job Embeddedness" scale was used. The scale consists of 7 statements collected in one dimension. The statements are a 5-point Likert-type scale that includes the answers "1: Strongly disagree, 2: Disagree, 3:

Undecided, 4: Agree, 5: Strongly agree". Cronbach's alpha value was checked in order to measure the reliability of the "Business Embedded" scale.

4.8. Data Processing and Types of Analysis Used

The processing the data includes the data collected by the researcher and the actions taken before the analysis in terms of suitability and quality. Questionnaire data, which the majority of the participants answered face-to-face and a small part of them from the internet environment, were first transferred to Excel in computer environment and transferred to the IBM SPSS statistical software by making the necessary arrangements. After the transfer, the raw data entered must be ready for analysis. First of all, the number of questionnaires that should not be included in the analysis will be determined and will be excluded from the analysis. Then, it will be checked whether there are any missing values or not.
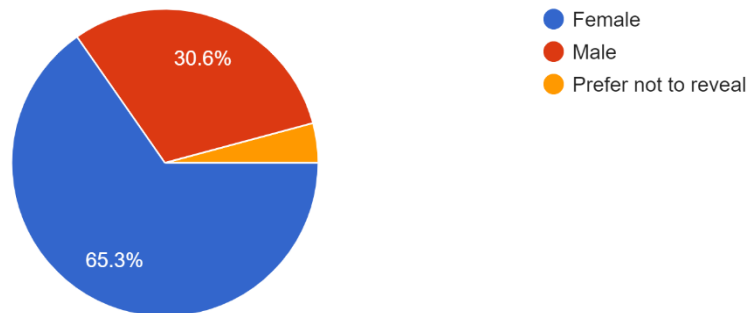
5.   Findings

5.1. Demographic Statistics

The frequency distributions of the participants regarding demographic variables are shown in the following figures.

Figure 3. Frequency Distribution of Participants by Gender Variable.

Please indicate your gender.
72 responses

- ● Female
- ● Male
- ● Prefer not to reveal

30.6%

65.3%

Source: Google Forms, survey results.

Figure 3. shows the frequency distributions of the Pasha Bank OJSC's employees participating in the study according to the gender variable. The majority of bank employees participating in the study are female participants. Female participants constitute 65.3% of the total participants. The number of individuals participating in the study is 72.

Figure 4. Frequency Distribution by Age Range of Participants.

Please indicate your age.

72 responses
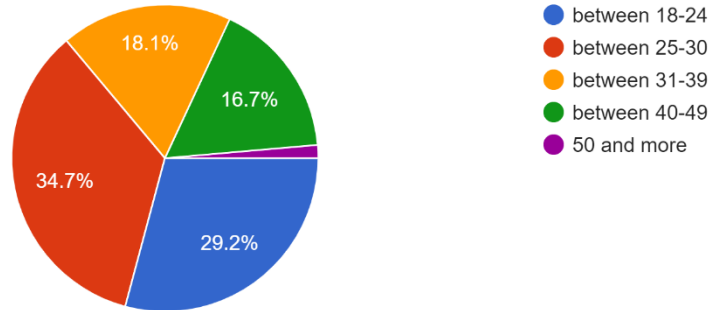
Source: Google Forms, survey results.

Figure 4. displays the frequency distribution regarding the age range of the participants. The majority of the participants are between the ages of 25-30 and 18-24, and the ratio among the total participants is 34.7% for the 25-30 age range and 29.2% for the 18-24 age range.

Figure 5. Frequency Distribution by Marital Status of the Participants.

Please indicate your marital status,

72 responses
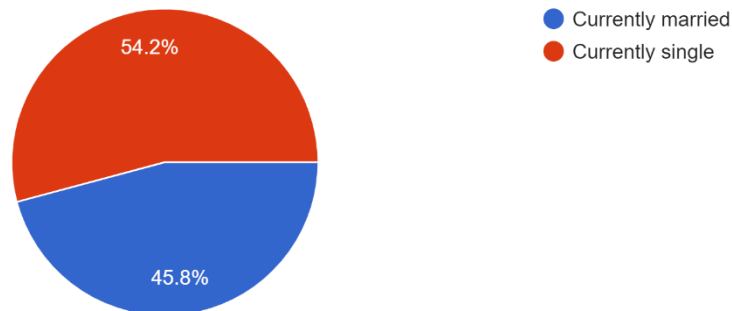
Source: Google Forms, survey results.

The frequency distribution according to the marital status of the participants is presented in Figure 5. The majority of the participants are single individuals (54.2% with 39 respondents).

5.2. Validity Analysis

Table 1. Factor Analysis on the Transformational Leadership Scale.

Statements	1st Dimension	2nd Dimension	3rd Dimension	4th Dimension
1. My manager helps his subordinates	0.746			
2. My manager observes moral values while assigning a task or giving	0.774			
3. My manager's orders are respected by the employees.	0.745			
4. My manager has charismatic features.	0.819			
5. My manager is a good example for his/her subordinates.	0.531			
6. I am proud to work with my manager.	0.793			
7. My manager trusts his/her employees.		0.686		
8. I believe in the vision drawn by my		0.721		
9. My manager creates a strong shared purpose by using symbols and slogans		0.611		
10. Our manager has convinced us how important our role in the organization		0.739		
11. Our manager has high skills in inspiring the employees.		0.823		
12. Our manager directs us to question our habitual or routine behavior patterns.			0.747	
13. Our manager allows us to form new perspectives on the way things are			0.782	
14. Our manager creates a suitable environment for employees to express			0.813	

15. Our manager provides suitable conditions for his/her subordinates to	**0.516**	
16. Our manager encourages his/her subordinates in "creativity".	**0.492**	
17. Our manager makes an effort to observe his/her subordinates		**0.693**
18. Our manager takes into account the individual preferences of the		**0.527**
19. Our manager takes into account the abilities and needs of his/her		**0.802**
20. Our manager discovers the strengths of the employees and guides them to develop these aspects.		**0.433**

Source: IBM SPSS output, own construction.

Table 1. shows the result of the Factor analysis regarding Transformational Leadership. As a result of the factor analysis, the Kaiser-Meyer-Olkin Sampling Adequacy value was found to be 0.614. The approximate Chi-Square ($X2$) value is 580.240; Df = 190. Structurally, the scale was found to be significant (Sig. = 0.000). Principal Component Analysis is used as the rotation method. Varimax was used as the method and the rotation converged in 25 repetitions. The values for the scale factors used are as follows:

✓ 1st Dimension:

Variable Eigenvalue: 13.494

Explained Variance: 37.41% (6 items), α=93.7

✓ 2nd Dimension:

Variable Eigenvalue: 3.982

Explained Variance: 11.04% (5 items), α=94.1

✓   3rd Dimension:

Variable Eigenvalue: 1.846

Explained Variance: 5.1% (5 items), α=94.9

✓ 4th Dimension:

Variable Eigenvalue: 0.677

Explained Variance: 1.87% (4 items), α=94.2

Total Explained Variance = 55.442%

Table 2. Factor Analysis on the Job Embeddedness Scale.

Statements		*Factor Load*
21.	I feel like I'm part of this bank.	**0.812**
22.	It is very difficult for me to leave this bank.	**0.670**
23.	I am too absorbed in my work to leave this bank.	**0.482**
24.	I feel too attached to this bank to leave.	**0.456**
25.	When I think about what the bank provides me (wages, bonuses, social benefits, etc.), it would not be easy for me to leave this bank.	**0.456**
26.	Relationships with colleagues make it difficult for me to leave the	**0.412**
27.	I closely follow what the events that are going on in the bank.	**0.285**

Source: IBM SPSS output, own construction.

The factor analysis result of the Job Embeddedness Scale used is given in Table 2. As a result of the analysis, the Kaiser-Meyer-Olkin Sampling Adequacy value was found to be 0.567. The approximate Chi-Square (X2) value is 66.452; Df = 21 and Sig. = 0.000 was found to be significant.

✓ One-Dimensional Eigenvalue: 6.999 and Explained Total Variance: 28.678% (7 items); α=89.8

**Rotation Method: Principal Component Analysis

5.3. Analysis of Normality and Testing of Hypotheses

Before determining the tests to be performed, it is necessary to test whether the data are normally distributed. The Kolmogorov-Smirnov test was performed on two variables to measure the normal distribution. The test result for the variables is $p < 0.05$ and it is seen in Table 3. that the

data are normally distributed. It may be wrong to say that the data are not normally distributed by looking only at the Kolmogorov-Smirnov and Shapiro-Wilk tests in studies using likert type scales. It should be taken into account that these tests are quite strict for likert scales and do not give valid results in small samples. The results of the analysis for the current study are given below.

Table 3. Normality Analysis.

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Transformational Leadership	0.107	72	0.000	0.932	72	0.000
Job Embeddedness	0.099	72	0.000	0.963	72	0.000

Source: IBM SPSS output, own construction.

Both test results in Table 3. show that the data are not normally distributed (p< 0.05).

Commonly accepted skewness and kurtosis values were also examined for the assumption of normality. The fact that these values are in the range of +/-1.0 means that the data are normally distributed (Hair et al., 2014). According to this understanding, when the skewness and kurtosis values in Table 4. were examined, it was determined that the data for both variables showed a normal distribution.

Table 4. Descriptive Statistic.

	N	Minimum	Maximum	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Erro	Statistic	Std. Erro
Transformational Leadership	72	2.10	5.00	3.1382	.44377	.54899	0.990	.283	0.372	.559
Job Embeddedness	72	1.571428571	5.000000000	3.30952380	.07784709	.6605545241	-.226	.283	.029	.559

Source: IBM SPSS output, own construction.

Considering the skewness and kurtosis values, it is thought that the data show a normal distribution and it would be correct to use parametric hypothesis tests.

5.4. Difference Tests

Table 5. Independent Sample t-Test Regarding Gender, Marital Status, and Age.

Gender	N	Mean	Std.	df	t	p-value
Male	22	3.54	0.63	67	2.010	0.48
Female	47	3.20	0.67			
Marital Status	N	Mean	Std.	df	t	p-value
Currently single	39	3.22	0.67	70	-1.206	0.232
Currently married	33	3.411	0.64			
Age	N	Mean	Std.	df	t	p-value
Between 18-24	21	3.57	0.45	44	2.729	0.009
Between 25-30	25	3.08	0.71			

Source: IBM SPSS output, own construction.

It was attempted to determine whether the job embeddedness of the individuals participating in the study differed according to gender, marital status, and age. According to the independent sample t-test, the job embeddedness of the participants does not differ according to gender and marital status. Opinions of female employees on job embeddedness (Avg. 3.20; 0.67) were lower than those of male employees on job embeddedness (Avg. 3.54; 0.63). These results mean that male employees are more engaged than female employees. Considering the average of the data according to the age of employees, there was a difference between the job embeddedness of the individuals according to the age so as the age group of 18-24 yielded a mean job embeddedness of 3.57, which is higher than the mean of the 25-30 age group.

5.5. Linear Regression Analysis

Linear regression analysis was performed to test the main hypothesis. According to the linear regression analysis, this analysis was applied to determine how much effect the transformational leadership behaviors of bank managers have on the employees' job embeddedness. Analysis results are given in Tables 6, 7, 8, 9, 10.

Table 6. Regression Analysis (Transformational Leadership).

	Dependent Variable: Job Embeddedness					
	Coeff.	Std. dev.	t-	p-value	F-	Adj. R-squared
Transformational	0.775	0.152	5.106	0.000	26.068	0.271
Constant	0.876	0.481	1.821	0.073		

Source: IBM SPSS output, own construction.

The result of the analysis is statistically significant [F (1,70) = 26.068, p<0.001]. The regression equation for the simple linear relationship between the variables is as follows: Job Embeddedness = 0.876 + 0.775x(Transformational Leadership). The adjusted R-squared value of the analysis results is 0.271. According to this value, it was determined that 27.1% of the variance of the employees' job embeddedness behaviors was related to the transformational leadership behaviors of the managers.

Table 7. Regression Analysis (Idealized Effect).

	Dependent Variable: Job Embeddedness					
	Coef	Std. dev.	t-	p-value	F-statistic	Adj. R-squared
Idealized Effect (1st	0.53	0.112	4.819	0.000	23.226	0.238
Constant	1.63	0.355	4.598	0.000		

Source: IBM SPSS output, own construction.

The adjusted R-squared value according to the analysis result is 0.238. According to this value, it has been determined that the idealized effect, which is one of the sub-dimensions of transformational leadership, on the employees' job embeddedness is 23.8%.

Table 8. Regression Analysis (Inspirational Motivation).

	Dependent Variable: Job Embeddedness					
	Coef	Std. dev.	t-	p-value	F-statistic	Adj. R-squared
Inspirational Motivation	0.52	0.316	5.382	0.000	28.968	0.283
(2nd Dimension)	3					
Constant	1.64	0.097	5.382	0.000		

Source: IBM SPSS output, own construction.

It has been determined that inspirational motivation, which is a sub-dimension of transformational leadership, has an effect of 28.3% on employees' job embeddedness.

Table 9. Regression Analysis (Intellectual Stimulation).

	Dependent Variable: Job Embeddedness					
	Coef	Std. dev.	t-	p-value	F-statistic	Adj. R-squared
Intellectual Stimulation	0.398	0.094	4.231	0.000	17.903	0.192
(3rd Dimension)						
Constant	2.00	0.317	6.320	0.000		

Source: IBM SPSS output, own construction.

The effect of the intellectual stimulation dimension on job embeddedness can be seen in Table 9. The adjusted R-squared value was found to be .192, which means that the intellectual stimulation dimension has a 19.2% effect on job embeddedness.

Table 10. Regression Analysis (Individual Attention).

	Dependent Variable: Job Embeddedness					
	Coef	Std. dev.	t-	p-value	F-statistic	Adj. R-squared
Individual Attention	0.388	0.106	5.769	0.000	13.408	0.149
(4th Dimension)						
Constant	2.04	0.354	3.662	0.000		

Source: IBM SPSS output, own construction.

According to the results of the analysis, it is seen in Table 10. that the individual attention dimension has a 14.9% explanatory power in explaining the job embeddedness variable.

5.6. Hypotheses Results

Table 11. Hypotheses Results.

Hypothesis	Decision
H_1: Transformational leadership has a significant and positive effect on job embeddedness.	**Supported**
H_{1a}: Idealized influence, which is a sub-dimension of transformational leadership, has a significant and positive effect on job embeddedness.	**Supported**
H_{1b}: Inspirational motivation, which is a sub-dimension of transformational leadership, has a significant and positive effect on job embeddedness.	**Supported**
H_{1c}: Intellectual stimulation, which is a sub-dimension of transformational leadership, has a significant and positive effect on job engagement.	**Supported**
H_{1d}: Individual thinking, which is a sub-dimension of transformational leadership, has a significant and positive effect on job embeddedness.	**Supported**
H_2: There is a significant difference between the employees' job embeddedness according to their gender.	**Not Supported**

H₃: There is a significant difference between the employees' job embeddedness according to their marital status.	**Not Supported**
H₄: There is a significant difference between the participants' job embeddedness according to their age.	**Supported**

Source: own construction.

6.   Discussion and Conclusion

How important is leadership to you, or which leadership style is closest to you? The answer to these questions is different for everyone and expectations can vary from person to person. In terms of businesses, before answering these questions, it should be emphasized that the existence of leaders is an undeniable fact. In studies on the effectiveness of leadership for many years, researchers could not reach a common conclusion. Different leadership approaches have emerged, but an approach that is valid for everyone and can be considered the most correct

leadership has not been put forward. Studies on leadership still continue and researchers bring new approaches to the literature in line with the needs and expectations of the day. Although there are studies on the old approaches that try to keep their current among the leadership approaches, the fierce competition in the business world and the fact that different working models are being tried lead to the research of many current approaches.

In the current research, "Transformational Leadership", which can be considered among the current leadership approaches, has been chosen. In the transformational leadership approach, it would be correct to express leaders as people who can inspire and motivate their followers, motivate them to make more efforts towards common goals, and transform their individual goals into business goals.

Job embeddedness, which is the dependent variable of the research, is a newer concept in the literature. When this concept is examined, it is the basis of this concept to focus on what is the underlying problem of why individuals want to leave/remain from work. Indeed, why do individuals choose to leave or stay in employment? Various answers (such as wage, job satisfaction) are available in the literature. These answers usually focus on negative outcomes. Negative results lead to dismissal. Many reasons can be counted for the reasons for leaving, but the question of why the individual prefers to stay is more important than the reason for leaving. In today's business world, it is important both to respond to the expectations of the employees and to keep up with the current competitive environment of the business and to stay ahead of its competitors. It is thought that the existence of a good formation that includes employees will satisfy both businesses and employees.

In the present study, the focus is on "The Effect of Transformational Leadership on Job Embeddedness". The findings of the analyzes made within the scope of the research are as follows:

Before listing the hypothesis analysis findings, it is important to share the structural and internal consistency results of the questionnaire applied to the participants. First of all, the internal consistency (Cronbach's Alpha) values of the scales used in the questionnaire were examined and the alpha value of the Transformational Leadership scale was 89.8% and the alpha value of the Job embeddedness scale was 98%. These values show that both scales are reliable in terms of internal consistency. In addition, the factor analysis results of the scales were examined for structural validity. Total variance of transformational leadership explained in 20 items was 55.442% and Kaiser-Meyer-Olkin sample adequacy was ,61. For the job embeddedness scale, the total variance explained in 7 items was 28.678% and the Kaiser-Meyer-Olkin sample adequacy was ,567. These values reveal the structural reliability of both scales.

Looking at the demographic data of the participants, it has been revealed that there is a notable difference in the female/male distribution of the sample, and female employees make up 65.3% of the sample and 30.6% of male employees. Considering the age range of the participants, it is seen that there are individuals who are mostly between the ages of 25-30 (34.7%) and 18-24 (29.2%).

In order to determine the analyzes to be used, the normality test was carried out to determine whether the data showed a normal distribution and as a result of the test, it was decided to choose the "Independent Sample T Test" for the difference analysis and the data showed a normal

distribution (the skewness / kurtosis value was in the range of +/- 1). As a result of this analysis, female employees (Avg. 3.20; 0.67) have a lower average opinion on job embeddedness than male employees (Average 3.54; 0.63), which reveals that male employees are more engaged than female employees; however, we failed to reject the null hypothesis of difference between means with a p-value of 0.48. Achieving such a result may explain the reason for the low rate of female employees, such as maternity leave in business life, if there are factors that will interrupt their work, even if it is short-lived. When the job embeddedness averages of the participants according to the age of the employee, it has been determined that there is a difference in terms of the age.

Simple linear regression analysis was conducted to measure the effect of transformational leadership on job embeddedness. As a result of this analysis, the adjusted R-squared value was found to be 0.271. This value means that 27.1% of the variance of employees' job embeddedness behaviors depends on the transformational leadership behaviors existing within the enterprise. Therefore, it can be said that leaders who show transformational leadership characteristics have a low level of influence on their followers' job embeddedness. It has been tried to determine the effect of idealized influence, individual attention, intellectual stimulation, and inspirational motivation, which are the sub-dimensions of transformational leadership, on job embeddedness. As a result of the regression analysis, 23.8% of job embeddedness was explained by idealized effect, 14.9% by individual attention, 19.2% by intellectual stimulation, and 28.3% by inspirational motivation were revealed. Maqsood et al. (2019) found that there is a statistically insignificant effect between intellectual stimulation and job embeddedness, which are sub-dimensions of transformational leadership. In the current study, it has been revealed that

intellectual and other transformational leadership dimensions have a positive effect on the job embeddedness of bank employees.

Harunavamwe et al., (2020) found in their study that self-leadership strategies positively affect employees' job embeddedness through psychological resources; job embeddedness has a mediating effect between servant leadership and individuals' separation intentions (Huning et al., 2020). In addition, Eberly et al. (2017) revealed in their study that transformational leadership has an indirect effect on employees' intention to leave by increasing followers' engagement. In terms of the sector, Harunavamwe et al. (2020) measured the job embeddedness with the participation of bank employees, Huning et al. (2020) conducted similar analysis with employees from different businesses (industry), and Eberly et al. (2021) gauged the determinants of job embeddedness with employees in the US army unit. When these studies are examined, it is thought that leadership has a positive effect on employee engagement in general. It is recommended to researchers in future studies to examine the effects of different leadership approaches in the literature, especially under modern leadership approaches, on job embeddedness or to examine the relationship between them.

In this study, which was carried out to reveal the effect of transformational leadership on the job embeddedness of the Pasha Bank OJSC's employees, it was determined that the sub-dimensions of transformational leadership had a low level of positive effect on job embeddedness. Since we carried out the study with the participation of only Pasha Bank OJSC's employees, it is thought that it will be important for the development of the research to evaluate other researchers who

will want to work on the subject in the banking sector / different province / region or different sector.

The importance of the value that the employees add to the business and the different approach to the employees are among the most important benefits of today's businesses. It is thought that with the importance given to the employees, at least with the opportunities provided in terms of the business, it can be ensured that the individuals are embedded in the work. Although it is thought that the factors that occur outside the business will have a negative effect in terms of being embedded in the business, it will be important for the existence and effectiveness of the businesses that the businesses fulfill their responsibilities for the employees.

In the context of the results obtained, it should be emphasized to the individuals and managers who show leadership characteristics in the enterprise that they are effective on the embedment of the employees and that every positive behavior they will show is important for the employees.

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