



## The effect of job embeddedness on turnover intention with organizational commitment as a mediating variable

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### ABSTRACT

The objectives in this study are 1) to analyze job embeddedness variables on organizational commitment, 2) to analyze variables on turnover intention, 3) to analyze organizational commitment variables on turnover intention, 4) to analyze job embeddedness variables on turnover intention mediated by organizational commitment. This research uses a quantitative approach with a population of employees of PT Trikayarasa Jaya Food. The sampling technique in this study used purposive sampling. The sample used was employees of the production and stripping section totaling 70. The reason for sampling in the production and stripping section is that the target is not met. This study uses a questionnaire data collection method and data collection instruments using a Likert scale. The data analysis technique in this study uses part analysis using SmartPLS software version 4.0. The results of this study found that job embeddedness affects organizational commitment, job embeddedness has no effect on turnover intention, organizational commitment affects turnover intention, job embeddedness mediated by organizational commitment affects turnover intention.

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### 1. INTRODUCTION

As time goes by means of, enterprise additionally will increase and reasons groups to realize that human sources are very important for the company and additionally a issue that determines the success of a organization (Risaldy Deenta Feelli Ananda, 2022). The existence of employees is the most important aspect for the realization of a plan in the organization (Nafa, 2021).

Job Embeddedness Theory is a broad constellation of psychological, social, and financial influences on employee retention (Daffa et al., 2022). Job embeddedness is a state in which an employee decides to remain in the organization which is influenced from within the job or company (on-the-job) and from outside the job or environment (off-the-job) (Eliza Amalia, 2023). (Rizky & Prastyani, 2023) argues that job embeddedness is an element that can change the decision of individuals / employees to stay or leave their jobs. These factors can be psychological, social or in the form of financial strength that

comes from the institution / company. (Rista Monika et al., 2021) suggests that Job embeddedness is an arrangement containing a description of how employees work so that they can be involved with their work, which causes the intention to leave work to be reduced. Meanwhile, according to (Seengkeey et al., 2021) Job embeddedness is a behavior that causes employees to feel attached and suitable which makes employees love their jobs.

(Pada et al., 2020) Organizational commitment is the degree to which employees are involved in their organization and wish to remain its members, which contains the attitude of loyalty and willingness of employees to work optimally for the organization where the employee works. Organizational commitment is a condition in which a person sides with the organization and its goals and desires to maintain his membership in the organization (Murni, 2019). According to (Ratnaningsih, 2021) Organizational commitment is said to be a measure of employee attachment to the organization whether employees are willing to move in line and give their best in their performance for organizational goals. This organizational commitment is shown by the attitude of continuous loyalty of workers to the organization for the success and welfare of the organization (Dewi Astuti, 2022).

Companies often face problems related to employee turnover. Turnover intention is the worst impact caused by the inability of an organization to manage individual behavior, so that individuals feel they have a high turnover intention (Riska Fii Ahsani, 2020). Turnover intention is the level or intensity of the desire to leave the company, many reasons cause turnover intentions and among them is the desire to get a better job (NingTyas et al., 2020). There are many factors that make individuals have the desire to move. These factors include job satisfaction, organizational commitment of employees, trust in the organization, and job insecurity (Permata Sari et al., 2019).

The turnover phenomenon is also experienced by the company PT Trikayarasa Jaya Food, a company engaged in the food sector, with trademarks bagorin and sibah, producing fried onions of premium, medium and economical quality at the most competitive prices. Many employees want to resign. as in the table below the turnover rate of PT Trikayarasa Jaya Food in 2022. Based on the phenomenon of the results of interviews conducted at the owner and employees of PT Trikayarasa Jaya Food in 2022, it was found that every month in January the employee turnover rate was 0%, while the production target was 240 tons, the target reached 200 tons, which means the target was not achieved. In February the employee turnover rate was 0%, while the target reached 240 tons, which means the target was achieved. In March, the employee turnover rate was 1.15%, while the target reached 240 tons, meaning the target was achieved. In April, the employee turnover rate was 8.13%, while the target of 240 tons was achieved. In May, the employee turnover rate was 1.68%, while the target was 210 tons, meaning the target was not achieved. In June, the employee turnover rate was 8%, while the target of 240 tons was achieved. In July, the employee turnover rate was 0%, while the target reached 220 tons, meaning the target was not achieved. In August, the employee turnover rate was 1.68%, while the target of 240 tons was achieved. In September, the employee turnover rate was 6.45%, while the target of 240 tons was not achieved. In October, the employee turnover rate was 3.07%, while the target was 215 tons, meaning the target was not achieved. In November, the employee turnover rate was 5.88%, while the target reached 240 tons, which means the target was achieved. In December, the employee turnover rate was 0%, while the target reached 240 tons, meaning the target was achieved. Every month the company experiences turnover. Turnover is caused by several things such as in achieving the production target which every month targets 240 tons of onions, if every month does not meet the target, employee performance will decrease and feelings of discomfort in the company environment, which results in the relationship between employees and superiors is not familiar due to frequent work mismatches such

as not meeting targets which cause infrequent communication. This has an impact on personal employees to leave the company.

Start of art of this research according to state that there is a negative and significant influence between job embeddedness on turnover intention. This means that the higher the employee's job embeddedness, the lower the perceived turnover intention. Meanwhile, according to (Sholikhah, 2021) Employee status and job embeddedness significantly affect turnover intention. (Suesilo & Satrya, 2019) said that organizational commitment has a negative and significant effect on turnover intention, the better the employee's organizational commitment to the company, the lower the employee's desire to leave the company. Furthermore, organizational commitment can also function as a moderator in the relationship between job embeddedness and turnover intention. This difference shows that research on job embeddedness, turnover intention and organizational commitment at PT Trikayarasa Jaya Food can still be carried out because there is GAP research.

The objectives in this study are 1) to analyze job embeddedness variables on organizational commitment, 2) to analyze variables on turnover intention, 3) to analyze organizational commitment variables on turnover intention, 4) to analyze job embeddedness variables on turnover intention mediated by organizational commitment. The importance of this research is to provide useful information for PT Trikayarasa Jaya Food in order to overcome the high level of turnover intention.

This research contributes to achieving success at PT Trikayarasa Jaya Food by providing references to the concept of performance attachment between employees and leaders, namely implementing the style through a good communication approach in the company. In addition, with this research, it is hoped that company leaders can use it as a picture of their company so that they can see the shortcomings that need to be improved.

## 2. RESEARCH METHOD

The research design picture can be shown as follows

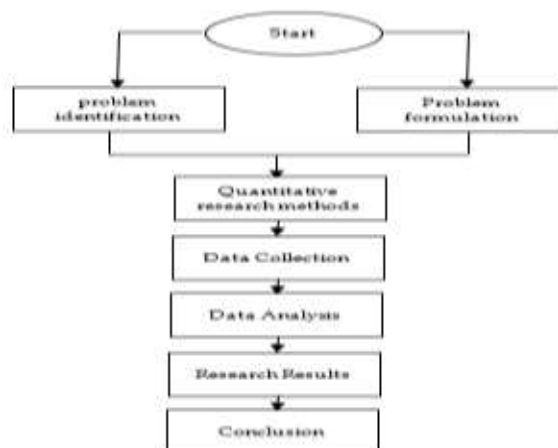


Figure 1. Resaerch design

Source: Data processed by researchers, 2023

This research uses a quantitative approach. The population in this study were 110 employees of PT Trikayarasa Jaya Food. The sampling technique in this study used purposive sampling (Sugiyono, 2019). The sample used was employees of the production and stripping section totaling 70. The reason for sampling in the production section is that the target is not met. Research using questionnaire data collection methods and data collection instruments using a Likert scale. The data analysis technique in this

study uses part analysis. The software used is SmartPLS version 4.0. (Hair et al., 2019). There are two model specifications used in PLS, namely: outer which includes convergent validity, discriminant validity, composite reliability, AVE, Cronbach's alpha and inner model which includes VIF, r-square, estimate for path coefficient, q-square.

This research was built with a clear framework and hypothesis so that the research direction of the testing process can be more easily understood by looking at the figure below which shows the direction of the influence of each variable on other variables. So that this picture becomes a benchmark in conducting statistical tests to produce research results.

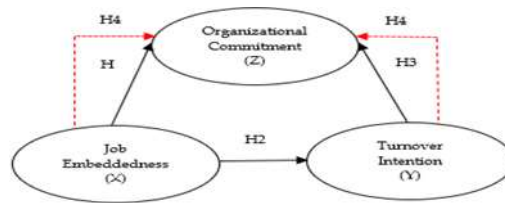


Figure 2. Research model  
Source: Data processed by researchers, 2023

### 3. RESULTS AND DISCUSSIONS

#### 3.1 Outer Model Analysis

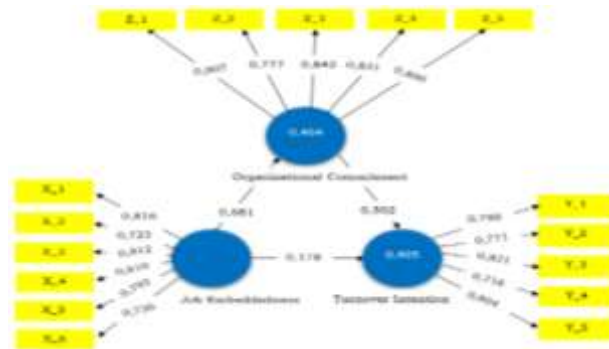


Figure 3. Outer model  
Source: Data processed by researchers, 2023

Table 1. Outer loading

Code	Job Embeddedness	Komitmen Organisasional	Turnover Intention
X_1	0.816		
X_2	0.723		
X_3	0.812		
X_4	0.810		
X_5	0.792		
X_6	0.726		
Y_1			0.788
Y_2			0.771
Y_3			0.821
Y_4			0.716
Y_5			0.788
Z_1		0.807	
Z_2		0.777	
Z_3		0.842	
Z_4		0.831	
Z_5		0,800	

Source: Data processed by researchers, 2023

Based on table 1. overall, the outer loading value of each reflex construct has a loading value  $> 0,7$  so that the model is declared to have met the criteria for good convergent validity.

### 3.2 Discriminant Validity

Discriminant validity relates to the principle that measures (manifest variables) of different constructs should not be highly correlated. The way to test discriminant validity with reflexive indicators is to see the cross loading value for each variable must be  $> 0,7$ .

Table 2. Cross loading

Code	Job Embeddedness	Komitmen Organisasional	Turnover Intention
X_1	0.816	0.507	0.375
X_2	0.723	0.506	0.341
X_3	0.812	0.517	0.423
X_4	0.810	0.552	0.341
X_5	0.792	0.546	0.492
X_6	0.726	0.553	0.440
Y_1	0.426	0.486	0.788
Y_2	0.465	0.516	0.771
Y_3	0.396	0.500	0.821
Y_4	0.361	0.461	0.716
Y_5	0.369	0.460	0.804
Z_1	0.625	0.807	0.496
Z_2	0.542	0.777	0.385
Z_3	0.495	0.842	0.535
Z_4	0.640	0.831	0.590
Z_5	0.428	0.800	0.498

Source: Data processed by researchers, 2023

Based on table 2. overall the cross loading value of each reflex construct has a loading value  $>0,7$  so that the model is declared to have met the criteria for good discriminant validity.

### 3.3 Construct Reability And Validity

In PLS - SEM using SmartPLS, measuring the reliability of a construct can be done in two ways, namely with Cronbach's alpha and composite reliability. However, using Cronbach's alpha to test the reliability of a construct will provide a lower value (under estimate) so it is more advisable to use composite reliability. The rule of thumb that is usually used to assess composite reliability must be greater than  $0,7$

Table 3. Construct reability dan validity

Variabel	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_a)	Average Variance Extracted (AVE)
Job Embeddedness	0.871	0.873	0.903	0.610
Komitmen Organisasional	0.871	0.878	0.906	0.659
Turnover Intention	0.839	0.841	0.886	0.610

Source: Data processed by researchers, 2023

Based on table 3. the Cronbach's alpha value of the job embeddedness variable is  $0,871$ , the organizational commitment variable is  $0,871$ , and the turnover intention variable is  $0.839$ . This shows that the Cronbach's alpha value is greater than  $0,70$ , which indicates that the data used is reliable, and the composite reliability value of the job embeddedness variable is  $0,873$ , the organizational commitment variable is  $0,878$ , and the turnover intention variable is  $0,841$ . This shows that the composite reliability value is greater than  $0,60$ , which indicates that the data used is reliable. While the AVE value of the job embeddedness variable is  $0,610$ , the organizational commitment variable is

0,659, and the turnover intention variable is 0,610. The AVE value must be greater than 0,5. Thus, the data used in this observation fulfill the concept of validity.

3.4 Inner Model Analysis

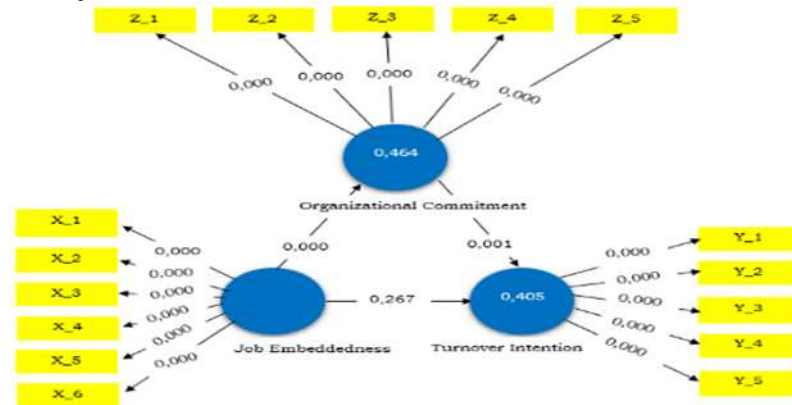


Figure 4. Inner model

Source: Data processed by researchers, 2023

a. Collinearity

A variable can be used in a model if there is no high collinearity with a VIF value < 5. If the VIF value > 5 then the variable must be removed from the research model.

Table 4. Collinearity statistics (VIF)

	VIF
X_1	2.451
X_2	1.759
X_3	2.370
X_4	2.199
X_5	1.994
X_6	1.648
Y_1	1.903
Y_2	1.793
Y_3	2.078
Y_4	1.503
Y_5	1.989
Z_1	2.353
Z_2	2.293
Z_3	3.275
Z_4	2.335
Z_5	2.257

Source: Data processed by researchers, 2023

Based on table 4. from the collinearity test results, each variable gets a value <5, it can be said that there is no multicollinearity.

b. R-Square

The magnitude of the R-square value will show the strength of the model which is classified into 3 parts, namely 0,25 (weak), 0,50 (medium). 0,75 (strong).

Table 5. R-Square

	R-Square	Description
Organizational Commitment	0.464	Weak
Turnover Intention	0.405	Weak

Source: Data processed by researchers, 2023

Based on Table 5, the R-Square value for the organizational commitment variable is 0,464 or 46,4%, while the turnover intention variable is 0,405 or 40,5%. So that the results of testing the structural model obtained the R-Square value in the weak category.

#### c. Blindfolding

In determining the results of observations in the data processor is good, namely by looking at the resulting value, if the value of the observation is good, then the value of the observation is good  $Q^2 > 0$ , then the observation value is said to be good, as the equation 1:  $Q^2 = 1 - (1 - R1^2) (1 - R2^2)$

Where,  $R1^2$  dan  $R2^2 = R$ -square variable endogenous in the equation model.  $Q^2 =$  value Q-Square. So,

$$\begin{aligned} Q^2 &= 1 - (1 - R1^2) (1 - R2^2) \\ &= 1 - (1 - 0,464) (1 - 0,405) \\ &= 0,681 \end{aligned}$$

Based on equation 1 obtained  $Q^2$  by 0,681 more than 0, so that the observation value has been declared good.

#### d. Hypothesis Testing

Hypothesis testing using the 1,96 criterion, it is declared influential if it obtains a t-statistic value of more than 1,96. Tabel 7 is the result of the partial test in this study.

Table 6. Path coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Job Embeddedness -> Komitemen Organisasional	0.681	0.691	0.070	9.790	0.000
Job Embeddedness -> Turnover Intention Komitemen Organisasional -> Turnover Intention	0.178	0.181	0.160	1.109	0.267
	0.502	0.505	0.155	3.230	0.001

Source: Data processed by researchers, 2023

Based on table 6, it can be explained that the job embeddedness variable obtained a t-statistic value:  $9.790 > 1.96$  and a P-value: 0.000. This means that job embeddedness affects organizational commitment. Job embeddedness variable obtained t-statistic value:  $1.109 > 1.96$  and P-value: 0.267. This means that turnover intention has no effect on turnover intention. The organizational commitment variable obtained a t-statistic value:  $3.230 > 1.96$  and a P-value: 0.001. This means that organizational commitment affects turnover intention.

### 3.5 Results of Indirect Effects Analysis

Table 7. Path Coefficients (Indirect effects)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Job Embeddedness -> Komitemen Organisasional -> Turnover Intention	0.342	0.345	0.105	3.247	0.001

Source: Data processed by researchers, 2023

Based on Table 7, it is known that the effect of job embeddedness mediated by organizational commitment on turnover intention has a coefficient value of 0,342 with a

positive value, where the t-statistic is  $3,247 > 1.96$  and the p-value is  $0.001 < 0,005$ . This means that indirectly job embeddedness mediated by organizational commitment affects turnover intention.

### 3.6 Discussions

#### a. Job embeddedness to organizational commitment

Based on the results of the study, it shows that job embeddedness affects organizational commitment at PT Trikayarasa Jaya Food. Job embeddedness is an employee's attachment to a company where employees do not want to change jobs due to various factors. The application of job embeddedness at PT Trikayarasa Jaya Food which affects organizational commitment is that employees in the company establish good relationships between coworkers. When someone has a strong and positive relationship with their coworkers, they tend to feel more connected to the work environment. It can increase their commitment to the organization because they feel supported and valued by their team.

This research is in line with research conducted (Sueheerman, 2020) said that job embeddedness has a positive effect on organizational commitment, meaning that if employee job embeddedness is high, then the level of employee organizational commitment is high, and vice versa. According to (Diah, 2019:33) high levels of engagement lead to positive outcomes at the individual (the quality of people's work and their experience of doing work) and organizational levels (organizational growth and productivity).

#### b. Job embeddedness to turnover intention

Based on the results of hypothesis testing research shows job embeddedness has no effect on turnover intention in employees of PT Trikayarasa Jaya Food. The application of job embeddedness at PT Trikayarasa Jaya Food which has no effect on turnover intention is that at PT Trikayarasa Jaya Food there is no career development, the company does not provide health insurance and the relationship between employees and superiors is not familiar due to frequent job mismatches such as not meeting targets which causes infrequent communication. Therefore the level of individual employees who wish to leave the company is very high.

Based on the results of the research conducted (Astamarini, 2019) Job Embeddedness has a positive and insignificant influence on turnover intention. According to (Hanorata, 2022:8) while a person has mind of quitting (turnover intention), there will be mind to advantage self-self belief to procedure towards figuring out this desire, giving upward thrust to expectations which might be shown by using attitudes and conduct. This conduct can be evident in behavior however it can also be invisible, it is able to intrude with the person overall performance of the group where employees paintings no longer all intentions that stand up can be found out without delay. The procedure of questioning to decide whilst to understand the actual implementation of turnover. Turnover goal has an unfavourable effect on organizational effectiveness because employees with an unrealized preference to move generally tend to behave differently.

#### c. Organizational commitment to turnover intention

Based on the results of the study, it was found that the organizational commitment variable affects turnover intention. Increasing commitment will ultimately reduce turnover intention. Turnover intention can be reduced by increasing organizational commitment. The application of organizational commitment at PT Trikayarasa Jaya Food that affects turnover intention is sufficient salary which makes employees have a high commitment not to leave the company.

Realized research shows that (Komang et al., 2017) said that organizational commitment has a positive effect on turnover intention. (Benyamin, 2017:31) "Committed people are less likely to quit and accept other jobs." Committed workers feel that their purpose and what they do is not under pressure, but rather an investment for them.

d. Job embeddedness to turnover intention mediated by organizational commitment.

Based on the results of the analysis, it is known that organizational commitment is able to mediate the effect of job embeddedness on turnover intention. The application at PT Trikayarasa Jaya Food is that employees there work according to their interests and adequate facilities such as adequate onion production equipment and comfortable work spaces that make the environment comfortable and peaceful. The higher the level of job embeddedness, the stronger one's commitment to the organization. This can then reduce the intention to move from the company.

The research is in line with research that says that (Adya Heermawati, 2022) Organizational commitment is able to play a role in mediating the relationship between the effect of job embeddedness on turnover intention. According to (Diah, 2019:33) The extent to which employees are fully engaged in their work and the strength of their commitment to the job or institution, the study of employee engagement is an important concern. Employees who are engaged at work and committed to the institution will work towards achieving the institution's competitive advantage in the form of higher productivity, and lower turnover.

#### 4. CONCLUSION

Based on the results of the research that has been described, it can be found that job embeddedness affects organizational commitment. Job embeddedness has no effect on turnover intention and organizational commitment affects turnover intention, job embeddedness mediated by organizational commitment to turnover intention affects turnover intention. The results of this study indicate that if the leader applies the concept of performance attachment in the form of a good communication relationship. This means that leaders can prevent turnover intention in employees, so that employees can commit to the organization. So the implication of this research is the importance of understanding that job embeddedness alone does not guarantee employee retention. Other factors such as organizational commitment can be a key link between feeling trapped in work and the desire to stay or leave the organization. The limitation of this study is that the research only focuses on job embeddedness variables on turnover intention mediated by organizational commitment with several other variables not included in this study. It is hoped that future researchers can add other variables related to the phenomena that occur in companies, especially in reducing turnover in employees.

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