

Perceived Organizational Support and Turnover Intention Mediated by Job Embeddedness

R. Rina Novianty Ariawaty, Nisrina Rifdah Fauziyyah

Faculty of Economics and Business, Padjadjaran University, Indonesia

Email : rina.novianty@unpad.ac.id, nisrina17003@mail.unpad.ac.id,

R. Rita Avianty

Faculty of Economics, Sangga Buana University, Indonesia

Email : rita.avianti@usbypkp.ac.id,

ARTICLE INFO

Research Paper

Article history:

Received: 22 July 2024

Revised: 25 Agustus 2025

Accepted: 15 November 2024

DOI:

<https://doi.org/10.54099/aijms.v4i1.1060>

ABSTRACT

The high level of turnover intention in various essential industries in Indonesia makes turnover intention an important issue and makes several companies develop strategies to retain the employees they have. This research aims to determine the effect of perceived organizational support on turnover intention mediated by job embeddedness in retail companies in Sumedang. The methods used in this research are descriptive and verification analysis. The data collection technique used questionnaires and interviews with 80 respondents. The data obtained was analyzed using the Partial Least Square (PLS) analysis technique using SmartPLS ver 3.2.7 for Windows. The research results show that the variable perceived organizational support hurts turnover intention. The variable perceived organizational support has a positive effect on job embeddedness. The job embeddedness variable hurts turnover intention. The results of this study also show that the job embeddedness variable mediates perceived organizational support on turnover intention. **Purpose** – The objectives of this research are: 1. To determine the influence of perceived organizational support on job embeddedness, 2. To determine the influence of perceived organizational support on turnover intention, 3. To determine the influence of job embeddedness on turnover intention, and to determine the influence of perceived organizational support on turnover intention which is mediated by job embeddedness. **Methodology/approach** – This research is quantitative research, which aims to find the influence and relationships between variables in a population which is proven objectively using verification methods so that the influence of perceptions of organizational support and job embeddedness that occurs among employees of XYZ Sumedang, can be known.

Findings – Perception of organizational support has an influence on job embeddedness and job embeddedness influences turnover intention, and perception of organizational support has a negative influence on employee turnover intention which is mediated by job embeddedness.

Keywords: Perceived Organizational Support, Job Embeddedness and Turnover Intention.

This work is licensed under a Creative Commons Attribution-Noncommercial 4.0 International License.

INTRODUCTION

In the fast and competitive industrial development, business managers must be able to manage human resources (HR) as one of the main components of the organization. Retaining employees from moving to other companies is currently a big challenge for every company in the era of the Industrial Revolution 4.0. Based on a study by Gutmann (2016), Indonesia has the fourth highest voluntary turnover rate, namely around 15.8%, after Argentina, Venezuela, and Romania. This means that employee turnover that originates from one's desire or is intentional is

greater than unintentional or based on company decisions. Turnover is defined as the replacement of old employees with new employees or the entry and exit of employees within a certain period resulting in material and psychological losses for the company (Huning et al., 2020). High turnover rates are an important problem that can cause costs and can have negative impacts (Davidson, 2010). There is a psychological thing that is most worrying about employees leaving, namely that the performance of new employees cannot be better or at least equal to employees who leave (Akgunduz, 2017). Companies need to pay attention to things that trigger employees' intention to leave or turnover intention so that they can anticipate factors that can maintain employees' presence in the company. Turnover intention is an employee's intention to leave (Rahman & Nas, 2013). The results of the Petrone survey (2018) show that the retail and consumer product industry in Indonesia has a high turnover intention rate of 13% compared to other industries. In research, Karatepe (2012) stated that the cause of high turnover intention was because the environment no longer provided comfort and suitability during work or what is usually called low job embeddedness. Every manager needs to manage employees to have high job embeddedness; this will avoid negative things in the company's future (Burton et al., 2010). Turnover and job embeddedness are influenced by perceptions of organizational support, which can keep employees persisting (Dawley et al., 2010). Perceived organizational support guarantees that the investments made to nurture and maintain employees in their organization will be reciprocated and appreciated by the employees themselves (Karatepe, 2012). Organizations that can openly recognize the value, achievements, and contributions of their employees will receive confidence that every decision taken by the company feels fair and employees feel valued; this is an important indicator that the organization values its employees (Fojt, 1995). Employees can assess positively that the organization provides comfort and suitability, so it is thought that employees will feel attached to the organization and the community environment within it so that they will not think about leaving their job and will be able to show a positive work attitude (Dawley, 2012).

This research was conducted at a retail company located in the city of Sumedang, West Java, which is one of Indonesia's original retail group businesses, with a supermarket and department store format. This retail company is experiencing problems in managing its employees. The phenomenon of high turnover rates over the last three years can be seen in Table 1.

Table 1. Percentage of Employees Leaving

Year	2018	2019	2020
Percentage	33%	25%	28%

Source: Personnel Division Documents (2021)

Employees choose to leave the company for various personal reasons. The composition of employees who left was 57% from the support department and 43% from the market department. This condition affects the company's operational stability and the company must carry out recruitment to fill employees who leave. Of course, this requires time and money. Turnover intention can occur due to individual characteristics (age, gender, skills), organizational factors (job characteristics, HR management practices), and government policies regarding economic conditions (Moynihan, 2008). The majority of employees decide to stop working based on personal desires. The average employee rating has decreased, but the figure is still relatively good, above 80. Where employees who leave are considered still worthy of being retained to continue working.

Perception of organizational support is ideal when the company pays attention to the welfare and cares for employees (Fojt, 1998). The results of the survey conducted show that employees feel a lack of fair policies towards each individual, limited office facilities, minimal coordination and communication, a less open promotion system, and as many as 40% of employees assess neutral or doubtful satisfaction with the organization and fairness is perceived as neutral by employees.

Job embeddedness has problems if it is characterized by low employee engagement, such as decreasing employee dedication to achieving company goals and the decreasing rate of employees remaining (Peltokorpi, 2013). This can be seen in the Company, the absenteeism rate for six months in 2021 is quite high, namely 10% to 21% with a total of 13 to 58 days. The number of violations shown by employee tardiness tends to be high and 25% of employees stated that nothing would be sacrificed if they left work. It is suspected that this is a problem with the job embeddedness phenomenon, where employees feel used to violations because there are no warnings and feel uncomfortable in the work environment. Employee assessments, both average scores and individual scores, tend to decline, absenteeism rates tend to be high and the percentage of employees who leave each year is high at 25-33%. This retail company is interesting to research, the turnover phenomenon is a serious topic to research because it causes Negative impacts on the company, and turnover intention can be prevented by paying attention to trigger factors. Turnover intention in several studies is said to be influenced by factors perceived as organizational support and job embeddedness.

Objectives

The aim of this research is

1. Knowing the effect of perceived organizational support on job embeddedness
2. Knowing the influence of perceived organizational support on turnover intention
3. Knowing the effect of job embeddedness on turnover intention
4. Knowing the influence of perceived organizational support on turnover intention mediated by job embeddedness

LITERATURE REVIEW

Perception of Organizational Support

Robae (2018) explains that perceived organizational support is a condition that is assessed based on how much an organization considers the value of an employee, meets the needs of its employees, and cares about and attaches importance to the moral feelings of its employees. Perceived organizational support (POS) is a form of appreciation from the organization for employee contributions and when the company cares about employee welfare (G. Caesens, 2017). According to Eisenberger and Rhoades (2002) in Yih and Htaik (2011) perceived organizational support refers to employees' perceptions regarding the extent to which the organization values their contributions and cares about their welfare. Where employee beliefs are formed based on their assessment of an organization's policies and procedures, which are formed based on previous experience, resource management, interactions with organizational agents or superiors, and perceptions of the care and welfare of employees from the organization.

Perception of organizational support is an employee's belief that is formed due to experience and company management so that the company cares about employees in meeting their needs, guarantees employee welfare and respects the moral feelings of employees.

Human social life has a norm of reciprocity (introduced by Gouldner) where employees who have felt the support of the organization feel a debt of gratitude, so they are willing to reciprocate by paying attention to the company's progress, this can increase the organization's attachment to employees. Employees will get positive feelings and feel obliged to contribute when the company provides appropriate organizational support through increasing job satisfaction, positive spiritual status and not feeling excessive pressure (Eisenberger et al., 2002). The shapers or dimensions of perceptions of organizational support consist of 2 important parts, namely justice and working conditions; recognition, salary systems, promotions, security, autonomy, role stressors, and training (Eisenberger & Rhoades, 2002).

Job Embeddedness

Job embeddedness has various definitions from previous researchers. According to Peltokorpi (2013), job embeddedness is a visible job constraint (relationship, suitability, and sacrifice) that embeds employees in a specific job with a specific organization. Burton (2010) explains that job embeddedness is a form of employee resilience and the complexity of employee attachment to social systems both inside and outside work. According to Holtom (2006), job embeddedness is defined as a network that will encourage an employee to stay in the organization, divided into factors of the organization and its community.). It can be concluded that job embeddedness is a complex concept between employees and their work and environment related to social systems, including relationships, compatibility, and sacrifice when carrying out work.

Job embeddedness is when employees choose to be loyal to the company, making it difficult to leave work. Job embeddedness refers to the social, financial, and psychological factors that arise when a person considers remaining employed (Marasi et al., 2016). Job embeddedness has three-dimensional concepts, namely link, fit, and sacrifice (Holtom & Mitchel, 2006)

Turnover intention

Robbins & Judge (2015) define turnover intention as the attitude of employees who tend to leave the company as a form of disappointment over the lack of interest in their current job or the existence of better alternatives, voluntarily or involuntarily. Rarasanti & Suana (2016), explains turnover intention as an employee's decision to leave the company, either in the form of dismissal by the company or resignation by the employee. This means that employees have a personal decision to stop or continue their work.

Turnover intention is defined as in-depth and comprehensive thinking about the possibility or opportunity that someone will change their job within a subjectively or individually determined period (Taylor & Carayon, 2013). It can be concluded that turnover intention is the intention or consideration of individual employees who choose to leave the job they are currently working on. This happens when employees feel there is no need to maintain their jobs at the organization where they currently work.

The turnover intention has several indications that are characteristic of various things related to employee behavior, including increasing frequency of absenteeism, laziness in doing work, increasing violations of work regulations, courage to protest against management, and seriousness of responsibilities that will be different from usual.

According to Pearson et al., (2009) stated that turnover intention depends on three dimensions as indicators to measure employees' desire to change jobs, namely (1) Thinking to Quit. This indicator explains employees who have a tendency to think about leaving the company. (2) Intention to Search for Alternatives, refers to the increasing intention of employees to look for other work outside their current company. (3) Intention to Quit, the employee's perception which is shown in the form of an attitude of leaving their job or company, after finding valid information related to other jobs that have more potential and are thought to provide more satisfaction for the employee.

Research Framework

Employees who have a high perception of organizational support will create positive behavior in working in the organization (G Caesens et al., 2017). Research by David Dawley (2010) shows that job embeddedness has a negative influence on turnover intention. This indicates that when there is an increase in job embeddedness in employees, it can reduce employees' intentions to leave their jobs.

In research by Akgunduz Ceylin (2017), Karatepe (2012) stated that there is a positive influence between perceptions of organizational support on job embeddedness. This shows that if the perception of organizational support increases in a positive way, it will increase job embeddedness in employees. Furthermore, Akgunduz Ceylin (2017) stated that increasing perceptions of organizational support can reduce employees' tendency to intend to leave work.

Research by Peltokorpi (2013) found empirical evidence that perceptions of organizational support will increase job embeddedness which then further connects employees with the organization. Organizational perception is not only related to salary but has become significant in turnover intention, where employees will feel a loss if they leave the company, such as participation in decision-making, fairness of rewards, autonomy, and development opportunities that the organization will provide.

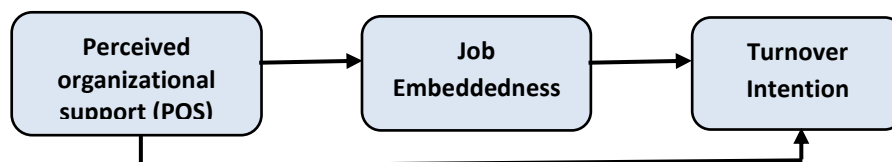


Figure 1. Research Framework

METHOD

This research uses a quantitative approach through descriptive and verification methods.

Descriptive analysis is used when providing a general description of the research unit as well as the characteristics of the sample being reviewed based on several values. In this research, descriptive statistical analysis methods were used which obtained data directly in the field in the form of distribution tables or graphs (Harlan, 2004).

Verification analysis is used to determine causality between variables and prove the existence of a hypothesis using statistical calculations so that it can provide proof of the hypothesis. Researchers use the partial least squares (PLS) method, which is an alternative data analysis or processing based on variants of the structural equation model (SEM). PLS is an analysis method where this method is not based on many assumptions, large samples, normality assumptions, and normally distributed data (Ghozali, 2014)). Model testing is assisted by the SmartPLS application ver 3.2.7 for Windows. Hypothesis testing using PLS has two stages, namely calculating the dependent latent variable directly and then calculating the independent latent variable for its effect on the dependent latent variable with a mediator.

The respondents in this research were all 80 Sumedang retail company employees. This researcher applied the census method.

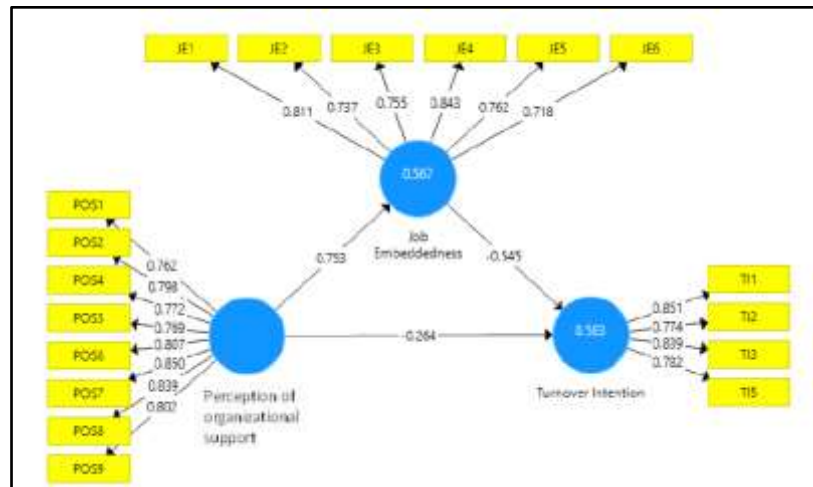


figure 1: Path Coefficient

Data Collection

The data needed for this research are primary data and secondary data.

Primary data is information obtained by researchers firsthand from research variables for specific study purposes (Sekaran & Bougie, 2013). Primary data was obtained from field studies, namely the process of bringing together information, accurate data, and facts on the object under study, through distributing questionnaires and interviews. To measure respondents' opinions in this research, the questionnaire is a Likert scale which is naturally an ordinal scale (Sekaran & Bougie, 2013) with five alternative answers from very negative to very positive.

Secondary data is information that already exists before the research is conducted, and the researcher needs to collect the data (Sekaran & Bougie, 2013). Secondary data is obtained through literature/library studies, namely secondary data collection techniques by studying books, journals, websites, social media, news, or other written materials related to the topic to be researched.

Characteristics of respondents, the majority of employees are in the age range of 20-30 years with a percentage of 69%, women 65%, men 35%, and the majority of work period is 34% in the range of 1-3 years.

RESULT AND DISCUSSION

Verification Analysis

The test results in Table 2 show the relationship between the variable perception organizational support (POS) and job embeddedness (JE), showing a path coefficient value of 0.7531 with a t value of 12.551. The t statistics value is greater than the t table (1.960). Based on the original sample and t statistics, it shows that perceived organizational support (POS) has a positive influence, shown by the original sample value being positive and significant on job embeddedness.

The inner model value shows that perceived organizational support (X) has a negative and significant influence on turnover intention (Y), so that perceived organizational support (X) has a direct influence on turnover intention (Y) through job embeddedness (M), this is proven with a path coefficient value of -0.674 with a t statistics value of 12.454, greater than the t table (1.960). This influence is shown by the original sample and t statistics that the direction is negative, which means that the higher the employee's perceived organizational support, the lower the turnover intention rate.

The relationship between job embeddedness (JE) and turnover intention (TI) shows a negative path coefficient value of -0.545 with a t statistics value of 4.649 with a value greater than the t table (1.960). Based on the original sample and t statistics, it can be concluded that job embeddedness has a negative and significant influence on turnover intention.

The results of the total indirect effect value in Table 5 show that the indirect effect on the mediating variable has a p-value of 0.000 (<0.005) so it is declared significant, meaning that it has an indirect influence or is mediated by the presence of job embeddedness. This means that perceived organizational support as an exogenous variable has an indirect influence on turnover intention, which is mediated by job embeddedness.

The R-square value of job embeddedness (JE) was obtained at 0.567, which shows that the variable perception of organizational support can influence 56% of the job embeddedness variable. The turnover intention (TI) variable has an R-square value of 0.583, which means that 58% of the job embeddedness variable influences 58% of the turnover intention variable in (1998) the results of 0.33 – 0.67 R-square are classified as variables that have a moderate influence. Turnover intention and job embeddedness are not categorized as weak or strong but are in the middle. This means that there are influential variables other than those mentioned in the research.

With the value of latent variable 1 (POS) being 0.800, the cross-loading of latent variable 2 (JE) being 0.772 and the cross-loading of latent variable 3 (TI) being 0.812. So it can be concluded that each latent variable has met the requirements for good discriminant validity, where several latent variables are still highly correlated with the construct.

In the analysis method using PLS, the construct will be declared reliable if the composite reliability has a value higher than 0.70 and the AVE has a value higher than 0.50. In Table 2, the reliability values of the three research variables are displayed and show that the variable model can be declared reliable because the construct is in the green arena because the composite reliability value is from 0.8 to 0.9 (>0.7) and the AVE is 0.54 to 0.6 (which meets the requirements for a value of more than 0.5). So that the measuring instruments for the three research variables can be declared reliable.

The average variance extracted value will test multicollinearity in the research variables. It will be said to be a good model if the VIF value between the construct variables is less than 5. Below is the VIF value between the latent variables of perception of organizational support, job embeddedness, and turnover intention. Table 3 shows that the three research variables have VIF values <5 , indicating that all the variables studied do not contain multicollinear variables, meaning it shows that the model is good.

Numerical Results

Table 2. Variable and Indicator Test Values

	OL	Skor	CR	AVE
Perception organizational support			0,934	0,541
Justice		3,41		
Fairness of organizational policies	0,769	Valid		
Employees' suggestions and complaints are heard	0,780	Valid		
Appreciated work	0,696	X		
Concerned about welfare	0,777	Valid		
Working Conditions		3,36		
Attentive boss	0,764	Valid		
Promotion system satisfaction	0,784	Valid		
The organization guarantees the safety	0,839	Valid		
The organization provides freedom to organize one's work	0,826	Valid		
The organization helps keep factors that trigger excess stress away	0,812	Valid		
Organization provides training	0,564	X		
Job Embeddedness			0,898	0,596
Relation (Link)		3,48		
Discipline	0,809	Valid		
Cooperation	0,739	Valid		
Suitability (Fit)		3,33		
Suitable for work position	0,755	Valid		
Compatible with and like co-workers	0,841	Valid		
Sacrifice	3,22			
It's hard to leave work	0,762	Valid		
It's hard to leave coworkers	0,720	Valid		
Turnover Intention			0,886	0,660
Thinking to Quit		2,84		
Confused about continuing to work	0,803	Valid		
Decreased satisfaction with the organization	0,737	Valid		
Intention to Search for Alternatives		2,6		
Looking for another job or company to work for	0,833	Valid		
Thinking about doing your own business	0,510	X		
Intent to Quit		3,1		
Intention to leave work	0,783	Valid		
Accepting a new job	0,667	X		

*Note: Outer Loading (OL) shows the indicator validity value, the score shows the variable descriptive number, and CR (Composite Reliability) and AVE (Average al.t) show the variable reliability value

Table 3. Variable Correlation Values

	<i>OS</i>	<i>Mean</i>	<i>Stav</i>	<i>T stat</i>	<i>VIF</i>
Perception organizational support (X) → job embeddedness (M)	0.753	0.759	0.060	12.55	1,00
Job Embeddedness (M) → Turnover intention (Y)	-0.545	0.538	0.117	4.64	2,31
Perception of organizational support (X) → Turnover Intention (Y)	-0.674	-0.682	0.054	12.45	2,31

Table 4. Nilai Uji Discriminant Validity

	Laten 1 (POS)	Laten 2 (JE)	Laten 3 (TI)
Laten 1 (POS)	0,800		
Laten 2 (JE)	0,753	0,772	
Laten 3 (TI)	-0,674	-0,743	0,812

Table 5. Model Indirect Effect

Original Sample	Mean	Stav	T stat	P-Val
-0.410	0.418	0.091	4.498	0.000

CONCLUSION

1. Perceived organizational support has a positive influence on job embeddedness. When the employee's perception of the company's organizational support is considered positive, it will increase the employee's job embeddedness or feelings of attachment, resulting in comfort, suitability, and sacrifice will arise from the employee.
2. Job embeddedness hurts turnover intention. When employees feel this feeling of job embeddedness, they think about leaving or stopping working at the company.
3. Perception of organizational support hurts turnover intention. So when a company has succeeded in implementing fair policies and positive working conditions as a form of organizational support, it will make employees stay at the company for a long period or mperiodees' feelings of leaving the company.
4. Perception of organizational support hurts employee turnover intention mediated by job embeddedness. Where, employees who feel organizational support will not think about leaving their jobs because of the comfort or suitability they have received in their jobs and the environment, so there will be a feeling that if they leave their jobs, they will be sacrificing bigger things, such as the unique value of the company (be it the environment). positive work or positive culture).

REFERENCES

- Akgunduz, Y., & Ceylin, S. (2017). Journal of Hospitality and Tourism Management The effect of employee advocacy and perceived organizational support on job embeddedness and turnover intention in hotels. *Journal of Hospitality and Tourism Management*, 31, 118–125. <https://doi.org/10.1016/j.jhtm.2016.12.002>
- Albalawi, A. S., & Naughton, S. (2019). Perceived Organizational Support, Alternative Job Opportunity, Organizational Commitment, Job Satisfaction, and Turnover Intention: A Moderated-mediated Model. *Researchs Papers Organizacija*, 52(4). <https://doi.org/10.2478/orga-2019-0019>
- Burton, J. P., Holtom, B. C., Sablinski, C. J., Mitchell, T. R., & Lee, T. W. (2010). The buffering effects of job embeddedness on negative shocks. *Journal of Vocational Behavior*, 76(1), 42–51. <https://doi.org/10.1016/j.jvb.2009.06.006>
- Caesens, G., Stinglhamber, F., & Demoulin, S. (2017). No Title. *European Journal of Work and Organizational Psychology*, pp. 527–540. <https://doi.org/https://doi:10.1080/1359432X.2017.1319817>
- rFeldman, D. C., Ng, T. W. H., & Vogel, R. M. (2012). Off-the-job embeddedness: A reconceptualization and agenda for future research. In *Research in Personnel and Human Resources Management* (Vol. 31). Emerald Group Publishing Limited. [https://doi.org/10.1108/S0742-7301\(2012\)0000031008](https://doi.org/10.1108/S0742-7301(2012)0000031008)
- Ferrell, O. C. (2014). In *Business A Changing World* (10th ed., pp. 2–14).

- Fojt, M. (1995). The Journal of Management Development. *Journal of Management Development*, 14(9), 1–59. <https://doi.org/10.1108/02621711199500001>
- Ghozali, I. (2014). *Partial Least Squares*. Semarang: Badan Penerbit.
- Hair, J. F. (2010). *Multivariate Data Analysis*.
- Harlan, J. (Ed.). (2004). *Metode Statistika 1*. Gunadarma.
- Holtom, B. C., Mitchell, T. R., & LEE, T. W. (2006). Increasing human and social capital by applying job embeddedness theory. *Organizational Dynamics*, 35(4), 316–331. <https://doi.org/10.1016/j.orgdyn.2006.08.007>
- Karatepe, O. M. (2012). The Effects of Coworker and Perceived organizational support on Hotel Employee Outcomes: The Moderating Role of job embeddedness. *Journal of Hospitality and Tourism Research*, 36(4), 495–516. <https://doi.org/10.1177/1096348011413592>
- Knies, E., Boselie, P., Gould-Williams, J., & Vandenabeele, W. (2015). Special issue of *International Journal of Human Resource Management, Strategic Human Resource Management, and Public Sector Performance*. *International Journal of Human Resource Management*, 26(3), 421–424. <https://doi.org/10.1080/09585192.2014.980127>
- Mallol, C. M., Holtom, B. C., & Lee, T. W. (2007). Job embeddedness in a culturally diverse environment. *Journal of Business and Psychology*, 22(1), 35–44. <https://doi.org/10.1007/s10869-007-9045-x>
- Marasi, S., Cox, S. S., & Bennett, R. J. (2016). Job embeddedness: Is it always a good thing? *Journal of Managerial Psychology*, 31(1), 141–153. <https://doi.org/10.1108/JMP-05-2013-0150>
- Masyhuri. (2010). *Metodologi Penelitian Pendekatan Praktis dan Aplikatif*. Bandung: PT Refika Aditama.
- Peltokorpi, V. (2013). Job embeddedness in Japanese organizations. *International Journal of Human Resource Management*, 24(8), 1551–1569. <https://doi.org/10.1080/09585192.2012.723636>
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714. <https://doi.org/10.1037/0021-9010.87.4.698>
- Robaee, N., Atashzadeh-chloride, F., Ashktorab, T., & Baghestani, A. (2018). Perceived organizational support and moral distress among nurses. 1–7. <https://doi.org/10.1186/s12912-017-0270-y>
- Takase, M., & Ph, D. (2010). A concept analysis of turnover intention : Implications for nursing management. *Collegian*, 17(1), 3–12. <https://doi.org/10.1016/j.colegn.2009.05.001>
- Taylor, P., & Carayon, P. (2013). Evaluating causes and consequences of turnover intention among IT workers : the development of a questionnaire survey Evaluating causes and consequences of turnover intention among IT workers : the development of a questionnaire survey. July 2013, pp. 37–41. <https://doi.org/10.1080/01449290500102144>