

Job Involvement, Job Embeddedness, and Organizational Commitment: The Mediating Role of Job Satisfaction in a Relationship-Oriented SME Context

Hastho Joko Nur utomo¹, Kalista Yasmin Oktaviani², Meilan Sugiarto³, Eny Endah Pujiastuti⁴

^{1,2,3,4}Universitas Pembangunan Nasional Veteran Yogyakarta, Indonesia

ABSTRACT: This study investigates the effects of job involvement and job embeddedness on organizational commitment, with job satisfaction as a mediating variable, within a relationship-oriented small and medium enterprise (SME) context. Grounded in Social Exchange Theory, the research emphasizes how employees' emotional and social attachment to their organization contributes to stronger affective commitment through enhanced job satisfaction. Data were collected from 37 employees of CV Dear Eleanor, an SME operating in the food and beverage sector in Yogyakarta, Indonesia. Using Structural Equation Modeling with Partial Least Squares (SEM-PLS), the results reveal that job involvement and job embeddedness significantly and positively influence job satisfaction. Furthermore, job satisfaction has a significant mediating effect on the relationship between both antecedents and organizational commitment. However, the direct relationship between job involvement and organizational commitment was found to be insignificant, indicating that employee commitment in SMEs is primarily driven by satisfaction derived from involvement rather than involvement itself. The findings reinforce the relevance of Social Exchange Theory in explaining employee behavior within relationally oriented SMEs, where interpersonal bonds and perceived organizational support play vital roles in shaping commitment. This study contributes to the literature by providing empirical evidence on how job satisfaction functions as a psychological mechanism linking involvement, embeddedness, and organizational commitment in small-scale service enterprises. Managerially, the results highlight the importance of fostering employee satisfaction and relational attachment to enhance commitment and retention in SMEs.

KEYWORDS: Job involvement, job embeddedness, job satisfaction, organizational commitment, SMEs, social exchange theory

I. INTRODUCTION

Human resources play a crucial role in determining the efficiency and effectiveness of an organization (Simamora, 2015). Effective management and development of human capital are therefore essential for achieving organizational success. As organizations evolve, the growth of employees' knowledge, skills, and abilities requires fair and relevant human resource policies (Rowley & Jackson, 2012). Conversely, when organizational practices fail to meet employee expectations, commitment tends to decline and turnover intention increases (Robbins & Judge, 2015).

Organizational commitment reflects an employee's desire to remain part of the organization and willingness to contribute toward its goals (Luthans et al., 2021). Previous research has highlighted job satisfaction as a key determinant of such commitment (Kreitner & Kinicki, 2014; Ningtyas et al., 2020). Job satisfaction represents an employee's emotional response to their work, which may arise from salary, recognition, social relationships, or career development opportunities (Luthans, 2021). When employees perceive fairness and meaning in their work, they are more likely to experience job satisfaction and subsequently develop stronger organizational commitment.

Job involvement, defined as the degree to which individuals identify with their work and consider performance important to their self-worth (Robbins & Judge, 2015), has been consistently linked to job satisfaction. Employees who are highly involved in their work tend to feel more valued and recognized for their contributions (Sumarto, 2009). Beyond satisfaction, job involvement can also strengthen loyalty and commitment toward the organization (Sari & Amri, 2022).

Similarly, job embeddedness—referring to the extent to which employees feel socially and emotionally connected to their job and organization (Mitchell et al., 2001)—has been shown to influence both job satisfaction (Salsabila & Sabariah, 2023) and organizational commitment (Khan et al., 2018; Noor et al., 2023). Employees who are more embedded within their organization tend to perceive higher personal sacrifice if they leave, leading to stronger attachment and lower turnover intentions.

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Despite extensive studies on job involvement, job embeddedness, job satisfaction, and organizational commitment, empirical evidence integrating these variables within a single mediation framework remains limited, especially in the context of small and medium-sized enterprises (SMEs) in Indonesia's food and beverage (F&B) sector. Prior research has predominantly examined these relationships in manufacturing or service industries of larger scale, leaving a contextual gap in understanding how these psychological mechanisms operate in smaller, relationship-oriented organizations.

This study focuses on CV Dear Eleanor Yogyakarta, a growing F&B enterprise that manages two main business units—*Petik Teh* and *Dear Eleanor Tea House*. The company employs 37 full-time and part-time workers. However, it has faced considerable challenges related to employee turnover, particularly in the Tea House unit. As shown in Table 1, turnover rates fluctuated between 1% and 53% in 2022, while in 2023 they ranged between 0% and 25%. Although the overall trend declined, the volatility reflects persistent instability in employee retention and potentially weak organizational commitment.

Table 1. Employee Turnover Summary at CV Dear Eleanor (2022–2023)

Year	Average Turnover (%)	Highest Turnover (%)	Lowest Turnover (%)	Remarks
2022	11.4 %	53.0 % (July)	% (April)	High turnover volatility, especially mid-year
2023	6.2 %	25.0 % (January)	0.0 % (July–August)	Declining turnover trend and improved retention

Source: Processed by Researcher (2024).

This phenomenon suggests that psychological factors such as job involvement and job embeddedness may play significant roles in influencing job satisfaction and, consequently, organizational commitment. To address this issue, this study develops and tests a mediation model that integrates these relationships through job satisfaction.

Based on the theoretical framework and research gaps identified, this study aims to analyze:

1. The effect of job involvement on job satisfaction.
2. The effect of job embeddedness on job satisfaction.
3. The effect of job involvement on organizational commitment.
4. The effect of job embeddedness on organizational commitment.
5. The effect of job satisfaction on organizational commitment.
6. The mediating effect of job satisfaction on the relationship between job involvement and organizational commitment.
7. The mediating effect of job satisfaction on the relationship between job embeddedness and organizational commitment.

By integrating both job involvement and job embeddedness into a single model, this study contributes to the literature by explaining how these two antecedents jointly foster organizational commitment through job satisfaction. Theoretically, the model is grounded in Social Exchange Theory, which posits that employees reciprocate positive experiences and fair treatment from the organization with greater satisfaction and commitment. Empirically, this research extends prior findings by providing new evidence from the Indonesian F&B context—an industry characterized by high interpersonal dynamics and turnover risks.

II. LITERATURE REVIEW

Job involvement

Job involvement is the extent to which individuals identify themselves with their work and consider their work to be an important part of their personal lives (Robbins & Judge, 2015). Employees with high levels of job involvement will have a strong concern for the success of the organization and consider work performance to be a reflection of personal values (Luthans et al., 2021). High job involvement also reflects strong intrinsic motivation, which ultimately contributes to improved performance and job satisfaction. Rivai and Sagala (2013) state that job involvement can influence positive employee attitudes and behaviors, including loyalty and the desire to remain in the organization. Therefore, companies need to create a work environment that supports active employee participation so that job involvement can grow optimally.

Job embeddedness

Meanwhile, the concept of job embeddedness explains why individuals remain in an organization. Mitchell et al. (2001) introduced this concept to describe employees' attachment to their jobs, social environment, and organizational values. Job embeddedness consists of three main dimensions: links, fit, and sacrifice. The links dimension describes the extent to which a

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person has social relationships with coworkers or the community, fit indicates the compatibility between personal values and the organization, while sacrifice explains the extent to which a person will lose important things if they leave the organization. Employees with high attachment will find it more difficult to leave the organization because they feel socially and emotionally connected (Mitchell et al., 2001). Empirical research shows that job embeddedness plays an important role in reducing turnover intention and increasing job satisfaction and commitment (Khan et al., 2018; Noor et al., 2023). In the context of small organizations such as CV Dear Eleanor, job embeddedness is a crucial aspect of maintaining workforce stability and building long-term loyalty.

Job satisfaction

Job satisfaction reflects the extent to which individuals feel satisfied with aspects of their work, such as compensation, recognition, work environment, and employee relations (Luthans, 2021). Job satisfaction is an emotional response to a person's perception of the extent to which their job meets their expectations (Kreitner & Kinicki, 2014). According to Herzberg's two-factor theory, job satisfaction is influenced by motivators such as achievement, responsibility, and opportunities for development, while job dissatisfaction stems from hygiene factors such as salary and working conditions. Research by Sumarto (2009) shows that high levels of work engagement can increase job satisfaction because employees feel more valued and recognized for their contributions. In addition, Salsabila and Sabariah (2023) found that job embeddedness also has a positive effect on job satisfaction due to a strong sense of belonging and social connection to the organization.

Organizational commitment

Organizational commitment describes the extent to which individuals have a desire to remain part of the organization and strive to achieve common goals. Organizational commitment into three dimensions, namely affective commitment, continuance commitment, and normative commitment. Affective commitment relates to emotional attachment to the organization, continuance commitment relates to considerations of the costs incurred if leaving the organization, while normative commitment arises from a moral obligation to remain (Luthans et al., 2021). Employees with high commitment will show loyalty, consistent performance, and a desire to contribute more (Robbins & Judge, 2015). Organizational commitment is influenced by various factors, including work engagement, job satisfaction, and social attachment in the work environment (Ningtyas et al., 2020; Sari & Amri, 2022).

Conceptually, this relationship is in line with social exchange theory, which states that individuals tend to maintain relationships with organizations when they receive commensurate benefits and rewards (Ahmad et al., 2023). When employees feel that their work is meaningful (high job involvement) and feel socially embedded (high job embeddedness), they will experience job satisfaction, which in turn increases their commitment to the organization. Therefore, organizations need to strengthen the psychological and social factors that build work involvement and attachment in order to foster long-term satisfaction and commitment. In the context of CV Dear Eleanor Yogyakarta, understanding the relationship between these variables is important for overcoming high turnover rates and building organizational sustainability through strengthening employee commitment.

The influence of job involvement on job satisfaction

According to Sumarto (2009), the higher the level of employee involvement in their work, the greater their job satisfaction tends to be, as active participation fosters a sense of meaning, motivation, and appreciation. Therefore, organizations should provide trust and opportunities for employees to actively engage in their work. This view is reinforced by the findings of Rizvi and Sikand (2023), which demonstrate a positive and significant relationship between job involvement and job satisfaction, confirming that job involvement plays a crucial role in shaping employees' job satisfaction.

H1: There is a significant effect of job involvement on job satisfaction.

The influence of job embeddedness on job satisfaction

The influence of job embeddedness on job satisfaction is explained by Mitchell et al. (2001), who state that the higher an employee's job embeddedness, the greater their job satisfaction. This is due to a strong sense of connection to the job and organization, as well as the high level of sacrifice required of employees if they leave the company. This is evidenced by research conducted by Salsabila and Sabariah (2023) and also research conducted by Karomah and Azizah (2024), which shows that job embeddedness has a positive and significant effect on job satisfaction.

H2: There is a significant effect of job embeddedness on job satisfaction.

The influence of job involvement on organizational commitment

The influence of job involvement on organizational commitment is found in the theory proposed by Robbins and Judge (2015), which states that employee involvement is a participatory process that uses input from employees or workers with the

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aim of increasing employee commitment to the success of the organization. This is evidenced by the results of research by Yusuf and Prakoso (2022) and research conducted by Fitriyadi Syah (2024), which show that there is a significant positive influence between job involvement and organizational commitment.

H3: There is a significant influence of job involvement on organizational commitment

The influence between job embeddedness and organizational commitment

As explained by Khan et al. (2018), job embeddedness is the link between employees and the company and their work, so that stronger job embeddedness tends to make employees stay with their jobs and not leave the company. The relationship between these two variables was proven by research conducted by Noor et al. (2023) and research conducted by Nisa and Larassaty (2024), which showed that the relationship between job embeddedness and organizational commitment has a positive and significant effect. On the other hand, **job embeddedness has a direct influence on job satisfaction and organizational commitment** (Khan et al., 2018; Noor et al., 2023). Employees who feel socially and emotionally attached to the organization will be more satisfied with their work and committed to staying.

H4: There is a significant effect of job embeddedness on organizational commitment.

The influence between job satisfaction and organizational commitment

The relationship between organizational commitment and job satisfaction is mentioned by Luthans et al. (2021) that although job satisfaction is related to employees' attitudes toward their work, and commitment is related to the organizational level, the relationship between job satisfaction and organizational commitment has been known for years, where low job satisfaction tends to result in absenteeism and employee turnover related to organizational commitment. This is evidenced by the results of research by Ningtyas et al. (2020), which show that job satisfaction has a positive and significant effect on organizational commitment. High job satisfaction further contributes to increased organizational commitment (Kreitner & Kinicki, 2014).

H5: There is a significant effect of job satisfaction on organizational commitment.

Hypothesis

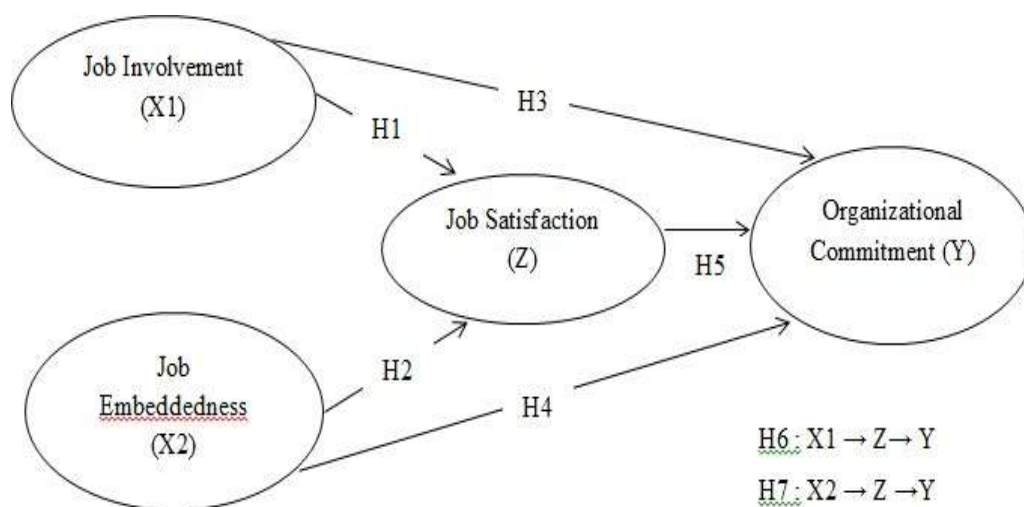


Figure 1. Hypothesis Model

The hypotheses of this study are as follows:

H1: There is a significant effect between job involvement and job satisfaction

H2: There is a significant effect between job embeddedness and job satisfaction

H3: There is a significant effect between job involvement and organizational commitment

H4: There is a significant effect between job embeddedness and organizational commitment

H5: There is a significant effect between job satisfaction and organizational commitment

H6: There is a significant effect between job involvement on organizational commitment through job satisfaction

H7: There is a significant effect between job embeddedness on organizational commitment through job satisfaction

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METHODOLOGY

This study uses a quantitative paradigm. The type of research used is explanatory research to test the effect of exogenous variables on endogenous variables. The exogenous variables consist of job involvement (X1) and job embeddedness (X2). The endogenous variable is organizational commitment (Y). The mediating variable is job satisfaction (Z). The operationalization of the research variables is as follows:

Job involvement is a level that shows an employee's commitment to their work, active involvement in their work, and the feeling that their performance affects their self-worth (Robbins & Judge 2015). The indicators used to measure job involvement are: response to work, behavior of involving oneself in work, sense of responsibility towards work, feelings of guilt when work is not completed (Govender (2010).

Job embeddedness is a condition in which employees are attached to their work and the reasons for staying in their jobs (Mitchell et.al 2001). The following are indicators of job embeddedness according to Mitchell et al. (2001): Links (relationships between employees and their organization, both formal and informal), Fit (the extent to which employees feel they fit in or are compatible with the organization and the environment in which they work), Sacrifice (material and non-material sacrifices if employees decide to leave their jobs).

Job Satisfaction is a state that can make employees feel happy or have positive emotions, which is the result of employees' job assessments and work experiences. The following are indicators of job satisfaction: the job itself, salary, promotion, supervision, work group, working conditions (Luthans et al. 2021).

Organizational commitment is a strong desire within an individual to remain a member of the organization, a willingness to make greater efforts for the organization, and a firm belief in the values and goals of the organization. The following are indicators of organizational commitment: affective commitment, continuance commitment, and normative commitment (Luthans et al., 2021).

The population of this study was all 37 employees of CV Dear Eleanor, both those in the Tea Picking unit and those in the Dear Eleanor Tea House. Since the population is small, saturated sampling technique was used, so that all members of the population were included as samples (Sugiyono, 2017). Data collection was conducted using a questionnaire. Data analysis technique used SEM-PLS (Partial Least Square).

RESULTS AND DISCUSSION

The profile of the research respondents is presented in the following table:

Table 1. Characteristics of Respondents

Characteristics	Frequency	Percentage
Gender		
Male	13	35%
Female	24	65 %
Devision of Job		
Head bar	1	3 %
Store manager	1	3 %
Marketing	3	8 %
Finance	2	6 %
Tea leaf pickers	12	32 %
Tea Brewer	18	48 %
Working period		
More than 6 months	5	13%
6 – 12 months	17	46 %
12 months	15	41 %
Total	37	100%

Based on Table 1, it is known that most employees are female (65%) who work as tea brewer (48%) with a length of service of 6-12 months (46%).

Hypothesis Test

Hypothesis research can be answered by testing the significance of the influence between constructs by looking at the t-statistic value. Path coefficient values can be obtained through the PLS Bootstrapping model. Results of hypothesis testing is carried out by looking at Table 2.

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Table 2. Results of Hypothesis Testing

	Hypothesis	Original Sample (O)	T Statistics	p Values	Description
H1	JI → JS	0,248	2,572	0,006	accepted
H2	JE → JS	0,703	8,071	0,000	accepted
H3	JI → OC	0,082	0,633	0,264	Not accepted
H4	JE → OC	0,233	1,560	0,061	accepted
H5	JS → OC	0,669	5,395	0,000	accepted
H6	JI → JS → OC	0,166	2,720	0,004	accepted
H7	JE → JS → OC	0,470	3,899	0,000	accepted

Source: Primary data processed in 2023

JI: Job Involvement

JE: Job Embeddedness

JS: Job Satisfaction

OC: Organizational Commitment

DISCUSSION

The results of this study provide a comprehensive understanding of how job involvement and job embeddedness simultaneously influence job satisfaction and organizational commitment in the context of relationship-oriented small and medium enterprises (SMEs). In line with Social Exchange Theory (Ahmad et al., 2023), employees in SMEs tend to build long-term psychological and emotional relationships with the organization when they feel reciprocity in the form of support, recognition, and equal benefits. These results emphasize the importance of meaningful involvement and social embeddedness in enhancing job satisfaction and commitment, which ultimately become key factors in retaining employees and ensuring organizational sustainability.

Empirical findings support **H1**, that job involvement significantly influences job satisfaction. Employees who are actively involved in their work tend to have high intrinsic motivation and view their roles as meaningful, resulting in greater job satisfaction (Sumarto, 2009; Rizvi & Sikand, 2023). In the context of SMEs, this relationship appears to be stronger because employees usually work in small teams with close interpersonal relationships and individual work results have a direct impact on the success of the organization. A participatory work climate strengthens the sense of ownership towards work and pride in the role performed (Luthans et al., 2021). Therefore, when leaders provide trust, autonomy, and opportunities to participate in decision-making, it strengthens employees' psychological identification with their work and increases their job satisfaction.

The results also confirm **H2**, demonstrating that job embeddedness exerts a positive and significant influence on job satisfaction. This finding is consistent with the conceptualization of Mitchell et al. (2001), who identified three core dimensions of embeddedness: links, fit, and sacrifice. Employees who maintain strong social connections (links), perceive value congruence with their organization (fit), and view leaving the organization as a personal or professional loss (sacrifice) are more likely to experience greater job satisfaction. Within relationship-oriented SMEs—where solidarity, trust, and interpersonal closeness are central to organizational life—such social embeddedness becomes a meaningful source of satisfaction (Salsabila & Sabariah, 2023; Karomah & Azizah, 2024). A cohesive and supportive work environment fosters employees' emotional well-being and psychological safety, thereby reinforcing their satisfaction at work.

Furthermore, the results reveal that the effect of job involvement on organizational commitment (**H3**) is not statistically significant ($p = 0.264$; $t = 0.633$). This suggests that, in the context of relationship-oriented SMEs, job involvement alone does not directly translate into organizational commitment. Drawing on Social Exchange Theory (Ahmad, 2023), such commitment arises only when employees perceive reciprocal value from the organization—manifested through trust, appreciation, or satisfying work experiences. In this study, the lack of a direct effect implies that involvement in one's job does not automatically elicit a sense of commitment unless it is accompanied by job satisfaction. Hence, the relationship between job involvement and organizational commitment operates indirectly through the mediating role of job satisfaction, as evidenced by the significance of H6.

The analysis also supports **H4**, indicating that job embeddedness has a significant positive effect on organizational commitment. This finding is consistent with the Job Embeddedness Theory proposed by Mitchell et al. (2001) and further corroborated by empirical studies conducted by Khan et al. (2018), Noor et al. (2023), and Nisa and Larassaty (2024), which emphasize that strong social and emotional attachment reduces turnover intentions and enhances loyalty. In the context of small and medium-sized enterprises (SMEs), job embeddedness is shaped not only through professional relationships but also

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through social proximity and a strong sense of familial values. Employees who perceive themselves as part of a “work community” tend to exhibit higher levels of affective and normative commitment. Therefore, SMEs should reinforce internal social ties by fostering informal relationships, mentoring systems, and a warm organizational culture to sustain employee commitment.

The subsequent findings support **H5**, revealing that job satisfaction has a positive and significant influence on organizational commitment. This result aligns with the observations of Luthans et al. (2021) and the empirical evidence provided by Ningtyas et al. (2020), both of which demonstrate that higher job satisfaction enhances employee loyalty and reduces turnover intentions. Within relationship-oriented SMEs, job satisfaction is often driven more by intrinsic factors—such as recognition, social intimacy, and opportunities for personal growth—than by extrinsic rewards like compensation (Kreitner & Kinicki, 2014). Hence, when employees feel valued and supported by both supervisors and peers, they are more likely to develop a strong emotional bond and enduring commitment to the organization.

The Mediating Role of Job Satisfaction

Further analysis of **H6** and **H7** reveals that job satisfaction functions as a mediating variable linking job involvement and job embeddedness to organizational commitment. This finding aligns with the conceptual framework proposed by Salsabila and Sabariah (2023), which suggests that job satisfaction represents a form of psychological reward perceived by employees in response to their involvement and social attachment within the workplace. In the context of relationship-oriented SMEs, job satisfaction embodies a reciprocal exchange mechanism, as explained by Social Exchange Theory (Ahmad et al., 2023). Employees who experience fairness, appreciation, and social support tend to reciprocate with stronger loyalty and commitment toward their organization. Accordingly, job satisfaction serves as a psychological bridge that connects employees’ engagement and embeddedness to their affective and normative commitment (Salsabila & Sabariah, 2023). This mediating framework underscores that satisfaction derived from meaningful involvement and supportive relationships enhances employees’ sense of belonging and dedication, thereby reinforcing organizational stability and long-term retention within SMEs.

CONCLUSION

This study confirms that job involvement and job embeddedness play crucial roles in shaping job satisfaction and organizational commitment within relationship-oriented small and medium-sized enterprises (SMEs). The findings indicate that both job involvement and job embeddedness exert significant positive effects on job satisfaction, which in turn strongly influences organizational commitment. However, the direct effect of job involvement on commitment is not significant, suggesting that job satisfaction serves as the primary psychological pathway linking involvement to commitment. These results reinforce the Social Exchange Theory, emphasizing that mutual social exchanges—such as feelings of trust, appreciation, and belonging—form the foundation of employee loyalty and dedication. In the SME context, characterized by flat structures and familial cultures, job satisfaction acts as a psychological bridge that strengthens social and emotional ties between employees and the organization.

THEORETICAL IMPLICATION

Theoretically, this research extends the application of Social Exchange Theory to the relationship-oriented SME context, where it has been less explored compared to large organizations. The study demonstrates that social exchange dynamics are not limited to material compensation but are also manifested through trust, recognition, and emotional support. Both job involvement and job embeddedness emerge as socio-psychological antecedents of job satisfaction, which subsequently fosters stronger organizational commitment. This finding highlights that, in relational work environments, social exchange mechanisms rely more on affective and moral values than on economic transactions. Furthermore, the study contributes to theoretical development by positioning job satisfaction as a mediating variable, explaining how work involvement and embeddedness foster organizational loyalty. Consequently, this model broadens the understanding of the psychological pathways through which commitment is developed in resource-constrained settings.

MANAGERIAL IMPLICATION

The findings of this study provide valuable strategic insights for SME leaders aiming to strengthen employee retention and organizational commitment through relational approaches. **First**, leaders are encouraged to establish a participatory work environment that enables employees to take an active role in decision-making processes, thereby enhancing their sense of ownership and job satisfaction. **Second**, job embeddedness can be reinforced by fostering close interpersonal relationships within teams through open communication, team-building initiatives, and mentoring systems grounded in social support. **Third**, leaders should cultivate an organizational culture rooted in familial values, mutual trust, and non-material recognition, such as

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appreciation for employees' contributions and loyalty. This relational strategy proves particularly effective in SMEs, where social cohesion serves as the foundation of organizational stability. **Fourth**, ensuring long-term sustainability requires the implementation of continuous feedback mechanisms that capture employees' aspirations and make them feel genuinely valued and respected. By simultaneously nurturing job involvement, job embeddedness, and job satisfaction, SMEs can foster sustainable organizational commitment while mitigating turnover—a challenge that remains prevalent in this sector.

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