



How Human Resource Practice, Perceived Organizational Support, and Job Embeddedness Influence Turnover Intention

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Abstract: This study focuses on the technology sector, a strategic area of the Indonesian economy. Technological developments encourage companies to retain their top tech employees. The objective of this study is to examine the impact that employees' perceptions of human resource practice and organizational support have on their level of job embedment and intention to leave their jobs. The current study also investigates the mediation effect of job embeddedness. An online survey utilizing a seven-point Likert scale was administered to 284 IT employees from diverse technology companies in Indonesia with a purposive sample technique. This study shows that human resource practice, organizational support perceived by employees, and job embeddedness are essential factors influencing turnover intention.

Keywords: Human Resources Practice; Job Embeddedness; Perceived Organizational Support; Technology Industry; Turnover Intention

INTRODUCTION

Retaining the best professional talents is critical to an organization, as the success of an organization depends on its people. The long-term success and survival of the organization cannot be separated from how the organization can retain the best talents, who are the key to success. Rapid technological and global developments and uncertain economic conditions impact human resource management on various issues. One of them is the role of organizations in managing the turnover intention of their talented and skilled workers.

Great resignations have occurred over the last two years during a global pandemic. Technology is considered the industry with the highest turnover. Based on research data from Linked In, the average turnover rate of the technology sector reaches 13.2%, where the turnover rate exceeds other sectors by 10.5% (Yara, 2022).

A technology company is a commercial strategy focusing on developing, operating, and monetizing Internet applications (Ziegler, 2022). Based on an article from the Ministry of Finance (2022) Indonesia's digital economy is the highest in Southeast Asia and is predicted to grow up to eight times by 2030. Therefore, to support the digital economy, the need for human resources with special technological expertise and skills is one of the important pillars. According to World Bank and McKinsey research, Indonesia needs approximately 600,000 digital talents annually (Setyowati, 2022).

However, recruitment activities are followed by IT employees' desire to move. According to a survey conducted by Michael Page Indonesia (2021), some IT professionals anticipate finding new job opportunities, while others are passively open to new opportunities. There are three main reasons professional technology employees leave organizations; lack of growth opportunities, seeking better pay and benefits, and underutilized skills. There are also groups of individuals who do not believe their companies care about their welfare and happiness (Michael Page Indonesia, 2022).

According to Haque et al. (2019), the intention to leave is the initial stage of employee turnover. It is defined as an individual behavior associated with the possibility of withdrawing from the organization (staying employed but not attached) and finding another job. Turnover intention is also considered a cognitive process of thinking, planning, and wanting to leave the job (Alzubi, 2018).



Human resource practice is an important organizational aspect for companies to manage employee intention to quit (Basnyat & Lao, 2020; Shah et al., 2020). Human resource practices are organizational activities designed to maximize the use of human resources, leading to greater work and organizational success (Danilwan & Dirhamsyah, 2022). Based on the social exchange theory, HR practices are considered a valuable resource and a source of sustainable competitive advantage. Therefore, implementing appropriate and beneficial human resource practices for employees can create a positive attitude toward work among employees. Generally, people tend to retaliate and treat those who help them well (Yunikawati et al., 2021). The positive attitudes can include employee attachment to their job and employee loyalty to the company (Dechawatanapaisal, 2018; Hassanpour et al., 2021).

Employees' positive perspectives on their organization also contribute to reducing employee intentions to leave. Perceived Organizational Support reflects an organization that cares about employees' contributions and performance and leads the organization to build positive relationships with its employees and motivate them to work hard (Sun, 2019). The social exchange theory is a series of interdependent interactions in which a person feels obligated to respond positively in response to the positive and advantageous actions of another. The notion of reciprocity encourages indebted employees to contribute back to the organization (Sungu et al., 2019). Employees will be motivated to respond with actions that benefit the company and will be more reluctant to find other jobs and leave the company (Suárez-Albanchez et al., 2022; Sun, 2019).

Several studies state that job embeddedness is the reason why employees stay with their firms. Job embeddedness was developed to explore why employees choose to remain in their organizations, hence job embeddedness is considered a high-level aggregate force for retention (Holtom & Darabi, 2018; Philip & Medina-Craven, 2022). Job embeddedness is also viewed as the state of mind of employees in an organization who decide to leave due to the influence of certain factors (Shah et al., 2020). Several studies have also found that job embeddedness plays a role in mediating between job or company context features and some work attitudes and behaviors. Job embeddedness was found to mediate the relationship between HR practices and perceptions of organizational support with turnover intention (Afsar et al., 2018; Dechawatanapaisal, 2018, 2022; Esterlita & Purba, 2019; Mashi et al., 2022)

This study has two independent variables (Human Resource Practice and Perceived Organizational Support) and one mediating variable (job embeddedness). The turnover intention will be the dependent variable that will be used to measure the extent to which HR practices and organizational support felt by employees can affect employee intentions to leave. The purpose of this study is to assist managers and practitioners in raising awareness of employee perspectives on HR Practice and organizational support, as well as to advise them in implementing suitable interventions or policies to lessen employee intention to quit. Furthermore, this study will provide a theoretically more extensive comprehension of the impact of HR practices on turnover intention, the impact of employees' perceived organizational support on employee turnover intention, and how job embeddedness mediates the relationship between HR practices, perceived organizational support, and turnover intention. Thus, this research is expected to be a reference for further study.

Several previous studies have explored the relationship between human resource practice, perceived organizational support, job embeddedness, and turnover intention and have been developed over time. This study supports previous research by (Dechawatanapaisal, 2018, 2022). However, in this study, the researcher will use different research instruments and objects from the previous studies. Human resource



practice will be observed as a whole rather than from its components and perceived organizational support will be observed through multidimensional.

By considering previous research and the objectives of this study, the researcher developed the research hypothesis as follows:

- H1: There is a positive and significant direct effect between HR practice on job embeddedness
- H2: There is a positive and significant direct effect between perceived organizational support on job embeddedness
- H3: There is a negative and significant direct effect between HR practice on turnover intention
- H4: There is a negative and significant direct effect between perceived organizational support on turnover intention
- H5: There is a negative and significant direct effect between job embeddedness on turnover intention
- H5: There is an indirect effect of HR practice on turnover intention through job embeddedness
- H6: There is an indirect effect of perceived organizational support on turnover intention through job embeddedness

METHODS

This study used a quantitative research approach. Data collection took place between February and May of 2023. Data were collected from two data sources. First, the primary data collection was obtained using a questionnaire. Second, the secondary data collection is obtained indirectly from newspapers, books, journals, and websites to support research and enrich the information. A survey was distributed to full-time IT personnel working in Indonesian technology enterprises. Bursa Efek Indonesia (BEI) breaks down technology companies into categories such as Online Applications and services; IT Services and consulting; Software; Networking Equipment; Computer Hardware; and Electronic Equipment, Instruments, and components (Kayo, 2021). SEM is considered a large sample technique that typically demands a minimum sample size of 200. This study calculated the sample size using the sample-to-item ratio criterion. The criterion refers to the number of indicators of the instrument in the study. The ratio should not be less than 5-to-1 (Memon et al., 2020). The ratio employed in this study was 5-to-1 with 36 items (questions), hence a sample of 180 respondents was set as a minimum requirement.

A sample of 284 IT employees was taken from technology-based companies using a purposive sampling technique. The questionnaire was created using Google form and was distributed online through social media such as Linked In, WhatsApp & Telegram. The survey instrument for this study consisted of a structured questionnaire with 45 items covering demographic profiles and factors that identified turnover intention. The data collection period was approximately twelve weeks. Measurement used a 7-point Likert scale (1 = strongly disagree; 2 = disagree; 3 = disagree; 4 = neutral; 5 = somewhat agree; 6 = agree; 7 = strongly agree). The Structural Equation Modeling (SEM) data analysis technique was carried out using the Lisrel 8.80 (Linear Structural Relations) program. According to Hair et al. (2019), SEM comprises three stages; confirmatory factor analysis, in which validity and reliability of the instruments are tested; path analysis; and obtaining a suitable model for prediction (structural model and regression analysis).



RESULTS AND DISCUSSION

Confirmatory Factor Analysis (CFA) Test

Test validity reveals how well a measurement defines the concept, while test reliability relates to the consistency of a measure. This analysis process will use Confirmatory Factor Analysis (CFA) to see the Standard Loading Factor (SLF) value on each variable indicator (Figure 1). Data validation requires a standardized loading factor with a minimum value of 0.5 or preferably greater than 0.7 (Hair et al., 2019). The CFA test result of this study is shown in Table 1.

Table 1. Confirmatory Factor Analysis (CFA) Test Result

Variables	Dimension	Indicators Code	Standardized Loading Factor	Conclusion
HR Practices (HRP)	Unidimensional	HRP1	0,82	Valid
		HRP2	0,84	Valid
		HRP3	0,77	Valid
		HRP4	0,86	Valid
		HRP5	0,82	Valid
		HRP6	0,91	Valid
		HRP7	0,91	Valid
		HRP8	0,86	Valid
		HRP9	0,83	Valid
		HRP10	0,76	Valid
		HRP11	0,69	Valid
		HRP12	0,84	Valid
Perceived Organizational Support (POS)	Finance	POS1	0,87	Valid
		POS2	0,91	Valid
		POS3	0,88	Valid
		POS4	0,78	Valid
	Career	POS5	0,90	Valid
		POS6	0,91	Valid
		POS7	0,92	Valid
		POS8	0,94	Valid
		POS9	0,90	Valid
	Adjustment	POS10	0,90	Valid
		POS11	0,92	Valid
		POS12	0,90	Valid
		POS13	0,90	Valid
		POS14	0,89	Valid
Job Embeddedness (JE)	Unidimensional	JE1	0,84	Valid
		JE2	0,79	Valid
		JE3	0,73	Valid
		JE4	0,78	Valid
		JE5	0,78	Valid
		JE6	0,55	Valid
		JE7	0,82	Valid
Turnover Intention (TI)	Unidimensional	TI1	0,73	Valid
		TI2	0,81	Valid
		TI3	0,90	Valid

Source: Data that has been processed by the author (2023)

Based on Table 1, all indicators on each variable have an SLF (Standardized Loading Factor) value above 0.5. This implies that all indicators on each variable are valid and can be used in the next analysis stage.



Reliability Test

Test reliability determines whether a measurement model is reliable or remains consistent after repetition on the same subjects and conditions. Reliability testing in this study was done by calculating Construct Reliability (CR) and Average Variance Extracted (AVE). Below are the results of the Construct Reliability and Variance Extracted calculations shown in Table 2.

Table 2. Reliability Test Result

Variable	Dimension	CR	AVE	Conclusion
HRP		0,963	0,684	Reliable
	Finance	0,920	0,742	Reliable
POS	Career	0,962	0,836	Reliable
	Adjustment	0,955	0,809	Reliable
JE		0,904	0,578	Reliable
TI		0,856	0,667	Reliable

Source: Data that has been processed by the author (2023)

In a reliability test, a variable is considered to meet configuration reliability if it meets the requirements of a CR value equal to or greater than 0.7, and an AVE value greater than 0.5 (Hair et al., 2019).

The reliability test results in Table 2 show that the CR and AVE values of the HR practice variables, perceived organizational support, job embeddedness, and turnover intention meet the requirements and can be trusted to measure latent variables consistently.

Goodness of Fit Test

After testing for validity and reliability, the overall suitability of the research model is tested by model fit testing, or known as goodness of fit. This test measures how well or adequate the research model is (Hair et al., 2019). Table 3 shows the test results of structural model suitability tests in this study.

Table 3. Goodness of Fit Test Result

Type of Measurement	GOF Index	Suggested Value	Result	Conclusion
<i>Absolut Fit Measures</i>	Chi-square	$p\text{-value} \leq 0,05$	0,0	<i>Good fit</i>
	RMSEA	$0,05 \geq \text{RMSEA} \leq 0,08$	0,066	<i>Good fit</i>
	RMR	$\leq 0,05$	0,075	<i>Poor Fit</i>
	SRMR	$\leq 0,05$; $0,05 \leq \text{SRMR} \leq 0,10$	0,045	<i>Good fit</i>
	GFI	$\geq 0,90$; $0,80 \leq \text{GFI} \leq 0,90$	0,80	<i>Marginal Fit</i>
	<i>Incremental Fit Measures</i>	NFI	$\geq 0,90$	0,98
NNFI		$\geq 0,90$	0,99	<i>Good fit</i>
CFI		$\geq 0,90$	0,99	<i>Good fit</i>
IFI		$\geq 0,90$	0,99	<i>Good fit</i>
RFI		$\geq 0,90$	0,98	<i>Good fit</i>
AGFI		$\geq 0,90$	0,77	<i>Marginal Fit</i>

Source: Data that has been processed by the author (2023)

The measurement results listed in Table 3 show that there are two measurements with marginal fit criteria (GFI and AGFI) and one with poor fit criteria (RMR), while other indexes are in the range of good fit values, so this model is still acceptable for analysis.



Hypothesis Test

Hypothesis testing in this study uses the Structural Equation Modeling (SEM) method processed with the Lisrel 8.80 program. This test will create a path diagram showing the relationship between the variables in the research model and displaying confirmatory factor analysis (CFA), standard loading factor (SLF), and t-values. The t-values in SEM show the significance of the relationship between variables and the direction of their significance. This study used a one-tailed hypothesis test, which states that the influence between variables is statistically significant if the t-value is greater than 1.645. The t-value will be compared with the t-values table and is declared significant if the t-value is ≥ 1.645 with a confidence level of $\geq 95\%$. The results of the t-value calculation on each variable relationship are shown in Table 4.

Table 4. Hypothesis Test Result (t-value)

Hypothesis	t-value	Conclusion
There is a positive and significant direct effect between HR practice on job embeddedness	5,98	H1 Supported
There is a positive and significant direct effect between perceived organizational support on job embeddedness	2,60	H2 Supported
There is a negative and significant direct effect between HR practice on turnover intention	-3,36	H3 Supported
There is a negative and significant direct effect between perceived organizational support on turnover intention	-4,95	H4 Supported
There is a negative and significant direct effect between job embeddedness on turnover intention	-3,34	H5 Supported

Source: Data that has been processed by the author (2023)

Based on Table 4, it can be concluded that Hypothesis 1, which states that human resource practice has a positive effect on job embeddedness, has a t-value of 5,98 where this value exceeds the standard value of t-value ≥ 1.645 . The two variables have a positive and significant relationship; thus, this hypothesis is accepted. Furthermore, Hypothesis 2 concerning the positive effect of perceived organizational support on employee job embeddedness has a t-value of 2,60 which is greater than the t-value ≥ 1.645 , implying this hypothesis is also accepted.

Hypothesis 3 states that HR practice negatively affected employee turnover intention and obtained a t-value of -3.36, so the hypothesis is accepted because the t-value is ≥ 1.645 . Then, Hypothesis 4, which states that perceived organizational support has a negative effect on employee turnover intention, shows a t-value of -4,95. This hypothesis is also accepted because it has a t-value ≤ 1.645 . The next hypothesis states that job embeddedness negatively affects turnover intention obtained a t-value of -3,34 thus Hypothesis 5 is accepted because the t-value ≥ 1.645 .

In determining the mediating effect of job embeddedness, this study will use the total effect to calculate the mediation value. The total effect value should be greater than the direct effect value so that a variable is said to mediate the relationship between the independent and dependent variables. The total effect is obtained by adding up the direct and indirect effect coefficients. The indirect effect is calculated by multiplying the path coefficients of the relationship between variables. Table 5 shows the results of calculating the mediation value of job embeddedness in the relationship between HR practice and perceived organizational support with turnover intention.



Table 5. Mediation Hypothesis Test Result

	Mediation	Path			Conclusion
H5	There is an indirect effect of HR practice on turnover intention through job embeddedness	HRP-JE	JE-TI	HRP-TI	H6 Supported
	t-values	5,98	-3,34	-3,36	
	β	0,56	-0,23	-0,30	
	Total Effect	$(0,56 \times -0,23) + -0,30 = -0,43$			
		*greater than direct effect			
H6	There is an indirect effect of perceived organizational support on turnover intention through job embeddedness	POS-JE	JE-TI	POS-TI	H7 Supported
	t-values	2,60	-3,34	-4,95	
	β	0,24	-0,23	-0,43	
	Total Effect	$(0,24 \times -0,23) + -0,43 = -0,49$			
		*greater than direct effect			

Source: Data that has been processed by the author (2023)

Based on Table 5, the resulting total effect values are greater than the direct effect. Therefore, it can be concluded that Hypothesis 5 and Hypothesis 6 are accepted, meaning that job embeddedness partially mediates the relationship between HR practice and perceived organizational impact on turnover intention. Partial mediation implies that there is significance of both direct and indirect relationships between the independent and dependent variables pointing in the same direction (Hair et al., 2019).

HR practice influences Job embeddedness

This study contributes to the literature by investigating the relationship between HR practices and job embeddedness, highlighting that HR practices emphasize employees' needs and perceptions. The result shows that HR practice provides the greatest contribution to job embeddedness.

Employees perceive organizations with beneficial and advantageous HR practices as fostering a sense of embeddedness within their organization, as confirmed by this study. This result is supported by Dechawatanapaisal's (2018) study, which states that certain HR approaches increase employee's motivation to develop job embeddedness within their organization, such as performance management, rewards, career development, employee involvement, and information sharing, which contribute positively to employees' job embeddedness.

This study highlights the importance of aligning whole HR practices with developing employees' skills, knowledge, and motivation to increase job embeddedness among IT employees in technology organizations. However, the specific HR components that should be adopted to improve employees' job embeddedness have not yet been identified in this study. Therefore, future studies are expected to explore practical HR components as dimensions to better understand which HR practices can enhance employees' job embeddedness.

Perceived Organizational Support influences Job Embeddedness

The result of this study indicates that perceived organizational support has a positive effect on job embeddedness. If IT employees feel more appreciated by their employers, they will be more committed to their roles. Based on the coefficient value, it is noticeable that the dimension of organizational support that contributes the most to IT employee perceptions is career support. The present study supports the findings of prior



research conducted by Dirican & Erdil (2022) and Dechawatanapaisal (2022) which states that employees who feel valued and their rights protected will show a better attitude towards their organization in exchange for tenderness, leading to increased employee embeddedness in their job and the organization.

Despite previous studies that used a unidimensional measurement of perceived organizational support, this study's findings provide a deeper understanding of how organizational support in the form of career, financial, and adjustment influences job embeddedness. Therefore, implementing various policies or actions to provide these forms of support can enhance IT employees' job embeddedness in their organization. This research is limited to employees working in the IT and technology sectors as respondents. Future studies should explore employees working in other fields or professions.

HR Practice Influences Turnover Intention

This study shows that HR practice is proven to significantly affect the turnover intention of IT employees in technology companies. Several studies have found a negative correlation between HR practice and turnover intention among professional employees in projects/operations (Yunikawati et al., 2021), bank employees (Shah et al., 2020), and hotel employees (Basnyat & Lao, 2020). This study expands on previous research by revealing that IT people share a similar attitude and believe that organizations may reduce IT employee turnover intention by strengthening their HR practices. Employees who believe their organization provides benefits will repay by being committed to the organization and staying in their jobs (Basnyat & Lao, 2020).

Shah et al. (2020) research reveals that HR practices such as employee recognition, salary, performance feedback, job security, and workloads reduce employee intentions to switch companies. Therefore, higher management needs to develop appropriate HR practices for IT employees. However, as this study only examines HR practices as a whole, it is challenging to identify the specific HR practices that require enhancement, alteration, or adaptation for IT employees. Therefore, future studies are anticipated to employ the dimensions of HR practices in examining turnover intention.

Perceived Organizational Support Influence Turnover Intention

Organizational support is considered a resource that allows employees to have a more positive attitude toward their work and the organization (Dechawatanapaisal, 2022). This study supports prior research that found a negative and significant association between perceived organizational support and turnover intention (Dechawatanapaisal, 2022; Suárez-Albanchez et al., 2022). According to Suárez-Albanchez et al. (2022), employees in the IT consulting sector who feel their organization supports them are more loyal and reluctant to seek another job or leave the company. In this case, perceived organizational support is vital to IT employees' intentions to leave.

The findings provide an improved understanding of how IT employees in technology companies perceive organizational support, which may manifest as career, finance, and adjustment support, leading to their decision to quit. Compared to the other variables, perceived organizational support has a stronger direct effect on the desire to leave, as shown by the coefficient value. Furthermore, the coefficient values indicate that career support has the most substantial impact on the attitudes of IT employees towards their firm. This research can be enhanced by further investigating the details relating to career, financial, and adjustment support required for IT professionals as well as professionals in other fields.



Job Embeddedness Influence Turnover Intention

This study result is consistent with Coetzer et al. (2019) & Skelton et al. (2020). According to their study, job embeddedness has been identified as a significant predictor of employee turnover intention. The relationship between the two is negative, implying that the more embedded employees are, the less likely they are to seek new job opportunities. Otherwise, employees less embedded in their work will tend to leave (Dechawatanapaisal, 2018).

Job embeddedness affects the decision-making behavior of individual employees, as it refers to the condition of being uncertain about whether to leave or stay in a particular job. In the research of Coetzer et al. (2019), the condition of job embeddedness can be measured with three different constructs: links, fit, and sacrifice. The current study used a unidimensional approach to job embeddedness, which limits its ability to offer comprehensive knowledge of the factors that motivate people to stay in their firm. Future studies are intended to apply a multidimensional approach to job embeddedness to acquire more comprehensive insights into the factors contributing to IT employees' decision to stay with the company.

Mediating Role of Job Embeddedness

This research demonstrates that IT employees who feel their organization has provided many resources will be reluctant to leave since they may lose or get the same or greater benefits elsewhere.(Coetzer et al., 2019).

This study result is consistent with Mashi et al. (2022) research. This study found that Job Embeddedness partially mediates the relationship between HR practice and turnover intention. When HR practice is perceived as a valuable resource, employees will feel obliged to continue their work, leading to increased job embeddedness. A good HR approach providing employee benefits and resources will foster attachment to their workplace and indirectly lower their intention to leave (Dechawatanapaisal, 2018).

Job embeddedness partially mediates perceived organizational support and turnover intention. Employees who feel valued, cared for, and supported by their employer develop a psychological attachment to their work and organization, preventing them from looking elsewhere (Dechawatanapaisal, 2022). Therefore, a rise in job embeddedness will enhance the influence of HR practices and perceived organizational support on the turnover intention of IT employees.

However, this study reveals that the mediating role of job embeddedness does not play a very big role in explaining the link between HR practices and organizational support perceived by employees toward employees' turnover intention. Therefore, future research can examine other mediating variables such as organizational commitment (Hassanpour et al., 2021; Suárez-Albanchez et al., 2022) and organizational citizenship behavior (Shah et al., 2020).

CONCLUSION

Based on previous information, several conclusions can be drawn. First, HR Practice and perceived organizational support positively and significantly influence job embeddedness. Second, turnover intention is negatively and significantly impacted by HR practice, perceived organizational support, and job embeddedness. Third, job embeddedness can mediate the relationship between HR practice and perceived organizational support on turnover intention. The results of this study show the importance of the existence of HR practices that are determined appropriate by the organization and employees' positive perspective of their organizational support negatively and significantly affect turnover intention, which can reduce employees' desire to leave the company.



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