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Can the Affective Commitment and Job Satisfaction Mediate The Impact of Job Embeddedness on Turnover Intention?

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Abstract. *The purpose of this survey to examine and analyze the relationship of research and analysis, affective commitment, job satisfaction, and employee turnover intention. This study uses a survey method with data collection. Samples from 30 employees of CV Cipta Utama Mandiri were taken using purposive sampling and analyze by SmartPLS-3.3.5 software. The results of this study prove that high turnover intention is significantly influenced by affective commitment. This influence is negative, because employees who have strong emotional ties to the company feel they are part of the company which makes the employee reluctant to want to resign from the company. The findings also show that there is no significant negative effect of job embeddedness and job satisfaction on turnover intention. The mediating role of job satisfaction on the effect of job embeddedness on turnover intention is also not proven. However, strong affective commitment can convey the impact of job embeddedness on turnover intention.*

Keywords**:** *Job Embeddedness; Affective commitment; Job Satisfaction; Turnover Intention*

INTRODUCTION

Furniture industry services are one of the factors of Indonesia's economic growth that is still surviving in the times. This continues to encourage the growth of furniture products to develop and contribute to the company's production of furniture. In a competitive world most consumers place high quality. Improvement of furniture products to produce similar products with various advantages of the resulting product. In connection with the growing development of furniture products affect the Indonesian economy. The economy is booming in the furniture sector. The 19 pandemic had a negative effect on the performance of the creative economy in East Java. Basically, East Java makes a big contribution to the national economy. It was recorded that until the third quarter of 2019, East Java's GRDP was able to contribute 14.92% of the National GDP. Even though the East Java economy, according to BPS, still grew by 3.04% in the first quarter of 2020, this figure is still far from 2019 which reached 5.55% (Anjaningrum, 2021). In the first quarter of 2021, the performance of the furniture industry was able to rise and grow 8.04% positively after contracting 7.28% in the same period last year due to the impact of the Covid-19 pandemic. Furthermore, the sub- area of wood industry, wood products, rattan and furniture contributed 2.60% to the growth of the agro-industrial group (Maskur, 2021).

CV Cipta Utama Mandiri is engaged in the LVB (Laminated Veneer Board) assembly industry service. Laminated Veneer Board (LVB) it is a special LVL product made by combining Veneer products for applications such as doors frames. LBL and LVB to secure efficient use of plywood and provide a high relaxation factor (https://www.sljglobal.com/en/home/). Industrial activities that serve the needs of others. In this activity, the raw materials are provided by other parties while the processors only carry out the processing in exchange for a certain amount of money or goods as compensation (Azzah, 2021). This assembly service experienced turnover intention during the pandemic and reduced the quality of the workers. Turnover intention according to (Rafiq *et al.*, 2019) defines it as "the awareness and intentional desire of workers to leave the organization, sometimes employees also want to leave the company because they want to ensure their welfare". Some of the negative consequences of employee turnover, costs, disruption of daily operations, working hours and psychological impact on other employees (Kristanti *et al.*, 2021). Turnover intention can be used as a result of several factors or functions they exist directly in the organization for example regulatory

policies,incentive strategies, and organizational culture (Idiegbeyan-ose et al., 2018). But according to (Ratnawati et al., 2020) the intention of employees to change organizations will greatly affect the organization, especially if those who will resign are experts, it will risk transferring knowledge about the company to competing companies (Kartika and Purba, 2018).

Therefore, it is said that employees who are satisfied with all work, salary, supervision, promotion, and co-workers, voluntarily identify themselves as part of the organization by conforming base on values, ideal, role, and the objectives of the organization. In organizational management, turnover can lead to loss off business opportunities as job advertisements, marketing for new employees, educating and directing new employees (Yu *et al.*, 2020). So, controlling the turnover intention is crucial at this time. Employee turnover intentions allow opportunities for human resources to take proactive action approaches to increase retention and delay turnover in an organization related to voluntary turnover (Nicholas et al., 2016).

Job embeddedness plays an important role in turnover intention. According to (Khan *et al.*, 2018) job embeddedness has an impact on turnover intention, employees with a low level of job attachment tend to have the intention of changing jobs. Meanwhile, according to (Ghosh and Gurunathan, 2015) found that people who have high negative effects and experience shock are less likely to remain embedded and consequently more likely to seek new jobs and engage in active counterproductive behaviors. This embedded state helps to buffer negative events and reduces the likelihood of seeking a new job, engaging in counterproductive work behaviors, or both.

(Li *et al.*, 2021) said that affective commitment has contribution on job satisfaction and turnover intention. On the other hand, according to (Lee *et al.*, 2018) it seems to be the most important factor to increase affective commitment. (Yang et al., 2019) the relationship between affective commitment and turnover intentions, shows that affective commitment has a negative and significant effect on turnover intention. Therefore, companies must improve employee progress so that they feel more attached to their workplace. This increases the involvement of the assembly workers with the performance of the employees, thus leading to job satisfaction. Based on the above study, finally a model of the relationship between job embeddedness, affective commitment, job satisfaction and turnover intention. job embeddedness that produces affective commitment and job satisfaction will affect turnover intention. However, in this connection, it is still necessary to prove the role of affective commitment and job satisfaction as a mediator of the effect of job embeddedness on turnover intention, especially in the object of research, namely employees of CV Cipta Utama Mandiri.

So that this study needs to be done to analyze (1) the mediating role of affective commitment on the effect of job embeddedness on turnover intention of CV Cipta Utama Mandiri, (2) the mediating role of job satisfaction on the effect of job embeddedness on turnover intention CV Cipta Utama Mandiri. The research hypotheses are: (1) affective behavior has a mediating role on the effect of job embeddedness on turnover intention CV Cipta Utama Mandiri, and (2) job satisfaction has a mediating role on the effect of job embeddedness on turnover intention CV Cipta Utama Mandiri.

METHOD

This research was conducted with a quantitative approach by distributing questionnaires to employees of CV Cipta Utama Mandiri which consisted of 30 people. Job embeddedness variable is measured from 9 indicators, namely: (1) good communication with employees, (2) good relationship, (3) skills and talents, (4) organization work style, (5) compensation for next level to performance, (6) evaluates ability, (7) good this organization, (8) benefit to employees (9) sacrifice to leave job (Yu *et al.*, 2020). Affective commitment variable is measured from 4 indicators, namely: (1) glad to work in this organization, (2) passages of organization, (3) friendly, (4) big influence (Yang et al., 2019). Job satisfaction is measured by 6 indicators, namely: (1) salary and wages, (2) opportunities for advancement, (3) satisfied (Yu *et al.*, 2020) (4) enjoy, (5) achievement (Yang, 2019). The variable turnover intention is measured by 3 indicators, namely: (1) leave/stay, (2) find new jobs, (3) change jobs recently (Yang et al., 2019). The data collected were analyzed using partial least squares (PLS) analysis using SmartPLS software version 3.3.5 after going through the outer and inner moderation measurements, the research

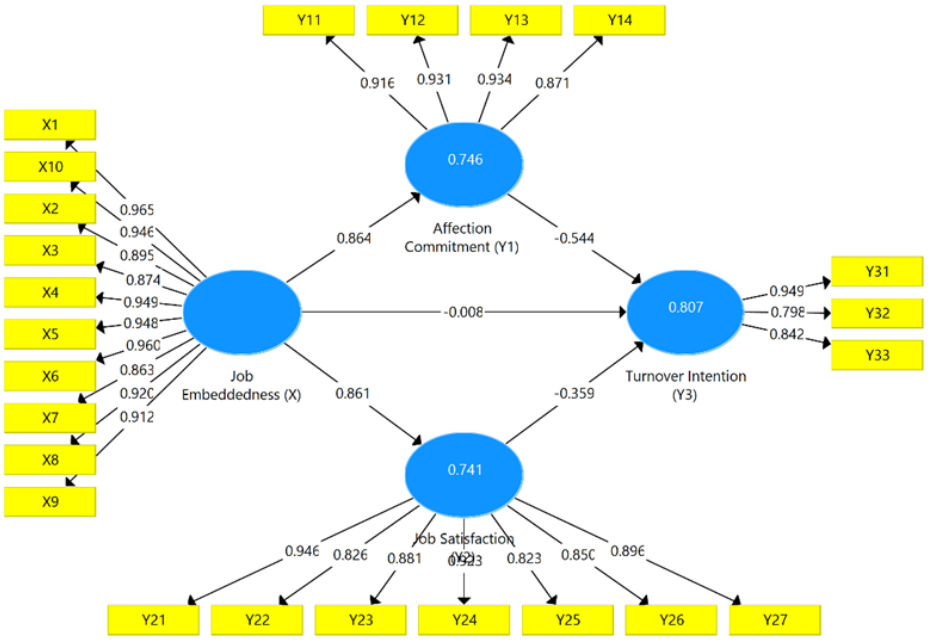
hypothesis was tested by considering the t-statistics and p-values.

RESULT

PLS_SEM_Analysis

The Measuring of Outer-Model

Outer-model need to be measured to determine the validity and reliability of research-instrument. Loading factor and AVE are used in this study for checking the validity, while, composite reliability and Cronbach's Alpha are used for checking the reliability. Loading factor shows the correlation between the indicators and their constructs. An indicator is said to be valid if it has a loading factor value above 0.70 (Garson, 2016).



Source: processed data

Figure 1
Structural Model

Based on Figure 1. Structural Model, It is known that all manifest constructs that reflect job-embeddedness, affective-commitment, job-satisfaction and turnover-intention have a loading factor > 0.7. While, from the value of Average Variance Extracted (AVE) which showed in Table 1 are > 0.5. Those indicates that the research instrument is Valid. Table 1 is sxtract variance (AVE) with a value of > 0.5 was used as a determinant of convergent validity. Based on Table 1. The AVE value, it is known that the AVE value of all latent constructs is greater than 0.5. That is, the research instrument used to measure the research variables is valid. The way to do the Fornell Lacker test is to compare the value of the square root of the AVE with the correlation value between constructs.

Table 1
Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Affective commitment (Y1)	0.834
Job Embeddedness (X)	0.853
Job Satisfaction (Y2)	0.773
Turnover Intention (Y3)	0.748

Source: processed data

Table 2
Fornell-Lacker

	Affective commitment (Y1)	Job Embeddedness (X)	Job Satisfaction (Y2)	Turnover Intention (Y3)
Affective commitment (Y1)	**0.913**			-0.544
Job Embeddedness (X)	0.864	**0.924**	0.861	-0.008
Job Satisfaction (Y2)			**0.879**	-0.359
Turnover Intention (Y3)				**0.865**

Source: processed data

Based on Table 2., it can be seen that the Fornell-Lacker-value every variable is greater than the correlation between exogenous and endogenous variables. This shows that the indicators used to measure the research variables are valid.. At the indicator level, discriminant validity is tested through cross loading. The trick is to compare values, where the value of cross loading on the intended construct must be greater than the value of loading with other constructs.

Table 3
Cross Loading Value

	Affective commitment (Y1)	Job Embeddedness (X)	Job Satisfaction (Y2)	Turnover Intention (Y3)
X1	0.795	**0.965**	0.790	-0.732
X10	0.808	**0.946**	0.804	-0.769
X2	0.754	**0.895**	0.705	-0.622
X3	0.730	**0.874**	0.732	-0.716
X4	0.795	**0.949**	0.799	-0.732
X5	0.883	**0.948**	0.878	-0.836
X6	0.860	**0.960**	0.859	-0.786
X7	0.795	**0.863**	0.769	-0.640
X8	0.783	**0.920**	0.809	-0.672
X9	0.759	**0.912**	0.785	-0.730
Y11	**0.916**	0.743	0.860	-0.891
Y12	**0.931**	0.835	0.859	-0.806
Y13	**0.934**	0.784	0.883	-0.811
Y14	**0.871**	0.795	0.872	-0.744
Y21	0.876	0.754	**0.946**	-0.859
Y22	0.757	0.679	**0.826**	-0.663
Y23	0.871	0.806	**0.881**	-0.775
Y24	0.876	0.754	**0.923**	-0.859
Y25	0.737	0.677	**0.823**	-0.649
Y26	0.821	0.848	**0.850**	-0.716
Y27	0.892	0.765	**0.896**	-0.873
Y31	-0.904	-0.810	-0.918	**0.949**
Y32	-0.613	-0.581	-0.638	**0.798**
Y33	-0.760	-0.622	-0.697	**0.842**

Source: processed data

Based on Table 3. Cross Loading value, it is known that all cross loading values the manifest construct of each latent construct to the intended construct is higher than the cross loading value of other constructs. This shows that all indicators used to measure research variables are valid. Based on Table 4., it is known that the Cronbach's-alpha-value of every variable is > 0.6 and the composite-reliability-value is > 0.8, so, the research instrument is reliable.

Table 4
Cronbach's-Alpha and Composite-Reliability

	Cronbach's Alpha	Composite Reliability
Affective commitment (Y1)	0.933	0.953
Job Embeddedness (X)	0.981	0.983
Job Satisfaction (Y2)	0.951	0.960
Turnover Intention (Y3)	0.830	0.899

source: processed data

The Measuring of Inner-Model

Measuring the Inner model is done to test the relationship between latent constructs. Several tests of it, are: R-Square, Effect Size (f-Square), and GoF. R-Square is the determination coefficient which will be said strong if the value is minimum 0.67 (Hair et al., 2017). Based on Figure 1., the R-Square value on Affective commitment (Y1) is 0.746 which means that 74.6% of Affective commitment is strongly explained by Job embeddeness. Meanwhile, the R-square value on Job Satisfaction (Y2) is 0.741, which means that 74.1 % of Job Satisfaction is strongly explained by Job embeddeness. The R-square value on turnover intention (Y3) is 0.807 which mean that 80.7% of Turnover Intention is explained strongly by Job Embeddedness, Affective commitment and Job Satisfaction. Effect Size value requires a minimum value of at least 0.35 to be categorized as an exogenous variable that has a strong effect on the endogenous variable.

Table 5
Effect-Size-Value (f^2)

	Affective commitment (Y1)	Job Embeddedness (X)	Job Satisfaction (Y2)	Turnover Intention (Y3)
Affective commitment (Y1)				0.135
Job Embeddedness (X)	2.942		2.862	0.000
Job Satisfaction (Y2)				0.060
Turnover Intention (Y3)				

Source: processed data

Based on Table 5., it is known that f^2 for the relationship between job embeddedness and affective commitment is 2.942. This shows that job embeddedness has a strong enough influence on affective commitment. f^2 for the relationship between job embeddedness and job satisfaction of 2.862. This shows that job embeddedness has a strong enough influence on job satisfaction. But, f^2 for the relationship between job embeddedness and turnover intention is 0.000. This shows that job embeddedness does not have influence on Turnover Intention. So, job embeddedness has a strong influence on affective commitment and job satisfaction. Meanwhile, affective commitment and job satisfaction has a weak influence on. And job embeddedness does not have influence on turnover intention. As for the value Goodness of Fit (GoF) must be calculated manually accordance with the formula from Tenenhaus in (Hair *et al.*, 2014), GoF = $\sqrt{(AVE \times R^2)}$.

GoF affective commitment $=\sqrt{(0.834\times0.746)}=0.788$

GoF Job satisfaction $=\sqrt{(0.773\times0.741)}=0.757$

GoF turnover intention $=\sqrt{(0{,}748\times0{,}785)}=0{,}766$

According to Tenenhaus large effect will happen if the GoF value minimum 0.38. Based on the calculation results above, it shows that the all the GoF variable value more than 0.38, which means that the structural model formed meets the goodness of fit or the structural model that is formed is good, so that the structural model can be accepted.

Table 6
Path Coefficient and T-Statistics

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Inference
Path Coefficients				
Affective commitment (Y1) -> Turnover Intention (Y3)	-0.544	1.996	0.046	Significant
Job Embeddedness (X) -> Affective commitment (Y1)	0.864	21.394	0.000	Significant
Job Embeddedness (X) -> Job Satisfaction (Y2)	0.861	18.497	0.000	Significant
Job Embeddedness (X) -> Turnover Intention (Y3)	-0.008	0.043	0.966	Not Significant
Job Satisfaction (Y2) -> Turnover Intention (Y3)	-0.359	1.161	0.246	Not Significant
Specific Indirect Effects				
Job Embeddedness (X) -> Affective commitment (Y1) -> Turnover Intention (Y3)	-0.470	1.971	0.049	Significant
Job Embeddedness (X) -> Job Satisfaction (Y2) -> Turnover Intention (Y3)	-0.309	1.154	0.249	Not Significant

Source: processed data

Based on the Original Sample O values in Table 6. , as well as in Figure 1. the previous Structural Model, the main structural equations formed are:
Path 1: Y1 = 0.864X + e; Path 2: Y2 = 0.861X + e; Path 3: Y3 = -0.008X - 0.544Y1 - 0.359Y2 + e

Where Y1 is affective commitment, Y2 is job satisfaction, Y3 is turnover intention, X is job embeddedness, and e is error term. Based on the structural equation formed in Path 1 , it is known that the effection commitment on job embeddedness is positively significant, where an increase in each unit of affective commitment will increase job embeddedness by 0.864 units. Meanwhile, based on the structural equations formed in Path 2, It is known that the effect of job satisfaction on job embeddedness, is positively significant where an increase in every one unit of job satisfaction will increase job embeddedness by 0.861 units. Meanwhile, based on the structural equations formed in Path 3, It is known the effect of job embeddedness on turnover intention is negative but not significant, where an increase in every one unit of job embeddedness will decrease turnover intention by -0.008 units. It is also known that the effect of affective commitment on turnover intention is negatively significant, where an increase in every one unit of affective commitment will increase turnover intention by -0.544 units. Finally, it is known that the effect of job satisfaction on turnover intention is negative but not significant, where an increase in every one unit of job satisfaction will decrease turnover intention by -0.459 units.

Regarding the mediating effect of job satisfaction, based on the data in Table 6. Especially the Specific Indirect Effects section, it is known that the indirect effect of job embeddedness on turnover intention through affective commitment is significant. This shows evidence that affective commitment is actually able to function as an intervening variable that mediates the effect of job embeddedness on turnover intention, so that, the first research hypothesis which states that "There is a mediating function of affective commitment on the effect of job embeddedness on turnover intention", accepted. But, the indirect effect of job embeddedness on turnover intention through job satisfaction is not significant. This shows evidence that job satisfaction is actually not able to function as an intervening variable that mediates the effect of work engagement on turnover intention, so that, the second research hypothesis (H2) states that "There is a mediating function of job satisfaction on the effect of job embeddedness on turnover intention" , rejected.

Job Embeddedness, Affective Commitment, and Turnover Intention

The results of reveal the mediating role of affective commitment on the effect of job embeddedness on turnover intention. Strong job embeddedness will create affective commitment. Employees who are able to communicate well, don't easily offend others usually also have the ability to establish good relationships with other employees, balanced with the skills and talents they have, making it easier for them to complete work and even help other employees who need or can cooperate with other employees. team. Then with an organizational work style that is in accordance with the character of the employee, balanced with standard compensation or more, it will make the employee happy to work in the company, run the organization, be friendly with other employees and have a relatively large influence. If this affective commitment is high, then turnover intention will definitely be low.

The role of affective commitment in mediating the relationship between word embeddedness and turnover intention is proven to be very large because the influence of job embeddedness itself on turnover intention is not

too strong. Employees who have high work embeddedness reduce their desire to resign, because a sense of comfort makes them attached to the company, especially if they already have an affective commitment, turnover intention will be eroded. This was explained in previous studies of the relationship between turnover intention and job embeddedness (Yang et al., 2019) (Ratnawati et al., 2020), as well as an emphasis on turnover intention and job embeddedness (Li et al., 2021) (Ghosh and Gurunathan, 2015). Some research showed a significant contribution to affective commitment on intention to move this is supported by previous research (Kašpárková *et al.*, 2018) (Kholiq and Miftahuddin, 2017), and (Li et al., 2021) contribution of affective commitment on intention move. However, many factors indicate that affective commitment has a negative impact on employee turnover intentions. Employee relations with the company and communication that is not directed so that the desire to move increases and has an impact on the company

Job Embeddedness, Job Satisfaction, and Turnover Intention

The results indicate reveal that job satisfaction lacks a mediating role in the relationship between job embeddedness and turnover intention. The high job embeddedness will indeed reduce turnover intention, but the decrease is not too big. Meanwhile, job embeddedness has more impact on job satisfaction. However, job satisfaction does not really have a role in reducing the level of turnover intention. So, employees who have a strong work embeddedness which is reflected by the way employees communicate and maintain good relations with other employees make the employee comfortable at work, especially if it is balanced by the skills and talents they have, supported by the condition of the company that provides compensation according to their performance. the employee is satisfied at work. Employee job satisfaction is shown by employees who can enjoy their work until they have achievements and are willing to move forward, employees also do not complain about compensation because they feel it is enough or in accordance with what they do. However, this does not really have an impact on decreasing turnover intention in employees. Employees who excel will certainly still be tempted by offers from other companies that promise higher rewards such as promotions or compensation that far exceeds the compensation provided by the current company.

CONCLUSIONS

Affective commitment has a strong mediating role in the relationship between work embeddedness and turnover intention. Work embeddedness can increase affective commitment significantly and have an impact on decreasing turnover intention which is also quite significant. Meanwhile, it was revealed that job satisfaction did not strong mediating role in the relationship between work embeddedness and turnover intention. High work embeddedness makes employees more satisfied at work, but does not guarantee a decrease in turnover intention in the minds of these employees.

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