

THE ROLE OF WORKPLACE WELLBEING ON TURNOVER INTENTION WITH JOB EMBEDDEDNESS AS A MODERATING VARIABLE AMONG EMPLOYEES

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ABSTRACT

The purpose of this study was to analyze the role of workplace wellbeing on turnover intention and analyze the role of job embeddedness as a moderator of the workplace wellbeing variable on turnover intention. Workplace wellbeing according to Parker & Hyett (2011) is a positive psychological state resulting from an individual's assessment of work conditions that meet basic psychological needs and provide opportunities for self-development. Turnover intention according to Jacobs & Roodt (2011) is a mental decision influenced by employee work attitudes, which involves the choice to stay or leave their jobs. Job embeddedness as explained by Felps (2009) compiles a relationship about how well individuals feel they fit into their jobs and communities. This analysis uses three measuring instruments, namely: Turnover Intention Scale 6 (TIS-6), Workplace Wellbeing Questionnaire (WWQ), Job Embeddedness Measurement. Participants are generation Z employees with a total of 209 participants. The method applied is quantitative non-experimental, including data collection using purposive sampling techniques (non-probability sampling). The results of this study indicate that workplace wellbeing has a significant negative relationship to turnover intention with a contribution of 6.2%. In addition, this study also managed to find that job embeddedness plays a role in strengthening the relationship between workplace wellbeing and turnover intention by 4.8%. This study is expected to help companies reduce turnover intention behavior in generation Z employees.

Keywords: workplace wellbeing, turnover intention, job embeddedness, generation z

1. PREFACE

In an ideal company, a high level of work engagement supported by workplace wellbeing should be owned by an employee (Hasibuan, 2011). A high level of engagement can build a harmonious work culture, a place where employees are motivated, loyal, and have low intentions to leave their jobs. However, in fact, a survey result revealed that 77% of skilled workers in Indonesia are considering quitting their jobs (Katadata.co.id, 2022). Currently, the majority of Indonesia's population is the 1997-2012 birth generation, recorded at 74.93 million, which covers around 27.94% of the total population (Central Statistics Agency, 2023). The generation born between 1997 and 2012 is referred to as Generation Z (Codrington & Marshall, 2004). Generation Z tends not to hesitate to leave their jobs if they are not satisfied with their work environment. Supported by the Deloitte survey (2022), 40% of Generation Z considered or even decided to leave the company within one to two years.

The impact of employees' desire to move will cause losses in recruitment and training costs (Santoni & Harahap, 2018). To minimize turnover behavior, organizations should place greater emphasis on employee wellbeing. Workplace wellbeing is crucial in addressing both the physical and emotional needs of employees, leading to higher work engagement and loyalty (Harter et al., 2002). Hamif et al. (2023) previously studied the effect of workplace wellbeing on turnover intention mediated by employee engagement. The findings revealed that employee engagement variables can mediate the relationship between workplace wellbeing and turnover intention. In

addition, Hamif et al. (2023) research suggests replacing the mediating variable employee engagement with other moderating variables. This research seeks to examine whether job embeddedness strengthens or weakens the relationship between workplace wellbeing and turnover intention of generation Z. Research by Ramesh and Gelfand (2010) that job embeddedness could be a potential predictor that helps prevent employee turnover. Wheeler et al. (2010) Indicated that employee turnover intention is negatively related to job embeddedness.

This study was previously conducted by researchers with the same variables by Khairunisa and Muafi (2022) and has explained the relationship between workplace wellbeing and predicting turnover intention moderated by job embeddedness. However, the problem is that the research subjects are aged 26-45 years or can be called the millennial generation in the study at that time conducted at the Ministry of Agriculture, especially in Manokwari City, West Papua Province. While this study will focus on generation Z. According to Pratama (2023) Millennials generally view work as a long-term career that offers stability, security, and social security, so they are more likely to maintain the same position for a long period of time. In contrast, Generation Z employees have a more dynamic and flexible perspective on their careers. They tend to prioritize work-life balance, self-development, and rapid career achievement. Generation Z is more oriented towards opportunities to learn and develop, and tends to change jobs if they feel dissatisfied or if the job does not match their personal values (Holopainen & Suslova 2019). Therefore, the benefits of this study have different subjects, focusing on the millennial generation. However, the phenomenon studied remains relevant and can be applied to the majority of today's workforce, namely Generation Z. Research conducted by Skelton (2017) Indicated that employee turnover intention is negatively related to job embeddedness. This can be a factor that organizations must consider when they want to reduce employee turnover intention.

Therefore, This study aims to analyze the effect of workplace wellbeing on turnover intention with job embeddedness as a moderating variable. This research is also expected to provide significant results in understanding how workplace wellbeing can help reduce the level of turnover intention among generation Z. In addition, this research plays a role in the development of human resource management approaches, as well as assisting organizations in designing policies that improve employee wellbeing and strengthen job embeddedness to improve better employee loyalty.

Turnover Intention

Jacobs and Roodt (2011), turnover intention is a mental consideration that arises between an employee's work attitude towards their job and the decision whether to stay or leave the job, which is the basis for this decision. The main reason employees quit is because the company fails to meet the basic needs of its employees (Khalida & Safitri, 2016). In other words, turnover intentions can be considered as the main predictor to measure actual turnover behavior. Factors that increase employees' desire to change jobs are age, length of service, and job dissatisfaction (Ridlo, 2012)

Workplace Wellbeing

Parker and Hyett (2011) workplace wellbeing refers to a positive psychological condition resulting from a person's perception of their work environment, including opportunities for development and fundamental psychological requirements. The positive impact for employees who feel well-being in the workplace is to support them in achieving a healthy physical

condition, a good life balance, and optimal psychological health. This step will contribute to improving employee performance, minimizing employees from leaving their jobs.

Job Embeddedness

Mitchell (2001) Job embeddedness is a connection built by work-related conditions within the internal and external scope of the organization as well as non-subjective factors outside the job known as job involvement. Research by Ramesh and Gelfand (2010) that job embeddedness could be a potential predictor that helps prevent employee turnover. The impact of job embeddedness tends to show a more positive attitude, such as the creation of a strong bond between employees and the company.

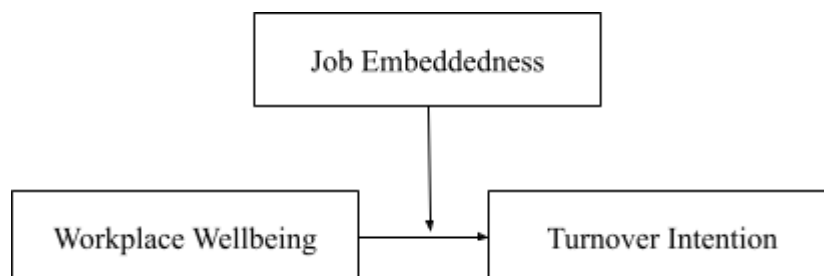
Turnover intention or the desire to leave a job is a crucial issue in Human Resources (HR) management considering that the impact is negative on the performance and stability of the organization. According to Abelson (1987), turnover intention includes the intention of workers to leave their jobs and look for job opportunities elsewhere. Previous research conducted by Farahtilah et al. (2024); Wilis et al. (2023) showed that workplace wellbeing has a negative effect on turnover intention. When employees feel physically and psychologically well-being, they usually show satisfaction and engagement with their work. This can minimize the tendency of employees to resign (Page, 2005; Danna & Griffin, 1999).

However, the relationship between workplace well-being and turnover intention can be influenced by job embeddedness, namely employee attachment to the organization and includes internal and external factors (Mitchell et al., 2001). Job embeddedness is expected to moderate this relationship, where high attachment will strengthen the positive impact of workplace well-being on reducing turnover intention (Holtom & Inderrieden, 2006).

Generation Z, known for their technological adaptability and strong desire to continue learning, also tends to be less loyal, making them more susceptible to turnover. Therefore, organizations need to better understand how workplace well-being affects turnover intention in this generation and how job embeddedness can moderate the relationship. By improving workplace well-being and strengthening employee engagement, companies can reduce turnover intention and improve organizational stability and performance.

Figure 1

Research Model



Based on the explanation above, we can conclude the hypotheses are: (a) Workplace wellbeing will have a negative role on turnover intention and; (b) Job embeddedness will moderate the role between workplace wellbeing on turnover intention.

2. RESEARCH METHOD

This research involved 214 participants. However, because there were participants who did not fill in the criteria, the data was eliminated, so the final number of participants was 209 Generation Z employees from various industries. The participants met the following criteria: 1) They were aged between 18 and 27; 2) Had a minimum high school diploma; and 3) Had at least one year of work experience.

The research instrument used to measure turnover intention. This measuring instrument is an adaptation of the Turnover Intention Scale 6 (TIS-6 Scale) developed by Roodt. TIS-6 has a Cronbach's Alpha reliability of 0.80 (Roodt, 2004). This measuring instrument has 10 statement items and 1 dimension, namely intention to leave or stay. The scale used to measure turnover intention uses a Likert scale with the following options: (1) Strongly Disagree; (2) Disagree; (3) Agree; (4) Strongly Agree.

The research instrument used to measure workplace wellbeing, the researcher used the Workplace Wellbeing Questionnaire (WWQ) from Parker and Hyett (2011). This measuring instrument consists of 33 statements and 4 dimensions, namely intrusion of work into private life, organizational respect for the employee, employer care, and work satisfaction. In the Workplace Wellbeing Questionnaire measuring instrument that has been tested for reliability, there is an overall value of 0.931. The statement items in the WWB measuring instrument have 27 positive items (favorable) and 6 negative items (unfavorable). This instrument uses a Likert scale with a scale of 1 to 5 meaning (1) Disagree; (2) Less Agree; (3) Somewhat Agree; (4) Agree; (5) Strongly Agree.

The research instrument used to measure job embeddedness, the researcher used the Job Embeddedness Measurement (JE) proposed by Crossley et al. (2007) by emphasizing the three components of the original theory while taking into account the components inside and outside the job. This measuring instrument consists of 12 statement items that measure the six sub-dimensions of job embeddedness, namely job fit, job link, job sacrifice, community fit, community link, and community sacrifice. Job Embeddedness measuring instrument that has been tested for reliability, there is an overall value of 0.911. In this measurement, there is only one characteristic in its items, namely favorable (positive). The scale used to measure job embeddedness uses a Likert scale ranging from 1 to 5 meaning (1) Very Unsuitable; (2) Unsuitable; (3) Somewhat Suitable; (4) Suitable; (5) Very Suitable.

This study collected data online, by distributing questionnaires via Google Form links to various social media such as WhatsApp, Instagram, X and Line to reach respondents on the appropriate criteria. In addition, this makes it easier for participants to work on the questionnaire to be very flexible. The data obtained were processed using the Jeffreys's Amazing Statistics Program (JASP) program to find the relationship between the three variables studied.

3. RESULTS AND DISCUSSIONS

The normality test was conducted using One Sample Kolmogorov-Smirnov, with the results showing that the data was normally distributed ($p = 0.053$). Based on descriptive tests, the

turnover rate is classified as moderate ($2.24 < 2.5$), workplace wellbeing is classified as high ($3.90 > 3$), and job embeddedness is classified as very high ($4.26 > 3$).

Table 1

Normality Test

	<i>Mean</i>	<i>Std. Deviation</i>	<i>Interpretation</i>
Turnover Intention	2.24	.33	Medium
Workplace Wellbeing	3.90	.37	High
Job Embeddedness	4.26	.62	Very High

Furthermore, a Pearson correlation analysis was performed to examine the relationship between the variables. The results indicated a significant negative correlation between workplace wellbeing and turnover intention ($r = -0.248$, $p = 0.001$), between turnover intention and job embeddedness ($r = 0.280$, $p = 0.001$), and positive relationship between organizational workplace wellbeing and job embeddedness ($r = 0.650$, $p = 0.001$).

Table 2

Correlation Test

	<i>P</i>	<i>Turnover Intention</i>	<i>Workplace Wellbeing</i>	<i>Job Embeddedness</i>
Turnover Intention	.001	1	-.248***	-.280***
Workplace Wellbeing	.001	-.248***	1	.650***
Job Embeddedness	.001	-.280***	.650***	1

After measurement, a linear regression analysis was conducted to test the influence of each variable. The results of the regression test conducted showed that workplace wellbeing has a negative and significant effect on turnover intention ($\beta = -0.072$, $SE = .020$, $p = .001 < 0.05$).

Table 3

Regression Linear Test.

<i>Constant</i>	<i>β</i>	<i>SE</i>	<i>P</i>	<i>Description</i>
	-0.072	0.020	<.001	Significant

Regression analysis using Moderated Regression Analysis (MRA) was done to analyze the second hypothesis. The findings suggest that the job embeddedness variable moderates the relationship between workplace wellbeing and turnover intention, given that the significance value is .001, which is below 0.05.

Table 4

Multiple Regression Linear Test.

	<i>β</i>	<i>SE</i>	<i>P</i>	<i>Description</i>
<i>Constant</i>	24.670	0.244	.001	
WWB	0.226	13.975	.046	Significant
JE	0.572	0.112	.049	Significant
WWB*JE	-0.005	0.002	.019	Significant

The Moderated Regression Analysis (MRA) results revealed a 4.8% increase in the R-Score, suggesting that job embeddedness contributes to strengthening the relationship between workplace wellbeing and turnover intentions.

Table 5

Moderated Regression Analysis (MRA) Test.

<i>Variable</i>	<i>R</i>	<i>R Square</i>
WWB → TI	.248	0.062
WWB, JE → TI	.332	0.110

The result shows a negative and significant influence between workplace wellbeing and turnover intention. In other words, the increasing workplace wellbeing felt by generation Z will decrease the level of turnover intention, and vice versa. It can be concluded that the first hypothesis (H1) is accepted. This finding is in line with the research of Willis et al., (2023) which revealed that workplace wellbeing has a significant negative influence on turnover intention.

Previous findings report strengthens current research, that workplace wellbeing can be an effort to minimize turnover intention behavior towards the organization. All employees have the desire to experience workplace wellbeing, which includes a balance between career and daily life, doing a good job, and being able to enjoy the work process (Wahdiniawati, et al., 2024). The ability to reflect on oneself by managing positive emotions can reduce negative factors such as turnover intention, which ultimately has the potential to increase workplace wellbeing.

Based on the second regression test in this study, job embeddedness acts as a moderator in workplace wellbeing towards turnover intention. Job embeddedness plays a role in reducing turnover intention behavior toward workplace wellbeing. It can be concluded that the second hypothesis (H2) is accepted. Job embeddedness is proven to strengthen the relationship by 4.8% and 95.2% is influenced by other variables. This research supports the findings of the study by Khairunisa and Muafi (2022) which also found that job embeddedness can increase the relationship between workplace wellbeing and turnover intention. The results of this study prove that job embeddedness can act as a moderator between workplace wellbeing and turnover intention. However, the low results of the moderation variables in this study made the researcher suggest that researchers who are interested in studying the same variables are expected to replace the moderator variable with other variables such as organizational commitment. Employees with high commitment to the organization tend to have a greater sense of attachment and responsibility to the company (Meyer & Allen, 1997). This can reduce turnover intention behavior because they feel more loyal, satisfied, and invested in the success of the organization. Strong organizational commitment makes employees more likely to stay despite challenges or changes in their jobs, thereby reducing their chances of leaving the company. Supported by Nafiudin's research (2017) that organizational commitment successfully moderates the variables of job satisfaction and turnover intentions by 45.6%.

4. CONCLUSIONS AND RECOMMENDATIONS

The research findings demonstrate that workplace wellbeing has a significant negative impact on turnover intention. Workplace wellbeing has a negative and significant effect on turnover intention. Additionally, this research successfully proves the role of job embeddedness as a moderator in the influence of workplace wellbeing on turnover intention in generation Z. In this study, of course, the author has limitations, namely only using the questionnaire method as the main instrument for data collection. This is a limitation because it is less able to explore deeper understanding or aspects beyond the answers. Participants generally provide answers according

to the questionnaire format, so that the information obtained tends to be limited and less detailed. Therefore, it is recommended to add other methods such as interviews so that researchers can further explore the opinions or reasons behind the answers from participants.

Further research is expected to replace the moderator variable with other variables such as organizational commitment. Strong organizational commitment makes employees more likely to stay despite challenges or changes in their jobs, thus reducing their chances of leaving the company.

The researcher also provides suggestions to the company to improve the workplace wellbeing of generation Z employees by creating a work environment that supports loyalty and productivity. Companies are advised to create programs such as the Employee Assistance Program (EAP) which provides free counseling services for employees, as well as providing training to managers to be more sensitive to signs of stress or mental problems in their teams. In this way, companies can improve employee mental wellbeing, reduce stress, and increase job satisfaction.

This research contributes theoretical and practical implications. Theoretically, this study contributes to the development of literature related to the relationship between these variables, especially in the context of generation Z. This study also enriches insight into the factors that influence turnover intention and provides a basis for more effective human resource management. Practically, the results of this study can support companies in designing policies and programs aimed at improving employee wellbeing through an approach that emphasizes the importance of job embeddedness. This can help companies reduce the level of turnover intention, especially among generation Z, and strengthen their attachment to the organization.

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