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Effects of Job Embeddedness, OCB and Satisfaction on Turnover Intention

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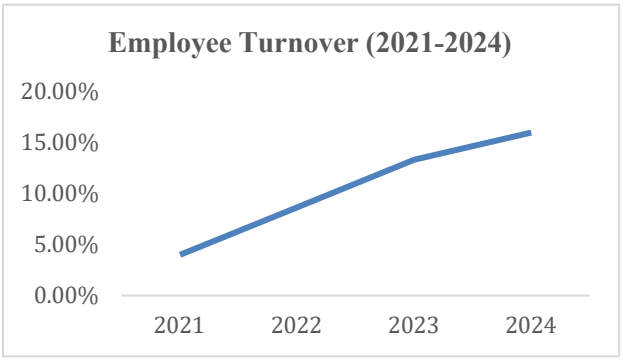
Abstract: This study aims to analyze the influence of Job Embeddedness (JE) and Organizational Citizenship Behavior (OCB) on Turnover Intention (TI), with Job Satisfaction (JS) as a mediating variable. Data were collected using questionnaires through the judgmental sampling method. The sample size was determined using G*Power software, which calculated a minimum of 77 respondents; however, this study used 119 respondents to enhance the reliability of the results. The data were analyzed using the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS). The results show that Job Embeddedness has a significant negative effect on Turnover Intention and a significant positive effect on OCB and Job Satisfaction. OCB has a significant positive effect on Job Satisfaction but does not significantly affect Turnover Intention. Job Satisfaction has a significant negative effect on Turnover Intention and acts as a mediating variable in the relationship between Job Embeddedness and Turnover Intention, as well as between OCB and Turnover Intention.This research contributes to providing insights for organizations to reduce employees' intention to leave by strengthening Job Embeddedness, increasing OCB, and enhancing Job Satisfaction, thereby creating a conducive work environment to retain employees.

Keywords: Job Embeddedness, Job Satisfaction, Organizational Citizenship Behaviour, Turnover Intention.

INTRODUCTION

In the increasingly competitive contemporary business landscape, human resource management (HRM) plays a crucial role in determining the success of corporate entities (Suryaningtyas & Asna, 2016). Effective HRM practices such as selective recruitment, a fair compensation system, and employee development are key to achieving sustainable competitive advantage (Nuralita et al., 2024). The high level of personnel mobility in corporate entities is a crucial issue that has implications for increasing the financial burden related to the process of acquiring new talents and developing competencies, while potentially disrupting the optimization of operational performance. (Santosa et al., 2023). PT XYZ, an enterprise operating in the Fast Moving Consumer Goods (FMCG) industry in Tangerang, faces numerous challenges in maintaining workforce stability amidst growing industrial competition. One of

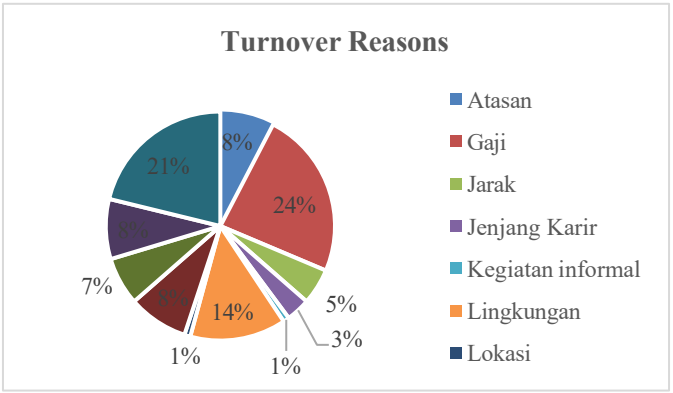
the major issues is the high turnover rate, which threatens operational effectiveness and hinders the achievement of business goals.



Source: Company Data

Figure 1. Employee Turnover Chart

The employee turnover graph of PT XYZ shows a significant increase, rising from 4% in 2021 to 16% in 2024. This upward trend has led to higher recruitment and training costs, as well as added managerial burdens in maintaining service and product quality. Furthermore, several reasons for employee resignations have been interpreted and visualized through a pie chart:



Source: Company Data

Figure 2. Employee Turnover Reasons Chart

One of the most effective approaches to reducing turnover intention is the concept of job embeddedness. This factor significantly influences employee retention and is measured through three dimensions: links (social connections), fit (alignment of values and culture), and sacrifice (the perceived cost of leaving the organization) (Hudaifah et al., 2021). Strong social bonds at work and alignment with organizational culture can lower turnover intention (Jayanti, 2022). Organizational Citizenship Behavior (OCB) also plays a significant role in employee retention. OCB represents a set of individual discretionary actions that go beyond formal role expectations in the organization. Manifestations of OCB are reflected in prosocial behaviors such as providing assistance to colleagues and active participation in collective organizational activities, which in aggregate contribute to the functional effectiveness of the organization. OCB enhances operational efficiency and strengthens social relationships, creating a more harmonious work environment (Xu et al., 2021). However, excessive OCB may lead to citizenship fatigue, characterized by feelings of exhaustion and stress (Bolino et al., 2015). Job satisfaction has been identified as a crucial mediating construct in the field of organizational behavior studies. Previous studies indicate that job satisfaction acts as a mediator in the relationship between job embeddedness, OCB, and turnover intention, with findings that individuals who experience higher levels of job satisfaction exhibit a stronger commitment to the organization and a lower probability of leaving the job (Dessler, 2020). This suggests that

job satisfaction not only plays a direct role in influencing employee retention but also functions as a psychological mechanism that links employees' emotional and behavioral engagement with their decision to stay in the organization.

Furthermore, empirical findings reinforce this mediating role in broader organizational contexts. Studies have shown that job satisfaction mediates the effects of organizational culture, transformational leadership, and work environment on employee performance. This implies that even when organizational and leadership factors are conducive, their impact on performance is significantly enhanced through employees' satisfaction with their roles and conditions at work (Asri & Nova, 2024). Taken together, these findings support the theoretical proposition that job satisfaction serves as a key mediator connecting various antecedents—such as job embeddedness and OCB with important outcomes like turnover intention and performance. Incorporating job satisfaction as a mediating variable provides a more nuanced understanding of how internal organizational dynamics translate into employee behavior and organizational effectiveness..

The high turnover rate at PT XYZ warrants serious attention due to its broad impact on operational stability, business efficiency, and the company's competitiveness in the highly contested FMCG industry. If not addressed promptly, the rising turnover may lead to decreased productivity, increased HR costs, and a decline in morale and loyalty among remaining employees. Thus, the urgency of this study lies in its potential to comprehensively elaborate the antecedents of turnover intention. The analytical results obtained are expected to contribute significantly to PT XYZ and business entities with similar characteristics in the formulation of more adaptive and sustainable human resource management strategies, which in turn are essential in nurturing superior talent and maintaining a competitive position in the market arena.

LITERATURE REVIEW

Turnover Intention

Turnover intention can be defined as a cognitive construct that reflects the subjective probability of an individual to end his/her working relationship with the current organization within a specific time horizon and actively seek alternative employment elsewhere (Pistariasih & Adnyani, 2022). According to Yuliantoro (2022), organizations are highly concerned about employees' turnover intentions due to its negative impact on productivity and operational costs. Nafiuddin et al. (2023) identified several consequences of high turnover intention: (1) Increased workload for remaining employees, (2) Higher recruitment costs including time and resources for hiring replacements, (3) Elevated training costs involving supervisors and HR departments, (4) Decline in production due to loss of productive employees, and (5) Increased stress among existing employees due to frequent team changes.

According to Darmayanti et al. (2020), the factors influencing turnover intention are grouped into two categories: environmental and individual. Environmental factors include (a) social responsibility Individuals who have a high awareness of social responsibility in the context of work show a lower tendency to leave the organization, and (b) job availability the more job opportunities available, the higher the turnover intention. Individual factors include (a) job satisfaction higher satisfaction lowers turnover intention; (b) organizational commitment loyal employees tend to stay longer; (c) job search behavior those actively seeking jobs are more likely to leave; (d) intention to staystrong intention to stay reduces turnover; (e) training and competen ceenhances engagement and lowers turnover; (f) willingness to work harddedicated employees are less likely to quit; and (g) perception of job negative feelings increase turnover risk.

According to Mobley as cited in Cahyaningtyas and Yuniarti (2023), the dimensions of turnover intention are as follows: (1) Thinking of quitting: This dimension is indicated by thoughts of leaving the company, feelings of being treated unfairly, frequent absenteeism and tardiness, and a general reluctance to attend work. (2) Intention to search for alternatives: This

dimension is reflected by the intention to seek alternative employment opportunities, finding a job that offers better prospects than the current one, and seeking employment that aligns with one's skills and educational background. (3) Intention to quit: This dimension is indicated by the intention to leave the organization after obtaining a more promising job offer or due to excessive workload

Job Embeddedness

Job Embeddedness (JE) refers to the reasons why employees remain in their organization, composed of three main dimensions: fit, links, and sacrifice (Rao & Ma, 2018). The fit dimension reflects how well the employee's values, goals, and abilities align with the organization; links refers to relationships within the organization and community; sacrifice represents the costs an employee would incur by leaving their job.

Organizational Citizenship Behaviour (OCB)

Organizational Citizenship Behavior (OCB), as conceptualized by Buil et al. (2019), Tremblay and Simard (2018), and Yang et al. (2021), refers to an individual's voluntary contributions that go beyond formal role expectations in the work context. The OCB phenomenon encompasses a variety of actions, including helping colleagues, willingness to take on tasks outside the job description, and compliance with organizational regulations and rules. This behavioral manifestation represents the added value of employees who belong to the realm of prosocial behavior, namely social actions that are positive, constructive, and oriented towards providing assistance. Guan and Frenkel (2019) define OCB as a set of worker behaviors or attitudes that exceed formal job requirements, are not directly reflected in the standard compensation system, but have the potential to facilitate the functional effectiveness of the organization. OCB can be categorized into two types: OCBO (directed toward the organization, such as maintaining facilities) and OCBI (directed toward individuals, such as helping colleagues) (Khaerunisah et al., 2021). OCB consists of five key dimensions: (1) Altruism: Voluntarily helping others without expecting rewards, such as supporting colleagues or sharing expertise. (2) Conscientiousness: Exceeding minimal job expectations by being punctual, diligent, and compliant. (3) Sportsmanship: Maintaining a positive attitude despite challenges, avoiding complaints, and adapting well to changes. (4) Courtesy: Demonstrating respect and proactively preventing conflicts by maintaining good communication. (5) Civic Virtue: Actively participating in organizational affairs, such as attending meetings and suggesting improvements.

Job satisfaction

Job satisfaction has gained significant attention in human resource management literature. According to Dessler (2020), job satisfaction reflects an individual's attitudes and emotions toward their job and is shaped by daily experiences. It indicates how well the job meets the employee's needs, values, and expectations. Dessler (2020) notes that job satisfaction is influenced not only by material aspects like salary and benefits but also by non-material factors, including a supportive environment and social recognition. Key factors affecting job satisfaction include: (1) Working conditions: A safe, supportive, and productive work environment increases satisfaction. (2) Compensation and rewards: Competitive pay and both financial and non-financial rewards enhance job satisfaction. (3) Social relationships: Positive interactions with coworkers and supervisors foster comfort and support. (4) Career development and promotion opportunities: Employees who see potential for advancement report higher satisfaction. (5) Harmonization between work activities and private life: A good balance between work and private life substantially affects collective job satisfaction.

Hypothesis Development

The Relationship between Job Embeddedness and Turnover Intention

Job embeddedness has been shown to significantly impact employee retention and organizational outcomes (Fudhla et al., 2022). It plays a vital role in reducing employees' desire to leave the company due to emotional and professional attachment to the organization. Previous studies indicate a negative and significant correlation between employees' level of job embeddedness and their tendency to leave the organization (turnover intention) (Rarasanti & Suana, 2016). Moreover, job embeddedness positively influences employee performance (Ratnawati et al., 2020). These findings highlight that job embeddedness not only reduces turnover intention but also contributes to productivity.

H1: Job Embeddedness has a negative effect on Turnover Intention.

The Relationship between OCB and Job Satisfaction

Research consistently shows that OCB has a positive relationship with job satisfaction. OCB significantly influences job satisfaction and employee performance (Lestari & Ghaby, 2018). It refers to voluntary behaviors beyond job descriptions that benefit the organization without formal rewards (Kurniawan & Rohmanto, 2021). Job satisfaction also positively influences OCB, indicating a reciprocal relationship (Gunastri et al., 2019). A meta-analysis involving data compilation from 14 independent studies with a total sample of 3,576 respondents showed a consistently significant positive correlation coefficient between the variables of job satisfaction and OCB (Pratiwi, 2020).

H2: OCB has a positive effect on Job Satisfaction.

The Relationship between OCB and Turnover Intention

The research literature presents mixed results regarding the association between OCB and Turnover Intention. Some investigations found a statistically significant inverse correlation (Nasir et al., 2022), implying that employees who exhibit strong OCB are less likely to turnover. In contrast, other studies, for example Memon et al. (2017), found no meaningful relationship between OCB and turnover intention, highlighting that the research outputs were influenced by situational factors.

H3: OCB has a negative effect on Turnover Intention.

The Relationship between Job Embeddedness and OCB

Recent studies have shown that job embeddedness is positively correlated with OCB. Employees with strong levels of job embeddedness have a higher probability of participating in OCB behaviors (Fudhla et al., 2022). Job embeddedness positively affects job performance, with OCB acting as a mediating variable (Lutfi et al., 2020). Therefore, increased job embeddedness is associated with increased frequency of OCB, which contributes positively to overall organizational performance.

H4: Job Embeddedness positively affects OCB.

The Relationship between Job Satisfaction and Turnover Intention

The results indicate that job satisfaction has a stable negative influence on intention to quit a job. In other words, the higher the level of job satisfaction felt by individuals, the lower their tendency to consider resignation (Muplihah, 2021). Factors influencing satisfaction include salary, promotion opportunities, and workplace relationships (Susanti & Halilah, 2019).

H5: Job Satisfaction negatively affects Turnover Intention.

The Relationship between Job Embeddedness and Job Satisfaction

The study by Salsabila and Sabariah (2023) validates the positive correlation between Job Embeddedness and job satisfaction. Active participation in work increases personal

satisfaction through the creation of a supportive work environment, which in turn strengthens performance and retention rates (Saing & Arisandy, 2023).
H6: Job Embeddedness positively affects Job Satisfaction.

Job Satisfaction as a Mediator between Job Embeddedness and Turnover Intention

Job satisfaction acts as a mediator in the relationship between job embeddedness and turnover intention. Individuals with high levels of job embeddedness tend to exhibit significantly higher levels of job satisfaction, which is consequently negatively correlated with the probability of turnover. (Octaviani & Hartijasti, 2017). Factors like organizational trust and culture can strengthen this link (Ayuningtyas et al., 2020).
H7: Job Satisfaction mediates the effect of Job Embeddedness on Turnover Intention.

Job Satisfaction as a Mediator between OCB and Turnover Intention

Job satisfaction plays a crucial role as a mediating variable between OCB and turnover intention. Individuals who exhibit OCB behaviors tend to have higher levels of job satisfaction, which is consequently negatively correlated with their tendency to leave the organization (Anwar, 2021). While some studies show no significant relationship (Amalia, 2019), most research supports job satisfaction's role in enhancing OCB's effect on retention (Marcella & Ie, 2022). Organizations can reduce turnover by fostering a supportive environment that encourages OCB and increases job satisfaction.
H8: Job Satisfaction mediates the effect of OCB on Turnover Intention.

METHOD

This study employs a quantitative approach using a survey method to analyze the relationships between job embeddedness, OCB, job satisfaction, and turnover intention among employees of PT XYZ in the FMCG industry. Data collection was conducted through an online questionnaire instrument distributed to employee respondents with at least one year of service. This study uses a cross-sectional approach, where empirical data is obtained at one temporal point, specifically in October 2024. Additionally, this research is categorized as a case study, as it focuses on a single company within the FMCG sector.

The research population consisted of all active employees of PT XYZ, totaling 150 individuals. The sample was selected using purposive sampling, and the sample size was calculated using G*Power 3.1 software. Based on the calculations with an effect size (f^2) of 0.15, significance level (α) = 0.05, statistical power (1-β) = 0.80, and 3 predictors, the minimum required sample was 77. However, the final number of responses was 119, which exceeds the minimum threshold. A larger sample size strengthens statistical power, reduces the risk of Type II error, and increases the likelihood of detecting meaningful effects (Mascha & Vetter, 2018). Although large samples are typically beneficial, Button et al. (2013) caution that extremely large samples (e.g., thousands) may be "overpowered," detecting statistically significant but practically trivial effects. However, the difference between 77 and 119 samples in this study does not fall into that category. Therefore, the use of 119 participants enhances the validity and reliability of the findings.

In this study, quantitative data were collected through a five-point Likert-scale questionnaire (1: strongly disagree to 5: strongly agree) designed to measure four latent constructs: job attachment, OCB, job satisfaction, and exit intention. Data analysis was conducted using variance-based structural equation modeling technique (Partial Least Squares Structural Equation Modeling; PLS-SEM) with the help of SmartPLS software version 4.0. The significance of paths between constructs was tested through a bootstrapping procedure with a p-value criterion of less than 0.05.

Conceptual Framework

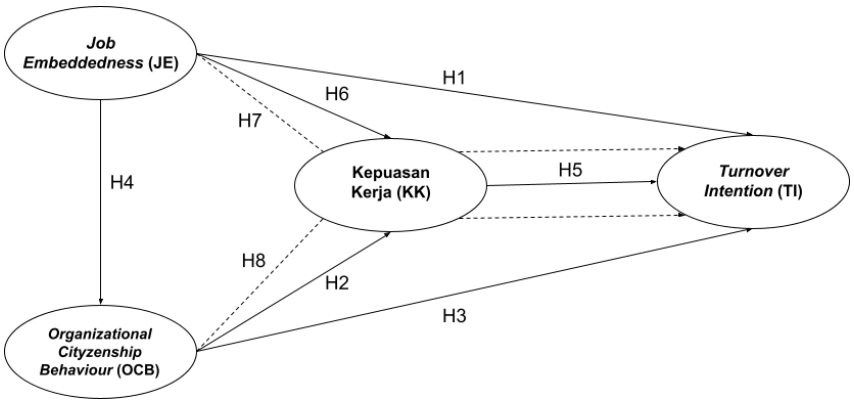


Figure 3. Employee Turnover Reasons Chart

RESULTS AND DISCUSSION

Respondent Demographic Profile

Table 1. Respondent Data by Age

Age	Number of Respondents	Percentage
18-25 years	20	17%
26-30 years	27	23%
31-40 years	48	40%
>40 years	24	20%
Total	**119**	**100%**

Source: Researches's Data Processing (2024)

The age distribution of respondents showed that the 31-40 years age group dominated, accounting for 40% of the total sample. Respondents aged 26–30 years made up 23%, while 20% were over 40 years old, and 17% were between 18–25 years old. This suggests that most respondents were in their productive working age, with potentially relevant work experience.

Table 2. Responden Data by Gender

Gender	Number of Respondents	Percentage
Laki-laki	77	65%
Perempuan	42	35%
Total	**119**	**100%**

Source: Researches's Data Processing (2024)

In terms of gender, 65% of respondents were male, while 35% were female. This indicates male dominance in the study's participation, possibly due to the demographic composition of the company.

Table 3. Responden Data by Last Education Level

Last Education Level	Number of Respondents	Percentage
SMP/SMA	77	65%
D2/D3	10	8%
S1	31	26%
Other	1	1
Total	**119**	**100%**

Source: Researches's Data Processing (2024)

The majority of the participants in this study (65%) indicated a last formal education level of junior high school or senior high school. 26% held a bachelor's degree (S1), 8% had a diploma (D2/D3), and 1% fell into other categories. This shows that most participants had a secondary-level education.

Table 4. Respondent Data by Work Tenure

Work Tenure	Number of Respondents	Percentage
1-3 years	60	50%
4-6 years	10	8%
7-10 years	24	20%
11-15 years	16	13%
>15 years	9	8%
Total	**119**	**100%**

Source: Researches's Data Processing (2024)

Based on work tenure, the majority of respondents had 1–3 years of experience (50%). Those with 7–10 years made up 20%, followed by 11–15 years (13%), 4–6 years (9%), and over 15 years (8%). The dominance of respondents with shorter tenure suggests the sample primarily consisted of relatively new employees.

Indicator Reliability

In the initial stage of measurement model analysis, the reliability of each indicator is evaluated. Based on the results of the PLS-SEM analysis, the outer loading value, which represents the correlation between the indicator and the latent construct, is observed. The indicator reliability criteria are met if the outer loading value exceeds the threshold of 0.7 (Hair et al., 2022). The outer loading values for each indicator across the study variables are presented accordingly:

Table 5. Outer Loadings

Variable	Code	Outer Loadings
Job Embeddedness (JE)	JE1	0,720
	JE2	0,726
	JE3	0,719
	JE4	0,869
	JE5	0,823
Organizational Citizenship Behaviour (OCB)	OCB1	0,836
	OCB2	0,870
	OCB3	0,729
	OCB4	0,774
	OCB5	0,818
Job Satisfaction (JS)	KK1	0,853
	KK2	0,873
	KK3	0,738
	KK4	0,795
	KK5	0,752
Turnover Intention (TI)	TI1	0,923
	TI2	0,924
	TI3	0,916
	TI4	0,916
	TI5	0,903

Source: Researches's Data Processing (2024)

Based on Table 5 above, all indicators have outer loading values > 0.7. Thus, it can be concluded that each indicator meets the validity criteria and can then be considered for further analysis.

Construct Validity

In order to test the validity of the construct, the square root of the average variance extracted (AVE) was examined. The acceptable AVE value limit is above 0.5, which indicates

that each indicator is able to reflect its construct well. The AVE results from SmartPLS 4.0 are as follows:

Table 6. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Job Embeddedness	0,599
OCB	0,646
Job Satisfaction	0,651
Turnover Intention	0,840

Source: Researches's Data Processing (2024)

All constructs in this study have an AVE value that exceeds the recommended standard of ≥ 0.5 demonstrating that each variable has adequate validity in capturing the variance explained by its indicators.

Reliability Testing

Reliability testing is further conducted using Composite Reliability and Cronbach's Alpha. These values were obtained from SmartPLS 4.0 and are listed for each construct below:

Table 7. Cronbach Alpha & Composite Reliability

Variable	Cronbach Alpha	Composite Reliability
Job Embeddedness	0,841	0,881
OCB	0,866	0,901
Job Satisfaction	0,866	0,903
Turnover Intention	0,953	0,963

Source: Researches's Data Processing (2024)

The results show that all variables exhibit good internal consistency. This is evidenced by Cronbach's Alpha values exceeding 0.7, supported by composite reliability values also exceeding the 0.7 threshold. These results indicate that the measurement instruments used are reliable. Discriminant validity is also assessed using the Heterotrait-Monotrait Ratio (HTMT) to determine how distinct each construct is from the others. A HTMT value below 0.90 suggests acceptable discriminant validity.

Table 8. Heterotrait-Monotrait Ratio (HTMT)

	Job Embeddedness	Job Satisfaction	OCB
Job Embeddedness			
Job Satisfaction	0,351		
OCB	0,545	0,329	
Turnover Intention	0,476	0,450	0,320

Source: Researches's Data Processing (2024)

According to Table 4.9, all HTMT values are less than the maximum limit of 0.90 as suggested by Hair et al. (2022), indicating that the constructs in the model are distinct and conceptually sound.

Multicollinearity Testing

Multicollinearity testing was conducted to assess potential collinearity among constructs using Variance Inflation Factor (VIF) values. A VIF value exceeding 5 indicates possible multicollinearity.

Table 9. VIF Result

Indicator	VIF
JE1	3,129
JE2	3,278
JE3	1,865
JE4	4,162
JE5	3,756
KK1	4,323
KK2	4,517
KK3	3,346
KK4	3,814
KK5	1,599
OCB1	2,402
OCB2	2,437
OCB3	1,787
OCB4	1,764
OCB5	2,178
TI1	4,108
TI2	4,856
TI3	4,000
TI4	4,810
TI5	3,665

Source: Researches's Data Processing (2024)

Based on the VIF results, all values are below the threshold of 5, confirming that there are no multicollinearity issues in the model.

Coefficient of determination (R^2)

The coefficient of determination, denoted by R^2, indicates the extent to which the predictor variables are able to explain the variation in each endogenous construct. The R^2 value moves in the range of 0 to 1, where a number closer to 1 indicates a more significant predictive ability. Referring to Hair et al. (2022), the magnitude of the R^2 value can be categorized into: above 0.75 (strong), between 0.50 and 0.75 (medium), and between 0.25 and 0.50 (low):

Table 10. R-square and R-square adjusted

Variabel	R-square	R-square adjusted
Job Satisfaction	0,128	0,113
OCB	0,210	0,204
Turnover Intention	0,343	0,325

Source: Researches's Data Processing (2024)

Based on the R^2 values presented, the three variables fall within the weak category in terms of explanatory power.

Effect Size (F^2)

The f-squared (f^2) effect size helps assess the impact of each exogenous variable on the endogenous variable. As per Hair et al. (2022), f^2 values of 0.02, 0.15, and 0.35 indicate weak, moderate, and strong levels of influence, respectively. Constructs with f^2 values below 0.02 are considered to have negligible effect size:

Table 11. Effect Size (F^2)

Variable	Job Embeddedness	Job Satisfaction	OCB	Turnover Intention
Job Embeddedness		0,051	0,266	0,177
Job Satisfaction				0,117
OCB		0,030		0,002

Turnover Intention

Source: Researches's Data Processing (2024)

The results show that Job Embeddedness has the largest contribution in influencing other variables, particularly Turnover Intention and OCB, within the structural model.

Q² Predict

The predictive relevance of a model is assessed through the Q² value of Predict, which is generated from the blindfolding technique. If the Q² value is greater than zero, this indicates that the model has good predictive ability. Hair et al. (2022) provide guidance on the interpretation of the Q² value as follows: 0.02 (weak), 0.15 (moderate), and 0.35 (strong).

Table 12. Q² Predict

Indicator	Q² predict
KK1	0,058
KK2	0,074
KK3	0,026
KK4	0,026
KK5	0,033
OCB1	0,068
OCB2	0,165
OCB3	0,047
OCB4	0,098
OCB5	0,133
TI1	0,288
TI2	0,154
TI3	0,196
TI4	0,073
TI5	0,217

Source: Researches's Data Processing (2024)

Based on the Q² results, indicators like TI1, TI3, and TI5 exhibit strong predictive relevance, indicating the model's ability to predict observed values effectively. In contrast, indicators like JS3, JS4, and JS5 show lower predictive power.

Hypothesis testing was conducted using a one-tailed bootstrapping approach with a significance level of 0.05. A hypothesis is not supported if the p-value exceeds 0.05 and the t-value is below 1.645. Conversely, a hypothesis is supported if the p-value is ≤ 0.05 and the t-value exceeds 1.645. The table below presents the PLS-SEM output, including path coefficients, significance levels, and conclusions for each hypothesis tested:

Table 13. Research Hypothesis Testing Results

No	Hypotesis	*Standarrized Path Coefficient*	p-values	T statistics	Conclussions
H1	Job Embeddedness has a negative effect on Turnover Intention.	-0,393	0000	5,122	Hypothesis Supported
H2	OCB has a positive effect on Job Satisfaction.	0,181	0,025	1,965	Hypothesis Supported
H3	OCB has a negative effect on Turnover Intention.	-0,043	0,304	0,513	Hypothesis Not Supported
H4	Job Embeddedness positively affects OCB.	0,459	0,000	5,119	Hypothesis Supported
H5	Job Satisfaction negatively affects Turnover Intention.	-0,297	0,000	4,033	Hypothesis Supported
H6	Job Embeddedness positively affects Job Satisfaction.	0,237	0,005	2,556	Hypothesis Supported

No	Hypotesis	*Standarrized Path Coefficient*	p-values	T statistics	Conclussions
H7	Job Satisfaction mediates the effect of Job Embeddedness on Turnover Intention.	-0,070	0,011	2,286	Hypothesis Supported
H8	Job satisfaction acts as a mediator variable in the path of influence between OCB and Turnover Intention	-0,054	0,048	1,669	Hypothesis Supported

Source: Researches's Data Processing (2024)

DISCUSSION

1) The findings indicate that Job Embeddedness (JE) has a significant negative effect on Turnover Intention (TI) with a path coefficient of -0.393 (p-value = 0.000). This result supports the theory that higher levels of employee attachment to their job reduce the likelihood of leaving the organization. This aligns with the previous study by Rarasanti & Suana (2016), which found that job embeddedness reduces turnover intention.
2) The second hypothesis shows that Organizational Citizenship Behavior (OCB) has a significant positive effect on Job Satisfaction (JS), with a path coefficient of 0.181 (p-value = 0.025). This supports the theory that voluntary behaviors beyond formal job duties can enhance employee satisfaction, consistent with Anwar's (2021) research.
3) The third hypothesis reveals that OCB does not significantly affect Turnover Intention (p-value = 0.304). This suggests that while OCB exists, it does not directly influence employees' intention to leave the organization. This is consistent with Memon et al. (2017), who also reported no significant relationship between the two variables.
4) The fourth hypothesis shows that Job Embeddedness significantly and positively influences OCB, with a path coefficient of 0.459 (p-value = 0.000). This indicates that employees who are more embedded in their jobs tend to exhibit higher levels of OCB. This finding is in line with Fudhla et al. (2022).
5) The fifth hypothesis, there is a significant negative influence between job satisfaction and Turnover Intention (path coefficient -0.297, significance at p = 0.000)This finding supports the theory that higher job satisfaction reduces employees' intentions to leave the organization, as found in Susanti & Halilah (2019).
6) The sixth hypothesis shows that Job Embeddedness significantly and positively affects Job Satisfaction, with a path coefficient of 0.237 (p-value = 0.010). This reinforces the theory that job embeddedness fosters positive perceptions of the workplace, increasing satisfaction. This finding aligns with Suryani & Helmy (2024).
7) The seventh hypothesis shows that Job satisfaction acts as a partial mediator in the relationship between job embeddedness and turnover intention. The mediation path coefficient of -0.070 ($p < 0.05$) confirmed the significance of the mediation effect, in line with the theoretical premise of mediation (Octaviani & Hartijasti, 2017).
8) The eighth hypothesis reveals that Job Satisfaction also mediates the relationship between OCB and Turnover Intention, with a path coefficient of -0.054 (p-value = 0.048). Although OCB does not directly impact turnover intention, its influence becomes significant when mediated by job satisfaction. This finding aligns with Anwar (2021), who emphasized job satisfaction as a key variable explaining how OCB reduces turnover intention.

CONCLUSION

This study was conducted to identify the factors that influence turnover intention at PT XYZ. The research model includes three independent variables—job embeddedness, organizational citizenship behavior (OCB), and job satisfaction—that influence one dependent variable, turnover intention. Based on the data analysis using the PLS-SEM method via SmartPLS 4.0, seven out of eight hypotheses were supported. The key conclusions are as follows:

1) Job Embeddedness has a significant negative effect on Turnover Intention, meaning that higher job embeddedness is associated with a lower likelihood of leaving the company.
2) OCB has a significant positive effect on Job Satisfaction, indicating that employees who frequently exhibit OCB tend to have higher job satisfaction.
3) OCB does not have a significant negative effect on Turnover Intention, suggesting that while OCB is positive and desirable behavior, it does not directly influence an employee's decision to stay. Other factors may play a more dominant role in influencing turnover intention.
4) Job Embeddedness has a significant positive effect on OCB, meaning that the more embedded an employee is, the more likely they are to engage in OCB.
5) There is a strong negative correlation between job satisfaction and turnover intention. Employees who feel more satisfied are less likely to have a desire to leave the organization they work for.
6) Job Embeddedness significantly and positively affects Job Satisfaction, indicating that higher job embeddedness leads to greater job satisfaction.
7) Employee satisfaction is a crucial intermediary in the relationship between job embeddedness and turnover intention. In other words, higher job embeddedness increases job satisfaction, which in turn reduces turnover intention. Therefore, job satisfaction plays a central role as a link in this dynamic.
8) Job satisfaction acts as a significant mediating variable in the correlation between OCB and turnover intention. Although the effect is relatively weak, the results suggest that positive behaviors beyond formal job duties such as helping coworkers or supporting organizational activities can enhance job satisfaction, which may marginally reduce the intention to leave.

This study exhibits a number of methodological restrictions, including the limitation of the sample to a single entity in the FMCG sector, the utilization of a cross-sectional design that does not reflect long-term changes, and the insignificant impact of OCB on turnover intention potentially due to unmeasured external factors. Moreover, job satisfaction only served as a partial mediator, suggesting the existence of other unexplored variables. Future studies are encouraged to include more diverse industries, apply longitudinal research designs, and incorporate variables such as organizational culture, work-life balance, or others to achieve more comprehensive and meaningful findings for the advancement of management science.

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