IAPJ
INTERNATIONAL ACTIVA-PASSIVA JOURNAL
MAGISTER MANAJEMEN-UNISSULA

The Effect of Job Satisfaction, Compensation, and Job Crafting on Turnover Intention with Job Embeddedness as a Mediation Variable (Case Study on Gen Z Employees in Jakarta)

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Abstract. *This study aims to analyze the influence of job satisfaction, compensation, and job crafting on turnover intention with job embeddedness as a mediating variable in Generation Z employees in Jakarta. This study uses a quantitative approach with a causal study design. Primary data were collected through a 1–5 Likert scale questionnaire distributed using Google Forms to 200 respondents selected using a purposive sampling technique, namely Gen Z employees domiciled in Jakarta. Data were analyzed using Partial Least Square–Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 3.0. The results showed that job satisfaction had a negative and significant effect on turnover intention (β = -0.219; p = 0.033), while job crafting had a positive and significant effect on turnover intention (β = 0.279; p = 0.000). Compensation and job embeddedness did not have a significant effect on turnover intention. Job satisfaction, compensation, and job crafting had a positive and significant effect on job embeddedness, but job embeddedness was not proven to mediate the influence of the three variables on turnover intention. The R^2 value for job embeddedness was 0.588 and for turnover intention was 0.093. These findings indicate that job satisfaction is the most consistent factor in suppressing Gen Z employees' desire to leave. Therefore, companies need to increase job satisfaction through meaningful work, fair rewards, a collaborative work environment, and a clear career path. They also need to direct Gen Z employees' job crafting to align with their career development paths within the company.*

Keywords: *Compensation; Embeddedness; Generation Z; Job; Turnover.*

1. Introduction

Today, Generation Z has become a major force driving change. Those aged in their early twenties and below demonstrate a pragmatic and highly socially active character in the face of dynamic change. This generation is known for prioritizing rapid transformation and possessing a high spirit in creating change through various strategies, plans, and programs deemed capable of supporting the achievement of these goals. Generation Z is the group born between 1995 and 2009. Following the emergence of the millennial generation, shaped by modern cultural values and lifestyles, Generation Z emerges as successors, bringing new approaches to societal systems and lifestyles (Ng et al., 2021). According to Tjiptono et al. (2020), Generation Z tends to have a strong family orientation and generally prefers spending time with their families. This study also states that Generation Z prefers flexibility in working, without time and place restrictions. Meanwhile, according to Cheung, Leung, and Chan (2021), Generation Z is cooperative, innovative, and capable of multitasking, but their development tends to be transient.

This opinion is supported by Baykal (2020), who stated that Generation Z differs from millennials. Generation Z prefers swift action in making changes, while millennials tend to analyze things before acting. Differences in thinking between generations can trigger intergenerational conflict. Shifts in perspectives, mindsets, and ideas between the older and newer generations have the potential to strain, or even damage, intergenerational relationships (Read, 2021; Lee, Gan, & Liew, 2023). A common phenomenon in companies is disrupted productivity, even in companies with a track record of good performance, due to direct or indirect employee actions (Rahmadianti et al., 2020). One employee characteristic that can impact company productivity is turnover intention, which can potentially lead to employees leaving their jobs. According to Vizano et al., 2021, high employee turnover rates are a serious problem for companies. Some institutions even experience frustration when recruitment processes that have produced high-quality employees are wasted because they choose to move and work elsewhere.

Meanwhile, according to Nassani et al., (2021), employee turnover requires companies to bear high costs for the recruitment and selection process, training new employees, and the loss of knowledge and experience previously possessed by departing employees. This turnover problem can certainly reduce company effectiveness due to the loss of experienced employees, requiring companies to retrain new employees. Given the high costs incurred for the re-recruitment process, organizations need to pay more attention to efforts to retain quality employees and reduce turnover rates (Hee & Jing, 2018). This problem becomes even more relevant when associated with Generation Z, who are known to be more likely to change jobs if they feel their needs and expectations are not met.

Sometimes, some employees don't perform optimally because they want to resign or move to another company (turnover intention). Turnover intention is the desire to leave a job or leave an organization, either by quitting or moving to another organization, due to discomfort or the desire for a better job. High turnover rates can lead to decreased organizational effectiveness due to the loss of experienced employees. Therefore, companies need to pay attention to the level of turnover intention that occurs, then establish appropriate policies and take steps to reduce this level of turnover intention. Employees are the most important asset and play a key role in the success of a company or organization. As the driving force of an organization, human resource management strategies are needed to optimize employee performance (Iskandar, 2018). Companies strive to improve their practices by offering various benefits that can provide employee satisfaction. However, the impact of this satisfaction on employee attitudes and behavior remains incompletely understood (de la Torre-Ruiz et al., 2019). In practice, the internal and external conditions of each organization differ from one institution to another, as do the individuals or groups within them. These differences can impact all aspects of the company or organization. Therefore, organizations are required to be able to find, recruit, train, motivate, develop, and retain qualified employees.

2. Research Methods

This research is a causal study. Causal studies are used to determine the influence or relationship between two or more variables. In other words, the researcher's intention is to determine the influence of job satisfaction, compensation, and job crafting on turnover intention, with job embeddedness as a mediating variable. In terms of its analytical approach, this study uses quantitative methods. Quantitative research is research that obtains data in the form of numbers, using analytical methods to calculate the data obtained (Sekaran and Bougie, 2016).

The type of data in this study is primary data. The primary data collection technique in this study is by distributing a number of statements through a questionnaire filled out directly by respondents through the Google Form platform by respondents, namely Gen Z. The data analysis technique in this study uses partial least squares - structural equation modeling (SEM) to evaluate the suitability of the research model and is used to test the level of validity of the research hypothesis. The SmartPLS 3.0 program is used in this study as software to process and test the research data. Partial least squares (PLS) model testing is used to test the validity, reliability, accuracy of the model and test the influence of one variable on another variable.

3. Results and Discussion

3.1. Validity and Reliability Test

a. Validity Test

The convergent validity test criteria are declared valid if the t-statistics value is > 1.96 and the p-value is < 0.05. The results of the outer loading values for each research variable indicator are presented in Table a below:

Table Convergent Validity Test Results

Variables	Indicator	*T Statistics*	*P Values*	Information
Job satisfaction	KK1	35,785	0,000	Valid
	KK2	51,709	0,000	Valid
	KK3	20,471	0,000	Valid
	KK4	41,961	0,000	Valid
Compensation	KO1	27,750	0,000	Valid
	KO2	36,249	0,000	Valid
	KO3	28,188	0,000	Valid
	KO4	26,825	0,000	Valid
Job Crafting	JC1	21,334	0,000	Valid
	JC2	27,304	0,000	Valid
	JC3	25,485	0,000	Valid

Variables	**Indicator**	***T Statistics***	***P Values***	**Information**
	JC4	19,657	0,000	Valid
Job Embeddedness	JE1	23,944	0,000	Valid
	JE2	23,717	0,000	Valid
	JE3	12,966	0,000	Valid
	JE4	21,768	0,000	Valid
Turnover Intention	TI1	57,416	0,000	Valid
	TI2	50,799	0,000	Valid
	TI3	24,982	0,000	Valid
	TI4	52,521	0,000	Valid

Source: Processed primary data, 2026.

Based on Table a above, it shows that the outer loading values of all indicators used in the study indicate that they have met the requirements for validity in the convergent validity test, namely all have t-statistics values > 1.96 or p-values for each indicator in the studied variables < 0.05. Therefore, it can be concluded that the data can be analyzed further because they have met the criteria.

b. Test Reliability

The Cronbach's Alpha test criteria are declared reliable if each variable has a Cronbach's Alpha value > 0.7. The results of the reliability test for each research variable are presented as follows:

Table b Reliability Test Results

Variables	*Cronbach's Alpha*	Cut Value	Information
Job satisfaction	0.876	0.7	Reliable
Compensation	0.876	0.7	Reliable
Job Crafting	0.823	0.7	Reliable
Job Embeddedness	0.822	0.7	Reliable
Turnover Intention	0.914	0.7	Reliable

Source: Processed primary data, 2026.

Table b shows that the Cronbach's Alpha values for the variables job satisfaction, compensation, job crafting, job embeddedness, and turnover intention are all greater than 0.7. Thus, all variables in this study are deemed reliable.

c. Analysis *Outer Model*

Outer model testing was conducted to ensure that the indicators in each construct met the validity and reliability criteria through convergent validity assessments including factor loadings and AVE, reliability assessments including Cronbach's Alpha and Composite Reliability, and discriminant validity tested using Fornell-Larcker, HTMT, and cross-loading. This stage ensures that each indicator truly represents the concept being measured, while demonstrating internal consistency and clear distinctions between constructs. Thus, the quality of the research data can be ensured, resulting in a high level of reliability in the SEM-PLS analysis.

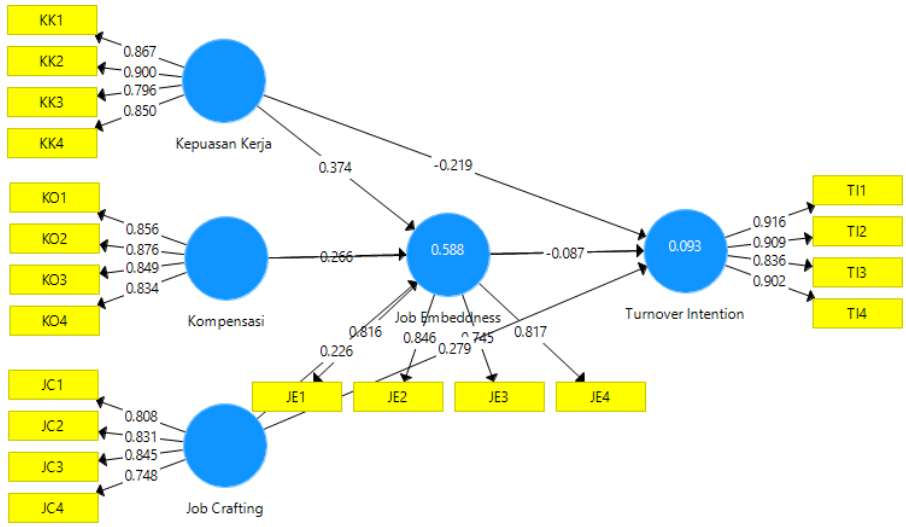


Figure c Outer Model of Research Variables

Source: Processed primary data, 2026.

Based on the visual display of the SEM-PLS estimation graph, all indicators for each construct exhibit outer loading values greater than 0.7, thus meeting the standard for good indicator reliability. This indicates that each indicator consistently represents the latent variable and is suitable for use in subsequent analysis stages. The following presents the overall results of the outer model testing, which includes convergent validity, discriminant validity, and construct reliability:

Table c Loading Factor

Variables	**Indicator**	***Outer Loading***
Job satisfaction	KK1	0.867
	KK2	0.900
	KK3	0.796
	KK4	0.850

Variables	**Indicator**	***Outer Loading***
Compensation	KO1	0.856
	KO2	0.876
	KO3	0.849
	KO4	0.834
Job Crafting	JC1	0.808
	JC2	0.831
	JC3	0.845
	JC4	0.748
Job Embeddedness	JE1	0.816
	JE2	0.846
	JE3	0.745
	JE4	0.817
Turnover Intention	TI1	0.916
	TI2	0.909
	TI3	0.836
	TI4	0.902

Source: Processed primary data, 2026.

d. Convergent Validity

Convergent validity is a measurement model that assesses items based on the relationship between item scores and construct values. The convergent validity index is determined using loading factor parameters and Average Variance Extracted (AVE). In confirmatory research, an indicator can be declared valid if it has a loading factor value above 0.7. Meanwhile, in explanatory research, an indicator is considered suitable for use if the loading factor value is above 0.6. While in the initial stages of scale development, a cross-loading value of 0.5 is considered invalid (Hair et al., 2012). The loading factor results are presented in the following table.

Table d Convergent Validity Test

Variables	**Indicator**	***Outer Loading***	**Cut Off Value**	**AVE**	**Cut Off Value**
Job satisfaction	KK1	0.867	0.6	0.729	0.5
	KK2	0.900			
	KK3	0.796			
	KK4	0.850			
Compensation	KO1	0.856	0.6	0.729	0.5
	KO2	0.876			
	KO3	0.849			
	KO4	0.834			
Job Crafting	JC1	0.808	0.6	0.655	0.5
	JC2	0.831			

Variables	Indicator	*Outer Loading*	Cut Off Value	AVE	Cut Off Value
	JC3	0.845			
	JC4	0.748			
Job Embeddedness	JE1	0.816	0.6	0.651	0.5
	JE2	0.846			
	JE3	0.745			
	JE4	0.817			
Turnover Intention	TI1	0.916	0.6	0.794	0.5
	TI2	0.909			
	TI3	0.836			
	TI4	0.902			

Source: Processed primary data, 2026.

Based on the table, the loading factor values show good results because all indicators have met the data validity criteria, namely more than 0.6. Next, the Average Variance Extracted (AVE) test was conducted with a minimum value limit of 0.5, and the results of the AVE processing using SmartPLS are presented in the following table:

Table e Results of Construct Reliability and Validity on SmartPLS

Variables	*Cronbach's Alpha*	rho_A	*Composite Reliability*	AVE
Job satisfaction	0.876	0.878	0.915	0.729

Variables	***Cronbach's Alpha***	**rho_A**	***Composite Reliability***	**AVE**
Compensation	0.876	0.883	0.915	0.729
Job Crafting	0.823	0.825	0.883	0.655
Job Embeddedness	0.822	0.834	0.881	0.651
Turnover Intention	0.914	0.941	0.939	0.794

Source: Processed primary data, 2026.

Based on the validity test results in the table, the variables of job satisfaction, compensation, job crafting, job embeddedness, and turnover intention have met the criteria for convergent validity because the loading factor values are above 0.6 and 0.7. Furthermore, the AVE value has also met the requirements because it is greater than 0.5, while discriminant validity is assessed through cross-loading between indicators and other constructs. The test results show that the correlation of each construct with its respective indicator is higher than the correlation of the indicator with other constructs. Therefore, all indicators in this study can be declared to have met the requirements for data validity.

e. Discriminant Validity

Discriminant validity is used to ensure that each construct in the research model measures a distinct concept and does not overlap with other constructs. Discriminant validity testing can be conducted through three main approaches, namely the Fornell-Larcker Criterion which compares the square root of the AVE in each construct with the correlation between constructs, where the square root of the AVE must be higher than the correlation value between constructs for discriminant validity to be considered good; Heterotrait-Monotrait Ratio (HTMT) which assesses the ratio between correlations across different constructs and the correlation of indicators within the same construct, with an HTMT value of less than 0.85 as a sign that the constructs can be clearly distinguished; and Cross-Loading which evaluates whether each indicator has the highest factor loading value on the corresponding construct compared to other constructs, because indicators that have higher loading values on other constructs indicate discriminant validity problems. These three approaches are used to ensure that each construct in the research model can be distinguished appropriately, so that the analysis results become more valid and reliable. In discriminant validity testing, a construct can be declared to have good discriminant validity if the Fornell-

Larcker Criterion value is more than 0.7. The results of the discriminant validity test using the AVE value for each research variable are shown as follows:

Table f Results of the Fornell-Larcker Discriminant Validity Test

	Job Crafting	***Job Embeddedness***	**Job satisfaction**	**Compensation**	***Turnover Intention***
Job Crafting	0.809				
Job Embeddedness	0.586	0.807			
Job satisfaction	0.601	0.729	0.854		
Compensation	0.510	0.689	0.826	0.854	
Turnover Intention	0.041	-0.159	-0.205	-0.208	0.891

Source: Processed primary data, 2026.

Table f regarding the results of the discriminant validity test using the Fornell-Larcker approach shows that all variables in this study have discriminant validity values, most of which are above 0.70. Based on the Fornell-Larcker Criterion value in Table, the highest value is shown by the turnover intention variable at 0.891, then job satisfaction and compensation at 0.854, job crafting at 0.809, and job embeddedness at 0.807. Based on Table, each question indicator has a more appropriate loading factor value on its respective latent construct, so that each indicator can represent the latent construct well and shows that all constructs have met the discriminant validity criteria, so that the variables in this study can be stated to have valid discriminant validity values.

Table g Discriminant Validity Value (Cross Loading)

Construct	***Job Crafting***	***Job Embeddedness***	**Job satisfaction**	**Compensation**	***Turnover Intention***

Construct	*Job Crafting*	*Job Embeddedness*	Job satisfaction	Compensation	*Turnover Intention*
JC1	0.808	0.495	0.461	0.363	0.049
JC2	0.831	0.454	0.453	0.397	0.062
JC3	0.845	0.486	0.523	0.453	0.030
JC4	0.748	0.459	0.507	0.439	-0.011
JE1	0.523	0.816	0.603	0.520	-0.116
JE2	0.594	0.846	0.676	0.602	-0.097
JE3	0.375	0.745	0.443	0.475	-0.090
JE4	0.372	0.817	0.559	0.615	-0.207
KK1	0.464	0.601	0.867	0.735	-0.170
KK2	0.516	0.663	0.900	0.769	-0.190
KK3	0.539	0.597	0.796	0.565	-0.146
KK4	0.534	0.626	0.850	0.743	-0.193
KO1	0.500	0.527	0.670	0.856	-0.093
KO2	0.420	0.674	0.705	0.876	-0.168
KO3	0.418	0.562	0.717	0.849	-0.214

Construct	***Job Crafting***	***Job Embeddedness***	**Job satisfaction**	**Compensation**	***Turnover Intention***
KO4	0.414	0.573	0.726	0.834	-0.227
TI1	0.053	-0.146	-0.173	-0.165	0.916
TI2	0.053	-0.106	-0.120	-0.135	0.909
TI3	-0.032	-0.132	-0.220	-0.191	0.836
TI4	0.060	-0.168	-0.205	-0.231	0.902

Source: Processed primary data, 2026.

3.2. Construct Reliability

Table a Construct Reliability

Variables	***Cronbach's Alpha***	***Composite Reliability***
Job satisfaction	0.876	0.915
Compensation	0.876	0.915
Job Crafting	0.823	0.883
Job Embeddedness	0.822	0.881
Turnover Intention	0.914	0.939

Source: Processed primary data, 2026.

Based on Table a regarding construct reliability, all variables in this study demonstrated a good level of reliability. The job satisfaction and compensation variables obtained a

Cronbach's Alpha value of 0.876 and a Composite Reliability of 0.915, thus the measurement instrument can be declared consistent and trustworthy. The job crafting variable showed very high reliability with a Cronbach's Alpha value of 0.823 and a Composite Reliability of 0.883, thus this variable has very strong internal consistency. Furthermore, the job embeddedness variable also met the reliability criteria with a Cronbach's Alpha value of 0.822 and a Composite Reliability of 0.881, indicating that its measurement is consistent and reliable. The Turnover Intention variable was also classified as reliable because it had a Cronbach's Alpha value of 0.914 and a Composite Reliability of 0.939, thus the measurement instrument was considered consistent and suitable for use. Overall, all variables have met the reliability criteria and can be used in the next stage of analysis.

3.3. Testing *Inner Model*

Inner model testing is conducted to assess the relationships between latent variables in the research model, including the direct and indirect influences between constructs. This stage begins with a goodness of fit test, which assesses the model's ability to represent the research data. One commonly used measure of goodness of fit is the R-squared (R^2), which indicates how much the independent variables are able to explain variation in the dependent variable. The higher the R^2 value, the better the model's ability to explain the data. Furthermore, a multicollinearity test is necessary to ensure there is no excessive correlation between the independent variables in the model, as this condition can interfere with the accuracy of the regression coefficient estimation. Multicollinearity testing is generally performed using the Variance Inflation Factor (VIF) value, with a VIF value above 5 or 10 indicating a multicollinearity problem that needs to be addressed. Through goodness of fit and multicollinearity testing, researchers can ensure that the inner model used is valid and reliable in explaining the relationships between research variables. Figure shows the results of the SEM-PLS model estimation using the bootstrapping technique to obtain the values used in testing the inner model.

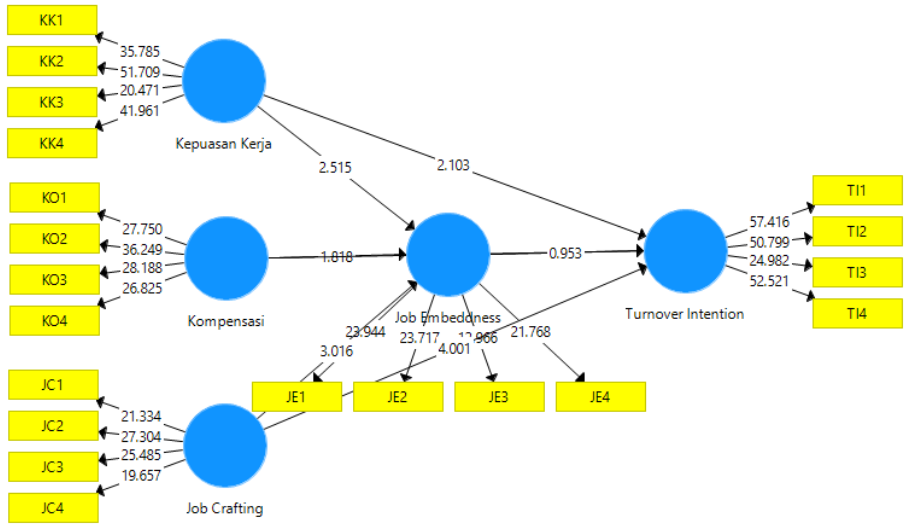


Figure a Inner Model

Source: Processed primary data, 2026.

4. Conclusion

Based on the results of data analysis and discussion that have been described in the previous chapter regarding the influence of job satisfaction, compensation, and job crafting on turnover intention with job embeddedness as a mediating variable in Generation Z employees, the following conclusions can be drawn:

1. Job satisfaction has a negative and significant effect onturnover intention. The higher the job satisfaction, the lower the employee's desire to leave the organization.

2. Compensation does not have a significant effect onturnover intention. Compensation has not been a major factor that directly determines the desire of Generation Z employees to leave the organization.

3. Job craftinghas a positive and significant effect on turnover intention. Employees with high levels of job crafting tend to have greater competence and self-confidence, making them more open to career opportunities outside the company.

4. Job embeddednessdid not significantly influence turnover intention. The level of employee engagement was not able to suppress their desire to leave the organization in this study.

5. Job satisfaction has a positive and significant effect onjob embeddedness. The higher the job satisfaction felt by Generation Z employees, the higher their level of engagement with the organization.

6. Compensation has a positive and significant effect onjob embeddedness Fair and adequate compensation can strengthen employee engagement with the organization.

7. Job craftinghas a positive and significant effect on job embeddedness. Employees' freedom to reshape their work increases their sense of belonging and attachment to the organization.

8. Job embeddednessunable to mediate the influence of job satisfaction on turnover intention. The influence of job satisfaction on turnover intention is more dominant and occurs directly.

9. Job embeddednessunable to mediate the effect of compensation on turnover intention. Increased compensation has not been able to reduce turnover intention by strengthening employee engagement.

10. Job embeddednessunable to mediate the influence of job crafting on turnover intention. The relationship between job crafting and turnover intention is more dominated by direct influence than indirect influence through job embeddedness.

Overall, job satisfaction was the most consistent factor in suppressing turnover intention among Generation Z employees, with a negative and significant direct effect. Although job embeddedness was shown to be influenced by all three independent variables, this embeddedness did not act as a suppressor of turnover intention or as a mediating variable for the characteristics of Generation Z employees in this study.

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