

The Effect Of Job Embeddedness And Job Satisfaction On Turnover Intention: Organizational Trust As Mediation Variable In The Deka Marketing Research

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Abstract

This study aims to examine the effect of job embeddedness and job satisfaction on turnover intention mediated by organizational trust. The study was conducted at Deka Marketing Research with a sample of 30 people. Data analysis techniques using path analysis.

The results showed that job embeddedness had a significant effect in reducing turnover intention without going through an organizational trust so that the mediating role of organizational trust was not needed on the effect of job embeddedness on turnover intention. Job satisfaction has a significant influence on influencing turnover intention through organizational trust.

Keywords: job embeddedness, job satisfaction, organizational trust, turnover intention

Date of Submission: 11-03-2020

Date of Acceptance: 26-03-2020

I. INTRODUCTION

Turnover or the discharge of employees leaving work and the organization/company where they work is a classic problem experienced by almost every company. Turnover is usually measured through measurement of turnover intention, as long as it is understood as one way for employees to withdraw from a company because it can no longer blend into their work (Bothma & Roodt, 2013). As a consequence, employees who leave their jobs can harm both the organization they work for and themselves. Individually, employees will experience losses such as experiencing uncertainty (Holtom, Mitchell, & Lee, 2006), a significant loss of energy to find new jobs and adjust to new environments and lose routine and interpersonal connections (Holtom, Mitchell, Lee, & Eberly, 2008). At the organization, the losses experienced include loss of knowledge or expertise, decreased quality of customer service, and worsening communication and coordination (Holtom, Mitchell, & Lee, 2006) which requires companies to recruit, select, and train (Siddique & Raja, 2011) so that new employees gain experience and be socially integrated before they can make a substantial contribution. Not only that, but organizations can also experience a decline in organizational culture, employee morale, social power, and organizational memory (in Tanova & Holtom, 2008).

The emergence of adverse losses mentioned above has led to two approaches, namely the approach of why employees leave their jobs (turnover) and the employee retention approach (employee retention). In the turnover approach, the emphasis is placed on turnovers caused by individual factors and turnover caused by shocks in the organization (eg, Crossley et al., 2007; Holtom, Burton, & Crossley, 2012). March and Simon (1958) said that someone leaves his job due to two factors, namely perceived ease (represented by job satisfaction and affective commitment) and perceived desirability (represented by job search behavior). Meanwhile, according to Maertz and Campion (2004), every individual has a mature plan to quit his job and leave his job and company when there is a shock in the organization. On the other hand, in the employee retention approach, the focus is focused on responding to the symptoms that occur in organizations both in a crisis or not (Mitchell & Lee, 2001). If the state of the organization is unstable, this approach can be used to explain the reasons and factors of employees leaving their jobs and organizations; and if the organization is in a stable state, this approach can be used to explore and explain the factors that make individuals stay in the job and organization so that it can help the organization to be more proactive and develop policies to retain employees (Mitchell & Lee, 2001). Together, the turnover approach and the employee retention approach can help answer issues regarding human resources because as mentioned by Yang, Ma, & Hu (2011), although staying in the job and leaving work are two different behaviors, both involving the process same decision

making so that the results of research on employee retention can be integrated and complement turnover theory (Yang, Ma, & Hu, 2011).

Some constructs related to a turnover intention that has been studied for the last ten years include organizational trust, job embeddedness, and job satisfaction (Ayuningtyas, 2013). Organizational trust according to Shockley-Zalabak (2000) is a positive expectation regarding the intentions and behavior of others based on the roles, relationships, experiences, and interdependencies. Job embeddedness is a variety of power that can influence employees not to leave their work can be in the form of psychological, social, and financial influences (Mitchell et al., 2001) or can be understood as a totality of psychological, social, and financial influences originating from organizations and communities that influence an individual's choice to settle or leave his job (Ayuningtyas, 2013). While job satisfaction is an attitude that describes the feelings of employees towards their work as a whole (Spector, 1997) which includes how far employees like or dislike their work based on aspects of their work, such as salary, job characteristics, and coworkers.

Jiang & Shen (2018) found that three factors influence turnover intention, including a supportive organizational environment, the positive impact of work on employees, and employee trust in the workplace. Whereas Ayuningtyas (2013) found that job embeddedness and job satisfaction affect organizational trust positively and significantly, where job embeddedness and job satisfaction can play a role as predictors of organizational trust. In another study, Busit & Duygulu (2017) found that organizational trust can influence one's intention to stay in the organization (intention to stay). Based on some of the results of this study, researchers are interested in finding out how the ability of the organizational trust to prevent employee intentions to leave their work, by also involving the variable job embeddedness and job satisfaction in the conceptualization of research.

In the world of marketing research, there are several striking phenomena related to turnover intention. Based on the observation of researchers, it has become commonplace that in the world of marketing research if researchers (researchers) often move the workplace, both to companies / other agencies - both research and advertising agencies - or to client companies. The client companies referred to here are companies that were previously clients and use their services. Usually, researchers from marketing research agencies begin to move when their positions have reached a safe point such as Senior Research Executive, Associated Research Manager, or Research Manager. If described, the timeframe needed from the beginning of starting a career as a Junior Research Executive to some of the positions mentioned above is as follows:

- 3 months to pass probation as a Junior Research Executive.
- 1 year since being appointed as a Junior Research Executive to rise to the position of Research Executive
- 2 years of work as a Research Executive to rise to the position of Senior Research Executive
- 2-3 years of service as a Senior Research Executive to move into the position of Associate Research Manager
- 2 years of service as an Associated Research Manager to rise to the position of Research Manager

From the description of the period, it can be estimated that of course in the working period, related employees have received more than enough knowledge and training to be used as selling power for him or marketing research companies. If they move, there will be a lot of loss experienced by the company, both from the loss of talent and the movement of clients who are comfortable with certain researchers.

The reasons for moving for researchers also varied, including:

- Want to get experience from other agencies
- Expanding the network (network) with a more diverse agency and client
- Accelerate career advancement
- Strengthening the bargaining position or bargaining price of the company/agency before or where it currently works.

Deka Marketing Research, one of the largest national-owned marketing research companies in Indonesia, is one company that has experienced significant adverse effects from turnover. Deka Marketing Research has recorded sales revenue of 33 billion rupiahs (2016), 36.5 billion rupiahs (2017), 30 billion rupiahs (2018) and 18 billion rupiahs (quarter 2 of 2019). From these data, it can be seen that Deka Marketing Research experienced a 6.5 billion Rupiah decrease in sales in 2018, and began to move up again in the 2nd quarter of 2019. Several factors are thought to be the cause of this happening, one of which was turnover from personnel in the company that was followed by the disappearance of most clients. Therefore, researchers are encouraged to test this conjecture by using Deceka Marketing Research as an object of research.

Based on the phenomena mentioned above, as well as the dynamics of the four variables mentioned above, namely job embeddedness, job satisfaction, organizational trust, and turnover intention, the researcher plans to dig deeper into the turnover phenomena in Deka Marketing Research. Deeper, this study aimed to look at the effect of job embeddedness, job satisfaction, and organizational trust on turnover intention. Researchers suspect that trust in organizations can bridge the effect of job embeddedness and job satisfaction on turnover

intention. Factors that make a person attached to his work, both material and immaterial factors, as well as satisfaction with the organization, are thought to increase trust, where high trust is later expected to reduce a person's desire to leave work or the company where he works.

II. LITERATURE REVIEW

Job Embeddedness

Mitchell et al. (2001) likens job embeddedness as a net to which individuals can cling to it so that it is understood that highly embedded individuals will have many strong and tight bonds (Mitchell & Lee, 2001) or have a low level of differentiation (Mitchell et al., 2001), whereas individuals are weakly embedded otherwise. Job embeddedness theory is rooted in the study of embedded figures test by Witkin, Dyk, Feterson, Goodenough, and Karp (1962) and Kurt Lewin's field theory (1951) (Mitchell & Lee, 2001). Embedded figures represent individuals who are fused, bound, and hard to separate from their backgrounds which are also part of their surroundings. Lewin's theory emphasizes that humans see themselves united in a network consisting of various powers and connections, where the self can be bound strongly or weakly to various factors. Based on these two concepts, Mitchell et al. (2001) conceptualize job embeddedness as "a broad array of influences on employee retention which represents a focus on the accumulated, generally non-affective, reasons for why one would not leave a job."

Various power that can influence employees not to leave their work can take the form of psychological, social, and financial influences (Mitchell et al., 2001). Through these explanations, job embeddedness can be understood as a totality of psychological, social, and financial influences originating from organizations and communities that influence an individual's choice to settle or leave his job.

Crucial aspects of job embeddedness are the relationship an individual has with other people or communities, how he feels himself following the organization or community, and what the individual will lose or lose if he leaves his organization, both inside and outside the workplace. (Holtom, Mitchell, Lee, & Eberly, 2008). These aspects then form three dimensions of job embeddedness, namely fit, links, and sacrifice (Mitchell et al., 2001).

Job embeddedness is a composite construct composed of 3×2 matrices, which is composed of three dimensions, each of which is influenced by two factors, namely on-the-job factors and off-the-job factors (job factors) which will ultimately form six subdimensions of job embeddedness and two types of job embeddedness, namely on-the-job embeddedness, and off-the-job embeddedness.

Both on-the-job factors and off-the-job factors each have different effects on workforce performance and participation (Lee, Mitchell, Sablinski, Burton, & Holtom, 2004). Fit, links, and sacrifice in on-the-job embeddedness explain how the net or bond formed in an organization influences a person's decision to stay in his job. Fit, links, and sacrifice in off-the-job embeddedness explain how the community formed into a net and makes individuals settle in their work.

The first job embeddedness dimension, namely links, illustrates the degree to which individuals are connected with other people and activities in organizations and communities (Yang, Ma, & Hu, 2011) which are characterized by informal or informal relationships between individuals and their organizations or others. Embeddedness signifies several networks that connect an employee and his family in a social, psychological, and financial network that includes friends inside and outside of work, groups, and communities (Mitchell et al., 2001). The stronger or more network owned by an employee, the more bound he will be with work and his organization.

The second dimension, fit, is defined as comfort or suitability perceived by an employee regarding the organization and the environment in which he lives (Mitchell et al., 2001). According to Mitchell and Lee (2001), personal values, career goals, and plans of an employee must be following organizational culture and job demands (for example, work knowledge, skills, and abilities). On the other hand, the individual will certainly consider how well he/she fits the community and the surrounding environment. Thus, the better fit, the higher the likelihood of employees to feel professionally and personally attached to the organization (Mitchell & Lee, 2001).

The third dimension, sacrifice, represents the material or psychological costs that come from leaving a company (Mitchell & Lee, 2001). If an employee leaves a job, he can lose many things, for example, losing friends at work, losing a job he likes, or losing benefits (Holtom, Mitchell, & Lee, 2006). According to Mitchell et al. (2001), the more a person has to sacrifice many things when leaving work and his organization, the more difficult it is to leave work in his organization.

Job Satisfaction

To understand the notion of job satisfaction or what will be referred to later in job discussion, Golembienny (in Riggio, 2005) explains there are two approaches to understanding job satisfaction, namely the approach to aspects of job satisfaction and the general approach to job satisfaction. In the work aspects

approach, job satisfaction is emphasized on the large level of employee satisfaction with various aspects of the job, such as wages or salaries and opportunities for growth. The work aspect approach can also be referred to as a multidimensional approach because it combines various aspects of the work (Spector, 1997). This approach helps companies to recognize changes that occur in work situations, find problems in the organization, and evaluate the effect of interventions given by the company (Spector, 1997).

The second approach, namely the general or global approach of job satisfaction states that job satisfaction is seen as an overall or general attitude of employees towards their work (Spector, 1997). This approach aims to find out the whole or conclusion of employee attitudes. This approach also suggests that job satisfaction can be obtained by adding up the overall level of satisfaction to aspects of the job. Spector (1997) defines job satisfaction as an attitude that describes employees' feelings about their work as a whole. The description includes how far the employee likes or dislikes his job based on aspects of the job, such as salary, job characteristics, and coworkers. Another definition of job satisfaction is given by Jex and Britt (2008), which is an evaluation of the overall workforce of the work both things that are liked from the job and things that are not liked from the job. According to Jex and Britt (2008), job satisfaction consists of three components, namely employees' feelings, thoughts and behavior related to their work. The cognitive or thought aspect is a reflection of employees' beliefs about the situation at work, such as the belief that the work they do challenges, attracts their interests, or even demands themselves. Affective aspects or feelings are aspects that concern the emotions and feelings of individuals towards their work. While the behavioral aspects represent the behavior or tendency of employee behavior towards their work. From the two terms above it can be concluded that job satisfaction is an overall attitude that represents an employee's evaluation of his work, which includes how far the individual likes or dislikes aspects of his work.

Spector (1997) divides the factors that influence job satisfaction into two, namely environmental factors and personal factors. Environmental factors include job characteristics, organizational barriers, role ambiguity, salary, and work stress. While personal factors include the personality of the worker and the suitability of the job with the employee. The first environmental factor, job characteristics, is the content and nature of tasks at work. Employee job satisfaction tends to be higher if the job characteristics are following employee interests. Barriers in the organization are various conditions and aspects of the work that interfere with employee performance. While obstacles in the organization depend on how employees perceive situations that exist in the work environment - where employees tend to be dissatisfied with their work when perceiving the situation in the work environment as an obstacle. The next environmental factor is salary. Spector (1997) revealed that a large amount of employee salaries is not a factor that can reduce job satisfaction in general, but rather justice in determining the salary received that affects job satisfaction. Employees often compare the amount of salary they receive, regardless of the workload or work done, so employees can become dissatisfied with the salary they have received. Furthermore, other environmental factors such as excessive work stress on employees can also reduce job satisfaction. Job stress is caused by stressors on work that cannot be faced or overcome by employees. When employees feel excessive stressors at work, psychological tension in employees also increases so that the assessment of employee job satisfaction can decrease.

Personal factors that affect employee job satisfaction are the personality of the worker. Spector (1997) revealed that personality factors consist of locus of control (LOC) and negative affectivity of employees. LOC is a cognitive variable that represents an employee's general beliefs about his ability to control positive things that can support his performance and negative things that can reduce his performance. Employees with internal LOCs tend to have higher levels of job satisfaction compared to employees who have external LOCs. That is because employees with internal LOC tend to have high work performance, so if the company rewards employees by raising salaries or adding bonuses, then employees will have higher job satisfaction. Negative Affectivity is defined as a personality variable that reflects an employee's tendency to experience negative emotions in various situations at work. Individuals with high negative affectivity - overall, will tend to judge negatively on their work and lead to low job satisfaction (Spector, 1997).

The Job Satisfaction measuring instrument used in this study is a modified measurement tool of Mitchell et al. (2001) of the Spector (1997) measurement, the Job Satisfaction Survey. Mitchell et al. aggregate the dimensions of job satisfaction Spector (1997) to produce three averaged composite items that measure overall job satisfaction.

Organizational Trust

Mishra (in Ayuningtyas, 2013) defines organizational trust as "One's party willingness to be vulnerable to another party based on the belief that the latter party is (a) competent, (b) open, (c) concerned, and (d) reliable " According to Mishra (2002), the key to organizational trust is vulnerability. Vulnerable contexts are understood as the potential for significant loss (Spreitzer & Mishra, 2002). Vulnerability aspects not only appear in the definition of Mishra, but also in other definitions such as Mayer, Davis, and Schoorman (1995), namely the person's will to be vulnerable to the actions of other parties based on expectations that the other party will

show certain actions that are important to the parties trust, outside of his ability to supervise or control the other party. Shockley-Zalabak (2000) perfects the definition of organizational trust by emphasizing the importance of vulnerability as a key, becoming "Positive expectations about the intentions and behaviors of others based on roles, relationships, experiences, and interdependencies."

Shockley-Zalabak (2000) uses Mishra's (1992) four dimensions of organizational trust and adds a fifth dimension, identification. Here are the five dimensions of organizational trust according to Shockley-Zalabak (2000):

a. Competence, which is defined as a general perception about the effectiveness of leadership and the ability of the organization to survive in market share. At the organizational level, competence includes the degree to which employees view their organization as an effective organization - that is, the company can survive and be able to compete.

b. Openness. The employee will trust the organization more when he views leadership in his organization as open and honest. According to Shockley-Zalabak, trust in organizations does not only concern the amount of information shared, but also whether leadership in the organization is carried out sincerely. This openness and sincerity are very important at all levels of the organization (top, management, supervisor, staff), so the perception is given by top management that they can be trusted can be used to see whether employees at the company trust the company as a whole.

c. Concern, namely when members of the organization perceive the care given to them by the leadership that is being carried out towards them. As a result, members of the organization become more confident in the organization. According to Mishra (1992), the concern occurs when one's interests are in balance with the interests of others, both at the team, organizational and social levels. Therefore, Shockley-Zalabak directly connects this dimension to all levels of the organization.

d. Reliability, namely expectations for consistent and reliable behavior. Consistency and congruence between words and actions form the trust. While the inconsistency of words and actions decreases trust.

e. Identification, namely how individuals overcome the paradox of the separation of individuation and affiliation as members of the organization. If the individual can identify with the organization, he tends to report that he trusts the organization more and more effectively. But if he feels alienated from the organization, they tend to report low levels of trust and effectiveness.

The measuring instrument to measure organizational trust used in this study is the Organizational Trust Survey measuring tool constructed by Shockley-Zalabak (2000). Previously, Shockley-Zalabak had tested this measuring instrument to 4,000 respondents from 8 different countries so that Shockley-Zalabak had confirmed the validity and reliability of this gauge. The five dimensions measured by this measuring instrument are competence, openness, concern, reliability, and identification. This measuring instrument is in the form of a Likert scale with five scales ranging from very not depicting (1), not describing (2), somewhat describing (3), describing (4), and strongly describing (5). In Indonesia, this measuring instrument has been adapted by Ayuningtyas (2013) who has tested it with the confirmatory analysis method and states that all items in the OTS measuring instrument owned by Shockley-Zalabak are valid and reliable.

Turnover Intention

According to Fishbein and Ajzen (in Bothma & Roodt, 2013), turnover intention can be interpreted as the intention of planned individual behavior to leave work in an organization. Tett and Meyer (in Bothma & Roodt, 2013), defines turnover intention as a conscious and voluntary desire to leave the organization. According to Bothma & Roodt (2013), the turnover intention is one way for employees to withdraw from a company because they can no longer be integrated into their work. According to Grissom and Mitani (2016), in a study examining salary, performance, and turnover at the Missouri Department of Elementary and Secondary Education, describing turnover intention as one of two types (1) of an employee trying to move to a preferred position, or (2) an employee who plans to leave the company. Cinar (2015) defines turnover intention as the desire of employees to leave their current roles because there are better opportunities available.

Saridakis and Cooper (2016) describe the following turnover steps:

- a. Reconsider the current job;
- b. Evaluating the level of satisfaction with work and the company;
- c. Evaluate the losses and consequences associated with leaving the company;
- d. Test alternative work available to compare the strengths and weaknesses of each.

By examining turnover intention, the top management of a company can predict turnover rates in its company. The study of Cohen et al. (2015) showed a positive relationship between turnover intention and turnover. According to Demirtas and Akdogan (2015), turnover is a consequence of turnover intention; although it all begins with dissatisfaction, followed by research and search for alternative jobs, and evaluation and comparison of existing jobs, and leave the company if the "pro" in new jobs is more than "pro" in existing jobs. Companies

usually measure turnover by dividing the number of permanent employee resignations by the total number of permanent employees (Cohen, et al., 2015).

The instrument used to measure turnover intention belongs to Roodt (2004) which consists of 6 items Turnover Intention Scale (TIS-6). This measuring instrument takes the form of a 5-point Likert Scale that ranges from Never to Always, Not Related at All to Very Highly Connected, and Very Impossible to Very Possible. Examples of questions such as "How often do you think about leaving your current job?" and "How often do you feel frustrated when you are not allowed to achieve your work goals at work?"

Bothma and Roodt (2013) created six Turnover Intention Scale items, adapted from the original, to reduce the scale length from the previous measuring device. Mxenge et al. (2014) confirmed that the reliability coefficient of the Turnover Intention Scale developed by Roodt (2004) was 0.80, and Malik and Khalid (2016) confirmed the Cronbach Alpha magnitude of 0.79. In Indonesia, Asih and Zamralita (2017) have adapted this measuring instrument to the reliability level of 0.885.

III. RESEARCH METHODOLOGY

Research Design

This study uses an explanatory analysis approach, meaning that each variable examined in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable. Based on the dynamics of the variables outlined in the background, researchers have an assumption that job embeddedness and job satisfaction have a positive and significant effect on organizational trust, but organizational trust has a negative and significant effect on turnover intention. Although the influence given by job embeddedness and job satisfaction is assumed not to occur directly, it does not rule out the possibility of forming turnover intention directly. The variable interaction model in this study can be seen in Figure 1.

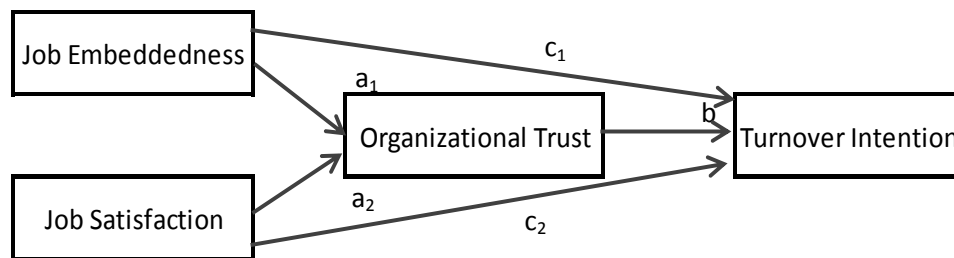


Figure 1. Research Variable Interaction Model

Interactions between the variables above can be formulated as follows:

$$M = i1 + aX + eM$$

$$Y = i2 + c'X + bM + eY$$

Research Population and Sample

The population in this study are researchers who work in the marketing research industry. The research sample in this study was taken from researchers working at Deka Marketing Research as one of the largest research agencies in Indonesia. Guilford and Fruchter (1978) state that the minimum sample size requirement in a quantitative research statistical test is 30 people.

Participant Characteristics

Characteristics of participants in this study are explained based on the following criteria:

1. The status of Deka Marketing Research's permanent employees.
2. Work in the research division, both qualitative and quantitative.
3. Has a working period of more than 1 year.

Data Types and Sources

Types and sources of data used in this study are primary data and secondary data.

1. Primary data is data collected by the researcher directly from the first source or place where the object of research was conducted.
2. Secondary data is data derived from literature, articles, journals, and sites on the internet relating to research conducted.

Data Collection Technique

In this study, researchers used the following data collection techniques:

1. Questionnaire / Questionnaire Techniques

A questionnaire is a data collection technique that is done by giving a set of questions or statements to other people who are respondents to answer.

2. Interview Techniques

An interview is a data collection technique that is carried out through face-to-face and question and answer between data collectors and researchers towards the sources or data sources. Interviews in this study were used after primary data collection through questionnaires to deepen the variables in this study.

3. Observation Techniques

Observations in this study were conducted before researchers conducted research. Researchers try to record the phenomena that occur in the world of marketing research to find the object of research in this study. Observation is also used to obtain additional data related to this research.

IV. RESEARCH RESULTS AND DISCUSSION

By not allowing the testing of the effect of job embeddedness and job embeddedness on turnover intention simultaneously as described above, then the mediation testing of job embeddedness and job satisfaction on turnover intention through organizational trust is carried out separately as follows:

1. Organizational Trust Mediation Testing on the effect of Job Embeddedness on Turnover Intention

The results of organizational trust mediation testing on the effect of job embeddedness on turnover intention can be seen in Table 1.

Table 1. OT Mediation Test Results on the effect of JE on IT

Hip	Variabel			Direct		Indirect	Total Effect
	X1,2	X3	Y	Coef	Sig		
Hip 2	JE	-	OT	0.4655	0.0008*	-	-
Hip 3	JE	-	TI	-0.9237	0.0005*	-	-
Hip 2	OT	-	TI	-0.4005	0.1821	-	-
Hip 2	JE	OT	TI	-0.9237	0.0005*	0.4655 x (-0.4005) = -0.1864	(-0.9237)+(-0.1864) = -1.1101

From the mediation test results above, it was found that job embeddedness significantly increased organizational trust (coefficient = 0.4655, sig = 0.0008, p <0.05) and organizational trust decreased turnover intention but was not statistically significant (coefficient = -0.4005, sig = 0.1821) . However, job embeddedness has a significant effect on reducing turnover intention without going through an organizational trust (coefficient = -0.9237, sig = 0.0005, p <0.05). Thus, it can be seen that the mediating role of organizational trust is not needed on the effect of job embeddedness on turnover intention. Thus, Hypothesis 2 which reads "Job Embeddedness decreases Turnover Intention through Organizational Trust, where the effect of Job Embeddedness increases Organizational Trust while Organizational Trust decreases Turnover Intention" is not proven. While Hypothesis 3 which reads "Job embeddedness directly reduces turnover intention" is not proven. Visualization of the results of this test can be seen in the diagram in Figure 2.

2. Organizational Trust Mediation Testing on the effect of Job Satisfaction on Turnover Intention

The results of organizational trust mediation testing on the effect of job satisfaction on turnover intention can be seen in Table 2.

Table 2. OT Mediation Test Results on the influence of JS on IT

Hip	Variable			Direct		Indirect	Total Effect
	x1,2	x3	Y	Coef	Sig		
Hip 4	JS	-	OT	0.3103	0.0088*	-	-
Hip 5	JS	-	TI	-0.3914	0.0792	-	-
Hip 4	OT	-	TI	-0.7848	0.0205*	-	-
Hip 4	JS	OT	TI	-0.3914	0.0742	0.3103 x (-0.7848) = -0.2435*	(-0.3914)+(-0.2435) = -0.6349

From the mediation test results above, it was found that job satisfaction significantly increased organizational trust (coefficient = 0.3103, sig = 0.0088, $p < 0.05$) and organizational trust significantly reduced turnover intention (coefficient = -0.4005, sig = 0.1821, $p < 0.0521$). However, job satisfaction cannot reduce turnover intention directly without the mediating role of organizational trust (coefficient = -0.3914, sig = 0.0792, $p < 0.05$). Thus, it can be seen that the mediating role of organizational trust is needed on the effect of job satisfaction on turnover intention. Thus, Hypothesis 4 which reads "Job Satisfaction decreases Turnover Intention through Organizational Trust, where the effect of Job Satisfaction increases Organizational Trust while Organizational Trust decreases Turnover Intention" is proven. While Hypothesis 5 which reads "Job satisfaction directly decreases Turnover Intention" is not proven. Visualization of the results of this test can be seen in the diagram in Figure 2.

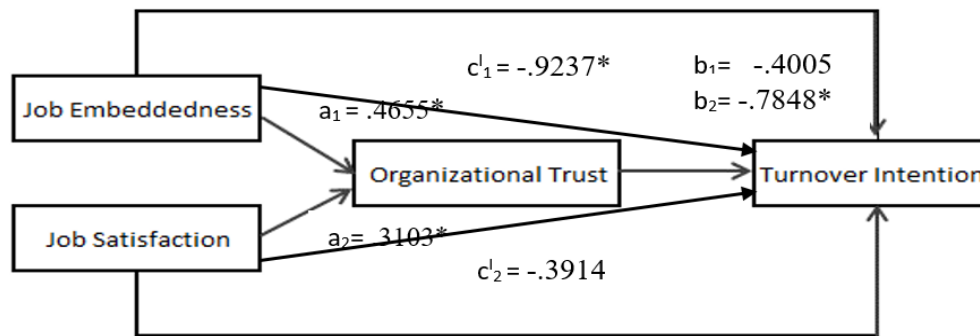


Figure 2. Diagram of OT Mediation Test Results on the influence of JE and JS on IT

V. DISCUSSION

1. Job Embeddedness, Job Satisfaction, Organizational Trust, and Turnover Intention

Job Embeddedness is measured by measuring fit-organization, sacrifice organization, and links-organization. According to Mitchell et al. (2001), fit-organization represents the perception of the suitability or comfort of employees with an organization. Personal values, career goals, and plans of individuals must be following the company's culture and current work demands (for example, work knowledge, skills, and abilities). Sacrifices include the perception of material and psychological costs that are incurred when an individual leaves his job and organization - including losing friends, losing projects, and losing benefits. Whereas links-organization includes formal and informal relationships that exist between an employee, another individual, or another group in the organization. This is in line with the results of Ayuningtyas (2013) research that fears of losing material and immaterial aspects can make people reluctant to leave their places of work.

The results of this study also showed that fit-organization in the Deka Marketing Research researchers tended to be high. This can be seen from the high liking for group members, the opportunity to empower skills and talents properly, an identification that co-workers have the same character with each other, and a sense of work in Deka Marketing Research. The results also showed that the dimensions of sacrifice organization also can tend to be high. This can be seen from the high contribution of concern about how many will be sacrificed if leaving work at Deka Marketing Research, the high assessment of freedom in choosing how to achieve goals, the number of benefits that are felt good, and prospects considered good to continue a career in Deka Marketing Research.

The above results are in line with the results of Allen's (2006) research that the collective sense is felt in on-the-job embeddedness and Tanova & Holtom's research (2008) which suggests that in the formation of job embeddedness there is the interrelation between employees and organizations, both in personal matters and in matters relating to organizational policies.

However, there are still deficiencies in the organization that can be improved by Deceka Marketing Research, especially in giving authority and responsibility to each researcher. Also, some aspects can be improved in the future, including providing career development, respecting employees, and strengthening organizational values.

Job Satisfaction is measured through a general or global approach of job satisfaction stating that job satisfaction is seen as an overall or general attitude of employees towards their work (Spector, 1997). This approach aims to find out the whole or conclusion of employee attitudes. Also, this approach suggests that job satisfaction can be obtained by adding up the overall level of satisfaction to aspects of the job. Spector (1997) defines job satisfaction as an attitude that describes the feelings of employees towards their work as a whole.

The results of this study indicate that in general researchers at Deka Marketing Research like their work, their companies, also feel satisfied with their work. The biggest contribution is shown from the researchers' love for their work. This is based on the fact that most researchers do live their role as a profession.

This is in line with what was stated by Senoadi (2015) that the selection of the appropriate professionals can increase job satisfaction.

Organizational Trust is measured by measuring the dimensions of competence, openness, concern, reliability, and identification. Competence includes the degree to which employees view their organization as an effective organization - in which, the company can survive and be able to compete. Openness is a perception of leadership in an open and honest organization. Concern, that is when members of the organization perceive the care given to them by the leadership that is being exercised towards them. Reliability, which is the expectation for consistent and reliable behavior. Identification, namely how individuals overcome the paradox of separation (individuation) and association (affiliation) as members of the organization.

The results showed the biggest contribution to the competence and identification dimensions. Existing competence is formed primarily from the supervisor's ability to listen to his subordinates and the perception of satisfying work skills among fellow researchers in Dekamarketing Research. The perception of the ability of employees to be the same as one another encourages identification as a large team of Dekamarketing Research. Not only that, openness, caring, and reliability also reflect the researchers' trust in Dekamarketing Research. This can be seen from the desire to inform the supervisor if there are a problem and the seriousness of the organization to communicate with its members. The existence of this high level of trust can support one's desire to remain in the organization, as stated by Basit & Duygulu (2017).

According to Bothma & Roodt (2013), the turnover intention is one way for employees to withdraw from a company because they can no longer be integrated into their work. As stated by Saridakis and Cooper (2016), the turnover steps are described as follows: reconsider the current job, evaluate the level of satisfaction with the job and the company, evaluate the disadvantages and consequences associated with leaving the company, examine alternative work available to compare the strengths and each other's shortcomings.

The biggest answer contribution to the measurement of turnover intention is on answer 3, or in other words "neutral". Thus, it can be concluded that in fact, turnover has crossed the minds of researchers in Dekamarketing Research, however, the high aspect of the other variables mentioned above can prevent turnover. However, this study also obtained information that the absence of a salary increase when changing jobs is one of the factors that makes researchers leave/move from their jobs.

2. Effect of Job Embeddedness on Turnover Intention with Organization Trust as Mediator

Individuals who have aspects that make it stand in their work both psychological, social, and financial, will make him more trust in the organization and make it more reluctant to leave his job. Likewise with individuals who are satisfied with their organization. Hopefully, the individual's trust in the organization will be even higher, which will then make him reluctant to leave the organization.

The results of this study indicate that job embeddedness has a significant effect in reducing turnover intention without going through an organizational trust so that the mediating role of organizational trust is not needed on the effect of job embeddedness on turnover intention. No proof of organizational trust mediation on the effect of job embeddedness on turnover intention is something that was anticipated beforehand. As stated by Burton et al (2010), Mitchell et al (2001), and Ayuningtyas (2013) that the dynamics of the relationship of variables in employee retention must still be further investigated to find definite dynamics between the variables contained therein.

Thus, based on the results and discussion above, this study has answered the effect of job embeddedness and job satisfaction on turnover intention through organizational trust in a study conducted at Dekamarketing Research.

3. Effect of Job Satisfaction on Turnover Intention with Organization Trust as Mediator

An employee who is overall satisfied with his work, both in feelings, thoughts, and behavior, is expected to have a high level of trust in the organization, which is then expected to have a high level of trust in the organization which can reduce his desire to leave the job and the company where he works. The results of this study indicate that job satisfaction has a significant influence on influencing turnover intention through organizational trust. In other words, the mediating role of organizational trust is needed on the effect of job embeddedness on turnover intention. These results add new treasures to the dynamics of research on employee turnover and retention and provide new information about the position of organizational trust in its dynamics in both areas of the study. These results also support the results of Jiang and Shen's (2018) research which suggests that employees who have a supportive environment perceive a high level of trust in their company, which may make them feel that their lives are meaningful, thereby reducing their desire to make a turnover. Besides, the results of this study also support the results of Basit and Duygulu's (2017) study which suggests that employees who have a sense of trust in their managers have a higher desire to settle in their company than those who do not. Thus, based on the results and discussion above, this study has answered the effect of job satisfaction in

reducing turnover intention through mediating organizational trust in studies conducted at Deka Marketing Research.

VI. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the results of the analysis and discussion it can be concluded as follows:

Job embeddedness is formed by indicators of compatibility with the organization (fit organization) and things that are sacrificed/lost if leaving the organization (sacrifice-organization), as well as additional data to find out the length of service in the organization, the length of service in the position, as well as the number of people interacting with an individual in one day. The biggest contribution to job embeddedness is obtained through measurement of suitability with the workplace, namely the liking of workgroup members, the similar character of colleagues, the empowerment of skills and talents, the feeling of being fit to work in the company, the feeling of being in line with company culture, and the presence of authority and responsibility at workplace.

Job Satisfaction is formed from job satisfaction or the general attitude of employees towards their work. The biggest contribution is shown from the researchers' love for their work. This is based on the fact that most researchers do live their role as a profession. However, other factors related to satisfaction with the company also formed this variable.

Organizational Trust is formed by the dimensions of competence, openness, concern, reliability, and identification. The biggest contribution is in the competence and identification dimensions. Existing competence is formed primarily from the supervisor's ability to listen to his subordinates and the perception of satisfying work skills among fellow researchers in Deka Marketing Research. The perception of the ability of employees to be the same as one another encourages identification as a large team of Deceka Marketing Research. Not only that, openness, caring, and reliability also reflect the researchers' trust in Deka Marketing Research.

Turnover intention is one way for employees to withdraw from a company because it can no longer blend into their work Resilience affects work stress. The biggest answer contribution to the measurement of turnover intention is the neutral response. Thus, it can be concluded that the real turnover has ever crossed the minds of researchers at Deka Marketing Research, however, the high aspect of the other variables mentioned above can prevent turnover.

The results of this study indicate that job embeddedness has a significant effect in reducing turnover intention without going through an organizational trust so that the mediating role of organizational trust is not needed on the effect of job embeddedness on turnover intention. This explains that if a person has high compatibility with his organization, also if he thinks that there will be a lot of loss if he leaves his job, then his tendency to leave his job will decrease. Therefore, the organization must always maintain aspects that can make employees act to leave their jobs, including providing a positive work climate, benefits, and prospects for their employees.

The results of this study indicate that job satisfaction has a significant influence on influencing turnover intention through organizational trust. In other words, the mediating role of organizational trust is needed on the effect of job embeddedness on turnover intention. This means that high job satisfaction will lead to a high level of trust in the organization, which then reduces one's level of desire to leave his place of work. Therefore, employees must always maintain that employees feel satisfied with the material and material aspects of the organization to prevent high turnover in the company.

Recommendations

Theoretically

1. As a reference for developing and enriching human resource management knowledge specifically related to job embeddedness, job satisfaction, organizational trust, and turnover intention.
2. This research can be further implemented as a reference for further in-depth research on other variables that can explain the dynamics between job embeddedness, job satisfaction, organizational trust, turnover intention, and other variables that may be related.
3. The next researcher is expected to get better results through changes and improvements in research techniques, the use of measuring instruments, and expanding the scope of research so that it can be generalized in a broader context.

Practically

1. For Researchers

Researchers in the world of marketing research are expected to be able to choose and develop a career in an institution that can maintain all aspects of the material, immaterial, physical, and psychological. High workload

requires market researchers to always be positive in their daily lives. It is hoped that with this research, understanding of work-life balance will be increasingly understood.

2. For Deka Marketing Research

Deka Marketing Research needs to develop HR, especially concerning top-down relationships to improve its performance. The issues that arise in this study are closely related to the lack of close relations between superiors and subordinates. Deka Marketing Research may conduct further coaching of employees which can be carried out through various kinds of HR training or small meetings to strengthen the relationship between superiors and subordinates.

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Nilam Ayuningtyas1,etal. "The Effect Of Job Embeddedness And Job Satisfaction On Turnover Intention: Organizational Trust As Mediation Variable In The Deka Marketing Research." *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 25(3), 2020, pp. 71-82.