



THE EFFECT OF QUALITY OF WORK LIFE ON JOB EMBEDDEDNESS MEDIATED BY ORGANIZATIONAL COMMITMENT IN GOVERNMENT INSTITUTIONS

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Article Info

ABSTRACT

Keywords:

Quality of Work Life,
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Organizational Commitment.

The increasing tendency of Civil Servants to transfer between institutions or work units reflects a low level of employee attachment to the organization. This condition highlights the importance of job embeddedness in supporting the sustainability of organizational performance. This study aimed to examine the effect of quality of work life on job embeddedness mediated by organizational commitment within a government institution. The research employed a quantitative approach with an explanatory design. The population consisted of all functional and administrative Civil Servants in one work unit of a government institution, totaling 324 employees, using a saturated sampling technique. Data were collected using job embeddedness, quality of work life, and organizational commitment scales and analyzed using Structural Equation Modeling (SEM). The results indicate that quality of work life has a positive and significant effect on organizational commitment and job embeddedness, while organizational commitment has a positive effect on job embeddedness and serves as a mediating variable. This study demonstrates that improving quality of work life can strengthen organizational commitment and enhance Civil Servants attachment to their organization.

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1. INTRODUCTION

Civil servants play a strategic role in supporting the implementation of professional, effective, and integrity-based governance and public services. In the context of bureaucratic reform, the Indonesian government has implemented a bureaucratic simplification policy that includes restructuring organizational structures, position equalization, and adjustments to work systems. This policy requires Civil Servants to adapt to changes in roles, responsibilities, and increasingly dynamic work patterns. However, in practice, the implementation of bureaucratic simplification still faces various human resource challenges, including low organizational commitment, an increasing tendency for employees to transfer between institutions, and suboptimal employee attachment to their organizations.

The phenomenon of high Civil Servant mobility has also occurred in one government institution, as indicated by the increasing number of employees leaving each year. This condition reflects turnover intention, which indicates weak attachment to both the job and the organization. However, despite the high turnover rate, many employees still choose to remain in their current work units. One relevant concept to explain why

employees choose to stay or leave an organization is job embeddedness, which refers to the extent to which individuals are attached to their job, coworkers, and organization, making it difficult for them to leave. According to Mitchell, T. R., et al. (as cited in Desearsa & Izzati, 2023), job embeddedness is understood as the attachment between employees and their jobs. Job embeddedness describes how employees are bound to their work, where highly embedded employees feel strongly connected to their coworkers, job, and organization (Muliku et al., 2023). Previous research has shown that high levels of job embeddedness are associated with lower turnover intentions and improved employee performance sustainability. For example, a study conducted by (Hamama et al., 2025) at PT Altrak 1978 Tanjung Tabalong demonstrated that employees with high job embeddedness had lower intentions to leave. Employees with high job embeddedness find it more difficult to leave the organization due to emotional, social, and material attachments (Silva et al., 2025).

Several previous studies have identified Quality of Work Life (QWL) as an important factor influencing job embeddedness. According to Werther and Davis (Wirawan, 2015), "Quality of Work Life means having good supervision, good working conditions, good pay and benefits, and an interesting, challenging, and rewarding job." Quality of Work Life reflects employees' perceptions of working conditions, including aspects such as security, fairness, organizational support, opportunities for development, and work life balance. In general, it can be said that quality of work life encompasses individuals' perceptions and feelings toward various dimensions of work within the workplace environment (Shinde et al., 2022). Research in the context of Civil Servants indicates that Quality of Work Life has a positive effect on employees' intention to remain in the organization. However, employee attachment is not solely influenced by working conditions but also by internal psychological factors, one of which is organizational commitment. Ishak et al. (2018) argue that quality of work life encompasses the work environment, rewards, organizational commitment, recognition, participative management, work life balance, welfare facilities, proper grievance handling, job satisfaction, and other related aspects.

Organizational commitment reflects the level of loyalty, involvement, and willingness of employees to contribute to and remain part of the organization. Organizational commitment signifies more than mere passive loyalty, it involves an active relationship and an employee's willingness to make meaningful contributions to the organization (Rohman et al, 2023). Organizational commitment refers to a high sense of loyalty in which employees perceive the organization's progress and their assistance in achieving organizational goals as part of their own lives (Hidayat, 2018). (Armstrong, 2003) describes organizational commitment as consisting of commitment to the job (enjoying the job, not constantly watching the clock to leave, being able to concentrate, and thinking about work even outside working hours); commitment to the group (paying attention to how others work, being ready to help coworkers, interacting actively, treating coworkers like family, and welcoming new colleagues); and commitment to the organization (striving for organizational success, seeking information about organizational conditions, maximizing contributions, maintaining inter-unit relationships, responding positively to criticism, prioritizing organizational interests over departmental interests, believing in the organization's growth potential, and maintaining positive perceptions of top management). Low organizational commitment among Civil Servants in one government institution is reflected in various work behaviors, such as declining discipline, suboptimal performance, and low concern for coworkers and the organization. Based on theoretical reviews and previous empirical findings, quality of work life is believed to enhance organizational commitment, which in turn strengthens employees' job embeddedness.

Although many studies have examined the relationship between quality of work life and job embeddedness, limited research has investigated the mediating role of organizational commitment, particularly in the context of Civil Servants in government institutions characterized by administrative duties and strategic policy formulation, as in the institution examined in this study. Therefore, this research offers novelty by integrating quality of work life, organizational commitment, and job embeddedness into a single empirical model within the context of Civil Servants.

Based on the above description, this study aims to examine the effect of quality of work life on job embeddedness mediated by organizational commitment in a government institution. The hypotheses proposed in this study are: (1) Quality of Work Life affects organizational commitment; (2) organizational commitment affects job embeddedness; (3) Quality of Work Life affects job embeddedness; and (4) organizational commitment mediates the effect of Quality of Work Life on job embeddedness.

2. RESEARCH METHODS

This study employed a quantitative approach with an explanatory design aimed at examining the relationships and effects among variables through hypothesis testing. The research was conducted in one work unit within a government institution, involving all Civil Servants (PNS) in functional and administrative positions totaling 324 employees, consisting of 101 functional Civil Servants and 223 administrative Civil Servants. The sampling technique used was saturated sampling, in which all members of the population were included as research participants, ensuring that the data obtained were comprehensive and representative. Participants were recruited through coordination with the institution, and all Civil Servants who met the population criteria were given equal opportunity to participate in this study.

This research involved three main variables: Quality of Work Life as the independent variable, Organizational Commitment as the mediating variable, and Job Embeddedness as the dependent variable. Data were collected using psychological scales in a Likert format consisting of favorable and unfavorable items with four response alternatives. Job Embeddedness was measured using a scale based on Mitchell et al.'s concept, which includes the dimensions of links, fit, and sacrifice. Quality of work life was measured based on Walton's model, covering fair compensation, safe and healthy working conditions, opportunities to develop human capacities, growth opportunities and job security, social integration, constitutionalism in the workplace, work-life balance, and the social relevance of work life. Organizational commitment was measured using a scale referring to Allen and Meyer's model, which includes affective commitment, continuance commitment, and normative commitment. The total score of each scale represented the level of each variable, assuming that higher scores indicated higher levels of Quality of Work Life, Organizational Commitment, and Job Embeddedness.

The research procedure began with a preparation stage, including problem formulation, literature review, determination of variables, research location, sample selection, and instrument development. The implementation stage involved distributing the scales to all participants, followed by data processing through scoring and tabulation. Data analysis was conducted using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach through SmartPLS version 4.0 to test causal relationships among latent variables and the mediating role of Organizational Commitment. Hypothesis testing was based on path coefficients, t-statistics, and p-values with a significance level of 0.05.

3. RESULT AND ANALYSIS

This study aimed to examine the effect of Quality of Work Life (QWL) on Job Embeddedness (JE) with Organizational Commitment (OC) as a mediating variable in a government institution. Data analysis was conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS) on 324 respondents.

Measurement Model Evaluation

Convergent Validity

Convergent validity was evaluated using outer loading values and Average Variance Extracted (AVE). The outer loading results indicate that all indicators of the JE, QWL, and OC constructs have loading factor values above 0,70, thereby meeting the criteria for convergent validity. The outer loading results are presented in Table 1.

Table 1. Outer Loading Construct

Aspect	Construct		
	Job Embeddedness	Organizational Commitment	Quality of Work Life
Affective		0.970	
Continuance		0.980	
Impact	0.871		
Fit			0.986
Integration	0.927		
Opportunity	0.946		
Compensation	0.920		
Working Conditions	0.912		
Links			0.980
Normative		0.972	
Growth	0.925		
Opportunity	0.938		
Regulations	0.938		
Relevance	0.924		
Sacrifice			0.973

Furthermore, the AVE values for each construct also demonstrated adequate results. The JE construct had an AVE value of 0,848, OC had 0,949, and QWL had 0,960, all of which exceeded the minimum threshold of 0,50 as shown in Table 2. These findings indicate that each construct is capable of explaining the majority of the variance of its underlying indicators.

Table 2. Average Variance Extracted Value

Construct	Average Variance Extracted (AVE)
Job Embeddedness	0.848
Organizational Commitment	0.949
Quality of Work Life	0.960

Reliability

Construct reliability was assessed using Cronbach's Alpha and Composite Reliability. The results indicate that all constructs have Cronbach's Alpha and Composite Reliability values greater than 0,70, as shown in Table 3, demonstrating a very good level of internal consistency across all research instruments.

Table 3. Reliability Analysis Results

Construct	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Job Embeddedness	0.974	0.975	0.978
Organizational Commitment	0.973	0.974	0.982
Quality of Work Life	0.979	0.979	0.986

Discriminant Validity

Discriminant validity was tested using the Fornell-Larcker criterion. The results indicate that the square root of the AVE for each construct is higher than its correlations with other constructs, as shown in Table 4. Therefore, it can be concluded that each construct in this research model has clear conceptual distinctions and meets the criteria for discriminant validity.

Table 4. Fornell-Larcker

Construct	Job Embeddedness	Organizational Commitment	Quality of Work Life
Job Embeddedness	0.921		
Organizational Commitment	0.970	0.974	
Quality of Work Life	0.841	0.818	0.980

Fit Model

Fit model was evaluated using the Standardized Root Mean Square Residual (SRMR). The analysis results show that the SRMR values for both the saturated model and the estimated model are 0,022, as presented in Table 5, which is well below the maximum threshold of 0,08. These findings indicate that the structural model demonstrates a very good level of fit with the empirical data.

Table 5. Model Fit

Value	Saturated Model	Estimated Model
SRMR	0.022	0.022

Structural Model Evaluation

Coefficient of Determination (R²)

The results of the inner model testing indicate that the JE construct has an R² value of 0,947, meaning that 94,7% of the variance in job embeddedness can be simultaneously explained by QWL and KO. Meanwhile, the KO construct has an R² value of 0,669, indicating that 66,9% of the variance in organizational commitment can be explained by QWL, as shown in Table 6.

Table 6. R-Square Value

Construct	R-square	R-square adjusted
Job Embeddedness	0.947	0.947
Organizational Commitment	0.669	0.668

Predictive Relevance (Q²)

The results of predictive relevance testing using the blindfolding technique indicate that all indicators have Q² values greater than 0, as shown in Table 7. The Q² values range from 0,540 to 0,680, demonstrating that the model has strong predictive capability for the observed data.

Table 7. Q-Square Value

Aspect	Q ² predict
Impact	0.581
Integration	0.565
Opportunity	0.640
Compensation	0.581
Working Conditions	0.540
Growth Opportunity	0.587
Regulations	0.680
Relevance	0.577
Affective	0.669
Continuance	0.603
Normative	0.609

Effect Size (f²)

The effect size (f²) values indicate that the influence of organizational commitment on job embeddedness is classified as very large (f² = 4,538), and the influence of quality of work life on organizational commitment is also very large (f² = 2,025). Meanwhile, the direct effect of quality of work life on job embeddedness falls into the moderate category (f² = 0,132), as shown in Table 8.

Table 8. Effect Size (f²)

Effect	F-Square
Organizational Commitment -> Job Embeddedness	4.538
Quality of Work Life -> Job Embeddedness	0.132
Quality of Work Life -> Organizational Commitment	2.025

Path Coefficients

The results of the path coefficient testing indicate that all relationships among the constructs are positive and statistically significant. The effect of organizational commitment on Job Embeddedness (JE) has a coefficient of 0,851 (t = 15,966; p < 0,001), the effect of Quality of Work Life (QWL) on organizational commitment is 0,818 (t = 13,970; p < 0,001), and the direct effect of Quality of Work Life (QWL) on Job Embeddedness (JE) is 0,145 (t = 2,730; p = 0,006), as shown in Table 9 below.

Table 9. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)
KO -> JE	0.851	0.838	0.053	15.966
QWL -> JE	0.145	0.158	0.053	2.730
QWL -> KO	0.818	0.818	0.059	13.970

Mediation Effect

The mediation effect testing shows that the indirect path QWL → KO → JE has a coefficient of 0,696, with a t-statistic value of 18,357 and $p < 0,001$, as presented in Table 10. These results indicate that organizational commitment plays a significant mediating role in the relationship between quality of work life and job embeddedness.

Table 10. Path Coefficients Mediation

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
QWL -> KO -> JE	0.696	0.683	0.038	18.357	0.000

Discussion

The results of this study indicate that all proposed hypotheses are supported significantly. The main finding reveals that Quality of Work Life (QWL) has a positive and significant effect on job embeddedness. This finding is evidenced by a path coefficient value of 0,145, a t-statistic of 2,730, and a p-value of 0,006. Although this direct effect is relatively smaller compared to the effect of organizational commitment, it still demonstrates that quality of work life plays an important role in enhancing employees' attachment to their jobs and organization. This finding is consistent with previous studies by (Arinasari & Hartono, 2020) and (M & Supriadi, 2025), which state that the higher the quality of work life, the stronger the employees' intention to remain in their institution. Quality of Work Life can be understood as the overall quality of employees' experiences in the workplace. This quality is reflected through various organizational policies, including those related to occupational health and safety, employee participation, career development, compensation, and other related policies (Anh & Phong, 2024). The direct effect of quality of work life on job embeddedness indicates that a conducive work environment, a fair system, and organizational support can directly enhance employees' comfort and attachment. However, the effect size, which falls within the moderate category, suggests that quality of work life is not the sole determinant of employee embeddedness; rather, it works more effectively when internalized into a psychological attitude in the form of organizational commitment. Therefore, quality of work life functions as an antecedent that creates positive working conditions, which are then reinforced through the development of organizational commitment to produce higher job embeddedness. This dynamic indicates that employees' perceptions of quality of work life such as system fairness, supervisor support, opportunities for development, work life balance, and safe working conditions not only affect immediate comfort but also shape long-term attachment. When employees feel that the organization meets both their professional and personal needs, a sense of being valued and cared for emerges. This feeling gradually enhances the alignment between the individual and the organization (person organization fit), strengthens social connections in the workplace (links), and increases the perceived costs of leaving the organization (sacrifice). These three aspects constitute the fundamental foundation for the development of job embeddedness.

In addition, the results of the study indicate that Quality of Work Life (QWL) has a positive and significant effect on the Organizational Commitment of Civil Servants (PNS) in government institutions. This finding is supported by a path coefficient value of 0,818, a t-statistic value of 13,970, and a p-value of 0,000, indicating a very strong statistical relationship. Moreover, the R^2 value of 0,669 shows that Quality of Work Life is able to explain 66,9% of the variance in Organizational Commitment, suggesting that the role of QWL in shaping Organizational Commitment is highly substantial. This result is consistent with the study by (Nuevo, 2023), which states that Quality of Work Life has a positive and significant relationship with Organizational Commitment, where Quality of Work Life significantly influences Organizational Commitment.

The results also show that organizational commitment has a positive and highly significant effect on job embeddedness. This is indicated by a path coefficient of 0,851, a t-statistic of 15,966, and a p-value of 0,000. Furthermore, the effect size (f^2) value of 4.538 indicates that the influence of organizational commitment on job embeddedness is very large and dominant. The findings of this study are consistent with the research conducted by (Akbar et al., 2025), which states that job embeddedness has a positive and significant effect on organizational commitment, where organizational commitment serves as an important factor that can enhance job embeddedness through increasing employees' sense of loyalty and emotional attachment to the organization. This finding strengthens the view that job embeddedness is not merely shaped by structural or administrative factors but is strongly influenced by employees' psychological attitudes toward the organization. Employees with strong affective commitment tend to feel emotionally attached to the organization, develop close social relationships with colleagues (links), experience alignment between personal and organizational values and goals (fit), and perceive significant sacrifices if they were to leave the organization (sacrifice). In the context of civil servants in government institution, organizational commitment becomes a key factor explaining why some employees choose to remain despite facing high workloads, administrative demands, and changes in work

systems. Employees who possess strong loyalty and psychological attachment to the organization are better able to adapt and maintain their attachment to their jobs.

In addition, this study finds that organizational commitment serves as a very strong mediator in the relationship between quality of work life and job embeddedness. This finding indicates that the primary mechanism through which quality of work life influences job embeddedness is by first fostering organizational commitment. These findings indicate that the primary mechanism through which Quality of Work Life influences Job Embeddedness operates by first strengthening Organizational Commitment. A high quality of work life fosters employees' loyalty, emotional attachment, and sense of responsibility toward the organization, which in turn encourages them to remain attached to their job and organization. This is consistent with the study by (Leah et al., 2021), which found that Quality of Work Life has a positive and significant effect on Organizational Commitment, and also has a positive and significant effect on Job Embeddedness. Furthermore, Job Embeddedness was proven to have a positive effect on Organizational Commitment, indicating that these three variables mutually influence one another.

Improvements in quality of work life not only have a direct impact on embeddedness but also operate predominantly through strengthening organizational commitment first. A good quality of work life fosters loyalty, emotional attachment, and a sense of responsibility toward the organization, which in turn encourages employees to remain attached to their jobs and organization. In the context of civil servants in government institutions, these findings explain that efforts to enhance job embeddedness are not sufficient if they focus solely on improving the technical aspects of the work environment; they must also be directed toward building strong organizational commitment. Without organizational commitment, improvements in quality of work life may only produce short-term effects on employee embeddedness. These findings support the theory that employee attachment is more strongly determined by psychological aspects such as loyalty and sense of responsibility (commitment) rather than merely administrative factors. Thus, organizational commitment can be categorized as a highly dominant partial mediator that bridges the relationship between quality of work life and job embeddedness.

Theoretically, this study strengthens the conceptual model regarding the interaction between the work environment and psychological attitudes and expands the job embeddedness literature in the public sector, which has largely focused on the private sector. Practically, these results provide important implications for leaders of government institutions to prioritize improving quality of work life as a strategic policy, particularly through fair reward systems, career development opportunities, and the creation of a supportive work climate to reduce high employee turnover rates.

Nevertheless, this study has limitations. It was conducted in only one specific work unit using a saturated sampling technique; therefore, the generalizability of the findings may be limited to organizations with similar characteristics. In addition, 5,3% of the variance in job embeddedness and 33,1% of the variance in organizational commitment are influenced by other factors outside the research model. Therefore, future researchers are encouraged to develop the model by incorporating additional variables such as leadership style, job satisfaction, or organizational culture, to expand the population scope to various government institutions to enhance generalizability, and to consider using additional qualitative approaches to explore more deeply the subjective reasons civil servants decide to stay or leave, thereby complementing the existing quantitative data.

4. CONCLUSION

Based on the results of the study conducted on the effect of Quality of Work Life on Job Embeddedness, mediated by Organizational Commitment, it can be concluded that the job embeddedness of civil servants in Institution X is formed through a good quality of work life, which first fosters strong organizational commitment. Thus, organizational commitment becomes the primary mechanism that strengthens employees' attachment to their jobs and organization. This is supported by the following findings:

- a. Quality of Work Life has a positive and significant effect on job embeddedness, with a path coefficient of 0,145, a t-statistic of 2,730, and a p-value of 0,006.
- b. Quality of Work Life (QWL) has a positive and significant effect on the organizational commitment of civil servants in Institution X, with a path coefficient of 0,818, a t-statistic of 13,970, and a p-value of 0,000, indicating a very strong statistical relationship.
- c. Organizational commitment has a positive and highly significant effect on job embeddedness, with a path coefficient of 0,851, a t-statistic of 15,966, and a p-value of 0,000. In addition, the effect size (f^2) of 4,538 indicates that the influence of organizational commitment on job embeddedness is very large and dominant.
- d. Organizational commitment significantly mediates the relationship between Quality of Work Life and job embeddedness, with a t-statistic of 18.357 and a p-value of 0,000.

This study aimed to examine the effect of quality of work life on job embeddedness mediated by organizational commitment in a government institution. The results indicate that quality of work life has a positive and significant effect on organizational commitment, organizational commitment has a positive and highly significant effect on job embeddedness, and quality of work life also has a positive effect on job embeddedness.

In addition, organizational commitment is proven to play a significant and highly dominant mediating role in the relationship between quality of work life and job embeddedness, indicating that the development of employees' attachment to their jobs and organization primarily occurs through strengthening psychological attitudes in the form of organizational commitment. These findings emphasize the important role of quality of work life as an initial factor in fostering employee loyalty and emotional attachment, which subsequently enhances job embeddedness.

Practically, the results suggest that government institutions should prioritize policies aimed at improving quality of work life, particularly those oriented toward system fairness, organizational support, and employee development, in order to strengthen organizational commitment and reduce employee turnover tendencies. Future research is recommended to incorporate additional variables beyond the current model, such as leadership or organizational culture, and to expand the research context to different public institutions or sectors.

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