



THE EFFECT OF JOB EMBEDDEDNESS ON WORK PRODUCTIVITY THROUGH WORK ENGAGEMENT AT PT PERKEBUNAN NUSANTARA III

Susan Novrini¹⁾, Syaifuddin^{2)*}, Fajar Rezeki Ananda Lubis³⁾, Elly Romy⁴⁾

¹⁾Doctor Management, Universitas Prima Indonesia

^{2,3,4)}PUI, Human Resources Management Research and Innovation Center, Universitas Prima Indonesia

Email: syaifuddin@unprimdn.ac.id

Abstrak

Penurunan kinerja dan produktivitas perusahaan telah menimbulkan banyak dampak negatif yang merugikan perusahaan. Oleh karena itu, penting untuk meneliti pengaruh Keterikatan Kerja (Job Embeddedness) terhadap Produktivitas Kerja melalui Keterlibatan Kerja (Work Engagement) di PT Perkebunan Nusantara III. Jenis penelitian yang digunakan oleh peneliti dalam studi ini adalah kuantitatif. Populasi dalam penelitian ini adalah masyarakat, mahasiswa, dan alumni karyawan PT Perkebunan Nusantara III. Ukuran sampel penelitian adalah 456. Hasil penelitian menunjukkan bahwa Keterikatan Kerja secara signifikan mempengaruhi keterlibatan kerja di PT Perkebunan Nusantara III. Keterikatan Kerja juga secara signifikan mempengaruhi produktivitas kerja di PT Perkebunan Nusantara III. Lebih lanjut, keterlibatan kerja juga secara signifikan mempengaruhi produktivitas kerja di PT Perkebunan Nusantara III. Akhirnya, ditemukan bahwa Keterikatan Kerja secara signifikan mempengaruhi produktivitas kerja melalui keterlibatan kerja di PT Perkebunan Nusantara III.

Kata kunci: Keterikatan Kerja, Produktivitas Kerja, Keterlibatan Kerja

Abstract

The decline in company performance and productivity has had many negative impacts that are detrimental to the company. Therefore, it is important to examine the effect of Job Embeddedness on Work Productivity through Work Engagement at PT Perkebunan Nusantara III. The type of research used by the researchers in this study is quantitative. The population in this study was the community, students, and alumni of PT Perkebunan Nusantara III employees. The study sample size was 456. The results showed that Job Embeddedness significantly influenced work engagement at PT Perkebunan Nusantara III. Job Embeddedness also significantly influenced work productivity at PT Perkebunan Nusantara III. Furthermore, work engagement also significantly influenced work productivity at PT Perkebunan Nusantara III. Finally, it was found that Job Embeddedness significantly influenced work productivity through work engagement at PT Perkebunan Nusantara III.

Keywords: Job Embeddedness, Work Productivity, Work Engagement

1. Introduction

PT Perkebunan Nusantara III (PTPN III) is a subsidiary of the Perkebunan Nusantara holding company, operating in the agribusiness sector, specifically oil palm and rubber plantations. PT Perkebunan Nusantara III was established in 1996 as a result of the merger of several state-owned plantation companies, namely PT Perkebunan III, IV, and V. The company then focused on managing plantation crops and their processed products. As a state-owned enterprise (BUMN), PTPN III plays a significant role in contributing to the national economy, particularly in the plantation sector. The company is responsible for managing oil palm and rubber plantations in various regions across Indonesia and contributes to the supply of raw materials for the palm oil and rubber processing industries.

The achievements and development of PT Perkebunan Nusantara III align with its mission to increase production and sustainable management in Indonesia's agribusiness sector. Meanwhile, the company also faces challenges in increasing productivity, managing natural resources, and improving employee welfare. Therefore, PTPN III focuses on technological innovation, developing efficient management, and ensuring sustainability in its production processes to achieve optimal results.

The company is also committed to social and environmental aspects, striving to maintain a balance between industrial development and environmental conservation, while improving the welfare of communities surrounding its operational areas. This was evident in 2024, when PT

Perkebunan Nusantara III (PTPN III) achieved several significant milestones reflecting its commitment to improving corporate performance and transparency. PTPN III achieved fifth place in the 2024 Public Information Transparency Award organized by the Central Information Commission (KIP) of the Republic of Indonesia. Out of 363 participating Public Agencies, the company earned a final score of 98.31, qualifying as "Informative." This award affirms PTPN III's commitment to providing accurate and easily accessible information to the public. Furthermore, in June 2024, PTPN III entered into a partnership with the state-owned food holding company ID FOOD to strengthen the national food business. This collaboration aims to optimize the potential of plantation commodities, increase productivity, and support food security through synergy between the two companies (Plantation Holding, 2024).

The achievements of PT Perkebunan Nusantara III (Persero) are inseparable from the efforts and performance of its employees (human resources). It is understandable that human resources are an integral part of a company. Human resources are the driving force in achieving company goals, and they play a role in managing and utilizing resource elements such as machinery, capital, and raw materials. Therefore, human resources must be managed effectively and efficiently. However, employees often fail to fully utilize their abilities to achieve company goals. This occurs due to an unfavorable work environment, family problems, stress, and many other factors. If a company is unable to address these issues, it

will impact company productivity and increase employee turnover intentions. Therefore, it is necessary for companies to build engagement with their employees and their work to increase productivity.

Schuler and Jackson (1997) argue that organizations that recognize and are sensitive to employee needs and provide opportunities for development and engagement will provide a higher quality of work life for employees, enabling companies to retain their best employees. Job embeddedness, or work engagement, is a person's commitment to remaining in their job (Reitz and Mary, 2011). The concept of job embeddedness was first introduced by Mitchell et al. (2001), who found that job embeddedness is a better predictor of turnover than job satisfaction, organizational commitment, and job search alternatives. Job embeddedness is a crucial element for both companies and employees. Companies are even willing to retain high-performing employees who contribute maximally to the company.

Job embeddedness shapes the relationship between how well people feel they fit into their jobs and communities; how they relate to each other both inside and outside of work; and what they would give up or sacrifice if they left their jobs or communities (Felps et al., 2009). According to Nostra (2011), job embeddedness is a network that encourages individuals to remain within an organization, where the network is divided into the organization itself and the community within it. Furthermore, Kismono (2011) argues that employees who experience job embeddedness in their work will feel more attached to their colleagues, work, and organization

and express this attachment by maintaining membership in the organization where they work. Individuals who feel a strong bond (embeddedness) between themselves and their work and organization tend to exhibit positive behaviors in achieving organizational goals compared to individuals who feel less connected to the organization.

Employees must also feel a sense of engagement to increase their productivity within the organization. The work engagement referred to in this context refers to work engagement, as proposed by Schaufeli and Bakker (2004), which is one factor that can increase employee productivity. Work engagement is a positive psychological state related to work fulfillment characterized by vigor, dedication, and absorption. Vigor is characterized by high levels of energy and mental resilience while working, a willingness to put effort into completing work, and persistence in the face of difficulties. Dedication refers to high levels of involvement in completing work and experiencing feelings of meaning, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by full concentration and enjoyment of one's work, where one feels time passes quickly and finds it difficult to detach from work. Previous research has shown that work engagement has a positive influence on performance, ultimately leading to increased individual and organizational productivity. Employee work engagement is positively correlated with employee performance in achieving organizational goals and increasing employee innovation. When employees feel engaged in their work, they will feel compelled to strive for challenging goals, desire to

succeed, and have a personal commitment to achieving organizational goals (Bakker & Leiter, 2010). Based on the description above, the researcher will examine the Effect of Job Embeddedness on Work Productivity Through Work Engagement at PT Perkebunan Nusantara III”.

2. Literature Review

2.1 Job Embeddedness

The term embeddedness has been used in sociological literature to describe the process by which social relationships influence and respond to economic constraints. Embeddedness is the idea that individuals can become embedded in their surroundings in certain situations, and that employees have difficulty separating from the organization (Ng & Feldman, 2009). Job embeddedness is the totality of psychological, social, and financial influences on an employee's organization and community, influencing their choice to stay or leave their job (Mitchell et al., 2001).

To understand the factors associated with a person's desire to leave their job, Mitchell et al. (2001) developed a measure of job embeddedness. Job embeddedness is a number of factors that can influence employees' willingness to stay in their jobs (Mitchell et al., 2001). These factors consist of link, fit, and sacrifice, which are viewed from the perspective of the job itself (on-the-job) and things outside of the job (off-the-job). Off-the-job refers to the community or social environment a person belongs to.

Referring to the theory proposed by Mitchell et al. (2001), then Crossley et al. (2007) viewed job embeddedness as a person's general attachment to their job. In their

research, Crossley et al. (2007) developed a global measure of job embeddedness. This development was based on the consideration that an overall impression of an employee's attachment to their job is considered better than summing up each component, as done by Mitchell et al. (2001). Furthermore, research conducted by Putri (2012) found evidence that off-the-job embeddedness had no significant relationship with intention to leave. This means that off-the-job embeddedness is not a strong predictor of employee intention to leave.

Holtom et al. (2006) stated that job embeddedness is an extension of a set of influences that influence individuals to remain in their jobs. Job embeddedness demonstrates that there are many things that connect employees and their families socially, psychologically, and financially, including work and non-work friends, groups, work, and the environment in which the employee lives. High levels of job embeddedness indicate a sense of compatibility between their personal career needs, goals, values, and the people of their work and organization; they experience positive formal and informal connections between employees and the team or organization; and they perceive the costs of leaving their job as too high (Mitchell et al., 2001).

Job embeddedness is defined as an attachment to a job that makes an individual loyal and stays with the company. Job embeddedness leads to loyalty and retention. Individuals are willing to devote their energy to the company's success because they realize the company needs them. A person's emotional attachment to their job also serves as a glue that keeps

them in that position. Based on the above description, it can be concluded that job embeddedness is the totality of employee psychological, social, and financial influences from the organization and community that influence an individual's choice to stay or leave their job.

2.2 Work Engagement

According to Schaufeli et al. (2002), work engagement is defined as positivity, a sense of fulfillment from a center of thought characterized by work. Work engagement is a positive motivation and center of thought related to work, characterized by vigor, dedication, and absorption. Therefore, someone who exhibits these three characteristics is considered engaged at work. Brown (in Robbins, 2003) defines work engagement as an employee who can psychologically identify with their work and considers their performance important to themselves, as well as to the organization. Employees with high work engagement strongly identify with the type of work they do and truly care about it. Engaged employees devote their physical and psychological energy to their work.

According to Kahn (in Mujiasih & Ratnaningsih, 2012), work engagement is conceptualized as members of an organization carrying out their work roles, working and expressing themselves physically, cognitively, and emotionally during work. This means that work is everything to their lives. Wellins & Concelman (in Mujiasih & Ratnaningsih, 2012) defines work engagement as an illusory force that motivates employees to achieve higher levels of performance. This energy manifests in commitment to the organization, a sense of belonging and pride in the work, greater effort (time

and energy), enthusiasm and interest, and commitment to carrying out the work.

From the definitions above, it can be concluded that work engagement is a suggestion to work without physical or psychological coercion, with a sense of passion and satisfaction during work. Engaged employees demonstrate enthusiasm and a real passion for their work and for the organization that employs them. Engaged employees enjoy the work they do and are willing to contribute whatever they can to the success of the organization where they work. Engaged employees also have high energy levels and are enthusiastically involved in their work. According to Lockwood (2007), engagement is a complex concept influenced by many factors, including workplace culture, organizational communication, managerial styles that foster trust and respect, leadership, and the company's reputation. Engagement is also influenced by organizational characteristics, such as a reputation for integrity, good internal communication and a culture of innovation.

2.3 Work Productivity

Work productivity can be defined as the concrete results (products) produced by an individual or group, during a certain time unit in a work process. In this case, the higher the product produced in a shorter time, it can be said that the level of productivity has a high value and vice versa. Productivity in the technical sense refers to the degree of effectiveness and efficiency in the use of various resources, while in the behavioral sense, productivity is a mental attitude that always strives to continue to develop. Wahyuningsih (2018) states that productivity is a

measure of how productive a process produces an output, productivity is also defined as a ratio between input and output, productivity is also defined as a ratio between input and output. Input is often limited to labor input, while output is measured in physical units of form and value. Productivity is also defined as the level of efficiency in producing goods and services. Panjaitan (2018) states that productivity is closely related to how far a process produces output by consuming certain inputs. Productivity is the ratio between input and output with a focus on the output produced by a process, usually a combination can be used to produce a certain level of output. Yulianisa et al. (2018) stated that productivity is the ability to obtain the greatest benefit from available facilities and infrastructure by producing optimal, if not maximum, output. Labor productivity is one measure of an organization, institution, or company in achieving its goals.

3. Research Method

The type of research used in this study is associative research, further strengthened by a literature review. According to Sugiyono (2019), associative research aims to determine the influence or relationship between two or more variables. This research has the highest level compared to descriptive and comparative research. Through this research, a theory can be developed that functions to explain, predict, and control a phenomenon.

The type of research used by the researcher in this study is quantitative research. Quantitative research methods can be defined as research methods based on the philosophy of positivism, used to study specific populations or samples.

Sampling techniques are generally random, data collection uses research instruments, and data analysis is quantitative or statistical with the aim of testing predetermined hypotheses (Sugiyono, 2019). This research was conducted at PT Perkebunan Nusantara III. The population in this study was the community, students, and alumni of PT Perkebunan Nusantara III employees. The sample size can be determined based on the number of indicators in the study. The minimum sample size is 5 times the number of indicators and a maximum of 10 times the number of indicators (Hair & Harrison, 2021). In this study, there are 57 indicators, so the number of research samples is 8×57 indicators = 456 samples. The data in this study consists of secondary data and primary data.

3.1 Data collection technique

Data collection in this study was conducted using two methods. The first was a documentation study to obtain data regarding the general description of employees at PT Perkebunan Nusantara III. The second was an in-depth literature approach. The sampling method at each university was based on random sampling.

3.2 Data Analysis Methods

3.2.1 Validity and Reliability Test

Validity and reliability tests were conducted to determine whether the questionnaire was suitable for use as a research instrument. Researchers need instruments to question or observe respondents and obtain the necessary information.

3.2.2 Validity Test

Validity testing is used to measure the validity of a questionnaire. A questionnaire is considered valid if the questions in the

questionnaire are able to measure the variables intended. The validity test in this study uses Pearson's Product Moment Coefficient (r) with the decision-making criteria determined as stated by Ghozali (2018), namely if the calculated $r > r\text{-table}$, then the question or statement is declared valid. Conversely, if the calculated $r \leq r\text{-table}$, then the question or statement is declared invalid. Many factors can reduce data validity, for example, whether the interviewer who collected the data actually followed the instructions specified in the questionnaire.

3.2.3 Reliability Test

Reliability testing is used to measure the consistency of the questionnaire's measurement results during repeated use. This study used Cronbach's alpha, with the decision-making criteria as stated by Ghozali (2018): if the Cronbach's alpha coefficient is >0.7 , the question or statement is considered reliable. Conversely, if the Cronbach's alpha coefficient is <0.7 , the question or statement is considered unreliable. When a measuring instrument is used twice to measure the same symptom and the measurement results are relatively consistent, the instrument is considered reliable. Testing was conducted using SPSS software with the following criteria:

1. If the Cronbach's alpha value is >0.8 , the reliability is very good.
2. If the Cronbach's alpha value is <0.8 , the reliability is good.
3. If the Cronbach's alpha value is <0.7 , the reliability is not reliable.

3.3 Structural Equation Modeling Analysis

According to Hair (2019), Structural equation modeling (SEM) is

a subset of statistical modeling that attempts to explain the relationships between multiple variables. In doing so, SEM examines the structure of relationships expressed in a series of equations, similar to a series of multiple regression equations. These equations describe the overall relationship between constructs (dependent and independent variables) and the variables involved in the analysis. Equally important, the theoretical structure determines which variables and constructs are likely unrelated to each other. Constructs are latent, or unobservable, factors represented by multiple variables. One type of SEM method is Partial Least Squares Structural Equation Modeling (PLS-SEM; also called PLS path modeling). PLS has been introduced as a "causal predictive" approach to SEM, focusing on explaining the variance of the model's dependent variables.

According to Hair and Harrison (2021), path models are diagrams used to visually display hypotheses and the relationships between variables being examined when SEM is applied. PLS path models consist of two elements. First, there is a structural model (also called an inner model in the context of PLS SEM) that connects the constructs (circles or ovals). The structural model also displays the relationships (paths) between the constructs. Second, the measurement model (also called an outer model in PLS SEM) displays the relationships between the constructs and their indicator variables (rectangles).

3.4 Measurement Model (Outer Model)

There are three criteria for measuring the outer model: Convergent Validity, Discriminant Validity, and Composite Validity. The

measurement model with reflection indicators is assessed based on the correlation between item scores, calculated using PLS. An individual reflection measure is considered high if it correlates more than 0.70 with the construct being measured. According to Ghozali (2018), for initial research on developing a measurement scale, a loading value of 0.5 to 0.6 is considered adequate. Convergent validity can also be determined using the Average Variance Extracted (AVE).

An instrument is considered to meet convergent validity testing if its Average Variance Extracted (AVE) exceeds 0.50. Calculations that can be used to test the reliability of the indicators forming a variable are Cronbach's alpha and composite reliability. The testing criteria state that if the composite reliability is greater than 0.70 and the Cronbach's alpha is greater than 0.60, the variable is considered reliable. Discriminant validity of the measurement model with reflection indicators is assessed using the Heterotrait-Monotrait Ratio (HTMT). The discriminant validity test with HTMT all values < 0.90 so that all constructs are declared discriminantly valid (Ghozali, 2018).

3.5 Structural Model (Inner Model)

The inner model is a structural model used to predict causal relationships (causal relationships) between latent variables or variables that cannot be directly measured. Through bootstrapping (a non-parametric procedure that allows for statistical significance testing of SEM-PLS variants), path coefficients, Cronbach's alpha, HTMT, and R^2 values are obtained. The t-statistic test parameters are obtained to predict causal relationships. The inner model

in PLS is evaluated using R^2 for the dependent variable, and the path coefficient value (a path that describes the strength of the relationship between variables) for the significance test between variables in the inner model (structural model).

The R^2 value is used to measure the level of variation in changes in the independent variable on the dependent variable. The higher the R^2 value, the better the predictive model of the proposed research model. The inner model is used to predict causal relationships in research using latent variables, which are variables that cannot be directly measured. In PLS, the inner model is evaluated using R^2 as a measure of the level of variation in changes in the independent variable on the dependent variable. A good predictive model is characterized by a high R^2 value.

3.6 Research Hypothesis

Based on this conceptual framework, the research hypotheses are as follows:

1. Job embeddedness has a significant effect on work engagement at PT Perkebunan Nusantara III.
2. Job embeddedness has a significant effect on work productivity at PT Perkebunan Nusantara III.
3. Work engagement has a significant effect on work productivity at PT Perkebunan Nusantara III.
4. Job embeddedness has a significant effect on work productivity through work engagement at PT Perkebunan Nusantara III.

4. Result and Discussion

4.1 The Influence of Job Embeddedness on Work Engagement

According to Holtom et al. (2006), employees with high levels of work engagement are more likely to take responsibility for their work. This sense of responsibility leads to a phase of job identification. Over time, this can foster a sense of connection with their work. Consequently, employees perform well in completing their work. Employees will feel energized, enthusiastic, and able to concentrate easily. This finding is supported by research conducted by Khan et al. (2018) that found that employees with high levels of work engagement experience increased engagement, enthusiasm, and dedication to their work. Furthermore, one factor influencing work engagement is social capital. This social capital consists of trust, norms, reciprocity, and networks.

According to Mitchell et al. (2001), organizational bonds consist of three components: fit, relationships, and loss. "Fit" indicates whether an individual is compatible or comfortable with the organization they work for, while "relationships" refer to the formal and informal relationships an employee has with individuals or groups within the organization. Connection, fit, and sacrifice, as seen from the perspective of the job itself (on-the-job) and things outside of the job (off-the-job), are constructs that influence whether someone stays with a job or leaves (Mitchell et al., 2001). Meanwhile, according to Schwaufeli et al. (2002), job engagement is the motivation and positive focus of work-related thoughts, demonstrated by enthusiasm, dedication, and appreciation for work. Therefore, it can be said that there is an influence between Job Embeddedness and Work Engagement.

Job engagement helps employees feel more connected to their company. This is aided by positive relationships and fit between employees and their coworkers and those closest to them. These positive relationships lead to positive emotions in employees, which is one of the factors that contribute to the emergence of work engagement (Mitchell et al., 2001). Therefore, it can be concluded that Job Embeddedness has an influence on Work Engagement at PT Perkebunan Nusantara III.

4.2 The Influence of Job Embeddedness on Work Productivity

Many factors have been proven to influence individual performance, but over the past decade, a new concept has emerged that is predicted to be a predictor of performance: job embeddedness (Lee et al., 2004; Halbesleben & Wheeler, 2008; Sekiguchi et al., 2008; Wheeler et al., 2012). These studies found that job embeddedness is related to performance, both directly and indirectly.

Job embeddedness can be defined as a combination of forces or factors that motivate an individual to persist in their job (Mitchell et al., 2001). Job embeddedness consists of three components: fit, links, and sacrifices (Mitchell et al., 2001). Job embeddedness was initially developed by Mitchell et al. (2001) to address the factors that motivate employees to stay with a company (the desire to stay). However, subsequent researchers, such as Lee et al. (2004); Sekiguchi et al. (2008); and Wheeler et al. (2012) began to develop the role of job embeddedness in company outcomes such as performance. Although the theoretical role of job embeddedness

in performance has been explained, Lee et al. (2014) doubted the theoretical basis explaining how job embeddedness influences performance was strong, thus requiring further testing.

Ruhiyat et al. (2022) stated that job embeddedness will improve employee performance because employees who are job embedded engage in various productive behaviors that enhance team efforts to achieve organizational goals. Furthermore, employees who are job embedded are happier with their jobs, have a high commitment to the organization, and are less likely to resign (Resky Yanti et al., 2018). In contrast, employees who are not job embedded with their company easily leave for another company in search of new employment (Vandiya & Etikareena, 2018). In this regard, job embeddedness is valuable for both workers and companies because it influences the way employees work and complete tasks (Yulivianto, 2019). So it is concluded that basically there is a significant influence of Job Embeddedness on Work Productivity at PT Perkebunan Nusantara III.

4.3 The Influence of Work Engagement on Work Productivity

According to Robbins & Judge (2015), work engagement is an individual's attachment, satisfaction, and enthusiasm for the work they do. Furthermore, employee engagement is a participatory process that uses employee input to increase their commitment to organizational success. According to Khan (1990), employee engagement has identified several psychological conditions, such as meaningfulness, security, and availability, that are associated with workplace engagement. Work

engagement is also linked to important areas of work life, such as workload, control, recognition and rewards, communication and social support, perceived fairness, and valued work. When examining factors influencing work engagement, researchers use Schaufelli & Bakker's (2004) theory, which defines work engagement as an independent, pervasive, positive, and fulfilling work-related psychological state characterized by vigor, dedication, and absorption.

Work engagement is a complex concept influenced by many factors, such as workplace culture, organizational communication, managerial style, and managerial style. The managerial style adopted, trust and rewards, and company reputation are also influenced by engagement (Manalu et al., 2021). Employees who demonstrate interest in their work can be a crucial part of their success. Organizational members who carry out their responsibilities at work, work, and communicate physically, cognitively, and emotionally while working are defined as job engagement. Furthermore, work resources and personal resources are needed to create key predictors dependent on job engagement.

Furthermore, employee performance is the full expression of an individual's potential, which requires assuming total responsibility or a sense of ownership. This can be manifested through actions, achievements, or public demonstrations of skills (Lee & Whitmore, 2006). Performance is also defined as the result of a specific work process planned at a specific time and place for the individual and the organization concerned (Mangkuprawira and Hubeis, 2007).

Research conducted by Tisu et al. (2020), Liu et al. (2019), and Buil et al. (2019) showed a positive and significant influence between work engagement and employee performance. Meanwhile, the research results of Paloş et al. (2019) showed that work engagement had no influence on performance. Therefore, based on the above analysis, it can be concluded that work engagement does influence work productivity at PT Perkebunan Nusantara III.

4.4 The influence of job embeddedness on work productivity through work engagement

Job Embeddedness is a crucial factor supporting work enthusiasm, thus creating high productivity at PT Perkebunan Nusantara III. Job Embeddedness provides a snapshot of how employees work, leading to their engagement with their work, which reduces the desire to leave (Heritage et al., 2016). They feel responsible for completing formally assigned tasks. Short-term tasks can be daily tasks or long-term tasks that contribute to achieving organizational goals. Spector (2000), in (Yusuf & Syarif, 2018: 29), explains organizational commitment as the level of involvement an individual has with the organization they work for and their desire to remain committed. A committed individual will have an emotional bond that compels them to remain loyal to the organization, their current tasks, and goals. Because they feel connected to the company, employees are reluctant to leave.

One factor that determines whether employees will remain with their company is their self-efficacy. According to Gufron and Risnawati (2012), work engagement is a person's confidence in their abilities when acting or carrying out tasks to achieve

specific goals. According to Rohmawati (2018), work engagement results in a more positive attitude toward their work. They will have the ability to maintain their goals, remain engaged, and reduce the desire to leave their job. Companies expect employees to have a strong sense of engagement, commitment, and confidence that they can complete tasks to achieve organizational goals. However, background factors can sometimes cause employees' sense of engagement, commitment, and confidence to decline, leading them to want to leave the company. Therefore, it is said that work partnerships are one of the crucial elements in a company to prevent loss.

Essentially, job embeddedness makes employees closer to the company and their work, which makes them more likely to stay there rather than leave (Khan et al., 2018). Clinton et al. (2012) state that job embeddedness is a new idea that explains why people continue to work (Nguyen, 2015). According to them, job characteristics will influence job embeddedness, and then how job embeddedness influences employees' desire to leave. One way to describe job embeddedness is to describe the binding network that keeps employees trapped or immersed in their work. Therefore, it can be concluded that job embeddedness influences employee productivity, mediated by work engagement at PT Perkebunan Nusantara III.

5. Conclusion

Based on the research framework, several conclusions were obtained: Job Embeddedness has a significant effect on work engagement at PT Perkebunan Nusantara III. Likewise, Job Embeddedness has a significant effect on work productivity

at PT Perkebunan Nusantara III. Furthermore, it was found that Work engagement has a significant effect on work productivity at PT Perkebunan Nusantara III. Indirect variables, it was found that Job Embeddedness has a significant effect on work productivity through work engagement at PT Perkebunan Nusantara III.

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