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The Effect of Job Embeddedness, Self-Efficacy, and Servant Leadership on Turnover Intention in PT Roki Indonesia Employees

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ABSTRACT

This study aims to analyze the influence of job embeddedness, self-efficacy, and servant leadership on turnover intention in employees of PT Roki Indonesia. The background of the research is based on the increase in turnover which has an impact on the reduction of the company's effectiveness in achieving the target. Using the purposive sampling method, as many as 53 respondents from a total population of 205 employees were selected as a research sample. Data was collected through questionnaire deployment and analyzed using the Partial Least Square (Smart-PLS) approach. The results of the study showed that job embeddedness and self-efficacy did not have a significant effect on turnover intention. On the other hand, servant leadership has been proven to have a negative and significant influence on turnover intention, which means that servant leadership is able to suppress employees' desire to leave the company. This research is expected to make a practical contribution in the preparation of human resource management strategies, as well as theoretical contributions to the development of management science, especially in the field of organizational behavior and leadership.

Keywords: Job Embeddedness; Self-Efficacy; Servant Leadership; Turnover Intention.

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RESEARCH BACKGROUND

Global changes that occur in the modern era require every company to adapt to technological developments, work patterns, and competitive dynamics in the labor market. Human resources (HR) are the most important asset in dealing with these changes, because the success of an organization is basically determined by the quality of the people involved in it. Without good human resource management, business strategies designed by companies are difficult to implement optimally. HR plays a key role in ensuring that every business process runs in accordance with the organization's vision. Therefore, various companies place employee development as a strategic priority. However, behind the importance of human resources, the problem of turnover or the exit of employees from the company is still a big challenge faced, both by large and small organizations.

Data obtained from the Human Resource Development (HRD) department of PT Roki Indonesia shows that the employee turnover rate in the 2020-2024 period has increased significantly. The turnover percentage, which was initially at 18.72% in 2020, continues to increase until it reaches 28.29% in 2024. The average turnover rate over the past five years was recorded at 22.71%, which is a relatively high figure when compared to the normal standard of turnover which should be below 10% per year. This high number indicates that there are serious problems in human resource management that need to be addressed immediately. Increased turnover not only impacts the number of employees, but also affects the company's overall productivity and performance. Therefore, it is important to identify the main factors that drive turnover intention.

The results of a pre-survey conducted by the researcher on PT Roki Indonesia employees provide an initial overview of the variables that have the potential to affect turnover intention. Of the ten factors identified, there are three most prominent variables, namely job embeddedness, self-efficacy, and servant leadership. These three factors are considered to play a big role because they are directly related to employee attachment, self-confidence in abilities, and the leadership style of superiors. Based on pre-survey data, as many as 67.70% of respondents felt that they did not have a match with the work community, another 67.70% admitted that they had difficulty in solving work problems due to low self-efficacy, and 61.30% stated that they did not feel attention from leaders. This condition strengthens the suspicion that these three variables are closely related to the employee's intention to leave the company.

The high turnover intention at PT Roki Indonesia not only has implications for the company's internal aspects, but also affects competitiveness in the automotive industry. As an automotive component manufacturing company that supplies the needs of various vehicle manufacturers, PT Roki Indonesia is required to maintain production consistency with international quality standards. High turnover can disrupt the production chain, decrease efficiency, and ultimately affect the company's reputation in the eyes of business partners. Therefore, understanding the factors that affect turnover intention, such as job embeddedness, self-efficacy, and servant leadership, is very important. Thus, the right HR management strategy can be designed to retain potential employees and improve the sustainability of the organization.

Research on the influence of job embeddedness, self-efficacy, and servant leadership on turnover intention in employees of PT Roki Indonesia is expected to make a theoretical and practical contribution. Theoretically, this research enriches the literature on human resource

management, particularly in the field of organizational behavior and leadership. The results of the study can be a reference for academics who want to study more deeply the factors that affect turnover intention. Practically, this research is expected to be an evaluation material for the management of PT Roki Indonesia in formulating a human resource management strategy, so that turnover intention can be suppressed.

LITERATURE REVIEW

Human Resource Management (HRDM)

Human resource management is a series of processes that include planning, organizing, directing, and supervising activities related to workforce management in an organization. The goal is to ensure that employees are able to contribute optimally to the achievement of the company's goals. According to Sihotang, MSDM covers various functions ranging from recruitment, selection, training, compensation, development, to termination of employment. Tran & Herzig (2020) through the Two Factor Theory also emphasized that there are two important aspects in influencing employees' work attitudes, namely hygiene factors (such as salary and working conditions) and motivating factors (such as recognition and achievement). These two aspects need to be considered so that the company is able to create a conducive and productive work environment (Haque-Fawzi et al., 2022).

Turnover Intention

Turnover intention is defined as an employee's intention to leave their job, whether voluntarily or not. Eviana & Saputra (2022) explained that turnover starts from dissatisfaction, the emergence of a desire to leave, looking for other job alternatives, to the decision to resign. Factors that affect turnover intention include individual characteristics, work environment conditions, job satisfaction levels, and organizational commitment (Suci, 2021). The dimension of turnover intention includes three aspects, namely thoughts of quitting, intention to quit, and intention to search for another job (Latief et al., 2020). High turnover intention indicates a serious problem in the organization, so it is important to understand the factors behind it.

Job Embeddedness

The concept of job embeddedness was introduced by Firer & Mitchell Williams (2003) to explain why a person chooses to stay in their job. Job embeddedness describes the totality of the forces that bind an employee to stay in an organization. The main dimensions of job embeddedness consist of fit (conformity between individuals and organizations), links (social relationships formed in the workplace and the surrounding environment), and sacrifice (sacrifices that must be made if leaving work). The higher this level of engagement, the less likely an employee is to have turnover intention. On the other hand, if employees feel that they are not suitable for work culture, have few social connections, or do not feel at a loss if they leave, then the intention to change jobs will increase (Luthfia, 2012).

Self-Efficacy

Self-efficacy is an individual's belief in his or her ability to face challenges, complete tasks, and overcome work pressure. Bandura (1986) states that self-efficacy affects the way a person thinks, feels, motivates himself, and behaves. The three dimensions that reflect self-efficacy are magnitude (the level of difficulty of the task that can be overcome), generality (the scope of belief in various situations), and strength (the firmness of confidence in completing

the task). Individuals with high self-efficacy tend to be more persistent in the face of obstacles, while individuals with low self-efficacy are more likely to give up. In an organizational context, low self-efficacy can increase turnover intention because employees feel incapable of meeting the demands of their job (Kuhn & Carter, 2006).

Servant Leadership

Servant leadership is a leadership style that puts the interests of subordinates first. According to DeAngelo (1981), servant leaders focus on the empowerment, development, and well-being of employees. Cahya et al. (2021) describes the eight dimensions of servant leadership, including vision, organizational stewardship, emotional healing, humility, altruistic calling, wisdom, persuasive mapping, and service. Leaders who implement servant leadership will try to understand the condition of employees, provide motivation, and create an empathetic work environment. Previous research has shown that servant leadership is able to suppress turnover intention by creating an emotional attachment between leaders and employees.

Previous Research

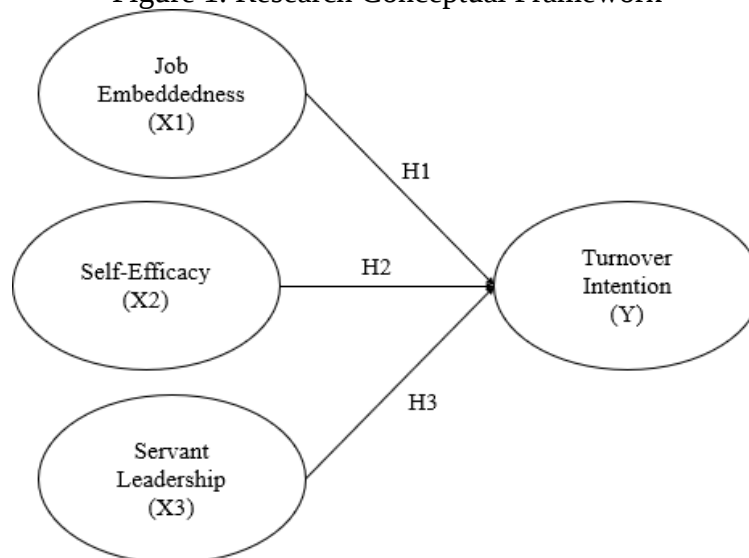
Various studies have examined the relationship between job embeddedness, self-efficacy, and servant leadership and turnover intention. The results show inconsistencies. For example, the research of Monica et al. (2023) found that job embeddedness had a negative effect on turnover intention, while the research of Nguyen Thi et al. (2022) actually showed a positive effect. The same thing happened to self-efficacy, where Haryanti (2024) research stated that it had a negative effect, while Hastuti (2020) found a positive effect. Servant leadership has been shown to have a negative effect on turnover intention (Nguyen Thi et al., 2022; Pranata, 2014; Rahmayati & Pertiwi, 2018). This difference in results shows that there is a research gap that needs to be researched further, especially in the context of PT Roki Indonesia.

Conceptual Framework

Based on previous theories and research, turnover intention is influenced by various factors, including job embeddedness, self-efficacy, and servant leadership. Job embeddedness describes the employee's attachment to their work through the dimensions of fit, links, and sacrifice. Self-efficacy is related to an individual's confidence in his or her ability to complete tasks. Meanwhile, servant leadership emphasizes the role of leaders in providing attention, support, and service to their subordinates.

The conceptual framework in this study describes the relationship of the three independent variables to turnover intention as dependent variables. Theoretically, job embeddedness and self-efficacy are assumed to have a negative effect on turnover intention, while servant leadership is also predicted to have a negative influence on turnover intention. Thus, the higher job embeddedness, self-efficacy, and servant leadership, the lower the employee turnover intention.

Figure 1. Research Conceptual Framework



METHOD

Research Design

This study uses a quantitative approach with a survey method. The quantitative approach was chosen because this study focuses on testing the relationships between variables through statistical analysis. The survey was conducted by distributing a structured questionnaire to predetermined respondents. This design aims to obtain primary data directly from PT Roki Indonesia employees so that the results of the research can describe real conditions in the field.

Population and Sample

The population of this study is all employees of PT Roki Indonesia which totals 205 people. The sampling technique is carried out by purposive sampling, which is the selection of samples based on certain criteria that are relevant to the purpose of the research. Based on calculations using the Arikunto (2019) formula, the number of samples used was 53 respondents. The criteria for the respondents selected include permanent employees with a minimum working period of one year, so they are considered to have sufficient experience in assessing the condition of the organization.

Data Analysis Method

Primary data was obtained through the distribution of questionnaires directly to the selected respondents. In addition, secondary data is also used to strengthen the analysis, which is sourced from company documents, journals, books, and previous research relevant to the research topic. The combination of primary and secondary data is expected to provide a more comprehensive picture of the condition of turnover intention at PT Roki Indonesia. Data analysis was carried out using Partial Least Square (PLS) which was operated through SmartPLS software. This method was chosen because it is able to analyze complex models, while at the same time being able to be used on relatively small sample sizes. PLS analysis includes two stages, namely measurement model testing (outer model) and structural model

testing (inner model). The outer model is used to test the validity and reliability of indicators, while the inner model is used to test the relationships between variables in the research model.

RESULTS AND DISCUSSION

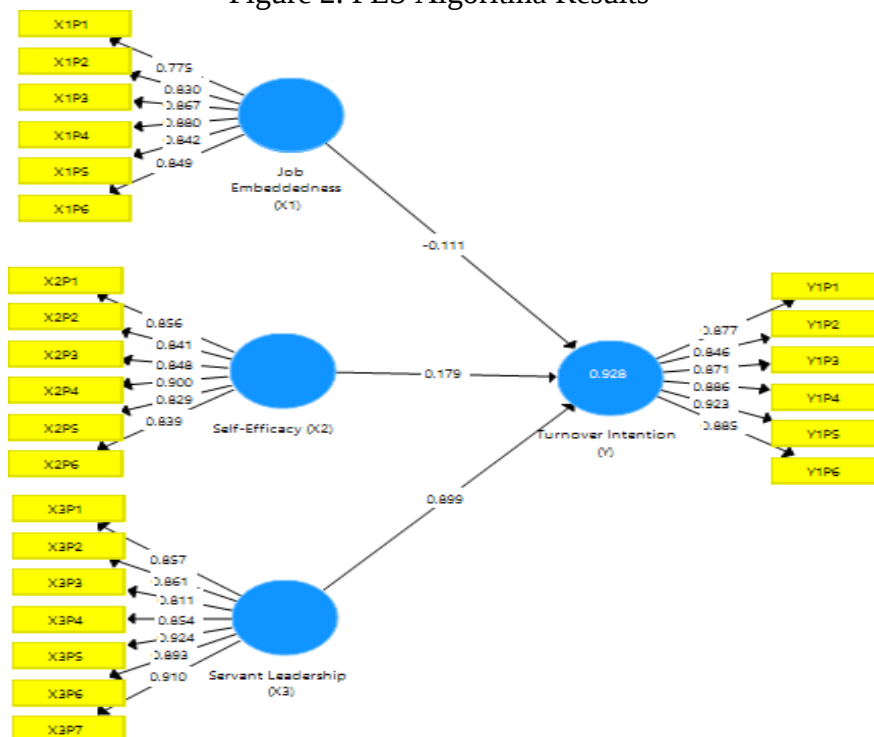
Data Quality Test Results

1. Outer Model

a. Convergent Validity

Convergent validity is tested through the outer loading value of each indicator. The indicator is declared valid if the outer loading value ≥ 0.70 . The test results show that most of the indicators are eligible, so they can be used in further analysis.

Figure 2. PLS Algorithm Results



b. Discriminant Validity

The discriminant validity test was carried out by looking at the cross loading value. Each indicator should have a higher loading value to its variable compared to the other.

Table 1. Cross Loadings Results

	Job Embeddedness(X1)	Self Efficacy (X2)	Servant Leadership (X3)	Turnover Intention (Y)
X1P1	0.775	0.618	0.641	0.597
X1P2	0.830	0.647	0.642	0.612
X1P3	0.867	0.597	0.727	0.663
X1P4	0.880	0.744	0.766	0.695
X1P5	0.842	0.725	0.782	0.776
X1P6	0.849	0.842	0.829	0.786
X2P1	0.694	0.856	0.738	0.768

	Job Embeddedness(X1)	Self Efficacy (X2)	Servant Leadership (X3)	Turnover Intention (Y)
X2P2	0.671	0.841	0.659	0.653
X2P3	0.700	0.848	0.792	0.748
X2P4	0.807	0.900	0.857	0.876
X2P5	0.704	0.829	0.699	0.697
X2P6	0.679	0.839	0.733	0.716
X3P1	0.866	0.818	0.857	0.780
X3P2	0.642	0.685	0.861	0.799
X3P3	0.786	0.691	0.811	0.758
X3P4	0.816	0.756	0.854	0.833
X3P5	0.817	0.873	0.924	0.899
X3P6	0.676	0.742	0.893	0.891
X3P7	0.770	0.810	0.910	0.889
Y1P1	0.775	0.817	0.840	0.877
Y1P2	0.703	0.717	0.816	0.846
Y1P3	0.670	0.680	0.831	0.871
Y1P4	0.666	0.767	0.858	0.886

c. Construct Reliability Test

Construct reliability is seen from Cronbach's Alpha and Composite Reliability values. A construct is considered reliable if Cronbach's Alpha > 0.70 and Composite Reliability > 0.70.

Table 2. Composite Reliability & Cronbach's Alpha Test Results

Variabel	Cronbach's alpha	Composite reliability	Information
<i>Job Embeddedness</i>	0.917	0.935	Reliable
<i>Self-Efficacy</i>	0.925	0.941	Reliable
<i>Servant Leadership</i>	0.948	0.957	Reliable
<i>Turnover Intention</i>	0.943	0.954	Reliable

2. Inner Model

The evaluation of the structural model was carried out through the R-Square test to see the magnitude of the influence of independent variables on the dependent variables. The results showed that turnover intention was influenced by job embeddedness, self-efficacy, and servant leadership with an R-Square value of:

Table 3. R-Square

	R Square	R Square Adjusted
<i>Turnover Intention (Y)</i>	0.928	0.923

Source: Smart PLS, 2025

In addition, the significance test was carried out using bootstrapping on SmartPLS. The test results showed that job embeddedness and self-efficacy had no significant effect on turnover intention, while servant leadership had a significant negative effect on turnover intention.

Figure 3. Output Bootstrapping SmartPLS

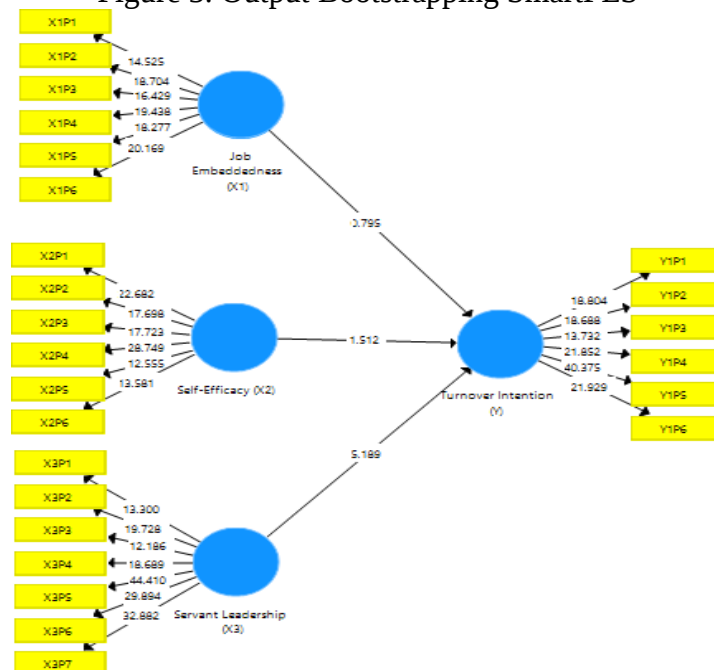


Table 4. Hypothesis Testing Results

Hipotesis	Original Sample (O)	T Statistics	P Values	Results
Job Embeddedness (x1) -> Turnover Intention (Y)	-0.111	0.795	0.427	Insignificant Negatives
Self-Efficacy (X2) -> Turnover Intention (Y)	0.179	1.512	0.131	Insignificant Positives
Servant Leadership (X3) -> Turnover Intention (Y)	-0.899	5.189	0.000	Significant Negatives

Discussion

The results of the study showed that job embeddedness did not have a significant effect on turnover intention in PT Roki Indonesia employees. These findings indicate that employees' attachment to the organization, both in the form of value match, social relationships, and potential losses if they leave the company, is not strong enough to resist the desire to leave. This can happen because external factors, such as other more promising job opportunities, have greater appeal to employees. Thus, even if employees feel they have a certain attachment, they still consider other, more advantageous aspects outside the organization.

The insignificance of the influence of job embeddedness in this study is also in line with the research of Nguyen Thi et al. (2022) which found similar results. This means that work attachment is not the only determining factor in suppressing turnover intention, especially in the context of the manufacturing industry. PT Roki Indonesia employees may focus more on financial aspects, career development opportunities, or work environment conditions than on emotional attachment to the company. This shows the need for an HR management strategy that not only relies on the formation of attachments, but also increases the attractiveness of the company in terms of compensation and career.

The results of the study also found that self-efficacy had no significant effect on turnover intention. These findings indicate that employees' self-confidence in getting work done doesn't necessarily affect their intention to stay afloat. Employees with high levels of self-efficacy may still opt out if they feel they are not getting the appropriate rewards or adequate opportunities for development. Conversely, employees with low self-efficacy can survive if they feel financially secure or have strong social ties with colleagues. Thus, self-efficacy has more to do with work performance than with the intention to stay in the organization.

On the other hand, servant leadership has been proven to have a negative and significant influence on turnover intention. These findings show that service-based leadership has an important role in suppressing employees' intention to leave the company. Leaders who are able to show concern, listen to complaints, and provide emotional support and motivation to employees will create a sense of comfort at work. This condition builds employee loyalty and fosters a sense of belonging to the organization. Therefore, a servant leadership style can be an effective strategy in increasing employee retention at PT Roki Indonesia.

Overall, the results of this study show that leadership factors have a more dominant influence than work attachment and individual self-confidence. This is consistent with the research of Khan (2021) and Anggono et al. (2022) which confirms that servant leadership can be a major determinant in reducing turnover intention. Therefore, PT Roki Indonesia needs to focus its efforts on developing service-oriented leadership. The implementation of leadership training programs, the establishment of a supportive organizational culture, and a fair reward system are strategic steps that companies can take to reduce employee turnover rates in the future.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of a study conducted on 53 employees of PT Roki Indonesia, it can be concluded that job embeddedness and self-efficacy do not have a significant influence on turnover intention. This shows that employees' attachment to the organization and their self-confidence in completing tasks are not the main factors that determine the desire to survive. Employees tend to consider other factors, such as external job opportunities, compensation, and work environment conditions, in making decisions to leave the company.

On the other hand, servant leadership has been proven to have a negative and significant effect on turnover intention. This means that the higher the implementation of service-based leadership, the lower the tendency of employees to leave the company. This emphasizes the importance of the role of a leader who is able to provide attention, support, and concern for his subordinates. This research makes a practical contribution to the management of PT Roki Indonesia, namely the need to improve the quality of leadership through training and development programs in order to reduce turnover intention.

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