

## THE ROLE OF JOB CRAFTING AND JOB EMBEDDEDNESS MEDIATION ON INTENTION TO STAY IN HEALTH WORKERS

Ridhayati Farid<sup>1\*</sup>, Silvia Monica Sitorus<sup>2</sup>, Dhita Hafizha Asri<sup>3</sup>

<sup>1,2,3</sup>Universitas Internasional Batam

ridhayati@uib.ac.id<sup>1\*</sup>, 2241267.silvia@uib.edu<sup>2</sup>, Ditha.hafiza@uib.edu<sup>3</sup>

### ABSTRACT

*This research aims to analyze the effect of social support and organizational support on the intention to stay of healthcare workers, mediated by job crafting and job embeddedness. The background of this research stems from the high turnover rate of healthcare workers in Indonesia. This is a quantitative research with a cross-sectional design through the distribution of questionnaires to 363 healthcare workers in Batam City. The data were analyzed using PLS-SEM. The results showed that social support affects job crafting and job embeddedness but does not directly affect intention to stay. Otherwise, organizational support significantly affects intention to stay both directly and indirectly through job embeddedness. Job crafting mediation is only significant in the relationship between social support and intention to stay, while job embeddedness mediation is more dominant in the relationship between organizational support and intention to stay.*

*Keywords: Social Support, Organizational Support, Job Crafting, Job Embeddedness, Intention to Stay*

### INTRODUCTION

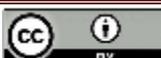
Health workers are the central pillar of human resources (HR) in the hospital service system because they play a direct role in handling patient complaints and maintaining service quality continuity (Yun et al., 2024). Human resources in the health sector include administrative staff, doctors, nurses, midwives, and nutritionists (Pattali et al., 2024). These workers are not only valuable assets but also expensive and difficult-to-replace factors of production, even in the era of digitalisation and artificial intelligence-based automation (Gravili et al., 2023). No matter how sophisticated artificial intelligence is today, only humans can play an active role in achieving corporate success (Kalia, et al., 2023). Although AI can enhance operational efficiency, human interaction remains essential to the success of healthcare organisations. Therefore, retaining quality healthcare personnel is a strategic necessity for organisations to achieve optimal service goals and minimise potential turnover intention.

Turnover intention refers to an individual's intention to leave an organisation, which is the opposite of intention to stay (the desire of employees to remain in their jobs) (Aisyah et al., 2024). High turnover among healthcare workers has a direct impact on increased recruitment costs, service continuity disruptions, and a decline in the quality of patient care (Pu et al., 2024). Similar

findings were reported by (Mon et al., 2025) who studied the manufacturing industry in Batam, showing that work engagement and job satisfaction mediate the relationship between multitasking workload and turnover intention, making it relevant as a reference in the context of healthcare workers.

The latest report from the World Health Organization (WHO), 2024, predicts a global health worker deficit of 10 million workers by 2030, with the most significant shortages occurring among nurses (4.5 million) and midwives (0.31 million) in Southeast Asia, Africa, and Latin America. In Indonesia alone, the turnover rate of health workers is reported to reach 13–35%, higher than the global average of 15–44% (Aisyah et al., 2024). This condition underscores the urgency of research on factors influencing health worker retention, especially in rapidly developing industrial areas.

Previous studies have highlighted various determinants of turnover intention, including social support and organizational support, which have been shown to influence job satisfaction and employee commitment (Y. Chen et al., 2024; Jingjie et al., 2024). Novita et al, (2025) added that workplace comfort, communication, and effective time management contribute significantly to employee engagement and performance, even in the government sector in the Riau Islands, reinforcing the urgency of exploring similar



variables in the health sector. However, there is still a gap regarding the psychological mechanisms that link these two forms of support to intention to stay, particularly through the role of job crafting (job adjustment by employees) and job embeddedness (individual attachment to work and its environment). Farid (2022), emphasizes that social support from superiors, coworkers, and family plays a significant role in the job satisfaction of healthcare workers in Batam, especially in the context of high work pressure, such as during a pandemic, which is relevant to this study's examination of intention to stay. Empirical studies in the context of developing countries and border industrial areas, such as in the city of Batam, are still minimal, even though the demographic characteristics and workload of health workers in this region differ from those in other major cities in Indonesia

Laulita, (2021) research shows that an organization's performance is strongly influenced by structural support, work culture, and the involvement of all members. Although the research was conducted in the mining industry, its main findings confirm that the effectiveness of a work system depends not only on formal procedures and policies, but also on a supportive work environment, strong communication, and employees' perceptions of the organization's attention. This reinforces the relevance of this study, as healthcare worker retention is also influenced by a similar combination of organizational support, social climate, and psychological attachment that they feel in their work. Thus, this evidence underscores the importance of examining job crafting and job embeddedness as mechanisms that bridge the influence of social support and organizational support on intention to stay.

Research on healthcare workers' intention to stay generally emphasises the roles of social and organisational support as determinants of the decision to remain. A number of studies show that both forms of support contribute to psychological well-being, work engagement, and employee retention (Yun et al., 2024; Chen et al., 2024; Li et al., 2024). However, previous research has been dominated by testing direct relationships or using a single mediation mechanism, thus failing to provide a comprehensive understanding of the psychological processes underlying healthcare workers' decisions to stay. Furthermore, empirical studies in the context of industrial areas in Indonesia are still limited, although a qualitative study in a private hospital in Batam shows that

some healthcare workers stay because of organisational support (Wardhani & Hariyati, 2023). Therefore, this study offers novelty by integrating job crafting and job embeddedness as dual mediating mechanisms to explain healthcare workers' intention to stay in the context of industrial cities.

Based on this background, this study aims to analyse the influence of social and organisational support on healthcare workers' intention to stay in rapidly industrialising cities such as Batam. In addition, this study aims to examine the mediating roles of job crafting and job embeddedness in this relationship, thereby providing strategic recommendations for hospital management to improve the retention of quality healthcare workers through psychosocial-based interventions and job design.

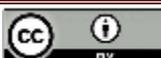
## LITERATURE REVIEW

### Theoretical Framework

This study is based on two main grand theories used to explain the relationship between the support received by employees and proactive work behaviour, organizational commitment, and intention to stay, namely Social Exchange Theory (SET) and Job Demands-Resources (JD-R) Theory. These two theories provide a comprehensive conceptual foundation for understanding the psychological and social mechanisms underlying the relationship between the research variables.

Social Exchange theory views the relationship between individuals and organizations as a form of social exchange based on the principle of reciprocity. When employees receive support, attention, and fair treatment from the organization, they tend to develop a sense of obligation to reciprocate that support through positive attitudes and behaviours toward the organization. In this context, social support and organizational support serve as the primary sources that shape employees' perceptions of the quality of their relationship with the organization. Recent empirical research shows that high perceptions of support are consistently associated with increased emotional attachment, work commitment, and decreased intention to leave the organization (Sulistiyani et al, 2022).

Meanwhile, Job Demands-Resources (JD-R) theory explains that the balance between job demands and job resources influences employee performance. Within this framework, organizational support and opportunities for job crafting are considered essential resources that



help employees manage job demands more effectively. The availability of adequate job resources not only increases motivation and work engagement, but also strengthens employee attachment to the organization, thereby reducing the tendency to leave the job (Boateng & Appiah, 2025). Based on the integration of social exchange theory and job demand-resources theory, this study views organizational support as a key resource that encourages proactive behaviour (job crafting). It strengthens the psychological bond between employees and the organization. This relationship further contributes to increased work commitment and intention to stay. Therefore, these two theories serve as a basis for explaining the direct and indirect relationships among the variables in this research model.

### **Social Support**

Social support is defined as the psychological feeling of being loved, appreciated, and accepted within one's social community (Acoba, 2024). This support serves as an essential emotional resource for coping with work demands and psychological pressure. According to Chen et al, (2023), social support is divided into two main aspects, namely objective support, which is the tangible assistance received by individuals from family, friends, or coworkers in the form of information, advice, or practical help, and subjective support, which is an individual's perception of the acceptance and emotional attention they receive from others. These two aspects are important factors that influence individual performance. Consistent positive support can provide a sense of security, reduce psychological burdens, and increase employees' motivation to remain in the organisation (Yun et al., 2024). Khedher and Asadullah, (2020) emphasize that social support helps individuals adapt to constantly changing work situations. On the other hand, Duong & Ho, (2024) found that social support plays a significant role in reducing work stress and maintaining the mental health of healthcare workers.

### **Organizational Support**

Organisational Support refers to the extent to which an organisation values performance and cares for employee welfare (Duong & Ho, 2024). This support comes from within the organisational environment, in both tangible and intangible forms, including matters related to work operations that facilitate employees, such as work equipment that meets company standards and the provision of resources. Meanwhile, intangible organisational support includes emotional support

from the work environment, related to motivation and encouragement towards positivity (Pahlevan et al., 2021). The organisation's role is to increase staff's psychological resilience to enable practical work (Pu et al., 2024). In this case, each individual has a perception of the company's level of concern for employee welfare. Andrade and Neves, (2022), If employees receive strong support from the company, they will feel secure, valued, and accepted by the organisation. They will be obliged to make the best possible contribution and provide the best service. When individuals make significant contributions that increase the organization's profits, they will expect higher returns (Pinnington et al., 2024).

### **Job Crafting**

Job Crafting is a proactive, physical and psychological change in working conditions and the creation of relationships with colleagues in the organisation where employees work, enabling employees to take the initiative to design their work so that it becomes meaningful, engaging, and exciting (Malik & Malik, 2024). Generally, Job Crafting attempts allow employees to feel freer and less pressured, helping minimise stress, mental fatigue, and boredom. Therefore, Job Crafting is considered a bottom-up strategy implemented by individuals to meet the demands of work in an organisation that may change (Roczniowska et al., 2023). The literature on Job Crafting, according to Nergiz and Akbiyik, (2024), outlines four aspects: increasing structural job resources, increasing social job resources, creating interesting job demands, and minimising obstructive job demands. Individuals can organize their work to take on more or fewer tasks in the workplace, thereby changing their perception of having control over the work they do (Junça et al., 2022). This is also supported by the research of Clinton et al, (2024), which suggests that job crafting is driven by self-motivation to find meaning in one's work.

### **Job Embeddedness**

Job Embeddedness is defined as the suitability and comfort individuals feel towards the organisational environment in which they work, comprising three aspects: suitability, attachment, and loyalty (Lei, 2024). This variable is among the most critical indicators of achieving individual self-fulfilment (Tan et al., 2022). Job Embeddedness is derived from the support and assistance provided by the organization and the community (AlMemari et al., 2023). In their research, El-Gaza et al. (2022) found that healthcare workers with a high level of attachment



to their work are more innovative, committed, and have better organisational relationships. Thus, job embeddedness is a form of individual motivation related to work productivity that can benefit the organisation by supporting its growth (Cai *et al.*, 2024).

### **Intention to Stay**

The definition of Intention to Stay is the extent to which individuals want to continue working in their organization due to several reasons, including job satisfaction, boredom, relationships with colleagues in the organization, work stress, work-life balance, career advancement, recognition, and professional identity or the individual's view of their status in their profession (Hanum *et al.*, 2023). According to Kong *et al.* (2022), Intention to Stay is an important indicator of employee retention, the condition in which individuals remain in their current organisation rather than seek better opportunities. Efforts organisations can make to foster Intention to Stay among individuals include involving them so they feel they are part of the organisation (Nargotra & Sarangal, 2023). Therefore, organizations need to assess employee suitability to reduce employee turnover (Chang *et al.*, 2021).

### **Hypothesis Development**

#### **The Effect of Social Support on Job Crafting**

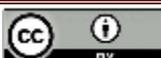
In the context of job crafting, social support has been proven to have a significant influence. Research (Yun *et al.*, 2024) shows that healthcare workers who receive positive social support from their work environment are better able to adapt to their tasks, thereby contributing to increased human resource efficiency. Job crafting is defined as a proactive behaviour in which individuals design, modify, and adjust their work to suit their personal needs, strengths, and goals. This behaviour can be more effective when accompanied by adequate social support in the organisational environment.

These findings are consistent with a study in the Belgian public sector (Audenaert *et al.*, 2020) which found that coworker support positively affected individuals' decisions to engage in constructive job crafting. (Chen *et al.*, 2023) also confirmed similar results in the education sector, where social support was found to increase individuals' tendency to adapt their work proactively. Furthermore, a meta-analysis by Wang *et al.* (2020), reinforces this evidence by showing a stable, positive relationship between social support and job crafting across various

industrial contexts, ultimately impacting increased employee performance. Recent research by Saleem *et al.* (2024) also highlights the roles of family-supportive behaviours and supervisor behaviours, two critical dimensions of social support that have been shown to increase employees' tendency to engage in job crafting. These findings align with the study by Mondo *et al.* (2023), which found that the greater the social support individuals receive, the greater their ability to redesign their work to cope with dynamic work demands. Based on the theoretical and empirical descriptions above, hypothesis H1 can be formulated as follows: Social Support has a positive effect on Job Crafting.

#### **The Effect of Social Support on Job Embeddedness**

Job embeddedness is defined as the level of fit and comfort that individuals feel toward their organizational environment, which includes three main dimensions: fit (the compatibility of values and abilities with the organization), link (the bond with coworkers and the organization), and sacrifice (the perceived loyalty if leaving the organization) (Lei, 2024). This variable is considered an essential indicator of individual self-fulfilment and of the sustainability of their involvement in work (Tan *et al.*, 2022). Employee job embeddedness is shaped by factors such as the organisation's support and assistance, in the form of resources, recognition, or a conducive work environment (AIMemari *et al.*, 2023). Research by El-Gazar *et al.* (2022) on healthcare workers shows that individuals with high levels of embeddedness tend to exhibit innovative behaviour, increase commitment, and build positive interpersonal relationships within the organisation. This condition not only benefits individuals but also contributes strategically to organisational growth, particularly by fostering a loyal and productive workforce (Cai *et al.*, 2024). Several previous studies have confirmed the relationship between social support and job embeddedness. A survey by Heejeong, (2024) in the health sector found that social support is significant in increasing employee attachment to the organization. Similarly, Dechawatanapaisal, (2020) research found that social support positively influences employees' job embeddedness across industries. Similar findings were reported by Karatepe, (2013), who found that social support from colleagues and superiors increases employees' tendency to remain attached to the organisation through stronger emotional bonds and a greater sense of security. Based on



this theoretical review and empirical findings, the hypothesis formulated is H2: Social support has a positive effect on job embeddedness.

### **The Mediating role of Job Crafting on the Effect of Social Support on Intention to Stay**

Intention to stay is an individual's level of desire to remain with their current organisation. This desire is influenced by various factors, including job satisfaction, level of boredom, quality of relationships with coworkers, stress levels, work-life balance, career advancement opportunities, rewards received, and perceptions of professional identity and job status (Hanum *et al.*, 2023). Intention to stay reflects the extent to which individuals choose to remain in the organization rather than seek other jobs that they consider better (Kong *et al.*, 2022). As an essential indicator in employee retention strategies, intention to stay is highly dependent on the extent to which organisations can foster employee engagement and a sense of belonging (Nargotra & Sarangal, 2023). Chang *et al.*, (2023) emphasise that evaluating employee suitability for the organisation is essential to minimise turnover and increase HR stability. However, previous studies have identified a gap in understanding the psychological mechanisms that link social support to intention to stay, particularly through job crafting as a mediator. Job crafting, the ability of employees to adjust and redesign their work according to their strengths and needs, has been shown to strengthen work engagement and meaningful work experiences (Sánchez-Cardona *et al.*, 2020). Yun *et al.*, (2024) found that job crafting can mediate the influence of social support on work engagement, thereby increasing employees' intention to stay in the organisation, especially in the health sector, which faces high work pressure. Based on these findings, H3 can be formulated as follows: Job Crafting mediates the positive relationship between Social Support and Intention to Stay.

### **The Mediating Role of Job Embeddedness on the Effect of Social Support on Intention to Stay**

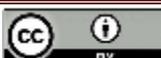
The research by Peltokorpi and Allen, (2024) highlights the role of job embeddedness as a mediator in the relationship between job insecurity and voluntary turnover. Their findings show that employees with high levels of embeddedness are less likely to leave the organization, even though they feel insecure in their jobs. This finding indicates that employee attachment to the organisation can serve as a buffer, reducing the negative impact of job insecurity on the intention

to leave. A similar study was conducted by Shah *et al.*, (2020), which examined the mediating role of job embeddedness in the relationship between organizational support and intention to stay. This study found that employees who feel socially and emotionally attached to the organization tend to have a higher commitment to stay. This shows that organizational support not only has a direct impact on retention but also strengthens employee attachment to the organization through the mechanism of embeddedness. Additionally, Frutos *et al.*, (2019) examined job embeddedness as a mediator between social support and work engagement. Their findings show that social support from the organization increases employee attachment to the organization, which in turn increases work engagement. This increased engagement further contributes to a high intention to stay. Based on these empirical findings, hypothesis H4 can be formulated as follows: Job embeddedness mediates the positive relationship between social support and intention to stay

### **The Effect of Social Support on Intention to Stay**

Research by Guo *et al.*, (2021) states that social support has a positive influence on intention to stay. This finding is in line with a study by Chen *et al.*, (2015) which examined nurses in hospitals in northern Taiwan, where the social support received and felt by nurses was shown to increase job satisfaction, thereby increasing their intention to stay in the organisation. The greater the social support employees receive, the stronger their desire to continue their careers at the institution. Another study by Yu *et al.*, (2021), also confirmed the positive influence of social support on intention to stay in the nursing profession. The results of this study show that nurses who receive greater motivation and support from their social environment tend to perform better and have a long-term commitment to working in the organisation.

Similar findings were revealed by Albrecht *et al.*, (2024), who studied nursing staff at Radboud University Medical Center and Vrije University Amsterdam (Netherlands). The study found that social support from coworkers was the most dominant factor in increasing intention to stay. A positive, supportive work environment can reduce workload and stress, thereby encouraging employees to remain in the organisation. Based on these empirical findings, hypothesis H5 can be formulated: Social Support has a positive effect on Intention to Stay.



### **The Effect of Organizational Support on Job Crafting**

According to the research by Wang *et al.*, (2020) organisational support had a positive effect on job crafting aimed at promotion. The same was also found in research by Park *et al.*, (2020), on human resources experts at South Korean companies, which reported a significant positive relationship between organisational support and job crafting. In line with Oubibi *et al.*, (2022), perceived organisational support positively affects job crafting. The researchers explain that employees who receive organizational support tend to be more involved and motivated in job crafting. Based on the discussion above, the following hypothesis is formulated: H6: Organisational support positively affects job crafting.

### **The Effect of Organizational Support on Job Embeddedness**

Organizational support in relation to job embeddedness is a reciprocal concept between individuals and organizations. If individuals receive all aspects of support from the organization, they will recognize their responsibilities in performing their work (Rahimnia *et al.*, 2022). The same was also reported by Fathy *et al.*, (2024) in their research: organizational support has a significant positive influence on job embeddedness. Rahimnia *et al.*, (2022), found that perceived organizational support positively influences intention to stay. The research by Dirican and Erdil, (2022) found a positive effect on both variables. Employees who receive organizational support are motivated to remain in the organization. Based on the explanation, H7 is formulated as follows: Organisational Support has a positive effect on Job Embeddedness.

### **The Mediating Role of Job Crafting on the Effect of Organizational Support on Intention to Stay**

Although job crafting has been extensively studied, few studies have examined its mediating role in the influence of social support on intention to stay. The mediating role of job crafting was examined by Shin *et al.*, (2020), who tested the impact of organisational support on work engagement, which, in turn, affects employees' intention to stay in the organisation. Research by Thai *et al.*, (2023), suggests that organisational support influences job crafting, which, in turn, positively affects employee loyalty. The following is the formulation of hypothesis H8: Job crafting

mediates the positive relationship between organisational support and intention to stay.

### **The Mediating Role of Job Embeddedness on the Effect of Organizational Support on Intention to Stay**

Job embeddedness as a mediating variable has been extensively studied in previous research, including Peltokorpi and Allen, (2024) study, which examined the role of job embeddedness in the influence of organisational support on work engagement. The results showed that employees who receive organizational support tend to be more attached and engaged in their work, which can increase their intention to stay in the organization. Yoon *et al.*, (2022), reported that job embeddedness mediates the influence of organisational support on intention to stay, such that employees who feel attached tend to have greater commitment to staying, thereby strengthening the relationship between organisational support and employee retention. Ampofo and Karatepe, (2022), found that job embeddedness acts as a mediator in the relationship between perceived job insecurity and turnover intention, such that employees with a high level of embeddedness tend to have a lower intention to leave the organisation even when faced with job insecurity. Thus, H9 is formulated: Job embeddedness mediates the positive relationship between organisational support and intention to stay.

### **The Effect of Organizational Support on Intention to Stay**

According to Li *et al.*, (2024) a study conducted in the health sector found that organisational support has a significant effect on intention to stay. The criteria for retaining employees are equality or fairness within the organisation, support from superiors, the nature of the work individuals perform, appropriate salaries, and a good work-life balance and work culture. This support is inseparable from management's commitment within the organisation to implement it consistently and sustainably. This statement is supported by research (Duong *et al.*, (2024), in the health sector in Vietnam, which states that organizational support has a significant positive effect on nurses' intention to stay. Pu *et al.*, (2024), also report a positive relationship between perceived organisational support and intention to remain in the health sector. Perceived support reduces fatigue from workload, encouraging individuals to stay in the organisation. Pithaloka and Ardiyanti, (2024), also report that organisational support positively affects intention



to stay. In addition, research by Nargotra and Sarangal, (2023) found that organisational support positively affects employees' intention to stay in the telecommunications industry. H10: Organizational support has a positive effect on the intention to stay.

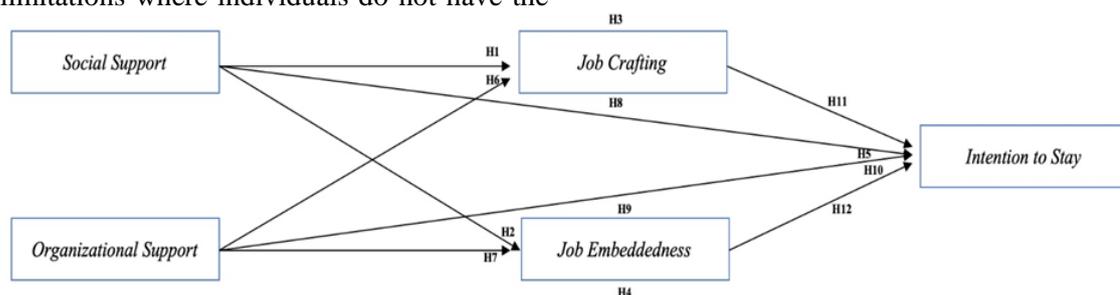
**The Effect of Job Crafting on Intention to Stay**

In the study by Xin *et al*, (2021) job crafting is associated with turnover intention. In this case, it is said that if employees engage in extensive job crafting, they may leave the company. This aligns with the research by Malik and Malik, (2024), which shows that job crafting affects the intention to stay. This study found that individuals who feel their work is meaningful are more likely to remain in the organisation. This research was conducted in the IT industry, specifically in India, by studying Generation Y employees as the population. Carmen *et al*, (2024) who conducted research on the nursing profession in Spanish hospitals, reported a positive association between job crafting and intention to stay. The results of their discussion indicate that nurses with high job crafting values tend to have an intention to remain in the organisation. Then, Xu *et al*, (2023), conducted a study on job crafting and turnover intention among hotel employees in China. The results of this test showed an adverse effect on both variables related to intention to stay, with higher job crafting associated with a higher intention to stay in the organisation. Based on the discussion above, the following hypothesis is formulated: H11: Job crafting has a positive effect on intention to stay.

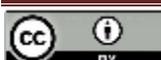
**The Effect of Job Embeddedness on Intention to Stay**

Job embeddedness is characterized by organizational commitment, or the connection between individuals and the organization. Organizational commitment encompasses four dimensions, namely the affective aspect, which refers to the individual's intention and desire to stay; the cognitive element, which is characterized by limitations where individuals do not have the

option of finding a better organization than the one they currently work for; the normative aspect, which is a condition where individuals have a moral obligation to their superiors regarding their personal views because they think about reciprocity, and the contractual aspect or a condition where individuals depend on employers due to the limitations of employment contracts (Godbersen *et al.*, 2024). This statement aligns with Moshood *et al*, (2021) who found a positive relationship between job embeddedness and intention to stay in construction companies in Malaysia. Chang *et al*, (2023), conducted a study examining the influence of job embeddedness on retention intention in home care in Taiwan. The results indicate a positive impact of these two variables. A high level of job embeddedness in an organization creates a firm intention to stay. Shah *et al*, (2020), tested the influence of job embeddedness on turnover intention. The results show that job embeddedness among employees in an organization can reduce turnover intention. Thus, job embeddedness influences intention to stay. Similar findings were reported in a meta-analysis by Setthakorn *et al*, (2024), which examined the influence of job embeddedness on turnover intention. The results of this test were significantly negative. This means that job embeddedness has a positive effect on the intention to stay. Dechawatanapaisal, (2022), conducted a study examining the relationship between job embeddedness and turnover intention, and the results indicate a negative relationship between the two variables. Job embeddedness acts as a factor that creates employee attachment within the organization, thereby minimizing turnover intention. Therefore, when linked to intention to stay, these two variables will have a positive effect, because employees who feel attached to their work tend to remain in the organization. Thus, the following hypothesis is formulated: H12: Job embeddedness has a positive effect on intention to stay



**Figure 1. Research Model**  
 Source: Author (2025)



## RESEARCH METHODS

The method used in this study was a quantitative descriptive method, using non-probability sampling, specifically the convenience sampling technique (Sugiyono, 2018). Based on the data obtained, the number of health workers in Batam in 2024 was 6,590, comprising specialists, general practitioners, dentists, midwives, nurses, dental nurses, pharmacists, pharmacy assistants, analysts, and nutritionists (Satu Data Batam, 2024). The data used in this study were collected by distributing questionnaires to health workers in Batam City via Google Forms, WhatsApp groups, and Instagram, and by submitting letters of permission to several hospitals and health clinics in Batam. The process of distributing and collecting research data was carried out from October 2024 to February 2025. The sample size was determined using a 1:10 ratio per tested question (Hair J *et al.*, 2014). With a total of 34 items in the research variable, the sample size was calculated as  $34 \times 10 = 340$ . However, to avoid invalid responses, the researchers collected 363 responses from the questionnaire distribution. Each question indicator in this study was measured using a 5-point Likert scale ranging from 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree). The data were then processed using SmartPLS 4.0 with the PLS-SEM method to measure and identify the influence of the independent variable on the

dependent variable via the mediating variable.

## RESULTS AND DISCUSSION

This study involved 363 health workers working in the city of Batam. Based on gender characteristics, the respondents were predominantly female. Meanwhile, in terms of age, the majority of respondents were in the productive age range of 31-35 years, with 4 to 10 years of work experience, indicating that they had sufficient knowledge and a good understanding of the organisational environment in which they worked.

By educational level, respondents generally held diplomas or bachelor's degrees, and the majority worked in government health institutions. Most respondents earned salaries above the regional minimum wage, reflecting the relatively stable economic conditions of health workers.

The results of the measurement model testing showed that all research indicators met validity and reliability requirements. The outer loading values of each indicator were above the minimum required limit, so the indicators were declared capable of adequately representing the measured construct. In addition, the Cronbach's Alpha and composite reliability values for all variables also showed good internal consistency, indicating that the research instrument was reliable and suitable for further testing

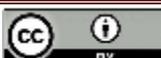
**Table 1. Path Coefficient**

Variable	Sample Mean	T-statistic	P-Value	Result
Job Crafting -> Intention to Stay	0,238	2,818	0,005	Significant
Job Embeddedness -> Intention to Stay	0,104	3,541	0,000	Significant
Organizational Support -> Intention to Stay	0,097	2,268	0,023	Significant
Organizational Support -> Job Crafting	0,136	2,171	0,030	Significant
Organizational Support -> Job Embeddedness	0,150	3,304	0,001	Significant
Social Support -> Intention to Stay	0,096	1,553	0,120	Not Significant
Social Support -> Job Crafting	0,137	4,477	0,000	Significant
Social Support -> Job Embeddedness	0,150	2,686	0,007	Significant

Source: SmartPLS Data Processing

The path coefficient test results show that job crafting has a significant effect on intention to stay. This finding indicates that when healthcare workers have the opportunity to adjust their tasks and roles proactively, they tend to feel their work is more meaningful, thereby increasing their desire to remain in the organisation. This finding aligns with the job demands theory, which posits that increased resources can strengthen employee motivation and retention.

Furthermore, job embeddedness was also found to have a significant effect on intention to stay. This shows that workers' attachment to the organisation, both socially and psychologically, plays a vital role in reducing the likelihood of leaving the workplace. This finding supports job embeddedness theory, which emphasises that an individual's connection to their job and organisational environment is a significant factor in retaining employees.



The test results also show that organisational support has a significant effect on intention to stay and a positive impact on job crafting and job embeddedness. These results reinforce social exchange theory, which holds that when organisations show concern for employees' welfare and contributions, individuals respond with positive attitudes, including increased work attachment and intention to stay.

Conversely, social support did not affect intention to stay, but had a significant effect on job

crafting and job embeddedness. This indicates that the social support received by health workers was not strong enough to influence their decision to stay directly, but did play an indirect role by increasing work engagement and promoting proactive behaviour in shaping their work. These findings show that, among healthcare workers in the city of Batam, internal organisational factors are more influential in determining intention to stay than external social support

**Table 2. Indirect Effect Result**

Variable	Sample Mean	T-statistic	P-Value	Result
Social Support -> Job Embeddedness -> Intention to Stay	0,147	1,987	0,047	Significant
Social Support -> Job Crafting -> Intention to Stay	0,147	2,427	0,015	Significant
Organizational Support -> Job Embeddedness -> Intention to Stay	0,182	2,062	0,009	Significant
Organizational Support -> Job Crafting -> Intention to Stay	0,071	1,631	0,103	Not Significant

Source: SmartPLS Data Processing

The results of testing the indirect effects show that job crafting and job embeddedness mediate the influence of social and organisational support on intention to stay. These findings confirm that psychological and work behaviour mechanisms are important bridges in explaining how the support received by health workers can be

translated into a desire to remain in the organisation. Thus, this study strengthens the integration of social exchange theory, job demands-resources theory, and job embeddedness theory to explain health workers' retention behaviour.

**Table 3. R-Square**

Variable	R-Square
Intention to Stay	0,854
Job Crafting	0,775
Job Embeddeness	0,751

Source: SmartPLS Data Processing

The R-Square value indicates that variations in intention to stay are moderately to strongly explained by social support, organisational support, job crafting, and job embeddedness. This suggests that the research model has adequate predictive power for explaining health workers retention behaviour. Thus, the constructs used in this study are relevant and capable of describing the main factors influencing health workers decisions to remain in the organisation.

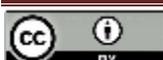
## CONCLUSION

This study provides a more comprehensive understanding of the roles of social and organisational support in shaping healthcare workers' intention to stay, considering job crafting and job embeddedness as mediating mechanisms. The results show that social support positively influences job crafting and job embeddedness, but

does not directly influence the intention to stay. These findings indicate that social support primarily serves as a source of psychological data that encourages adaptive behaviour and work engagement, but is not strong enough to retain healthcare workers within the organisation directly.

Conversely, organisational support has been shown to play a more dominant role, both through its direct influence on intention to stay and through its mediating role in job embeddedness. Healthcare workers' perceptions of the organisation's attention, policies, and facilities strengthen their sense of belonging and emotional attachment, ultimately encouraging them to stay. These findings confirm that structural and emotional work attachment play a more decisive role than informal social support alone.

Furthermore, this study reveals differences in



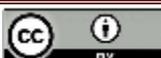
the roles of the two mediators. Job crafting is more relevant in explaining how social support translates into work adjustment and initiative, while job embeddedness is the primary mechanism linking organizational support to intention to stay. These results reinforce the integration of Social Exchange Theory, Job Demands–Resources Theory, and Job Embeddedness Theory in explaining healthcare worker retention behaviour.

Practically, the findings of this study imply that healthcare worker retention strategies need to be designed in an integrated manner. Organisations are advised not only to strengthen social support networks through mentoring programs and team collaboration, but also to optimise organisational support through welfare policies, workload management, and fair reward systems to strengthen long-term commitment.

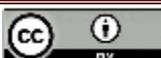
As a scientific contribution, this study offers novelty by testing a double-mediation model among healthcare workers in border industrial areas such as Batam, which feature high work dynamics and intense competition. However, this study still has limitations due to its cross-sectional design and reliance on self-report data. Therefore, future research is recommended to use a longitudinal design and a multi-source approach, and to expand the research context, thereby strengthening and generalising the findings

## REFERENCE

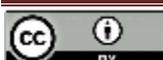
- Acoba, E. F. (2024). Social support and mental health: the mediating role of perceived stress. *Frontiers in Psychology*, 15(February), 1–12. <https://doi.org/10.3389/fpsyg.2024.1330720>
- Aisyah, S., Ardan, M., & ... (2024). View of Analisis Faktor Yang Memengaruhi Turnover Intention Pegawai di Rumah Sakit X Sangatta Kabupaten Kutai Timur. *Jurnal Sains Dan ...*, 6(1), 172–179.
- AlMemari, M., Khalid, K., & Osman, A. (2023). How career adaptability influences job embeddedness of self-initiated expatriates? The mediating role of job crafting. *Cogent Business and Management*, 10(2), 1–17. <https://doi.org/10.1080/23311975.2023.2220201>
- Ampofo, E. T., & Karatepe, O. M. (2022). The effects of on-the-job embeddedness and its sub-dimensions on small-sized hotel employees' organizational commitment, work engagement and turnover intentions. *International Journal of Contemporary Hospitality Management*, 34(2), 509–533. <https://doi.org/10.1108/IJCHM-07-2021-0858>
- Andrade, C., & Neves, P. C. (2022). Perceived Organizational Support, Coworkers' Conflict and Organizational Citizenship Behavior: The Mediation Role of Work-Family Conflict. *Administrative Sciences*, 12(1). <https://doi.org/10.3390/admsci12010020>
- Audenaert, M., George, B., Bauwens, R., Decuyper, A., Descamps, A. M., Muylaert, J., Ma, R., & Decramer, A. (2020). Empowering Leadership, Social Support, and Job Crafting in Public Organizations: A Multilevel Study. *Public Personnel Management*, 49(3), 367–392. <https://doi.org/10.1177/0091026019873681>
- Boateng, R. K., & Appiah, S. O. (2025). Job crafting and employee commitment: key drivers for retaining skilled talent in digitally transformed organizations. *Future Business Journal*, 11(1). <https://doi.org/https://doi.org/10.1186/s43093-025-00629-0>
- Cai, M., Wang, M., & Cheng, J. (2024). The Effect of Servant Leadership on Work Engagement: The Role of Employee Resilience and Organizational Support. *Behavioral Sciences*, 14(4). <https://doi.org/10.3390/bs14040300>
- Carmen, M., Ramos-mart, Á., & Cruz-cobo, C. (2024). The Influence of Job Crafting on Nurses' Intent to Stay : A Cross-Sectional Study. 3436–3444.
- Chang, M. Y., Fu, C. K., Huang, C. F., & Chen, H. S. (2023). The Moderating Role of Psychological Safety in the Relationship between Job Embeddedness, Organizational Commitment, and Retention Intention among Home Care Attendants in Taiwan. *Healthcare (Switzerland)*, 11(18). <https://doi.org/10.3390/healthcare11182567>
- Chang, Y. C., Yeh, T. F., Lai, I. J., & Yang, C. C. (2021). Job competency and intention to stay among nursing assistants: The mediating effects of intrinsic and extrinsic job satisfaction. *International Journal of Environmental Research and Public Health*, 18(12).



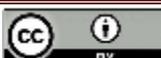
- <https://doi.org/10.3390/ijerph18126436>  
Chen, H., Yang, X., Xia, W., Li, Y., Deng, Y. L., & Fan, C. (2023). The relationship between gratitude and job satisfaction: The mediating roles of social support and job crafting. *Current Psychology*, 42(4), 3134–3141.  
<https://doi.org/10.1007/s12144-021-01658-y>
- Chen, M. F., Ho, C. H., Lin, C. F., Chung, M. H., Chao, W. C., Chou, H. L., & Li, C. K. (2015). Organisation-based self-esteem mediates the effects of social support and job satisfaction on intention to stay in nurses. *Journal of Nursing Management*, 24(1), 88–96.  
<https://doi.org/10.1111/jonm.12276>
- Chen, Y., Zhou, X., Bai, X., Liu, B., Chen, F., Chang, L., & Liu, H. (2024). A systematic review and meta-analysis of the effectiveness of social support on turnover intention in clinical nurses. *Frontiers in Public Health*, 12(June), 1–15.  
<https://doi.org/10.3389/fpubh.2024.1393024>
- Clinton, M. E., Bindl, U. K., Frasca, K. J., & Martinescu, E. (2024). Once a job crafter, always a job crafter? Investigating job crafting in organizations as a reciprocal self-concordant process across time. *Human Relations*.  
<https://doi.org/10.1177/00187267241228997>
- Dechawatanapaisal, D. (2020). Meaningful work on career satisfaction: a moderated mediation model of job embeddedness and work-based social support. *Management Research Review*, 44(6), 889–908. <https://doi.org/10.1108/MRR-06-2020-0308>
- Dechawatanapaisal, D. (2022). Linking workplace social support to turnover intention through job embeddedness and work meaningfulness. *Journal of Management and Organization*.  
<https://doi.org/10.1017/jmo.2022.4>
- Dirican, A. H., & Erdil, O. (2022). Linking abusive supervision to job embeddedness: The mediating role of perceived organizational support. *Current Psychology*, 41(2), 990–1005.  
<https://doi.org/10.1007/s12144-020-00716-1>
- Duong, C. H., & Ho, Y. H. (2024). Perceived organizational support and its impact on employee's intention to stay: Dataset from the electronics industry in Vietnam. *Data in Brief*, 54.  
<https://doi.org/10.1016/j.dib.2024.110428>
- Duong, C. H., Ho, Y. H., & Hoang, T. K. T. (2024). Perceived organizational support and its impact on nurses' intention to stay in Vietnam: Psychological well-being and organizational commitment as mediators. *Nursing Practice Today*, 11(3), 249–258.  
<https://doi.org/10.18502/npt.v11i3.16172>
- El-Gazar, H. E., Abdelhafez, S., & Zoromba, M. A. (2022). Effects of the areas of worklife on job embeddedness: a national cross-sectional study among Egyptian nurses. *BMC Nursing*, 21(1), 1–9.  
<https://doi.org/10.1186/s12912-022-01107-6>
- Farid, R. (2022). Analisis Antecedent Kepuasan Kerja Tenaga Kesehatan di Kota Batam Dalam Menghadapi Pandemi Covid-19. *Sang Pencerah, Jurnal Ilmiah Universitas Muhammadiyah Buton*, 8(2).  
<https://doi.org/https://doi.org/10.35326/pencerah.v8i2.2224>
- Fathy Nomany Mohammed, N., Mahmoud Hassan, R., & Mohammed Elsayed, S. (2024). Perceived Nursing Supervisor Support and Its Influence on Job Embeddedness among Staff Nurses. *Egyptian Journal of Health Care*, 15(2), 892–904.  
<https://doi.org/10.21608/ejhc.2024.357831>
- Godbersen, H., Dudek, B., & Ruiz Fernández, S. (2024). The relationship between organizational commitment, commitment to supervisor and servant leadership. *Frontiers in Organizational Psychology*, 2.  
<https://doi.org/10.3389/forpg.2024.1353959>
- González-Frutos, P., Veiga, S., Mallo, J., & Navarro, E. (2019). Spatiotemporal Comparisons Between Elite and High-Level 60 m Hurdlers. *Frontiers in Psychology*, 10(November).  
<https://doi.org/10.3389/fpsyg.2019.02525>
- Gravili, G., Hassan, R., Avram, A., & Schiavone, F. (2023). Big data and human resource management: paving the way toward sustainability. *European Journal of Innovation Management*, 26(7), 552–590.  
<https://doi.org/10.1108/EJIM-01-2023-0048>
- Güçlü Nergiz, H., & Unsal-Akbiyik, B. S. (2024).



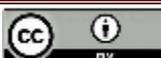
- Job Crafting, Task Performance, and Employability: The Role of Work Engagement. *SAGE Open*, 14(3), 1–18. <https://doi.org/10.1177/21582440241271125>
- Guo, L., Gai, G., Huang, M., Wang, A., Yang, L., & Ling, X. (2021). Preschool teachers' social support and intention to stay: A moderated mediation model. *Social Behavior and Personality*, 49(2). <https://doi.org/10.2224/SBP.9772>
- Hair J, R, A., Babin B, & Black W. (2014). *Multivariate Data Analysis.pdf*. In Australia: Cengage: Vol. 7 edition (p. 758).
- Hanum, A. L., Hu, Q., Wei, W., Zhou, H., & Ma, F. (2023). Professional identity, job satisfaction, and intention to stay among clinical nurses during the prolonged COVID-19 pandemic: A mediation analysis. *Japan Journal of Nursing Science*, 20(2), 1–12. <https://doi.org/10.1111/jjns.12515>
- Heejeong, K. (2024). The Effect of Clinical Nurses' Job Embeddedness and Social Support on Turnover Intention The Effect of Clinical Nurses' Job Embeddedness and Social Support on Turnover Intention. 14(2), 157–167.
- Jingjie, L., Arshad, M. A. bin, & Shuxia, C. (2024). The Relationship of Organizational Embeddedness and Employees' Retention: A General Review. *International Journal of Academic Research in Business and Social Sciences*, 14(6), 1362–1374. <https://doi.org/10.6007/ijarbss/v14-i6/21760>
- Junça-Silva, A., Silva, S., & Caetano, A. (2022). Job crafting, meaningful work and performance: a moderated mediation approach of presenteeism. *SN Business & Economics*, 2(4), 1–21. <https://doi.org/10.1007/s43546-022-00203-8>
- Kalia, P., Kaushal, R., & Singla, M. (2023). Human resource management practices and employee retention in the Indian textile industry. *International Journal of Productivity and Performance Management*, 73(11), 96–121. <https://doi.org/10.1108/IJPPM-01-2022-0057>
- Karatepe, O. M. (2013). High-performance work practices, work social support and their effects on job embeddedness and turnover intentions. *International Journal of Contemporary Hospitality Management*, 25(6), 903–921. <https://doi.org/10.1108/IJCHM-06-2012-0097>
- Khedher, H., & Asadullah, M. A. (2020). Role of social and organizational support in the adjustment of Tunisian self-initiated expatriates. *European Journal of Training and Development*, 44(2–3), 171–190. <https://doi.org/10.1108/EJTD-08-2019-0142>
- Kong, L., Qin, F., Zhou, A., Ding, S., & Qu, H. (2022). Relationship Between Self-Acceptance and Intention to Stay at Work Among Clinical Nurses in China: A Cross-Sectional Online Survey. *Frontiers in Psychiatry*, 13(May), 1–9. <https://doi.org/10.3389/fpsy.2022.897157>
- Laulita, N. B. (2021). How Organizational Culture Moderate the Effect of Total Productive Maintenance Practice on Operational Performance? Evidences from Indonesian Mining Industry. *Jurnal Optimasi Sistem Industri*, 20(2), 93–103. <https://doi.org/10.25077/josi.v20.n2.p93-103.2021>
- Lei, Y. (2024). The interplay of job embeddedness, collective efficacy, and work meaningfulness on teacher well-being: a mixed-methods study with digital ethnography in China. *Frontiers in Psychology*, 15(October), 1–18. <https://doi.org/10.3389/fpsyg.2024.1448446>
- Li, M., Raven, J., & Liu, X. (2024). Feminization of the health workforce in China: exploring gendered composition from 2002 to 2020. *Human Resources for Health*, 22(1), 1–11. <https://doi.org/10.1186/s12960-024-00898-w>
- Lin, Z., Gu, H., Gillani, K. Z., & Fahlevi, M. (2024). Impact of Green Work–Life Balance and Green Human Resource Management Practices on Corporate Sustainability Performance and Employee Retention: Mediation of Green Innovation and Organisational Culture. *Sustainability (Switzerland)*, 16(15). <https://doi.org/10.3390/su16156621>
- Longest, K., & Kang, J. A. (2022). Social Media, Social Support, and Mental Health of



- Young Adults During COVID-19. *Frontiers in Communication*, 7(February). <https://doi.org/10.3389/fcomm.2022.828135>
- Malik, P., & Malik, P. (2024). Should I stay or move on—examining the roles of knowledge sharing system, job crafting, and meaningfulness in work in influencing employees' intention to stay. *Journal of Organizational Effectiveness*, 11(2), 325–346. <https://doi.org/10.1108/JOEPP-08-2022-0229>
- Mon, M. D., I., T. W., & Sentoso, A. (2025). Role of Polychronicity in Job Performance and Turnover Intention Mediated by Job Satisfaction and Work Engagement. *Binus Business Review*, 16(1), 57–69. <https://doi.org/10.21512/bbr.v16i1.11974>
- Mondo, M., Cicotto, G., Pileri, J., Cois, E., & De Simone, S. (2023). Promote Well-Being and Innovation in Sustainable Organizations: The Role of Job Crafting as Mediator. *Sustainability (Switzerland)*, 15(11). <https://doi.org/10.3390/su15118899>
- Moshood, T. D., Adeleke, A. Q., Nawair, G., Sorooshian, S., & Ajibike, W. A. (2021). "I Want to Serve, But the Public Does Not Understand"—An Approach to Employees' Intention to Stay In the Malaysian Construction Companies. *Applied System Innovation*, 4(1), 1–22. <https://doi.org/10.3390/asi4010012>
- Nargotra, M., & Sarangal, R. K. (2023). Perceived Organizational Support and Intention to Stay: The Mediating Effect of Employee Engagement. *FIIB Business Review*, 12(3), 317–327. <https://doi.org/10.1177/23197145211042521>
- Novita, E., Setyawan, A., & Sudhartio, L. (2025). The Role Of Employee Involvement In The Influence Of Work Environment Comfort, Communication And Time Management On Employee Performance. *Jurnal Ilmu Sosial Mamangan*, 13(2), 132–142. <https://doi.org/10.22202/mamangan.v13i2.8865>
- Oubibi, M., Fute, A., Xiao, W., Sun, B., & Zhou, Y. (2022). Perceived Organizational Support and Career Satisfaction among Chinese Teachers: The Mediation Effects of Job Crafting and Work Engagement during COVID-19. *Sustainability (Switzerland)*, 14(2). <https://doi.org/10.3390/su14020623>
- Pahlevan Sharif, S., Bolt, E. E. T., Ahadzadeh, A. S., Turner, J. J., & Sharif Nia, H. (2021). Organisational support and turnover intentions: A moderated mediation approach. *Nursing Open*, 8(6), 3606–3615. <https://doi.org/10.1002/nop2.911>
- Park, Y., Lim, D. H., Kim, W., & Kang, H. (2020). Organizational support and adaptive performance: The revolving structural relationships between job crafting, work engagement, and adaptive performance. *Sustainability (Switzerland)*, 12(12). <https://doi.org/10.3390/SU12124872>
- Pattali, S., Sankar, J. P., Al Qahtani, H., Menon, N., & Faizal, S. (2024). Effect of leadership styles on turnover intention among staff nurses in private hospitals: the moderating effect of perceived organizational support. *BMC Health Services Research*, 24(1), 1–13. <https://doi.org/10.1186/s12913-024-10674-0>
- Peltokorpi, V., & Allen, D. G. (2024). Job embeddedness and voluntary turnover in the face of job insecurity. *Journal of Organizational Behavior*, 45(3), 416–433. <https://doi.org/10.1002/job.2728>
- Pinnington, A., Mir, F. A., & Ai, Z. (2024). The significance of general skills training for early career graduates: relationships with perceived organizational support, job satisfaction and turnover intention. *European Journal of Training and Development*, 48(7–8), 705–729. <https://doi.org/10.1108/EJTD-01-2023-0002>
- Pithaloka, D. A., & Ardiyanti, N. (2024). The Effect of Perceived Organizational Support on Intention to Stay Mediated by Employee Engagement and Job Satisfaction. *Jurnal Aplikasi Manajemen*, 22(2), 476–491. <https://doi.org/10.21776/ub.jam.2024.022.02.13>
- Pu, J., Wang, W., Li, G., Xie, Z., Fan, X., Zhan, N., Xu, Y., & Huang, H. (2024). Psychological resilience and intention to stay among nurses: the mediating role of perceived organizational support. *Frontiers in Psychology*, 15(September), 1–8. <https://doi.org/10.3389/fpsyg.2024.14072>



- 06
- Rahimnia, F., Nosrati, S., & Eslami, G. (2022). Antecedents and outcomes of job embeddedness among nurses. *Journal of Social Psychology*, 162(4), 455–470. <https://doi.org/10.1080/00224545.2021.1920360>
- Ridhayati Farid. (2022). Analisis Anteseden Kepuasan Kerja Tenaga Kesehatan di Kota Batam dalam menghadapi Pandemi Covid-19. *Sang Pencerah: Jurnal Ilmiah Universitas Muhammadiyah Buton*, 8(2), 465–475. <https://doi.org/https://doi.org/10.35326/pencerah.v8i2.2224>
- Roczniowska, M., Rogala, A., Marszałek, M., Hasson, H., Bakker, A. B., & von Thiele Schwarz, U. (2023). Job crafting interventions: what works, for whom, why, and in which contexts? Research protocol for a systematic review with coincidence analysis. *Systematic Reviews*, 12(1), 1–8. <https://doi.org/10.1186/s13643-023-02170-z>
- Rogozińska-Pawelczyk, A., & Gadońska-Lila, K. (2025). The hidden link: perceived organizational support as a moderator of employee participation and psychological contract breach in the public sector. *Central European Management Journal*. <https://doi.org/10.1108/CEMJ-07-2024-0231>
- Saleem, M., Ahmed, B., Zhang, Y., & Baqrain, A. (2024). Family-supportive supervisor behaviours and family cohesion: the roles of job crafting and passion for work. *Personnel Review*, 53(4), 817–834. <https://doi.org/10.1108/PR-07-2022-0481>
- Sánchez-Cardona, I., Vera, M., Martínez-Lugo, M., Rodríguez-Montalbán, R., & Marrero-Centeno, J. (2020). When the Job Does Not Fit: The Moderating Role of Job Crafting and Meaningful Work in the Relation Between Employees' Perceived Overqualification and Job Boredom. *Journal of Career Assessment*, 28(2), 257–276. <https://doi.org/10.1177/1069072719857174>
- Satu Data Batam. (2024). Statistik Jumlah Fasilitas Kesehatan Menurut Jenisnya Di Kota Batam Tahun 2023 Dan 2024 Semester 1. <https://satudata.batam.go.id/satu/detail/statistik-jumlah-tenaga-kesehatan-di-kota-batam-tahun-2023-dan-2024-semester-1-ozovbr>
- Setthakorn, K. P., Rostiani, R., & Schreier, C. (2024). A Meta-Analytic Review of Job Embeddedness and Turnover Intention: Evidence from South-East Asia. *SAGE Open*, 14(2), 1–10. <https://doi.org/10.1177/21582440241260092>
- Shah, I. A., Csordas, T., Akram, U., Yadav, A., & Rasool, H. (2020). Multifaceted Role of Job Embeddedness Within Organizations: Development of Sustainable Approach to Reducing Turnover Intention. *SAGE Open*, 10(2). <https://doi.org/10.1177/2158244020934876>
- Shin, Y., Hur, W. M., Park, K., & Hwang, H. (2020). How managers' job crafting reduces turnover intention: The mediating roles of role ambiguity and emotional exhaustion. *International Journal of Environmental Research and Public Health*, 17(11), 1–18. <https://doi.org/10.3390/ijerph17113972>
- Sugiyono. (2018). *Metodologi Penelitian Kuantitatif, Kualitatif dan R & D*.
- Sulistiyani, E., Hidayat, Y. A., Setiawan, A., & Suwardi. (2022). Jurnal Riset Ekonomi dan Bisnis Perceived organizational support, employee work engagement and work life balance : Social exchange theory perspective sosial. *Jurnal Riset Ekonomi Dan Bisnis*, 15(2), 133–143. <https://doi.org/https://doi.org/10.1186/s4093-025-00629-0>
- Tan, C. S., Nasir, H., Pheh, K. S., Cong, C. W., Tay, K. W., & Cheong, J. Q. (2022). The Mediating Role of Work Engagement in the Relationship between Executive Functioning Deficits and Employee Well-Being. *International Journal of Environmental Research and Public Health*, 19(20). <https://doi.org/10.3390/ijerph192013386>
- Thai, K. P., To, A. T., Tran, T. S., Hoang, V. T., & Ho, T. T. H. (2023). How Job Crafting Transmits the Impact of Perceived Organizational Support and Autonomy on Work Engagement. *TEM Journal*, 12(1), 316–323. <https://doi.org/10.18421/TEM121-40>
- Wang, H., Li, P., & Chen, S. (2020). The impact of social factors on job crafting: A meta-analysis and review. *International Journal*



- of Environmental Research and Public Health, 17(21), 1–28. <https://doi.org/10.3390/ijerph17218016>
- Wardhani, U. C., & Hariyati, R. T. S. (2023). Retaining employment in the hospital setting : A descriptive phenomenological study of Indonesian nurses ' experiences. *Belitung Nursing Journal*, 9(2), 159–164. <https://doi.org/https://doi.org/10.26623/jr eb.v15i2.5336>
- World Health Organization (WHO). (2024). Nursing and midwifery. Retrieved from [https://www-who-int.translate.goog/news-room/factsheets/detail/nursing-and-midwifery?\\_x\\_tr\\_sl=en&\\_x\\_tr\\_tl=id&\\_x\\_tr\\_hl=id&\\_x\\_tr\\_pto=tc](https://www-who-int.translate.goog/news-room/factsheets/detail/nursing-and-midwifery?_x_tr_sl=en&_x_tr_tl=id&_x_tr_hl=id&_x_tr_pto=tc)
- Xin, X., Cai, W., Gao, X., & Liu, T. (2021). Will Job Crafters Stay or Leave? The Roles of Organizational Instrumentality and Inclusive Leadership. *Frontiers in Psychology*, 12(October), 1–13. <https://doi.org/10.3389/fpsyg.2021.743828>
- Xu, J., Wang, C., Zhang, T., & Zhu, L. (2023). How Job Crafting Affects Hotel Employees' Turnover Intention during COVID-19: An Empirical Study from China. *Sustainability (Switzerland)*, 15(12). <https://doi.org/10.3390/su15129468>
- Yoon, D. Y., Han, C. S. H., Lee, S. K., Cho, J., Sung, M., & Han, S. J. (2022). The critical role of job embeddedness: The impact of psychological empowerment and learning orientation on organizational commitment. *Frontiers in Psychology*, 13(December), 1–12. <https://doi.org/10.3389/fpsyg.2022.1014186>
- Yu, H., Huang, C., Chin, Y., Shen, Y., Chiang, Y., Chang, C., & Lou, J. (2021). The mediating effects of nursing professional commitment on the relationship between social support, resilience, and intention to stay among newly graduated male nurses: A cross-sectional questionnaire survey. *International Journal of Environmental Research and Public Health*, 18(14). <https://doi.org/10.3390/ijerph18147546>
- Yun, M.-S., Lee, M., & Choi, E.-H. (2024). Job crafting, positive psychological capital, and social support as predictors of job embeddedness on among clinical nurses-a structural model design. *BMC Nursing*, 23(1), 1–11. <https://doi.org/10.1186/s12912-024-01845-9>

