

Perceived Organizational Support and Job Embeddedness in Startup Employees

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Abstract. Job embeddedness has proven to have an effect on the effectiveness and productivity of companies, including startups. Employees who have job embeddedness in their work tend to feel more attached to colleagues, work and the organization and express attachment by maintaining organizational membership in the workplace. This study aims to examine the relation between perceived organizational support and job embeddedness. The subjects in this study were 105 employees at a startup company in Yogyakarta. Technique sampling used in this study was random sampling technique. Data were collected with job embeddedness scale and perceived organizational support scale. The data was analyzed using correlation techniques. The result shows there is a positive relationship between perceived organizational support and job embeddedness in startup employees in Yogyakarta. Practical implication of this result is that companies can improve employees job embeddedness by provide positive support for employees, as the perception of organizational support has an important role in increasing employee job embeddedness.

Keywords: Job Embeddedness; Perceived Organizational Support; Startup

Abstrak. Keterikatan kerja terbukti berpengaruh pada efektifitas dan produktifitas perusahaan, termasuk startup. Karyawan yang memiliki job embeddedness dalam pekerjaan cenderung merasa lebih melekat pada kolega, pekerjaan dan organisasi dan mengekspresikan keterikatan dengan mempertahankan keanggotaan organisasi di tempat kerja. Penelitian ini bertujuan untuk mengetahui hubungan persepsi dukungan organisasi dengan keterikatan kerja. Subjek dalam penelitian ini sejumlah 105 karyawan di salah satu perusahaan startup di Yogyakarta. Pengambilan sampel menggunakan teknik random sampling. Pengumpulan data dilakukan dengan dua alat ukur, yaitu skala keterikatan kerja dan skala persepsi dukungan organisasi. Metode analisis data menggunakan teknik korelasi dan hasil analisis menunjukkan terdapat hubungan positif antara persepsi dukungan dengan job embeddedness pada karyawan startup. Salah satu cara yang dapat digunakan oleh perusahaan untuk meningkatkan job embeddednes adalah memberikan dukungan positif terhadap karyawan. Hal ini menunjukkan bahwa persepsi dukungan organisasi memiliki peranan penting dalam meningkatkan Keterikatan kerja pada karyawan.

Kata kunci: Keterikatan Kerja; Persepsi Dukungan Organisasi, Startup

Along with the times, technology is growing rapidly and the economic cycle is getting bigger. One proof of the development of technology is the emergence of various digital technology-based startup. A startup is more often interpreted as a new company that is still developing and is associated with everything related to technology, internet, and websites. The world's digital companies that have proven their success in the realm of technology that can provide benefits and facilitate human needs are Google, Facebook, and Youtube. The success story of those companies has inspired many young people to set up startups and solve the problems that surround them. This is also the case in Indonesia, where the technology industry climate is still relatively new (Andriani & Sudibjo, 2022).

In Indonesia, the growth of IT-based companies has developed quite rapidly. As quoted from the Startup ranking report, Indonesia is included in the list of the top five countries in the world with the highest number of startups. Total reached 1,705 startups, placing Indonesia in fourth place behind the United States (28,794 startups), India (4,713 startups), and the United Kingdom (2,971) (www.startupranking.com). The large number of startups in Indonesia certainly provides fresh air, especially for opening new jobs and increasing domestic investment.

Bill Gross, a founder of Idealab in a study revealed that there are 5 factors that determine the success of a startup. The five factors were timing (42%), team (32%), idea (28%), business model (24%), and funding (14%). The research was conducted on 200 successful and failed startups under Idealab and several startups outside Idealab such as Uber, AirBnb, YouTube, and others (www.inc.com). Based on research on startups conducted by Sitepu (2017), it is known that the human relations have the largest influence (44.6%) on the success of a startup, when compared to operational, marketing, and finance. It means when the quality of human relations both internally and between internal and external parties is good, it will eventually increase the success of startups.

Based on the explanation above, the various aspects mentioned are challenges for the company. Moreover, human resources aspect cannot be ignored as well, if companies do not want to experience more losses in the future. Companies should realize that employees are an asset and a big investment for the sustainability of a company. A solid team is needed to come up with new

creative and innovative ideas, which have a positive impact on the sustainability of startup companies (Huning & Business, 2020).

A positive connection or relationship between employees and their work environment and their attachment to the company is known as job embeddedness. Mitchell, et. al. (2001) explained that job embeddedness is a network that encourages individuals to remain in the organization, where the network is divided into the organization itself and the community within it. Job embeddedness builds on how well people fit into their jobs and communities; how are the relationships between people inside and outside of work; and what they will surrender or sacrifice if they leave their position or community (Mitchell et al., 2001).

Job embeddedness represents a series of general factors that influence employee retention decision making, which includes not only job factors, but also relationships with coworkers, compatibility between a person and his work division, (Zhao & Liu, 2010). Moreover, Mitchell and Lee (2001) added that employees who feel connected and attached to their work environment and organization will tend to stay and improve performance with the work they have. Several studies that have been conducted explained that job embeddedness proven to have an effect on the effectiveness and productivity of companies by reducing turnover and retaining quality employees. Baihaqi, Sunuharyo and Widyo (2018) also described that success in managing job embeddedness will overcome several problems that are detrimental to the company such as turnover, employee retention, job dissatisfaction and because it affects work productivity.

Based on its aspect, job embeddedness consists of three, namely links, fit, and sacrifice. Each of the three aspects represent the two dimensions of job embeddedness form namely organizational embeddedness and community embeddedness (Mitchell et.al., 2001). Links is the extent to which a person has a relationship with other people or other activities. In job embeddedness, links are something that connects an employee and his/her family in social, psychological, and physical environment where he/she lives. The more the number of links made by a person, the more bound he/she is to his/her work and organization. Links can be anything, both in personal, family, religious, social and other aspects of life. Fit is about the degree to which their work and community (society) are similar or compatible with other aspects of their lives. This can be in the form of compatibility of personal values, career goals, and plans for the future with the organizational culture and job demands (job knowledge, skills, and abilities). In addition, a person will also consider how well he/she fits into the community and the surrounding

environment (Tewal, 2020). Sacrifice is about what they give when they have to change cities or places of residence. A person will experience a sacrifice when leaving a job, such as: losing a colleague, an interesting job, facilities that have been provided by the company, and so on. The more a person thinks about what he or she can sacrifice when leaving a job, the more difficult it will be to leave the organization.

According to Nguyen, Taylor, and Bergiel (2017) there are three organizational factors that affect job embeddedness, these factors are the rewards provided by the organization, opportunities for growth, and procedural justice. These three factors are organizational support provided by the organization to its employees. Their research explained that there is a significant positive relationship between perceived organizational support and job embeddedness, which means that the higher the perception of organizational support, the higher the job embeddedness in employees. Treatments from the organization received by employees are captured as a stimulus which is interpreted as a perception of organizational support. This perception will foster a certain level of trust from employees in the rewards that the organization gives to their contributions and the organization's attention to their lives, such as care about employee's well-being (Eisenberger, et.al., 2001). The level of employee confidence in organizational support will be influenced by their evaluation of experience and observations about the way the organization treats its employees in general (Eisenberger & Stinglhamber, 2011).

Eisenberger et.al. (2001) in this case defined perceived organizational support as employees' global beliefs about the extent to which the organization cares about their welfare and values their contribution. The global belief is the consistency of employees regarding various assessments of the organization that may be given to them and various actions that the organization can take, both beneficial and detrimental to them.

According to Rhoades & Eisenberger (2002), one form of perceived support from the organization is support from superiors. Perceived support from superiors has a significant effect on employees' feelings of work and commitment to the organization or company where they work, and employees also interpret the support that is given to them by superiors in order to encourage employee commitment to the organization. This is supported by research by Silvia and Suryani (2017) which found that perception of organizational support and perception of superior support for employees are partially positively correlated with job embeddedness (Yang et al., 2019).

Eisenberger and Stinglhamber (2011) divided aspects of organizational support into: (1) appreciation for employee contributions, namely employee evaluation of the organization, the extent to which the organization values their contributions. The forms of awards given can vary, such as; recognition, wages, positions and job enrichment, (2) the organization's concern for the welfare of employees, namely the employee's assessment of the organization's treatment of them, whether the organization treats employees well or badly, provides needed assistance or not. The forms of organizational concern for employees vary, such as: organizational reactions to errors, safety, employee welfare and efforts to make work more meaningful for employees.

According to Eisenberger and Stinglhamber (2011), employees who feel they have support from organization will show good performance, be more active in the organization, reduce violations, reduce absenteeism and work delays, and be able to make quality employees stay in the organization. If the organization does not provide support or appreciation for what employees have achieved in their work, then the employee will perceive the organization as it treats its employees.

Silvia and Suryani (2017) in their research showed that job embeddedness can be a mediator between perceived organizational support and turnover intention. Organizations that recognize and reward their employees' work efforts will have favorable outcomes such as increased affective commitment, positive feelings, effective performance, and reduced turnover (Rhoades and Eisenberger, 2002).

From the explanation above, it can be seen how important organizational support in a startup is to increase job embeddedness in employees. Because with the high job embeddedness in employees, more qualified employees will choose to stay in startup so that employees can work more actively and productively (Phonna & Harmen, 2020). This study differs from previous research in that earlier studies explored several organizational variables such turnover intention, job satisfaction, and organizational commitment, considering job embeddedness as an independent variable, mediator, or moderator. In the startup employee research setting, which has not yet been thoroughly researched by researchers, this study highlights job embeddedness as the dependent variable and correlates it with perceptions of organizational support as an independent variable.

Methods

Variable Identification

This study has two variables, job embeddedness as the dependent variable and perceptions of organizational support as an independent variable.

Research Instrument

The data collection in this study was collected using two scales which were developed by researcher using aspects from Mitchell et.al. (2001) for the job embeddedness and aspects from Eisenberger & Stinglhamber (2011) for the perceived organizational support variable. The presentation of alternative answers to the two scales is arranged using 4 categories of answers, namely very appropriate, appropriate, not appropriate, and very inappropriate. The job embeddedness scale consists of 42 items with a reliability coefficient of $\alpha = 0.939$ and the perceived organizational support scale consists of 49 items with a reliability coefficient of $\alpha = 0.966$.

Research Subject

The population of this research is 210 employees of startup X with details of 30 employees in Jakarta and 180 employees in Yogyakarta. Research subjects were selected using a random sampling technique. Random sampling was carried out based on employee names and a random draw was carried out using a computer with a representation of 50% of the population so that 90 employees located in Yogyakarta and 15 employees located in Jakarta were obtained.

Metode Penelitian

This study uses a quantitative approach with a survey method.

Teknik Analisis

Analysis of the data using correlational analysis techniques using the software application Statistical Program for Social Science (SPSS) 16 for Windows (Nabella, 2021).

Result

Based on table 1, the level of job embeddedness in 105 subjects, none of the subjects were in the low and very low categories. Furthermore, 8 subjects or equivalent to 7.6% had very high job embeddedness, 69 subjects or equivalent to 65.7% were in a high level of job embeddedness, and 28 subjects or equivalent to 26.7% had a level of job embeddedness in the category moderate. Based on these results, it can be concluded that the job embeddedness of the majority of subjects is high.

Based on table 2, out of 105 subjects there were no subjects with perceptions of organizational support that were in the low and very low categories. A total of 7 subjects or the equivalent of 6.7% had very high level of perceived organizational support, 60 subjects or equivalent to 57.1% had high level of perceived organizational support. Meanwhile 38 subjects or 36.2% had moderate level of perceived organizational support. Based on these results, it can be concluded that the subject's perception of organizational support is in the high category.

Based on the results of the correlation analysis, the value of $r = 0.759$ ($p < 0.05$), which means the perception of organizational support has relationship with job embeddedness. Then based on the value of r square obtained a value of 0.665, which means that the contribution of the perceived effectiveness of organizational support to job embeddedness is 66.5%, and there are other factors that influence the level of job embeddedness of 33.5%, such as self-efficacy, career barrier, organizational trust, organizational commitment, job satisfaction, and demographics factor.

Table 1.
 Categorization of Job Embeddedness

Category	Score Range	Frequenc y	Percentage
Very High	$142,8 < X$	8	7,6%
High	$117,6 < X \leq 142,8$	69	65,7%
Moderate	$92,4 < X \leq X 117,6$	28	26,7%
Low	$67,2 < X \leq 92,4$	0	0%
Very Low	$X < 67,2$	0	0%

Table 2.
 Categorization of Perceived Organization Support

Category	Score Range	Frequenc y	Percentage
Very High	$166,6 < X$	7	6,7%
High	$137,2 < X \leq 166,6$	60	57,1%
Moderate	$107,8 < X \leq 137,2$	38	36,2%
Low	$78,4 < X \leq 107,8$	0	0%
Very Low	$X < 78,4$	0	0%

Discussion

The results of this study support previous research that perceived organizational support is a strong predictor of job embeddedness (Shah et al., 2020). Akgunduz & Sanli (2017) in their research found a significant positive relationship between perceived organizational support and job embeddedness in hotel employees. This result is also supported by Allen, Shore, and Griffeth (2003), who found that organizational support has a significant positive relationship with job embeddedness in insurance agent.

Positive organizational support will create a conducive work situation, by getting this support the performance of members will be increased in terms of quality and quantity. In addition, support also raises the spirit of the workers which has implications for trusting each other, helping each other and creating good relations between workers in the work environment. Job embeddedness possessed by a person both with the organization and the community will make the individual feels comfortable, experiences good emotional condition and positive perception of the work environment, so as to create happy conditions in doing work, both in formal situations (Baihaqi, et.al., 2018).

Mai and Zheng (2013) argued that employees who have job embeddedness in their work will feel more attached to colleagues, work and organizations and express their attachment by maintaining organizational membership where they work. Individuals who feel a strong bond (embedded) between themselves and their work and organization tend to have positive behavior in achieving organizational goals compared to individuals who do not feel a bond between themselves and the organization. Employee at this research have a high level of job embeddedness,

thus it means that when someone is able to form links well and broadly, it becomes a consideration for someone to stay in the company (Li & Liu, 2020).

Someone who succeeds in exploring his/her comfort and compatibility with the environment in his/her organization, he/she is able to encourage himself to develop well in his/her organization, and become a professional in his/her work. Meanwhile, if the opposite happens, then he/she will have difficulty developing himself so that the urge to leave the company is getting stronger (Sang et al., 2022). Employees with high job embeddedness have feel fit with companies. Fit also includes community dimensions, including: facilities and culture. Activities outside the company, political and religious climate, and entertainment activities such as recreation, sports, music, theater can encourage the emergence fit in employees. The wider the community dimension that can be achieved and developed by someone both from within the organization and from the surrounding environment, the more comfortable they feel about their work (Kanchana & Jayathilaka, 2023). From the aspect of sacrifice, in his/her new company he/she will probably get a salary and benefits comparable to what he/she is getting at this time, but the facilities, colleagues, work environment are not necessarily obtained.

The form of sacrifice in the form of social relations is a risk that must be taken by workers when they have to move. Leaving a community with well-established ties, an interesting and safe community, where one's employees feel comfortable, a community like this will be difficult to just leave (Bilal et al., 2021). A person may still be able to live in the same community environment even if they change jobs, however, there are still sacrifices that must be made, such as easy access and so on. The more sacrifices that will be made, the less incentive someone will leave the company. Employees who have a good perception of their organization will increase their effectiveness at work where the feeling of being valued and prospered by the company will lead to a sense of loyalty, so that they remain in the company where they work. Providing support that is considered by the organization to employees is related to the perception that the organization cares about employees. The perception that employees are supported and cared for raises when employees feel that the organization is trying to meet their needs.

According to Robbins and Judge (2015) perceived organizational support is the degree to which employees believe that the organization values their contribution and cares about their welfare. For employees, the organization is considered an important source of socio-emotional needs, such as appreciation, care, and tangible benefits (such as salary and health benefits) (Sulin

& Yanuar, 2019). Aspects in job embeddedness have a close relationship with perceptions of organizational support, The more benefits or support employees get from the organization, the higher the level of job embeddedness, so the employee chooses to stay in the organization. A high perception of organizational support will increase attachment to the organization which has implications for employee productivity (Pamungkas, 2022).

Eisenberger and Stinglhamber (2011) add that employees who feel they have the support of the organization will show good performance, be more active in the organization, reduce violations, reduce absenteeism and work delays. Employees who get good support from the organization will increase employee's embeddedness. Employees will be more developed at work, when what they expect from the organization such as career and welfare is considered. Organizations that give awards to their employees for working hard make employees feel appreciated for their work so that they will survive in the organization. In accordance with the aspects of job embeddedness that employees will be comfortable with work and the organization because of the values, career goals, and future plans that are in accordance with the organizational culture (Farh, Hackett, & Liang (2007).

This is important for companies' startup to increase job embeddedness in employees. Because with the high job embeddedness in employees, more qualified employees will choose to stay in startup so that employees can work more actively and productively. In terms of the job embeddedness, namely link, if employees received good organizational support from awards for their contributions and feel that their welfare is cared for, then employees will build links within the company very well. Links that have been obtained in this organization will be taken into consideration when employees choose to resign (Haryati et al., 2022). So that employees who have a good perception of organizational support will have a high level of job embeddedness and will reconsider if they have to leave the company and rebuild links in the new company.

From the aspect of fit, namely the suitability obtained by employees in their work environment, it also includes facilities and culture within the company or organization. When employees feel valued in the company, employees will feel comfortable and fit in the environment where they work. This will increase the job embeddedness in employees. From the aspect of sacrifice (the sacrifices that must be left when employees choose to leave the company), when the perception of organizational support obtained by employees is good, then the sacrifice of links, fit, comfort, and facilities obtained in a company will be a consideration for employees to leave the

company. So, when they have to sacrifice more things that have been obtained from the company where they work, employees will prefer to stay.

The results of this study support previous research that perceived organizational support is a strong predictor of job embeddedness. Treatments from the organization received by employees are captured as a stimulus which is interpreted as a perception of organizational support, this creates a connection both to the company and the environment or community in it.

Conclusion

The conclusion of this study is there is a positive relationship between perceived organizational support and job embeddedness in startup employees. There is a tendency that the higher the perceived of organizational support, the higher the job embeddedness owned by employees. Companies can improve job embeddedness by providing positive support for employees.

For future research, based on the results of this study, it is possible to explore other factors both internal and external that can increase job embeddedness so that research becomes more fruitful with the presence of mediator and moderator variables. Further research can also designs experimental research by providing treatment from aspects of organizational support to see its effect on job embeddedness.

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