



The Effect of Organizational Support and Person-Organization Fit on Organizational Commitment with Job Embeddedness as a Mediating

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ABSTRACT

This research analyzes the effect of organizational support and Person Organization Fit on organizational commitment, with Job Embeddedness as a mediating variable among employees of PT. Kereta Api Indonesia (Persero) Daop 8 Surabaya. Furthermore, the research applies quantitatively with a questionnaire as the instrument. The questionnaires were distributed to 56 respondents as the sample. Moreover, the data analysis technique used was Structural Equation Modelling based on Partial Least Squares. The result shows that organizational support has a significant effect on Job Embeddedness. However, organizational support has a positive but insignificant effect on organizational commitment. Additionally, Job Embeddedness has a significant effect on organizational commitment. Similarly, Person-Organization Fit has a significant effect on organizational commitment. In addition, Job Embeddedness can mediate significantly the effect of organizational support on organizational commitment. Meanwhile, Job Embeddedness has not mediated significantly yet the effect of Person-Organization Fit on organizational commitment. Those findings indicate how importance of organizational support, which has been associated with an individual value relation among organizations in increasing the bond and employees' commitment towards the institution. Besides, the study gives practical implications for human resource management, especially in strengthening retention strategy and employee loyalty.

INTRODUCTION

In an increasingly competitive business environment, frequent changes occur that require quick and well-directed adaptation. Adjusting to these changes invariably involves employees as human resources to enhance organizational effectiveness and productivity (Amilia & Nugrohoseno, 2018). Employees are individuals who provide services, either in the form of thoughts or labor, and in return, receive compensation that has been previously agreed upon (Andiana Moedasir, 2022). Human resources are crucial assets within an organization, as they are responsible for managing, maintaining, and developing the organization to meet various demands of the times. Therefore, it is essential to have human resources who are committed to the organization, demonstrating loyalty and alignment with the company's goals (Averina & Widagda, 2021).

Organizational commitment is a key aspect in ensuring organizational sustainability and performance. This commitment reflects the level of emotional attachment, sense of responsibility, and willingness of employees to remain part of the organization. High levels of commitment encourage employees to work harder, reduce turnover intentions, and improve productivity and efficiency (Widiyastuti, 2021). However, real-world observations show that commitment does not always develop evenly across all dimensions. Based on an internal survey conducted at PT Kereta Api Indonesia (Persero) DAOP 8 Surabaya, it was found that although normative and continuance commitment levels were relatively high, affective commitment—which reflects employees' emotional attachment to the organization—remained low. This indicates a challenge in building strong emotional bonds between employees and the organization.

When employees perceive that the organization values their contributions and cares about their well-being, a sense of belonging and a desire to reciprocate such support through increased performance and loyalty tends to emerge (Fitriani et al., 2022). Furthermore, alignment between employees' personal values and the organization's values is also a significant determinant in fostering commitment. The higher this alignment, the more likely employees are to feel comfortable and engaged in organizational activities (Jayanti, 2022).

Nevertheless, the relationship between organizational support and person-organization fit with organizational commitment is not always direct. In some cases, this relationship is mediated by other factors, one of which is job embeddedness. The concept of job embeddedness encompasses the extent to which individuals are connected to their jobs socially, psychologically, and structurally. Employees with high levels of embeddedness generally feel they have much to lose if they leave the organization, whether in terms of social relationships, career opportunities, or financial aspects (Haryati et al., 2022). Thus, job embeddedness can strengthen the positive influence of organizational support and person-organization fit on organizational commitment.

This study aims to empirically examine how organizational support and person-organization fit enhance employee commitment to the organization through the mediating role of job embeddedness at PT Kereta Api Indonesia DAOP 8 Surabaya.

LITERATURE REVIEW

Perceived Organizational Support

Perceived organizational support refers to the extent to which employees believe that the organization values their contributions and cares about their well-being (Robbins et al., 2016:51). It reflects employees' perceptions of how much the organization is concerned with their welfare, appreciates their efforts, and fulfills their needs (Stinglhamber et al., 2021). Employees who perceive that their organization demonstrates a positive attitude toward them are more likely to remain loyal and continue working within the organization. Conversely, when an organization fails to show such support, employees may consider leaving the organization (Agustini et al., 2017).

Hypotheses

- H1 : There is an influence of perceived organizational support on organizational commitment.
- H2 : There is an influence of perceived organizational support on job embeddedness.
- H6 : There is an influence of perceived organizational support on organizational commitment through job embeddedness.

Person Organization Fit

Person-organization fit is a rapidly growing aspect of the literature on the compatibility between individuals and their environments. It is based on the notion that individuals strive to achieve, maintain, and enhance compatibility with specific elements of their environment—namely, the organization with which they are associated (Westerman, 2001:5). Person-organization fit (P-O fit) is crucial for retaining employees within a company. When employees perceive a misalignment between their personal values and those of the organization, they may experience discomfort and choose to leave. Therefore, the primary objective of achieving person-organization fit is to ensure that employees and the organization share common values and goals (Jayanti, 2022).

Hypotheses:

- H3 : There is an influence of person-organization fit on job embeddedness.
- H4 : There is an influence of person-organization fit on organizational commitment.
- H7 : There is an influence of person-organization fit on organizational commitment through job embeddedness.

Job Embeddedness

Job embeddedness refers to the web in which individuals become entangled within their organization or community (Mitchell, 2013:193). It encompasses a set of psychological factors that compel individuals to remain in their current organizations, defined by the concepts of fit, links, and sacrifice, which operate between employees and their organizations as well as their communities (Endri Haryati et al., 2022). Stronger relationships between subordinates and supervisors can lead employees to feel more motivated to stay, which exemplifies the essence of job embeddedness (Jufrizen & Sianipar, 2023).

Hypothesis:

H5: There is an influence of job embeddedness on organizational commitment.

Organizational Commitment

Organizational commitment is a multidimensional concept that reflects employees' identification with the organization (loyalty), attachment to the organization (desire to remain), and willingness to exert effort or voluntary contributions for the organization (Robbins, Judge, & Breward, 2016:50). It refers to the degree to which an employee identifies with a specific organization and its goals, and desires to continue being part of it (Armstrong, 2009:102). Employees with strong commitment tend to demonstrate higher performance and productivity. Whether in public or private organizations, organizational commitment is considered a core element and a fundamental requirement for holding certain positions (Sugeng & Niswah, 2023).

METHODOLOGY

This study aims to examine the influence of the independent variables, namely Perceived Organizational Support (POS) and Person-Organization Fit (PO-Fit), on the dependent variable Organizational Commitment (OC), with Job Embeddedness (JE) as a mediating variable. This approach aligns with Sugiyono (2020), who states that associative research is used to determine causal relationships between two or more variables.

The method employed in this study is a survey method, with data collected through questionnaires distributed to the entire population, consisting of 56 employees of PT Kereta Api Indonesia (Persero) Daop 8 Gubeng Surabaya. This study uses a saturated sampling technique, in which all members of the population are included as the sample. This technique was selected due to the relatively small and homogeneous population.

This is a quantitative study, with variables measured using a Likert scale ranging from 1 to 5, designed to capture respondents' perceptions of each indicator. The questionnaire consists of items developed from four main constructs: Perceived Organizational Support, Person-Organization Fit, Job Embeddedness, and Organizational Commitment. These items were adapted from relevant literature and contextualized to fit the organizational setting.

Data processing and analysis were conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS) version 4.0. The analysis included a series of validity and reliability tests, such as convergent validity, discriminant validity, composite reliability, Average Variance Extracted (AVE), Cronbach's Alpha, R-square, effect size (f^2), and predictive relevance (Q^2). The relationships among variables were tested using the PLS-SEM algorithm and bootstrapping procedures to determine the significance of both direct and indirect effects within the model.

RESEARCH RESULT

Responden Characteristics

Table 1. Responden Characteristics

No	Categories	Sub-Categories	Freq	%
1	Gender	Female	27	48.2%
		Male	29	51.8%
2	Age	20 - 25 year	3	5.4%
		26 - 30 year	4	7.1%
		31 - 35 year	18	32.1%
		36 - 40 year	10	17.9%
		41 - 45 year	8	14.3%
		≥ 46 year	13	23.2%
3	Working Period	Under 5 years	1	1.8%
		6 - 10 year	15	26.8%
		≥ 11 year	40	71.4%
4	Educational Background	High School	22	39.3%
		Diploma	3	5.3%
		S1	30	53.5%
		S2	1	1.9%
		Total	56	100%

Sources: Managed by researchers (2025)

Descriptive Analysis Result

Based on the data presented in Table 1 regarding respondent characteristics by gender, the majority of participants in this study were male, totaling 29 individuals (51.8%), while female participants accounted for 27 individuals (48.2%). Thus, the gender distribution among respondents was relatively balanced, although there was a slight predominance of male participants.

In terms of age, most respondents were in the 31–35 age group (32.1%) and ≥46 years old (23.2%), indicating that the organizational structure is dominated by a mature age group. Only a small portion of respondents belonged to the younger age group of 20–30 years (a combined 12.5%). According to research by Leung et al. (2011), older employees in the workplace tend to show a positive correlation with job stability and stronger attachment, as they have developed long-term social networks and emotional bonds with their workplace.

Regarding years of service, respondents with ≥11 years of experience made up the majority, at 71.4%. This suggests that most employees have long tenures and are likely to have deeply adapted to the organization’s culture. This finding supports the concept of job embeddedness proposed by Mitchell et al. (2001), where length of service is considered a key indicator of an individual’s attachment to the organization.

In terms of educational background, the majority of respondents held a bachelor’s degree (Strata 1/S1), comprising 53.5%, followed by high school/vocational school graduates at 39.3%. The relatively high level of education reflects the quality of human resources at PT. KAI Daop 8, which may influence employees’ perceptions of organizational support and the alignment of

personal values with organizational values (person-organization fit). According to Robbins and Judge (2019), employees with higher education levels tend to have greater expectations of their organization and pay closer attention to how their values align with those of the company.

Therefore, the demographic characteristics of the respondents support the validity of this study on the influence of organizational support and person-organization fit on job commitment. Employees who are well-educated, older, and have long years of service are more likely to understand the organization’s principles and form strong psychological bonds with their workplace.

According to Sugiyono (2013:147), descriptive statistics refer to data analysis techniques used to explore or describe collected information without attempting to draw general conclusions or make generalizations.

Table 2. Interval Class Category

Percentage Range	Categories
20% - 36%	Very Bad
>36% - 52%	Bad
>52% - 68%	Average
>68% - 84%	Good
>84% - 100%	Very Good

Sources: Managed by researchers (2025)

To provide a comprehensive overview of the relationships between variables, the results of the descriptive analysis will be integrated with the Structural Equation Modeling (SEM) analysis. Descriptive analysis ensures that the data are appropriately distributed and that there are no extreme deviations that could affect the estimation results of the SEM model..

Table 3. Desriptive Analysis

Code	Variable	Mean	Percentage	Category
POS	Organizational Support	4.05	81.00%	Good
PO-Fit	Person-Organization Fit	4.02	80.40%	Good
JE	Job Embeddedness	4.01	80.20%	Good
OC	organizational commitment	4.20	84.00%	Very Good

Sources: Managed by researchers (2025)

Based on the table above, it can be concluded that all variables fall within the "Good" to "Very Good" categories. Organizational Commitment (Y), which received the highest score, had a mean value of 4.20, equivalent to 84.00%, and is classified as *Very Good*. This indicates that respondents exhibit a very high level of commitment to the organization.

Meanwhile, the variables Perceived Organizational Support, Person-Organization Fit, and Job Embeddedness each scored above 80%, placing them in the *good* category. This suggests that respondents feel a considerable degree of fit with the organization, perceive adequate support, and experience a sense of being “embedded” in their work environment.

Outer Model Test
Convergent Validity

Convergent validity refers to the extent to which multiple indicators of a particular construct converge or share a high proportion of variance in common. An indicator is considered valid if it has an outer loading value greater than 0.70 and an Average Variance Extracted (AVE) value above 0.50 (Hair et al., 2019:659).

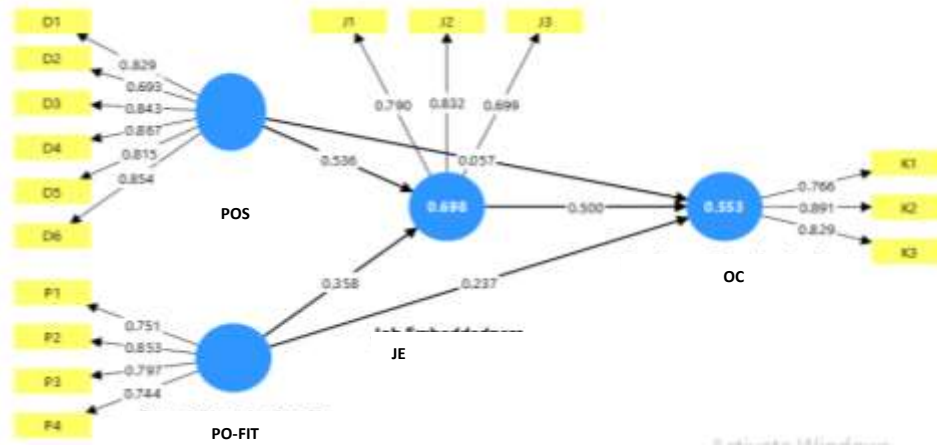


Figure 1. PLS Algorithm Diagram
 Sources: Managed by researchers (2025)

Table 4. Convergent Validity

Indicator	OC	POS	PO-Fit	JE	Remark
K1	0,766				Valid
K2	0,891				Valid
K3	0,829				Valid
D1		0.829			Valid
D2		0,693			Invalid
D3		0,843			Valid
D4		0,867			Valid
D5		0,815			Valid
D6		0,854			Valid
P1			0,771		Valid
P2			0,853		Valid
P3			0,897		Valid
P4			0,744		Valid
J1				0,790	Valid
J2				0,832	Valid
J3				0,699	Invalid

Sources: Managed by researchers (2025)

The validity test results indicate that the indicators for each variable exhibit high levels of validity, with loading factor values exceeding the minimum threshold of 0.70. This demonstrates that the indicators effectively measure the intended constructs. However, two indicators **D2** (Perceived Organizational Support) and **J3** (Job Embeddedness) were found to be invalid, as their loading

values fell below the acceptable threshold. Therefore, it can be concluded that the majority of the indicators used in this study are valid and appropriate for further analysis, although two indicators have been identified as invalid and thus excluded from subsequent evaluations.

Discriminant Validity

Good discriminant validity is indicated when a construct correlates more strongly with its own indicators than with those of other constructs. The results of the discriminant validity test are presented in the following table:

Tabel 5. Discriminant Validity

Indicator	OC	POS	PO-Fit	JE	Remark
K1	0,766	0,592	0,469	0,598	Valid
K2	0,891	0,539	0,672	0,623	Valid
K3	0,829	0,437	0,474	0,580	Valid
D1	0,449	0,829	0,555	0,645	Valid
D2	0,458	0,693	0,630	0,614	Valid
D3	0,485	0,843	0,576	0,614	Valid
D4	0,656	0,867	0,638	0,733	Valid
D5	0,558	0,815	0,599	0,615	Valid
D6	0,554	0,854	0,608	0,686	Valid
P1	0,365	0,576	0,751	0,509	Valid
P2	0,491	0,602	0,853	0,638	Valid
P3	0,623	0,437	0,897	0,520	Valid
P4	0,567	0,684	0,744	0,676	Valid
J1	0,600	0,677	0,677	0,790	Valid
J2	0,636	0,735	0,538	0,832	Valid
J3	0,499	0,496	0,536	0,699	Valid

Sources: Managed by researchers (2025)

All indicators from the four variables—Organizational Commitment, Perceived Organizational Support, Person-Organization Fit, and Job Embeddedness—have loading factor values greater than 0.70 on their respective constructs, thus confirming their validity. Although a few indicators exhibit cross-loadings with other constructs, these remain within acceptable limits. Overall, the research instrument is valid and appropriate for further analysis.

Average Variance Extracted (AVE)

The table below presents the Average Variance Extracted (AVE) values for each construct included in this study:

Tabel 6. Average Variance Extracted (AVE)

Variabel	(Average Variance Extracted)	Description
Organizational Support	0,671	Valid
Person-Organization Fit	0,601	Valid
<i>Job Embeddedness</i>	0,690	Valid
organizational commitment	0,620	Valid

Sources: Managed by researchers (2025)

Based on the information presented in the table above, all constructs exhibit Average Variance Extracted (AVE) values greater than 0.50. Therefore, it can be concluded that all four variables in this study have met the standard criteria for convergent validity. This indicates that the indicators used are able to explain more than 50% of the variance in each of the measured constructs.

Composite Reliability

Reliability testing for each construct in this study was conducted using the SmartPLS 4.0 software. The results of this test are presented in Table 13, which displays the Composite Reliability values for each variable as follows:

Tabel 7. Composite Reability

Variabel	Composite Reability	Description
Organizational Support	0,924	Reliabel
Person-Organization Fit	0,818	Reliabel
Job Embeddedness	0,869	Reliabel
organizational commitment	0,867	Reliabel

Sources: Managed by researchers (2025)

Based on the output of the Composite Reliability test presented in Table 13, it is evident that all variables in this study – Perceived Organizational Support, Person-Organization Fit, Job Embeddedness, and Organizational Commitment – have Composite Reliability values exceeding 0.80. Thus, it can be concluded that all constructs in this model meet the criteria for strong statistical reliability and are therefore suitable for further analysis.

Cronbach's Alpha

Reliability testing is conducted to assess the internal consistency of each variable in the study. One method used is the Cronbach's Alpha value, or alternatively the Composite Reliability value, where an instrument is considered reliable if it scores above 0.70. The following table presents the Cronbach's Alpha values for each variable:

Tabel 8. Cronbach Alpha

Variabel	Cronbach Alpha	Keterangan
Organizational Support	0,901	Reliabel
Person-Organization Fit	0,699	Kurang Reliabel
Job Embeddedness	0,733	Reliabel
organizational commitment	0,796	Reliabel

Sources: Managed by researchers (2025)

Based on the results of the study, nearly all variables – Perceived Organizational Support, Job Embeddedness, and Organizational Commitment – showed Composite Reliability values above the minimum threshold of 0.70. However, the variable Person-Organization Fit recorded a Cronbach's Alpha value of 0.699, which is slightly below the conventional threshold of 0.70. Nevertheless, this value is still considered acceptable within the context of

exploratory research, and the instrument can be retained for analysis with careful consideration.

Inner Model Test

Structural Model

The purpose of this analysis is to assess the magnitude of the direct influence of each independent variable on the dependent variable. The value used for interpretation is the original sample (path coefficient), which indicates the strength and direction of the relationship between variables. The following table presents the results of the structural model testing:

Tabel 9. Structural Model

Variable	Original Sample	Remark
POS -> JE	0,536	Positif
POS -> OC	0,057	Positif
JE -> OC	0,500	Positif
PO-Fit -> JE	0,237	Positif
PO-Fit -> OC	0,416	Positif
POS -> JE -> OC	0.268	Positif
PO-Fit -> JE -> OC	0.179	Positif

Sources: Managed by researchers (2025)

Based on the data presented in the table above, all relationships between variables exhibit positive effects, indicating that an increase in the independent variables is followed by an increase in the dependent variable.

R-Square

The R-Square test is applied to evaluate the extent to which the independent variables can explain the variance in the intervening or dependent variables in the study. The R-Square value reflects the strength of this influence and can be categorized as weak, moderate, or strong.

Tabel 10. *R-Square*

Variable	R-Square	Remark
<i>Job Embeddedness</i>	0,698	Strong
<i>Organizational Commitment</i>	0,553	Moderate

Sources: Managed by researchers (2025)

Based on the results obtained, it can be concluded that the model demonstrates good predictive capability. The R-Square value for the Job Embeddedness variable is relatively high, indicating that most of the variance in this variable can be explained by the independent variables included in the model. On the other hand, the R-Square value for Organizational Commitment falls within the moderate category, suggesting that the model is reasonably effective in explaining this variable.

Effect Size (f^2)

Effect Size refers to a standardized measure of the magnitude of difference between groups, commonly used in power analysis. It is calculated as the difference in group means divided by the standard deviation and can be compared across studies as a general measure of effect strength.

Tabel 11. *Effect Size (f^2)*

Variabel	Effect Size (f^2)
POS -> JE	0.438
POS -> OC	0.003
JE -> OC	0.169
PO-Fit -> JE	0.195
PO-Fit -> OC	0.049

Sources: Managed by researchers (2025)

The calculation of effect size (f^2) reveals that the influence of Perceived Organizational Support on Job Embeddedness has a large effect ($f^2 = 0.438$), indicating a strong contribution to explaining the variance in Job Embeddedness. Furthermore, the influence of Person-Organization Fit on Job Embeddedness shows a medium effect ($f^2 = 0.195$), as does the influence of Job Embeddedness on Organizational Commitment ($f^2 = 0.169$). Meanwhile, the effect of Person-Organization Fit on Organizational Commitment is small ($f^2 = 0.049$), and the effect of Perceived Organizational Support on Organizational Commitment is very small ($f^2 = 0.003$), indicating an almost negligible practical impact.

Q^2 Predict

The Q^2 Predict analysis is conducted to evaluate the model's ability to predict individual values for each indicator of the endogenous constructs. Q^2 values are generated through the PLS Predict procedure, where higher Q^2 values indicate stronger predictive relevance; in other words, the greater the Q^2 value, the better the model's predictive power.

Tabel 12. Q^2 Predict MV Summary

Indicator	Q^2 Predict	Remark
K1	0.245	Moderate
K2	0.379	Strong
K3	0.182	Moderate
J1	0.447	Strong
J2	0.439	Strong
J3	0.249	Moderate

Sources: Managed by researchers (2025)

The Q^2 Predict test results indicate that most indicators exhibit moderate to strong predictive capability. The Q^2 values for Organizational Commitment indicators range from 0.182 to 0.379, with K1 and K3 falling into the moderate category, and K2 categorized as strong. Meanwhile, J1 and J2 (Job Embeddedness indicators) show strong predictive relevance, and J3 falls into the **moderate** category, with Q^2 Predict values ranging from 0.249 to 0.447. Overall, the model demonstrates a good level of predictive accuracy, particularly for the key indicators, suggesting that it is effective in predicting the values of endogenous indicators.

Tabel 13. Q² Predict LV Summary

Konstruk	Q ² Predict	Description
Job Embeddedness	0.649	Very Strong
Organizational Commitment	0.412	Strong

Sources: Managed by researchers (2025)

The Q² Predict value for the Job Embeddedness construct is 0.649, which, according to the guidelines by Hair et al. (2019), falls into the very strong category. This indicates that the model possesses excellent predictive ability in explaining variance in Job Embeddedness.

Meanwhile, the Q² Predict value for Organizational Commitment is 0.412, which is categorized as strong. This suggests that the model also demonstrates high predictive relevance for the organizational commitment construct. In other words, the model is reliable in explaining employees' level of commitment to the organization, both directly and through the mediating role of job embeddedness.

Hypothesis Test Result

Hypothesis testing was conducted to assess the extent to which Perceived Organizational Support and Person-Organization Fit influence Organizational Commitment, both directly and indirectly through the intervening variable Job Embeddedness. This process aims to evaluate whether the relationships between variables in the research model are statistically significant.

Tabel 14. Hypothesis Test Result

Variable	P-Value	Remark
POS -> JE	0,000	Sign
POS -> OC	0.102	Not Sign
JE -> OC	0.026	Sign
PO-Fit -> JE	0.005	Sign
PO-Fit -> OC	0.023	Sign
POS -> JE -> OC	0.036	Sign
PO-Fit -> JE -> OC	0.119	Not Sign

Sources: Managed by researchers (2025)

DISCUSSION

The results show that Perceived Organizational Support has a significant effect on Job Embeddedness ($p = 0.000$). This indicates that employees become more emotionally and cognitively attached to their work when they feel supported, appreciated, and cared for by their organization. These findings are consistent with the research by Eisenberger et al. (1986), which stated that perceived organizational support enhances employees' closeness and loyalty. Similarly, Suraya and Nurtjahjanti (2019) found a positive relationship between perceived organizational support and job embeddedness, emphasizing that employees who feel supported tend to develop strong emotional bonds with their jobs and are more inclined to remain in their positions long-term.

The hypothesis testing results indicate that Perceived Organizational Support does not have a significant effect on Organizational Commitment, with a p -value of 0.102 (> 0.05). Although theoretically recognized as a critical factor

in shaping commitment, this relationship was not statistically strong in this study. The tested mediation model suggests that perceived support affects commitment indirectly through job embeddedness. In other words, while support alone may not directly foster emotional attachment and loyalty, it strengthens the employee's social, emotional, and structural bonds with the workplace, which eventually lead to commitment. These results align with findings by Aliddin et al. (2024), who also concluded that perceived organizational support does not significantly affect organizational commitment directly.

The analysis shows that Job Embeddedness has a significant effect on Organizational Commitment ($p = 0.026$). This implies that the degree of an employee's social, psychological, and structural attachment to their job is positively associated with stronger organizational commitment. Job embeddedness encompasses the dimensions of **links**, **fit**, and **sacrifice**, which create a sense of being "embedded" in the work environment. Highly embedded employees tend to feel comfortable and satisfied, resulting in a sense of belonging and loyalty to the organization. Sari and Helmy (2020) also found that job embeddedness significantly influences both job satisfaction and commitment, with socially connected and well-adjusted employees being more proactive and committed to staying in the company.

The results indicate that Person-Organization Fit has a significant effect on Job Embeddedness ($p = 0.005$). When employees perceive that their values, principles, and personal goals are aligned with those of the organization, they are more likely to feel comfortable and experience emotional and social connectedness. This sense of alignment fosters natural motivation to contribute, maintain positive social relationships, and engage with organizational activities. These findings are consistent with Haryati et al. (2022), who demonstrated that person-organization fit significantly affects job embeddedness.

Person-Organization Fit was found to have a significant effect on Organizational Commitment ($p = 0.023$). Loyalty, a sense of belonging, and the desire to stay long-term are more likely to emerge among employees whose values align with the organization. As described by Kristof-Brown et al. (2005), alignment between individual and organizational values is a key predictor of various positive work outcomes, including commitment. Employees who perceive a good fit between their preferences and organizational culture tend to be more productive and enthusiastic about their work. These results are consistent with the findings of Sari and Helmy (2020), who also reported that person-organization fit significantly influences job satisfaction and organizational commitment, highlighting the role of value alignment in building loyalty.

Path analysis results reveal a significant indirect effect of Perceived Organizational Support on Organizational Commitment through Job Embeddedness ($p = 0.036$). Although direct effects were not significant, the indirect pathway demonstrates the importance of support mechanisms in enhancing employee loyalty via embeddedness. Supportive behaviors such as managerial attention, fair treatment, and recognition foster emotional and social

attachment, which in turn increase job embeddedness and ultimately organizational commitment. Employees who feel deeply embedded are less likely to leave, as departure would involve significant sacrifices in terms of relationships, comfort, and value alignment. This attachment forms the foundation for developing affective (emotional) and normative (moral responsibility) commitment. These results reinforce findings by Diana and Satria (2024), who showed that job satisfaction mediates the relationship between perceived support and commitment—a parallel mechanism involving internal psychological factors.

The results indicate that the indirect effect of Person-Organization Fit on Organizational Commitment through Job Embeddedness is not significant ($p = 0.119$). Although person-organization fit significantly influences both job embeddedness and organizational commitment directly, the mediating role of job embeddedness is not strong enough to explain the relationship. This suggests that value alignment more directly affects commitment without necessarily requiring a strong sense of embeddedness. In other words, employees may feel committed simply because they feel "at home" in the organization, regardless of how embedded they are in their roles. These findings are consistent with those of Rahmawati (2020), who also found that person-organization fit directly impacts commitment without passing through job satisfaction. Although the mediating variables differ, the underlying mechanism remains similar.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of this study at PT. Kereta Api Indonesia (Persero) Daop 8 Surabaya, it can be concluded that organizational support and person-organization fit play important roles in enhancing employee commitment, either directly or through the mediating role of job embeddedness. Organizational support significantly increases job embeddedness, which in turn significantly boosts organizational commitment, although the direct effect of support on commitment is not statistically significant. Meanwhile, person-organization fit directly influences both job embeddedness and organizational commitment, with a stronger direct effect on commitment, while the mediating role of job embeddedness in this relationship is not significant. Overall, **job** embeddedness is proven to be an effective mediator between organizational support and commitment, emphasizing the importance of strengthening employees' psychological, social, and structural ties to foster long-term loyalty and engagement.

ADVANCED RESEARCH

Based on the research findings, several concise recommendations can be proposed. First, organizations should enhance the effectiveness of their support to genuinely foster employee commitment. Second, aligning employee values with organizational culture is essential, which can be achieved by strengthening recruitment, orientation, and value internalization processes. Third, future researchers are encouraged to improve instrument quality by refining or adding indicators to enhance construct reliability. Lastly, companies should optimize the

role of job embeddedness as a mediator by improving work quality, career development opportunities, and social connections among employees.

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